![HubSpot]

HubSpot 2019 Diversity Report

"Sunlight is the best disinfectant."
Louis Brandeis

We're committed to leading with transparency at HubSpot. Louis Brandeis was right; shining light on where we are as a company and where we need to improve is the only way we'll grow. That's why, in our commitment to becoming a more diverse and inclusive company, we're sharing HubSpot's 2019 Diversity Report with you.

This is the third year we've released our Diversity Report. It helps us hold ourselves accountable for creating a meaningfully (and measurably) more inclusive culture at HubSpot. This year, we're excited to see some of our efforts start to show signs of impact, but the fact is, we're not nearly the company we aspire to be yet.

We aspire to be a more diverse company than we are today. We aspire to be a company that is representative of our customers, partners, and community. We aspire to help millions of organizations grow better, by growing a team that is diverse in thought, perspective, and experience.

With this data as a snapshot of where we've been and where we are headed, we look forward to continue working passionately toward those aspirations in 2019. Thank you for taking the time to learn a bit about our journey, and for sharing your feedback, questions, and suggestions on how we can grow better.

Terms & Definitions

Every company shares data a little differently. Here are some terms you'll see that HubSpot uses to analyze and publish our data:

- **2018 Report Cohort:** Referring to our last published Diversity Report, which included snapshot employee data as of January 15, 2018
- **Today's Cohort:** Referring to our current data with a snapshot of active employees as of January 15, 2019
- **New Hires:** Includes all hires made from January 1, 2018 until January 15, 2019

To better communicate our analysis to readers who may not be familiar with our team breakouts, this data is based on the following criteria:

- **"Technical Roles / Tech":** HubSpot's Product, Engineering, or Business Enablement teams
- **"Non-Technical Roles / Non-Tech":** HubSpot's Support, General & Administrative, Marketing, Sales, and Services teams
- **"Leadership":** All employees with one or more direct reports, regardless of title or management level
- **"HELM":** HubSpot Executive Leadership team

The Fine Print

Our numbers reflect the HubSpot employee population as of January 15, 2019. At this time, we had 2661 full-time employees worldwide, with 1835 located in the United States.

Gender and Age data is global and Ethnicity data is US only. Visualizations do not include those who chose not to self-identify. Ethnicity reflects the EEO-1 categories required by the US government reports; we understand that these are imperfect categorizations of both race and ethnicity. We also understand that this report doesn't capture other forms of diversity, such as sexual orientation, ability, parental status, and neurodiversity, to name a few. We are actively working on many elements of diversity and inclusion work at HubSpot,

although it may not be reflected in this report, and next year we will revisit adding other intersectional, global, and self-identified categories for inclusion.

A note on our self-identification process

As new HubSpotters join our team, they're asked to provide a variety of onboarding information, including the following self-identification attributes:
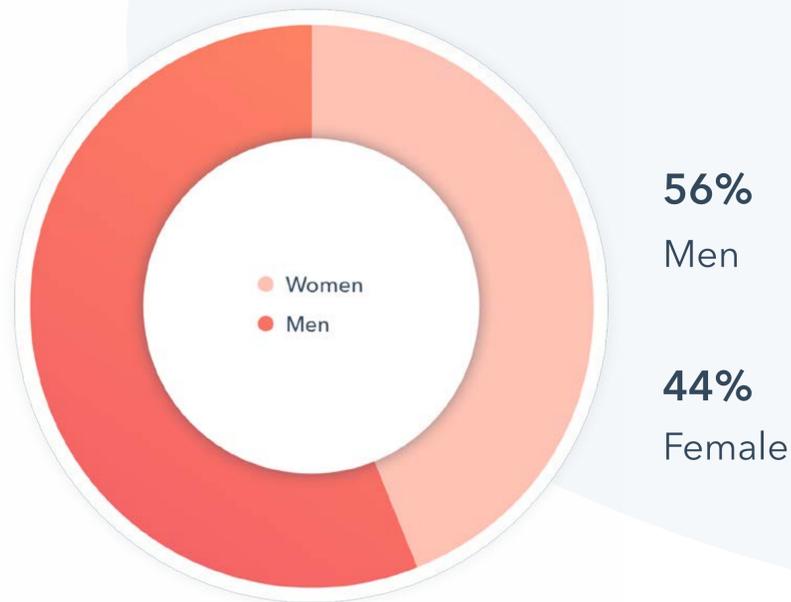
Gender (Global):

- Male
- Female
- Gender Neutral
- Decline to Identify

Race/Ethnicity (US only)

