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A Message From Our CEO



Aman Bhutani — Chief Executive Officer, GoDaddy

At GoDaddy, our mission is to empower entrepreneurs everywhere, making opportunity more inclusive for all. Fundamentally, we believe the world greatly benefits from everyone having the opportunity to bring their idea, their passion, their unique gift to others, and the internet makes that possible.

When GoDaddy was founded, the opportunity we brought to our customers helped them understand what a domain name was and why it was important for our customers to have a presence online. We have evolved and will continue to do so as our customers' needs and the world around us evolves.

Today, commerce represents a central opportunity, and GoDaddy brings the same intuitive technology and human guidance we've always offered to help our customers transact online. However, we know that these opportunities are not equally available and that to deliver against our mission — in a way that's truly sustainable and inclusive for all — we need purposeful research and action.

To that end, four years ago, we started a research initiative called Venture Forward to quantify the impact of 20+ million microbusinesses and to better understand who they are and the challenges they face. This publicly available data, which is refreshed regularly to maintain a clear picture of the current landscape, is being used by U.S. mayors, economic developers and other advocates to celebrate these game-changing community forces and to identify ways to support them through policies and programs. Right now, for example, we know that one of the top three challenges entrepreneurs face is simply getting online.

That stark reality drives the work of Empower by GoDaddy — our global social impact program that has, since its launch in 2017, provided approximately 5,000 entrepreneurs with the training, tools and peer networks needed to advance their ventures.

But we know that our responsibility to seize opportunities and make the world a better place doesn't stop there. Belief in the power of diversity, inclusion and belonging is woven into

the fabric of GoDaddy, and in 2021, we further demonstrated our long-standing commitment. Our seventh annual Diversity and Pay Equity report highlights our meaningful progress in creating a more diverse and inclusive workplace where employees are encouraged to bring their authentic selves to work. In 2021, we once again achieved pay parity for women (globally) and ethnic minorities (U.S.) and we increased our ethnic minority representation in leadership roles. Recently, we also scored 100% on the Human Rights Campaign's Corporate Equality Index for the third year in a row and were honored to be named a Forbes Best Employer for Women.

We've also invested in doing more to combat climate change. During our annual strategic planning process, we identified this key area and decided to sharpen our focus on GoDaddy's environmental impact and the corresponding actions we can take, including accounting for and disclosing our greenhouse gas emissions for the first time. We've also looked at operational changes we can make to be kinder to the earth. In addition to disclosing our emissions, we are proud to announce our first target to reduce our scope 1 and 2 emissions by 50% by 2025 while we actively work on a longer-term goal.

When times get tough — as they have been during the turbulence and reckoning over the past few years — we return to our foundational elements: empowerment, equity,

inclusion, sustainability, trust, respect and authenticity. As a leader in our industry, we are committed to using our unique assets and skills to serve all of our stakeholders — customers, communities, employees and shareholders alike — and to change the world for the better.

We understand our responsibility to hold ourselves accountable, which is why we are dedicated to transparently reporting our progress and learnings — now and in the future. On the following pages, you can read more about GoDaddy, our passion for our mission, our new commitment to the UN's Sustainable Development Goals (SDGs) as part of the UN Global Compact efforts, the many ways we empower and encourage our customers and employees, our dedication to honest and ethical conduct, and so much more.

Our mission motivates us to deliver, and my personal belief is that, while there remains much work to be done, we remain steadfast in our commitment to do it. We're proud of what we achieved this year, yet we are humbled by what is left to do.

Here's to doing it, together.

Sincerely,

Aman Bhutani

Aman Bhutani

About This Report



Tejas B. & Davis W.— GoDaddy Employees

Unless otherwise noted, GoDaddy’s 2021 Sustainability Report covers the company’s environmental, social and governance strategies, activities, progress, metrics and performance for the fiscal year that ended December 31, 2021. This report references the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) Standards for the Internet Media and Services sector. GoDaddy is committed to regular, transparent communication of our sustainability progress, and to that end, we 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 sustainability journey by publishing an annual sustainability report.





Rahiem Thompson — ROLETAPE.COM

Millions of everyday entrepreneurs rely on GoDaddy as a trusted growth partner.

GoDaddy Inc. (NYSE: GDDY) is a global leader in serving a large market of everyday entrepreneurs. We're on a mission to empower our worldwide community of **21+ million** customers — and entrepreneurs everywhere — by giving them all the help and tools they need to grow online.

9,500+

Founded in 1997 and headquartered in Tempe, Arizona, GoDaddy's workforce of **9,500+** experts and advocates located throughout North America, Latin America, Europe and Asia are dedicated to empowering entrepreneurs everywhere — helping them build their dreams and make their own way.

Our vision, mission and strategy

Our Vision

To radically shift the global economy toward life-fulfilling independent entrepreneurial ventures.

Our unified vision — our north star guides us on our journey and brings us together so that we are all heading in the same direction.

Our Mission

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

Social impact is at the core of who we are and what we do. Our mission runs deep in the DNA of our company. It's what motivates and inspires our team to work hard for our customers every day.

Our Strategy

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

Our strategy statement provides clear direction to our team on our highest-level objectives. It helps us prioritize and stay focused on what matters most to drive execution.

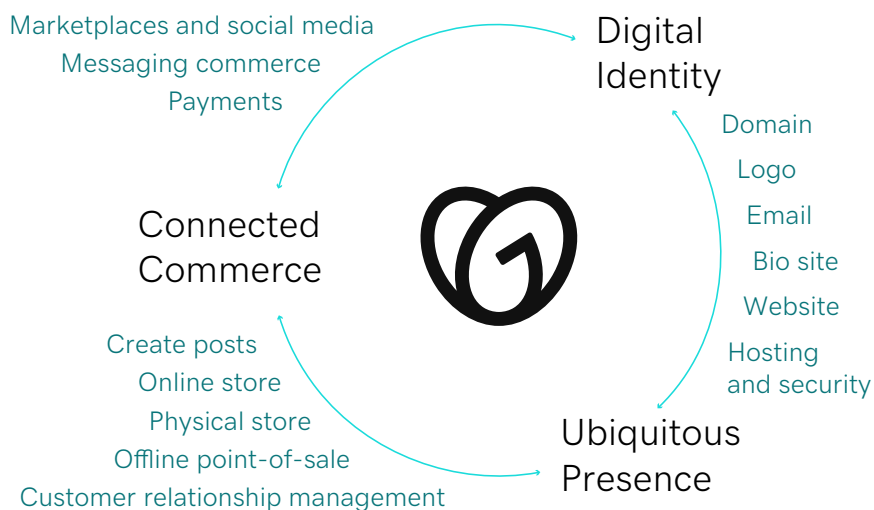


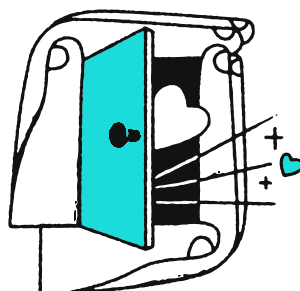
Kat Hernandez — JUANITASPLANTS.COM

Our products and services

Each entrepreneur reflects a person bold enough to pursue an entrepreneurial endeavor, and they entrust us to see them and support them. We take that responsibility very seriously. Our products and services evolve as our customers' needs evolve. We give micro and small businesses the tools, insights and guidance to help them transform their ideas and personal initiatives into success. And we know that being an entrepreneur can be a highly emotional journey, so our Care team provides one-on-one guidance with human connection.

This wheel illustrates how we truly partner with our customers at every point of the entrepreneur's journey:





We also recognize that the entrepreneurial journey isn't the same for everyone. The pandemic highlighted inequities in entrepreneurship in a major way. These disparities are why we're very intentional about inclusivity. We're working with local partners and cities through our multiyear Venture Forward initiative to identify these inequities in the marketplace and present thoughtful solutions.

Among those solutions is Empower by GoDaddy, our global community and philanthropic program that equips entrepreneurs in underserved communities with training, tools and peer networks to accelerate their journeys. Our dedicated employees apply their skills, passion and expertise as coaches and mentors for the program. Since launching in 2017, we have welcomed more than **5,000** entrepreneurs to the program, and we look forward to welcoming even more in 2022 and beyond.

Delivering social and economic benefits to the community isn't just the right thing to do; it's also good business. We've earned our spot as a preferred resource for entrepreneurs at every stage of their journey — and the numbers speak for themselves.

For more information regarding our products and services, please visit GoDaddy.com

2021 Sustainability Highlights



We're committed to reducing our Scope 1 and 2 emissions by **50%** by 2025 and we are actively working towards a longer-term goal.



Since 2017, we've served over **5,000** entrepreneurs through our Empower by GoDaddy program.



Achieved both gender (global) and ethnicity (U.S.) pay parity¹ for the seventh year in a row.



Scored **100%** on the Human Rights Campaign's Corporate Equality Index for the third year in a row.



37% of all hires were women and **50%** of the hires in the U.S were minorities.



We made our **EEO-1 report** publicly available.



Assigned oversight of our sustainability initiatives to the Nominating and Governance Committee.

¹ We define achievement of pay parity as pay that is equal to, or a few cents on either side of, a dollar. Please read our 2021 Diversity and Parity Annual Report for more information.

We focus on what matters.

Our mission is to empower everyday entrepreneurs everywhere. Embracing the verb “empower” as part of our mission means committing to real, impactful action. We seek to understand the most important issues facing our stakeholders, our society, our business and our industry — and to take proactive steps to be a positive force for those we serve and for the world at large. That means a commitment to transparency combined with a relentless focus on how we can be better every day.



Nathalie Laroche — SANGLIERDESBOIS.CA

Our sustainability priorities

In 2020, we partnered with a specialty sustainability advisory firm to conduct our first materiality analysis. The analysis identified the sustainability topics that are of highest priority to us, our stakeholders and our community. By understanding the issues our stakeholders care about, we can ensure that our priorities continue to align with their expectations, market trends and business risks and opportunities.

We believe our analysis was thorough. It involved interviews with our executive team and stakeholders, surveys of internal subject-matter experts and a landscape review of industry trends, research and risk factors. Our advisory firm helped to ensure the analysis followed best practices and maintained a balanced third-party perspective.



From a comprehensive list of potential areas of focus, ten topics stood out and are guiding our strategic priorities.

They are:

- Content Safety
- Corporate Governance
- Customer Experience
- Diversity, Inclusion and Belonging
- Energy Use and Greenhouse Gas (GHG) Emissions
- Inclusive Entrepreneurship
- Innovation
- Talent Management and Engagement
- User Privacy
- Web Security

Our Corporate Sustainability Priorities

Our pillars

To make sure we truly infuse these priorities into how we operate every day, we aligned each priority with one of three strategic sustainability pillars:

Customers

We're empowering entrepreneurs everywhere and making opportunity more inclusive for all.

Employees

We're creating an inclusive, collaborative culture that promotes personal and professional growth.

Operations

We're reducing our environmental impact, operating our business ethically and managing risk appropriately.

The UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a collaborative, global effort to protect our planet, end poverty and help people live in prosperity and peace, and they are represented by 17 global goals and 169 targets. We recognize that businesses play an important role in achieving the SDGs, and we welcome them as inspiration while we continue to integrate our commitment to Sustainability throughout our business.

In 2022, we went a step further in our commitment to the SDGs and joined the United Nations Global Compact. Through this membership, we commit to supporting the Ten Principles of the UN Global Compact on human rights, anti-corruption, labor and environment, and to disclosing our progress on each of the principles annually.

