HubSpot

20 | 23 | DI&B
DIVERSITY, INCLUSION, & BELONGING

At HubSpot, one of our core strategic priorities is to build a high performing, sustainable and equitable company. Each year, our Diversity Report represents an important time for us to reflect on the progress we are making toward that objective, acknowledge what's working that we should celebrate, and identify opportunities to get better. It's also an important moment for us to share how we're thinking about diversity, inclusion, and belonging with our candidates, employees, customers, and partners. This year marks our 7th year of reporting progress, and we've outlined a summary of the data below, alongside how we think about and define each category of our data.

As we reflect on 2022, we have a few areas where we've moved the needle, and a few areas where we know we need to continue to improve and evolve.

- We had remarkable gender parity across HubSpot, including 50% at the Company Executive Leadership Team (CELT) level in 2022 and 40% within our Board of Directors, but we have continued room to improve this balance in both our engineering and sales teams.
- We've maintained growth among our Black, Asian, and LatinX employees as a percentage of our overall United States employee base, but we have work to do to ensure that our manager, director, and VP levels reflect our commitment to the inclusion of under-represented groups. This includes ensuring we have a strong pipeline of internal talent and support for internal mobility and development at the individual contributor and manager levels.
- We still have room to grow to recruit and retain non-binary and trans leaders as part of our commitment to LGBTQ+ inclusion.
- Our hybrid approach to work is bringing more caregivers to HubSpot, as we've seen growth in our caregiver population, with more than 30% of HubSpotters self-identifying as such.

- We have a continued opportunity to ensure that our age diversity reflects our commitment to success and impact for more experienced individuals who wish to grow their careers at HubSpot, through important programs like HubSpot's Returners Program.

Since HubSpot was started, our founders have talked about creating a company that future generations can be proud of, and building a diverse and equitable company is critical to that objective. Our company mission is to help millions of organizations grow better, and it's imperative that our employee base reflects the diversity of the prospects, customers, and partners we solve for. We also care deeply about being a place where people can do their best work, and doing that means creating a place that values performance but also equity and inclusion at its core.

We are committed to prioritizing diversity and inclusion as a core pillar in not just who we are as a company, but how we make decisions and how we set the course for growth in the future. Our 2022 data reflects our progress to our commitments, and helps us understand where we need to focus moving forward to ensure that we're creating an impactful and equitable experience for our employees, our customers and our partners. In addition to employee demographic data, this year's report continues to provide data on self reporting categories, and a snapshot of the key areas of focus for 2023.

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, 2023.
- **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 systemic 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 whose parents 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, 2023. At this time, we had 7,525 full-time employees worldwide, with 4,425 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 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 ability and veteran status, to name a few. We are actively working on many elements of diversity and inclusion work at HubSpot, and you will see how 48% of our employees responded to these self-reporting questions in the self-reported data category.

A note on our self-identification process

Outside of 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

Race/Ethnicity (US Only):

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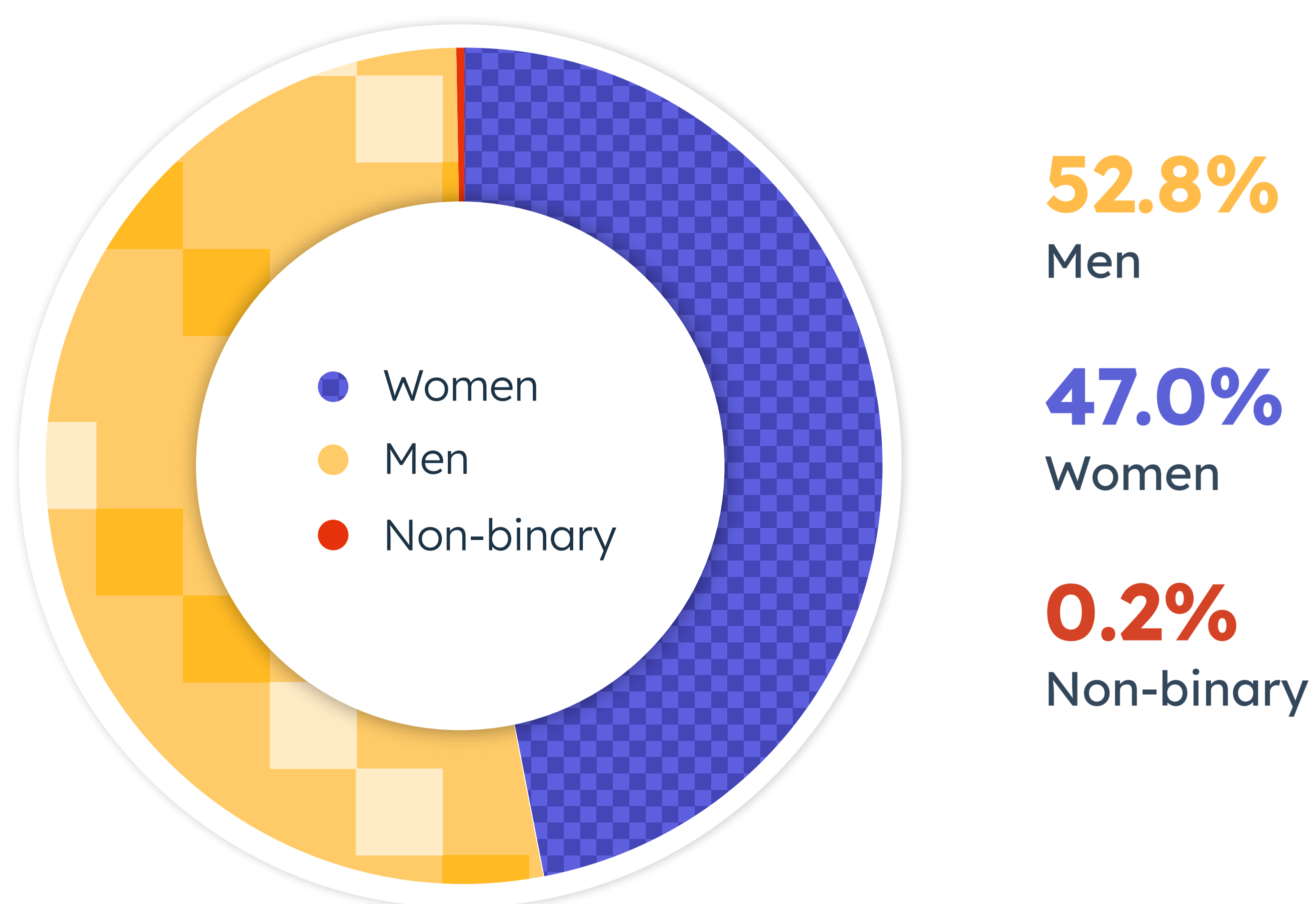- Hispanic or Latino
- Two or More Races
- White

Pronoun:

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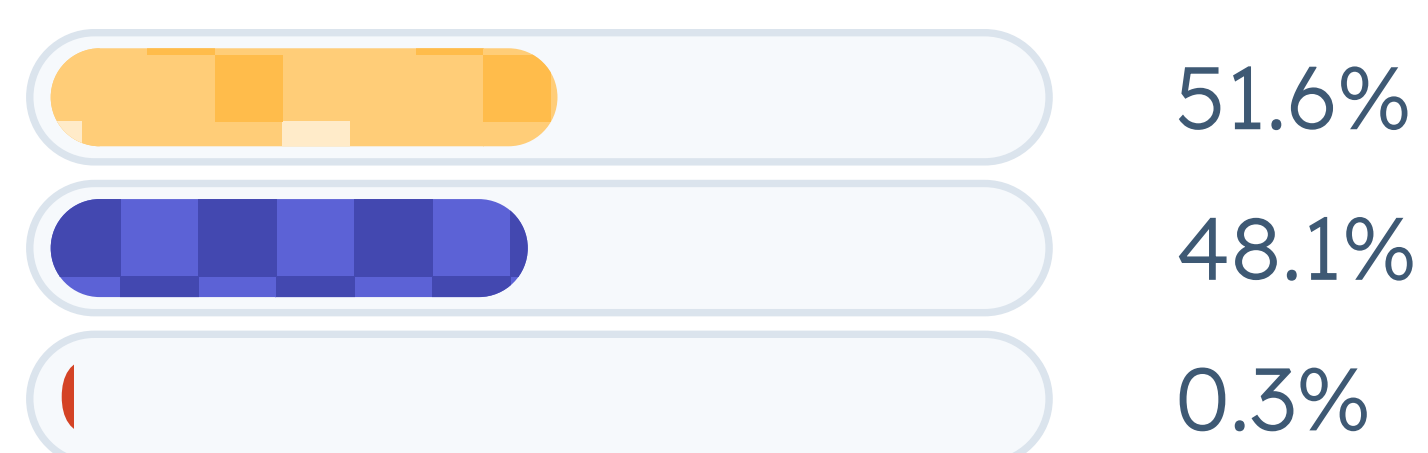- She/them
- They/them/theirs

Representation by Gender
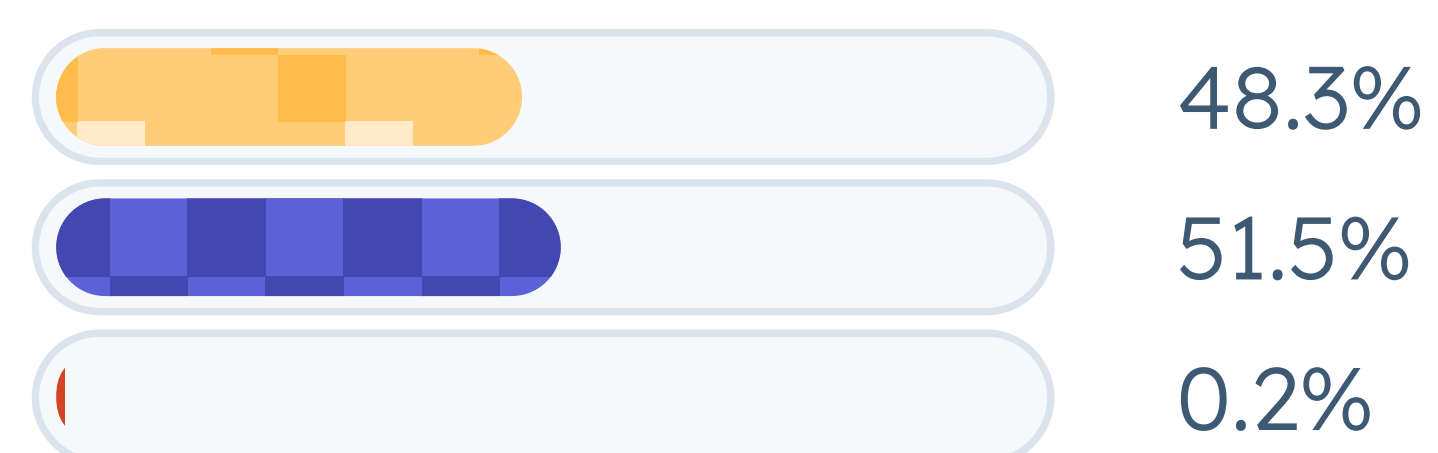
Today's Gender Distribution - Company-Wide