- American Indian/Alaska Native
- Asian
- Black or African American
- Hispanic or Latino
- Two or More Races
- White

Representation by Gender

56% Men

44% Female

TEAM	Jan 2018 Report ACTIVE EMPLOYEES		Today ACTIVE EMPLOYEES		YOY % CHANGE (FEMALE)	
	FEMALE	MALE	FEMALE	MALE		
Business Enablment	25%	75%	30%	70%	5%	▲
Customer Support	54%	46%	54%	46%	0%	▬
G&A	67%	33%	69%	31%	2%	▲
Marketing	57%	43%	60%	40%	3%	▲
Product & Engineering	23%	77%	27%	73%	4%	▲
Sales	32%	68%	36%	64%	4%	▲
Services	51%	49%	56%	44%	5%	▲
Company-wide	41%	59%	44%	56%	3%	▲

By Level

TEAM	Jan 2018 Report ACTIVE EMPLOYEES FEMALE	MALE	Today ACTIVE EMPLOYEES FEMALE	MALE	YOY % CHANGE (FEMALE)	
HELM	9%	91%	21%	79%	12%	▲
Vice President	46%	54%	48%	52%	2%	▲
Director	42%	58%	44%	56%	2%	▲
Manager	48%	52%	47%	53%	-1%	▼
Individual Contributer	41%	59%	44%	56%	3%	▲

Tech / Non-Tech

TEAM	Jan 2018 Report ACTIVE EMPLOYEES FEMALE	MALE	Today ACTIVE EMPLOYEES FEMALE	MALE	YOY % CHANGE (FEMALE)	
Tech	23%	77%	28%	72%	5%	▲
Non-Tech	47%	53%	50%	50%	3%	▲
Leadership	45%	55%	47%	53%	2%	▲
Overall	41%	59%	44%	56%	3%	▲

Representation by Ethnicity

Legend:
- White
- Asian
- Hispanic / Latino
- Black
- 2+ Races
- Other

80.8% White

7.7% Asian
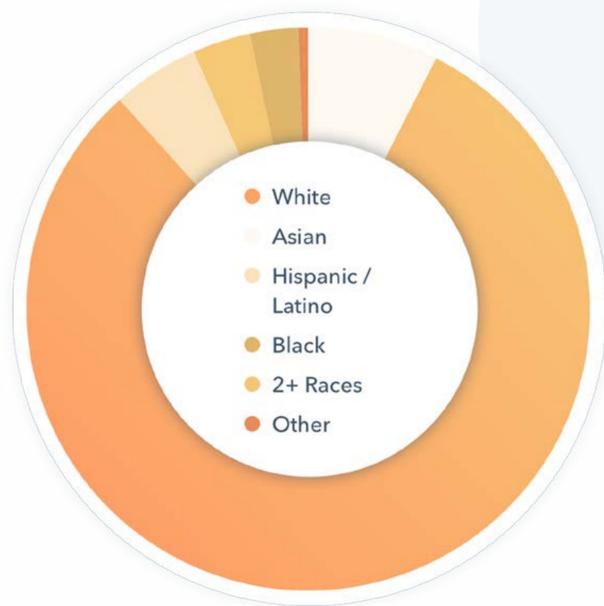
5.2% Hispanic or Latino

0.1% Hawaiian or Other Pacific Islander

3.1% Two Races or More

2.9% Black or African American

0.1% American Indian or Alaskan Native

0.2% Other (The Options Do Not Describe My Race / Ethnicity)

TEAM	Jan 2018 Report — ACTIVE EMPLOYEES		Today — ACTIVE EMPLOYEES		YOY % CHANGE (MINORITY GROUP)
	MINORITY GROUP	WHITE	MINORITY GROUP	WHITE	
Business Enablment	25%	75%	32.0%	68.0%	7% ▲
Customer Support	18%	82%	27.2%	72.8%	9.2% ▲
G&A	19%	81%	18.5%	81.5%	-.05% ▼
Marketing	18%	82%	16.9%	83.1%	-1.1% ▼
Product & Engineering	18%	82%	25.3%	74.7%	7.3% ▲
Sales	12%	88%	15.3%	84.7%	3.3% ▲
Services	15%	85%	16.6%	83.4%	1.6% ▲
Company-wide	17%	83%	20.5%	79.5%	3.5% ▲