As part of our materiality analysis, we examined how our business activities and key priority areas align with the SDGs. We identified six SDGs that we believe our business has the greatest opportunity to impact:



Gender equality



Affordable and clean energy



Decent work and economic growth



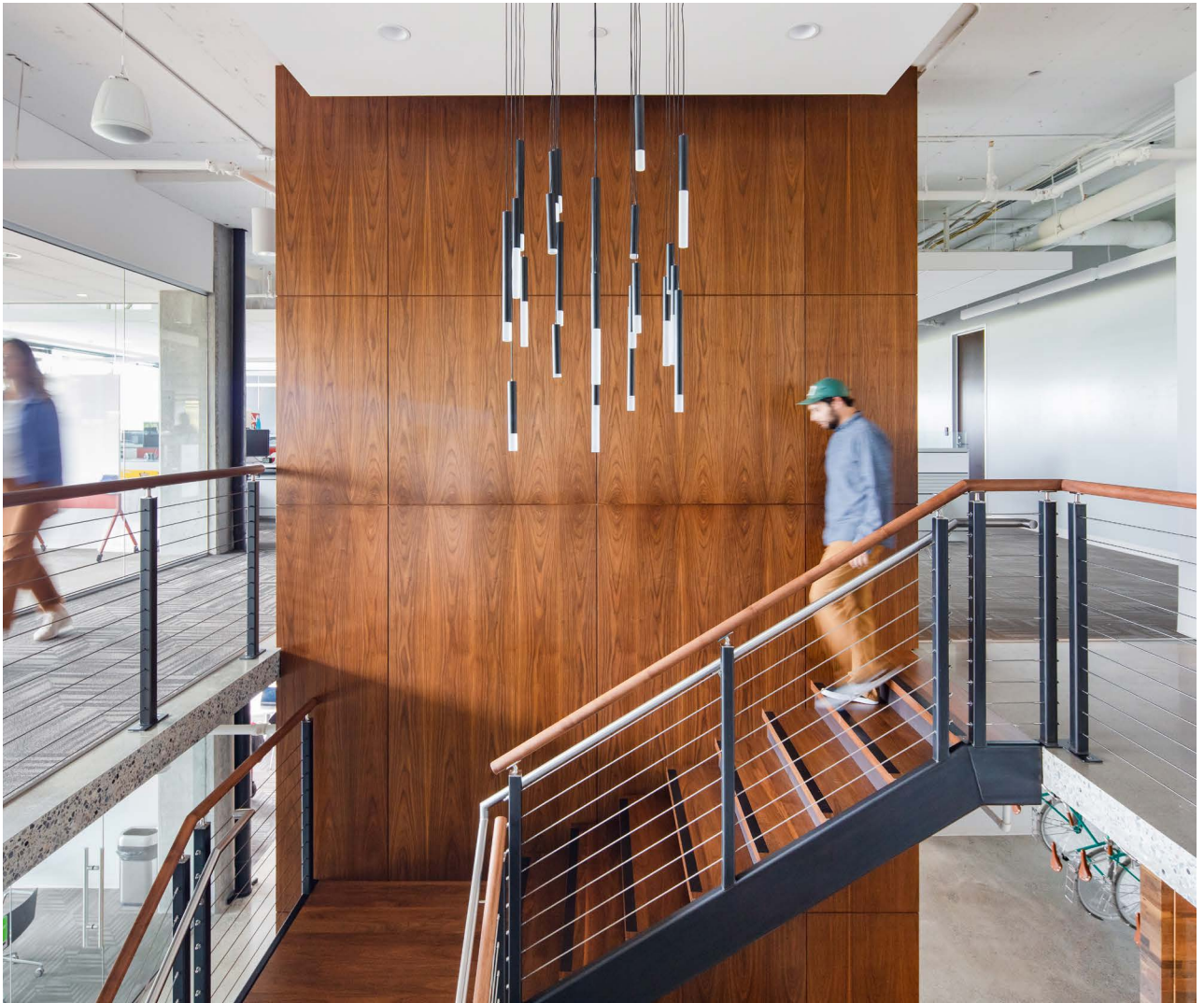
Industry, innovation and infrastructure



Reduced inequalities



Peace, justice and strong institutions



GoDaddy Kirkland

We're dedicated
to our priorities.

We understand that priorities on paper mean nothing unless they also translate to real-life action. With that in mind, we're stepping up the way we bring our sustainability efforts to life.

We've designed our approach for managing sustainability issues to emphasize transparency and oversight while also embedding sustainable thinking into our overall strategy and leveraging the expertise of leaders throughout the company.

Here’s what that looks like:

Board and Executive Level Oversight:

The Executive Committee reviews all sustainability programs and practices, and they report to our Board of Directors and its Nominating and Governance Committee quarterly under the direction of our Chief Legal Officer (CLO).

Sustainability Steering Committee:

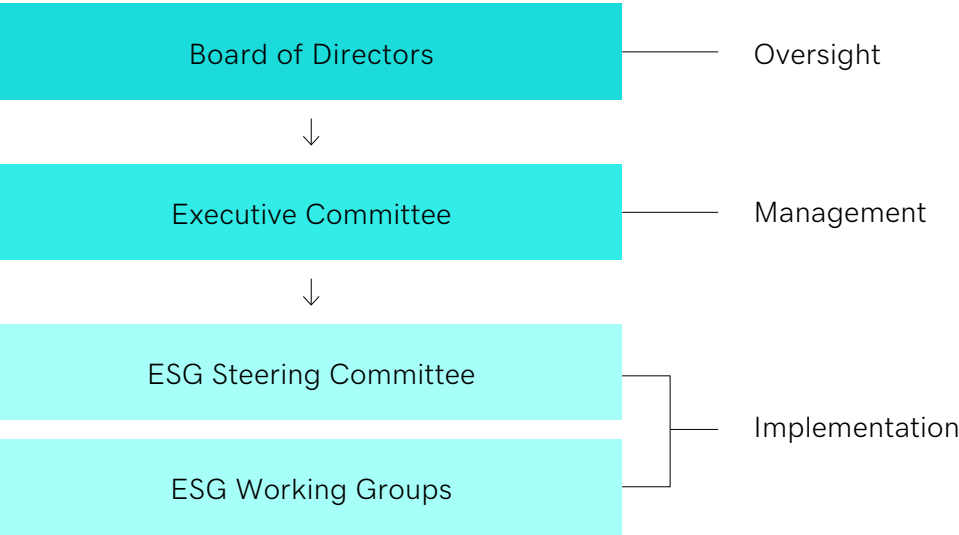
This committee supports our ongoing commitment to transparency, program development and goal-setting when it comes to implementing sustainability practices.

The committee includes leaders from across the company and is chaired by the Senior Director of Sustainability.

Sustainability Working Groups:

We have six working groups, each of which is aligned with one or more of our sustainability priorities. These groups are responsible for helping to collect and report the relevant data, assisting with program implementation and driving progress on our sustainability priorities and goals. These action-focused working groups are led by the dedicated Sustainability Manager.

Sustainability Governance Framework





Andre R. — GoDaddy Employee

And that's not all. We've taken additional steps to infuse sustainability priorities into our operations:

-
- We have a robust year-round shareholder engagement process that allows us to regularly share our sustainability progress and receive candid, actionable feedback from our shareholders.
-
- Our Board assigned new oversight relating to sustainability developments and disclosures to our Nominating and Governance Committee.
-
- We've benchmarked our sustainability priorities to assess our current maturity in these areas and to provide a baseline against which we will measure our progress.
-
- We completed our first greenhouse gas (GHG) inventory.
-



Customers



We rally behind
entrepreneurs
everywhere.

We're on a mission to make opportunity more inclusive for all. As we continue to catalyze a new wave of inclusive entrepreneurship, we aim to change the way people around the world work and live for the better. We believe in providing customized experiences to support entrepreneurs across every stage of their journey, and that means delivering resources that accommodate individual needs and circumstances. We reject a one-size-fits-all model and believe our customized approach is essential to our commitment to empower entrepreneurs in underserved and underrepresented communities.

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 socioeconomic background, should have the opportunity to pursue their independent venture and make their own way.
- Where someone lives — whether that's an urban, suburban or rural community that's thriving or struggling — should not hinder their ability to pursue their small business dream.



Werc Crew — XAVIERBLK.COM

Empower by GoDaddy

Empower by GoDaddy is our global community and philanthropic program that equips entrepreneurs in underserved communities with training, tools and peer networks to accelerate their journeys.

Through strategic partnerships with leading nonprofits and community organizations, the active participation of our dedicated workforce and our deep commitment to the community, we provide community-based programs and virtual learning experiences to equip entrepreneurs with needed resources.

We offer practical and emotional support through:

- Customized workshops and training on digital presence topics.
- One-on-one training, group mentorship and coaching.
- In-kind products and services.
- Wraparound services such as technology, childcare, mental health services and transportation.
- Crucial networks of support.

To support participants in the Empower program, our employees apply their skills, passion and expertise as coaches and mentors. Our experts have developed a series of **10** courses to create customized learning experiences for the entrepreneurs we serve through Empower, with topics ranging from building a website to search engine optimization to website security. Since its launch in 2017, we've served more than **5,000** entrepreneurs through the Empower program.

In 2021:

- We provided **\$2.5 million** in funding to our nonprofit partners through Empower.
- Our passionate employees taught **97** workshops to entrepreneurs around the world.

57%

In a recent national survey, we found that approximately 57% of microbusiness respondents believe that having a website is important for establishing credibility with their customers.

GODADDY PRESENTS

Made in America

Season 3



Cherilyn Yazzie — COFFEEPOTFARMS.COM

To tell the stories of entrepreneurs in the Empower by GoDaddy program, we — in partnership with local nonprofit partners — created a video web series that shines a spotlight on entrepreneurs who lace up, show up and remind us what perseverance and passion can accomplish.

The challenges with entrepreneurship in underserved communities don't exist because of a lack of dreams, ambition or hard work. Economic inequality creates a myriad of barriers. Empower by GoDaddy makes opportunity more accessible by offering the training and tools needed to launch a business, thrive professionally and build generational wealth.

Now in its third season, the latest installment of Made in America highlights inspirational entrepreneurs based in and around Phoenix, Arizona. With help from a team of professionals at the Better Business Bureau Serving the Pacific Southwest and our GoDaddy Guides, these entrepreneurs are changing their communities and their lives.

Spotlight Story



One of those entrepreneurs is Cherilyn Yazzie, co-owner of Coffee Pot Farms. Cherilyn, a Navajo Nation farmer, recognized a problem: Across more than **27,000** square miles, there are only **13** grocery stores for more than **150,000** Navajo citizens. Knowing the importance of bringing nutritious food to the reservation, she set out to remedy the community's lack of access to fresh produce.

Cherilyn and her husband Mike learned to farm and grow their own food, but there were additional roadblocks. They faced extreme hardship — an unprecedented drought, financial challenges and personal losses — but persevered. And yet, they still struggled with the business and technology side of the Coffee Pot Farms mission.

We were honored when Cherilyn joined the 2021 Arizona Empower by GoDaddy program, where we helped her learn how to build her online presence and get connected to crucial networks. Now, they enjoy a growing online presence (including a website with ordering forms) and harvest over **20** different crops. Learn more about Cherilyn's story [here](#).



Ron Hill — RONHILLPHOTO.COM

Venture Forward

We have long believed that microbusinesses are the building blocks of resilient economies and healthy communities. Examples of microbusinesses positively impacting their communities abound, but historically, there has been a lack of reliable, comprehensive data to quantify the profound impact they have.

As a result, everyday entrepreneurs have not had a voice in the policy and technology debates that affect their businesses, including on issues regarding credit access, taxation, broadband access, skills training, benefits portability or internet policy. In the words of one policymaker we briefed, “You can’t create policy for what you can’t see.”

