



HubSpot

2024 | D I & B

DIVERSITY, INCLUSION, & BELONGING

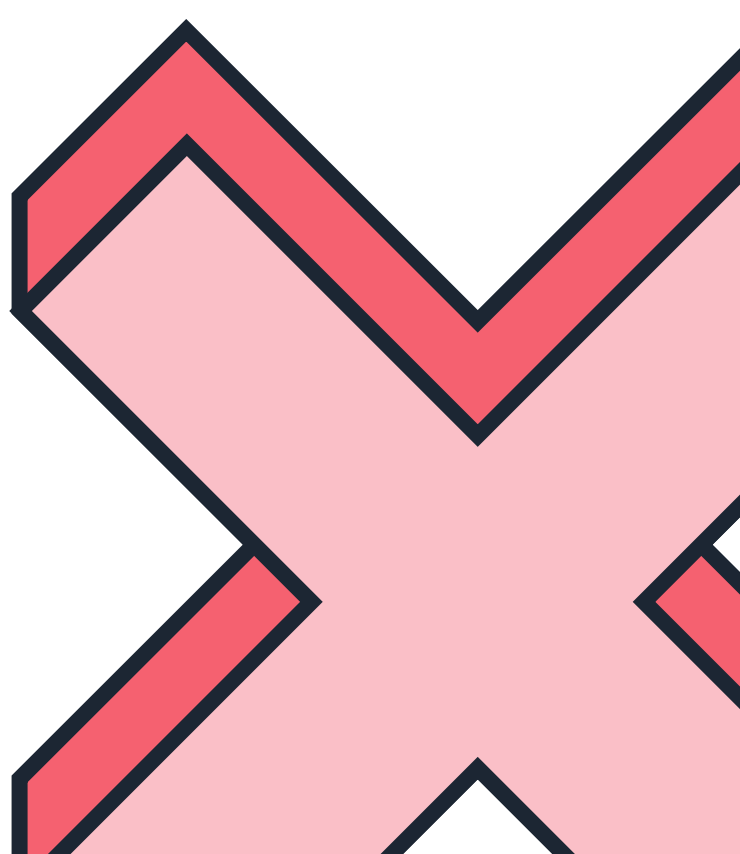
Year 8: Driving Progress Forward



At HubSpot, building a sustainable, equitable, and high-performing company is a core strategic objective. The annual Diversity Report serves as an important point of reflection for us on the progress we've made toward that objective, and where we know we need to improve. It provides an opportunity to recognize and celebrate what's working, while pinpointing opportunities for more progress. Additionally, it serves as a significant moment to communicate our perspectives on diversity, inclusion, and belonging to our employees, customers, partners and candidates.

The year 2023 was a year of uncertainty in the broader economic & societal landscape. We're committed to creating a culture of inclusivity and empathy, underpinned by respect and fairness for everyone. We want to build a workforce that represents a diverse array of backgrounds and viewpoints, and reflects our growing customer & partner base. Reflecting on the past year, this commitment has become more important than ever.

However, we recognize that there is still significant work to be done. Despite improvements in some areas, the data shows our journey continues to evolve and provides opportunities to get better. We remain dedicated to maintaining our focus and establishing impactful initiatives that will help us achieve our aspirations in terms of our culture and representation of our workforce.



Reflecting on 2023:

- We maintained gender parity at the Director and Manager levels.
- We sustained growth in BIPOC representation within our overall U.S. workforce.
- Some progress has been made in enhancing BIPOC representation at the Director level, but more efforts are needed to ensure our Managers and VP population reflects our commitment to including underrepresented groups. This includes nurturing a robust internal talent pipeline and supporting equitable professional development processes, particularly at the managerial level.
- Progress in achieving gender balance in Sales and Engineering was made, but we recognize that we are not progressing as rapidly as we would like and our focus here will continue through 2024.

This report also includes self-reported categories from our Self-Identification Survey. This voluntary survey helps us have a deeper understanding of the full identities that color the perspectives, working styles and experiences of HubSpotters. This year, 38% of HubSpotters chose to self-identify. A few highlights:

- o 48.2% identify as first-generation
- o 35.3% identify as parents
- o 14.7% identify as members of the LGBTQ+ community
- o 11.8% identify as having a disability



The Path Forward

As we enter 2024, we remain committed to our core priorities in diversity, inclusion and belonging and in promoting equity and fairness throughout our systems and processes. We continue to cultivate a culture anchored in empathy, inclusion & respect, where the diversity of our employees, clients, and partners is celebrated consistently.

Specifically, our efforts this year will be concentrated on three key areas: facilitating career advancement for all employees, further evolving and enhancing our culture and creating opportunities for connection. These efforts will include:

- 1. Enhancing Talent Development:** We plan to refine and expand programs that foster talent, such as sponsorship and mentorship initiatives. Continuing programs like our Black Advisory Board and LeadHER for women in senior leadership roles is crucial. We will also sustain our partnerships with organizations like Disability:In and institutions like Howard University.
- 2. Equipping Managers for Inclusive Leadership:** Providing our managers with the necessary tools to create inclusive, high-performing teams is a priority. This involves a focus on resources for allyship and inclusion.
- 3. Strengthening Collaboration with Employee Resource Groups:** We plan to engage more closely with our Employee Resource Groups (ERGs), including BLACKHub, POCaH, Women@HubSpot, Families@HubSpot, and LGBTQ+ Alliance. These collaborations are vital in fostering community and connection across all our groups.

Our progress this year has been meaningful, paired with valuable lessons that will help us refine our focus and impact as we move forward. Our mission is to help millions of organizations grow better, and we can't do that without a deep commitment to diversity, inclusion and belonging. We look forward to continuing those commitments in 2024.



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:

- **Today's Cohort:** Referring to our current data with a snapshot of active employees as of January 1, 2024.

- **BIPOC:** Black, Indigenous, and People of Color.

Why do we use the term BIPOC? We use BIPOC because it specifically centers Black and Indigenous lived experiences that have been and continue to be disproportionately impacted by system racism and injustice in ways other people of color may not necessarily experience.

- **First-gen identity:** U.S.-based employees who self-identify as one or more of the following:

- Someone who was not born in the United States
- Someone who has one or more parent(s) who were not born in the United States
- The first in their family to graduate from a four year college/university
- The first in their family to enter the corporate world

- **Disability status:** We define disability as a physical or mental impairment that substantially limits one or more major life activities. We recognize there is a wide spectrum of both physical and neurological disabilities and include chronic illness as part of our definition.

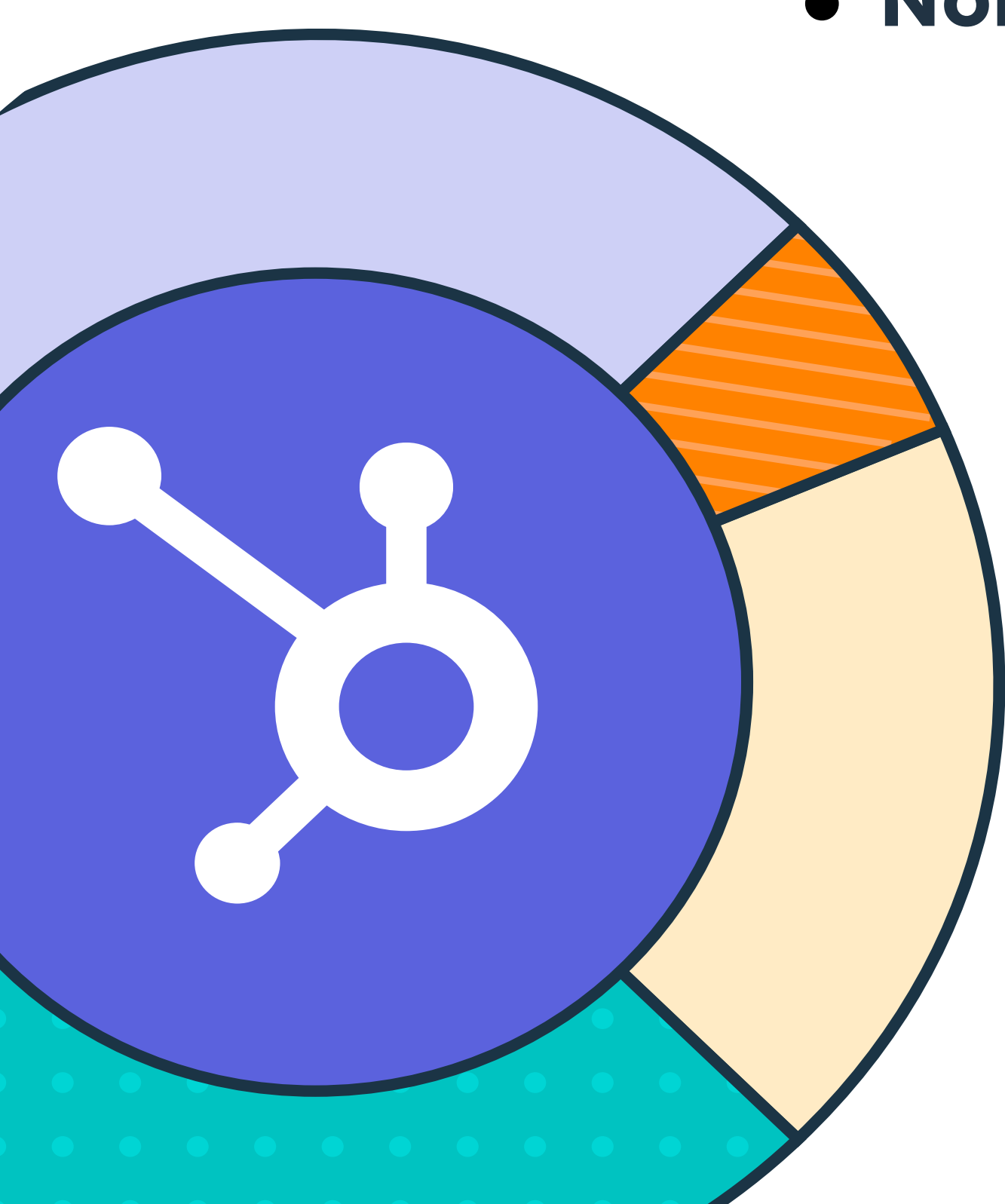
To better communicate our analysis to readers who may not be familiar with our team breakouts, this data is based on the following criteria:

- **“Technical Roles / Tech”:** HubSpot’s Product (PM + UX), Engineering, or Business Technology teams.

- **“Non-Technical Roles / Non-Tech”:** HubSpot’s Support, General & Administrative, Marketing, Sales, Revenue Operations and Services teams.

- **“Leadership”:** All employees with one or more direct reports, regardless of title or management level.

- **“CELT”:** Company Executive Leadership Team.



The Fine Print

Our numbers reflect the HubSpot employee population as of January 1, 2024. At this time, we had 7,752 full-time employees worldwide, with 4,551 located in the United States. Gender and Age data is global and Ethnicity data is U.S. only. Consistent with past reports, the data does not include employees who chose not to self-identify during onboarding. Ethnicity and gender reflect the EEO-1 categories required by the US government reports; we understand that these are imperfect categorizations, and that this report doesn't capture other forms of diversity, such as neurodiversity and primary language status, to name a few. We are actively working on many elements of diversity and inclusion work at HubSpot, and you will see how 38% of our employees responded to these self-reporting questions in the self-reported data category.

A note on our self-identification process

Outside of EEO-1 categories, as new HubSpotters join our team, they're asked to provide a variety of onboarding information, including the following self-identification attributes:

Gender Identity (Global):

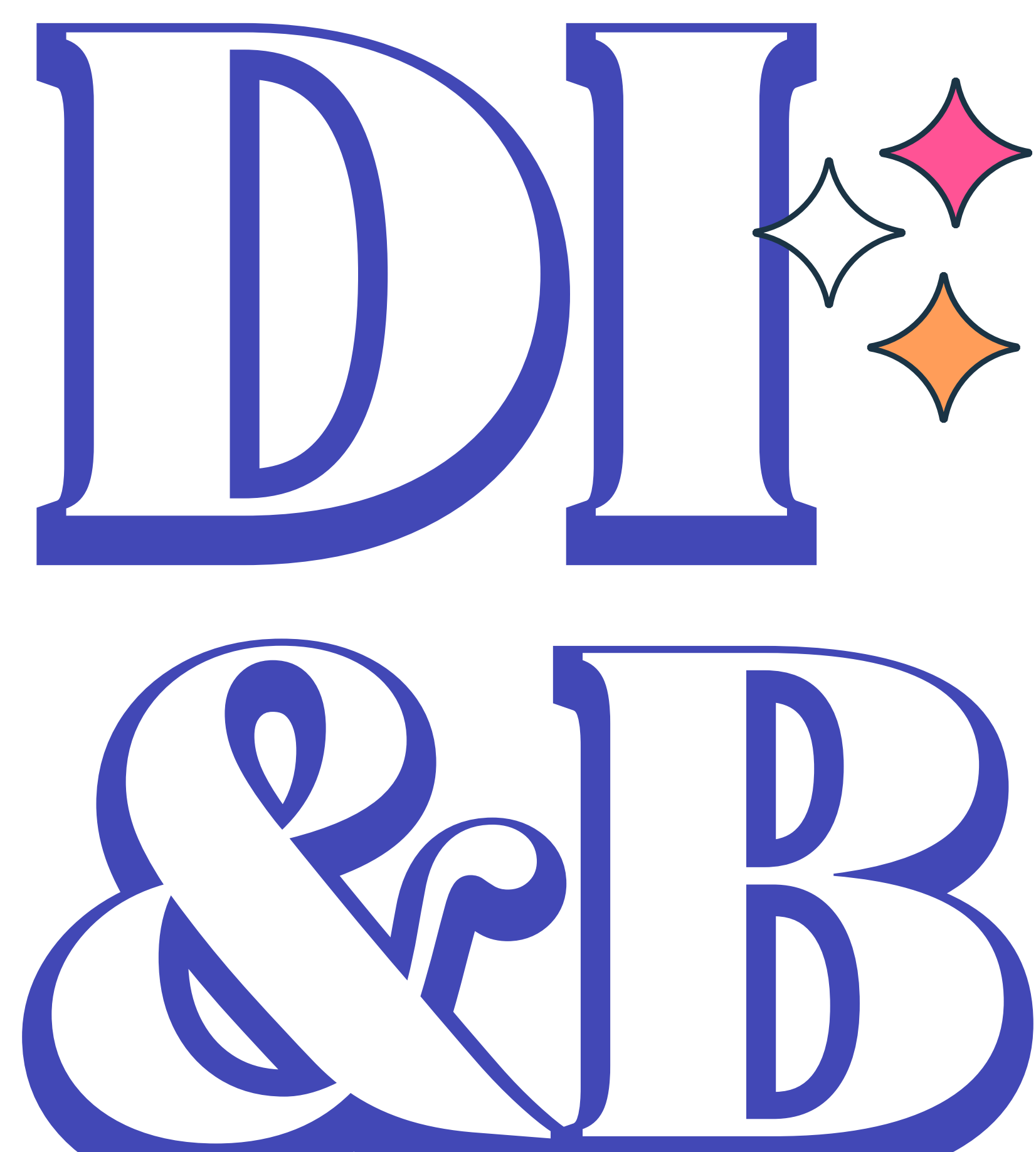
- Trans woman
- Trans man
- Non-binary
- Cisgender woman
- Cisgender man
- Gender not listed here
- Prefer not to disclose

Pronoun:

- He/him/his
- He/them
- She/her/hers
- She/them
- They/them/theirs

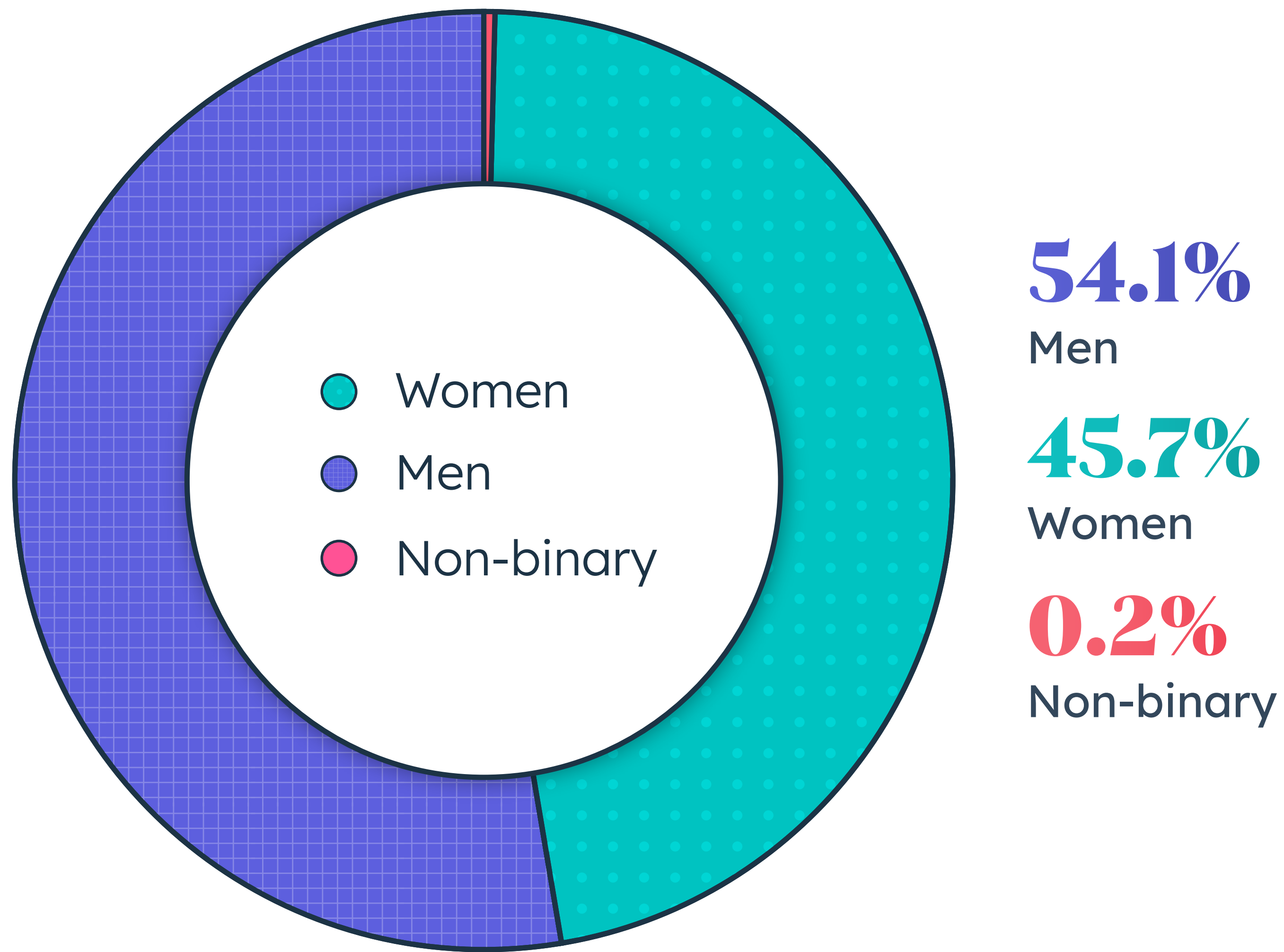
Race/Ethnicity (US Only):

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



Representation by Gender

Today's Gender Distribution - Company-Wide



We have removed 'Not Declared' data within this category.

Gender by Region

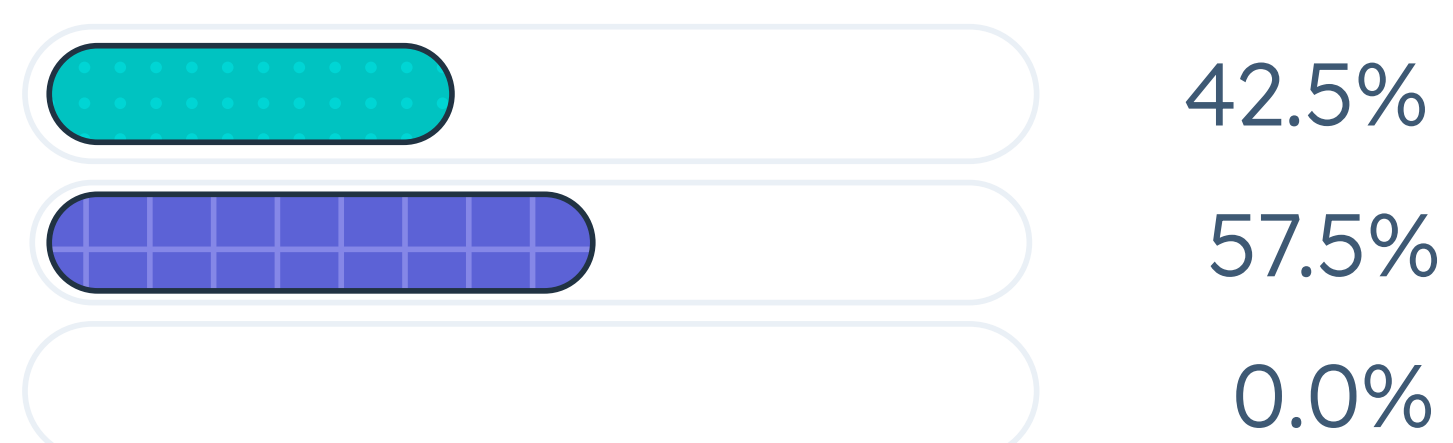
AMER



APAC



EMEA



LATAM



Men  Women  Non-binary 

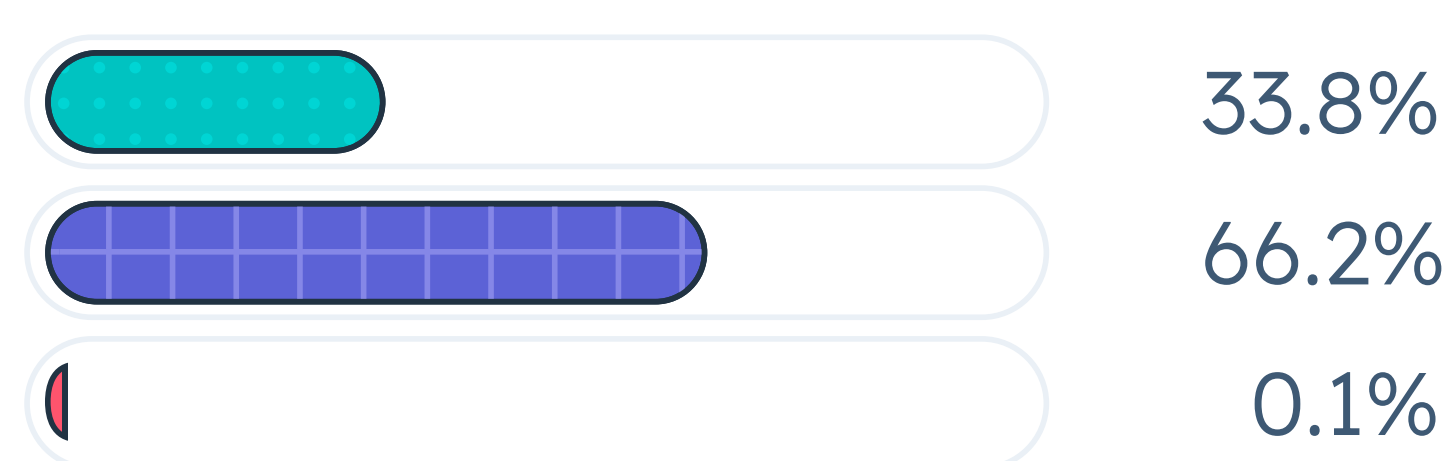
Gender by Team

Team	Women	Men	Non-binary	YoY % Change (Women + Non-binary)	
Customer Support	53.8%	45.9%	0.3%	0.0%	–
Engineering	25.0%	74.9%	0.1%	0.3%	▲
G&A	68.6%	31.4%	0.0%	0.6%	▲
Marketing	67.3%	32.0%	0.7%	-0.4%	▼
Product	57.0%	43.0%	0.0%	-1.2%	▼
Revenue Operations	51.4%	48.6%	0.0%	-2.1%	▼
Sales	38.3%	61.6%	0.1%	1.3%	▲
Services	56.6%	43.1%	0.2%	-1.5%	▼
Company-wide	45.7%	54.1%	0.2%	-1.3%	▼

New organizational and reporting structures within the Sales, Product and Engineering teams since last year's reporting have impacted individual team YoY data as shown. YoY % changes were calculated using 2024 team groupings.