52.8%
Men

47.0%
Women

0.2%
Non-binary

Legend:
- Women
- Men
- Non-binary

We have removed 'Not Declared' data within this category

Gender by Region

AMER
Men	51.6%
Women	48.1%
Non-binary	0.3%

APAC
Men	48.3%
Women	51.5%
Non-binary	0.2%

EMEA
Men	56.1%
Women	43.8%
Non-binary	0.0%

LATAM
Men	55.1%
Women	44.9%
Non-binary	0.0%
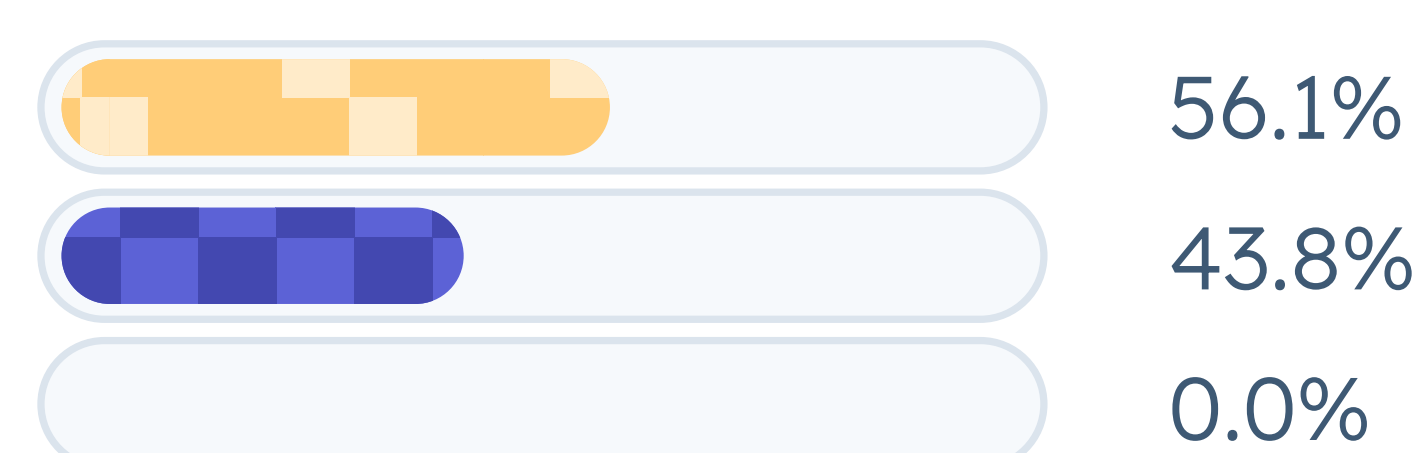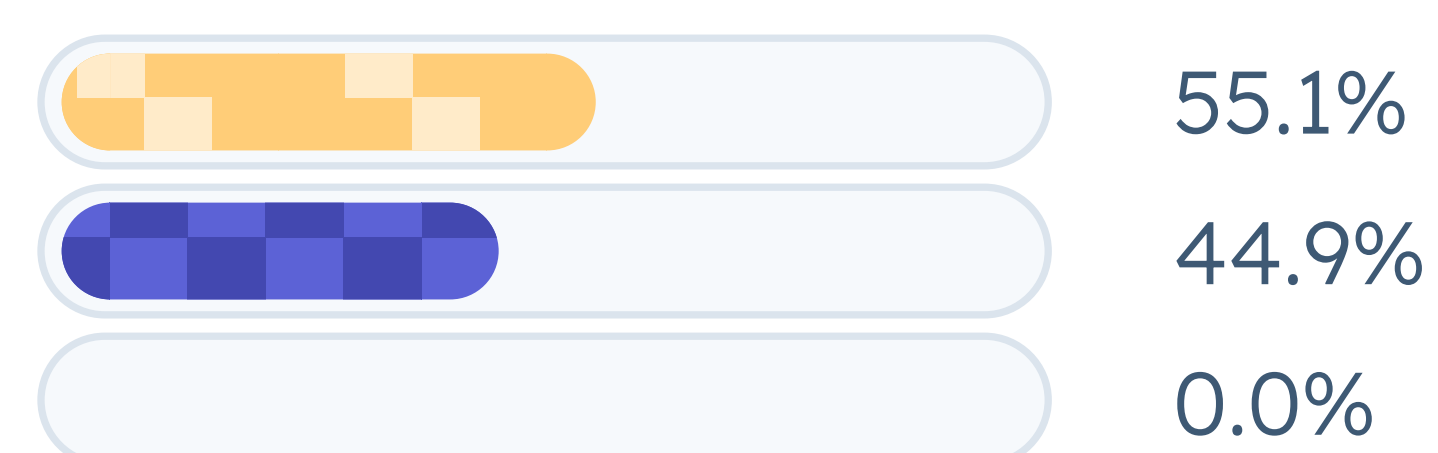
Men   Women   Non-binary

Gender by Team

Team	Women	Men	Non-binary	YoY % Change (Women + Non-binary)	
Business Technology	33.0%	67.0%	0.0%	0.4%	▲
Customer Support	53.5%	45.8%	0.6%	-1.2%	▼
Engineering	24.1%	75.7%	0.1%	1.6%	▲
General & Administrative	67.9%	32.0%	0.1%	2.1%	▲
Marketing	68.0%	31.5%	0.5%	3.2%	▲
Product	58.3%	41.7%	0.0%	3.3%	▲
Revenue Operations	53.2%	46.5%	0.3%	1.2%	▲
Sales	36.5%	63.3%	0.1%	-0.6%	▼
Services	58.2%	41.7%	0.1%	-0.7%	▼
Company-wide	47.0%	52.8%	0.2%	0.1%	▲

New organizational and reporting structures within the Sales and Revenue Ops teams since last year's reporting have impacted individual team YoY data as shown. Sales as a core group (Sales + Revenue Operations) saw positive change in 2022 when compared to the same data last year.

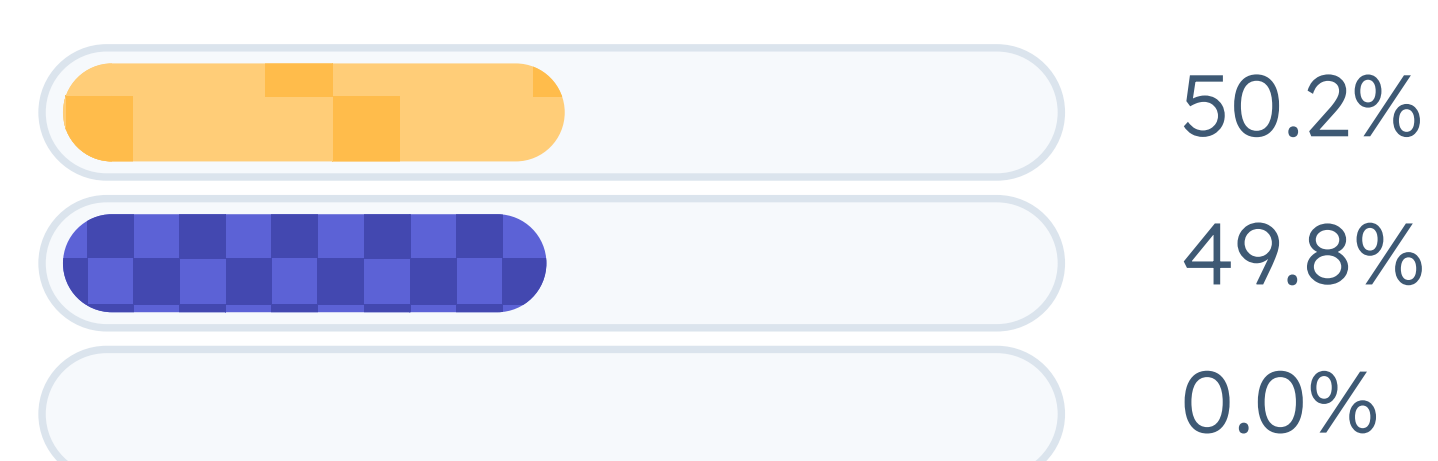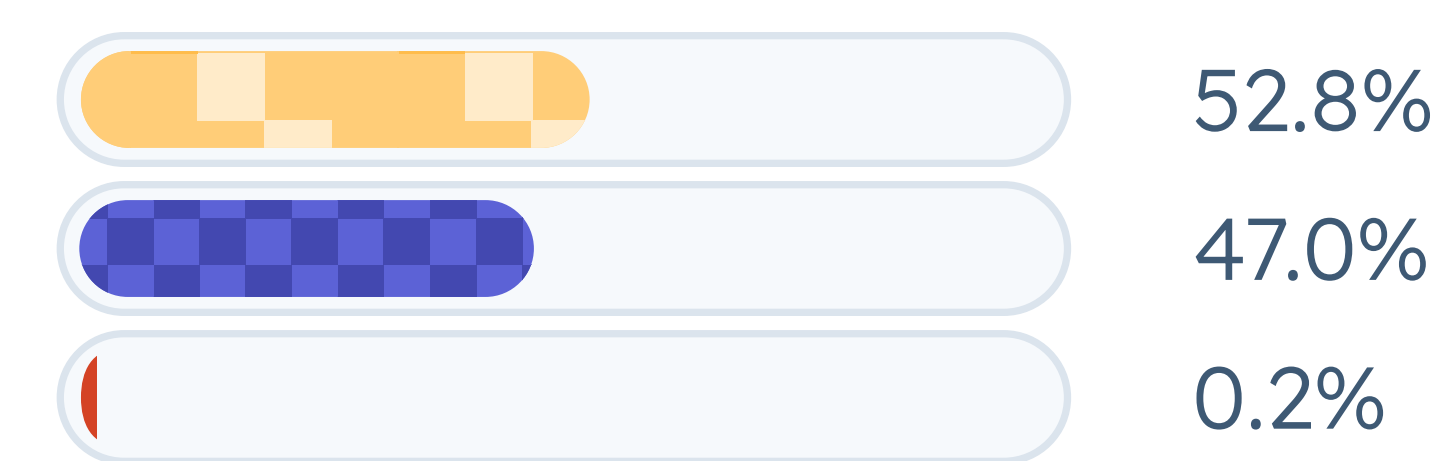# Gender by Tech/Non Tech & Leadership
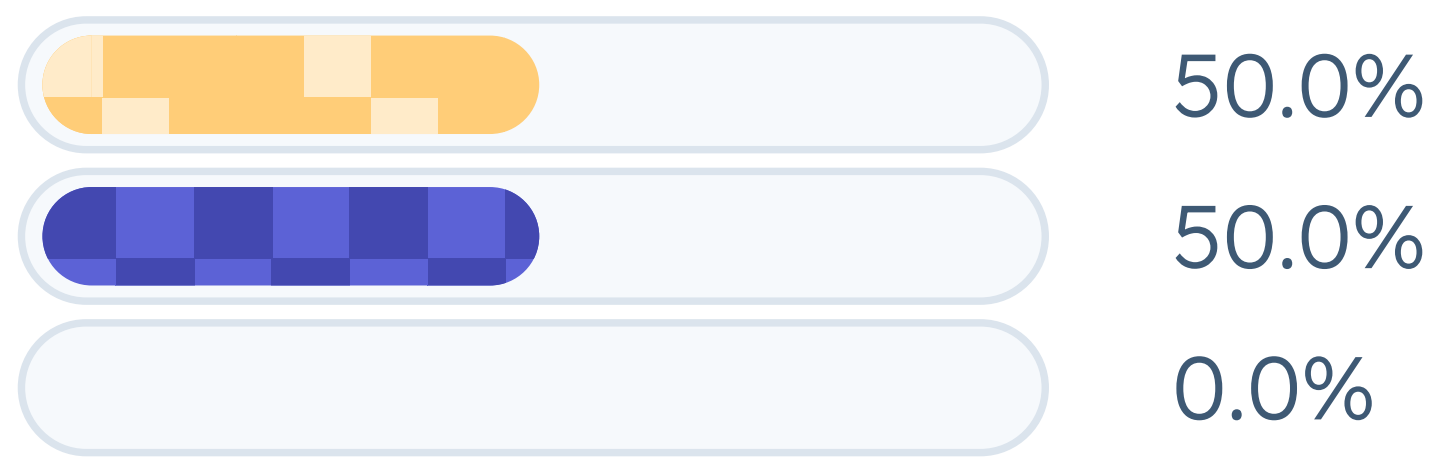
Tech
65.4%
34.5%
0.1%