Now, we have the data to prove the incredible impact microbusinesses have on our communities and economy. Through the GoDaddy Venture Forward research initiative, which we started in 2018, we are highlighting the impact made by the 20+ million microbusinesses our customers have created in the U.S., and we’re providing a unique view into the attitudes, demographics and needs of these entrepreneurs. The insights we’ve gathered show the positive economic impact of these everyday entrepreneurs.

We’ve talked to hundreds of policymakers, elected officials and influencers since the launch of Venture Forward, and they acknowledge that these entrepreneurs need and deserve support to realize their full potential. This data provides a pathway for policymakers and elected officials to advocate for the resources and policies that the microbusinesses in their communities need to thrive.

Venture Forward will continue to partner closely with microbusinesses, policymakers and elected officials to provide them with data, analysis and insights so that, together, we can create a more inclusive and prosperous economy.

Highlights:

- **Household median income gains:**
\$485 for each new active microbusiness per 100 people.
- **New jobs added:**
+2 by each everyday entrepreneur in a community.
- **Reducing unemployment:**
one microbusiness per 100 people can reduce the unemployment rate by .05%.

Strategic collaborations

At GoDaddy, we believe we're stronger together. That's why through our Venture Forward work we've curated partnerships with forward-thinking companies and organizations that help us elevate our mission to empower entrepreneurs everywhere.



Creighton Elinski — HINTERLANDSKIS.COM

GoDaddy x Milken Institute: Analyzing the impact of microbusinesses

For the past 20 years, policymakers have relied on the Milken Institute's Best Performing Cities (BPC) index to compare the economic performance and future prospects of metropolitan areas across the U.S.

In 2021, with cities around the country looking to revitalize pandemic-battered economies, the team at the Milken Institute's Center for Regional Economics (CRE), which produces the BPC index, decided to expand the criteria. While the formula has heavily rewarded the level of growth in high-tech sectors, the CRE team added two new measures — access to broadband and housing affordability — to better reflect the degree to which all residents have access to economic opportunity.

But the picture was still not complete. The authors knew, for example, that their criteria were not capturing data on the millions of online microbusinesses in the U.S. that GoDaddy's Venture Forward initiative has been studying since 2018. In 2021, the CRE and Venture Forward teams began collaborating on a groundbreaking study on the link between microbusiness activity and overall wage and job growth as reflected in the BPC ratings.

The final report shows a correlation between microbusiness density and BPC rankings in 67% of the metro areas studied.

GoDaddy x Mastercard: Advancing inclusive and sustainable development

GoDaddy's Venture Forward initiative has partnered with Mastercard's City Possible program, a partnership and co-creation initiative that brings cities, companies and communities together to identify common challenges and co-develop solutions that advance inclusive and sustainable development.

The GoDaddy x Mastercard partnership is designed to use the Mastercard City Insights digital marketplace to grant City Possible members access to GoDaddy's Venture Forward data (which is aggregated and anonymized in accordance with data protection laws). This enhances the reach and impact that the insights on microbusinesses can have. Informed by data that shows the outsized economic impact of everyday entrepreneurs, this access will empower local governments and economic developers with the data and insights they need to better support the microbusinesses in their communities and the people behind them.





Aman Bhutani — Open 2021

GoDaddy Open

Everyday entrepreneurs continue to face extraordinary challenges, including fallout from a global pandemic and the unrelenting digital transformation of the economy. As part of our ongoing response to the needs of small business owners, we hosted GoDaddy Open 2021, a live, virtual event that offered thousands of everyday entrepreneurs the opportunity to learn, connect and grow. Attendees were invited to get inspired by our lineup of business leaders, experts and influencers as we discussed solutions for navigating the new, digital-first entrepreneurial landscape.

With sessions on GoDaddy's commerce capabilities, including our new point-of-sale devices and other tools, the event showcased our commitment to helping entrepreneurs sell anything, anywhere — even when that means going beyond online stores to enable in-store retail, in-person payments and transactions on other online marketplaces. And, to make it even simpler, entrepreneurs can manage it from one place with GoDaddy.

Highlights of the event included:

- Inspiring keynotes featuring real-world stories from successful entrepreneurs.
- Workshop-like sessions loaded with best practices.
- One-of-a-kind mentoring and networking opportunities.

We believe our customers deserve first-rate technology and exceptional customer support.

Entrepreneurs come to GoDaddy to name their idea, create a compelling brand, build an inspired website, attract customers with digital and social marketing and sell their products and services online and offline. They put their trust in us when it comes to providing them with the help and tools they need to grow online, and we take that responsibility very seriously, no matter what stage in the business lifecycle they're in.

By amplifying their highs and boosting confidence during their lows, we make big things approachable — whether that's through one of our carefully created digital tools or via one-on-one guidance and human connection. At GoDaddy, we're not simply a solution provider. We're fostering deep relationships and serving as a personable guide who encourages everyday entrepreneurs to see chances taken, risks rewarded and potential fulfilled.

In 2021, our award-winning GoDaddy Guides tested a proactive text outreach to engage with customers who submitted a less-than-ideal survey about their experience. In these instances, we paired the customer with a highly skilled Guide to address their concern and improve their experience.

93%

Our customer retention rate has exceeded 85% for more than five consecutive years. In 2021, our retention rate for customers who had been with us for more than three years exceeded 93%.

We've also innovated how we use data and insights to personalize products and experiences, allowing us to tailor our solutions to each of our customer groups. We're constantly improving our website, customizing our marketing programs and empowering our Guides to intelligently respond to our customers' needs.



Customer conversations and feedback

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. No matter what phase of the entrepreneurial journey our customers are in, we deploy an empowering, individualized and consultative approach. We work to answer their questions, guide them through technical solutions and offer real-time product suggestions that best suit their goals — all while cheering them on.

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. We believe the effectiveness of our model is reflected by the high ratings we receive from our customers, the sales generated by our GoDaddy Guides and our strong customer retention rate.

In 2021, we improved our overall Trustpilot score from 4.1 to 4.4 out of 5.0. We also exceeded the customer relationship net promoter score (rNPS) goal for 2021, landing five points higher than we ended in 2020.

GoDaddy Guides

Our customers sometimes need guidance to create a website, launch a new feature or try something new. They want to connect with real people who are available **24/7, 365 days a year**, and they want to do so in the manner that works best for them, whether that's by phone, chat or community forums. That's where our award-winning Guides come in. As experts who know their stuff, they help our customers along the way through a collection of managed service offerings.

Our Guides help everyday entrepreneurs around the world with their first and next steps. At approximately **5,900** experts strong, our Guides operate through a variety of channels with the goal of providing tailored and timely support to our customers, handling approximately **15 million** contacts in 2021.

Our customers can choose their preferred guidance channel, including WhatsApp, WeChat and SMS. They can also find guidance in our digital product experiences. In addition to the Guides located in the U.S., we have international specialists who provide in-region support in native languages around the world.



Olivia F., Enkidu D., Suraiya J. — GoDaddy Guides

Sage guidance

We provide a variety of online tutorials through services such as the GoDaddy blog and third-party sites like YouTube. Through the blog, customers can browse articles by topic or product. We know that the business landscape is changing rapidly, and we strive to produce timely and practical articles on the topics our customers care about as they navigate what's new and what's next.



Jasmine Satele-Davis — DAVISFITNESSMETHOD.COM
Jillian J. — GoDaddy Guide

In 2021, we delivered over 150 customer experience improvements.

Some of our favorite examples include:

Service pricing strategy and transparency: We implemented a sitewide initiative to clearly display pricing, promotions, terms and add-on defaults to help customers avoid any unexpected price changes through their purchase experience.

Site navigation: We began conducting experiments to find ways to improve site navigation. These experiments will allow us to reduce clutter, improve access to help and better connect customers to the information they seek.

Service experience: Our sales teams receive ongoing training on customer needs and capabilities to ensure that each customer is connected to the right product.

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



Sarah Small — WICKERGODDESS.COM

The needs of everyday entrepreneurs are constantly changing — and no two entrepreneurs' needs are identical. We keep up by evolving our products and services to make sure they're versatile, easy-to-use and ready for those big ideas.

We've made an intentional shift toward a culture of experimentation to ramp up innovation on behalf of our customers. Today, the world is full of new entrepreneurs who found their stride during a global crisis and — with our elevated commerce platforms, social media platforms, website hosting solutions and more — are turning a challenging time into an opportunity to create something positive.

A culture of experimentation

We challenge our customers to imagine what's possible — and we hold ourselves to the same standard. We expanded controlled experiments by more than **300%**¹, which we believe led to numerous customer improvements. As a company, we witnessed an explosion of experimentation culture, with results being shared with leaders across the company via monthly business reviews.



Dominique Hart — DYNAMIKENDEAVORS.COM

Technical innovation

In the spirit of experimentation and innovation, we initiated several advancements in 2021, including the use of machine learning models for Marketing and Care Services teams. This development expands our use of data to power two major areas of our business.

The creation of a technical north star in terms of high-level architecture promotes the autonomy of product and engineering organizations working within their bounded context, all while providing interaction rules that manage the complexity between them. We also initiated ArchiTalks, an internal monthly series where principal engineers share their innovations, experiments and new tools in an effort to spread awareness of wins and opportunities.

Finally, a new internal open governance Tech Radar defines our direction across programming languages, frameworks, platforms, tools and techniques. This supports our customers by establishing a path for future success that aligns our teams on common methodologies and technologies.

¹ Reporting period is from January to November 2021.



Poynt Card Reader and GoDaddy Commerce Hub

New products and services

We're committed to empowering businesses with more smart tools and services that keep them in front of and engaged with their customer base. As the number of platforms where businesses and products need to show up continues to increase, we are focused on ensuring our customers can be there with relevant, great-looking content. From product shots to point-of-sale promotions, we know that our customers need to be ready to sell anything, anywhere, and we're determined to provide them with the tools and know-how they need to do so — all from a single place.

And we don't stop there. With an eye on building and deepening relationships, we enable customers to engage in chats, texts and social media posts from wherever they are.

New product highlights include:

GoDaddy Payments: Our customers are mobile, and their customers are mobile. That's why we bring the power of the sale to their hands — literally. The updated GoDaddy mobile app payment functionality pairs well with our new card reader to accept cards, record cash transactions and manage and fulfill online orders on the go. This new product represents a landmark achievement for the company, one that involved completing the acquisition of Poynt and launching a new product in roughly 125 days. It's a testament to the dedication of our team and our commitment to everyday entrepreneurs.



Poynt Card Reader

Point-of-sale (POS) hardware: To help our customers seamlessly sell both online and in person with the power of GoDaddy Payments, we introduced two hardware POS devices: Poynt Smart Terminal and Poynt Card Reader.

- Smart Terminals are sleek, powerful, all-in-one devices that are ideal for in-store needs. Featuring a dual-screen design, they allow both the seller and the customer to ring up an order without needing to swivel a screen around, and there's even an easy-to-use docking station to extend capabilities and connect important accessories.
- Card Readers are POS devices that are ideal for our customers setting up at places where space and ease of use are top priorities — think events, pop-ups, farmers markets and more. This device includes a docking station that allows users to free up their hands and offers a long-lasting battery life for those extra-long events. This solution is powered by the free GoDaddy mobile app.



Sofia Car — SOFIACARHAIR.COM

Innovation

GoDaddy Studio: GoDaddy Studio pages allow app users to easily and quickly create multiple posts with the same look and feel within a single project. In 2021, we added this feature to GoDaddy Studio Web in addition to iOS and Android.