Gender by Tech/Non-Tech & Leadership

Tech



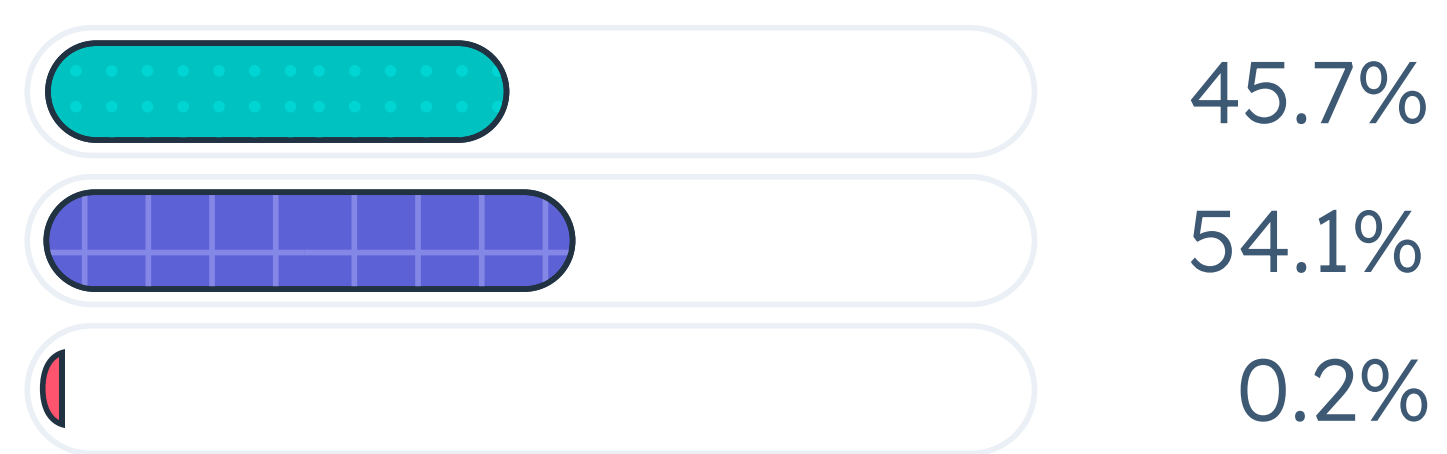
Non-Tech




Leadership



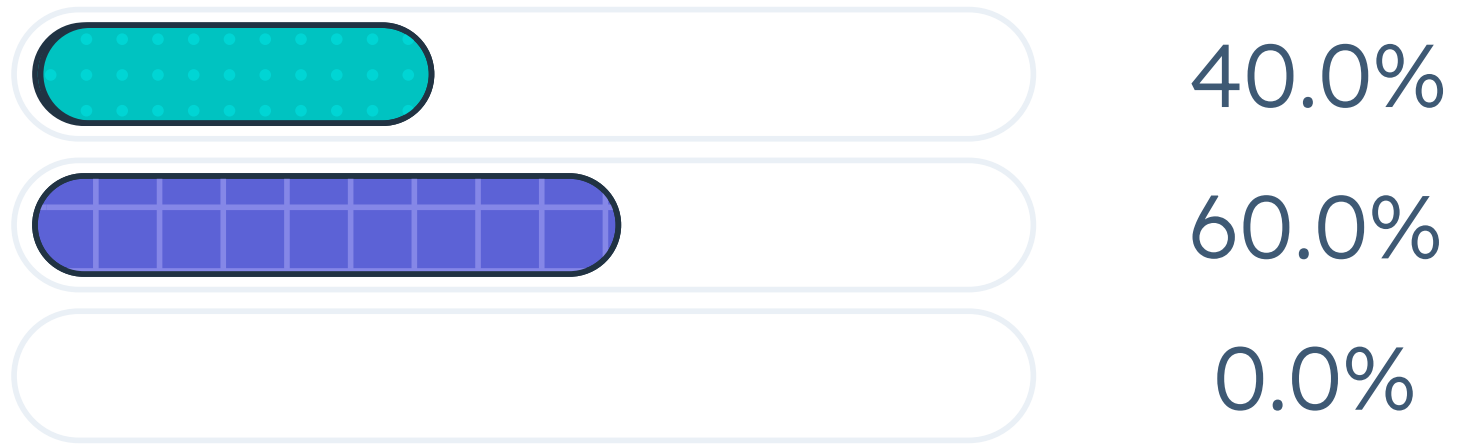
Company-wide



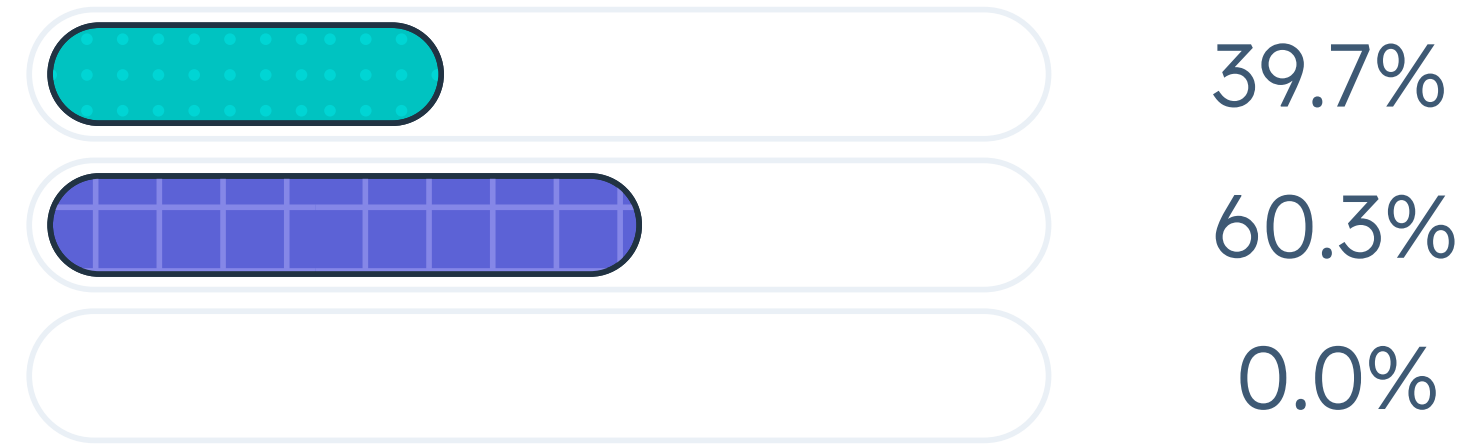
Men  Women  Non-binary 

Gender by Level

CELT



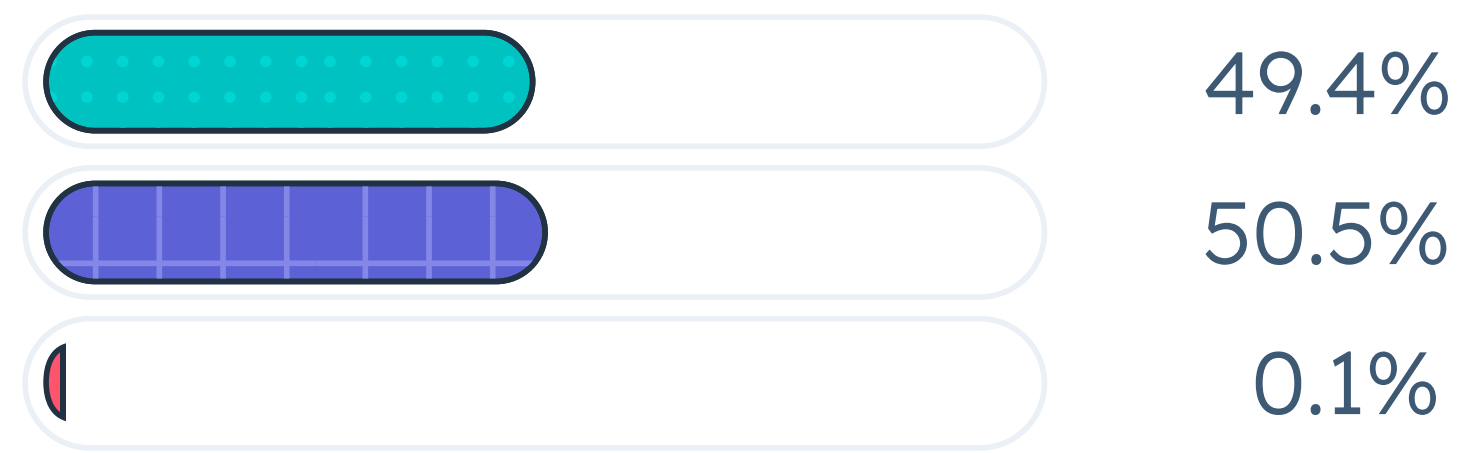
Vice President



Director



Manager



Individual Contributor



Company-wide

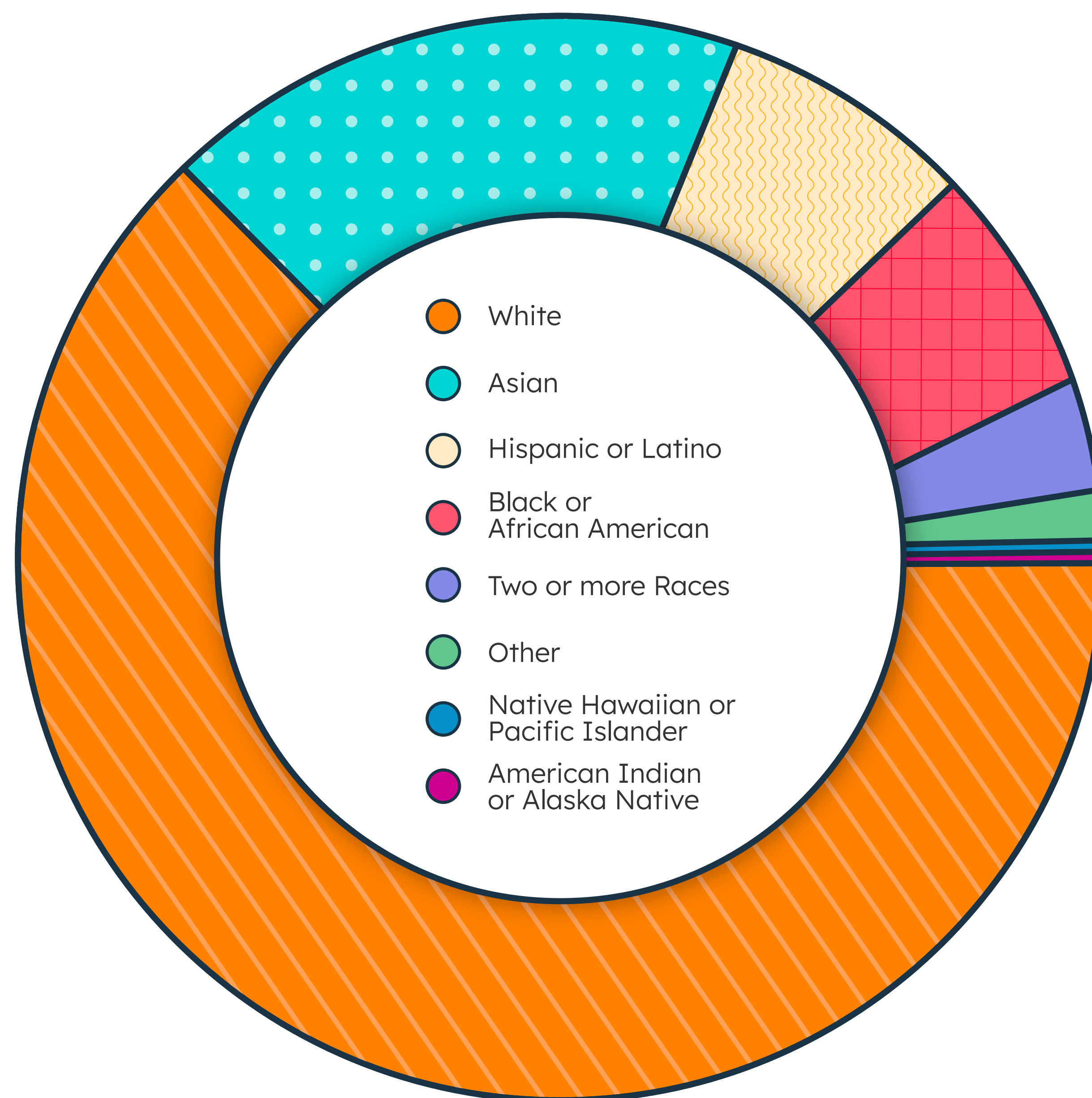


Men  Women  Non-binary 



Representation by Ethnicity

Representation by Ethnicity in the U.S.



63.0%
White

17.5%
Asian

7.5%
Hispanic or Latino

7.3%
Black or African American

3.3%
Two or more races

1.3%
Other

0.2%
Native Hawaiian or Pacific Islander

0.1%
American Indian or Alaska Native

We round to one decimal place throughout the report. This rounds the population of certain racial/ethnic groups to 0.0%, though the actual total of these employees is greater than zero.

Ethnicity by Team

Team	BIPOC	White	YoY % Change (Minority Group)
Customer Support	39.4%	60.6%	-3.6% ▼
Engineering	46.0%	54.0%	0.6% ▲
G&A	44.0%	56.0%	-0.6% ▼
Marketing	40.8%	59.2%	-2.7% ▼