Non-Tech
47.9%
51.8%
0.2%
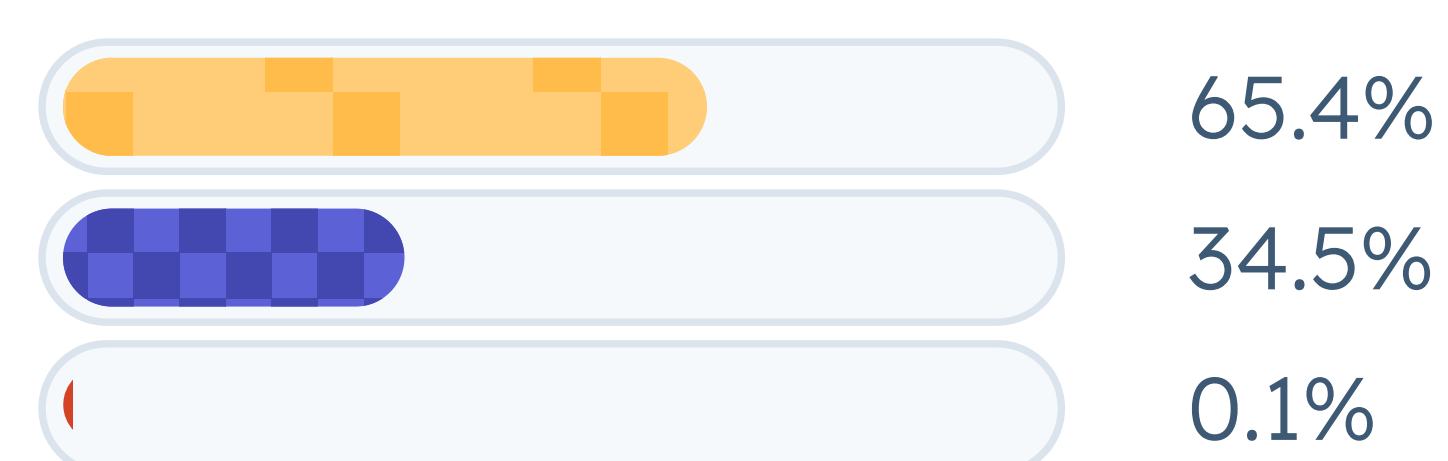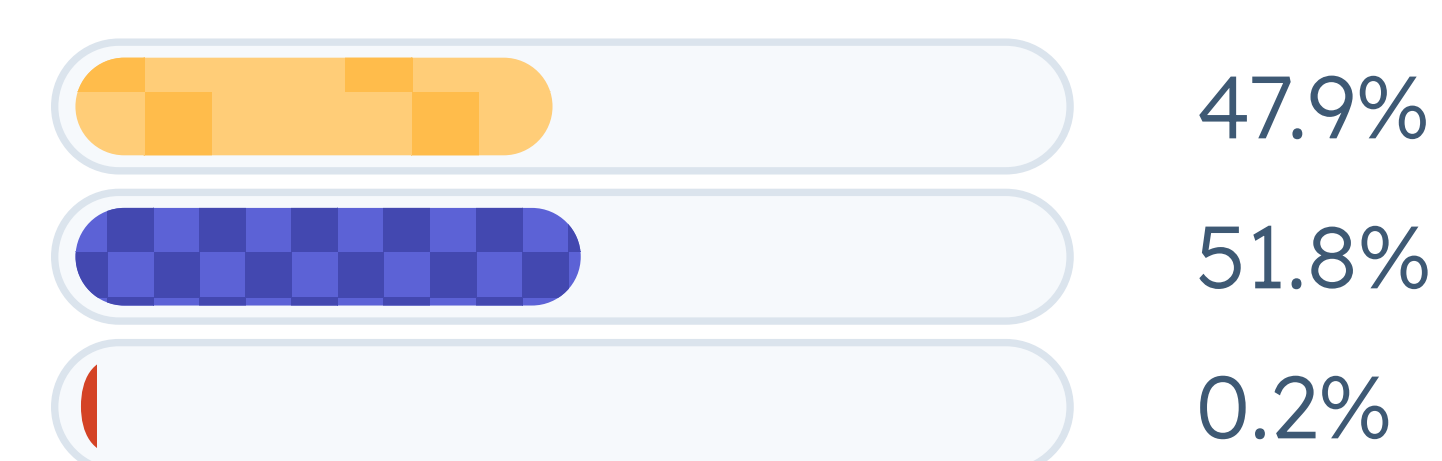
Leadership
50.2%
49.8%
0.0%