Chat conversations: We're replacing the existing Websites + Marketing (W+M) website messaging widget (currently an email form) with chat features and chatbots powered by Re:amaze. This channel gives W+M customers a customer engagement tool with more channels, in-depth integrations with commerce data, automation and chatbots.

GoDaddy Pro: We recently launched the Hub by GoDaddy Pro. With this prioritized ticketing solution, users can easily access dedicated website designer and developer support teams 24/7 through their preferred method of contact. A single dashboard accommodates entering and managing support tickets and service requests.

Social media calendar: Posting regularly on social media can be overwhelming and time-consuming for small business owners — especially when their passion lies within their small business, not becoming an expert digital marketer. We decided to make that simpler. W+M now alerts customers about upcoming holidays and occasions and even provides relevant content suggestions and attractive templates to match those events. There's also a calendar view that makes it easy to create and schedule social posts up to four weeks ahead.

Acquisitions

In 2021, we continued to focus on acquisitions by evaluating each opportunity through a strategic, financial and integration lens.



Notable highlights include the acquisition of:

- **Pagely**, positioning GoDaddy to create the next generation of managed commerce.
- **MMX**, **.club**, and **.design**, continuing to expand GoDaddy's domain portfolio.
- **Vidnami**, enhancing video and AI capabilities for GoDaddy Studio.
- **Re:amaze**, bolstering support for customer engagement.
- **Poynt**, providing a complete suite of commerce and payment services that enables entrepreneurs to sell everywhere.

In addition to these acquisitions, we invested in two companies in 2021: Tailor Brands, a company that automates parts of the branding and marketing process for small businesses and Teikametrics, a company that helps small businesses maximize sales on third-party platforms.



Employees



We embrace individuality as we grow together.



Kim M. & Srey P. — GoDaddy Employees

Nurturing a culture of diversity, equity, inclusion and belonging is woven into the fabric of GoDaddy. Our employees' unique experiences enrich everything we do, and we know we have a responsibility to create an environment where everyone feels accepted and valued.

We also want our workforce to reflect and embrace the diversity of our customers — the everyday entrepreneurs around the world who are pursuing their passions. We continue to take steps to assemble and embolden a more diverse global team that fosters togetherness, trust and belonging — giving each member of our team the space to be inspired by and focused on our mission.

Stronger through transparency and education

Through intentional internal and external efforts, we strive for inclusion and equality for all our employees. We've taken several actions to bring these values to life over the years, including:

- **Active transparency:** We were among the first companies to announce and publish our pay parity results, and we have achieved both gender (globally) and ethnicity (U.S.) pay parity¹ in nearly all areas of our business.
- **Unconscious bias training:** We partnered with The Clayman Institute at Stanford University to reduce unconscious bias in our people processes, including our performance reviews and promotions.

¹ We define achievement of pay parity as pay that is equal to, or a few cents on either side of, a dollar. Please read our 2021 Diversity and Parity Annual Report for more information.

Notable Achievements

Despite these achievements, we are not complacent. We are proud of the steady progress we have made but we know there is more work to be done. We are committed to being a leader in the pursuit of creating an inclusive workforce. We know we need to hold ourselves accountable — and that it's important to do so publicly, so we will continue to share our progress and our learnings in reports like this one.

In 2021, our notable diversity, inclusion and belonging achievements included:

- We achieved pay parity¹ for women (global) and ethnicities (U.S.) for the seventh year in a row.
- We scored **100%** on the Human Rights Campaign's Corporate Equality Index (CEI) for the **third year**² in a row.
- Approximately **37%** of our hires globally were women, and approximately **50%** of our hires in the U.S. were minorities.



¹ We define achievement of pay parity as pay that is equal to, or a few cents on either side of, a dollar. Please read our 2021 Diversity and Parity Annual Report for more information.

² HRC announces the Corporate Equality Index each January for the current year. In January of 2021, GoDaddy was awarded 100% for the third time. In January of 2022, GoDaddy was awarded 100% for the fourth time.

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



2021

America's Best Employers for Women



2021

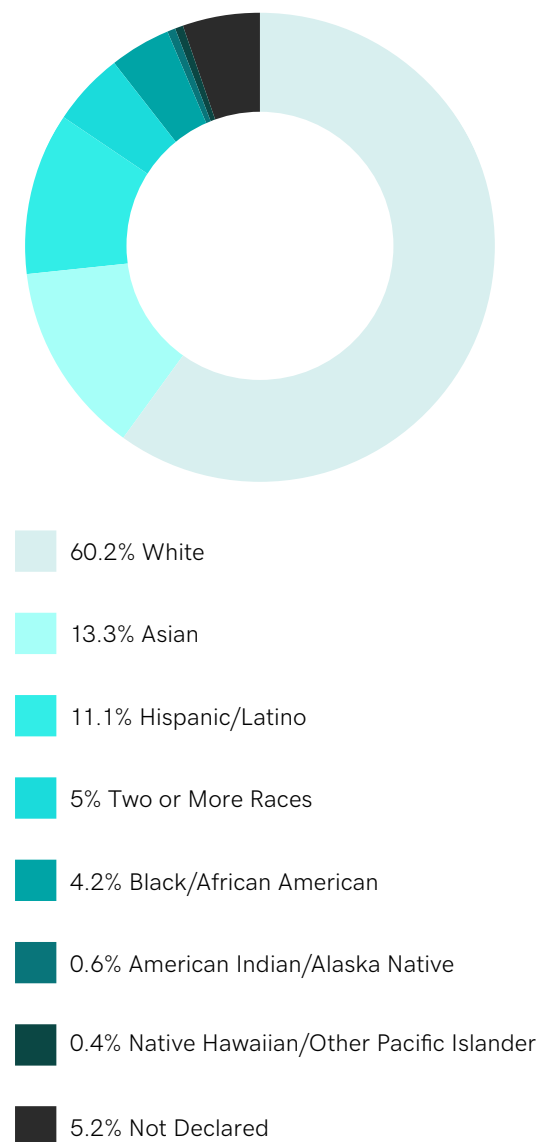
Best Places to Work for LGBTQ Equality



2021

Best Company for Diversity

2021 U.S. Ethnic Diversity



Inclusive recruitment practices

Over the years, we've worked hard to reduce unconscious bias in all our practices and systems. We've invested in teaching our interviewers about unconscious bias, and we believe we've seen meaningful gains in our efforts to hire new employees at the right level and provide them with competitive pay and consistent promotion opportunities.

We employ a few key strategies that help us maintain a diverse talent pipeline and promote inclusive practices, including:

- Reviewing job descriptions with an AI algorithm to reduce gendered language bias.
- Posting all non-confidential jobs on internal job boards to encourage mobility within the company.
- Fostering inclusivity by allowing applicants to choose their preferred pronouns at the time of scheduling an interview.
- Demonstrating inclusive behaviors by providing applicants the option to record the correct pronunciation of their name at the time of scheduling an interview.

- Requiring unconscious bias training for interviewer certification.

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

- Identifying employees for promotion 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 AfroTech, AnitaB.org and its annual Grace Hopper Celebration, Fairygodboss, the Professional Diversity Network, Ada Developers Academy, Code2040 and an Engineering Bootcamp Pilot with Howard University.

In 2021, we launched a new talent acquisition job marketing campaign in diverse and talent-rich markets such as Atlanta, Detroit, Chicago, Houston, Austin and Washington, D.C., to raise awareness around GoDaddy's brand.

Diversity, Inclusion and Belonging

Employee resource groups (ERGs): diversity, equity and inclusion

GoDaddy employees come from varied backgrounds and live all over the world. One way we foster our diverse community, even when we're physically separated, is through our employee resource groups, which help bridge the gaps and are critical to fostering our culture of empowering inclusivity and belonging.

We have **11** employee-led ERGs to support our employees of all different racial and ethnic backgrounds, genders, sexual orientations, and abilities. Importantly, ERG membership is open to all employees united around a common mission, whether they identify as being part of that group or want to support as an ally.

The impact our ERG members have is not confined to the company. They also do good work with the community and organize events that make an impact. For example:

GoDaddy recognized a company-wide holiday for our U.S.-based teams in remembrance and celebration of Juneteenth. As part of our Juneteenth celebrations, GoDaddy's Black in Tech (GDBIT) ERG hosted a virtual volunteer event with the Black Student Fund (BSF) organization, which supports academically motivated African American and other underserved students to facilitate their access, admission, and successful matriculation and graduation from member schools.

GDBIT members met with K-12 students to showcase the opportunities that exist in tech, with the team taking the time to answer questions about entrepreneurship and their careers at GoDaddy. BSF students enjoyed the event and learning about the opportunities that GoDaddy creates — even beyond Science, Technology, Engineering, and Math (STEM).

These types of events aim to boost the spirits of our ERG members and the people in their communities, and we couldn't be prouder of the impact our ERGs have inside and outside the company.

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



Eric M.— GoDaddy Guide

GoDaddy strives for a workplace culture where everyone has the opportunity to thrive. We continually challenge ourselves to evolve and meet the changing needs of our employees.

Our human-centered approach

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 time, loyalty, dedication and trust. We know that's not a one-sided commitment, which is why we take our responsibility regarding their financial, physical and mental well-being so seriously. This commitment to protecting and nurturing our employees surged in importance during the pandemic, but it is an evergreen objective. It mattered before the pandemic, and it will matter every day we are in business.

Adapting to the new business landscape means embracing flexibility and taking a deeply human approach to talent management. That means supporting the whole person across several aspects:

- **Social:** We provide and promote opportunities for employee engagement and socialization, even when they're not physically together with their colleagues.
- **Practical:** In addition to initiatives that make it easier and more cost effective to work from home, we expanded our Global Employee Assistance program that delivers a wide range of support, including legal and financial advice resources.
- **Personal growth:** Delivering continuous learning and development opportunities, even from a distance, remains a key priority.
- **Mental/emotional:** Life can be stressful, especially during times of change, which is why we offer mental health and relationship support with up to five counseling sessions per person per issue — available 24/7 and in 16 languages.



In a remote work environment, it is critical to strengthen employee connections and instill a sense of community. The GoDaddy Fun Fund provides resources for employees to have fun and create morale-boosting opportunities for themselves and their teams.

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 develop their skills and advance their careers.

Personal and professional development

To enable our people to advance their personal and professional development, we provide many opportunities for individuals to learn, stretch and contribute.

2021 was the first full year of MyCareer, an internal career management website that provides a one-stop shop of curated resources for career development planning. The MyCareer platform empowers employees to proactively take charge of their careers by connecting them to on-demand training, workshops, rotational programs and professional networks.

36%

Approximately 36% of all roles in 2021 were filled internally, highlighting our dedication to recognizing and investing in our employees through internal growth.

In 2021, we introduced LinkedIn Learning and completed the development of Decision Lab, along with two pilot sessions:

- **LinkedIn Learning:** Offers a digital library of over 16,000 courses covering a wide range of technical, business, software and creative topics. By opening up access to this resource, GoDaddy employees have the opportunity to refine or develop professional skills, learn new software and explore other areas as they plan their career growth.
- **Decision Lab:** The Decision Lab effort is focused on making better decisions, faster and in a way that “sticks” to drive outcomes and contribute to us achieving our business goals. These experiential sessions are built to help employees learn about potential road blocks and enablers that are unique to our GoDaddy culture, give participants strategies on how they might navigate decision-making in different ways, and provide a decision making framework that can help set employees up for success.



GoDaddy Kirkland

Talent Management and Engagement

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

In 2021, we launched Elevate, a Care and Services leadership program for GoDaddy Guides. During the yearlong training program, we connect GoDaddy Guides 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.