Product	41.4%	58.6%	0.7% ▲
Revenue Operations	38.7%	61.3%	-0.9% ▼
Sales	23.2%	76.8%	-1.1% ▼
Services	27.3%	72.7%	-0.5% ▼
Company-wide (U.S.)	37.0%	63.0%	-0.7% ▼

New organizational and reporting structures within the Sales, Product and Engineering teams since last year's reporting have impacted individual team YoY data as shown. YoY % changes were calculated using 2024 team groupings.



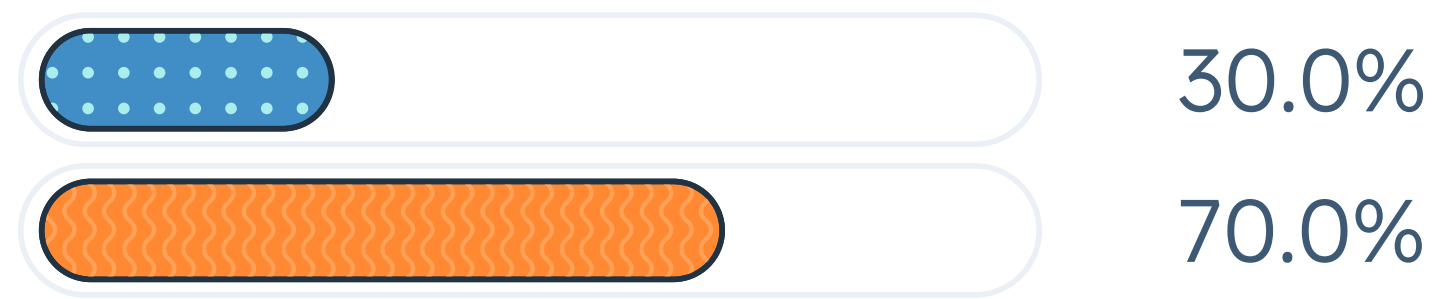
Ethnicity by Team Breakdown

Team	White	Asian	Black or African American	Hispanic or Latino	Two or More Races	Other	Native Hawaiian or Pacific Islander	American Indian or Alaska Native
Customer Support	60.6%	6.1%	12.8%	14.4%	5.0%	0.6%	0.6%	0.0%
Engineering	54.0%	32.3%	4.5%	4.9%	3.0%	1.2%	0.1%	0.1%
G&A	56.0%	16.9%	11.3%	10.0%	3.8%	1.5%	0.2%	0.2%
Marketing	59.2%	12.1%	13.4%	10.1%	4.0%	1.3%	0.0%	0.0%
Product	58.6%	25.7%	6.4%	3.6%	4.2%	1.6%	0.0%	0.0%
Revenue Operations	61.3%	21.4%	5.0%	5.5%	5.0%	1.7%	0.0%	0.0%
Sales	76.8%	4.9%	5.7%	8.9%	2.2%	1.0%	0.4%	0.1%
Services	72.7%	5.9%	8.1%	9.0%	2.6%	1.5%	0.0%	0.0%
Company-wide (U.S.)	63.0%	17.5%	7.3%	7.5%	3.3%	1.3%	0.2%	0.1%