Company-wide
52.8%
47.0%
0.2%

Men   Women   Non-binary

Gender by Level

CELT

Men	50.0%
Women	50.0%
	0.0%

Vice President

Men	58.1%
Women	41.9%
	0.0%

Director

Men	49.6%
Women	50.4%
	0.0%

Manager

Men	49.8%
Women	50.2%
	0.0%

Individual Contributor

Men	53.3%
Women	46.4%
Non-binary	0.2%

Company-wide

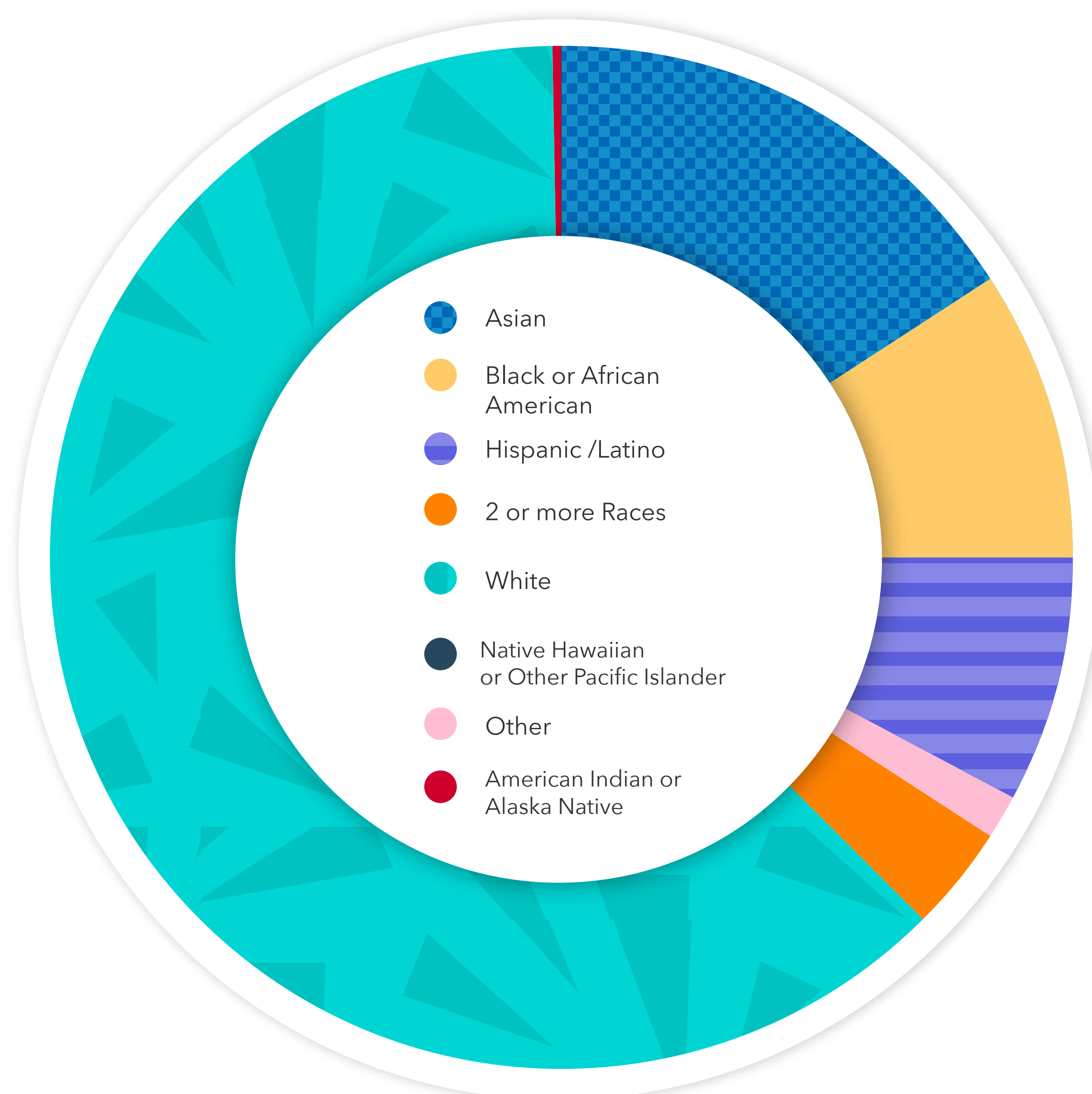|	
Men	52.8%
Women	47.0%
Non-binary	0.2%
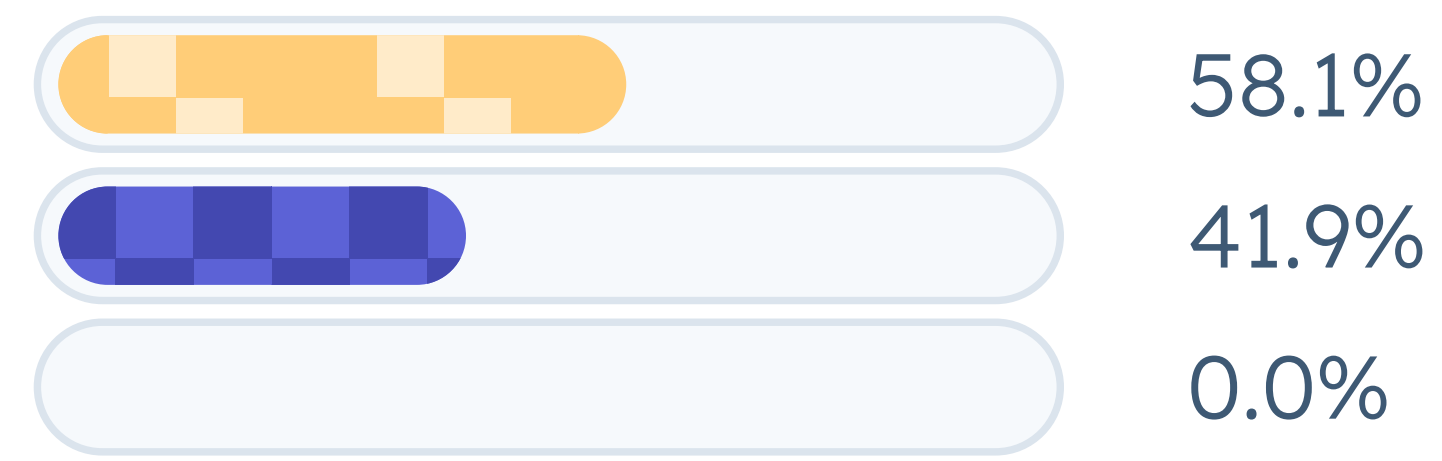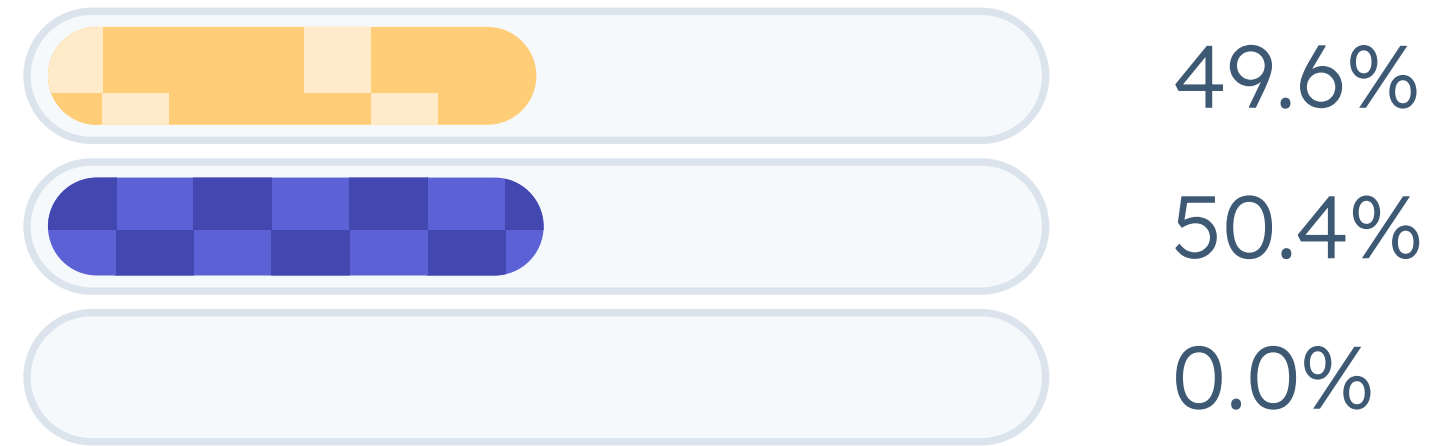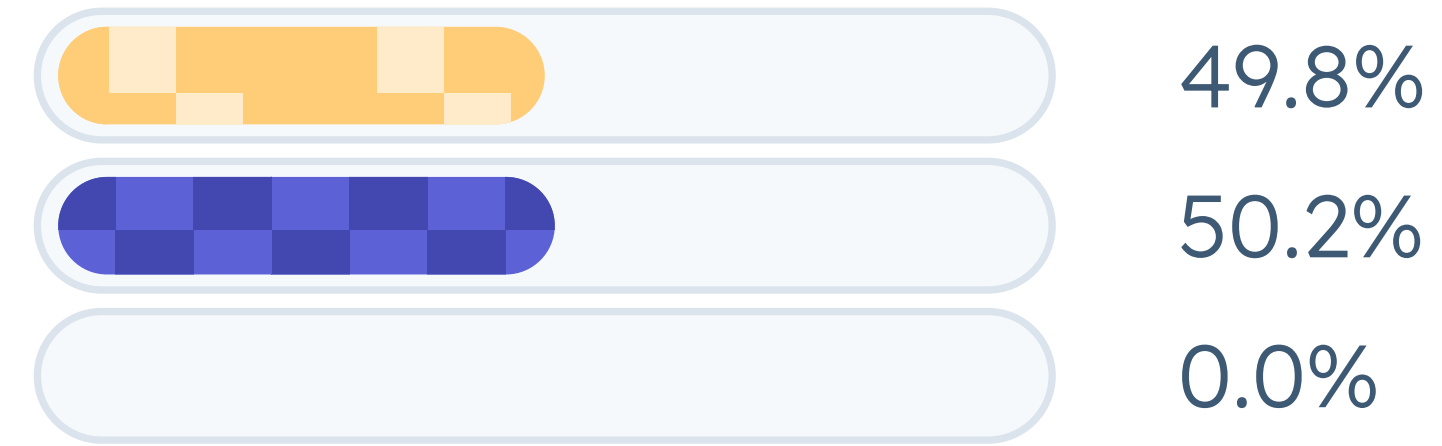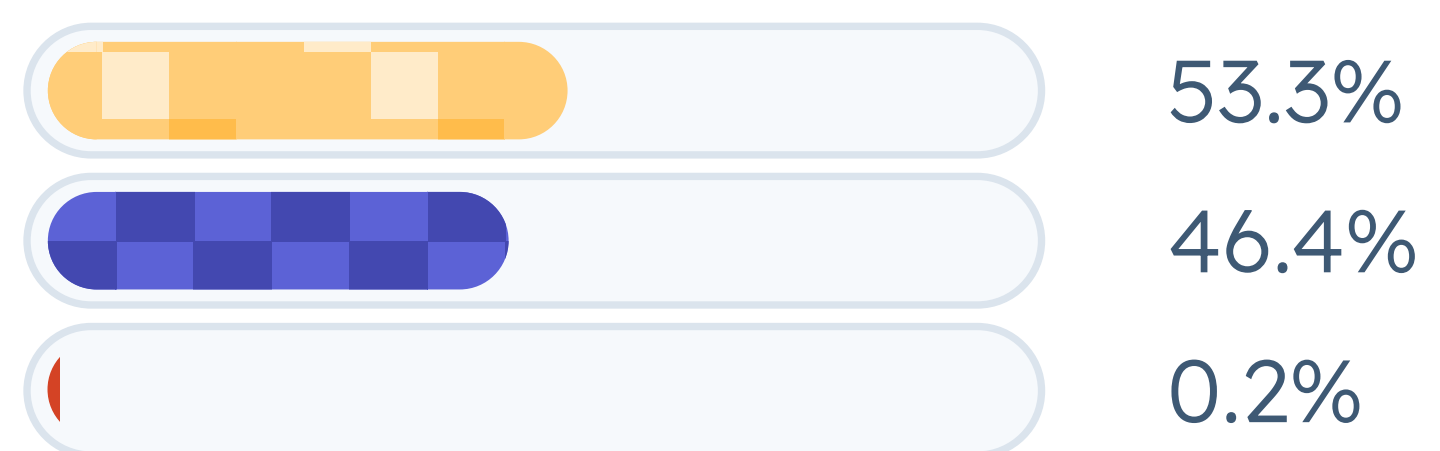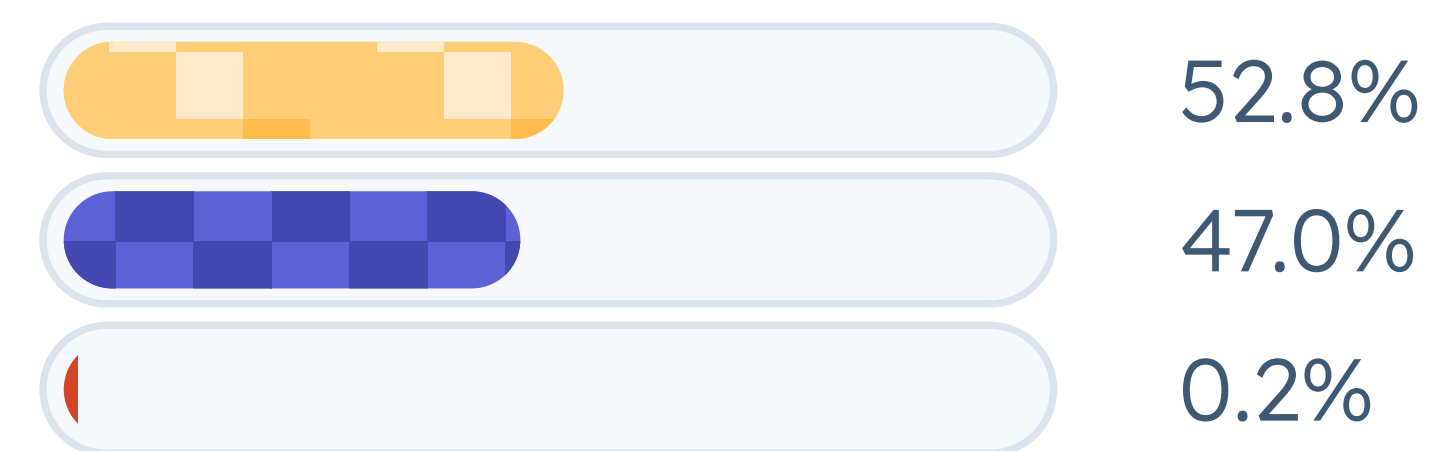
Men   Women   Non-binary