The pursuit of further education and advancement through external sources is important to us. We support many of our employees by sponsoring their attendance at conferences and seminars, and we provide full-time employees with up to **\$5,250** (depending on geographic location) per year toward approved tuition costs through our Education Reimbursement Program.

“Being a part of GROW was a great opportunity to step outside of my comfort zone, find ways to apply my existing skills in a new environment and learn new ones along the way. Coming from Care and Services, Marketing was a new and exciting world with its own intricacies, and I’m so glad I took the plunge! GROW gave me the ability to challenge myself and adapt quickly — and provided the perfect jumping-off point to successfully continue working in Marketing after the program.”

—Viky Kalyta
Senior Marketing Specialist

Leadership training

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

-
- **New manager onboarding:**
This required six-week course for managers teaches them about the high standards required for those in GoDaddy management positions and the resources available to help them succeed.
-
- **Manager and leadership development:**
Ongoing support is offered through a suite of courses covering topics such as leading virtually, leading through change, giving feedback, coaching and having difficult conversations.
-

Exceptional employee experiences

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

Performance reviews

Our approach: **Let's talk about it.** Consistent feedback is essential for career development, but so is taking an introspective look at our own work. That's why each year we launch self-evaluation assessments for all eligible employees, giving them space to reflect on how they feel about their work and how they fit into their teams.

We have a traditional performance review process that's structured around a formal mid-year and year-end process, both of which include setting goals, exploring performance feedback and peer feedback, and having career development conversations. With the exception of GoDaddy Guides, who receive feedback on a monthly basis, approximately **93%** of GoDaddy employees participate in this process. In a recent analysis, **83%** of respondents said they'd engaged in a recent career conversation with their manager, and **91%** reported that they had received feedback on their performance.



In Q1 2022, we also rolled out pay transparency, giving the majority of our employees visibility into the salary range for their role in their geography. With this roll out we provided trainings for all employees and managers to deepen their understanding of compensation and how pay works at GoDaddy.

Benefits

We offer financial perks that support our employees' futures, health benefits that keep them well and programs that both reward and inspire great work.

In many of our locations, benefits include:

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- A first-class benefits package offering comprehensive medical, dental, vision and disability plans.
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- 401(k) and IRA retirement plans, with generous employer matching.
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- An equity plan and employee stock purchase program to promote a sense of ownership.
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- Professional development opportunities and tuition support.
-
- Liberal time away to rest and recharge.
-
- 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 paid time off for volunteer opportunities.
-

For a full list of our employee benefits, please visit careers.godaddy.com/culture to see how we put our beliefs into action.

Employee feedback

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.

We're proud of and encouraged by our high levels of employee engagement with the survey, and we believe it's a testament to how much our employees know we listen to and value their input. For our 2021 GoDaddy Voice survey, **90%** of our employees responded — which was a **3%** increase from 2020. Despite the global challenges of the past two years, we believe these results showed that our employees believe GoDaddy is succeeding in creating a culture of trust and respect with transparent communication.

Some of the impressive stats from the survey include:

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- **94%** believe colleagues treat each other with respect.
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- **92%** believe that their manager creates an environment that allows them to be themselves at work.
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- **92%** believe GoDaddy's leaders maintain high ethical standards.
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- **93%** have the flexibility to manage other aspects of life while working from home.
-

As part of our effort to understand what our employees need and want and how we can better support them, we frequently make adjustments to existing initiatives and introduce new ones. Here are a few highlights from 2021:

-
- We allocated additional resources to our Fun Fund, an employee morale program.
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- We launched Everyday Champions, a global employee recognition tool.
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- To support those working from home, we started and continue to offer a pandemic-related quarterly reimbursement.
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- In line with our whole-person, human-centric approach to employee care, we continued to offer support with the goal of providing flexibility and work-life balance.
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- Because the pandemic has changed where and how we live, we prioritized our review of relocation requests.
-

Our employees are a force for good in their local communities. We aim to amplify their efforts. Each year, each GoDaddy employee receives a **\$1,500** budget to award grants and matching donations to the nonprofits where they volunteer. Employees are also provided with **20 hours** of paid time off annually to volunteer in their local communities. In 2021, inclusive of company match, GoDaddy employees gave more than **\$820,000** back to their communities.



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 work tirelessly to provide continuous privacy and to develop security improvements that benefit our customers. We work to take proactive measures to be transparent with users, protect their data and keep up with an evolving regulatory landscape.

Our cross-functional, risk-based approach to both user privacy and web security keeps our privacy and security controls and practices relevant to our business and customers.

Here's a snapshot of what that looks like:

-
- **The Audit and Finance Committee** assists the Board in its oversight of privacy and cybersecurity risk by keeping the Board apprised of our data privacy and security programs, strategies, policies, standards and processes.
-
- **The Chief Information Security Officer (CISO)** oversees GoDaddy's Information Security organization, which includes security risk and assessment responsibilities, threat intelligence, incident response functions, and product, enterprise and customer security.

The CISO meets with the Audit and Finance Committee quarterly and provides updates to the full Board at least annually. These updates include reviewing our data privacy and cybersecurity programs and risks, and discussing priorities, mitigation strategies, staffing and resources.

-
- **Our Data Protection Office**, which is run by our Privacy Officer, manages GoDaddy's Global Privacy program, which is verified each year through a third-party audit. All our customers have access to core privacy tools and we do not sell customer information to third parties. Our Privacy Officer reviews our program with the Audit and Finance Committee from time to time to maintain focus on privacy at the highest levels.
-
- **Our Trust Center:** We know our customers need a trusted partner to help navigate the complicated world of privacy and security. GoDaddy's [Trust Center](#) site houses all data protection, security and privacy resources in one easy location for our customers, giving them the resources needed to ensure their information — and their customers' information — is safe and compliant.
-



Data 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. These efforts span several focus areas:

-
- **Proactive monitoring:** We continuously check for vulnerabilities. To proactively prepare for new and emerging threats, we research and monitor industry threats that could impact GoDaddy and our customers.
-
- **Training and internal communications:** All GoDaddy employees receive annual customer privacy and security training 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 and activities at GoDaddy, as well as industry best practices.
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- **Intentional development:** Teams within GoDaddy's information security organization partner with product development teams to make security a core consideration when building new products and services.
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- **Security frameworks:** We align with best practices by adhering to leading security frameworks, such as the National Institute of Standards and Technology (NIST) cybersecurity framework, PCI DSS and WebTrust.
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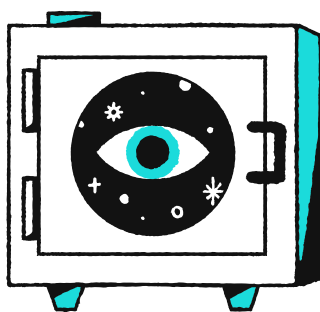
Data Privacy

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 from around the world, which is why we apply a globally consistent approach to privacy and adhere to stringent privacy requirements, regardless of the location of our customers and employees.

In 2021, we refreshed our annual TRUSTe LLC independent General Data Protection Regulation (GDPR) privacy program management validation, covering the GoDaddy family of brands and recent acquisitions, and added a new feature in customers' account settings that allows them to more easily exercise their rights regarding behavioral advertising.

Additionally, in 2021, we also addressed the requirement under General Data Protection Regulation (GDPR) to conduct data transfer risk assessments and refreshed our data processing addendums to incorporate the new standard contractual clauses for EU data transfers. We remain committed to staying on top of evolving international regulations — including, for example, the introduction of new privacy laws now in effect in China.

Our continued focus on “privacy by design” helps ensure that privacy principles are considered during process design and throughout our entire engineering lifecycle. With this approach in mind, we constantly assess how data protection can be achieved by improving processes and creating additional employee training sessions, which was delivered across the enterprise in 2022.



Security practice improvements

The NIST Cybersecurity Framework consists of five functions: identify, protect, detect, respond and recover. When used together, these functions provide a high-level, strategic view of the lifecycle of an organization's management of cybersecurity risk.

In 2021, we focused on the identity and recover functions of the NIST framework. PwC's assessment of our progress showed that our capabilities in those areas are now above industry standards. We also achieved ISO 27001:2013 certification for our domains registrar platform and DNS services.

Additionally, all security policies underwent an uplift in 2021, including a further formalization of our data security policies.

We aim to help create platforms that benefit society.

At GoDaddy, we believe that diversity of ideas and freedom of expression are fundamental to healthy societies and economies, but we also recognize that digital organizations have a responsibility to properly respond to harmful content.

Our content safety philosophy is outlined in our Trust Center, with specific policies identified in our [Universal Terms of Service](#) (UTOS). Examples of harmful content that violates our policies and UTOS include promoting, encouraging or engaging in violence or for any illegal activity, such as the exploitation of children, the promotion of terrorism, the sale of prescription medicine without a valid prescription and fraudulent activity. This is not an exhaustive list and we periodically review our UTOS and policies.

When our dedicated Content Safety team receives a complaint, they review it carefully to determine whether there is a violation of GoDaddy's policies and/or UTOS and, if so, the appropriate action to take in response, which may include suspension, termination or closing the matter, among other things. Last year, our dedicated Content Safety team received over 18,000 content complaints.

Policy updates

In 2021, we formally expanded our policy regarding content that encourages “violence against people” to include content promoting self-harm or suicide. We also prohibited non-consensual sharing of sexually explicit materials (NSEM). This includes a required declaration on the part of the complaining party.

We operate with the future in mind.

We are privileged to have a global reach, and with that reach comes global responsibility. We are committed to an environmentally sustainable future, and 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, decrease waste and reduce our greenhouse gas (GHG) emissions.

In 2021, we conducted our first GHG inventory to calculate our scope 1, 2 and 3 emissions to identify the sources of emissions in our operations, as well as indirect emissions in our value chain. The results of our inventories have informed key areas where we can begin to make progress and reduce our emissions while continuing to evaluate our operations.

Climate change strategy

We recognize that climate change is a rapidly growing threat to humanity, with the potential to impact nearly every aspect of our lives. The Sixth Assessment [Report](#) from the Intergovernmental Panel on Climate Change (IPCC) makes it clear that climate change is already affecting every inhabited region across the globe. We have a short window to dramatically reduce GHG emissions to avoid catastrophic consequences. Everyone has a critical role to play in addressing this urgent challenge.

That's why GoDaddy is sharpening our focus on environmental actions, including accounting for and disclosing our GHG emissions.

50%

We're proud to announce our commitment to reduce our scope 1 and 2 GHG emissions by at least 50% by 2025, and we are actively working on a longer-term goal.

While GoDaddy's GHG inventory and targets are new, our commitment to an environmentally sustainable future is not. Here are some other actions we've already taken to reduce our GHG emissions footprint, minimize waste and operate sustainably.



John Melicor — URBANPLANTSHOP.COM

Environmental Impact

The impact of our data centers

Our data centers are the primary driver of our scope 1 and 2 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 our 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 2021, we consolidated our global data center landscape further and migrated 12 more data center locations into larger footprints.

We continue to focus on rightsizing our infrastructure, increasing rack and room density, and consolidating workloads into larger sites. To formalize this effort, we added key performance indicators around our efforts to increase footprint density.

In addition, we proactively replaced inefficient infrastructure, installed energy-efficient fixtures and procured Guarantees of Origin (GOs) — something we'll continue to work on. We are also continuing our efforts to test and implement state-of-the-art, resource-efficient technology. For example, in our France data center, we use groundwater for cooling, which significantly reduces energy use.