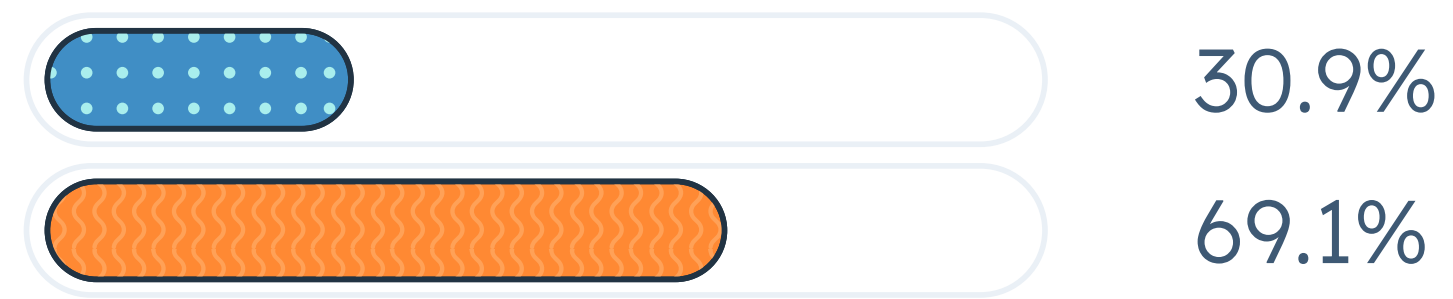


Ethnicity by Level

CELT



Vice President



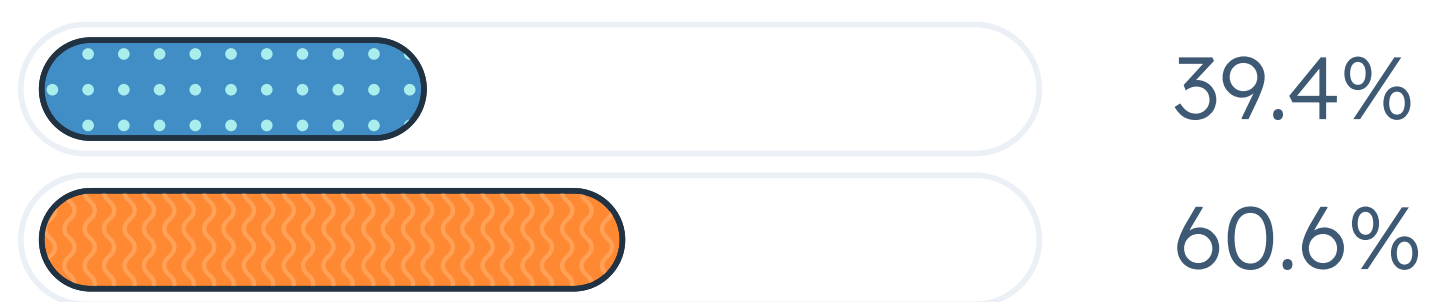
Director



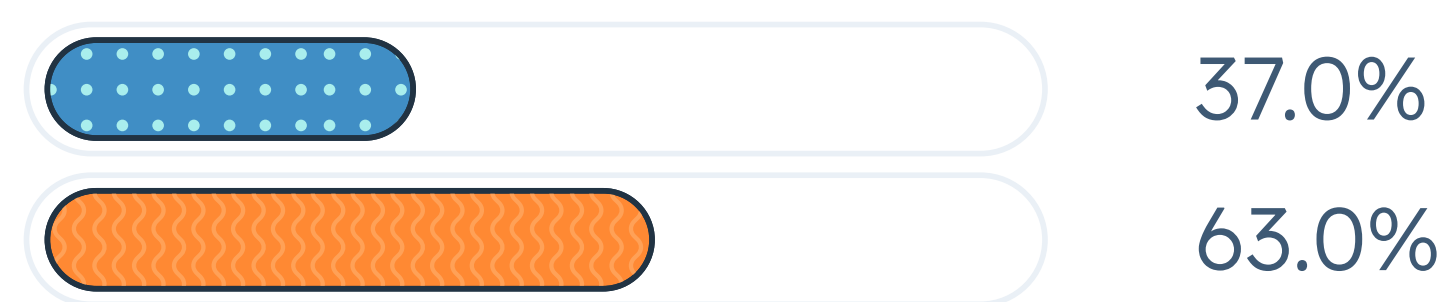
Manager



Individual Contributor



Company-wide (U.S.)



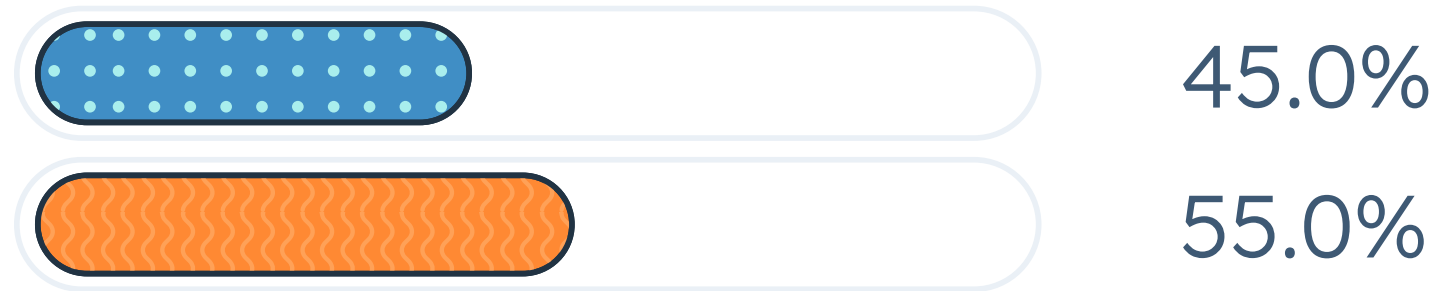
White  BIPOC 

Ethnicity by Level Breakdown

Level	White	Asian	Black or African American	Hispanic or Latino	Two or More Races	Native Hawaiian or Pacific Islander	American Indian or Alaska Native
CELT	70.0%	20.0%	10.0%	0.0%	0.0%	0.0%	0.0%
VP+	69.1%	23.6%	3.6%	3.6%	0.0%	0.0%	0.0%
Director	75.7%	13.5%	4.9%	2.7%	2.2%	0.0%	0.0%
Manager	72.6%	11.3%	6.6%	5.7%	2.2%	0.0%	0.0%
Individual Contributor	60.6%	18.7%	7.5%	8.1%	3.6%	0.2%	0.1%
Company-wide (U.S.)	63.0%	17.5%	7.3%	7.5%	3.3%	0.2%	0.1%

Ethnicity by Tech/Non-Tech

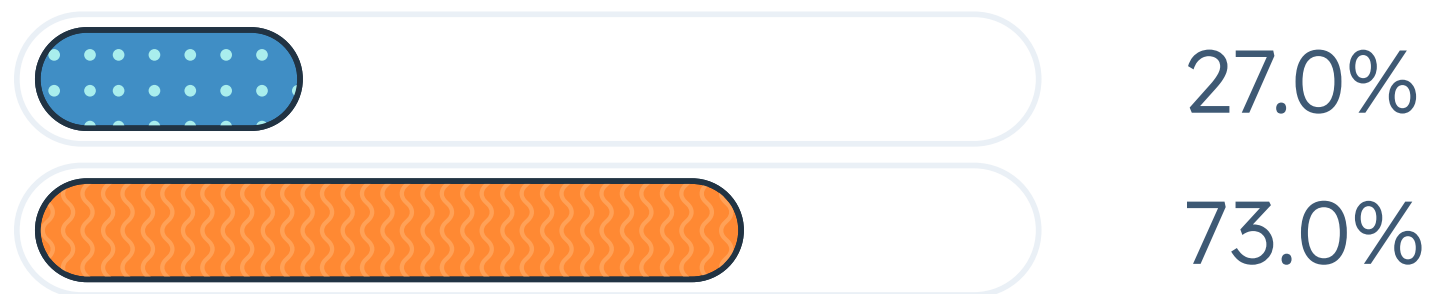
Tech



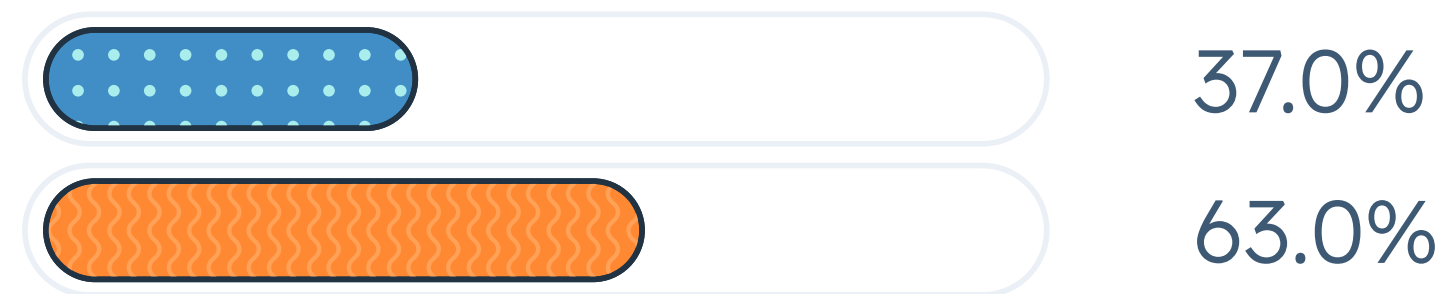
Non-Tech




Leadership



Company-wide (U.S.)