Representation by Ethnicity

Representation by Ethnicity in the U.S.

Legend:
- Asian
- Black or African American
- Hispanic /Latino
- 2 or more Races
- White
- Native Hawaiian or Other Pacific Islander
- Other
- American Indian or Alaska Native

62.3%	**16.0%**	**9.0%**	**7.9%**
White	Asian	Black or African	Hispanic or Latino

| **3.4%**	**1.2%**	**0.2%**	**0.1%**
Two or More Races	Other (the options do not describe my race/ethnicity)	Native Hawaiian or Other Pacific Islander	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.
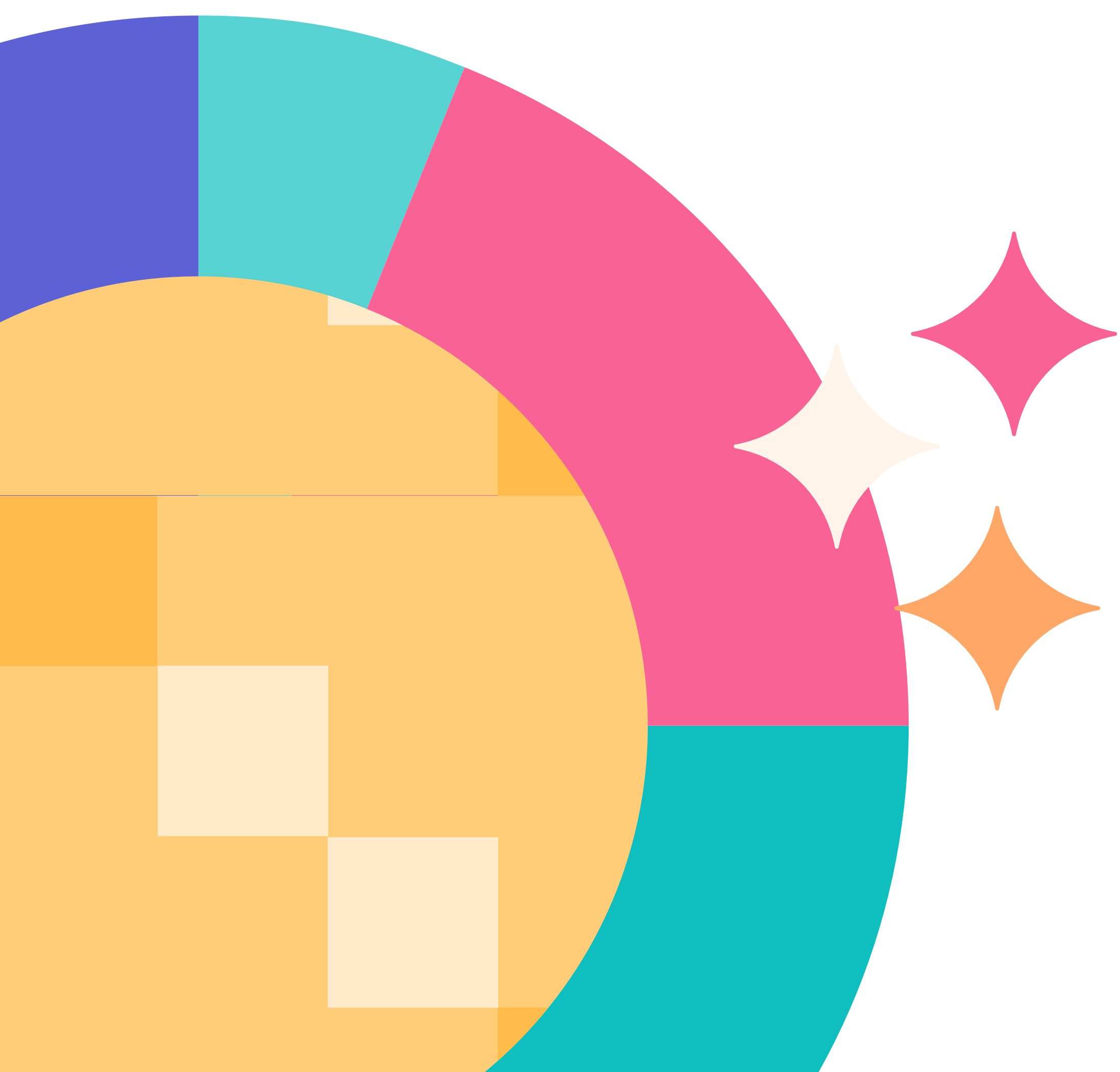
Ethnicity by Team