For our global owned and operated data centers we are currently investigating our options for procuring renewable energy. We engaged in an external energy audit for our largest sites and, at the time of printing, are awaiting results. We will use those results to identify additional opportunities for improvement.

100%

Since 2019, all of our EMEA data centers and select EMEA offices use 100% renewable energy through purchasing Guarantees of Origin.

The impact of our workspaces

Even when working remotely, we continue to minimize our environmental impact in offices and workspaces by promoting resource efficiency, encouraging recycling and leveraging sustainable products.

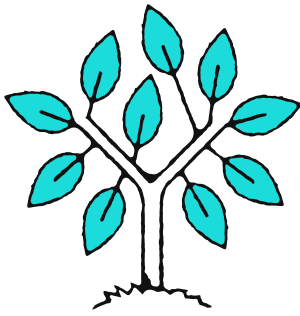
Office space

Our headquarters was designed with sustainability in mind, with features such as:

- Energy-efficient HVAC systems
- LED lighting
- Low-flow plumbing
- Recycling programs
- Solar arrays
- Reclaimed water facilities used for landscaping
- EV charging stations

With the introduction of a new Hub-Club-Home hybrid work model, the accompanying real estate strategy enables us to enhance the employee experience by creating flexible workspace solutions while prioritizing capital and reducing our GHG emissions footprint and operating costs.

As a result of our ongoing real estate optimization efforts, over the course of two years, we have reduced our active corporate real estate footprint by **55%**. The optimization efforts will continue into 2022 as we leverage new data to make informed real estate decisions.



Food services

Meanwhile, our food services team in Tempe achieved level 3 certification from the Green Restaurant Association, an organization that identifies eight critical categories for sustainability metrics as part of their certification standards: water, waste, goods and building materials, food, energy, disposables and reusables, chemicals, and transparency and education. Level 1 represents their lowest rating, progressing through levels 2, 3, 4 and then SustainaBuild.

Our Tempe, Arizona site, which serves all of GoDaddy Arizona, achieved the level 3 rating through initiatives that include eliminating Styrofoam and other plastic foam products, providing biodegradable containers, using low-flow faucets and fixtures, offering a comprehensive recycling/waste program, and incorporating more vegan/vegetarian dishes.

GoDaddy Green

Founded in 2020 and featuring **350+** members, GoDaddy Green engaged in a wide variety of ambitious projects in 2021. Here are a few highlights:

We donated **\$10,991** to The Canopy Project to fund the planting of a tree for every single GoDaddy employee, contractor and vendor across the globe.

Sustainability coach Gwen Larned led a compost and zero-waste workshop.

We hosted an interactive plant-based cooking class featuring guest chef Arianna Garella.

In honor of Earth Day, we held a member share-and-tell session where employees shared best practices and personal sustainable practices.

We dedicated GoDaddy Green ERG spotlight months that featured virtual learning events for members.

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



Sarah Fung — THEHULA.COM

At GoDaddy, we are committed to upholding the highest level of professional and ethical standards. We take seriously our obligation to earn and maintain the trust of our stakeholders and to promote a culture of honesty, integrity and trust among ourselves, our customers and our business partners. This starts with the tone at the top set by our Board of Directors.

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.

To ensure our workforce has received and complies with the requirements of the code, GoDaddy employees must complete the Do the Right Thing (DTRT) training during onboarding and then again once every two years.



Our ethics helpline

Our entire workforce, and those outside the company, including contractors and vendors, have access to our 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 GoDaddy Voice survey, we ask employees for feedback on the strength of our ethical compliance practices and whether they feel comfortable reporting ethics-related issues. **90%** of GoDaddy employees participated in the 2021 GoDaddy Voice survey, which revealed that **92%** believe GoDaddy's leaders maintain high ethical and compliance standards and **89%** feel comfortable reporting ethics and compliance issues.

Proactive efforts

While our GoDaddy Voice results on these topics are heartening, we're not complacent. In a constantly evolving global business climate, we believe it's imperative to continuously evaluate and evolve. In 2021, we created new compliance training materials to address current business risks, covering topics such as antitrust and competition, anti-bribery/anti-corruption efforts, and anti-money laundering tactics.



We're committed to
generating value and
cultivating trust.

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, all while enabling us to remain competitive in the dynamic environment in which we operate.

Our Board of Directors

Our business is managed under the direction of our Board of Directors, which is currently composed of nine members, eight of whom are independent. We have a highly engaged and diverse Board that is actively involved in oversight of strategy and risk and serves as a valuable resource for our leadership team.

Demographics, diversity and refreshment

Our Board believes that diverse representation fosters a robust, comprehensive and balanced deliberation and decision making process that is essential to the continued effective functioning of the Board and continued success of the Company. As a part of its ongoing refreshment efforts, over the past four years our Board has added five directors, three of whom enhance the overall gender and racial diversity of our Board. In 2021, our Board rotated committee assignments, appointing new chairs for two committees to facilitate fresh perspectives at the committee level.

Experienced and Independent Board

Our Board exercises strong, independent oversight as stewards of shareholder capital

 Aman Bhutani Chief Executive Officer since 2019 ● CEO, GoDaddy	 Charles Robel Chairman since 2014 AFC Fmr. GP, COO, Hummer Winblad Venture Partners	 Herald Chen Director since 2014 AFC President and CFO, AppLovin	 Caroline Donahue Director since 2018 AFC. CHCC ● Fmr. CMO and CSO, Intuit	 Mark Garrett Director since 2018 AFC ●* Fmr. CFO, Adobe
 Ryan Roslansky Director since 2018 NGC ● CEO, LinkedIn	 Brian Sharples Director since 2016 CHCC* Co-Founder, Fmr. CEO, HomeAway	 Leah Sweet Director since 2020 NGC*, CHCC ● Fmr. Senior VP, PayPal	 Lee Wittlinger Director since 2014 NGC Managing Director, Silver Lake	

AFC = Audit and Finance Committee

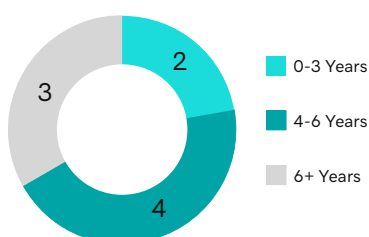
CHCC = Compensation and Human Capital Committee

NGC = Nominating and Governance Committee

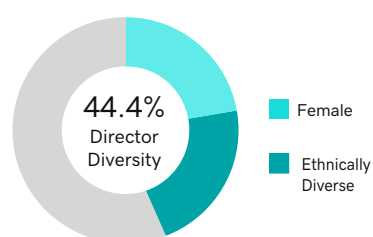
* = Indicates Committee Chair

● = Recent Board Addition (since 2018)

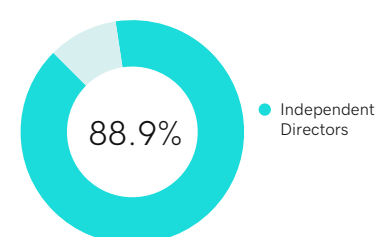
Director Tenure¹



Diversity



Independence



¹As of March 31, 2022.

Corporate Governance Guidelines

Our Board has adopted thoughtful [Corporate Governance Guidelines](#). These guidelines address items such as the qualifications and responsibilities of our directors and director candidates, assessing Board and committee performance, limitation on other board service, stock ownership guidelines, CEO and other executive officer evaluation, compensation and succession planning, among other governance policies and standards.

Oversight of risk

A key function of our Board is informed oversight of risk management. Our Board, directly and through its committees, oversees the formation of long-term strategic, financial and organization goals of the Company and plans designed to achieve such goals, as well as strategic, legal, regulatory, financial, management and operational risks. For example, our Board discusses our long-term strategy annually at a multi-day session and reviews progress against those strategic objectives throughout the year.

Our Audit and Finance Committee reviews major financial risk exposures and mitigation strategies, data privacy and cybersecurity risk management, enterprise risk management and other compliance risk programs. In 2021, our Board assigned new oversight responsibilities of sustainability and environment, social and governance (ESG) developments and disclosures to our Nominating and Governance Committee, and memorialized oversight responsibilities over human capital management to our Compensation and Human Capital Committee.

For more information on the responsibilities of our Board and committees, including with respect to risk oversight, please see our Corporate Governance Guidelines, our committee charters and our proxy statement at our [Investor Relations webpage](#).

Corporate governance enhancements

In 2021, in response to shareholder feedback and as part of our Board's ongoing evaluation of and commitment to corporate governance best practices, our Board approved proposing the following items for shareholder vote at our 2022 annual meeting to:

-
- Declassify the Board.
-
- Remove the supermajority vote requirement to amend the company's charter and bylaws.
-

These proposals are described in more detail in our 2022 Proxy Statement and will be voted on at our 2022 annual meeting of shareholders in June 2022.

Additionally, in 2021, the Board approved the following corporate governance enhancements:

-
- Adopted a majority vote standard for director elections.
-
- Assigned oversight of our sustainability initiatives to the Nominating and Governance Committee.
-
- Expanded the scope of the Compensation and Human Capital Committee to include assisting the Board with its human capital management oversight responsibilities.
-
- Established overboarding guidelines related to our directors' service on other public company boards.
-
- Enhanced the company's anti-pledging policy.
-

For more information about our governance policies and practices, please visit our [Governance webpage](#).



GRI INDEX

The following pages offer additional information and indices but readers can also visit our website or contact us at esg@godaddy.com for more information.

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	2021 10-K, pp. 6-15
102-3	Location of headquarters	Tempe, Arizona, USA
102-4	Location of operations	2021 10-K, pp. 13, 56 In 2021, GoDaddy owned 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	2021 10-K, p. 18
102-6	Markets served	2021 10-K, pp. 6-15
102-7	Scale of the organization	2021 10-K, pp. 6-18, 60 Workforce Performance , p. 80
102-8	Information on employees and other workers	Workforce Performance , p. 80
102-9	Supply chain	2021 10-K, pp. 6-18
102-10	Significant changes to the organization and its supply chain	In 2021, GoDaddy closed our offices in Scottsdale, Arizona.
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 , pp. 1-2
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 , pp. 61-62
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 their 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 Corporate Sustainability Priorities , p. 11
102-43	Approach to stakeholder engagement	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 sustainability issues identified in our materiality analysis reflect the topics of highest concern to us and our stakeholders. By understanding the issues our key stakeholders care about, we can anticipate how our business activities will affect them and their engagement with GoDaddy. Our Corporate Sustainability Priorities , p. 11

Disclosure	Description	Cross-Reference or Answer
Reporting Practice		
102-45	Entities included in the consolidated financial statements	2021 10-K, p. 5
102-46	Defining report content and topic boundaries	Our Corporate Sustainability Priorities , pp. 10-12
102-47	List of material topics	Our Corporate Sustainability Priorities , p. 11
102-48	Restatements of information	GoDaddy's 2020 ESG Report reported employee turnover and new hire data (pp. 82-83) as the count of employees in each category. This data has been restated in this year's report to show turnover and new hire categories as a percentage of total turnover and total new hires.
102-49	Changes in reporting	There are no changes in reporting.
102-50	Reporting period	This report provides information for the period beginning January 1 through December 31, 2021, 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. 66-70
102-56	External assurance	We have not received external assurance for this report.