White  BIPOC 

BIPOC Employee Retention - U.S.

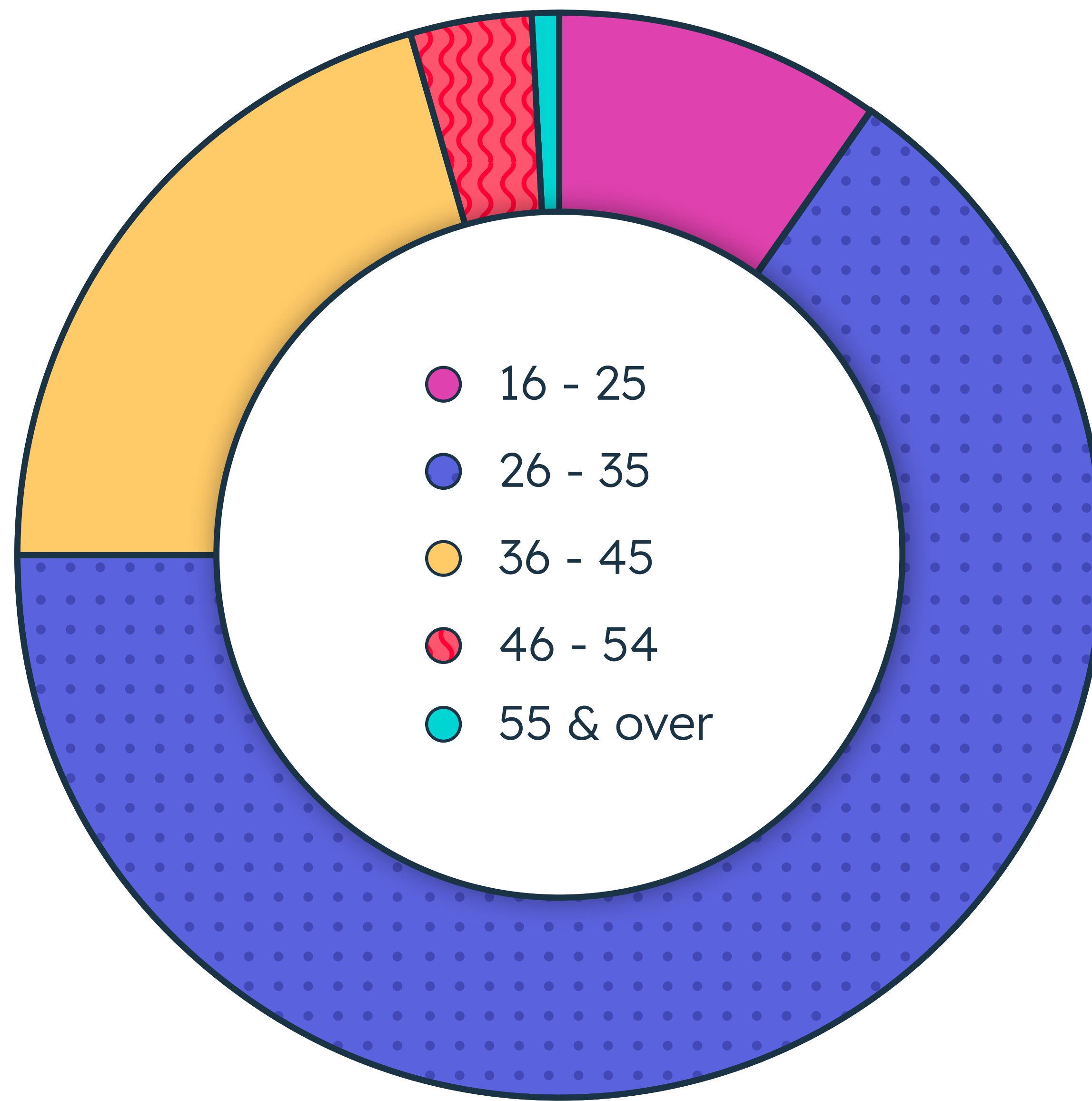
Retention of BIPOC employees in the U.S. is

-3.7%

points compared to HubSpot's overall U.S. employee retention rate.

Representation by Age

Today's Age Distribution - Company-Wide



7.6%
16 - 25

64.5%
26 - 35

23.4%
36 - 45

3.8%
46 - 54

0.7%
55 & over

Age by Team

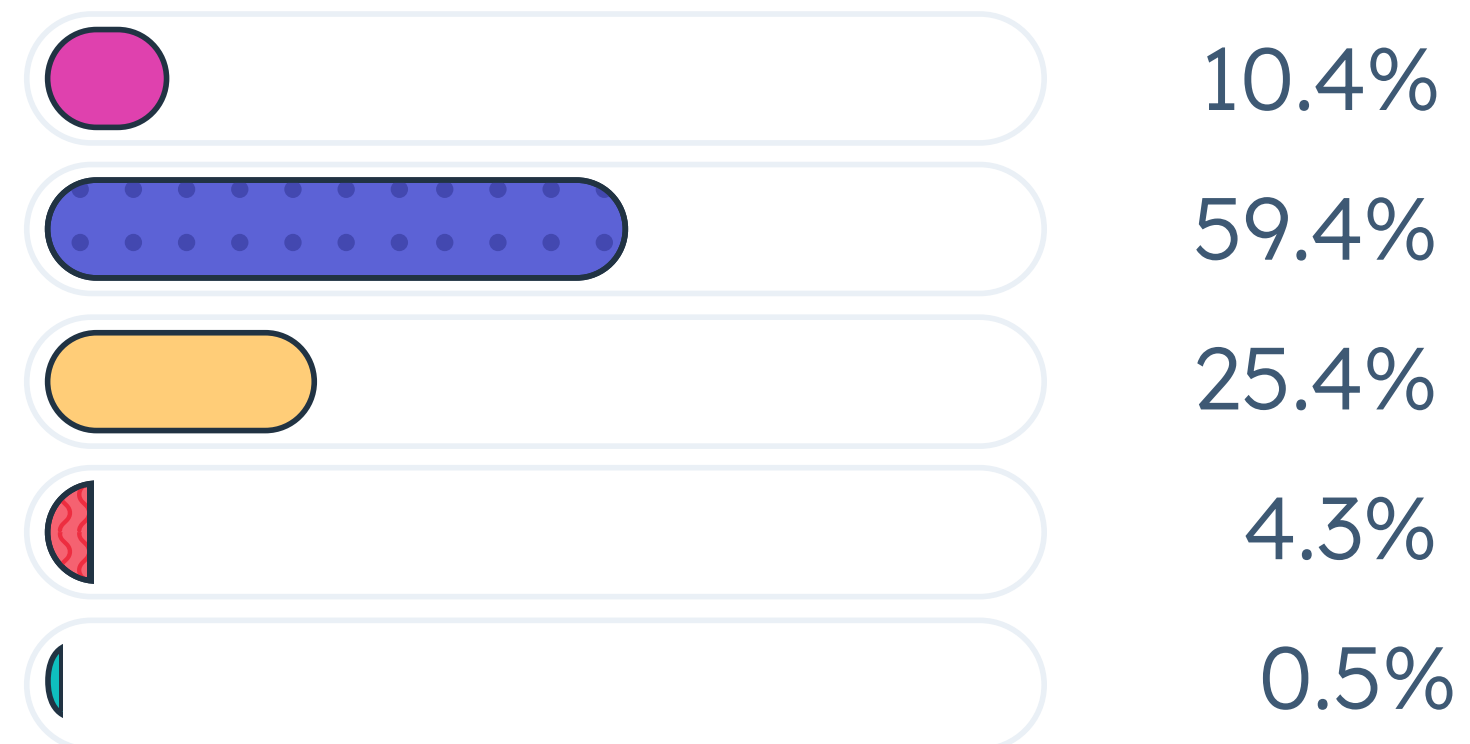
Team	16-25	26-35	36-45	46-54	55 and Over
Customer Support	10.8%	73.1%	14.8%	1.2%	0.0%
Engineering	13.3%	60.9%	21.8%	3.3%	0.8%
G&A	1.2%	58.2%	32.1%	6.0%	2.5%
Marketing	8.1%	61.8%	25.8%	3.6%	0.7%
Product	2.6%	56.2%	34.4%	6.7%	0.0%
Revenue Operations	5.0%	68.0%	23.2%	3.8%	0.0%
Sales	8.4%	69.1%	18.7%	3.2%	0.7%
Services	2.5%	65.8%	27.3%	3.7%	0.6%
Company-wide	7.6%	64.5%	23.4%	3.8%	0.7%