*Excludes Decline to Identify

US Employee Distribution 2018 v 2019

	Jan 2018 Report		Today		
	ACTIVE EMPLOYEES		ACTIVE EMPLOYEES		YOY % CHANGE (MINORITY GROUP)
TEAM	MINORITY GROUP	WHITE	MINORITY GROUP	WHITE	
Tech	23%	77%	26.7%	73.3%	3.7% ▲
Non-Tech	15%	85%	18.2%	81.8%	3.2% ▲
Leadership	8%	91%	13.2%	86.8%	5.2% ▲
Overall	17%	83%	20.5%	79.5%	3.5% ▲

*Excludes Decline to Identify

US New Employees 2018 v 2019

	Jan 2018 Report		Today		
	ACTIVE EMPLOYEES		ACTIVE EMPLOYEES		YOY % CHANGE (MINORITY GROUP)
TEAM	MINORITY GROUP	WHITE	MINORITY GROUP	WHITE	
Business Enablment	50%	50%	56.5%	43.5%	6.5% ▲
Customer Support	20%	80%	36.7%	63.3%	16.7% ▲
G&A	24%	76%	20.8%	79.2%	-3.2% ▼
Marketing	26%	74%	14.6%	85.4%	-11.4% ▼
Product & Engineering	28%	72%	31.1%	68.9%	3.1% ▲
Sales	11%	89%	22.1%	77.9%	11.1% ▲
Services	25%	75%	20.6%	79.4%	-4.4% ▼
Grand Total	22%	78%	27.2%	72.8%	5.2% ▲

*Excludes Decline to Identify

2019 US Employee Distribution by Management Level

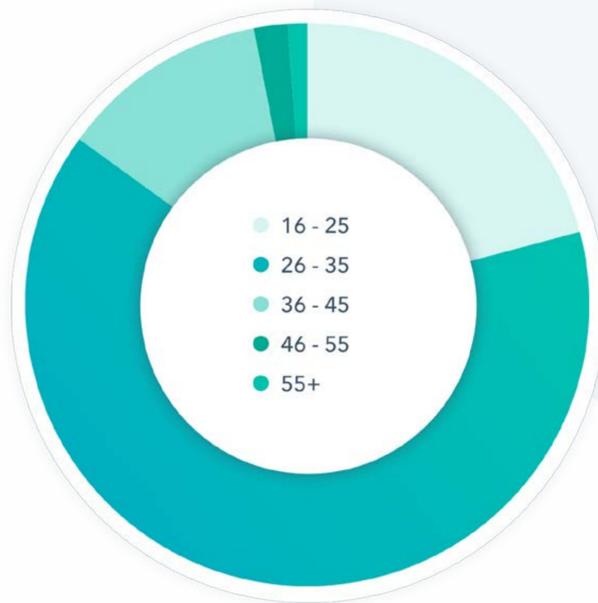|	MINORITY GROUP	WHITE
HELM	22.2%	77.8%
Vice President	0.0%	100.0%
Director	11.9%	88.1%
Manager	12.4%	87.6%
Individual Contributor	22.2%	77.8%
Grand Total	20.5%	79.5%

	ASIAN	WHITE	HISPANIC OR LATINO	TWO OR MORE RACES	BLACK OR AFRICAN AMERICAN	OTHER (THE OPTIONS DO NOT DESCRIBE MY RACE / ETHNICITY	AMERICAN INDIAN OR NATIVE ALASKAN	NATIVE HAWAIIN OR OTHER PACIFIC ISLANDER
HELM	16.7%	77.8%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%
Vice President	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Director	3.0%	89.4%	3.0%	4.5%	0.0%	0.0%	0.0%	0.0%
Manager	4.7%	88.2%	1.8%	2.4%	2.4%	0.0%	0.0%	0.6%
Individual Contributor	8.2%	79.2%	5.8%	3.2%	3.1%	0.3%	0.1%	0.0%
Grand Total	7.7%	80.8%	5.2%	3.1%	2.9%	0.2%	0.1%	0.1%

2019 US Employee Distribution by Team

	MINORITY GROUP	WHITE
Business Enablement	32.0%	68.0%
Customer Support	27.2%	72.8%
G&A	18.5%	81.5%
Marketing	25.3%	74.7%
Product & Engineering	25.3%	74.4%
Sales	15.3%	84.7%
Services	16.6%	83.4%
Grand Total	20.5%	79.5%