**GoDaddy's 2021 Sustainability 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	2021 10-K , pp. 75-77 Employees , p. 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. 60
	205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption in 2021.
Environmental			
GRI 302: Energy 2016	302-1	Energy consumptions within the organization	Environmental Performance , p. 73
	302-3	Energy intensity	Environmental Performance , p. 73
	302-4	Reduction of energy consumption	Operations , pp. 56-57
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Environmental Performance , p. 73
	305-2	Energy indirect (Scope 2) GHG emissions	Environmental Performance , p. 73
	305-3	Other indirect (Scope 3) GHG emissions	Environmental Performance , p. 74
	305-4	GHG emissions intensity	Environmental Performance , p. 74
	305-5	Reduction of GHG emissions	Operations , pp. 56-57
Social			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Workforce Performance , pp. 82-83
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employees , p. 48 Careers
	401-3	Parental leave	Employees , p. 48 Careers
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Employees received an average of 17.5 hours of training in 2021.
	404-2	Programs for upgrading employee skills and transition assistance programs	Employees , pp. 44-46
	404-3	Percentage of employees receiving regular performance and career development reviews	Employees , p. 47

Topic	Disclosure	Description	Cross-Reference or Answer
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Operations , p. 62 Diversity Performance , pp. 75-79
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programs	GoDaddy for Good Customers , pp. 18-24
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We handled 19 cases involving substantiated complaints from outside parties, and had 0 complaints from regulatory bodies during 2021. GoDaddy does not publicly disclose the number of identified leaks, thefts, or losses of customer data.

**GoDaddy's 2021 Sustainability 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
Environmental Footprint of Hardware Infrastructure		
TC-IM-130a.1	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	Environmental Performance, p. 73
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, pp. 56-57
TC-IM-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Operations, p. 56
Data Privacy, Advertising Standards 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. In 2021, we added a new consent toggle to allow customers to exercise their rights regarding behavioral advertising, and our Privacy Policy reflects this update.
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	We have not had any monetary losses as a result of legal proceedings associated with user privacy.
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
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 , pp. 51-53
Recruiting and Managing a Global, Diverse and Skilled Workforce		
TC-IM-330a.1	Percentage of employees who are foreign nationals	GoDaddy does not publicly disclose this information.
TC-IM-330a.2	Employee engagement as a percentage	90% of GoDaddy employees responded to Voice, our annual engagement survey, in 2021. This represents a 3% increase from 2020.
TC-IM-330a.3	Percentage of gender and racial/ethnic group representation for management, technical staff and all other employees	Diversity Performance , pp. 75-81
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 2021.
Code	Activity Metric	Cross-Reference, Omission and Explanation
TC-IM-000.A	Number of customers ¹	GoDaddy had 21.2 million active customers as of December 31, 2021.
TC-IM-000.B	Data processing capacity and percentage outsourced	GoDaddy does not publicly disclose this information.
TC-IM-000.C	Amount of data storage and percentage outsourced	GoDaddy does not publicly disclose this information.

**GoDaddy's 2021 Sustainability Report applies the 2018 version of the SASB Standards for the Internet Media and Services sector; "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.

Environmental Performance ^{1,3}			
	2021	2020	2019
Energy Consumption (MWh)			
Total energy consumption	154,115	159,004	164,913
Non-renewable energy consumption	114,006	118,099	120,237
Electricity	109,737	113,395	115,256
Stationary Fuels	4,105	4,486	4,763
Mobile Fuels	165	218	218
Renewable energy consumption	40,109	40,905	44,676
Electricity	40,109	40,905	44,676
Energy intensity (MWh per million dollars of revenue)	40	48	55
Total electricity consumption from renewable sources (%)	27%	27%	28%
Total electricity consumption from grid electricity (%)	73%	73%	72%
GHG Emissions ² (Thousands of metric tons of CO ₂ e)			
Total absolute emissions	202,066	170,793	187,418
Scope 1 (natural gas, diesel, propane, refrigerants, gasoline)	1,219	1,303	1,360
Scope 2 market-based (purchased electricity and heating)	47,812	48,782	50,680
Scope 2 location-based (purchased electricity and heating)	48,095	49,142	54,536

¹ For years ended December 31.

² Scope 1 emissions cover direct emissions from owned or controlled sources. Scope 2 covers emissions from the generation of purchased electricity. Scope 3 emissions are all indirect emissions (not included in Scope 2) that occur in GoDaddy's value chain. Categories based on the GHG Protocol are specified in the table above.

³ PUE data was reported in the 2020 ESG Report. We have not included PUE data in the 2021 report as we are continuing to refine our data collection framework and methodology.

Environmental Performance ¹			
	2021	2020	2019
GHG Emissions ²			
Total absolute emissions (thousands of metric tons of CO ₂ e)			
Scope 3	152,752	120,348	131,522
Scope 3 Category 1 - Purchased Goods and Services	113,899	79,159	75,443
Scope 3 Category 2 - Capital Goods	21,806	25,012	25,742
Scope 3 Category 3 - Upstream and T&D Emissions from Fuel & Electricity	7,980	6,834	6,988
Scope 3 Category 4 - Upstream T&D	1,071	398	1,904
Scope 3 Category 6 - Business Travel	411	1,072	4,414
Scope 3 Category 7 - Employee Commuting	95	2,199	12,438
Scope 3 Category 11 - Use of Sold Products	7,180	5,674	4,594
Scope 3 Category 15 - Investments ³	310	N/A	N/A
Total normalized emissions (metric tons of CO₂e per million dollars of revenue)	53	51	63
Emission intensity - Scope 1	0.3	0.4	0.5
Emission intensity - Scope 2 market-based	13	15	17
Emission intensity - Scope 2 location-based	13	15	18
Emission intensity - Scope 3	40	36	44

¹ For years ended December 31.

² Scope 1 emissions cover direct emissions from owned or controlled sources. Scope 2 covers emissions from the generation of purchased electricity. Scope 3 emissions are all indirect emissions (not included in Scope 2) that occur in GoDaddy's value chain. Categories based on the GHG Protocol are specified in the table above.

³ Category 15 - Investments was not applicable in 2020 and 2019.

Diversity Performance						
Racial/Ethnic Composition of U.S. Workforce and Board of Directors ¹						
	American Indian/ Alaska Native			Asian		
	2021	2020	2019	2021	2020	2019
U.S. Workforce						
Total U.S. Workforce	0.6%	0.6%	0.5%	13.3%	10.8%	9.1%
Leadership	0.0%	0.2%	0.2%	16.9%	12.4%	13.1%
Tech	0.6%	0.2%	0.1%	20.7%	21.9%	21.4%
Non-Tech	0.6%	0.9%	0.8%	11.9%	4.1%	3.4%
U.S. Workforce: Female						
Total U.S. Workforce	0.6%	0.6%	0.4%	16.4%	13.2%	10.3%
Leadership	0.0%	0.6%	0.7%	17.0%	14.5%	14.2%
Tech	0.6%	0.0%	0.0%	34.9%	36.9%	34.6%
Non-Tech	0.7%	0.8%	0.5%	13.6%	4.9%	4.0%
U.S. Workforce: Male						
Total U.S. Workforce	0.5%	0.6%	0.6%	11.9%	9.8%	8.7%
Leadership	0.0%	0.0%	0.0%	17.0%	11.4%	12.6%
Tech	0.6%	0.2%	0.2%	13.3%	18.0%	18.2%
Non-Tech	0.6%	0.9%	0.9%	11.1%	3.7%	3.2%
U.S. Workforce: Not Declared						
Total U.S. Workforce	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Leadership	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Tech	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Non-Tech	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
U.S. Workforce: Non-Binary ²						
Total U.S. Workforce	0.0%	N/A	N/A	18.2%	N/A	N/A
Leadership	0.0%	N/A	N/A	0.0%	N/A	N/A
Tech	0.0%	N/A	N/A	0.0%	N/A	N/A
Non-Tech	0.0%	N/A	N/A	25.0%	N/A	N/A
Board of Directors						
Board of Directors	0.0%	0.0%	0.0%	22.2%	22.2%	22.2%

¹ For years ended December 31.

² Prior to 2021, we did not track the non-binary category.

Diversity Performance						
Racial/Ethnic Composition of U.S. Workforce and Board of Directors ¹						
	Black/ African American			Hispanic/ Latino		
	2021	2020	2019	2021	2020	2019
U.S. Workforce						
Total U.S. Workforce	4.2%	3.9%	4.5%	11.1%	11.5%	12.2%
Leadership	2.0%	1.8%	1.2%	4.2%	3.7%	3.2%
Tech	2.7%	1.3%	1.1%	8.9%	8.1%	6.9%
Non-Tech	4.7%	5.7%	6.4%	12.3%	14.8%	15.6%
U.S. Workforce: Female						
Total U.S. Workforce	4.1%	3.2%	3.7%	10.9%	11.6%	12.6%
Leadership	2.3%	1.2%	0.7%	4.1%	3.6%	3.7%
Tech	3.0%	1.5%	1.4%	4.7%	5.2%	5.1%
Non-Tech	4.6%	4.1%	4.5%	12.9%	15.1%	15.4%
U.S. Workforce: Male						
Total U.S. Workforce	4.2%	4.2%	4.9%	11.2%	11.5%	12.1%
Leadership	1.9%	2.2%	1.4%	4.3%	3.7%	2.9%
Tech	2.6%	1.2%	1.1%	11.3%	8.9%	7.3%
Non-Tech	4.7%	6.6%	7.4%	12.1%	14.7%	15.6%
U.S. Workforce: Not Declared						
Total U.S. Workforce	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Leadership	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Tech	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Non-Tech	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%
U.S. Workforce: Non-Binary ²						
Total U.S. Workforce	0.0%	N/A	N/A	0.0%	N/A	N/A
Leadership	0.0%	N/A	N/A	0.0%	N/A	N/A
Tech	0.0%	N/A	N/A	0.0%	N/A	N/A
Non-Tech	0.0%	N/A	N/A	0.0%	N/A	N/A
Board of Directors						
Board of Directors	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

¹ For years ended December 31.

² Prior to 2021, we did not track the non-binary category.

Diversity Performance						
Racial/Ethnic Composition of U.S. Workforce and Board of Directors ¹						
	Native Hawaiian/ Other Pacific Islander			Two or More Races		
	2021	2020	2019	2021	2020	2019
U.S. Workforce						
Total U.S. Workforce	0.4%	0.4%	0.4%	5.0%	4.8%	5.0%
Leadership	0.2%	0.2%	0.0%	3.4%	3.7%	3.4%
Tech	0.2%	0.4%	0.3%	4.1%	3.7%	3.9%
Non-Tech	0.4%	0.4%	0.5%	5.3%	5.7%	5.7%
U.S. Workforce: Female						
Total U.S. Workforce	0.3%	0.4%	0.5%	5.0%	5.4%	5.4%
Leadership	0.6%	0.6%	0.0%	2.9%	4.2%	3.0%
Tech	0.0%	0.3%	0.3%	3.0%	3.7%	3.4%
Non-Tech	0.4%	0.4%	0.7%	5.6%	6.2%	6.2%
U.S. Workforce: Male						
Total U.S. Workforce	0.4%	0.3%	0.3%	5.1%	4.6%	4.8%
Leadership	0.0%	0.0%	0.0%	3.7%	3.4%	3.6%
Tech	0.3%	0.4%	0.3%	4.9%	3.7%	4.1%
Non-Tech	0.4%	0.3%	0.3%	5.3%	5.4%	5.4%
U.S. Workforce: Not Declared						
Total U.S. Workforce	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Leadership	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Tech	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Non-Tech	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
U.S. Workforce: Non-Binary ²						
Total U.S. Workforce	0.0%	N/A	N/A	0.0%	N/A	N/A
Leadership	0.0%	N/A	N/A	0.0%	N/A	N/A
Tech	0.0%	N/A	N/A	0.0%	N/A	N/A
Non-Tech	0.0%	N/A	N/A	0.0%	N/A	N/A
Board of Directors						
Board of Directors	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

¹ For years ended December 31.