Age by Level

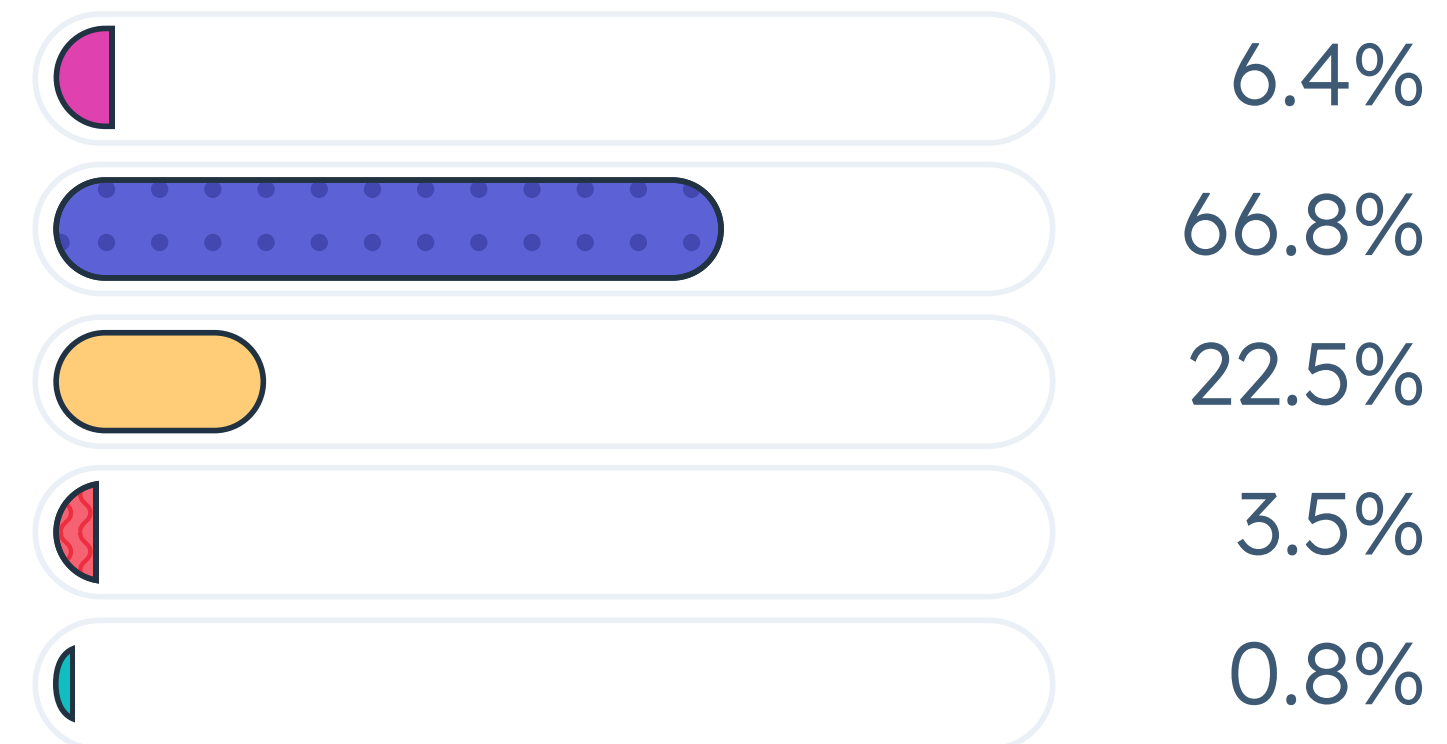
Level	16-25	26-35	36-45	46-54	55 and Over
CELT	0.0%	0.0%	40.0%	30.0%	30.0%
VP+	0.0%	7.4%	58.8%	30.9%	2.9%
Director	0.0%	32.2%	50.4%	13.6%	3.7%
Manager	0.2%	56.8%	36.3%	5.9%	0.8%
Individual Contributor	9.2%	67.6%	20.0%	2.7%	0.5%
Company-wide	7.6%	64.5%	23.4%	3.8%	0.7%

Age by Tech/Non-Tech & Leadership

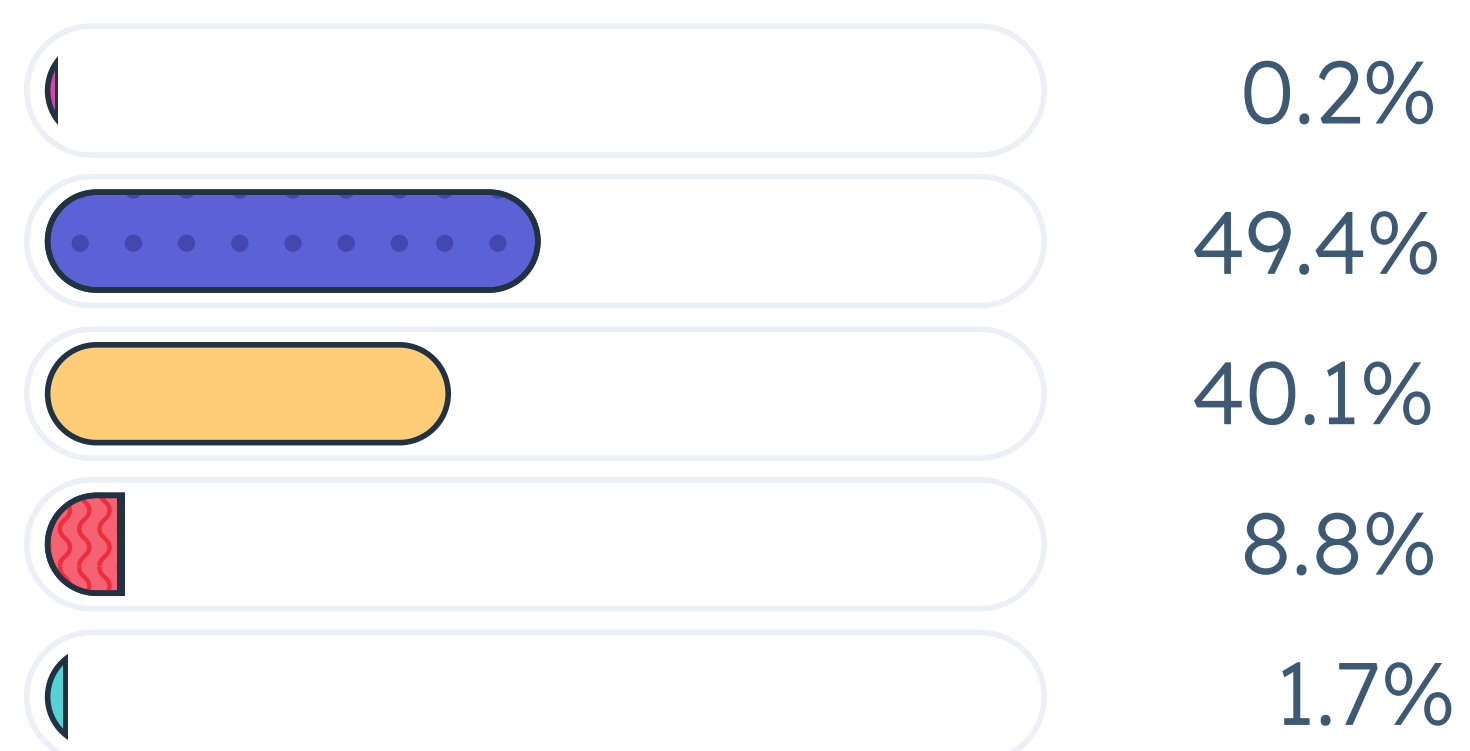
Tech



Non-Tech



Leadership



Company-wide



16-25 26-35 36-45 46-54 55 and over



Self-Reported Categories

Reporting on gender, ethnicity, and age data helps HubSpot track progress on our diversity work over time, but they are imperfect categories. Diversity is layered and we are constantly challenging ourselves to make sure our data and this report reflects that. Self-reported data is one way we work to better understand how HubSpot's employee population identifies. The self-reported survey is anonymous and voluntary, and this year, we continued with the same 7 expanded categories from last year. In the 2023 survey, 38% of HubSpot's global employees chose to self-identify. Of those who chose to self-identify:

35.3%
are parents

14.7%
are members of the
LGBTQ+ community

1.2%
are transgender


1.6%
are non-binary

1.2%
are veterans

11.8%
are people/persons
with disabilities

48.2%
are first-generation*

**This data reflects our U.S. employee population only.*



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HubSpot