	ASIAN	WHITE	HISPANIC OR LATINO	TWO OR MORE RACES	BLACK OR AFRICAN AMERICAN	OTHER (THE OPTIONS DO NOT DESCRIBE MY RACE / ETHNICITY	AMERICAN INDIAN OR NATIVE ALASKAN	NATIVE HAWAIIN OR OTHER PACIFIC ISLANDER
Business Enablement	16.7%	77.8%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%
Customer Support	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
G&A	3.0%	89.4%	3.0%	4.5%	0.0%	0.0%	0.0%	0.0%
Marketing	4.7%	88.2%	1.8%	2.4%	2.4%	0.0%	0.0%	0.6%
Product & Engineering	8.2%	79.2%	5.8%	3.2%	3.1%	0.3%	0.1%	0.0%
Sales	3.1%	86.7%	6.2%	1.2%	2.4%	0.0%	0.2%	0.2%
Services	4.4%	83.7%	6.7%	3.0%	1.9%	0.4%	0.0%	0.0%
Grand Total	7.7%	80.8%	5.2%	3.1%	2.9%	0.2%	0.1%	0.1%

2019 US Employee Distribution by Team

Representation by Age

- 16 - 25
- 26 - 35
- 36 - 45
- 46 - 55
- 55+

21%
16-25

12%
36-45

1%
55 and over

64%
26-35

2%
46-54

Global Active Employee Distribution 2018 v 2019

Jan 2018 Report

TEAM	16-25	26-35	36-45	46-54	55 AND OVER
Business Enablement	12%	55%	27%	4%	2%
Customer Support	50%	47%	2%	0%	0%
G&A	14%	64%	15%	7%	1%
Marketing	19%	72%	8%	1%	1%
Product & Engineering	30%	54%	13%	2%	0%
Sales	25%	66%	8%	1%	1%
Services	18%	72%	7%	1%	1%
Grand Total	25%	63%	10%	2%	1%

Today

TEAM	16-25	26-35	36-45	46-54	55 AND OVER
Business Enablement	11%	59%	25%	3%	1%
Customer Support	43%	52%	3%	1%	0%
G&A	14%	65%	16%	5%	1%
Marketing	17%	71%	10%	1%	0%
Product & Engineering	26%	54%	17%	3%	0%
Sales	18%	70%	10%	2%	0%
Services	15%	75%	9%	0%	1%
Grand Total	21%	64%	12%	2%	1%

New Employees by Age 2019

Jan 2018 Report

TEAM	16-25	26-35	36-45	46-54
HELM	0%	0%	50%	50%
Vice President	0%	0%	100%	0%
Director	0%	25%	67%	8%
Manager	3%	77%	15%	5%
Individual Contributor	33%	56%	9%	1%
Grand Total	31%	56%	11%	2%

Today

| TEAM	16-25	26-35	36-45	46-54
Business Enablement	14%	63%	23%	0%
Customer Support	54%	40%	4%	2%
G&A	24%	63%	10%	3%
Marketing	21%	67%	11%	0%
Product & Engineering	34%	42%	20%	4%
Sales	29%	62%	8%	1%
Services	18%	77%	5%	0%
Grand Total	31%	56%	11%	2%

Beyond the Numbers

This data helps us identify what's working, what isn't, and where our biggest opportunities of improvement are across the company. We use it, coupled with the help of our employees and their feedback, to guide diversity programming and initiatives. These are just a few developments from 2018 we're proud of:

- **Building a More Diverse Board:** Setting the tone for inclusivity often starts at the top. That's why we're proud to be building a board of directors who represent our customers and employees by bringing diverse ideas and backgrounds to the table. HubSpot is one of only 20% of companies to have three (amazing) women on its board in Lorrie Norrington, Julie Herendeen, and Jill Ward. In April 2018, we were excited (and honored) to welcome Avanish Sahai, Global VP of ISV and Technology Alliances at ServiceNow, to the board. Not only does Avanish bring extensive platform experience to our business, but he's passionate about our mission to build a more diverse HubSpot.
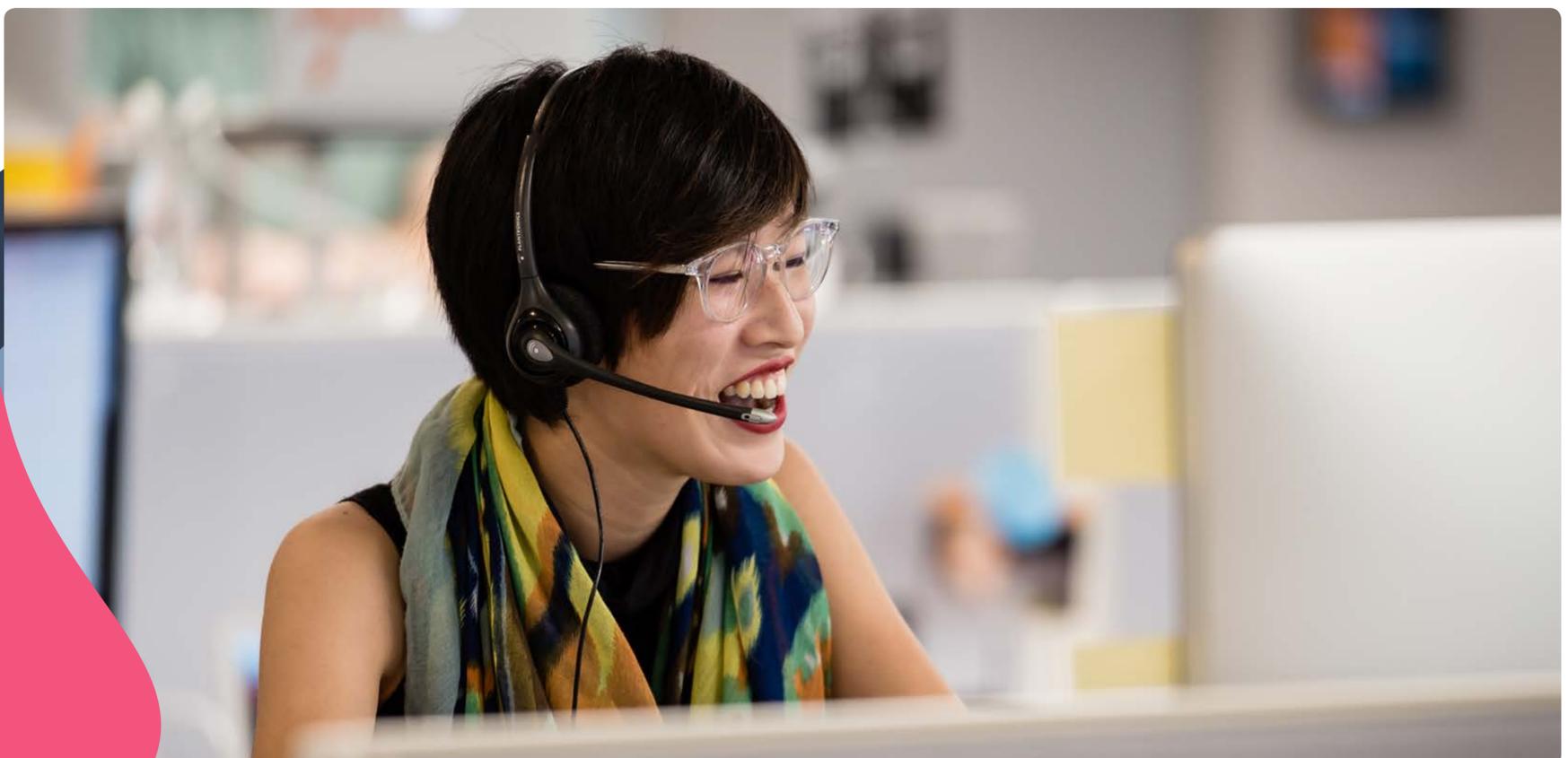
- **Empowering Women in Our Community Globally:** The number of women in leadership at HubSpot grew in 2018, with 47% of management identifying as female today. We're proud of the work we do and investments we make in helping women advance in the workplace, both internally and externally. In 2018, HubSpot was a key sponsor of Europe's leading diversity conference, Inspirefest, in Ireland, and of the Grace Hopper Celebration of Women in Computing in the U.S. Our internal Women@HubSpot employee resource group hosted our largest-ever International Women's Day activation globally, introduced a monthly newsletter full of resources and inspiration, and offered workshops on salary negotiation, finding a board seat, and more. In 2018, HubSpot also became a formal partner of the 30% Club in Ireland, joining companies we admire in a commitment to achieve a better gender balance at the leadership level.

- **Opening Our Doors:** We strengthened our relationships with HubSpot's global communities this past year through events, partnerships, and knowledge sharing. Working with organizations like Hack.Diversity and Resilient Coders, we were lucky to meet candidates (and now employees) who we otherwise may not have had the opportunity to work with. In Dublin, we launched the Returners Programme to help candidates who have career gaps in the resumes get back into the workforce through internships, and eventual employment, at HubSpot. Additionally, we hosted over 20 external events to discuss diversity and support our communities, including Crackin' Inclusion, and First-Gens in Tech.