² Prior to 2021, we did not track the non-binary category.

Diversity Performance						
Racial/Ethnic Composition of U.S. Workforce and Board of Directors ¹						
	White			Not Declared		
	2021	2020	2019	2021	2020	2019
U.S. Workforce						
Total U.S. Workforce	60.2%	62.1%	61.6%	5.2%	6.0%	6.5%
Leadership	68.5%	71.7%	72.1%	4.6%	6.3%	6.8%
Tech	58.5%	58.1%	59.4%	4.1%	6.3%	6.8%
Non-Tech	59.3%	62.7%	61.3%	5.5%	5.7%	6.4%
U.S. Workforce: Female						
Total U.S. Workforce	59.0%	60.8%	61.7%	3.5%	4.8%	5.3%
Leadership	71.3%	70.5%	73.9%	1.8%	4.8%	3.7%
Tech	50.9%	46.8%	49.0%	3.0%	5.5%	6.2%
Non-Tech	58.4%	63.9%	63.5%	3.9%	4.5%	5.3%
U.S. Workforce: Male						
Total U.S. Workforce	60.8%	62.7%	61.6%	5.9%	6.4%	7.0%
Leadership	67.0%	72.2%	71.1%	6.2%	7.1%	8.3%
Tech	62.5%	61.1%	61.8%	4.5%	6.4%	7.0%
Non-Tech	59.8%	62.0%	60.3%	6.0%	6.3%	6.9%
U.S. Workforce: Not Declared						
Total U.S. Workforce	44.4%	0.0%	0.0%	44.4%	0.0%	0.0%
Leadership	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Tech	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Non-Tech	42.9%	0.0%	0.0%	42.9%	0.0%	0.0%
U.S. Workforce: Non-Binary ²						
Total U.S. Workforce	72.7%	N/A	N/A	9.1%	N/A	N/A
Leadership	0.0%	N/A	N/A	0.0%	N/A	N/A
Tech	100.0%	N/A	N/A	0.0%	N/A	N/A
Non-Tech	62.5%	N/A	N/A	12.5%	N/A	N/A
Board of Directors						
Board of Directors	77.8%	77.8%	77.8%	0.0%	0.0%	0.0%

¹ For years ended December 31.

² Prior to 2021, we did not track the non-binary category.

Diversity Performance						
Age Composition of Workforce and Board of Directors ¹						
	Over 50 years old			30-50 years old		
	2021	2020	2019	2021	2020	2019
Employee Category						
Company	10.2%	8.1%	7.6%	65.9%	64.5%	59.5%
Leadership	25.4%	20.2%	21.8%	73.9%	78.6%	76.7%
Tech	10.5%	8.0%	8.0%	70.1%	69.9%	66.6%
Non-Tech	8.4%	6.3%	5.8%	64.5%	59.3%	54.6%
Board of Directors						
Board of Directors	66.7%	66.7%	66.7%	33.3%	33.3%	33.3%
	Under 30 years old			Not Declared		
	2021	2020	2019	2021	2020	2019
Employee Category						
Company	21.0%	23.8%	29.3%	2.8%	3.6%	3.6%
Leadership	0.3%	0.8%	1.0%	0.3%	0.3%	0.4%
Tech	17.6%	20.3%	23.4%	1.8%	1.8%	2.0%
Non-Tech	23.9%	29.3%	35.0%	3.3%	5.0%	4.6%
Board of Directors						
Board of Directors	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

¹ For years ended December 31.

Workforce Performance						
Workforce Breakdown by Gender ¹						
	Male			Female		
	2021	2020	2019	2021	2020	2019
Employment Contract						
Permanent (Employees)	66.7%	67.9%	68.5%	30.2%	28.5%	27.9%
Interns	55.0%	55.6%	57.2%	25.0%	16.7%	19.0%
Employment Type						
Full-Time	66.9%	68.2%	68.8%	29.9%	28.1%	27.6%
Part-Time	30.9%	30.6%	32.8%	64.7%	64.5%	58.2%
Employee Category						
Company	66.6%	67.8%	68.4%	30.2%	28.5%	27.9%
Leadership	66.4%	66.8%	67.8%	33.1%	32.7%	31.6%
Tech	66.5%	79.2%	80.9%	29.9%	18.9%	17.1%
Non-Tech	67.2%	61.6%	63.1%	30.4%	33.2%	32.2%
Employee Age Group						
Under 30 years old	59.9%	62.4%	62.7%	39.4%	37.4%	37.2%
30-50 years old	70.6%	73.0%	74.6%	29.0%	26.8%	25.2%
Over 50 years old	72.1%	72.1%	73.4%	27.9%	27.9%	26.6%
Not Declared	0.5%	0.4%	0.4%	0.0%	0.0%	0.0%
Workforce by Region						
NorAm	68.0%	69.6%	69.9%	31.6%	30.3%	29.9%
EMEA	62.6%	62.1%	62.2%	26.2%	23.6%	20.5%
APAC	64.4%	69.8%	66.7%	34.8%	28.1%	28.3%
LatAm	78.0%	76.9%	80.0%	20.3%	20.0%	13.3%

¹ For years ended December 31.

Workforce Performance						
Workforce Breakdown by Gender ¹						
	Not Declared			Non-Binary ²		
	2021	2020	2019	2021	2020	2019
Employment Contract						
Permanent (Employees)	2.9%	3.6%	3.6%	0.2%	N/A	N/A
Interns	20.0%	27.8%	23.8%	0.0%	N/A	N/A
Employment Type						
Full-Time	3.0%	3.7%	3.6%	0.2%	N/A	N/A
Part-Time	4.4%	4.8%	9.0%	0.0%	N/A	N/A
Employee Category						
Company	3.0%	3.7%	3.7%	0.2%	N/A	N/A
Leadership	0.5%	0.5%	0.6%	0.0%	N/A	N/A
Tech	3.4%	1.9%	2.0%	0.2%	N/A	N/A
Non-Tech	1.8%	5.1%	4.7%	0.6%	N/A	N/A
Employee Age Group						
Under 30 years old	0.3%	0.2%	0.1%	0.4%	N/A	N/A
30-50 years old	0.2%	0.1%	0.2%	0.2%	N/A	N/A
Over 50 years old	0.0%	0.0%	0.0%	0.0%	N/A	N/A
Not Declared	99.5%	99.6%	99.6%	0.0%	N/A	N/A
Workforce by Region						
NorAm	0.2%	0.1%	0.2%	0.2%	N/A	N/A
EMEA	11.1%	14.3%	17.3%	0.1%	N/A	N/A
APAC	0.8%	2.1%	5.0%	0.0%	N/A	N/A
LatAm	1.7%	3.1%	6.7%	0.0%	N/A	N/A

¹ For years ended December 31.

² Prior to 2021, we did not track the non-binary category.

Workforce Performance						
Employee Turnover and Rate ^{1,3}						
	Employee Turnover (absolute)			Employee Turnover Rate (%)		
	2021	2020	2019	2021	2020	2019
Total	2065	2139	2349	31.3%	32.3%	33.4%
Voluntary	1729	1181	1716	83.7%	55.1%	73.1%
Involuntary	336	958	633	16.3%	44.9%	26.9%
Turnover by Region						
				100.0%	100.0%	100.0%
NorAm	1517	1829	1938	73.4%	85.5%	82.5%
EMEA	524	296	402	25.4%	13.8%	17.1%
APAC	14	8	7	0.7%	0.4%	0.3%
LatAm	10	6	2	0.5%	0.3%	0.1%
Turnover by Gender						
				100.0%	100.0%	100.0%
Female	656	687	796	31.8%	32.2%	33.9%
Male	1365	1376	1417	66.1%	64.2%	60.3%
Non-Binary ²	2	N/A	N/A	0.1%	N/A	N/A
Not Declared	42	76	136	2.0%	3.6%	5.8%
Turnover by Age Group						
				100.0%	100.0%	100.0%
Under 30 years old	876	891	799	42.4%	41.7%	34.1%
30-50 years old	994	1023	1239	48.1%	47.8%	52.7%
Over 50 years old	158	225	311	7.7%	10.5%	13.2%
Not Declared	37	0	0	1.8%	0.0%	0.0%

¹ For years ended December 31.

² Prior to 2021, we did not track the non-binary category.

³ GoDaddy's 2020 ESG Report reported employee turnover data as the count of employees in each category. This data has been restated in this year's report to show turnover categories as a percentage of total turnover.

New Employee Hires ^{1,3}			
	2021	2020	2019
Total	2020	1738	1841
New Hires by Region			
	100.0%	100.0%	100.0%
NorAm	68.9%	66.3%	74.5%
EMEA	28.1%	28.7%	24.4%
APAC	2.6%	2.5%	0.9%
LatAm	0.4%	2.5%	0.2%
New Hires by Gender			
	100.0%	100.0%	100.0%
Female	36.9%	35.4%	34.5%
Male	62.2%	61.1%	59.7%
Non-Binary ²	0.2%	N/A	N/A
Not Declared	0.7%	3.5%	5.8%
New Hires by Age Group			
	100.0%	100.0%	100.0%
Under 30 years old	44.0%	41.8%	41.6%
30-50 years old	50.1%	48.9%	44.5%
Over 50 years old	5.5%	7.1%	10.3%
Not Declared	0.4%	2.2%	3.6%

¹ For years ended December 31.

² Prior to 2021 we did not track the non-binary category.

³ GoDaddy's 2020 ESG Report reported new hire data as the count of employees in each category. This data has been restated in this year's report to show new hire categories as a percentage of total new hires.

Philanthropic Giving			
Philanthropic Giving ¹ (USD)			
	2021	2020	2019
Total giving	\$3,581,158	\$2,634,512	\$2,125,282
Employee nonprofit match program	\$821,580	\$1,515,000	\$641,528
Partnerships or grants (Empower)	\$2,546,803	\$154,000	\$264,250
Nonprofit sponsorships (non-Empower)	\$62,475	\$883,887	\$726,479
In-Kind donations	\$111,200	\$73,850	\$361,550
Kiva	\$39,100	\$7,775	\$131,475
Employee Contributions			
Volunteer hours	3370	4430	11604

¹ For years ended December 31.

Forward-Looking Statements and Risks

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are generally identified through the inclusion of words such as “aim,” “anticipate,” “believe,” “drive,” “estimate,” “expect,” “predict,” “ongoing,” “continue,” “forecast,” “future,” “goal,” “guidance,” “intend,” “may,” “objective,” “outlook,” “plan,” “position,” “potential,” “project,” “seek,” “should,” “strategy,” “target,” “will,” or the negative of these words, or variations of such words and other similar expressions conveying uncertainty of future events or outcomes, or that concern our expectations, strategy, plans or intentions, are intended to identify forward-looking statements. These statements, which express management’s current views concerning future events or results, are subject to inherent risks and uncertainties.

Our actual future results, including the achievement of any of our targets, goals or commitments described in this report, could differ materially from our current expectations as a result of changes in circumstances, assumptions not being realized, or other risks, uncertainties and factors. Additional risks and uncertainties that could affect GoDaddy’s business are included in the filings we make with the Securities and Exchange Commission from time to time, including in the section titled “Risk Factors” in our most recent Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission (“SEC”) and any subsequent Quarterly Report on Form 10-Q or Current Report on Form 8-K that we file, available from the SEC’s website and from GoDaddy’s website at <https://investors.godaddy.net/>. GoDaddy undertakes no duty to publicly update or revise any forward-looking statements.

In addition, this report includes statistics or metrics that are estimates, makes assumptions based on developing standards that may change 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.