- **Leading with Vulnerability:** In 2018, HubSpot's leadership team doubled down on its commitment to creating a more inclusive company in a few ways. Employee Resource Groups, including Women@HubSpot, People of Color at HubSpot, the LGBTQ+ Alliance, and ParentSpot, now have two executive sponsors each who help bring discussion, ideas, and feedback to the C-level. Instead of trying to lead the
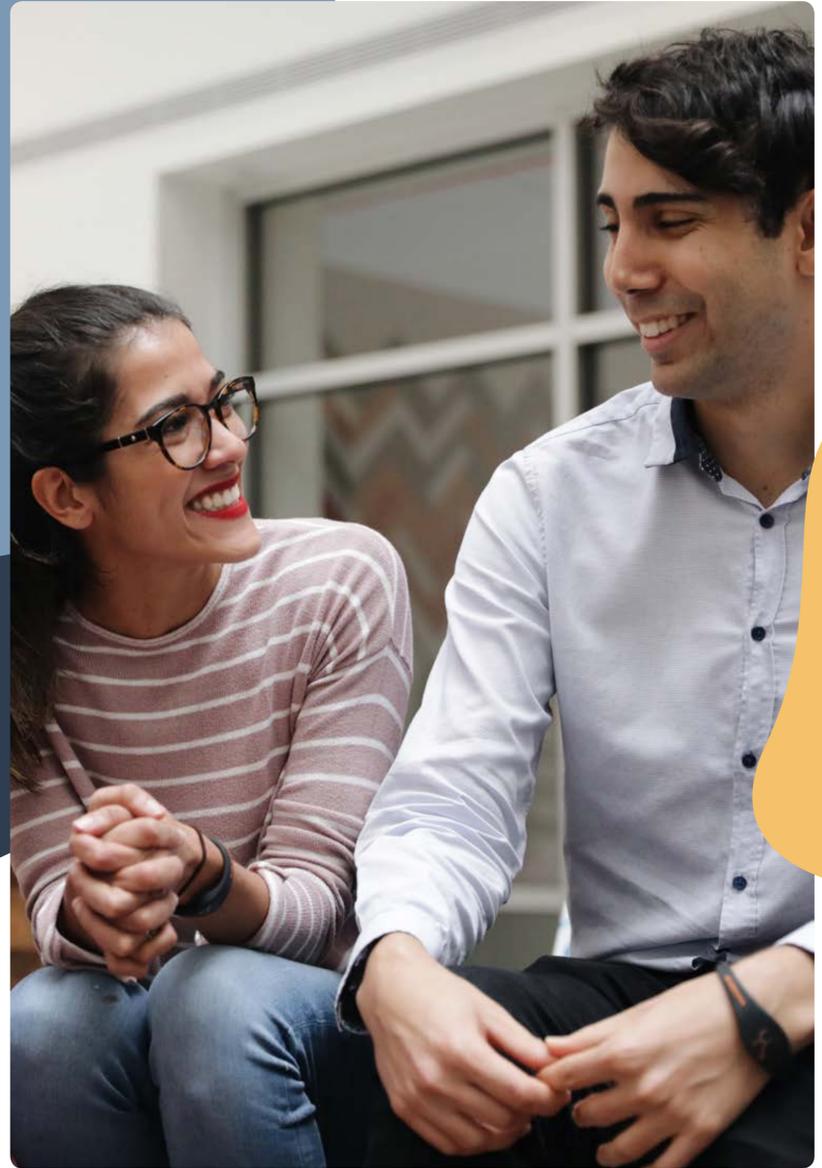
groups, they've intentionally focused on listening, learning, and sharing those learnings by publishing content internally and externally. Company-wide, we introduced Diversity & Inclusion committees and 'action councils'; these groups include a cross-section of employees from individual contributors to our CEO who are responsible for driving diversity initiatives within their teams. We're proud to say that these two groups have critically helped us be more strategic in our inclusion efforts, and we will continue to invest in them in 2019.

There's one thing we can't measure…

…and that's our gratitude. Thank you to our employees, candidates, customers, partners, board, and community for holding us to a higher standard. Thank you for believing we can be the company we aspire to be, and for helping us grow better.

And last but not least, thank you for taking a look at our 2019 Diversity Report and following our journey.

Learn more about HubSpot's team and workplace at www.hubspot.com/diversity-inclusion and by following HubSpot Life on Instagram and Facebook.