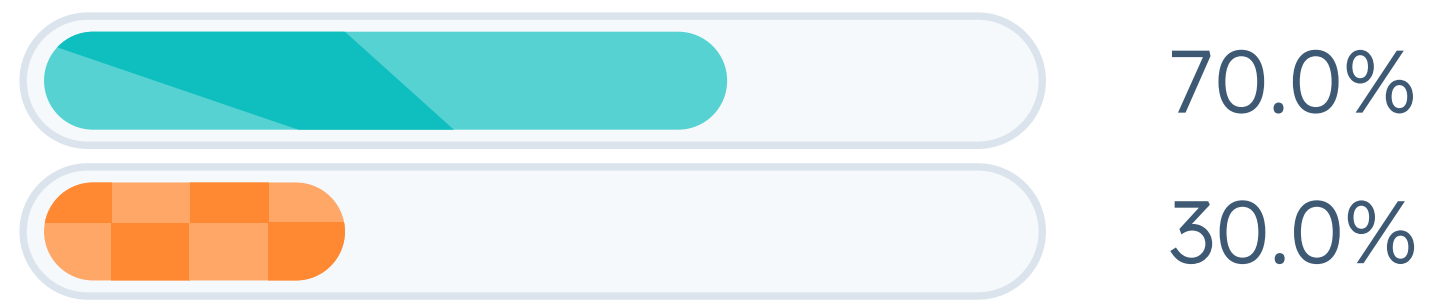| Team	BIPOC	White	YoY % Change (Minority Group)	
Business Technology	51.6%	48.4%	3.2%	▲
General & Administrative	44.6%	55.4%	2.1%	▲
Marketing	43.6%	56.4%	5.8%	▲
Product	41.4%	58.6%	6.3%	▲
Engineering	45.0%	55.0%	3.7%	▲
Sales	24.2%	75.8%	0.7%	▲
Services	27.8%	72.2%	1.4%	▲
Customer Support	43.0%	57.0%	2.1%	▲
Revenue Operations	39.6%	60.4%	5.9%	▲
Company-wide	37.7%	62.3%	3.1%	▲
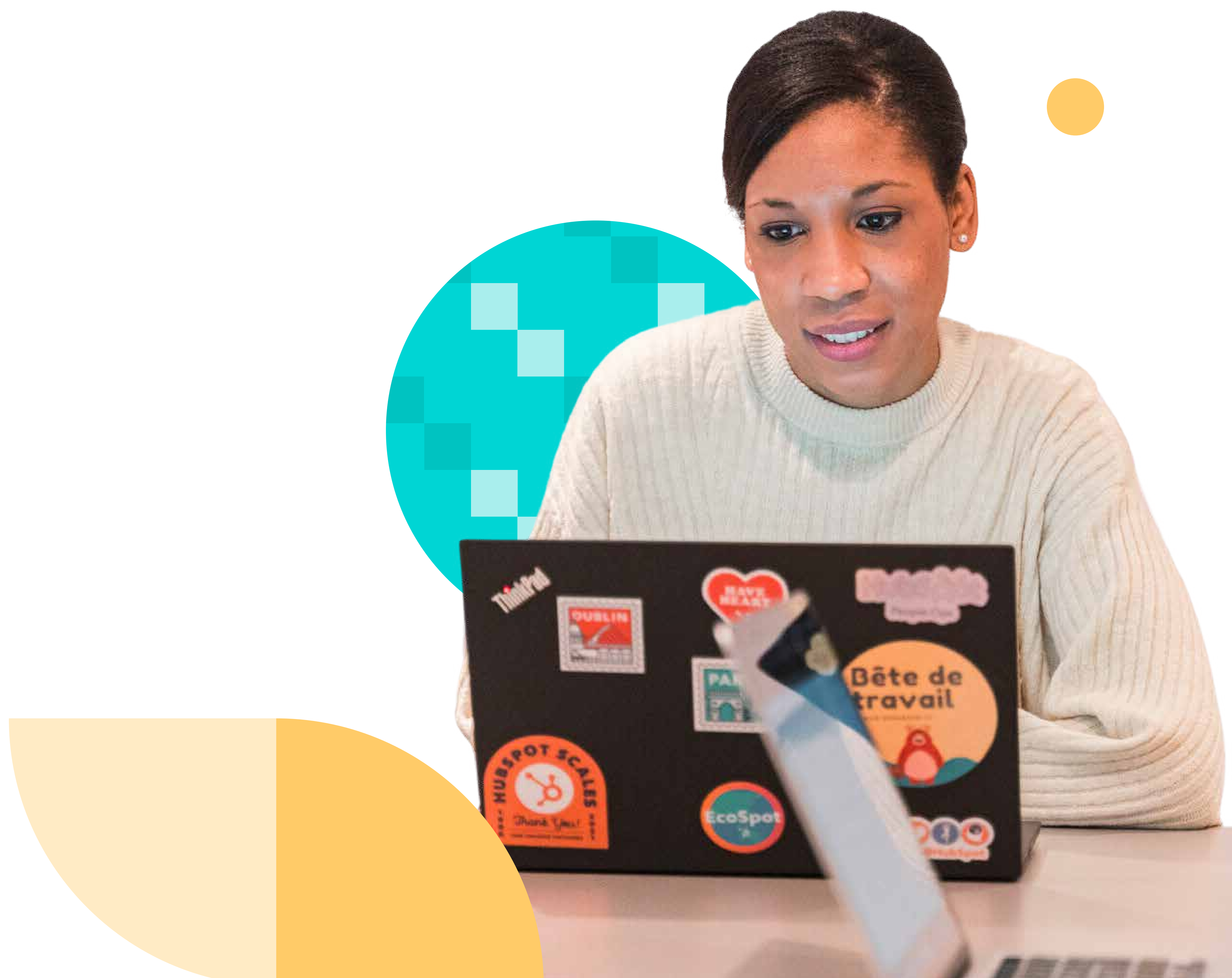
Ethnicity by Team Breakdown

Team	American Indian or Alaska	Asian	Black or African American	Hispanic or Latino	Other	Two or More Races	White	Native Hawaiian
Business Technology	0.0%	20.3%	21.9%	6.2%	0.0%	3.1%	48.4%	0.0%
Customer Support	0.0%	5.3%	15.2%	14.1%	0.8%	6.8%	57.0%	0.8%
Engineering	0.1%	32.5%	3.9%	4.3%	1.1%	3.1%	55.0%	0.0%
General & Administrative	0.2%	14.9%	12.4%	11.2%	1.2%	4.4%	55.4%	0.2%
Marketing	0.0%	13.5%	16.3%	8.6%	1.5%	3.4%	56.4%	0.2%
Product	0.0%	23.1%	8.4%	4.2%	1.6%	4.0%	58.6%	0.0%
Revenue Operations	0.0%	22.1%	7.8%	3.7%	0.9%	5.1%	60.4%	0.0%
Sales	0.2%	4.5%	6.7%	9.5%	1.0%	2.0%	75.8%	0.3%
Services	0.2%	6.0%	9.1%	8.9%	1.4%	2.2%	72.2%	0.0%
Company-wide	0.1%	16.0%	9.0%	7.9%	1.2%	3.4%	62.3%	0.2%

Ethnicity by Level

CELT
White 70.0%
BIPOC 30.0%

Vice President
White 67.9%
BIPOC 32.1%

Director
White 76.7%
BIPOC 23.3%

Manager
White 72.1%
BIPOC 27.9%
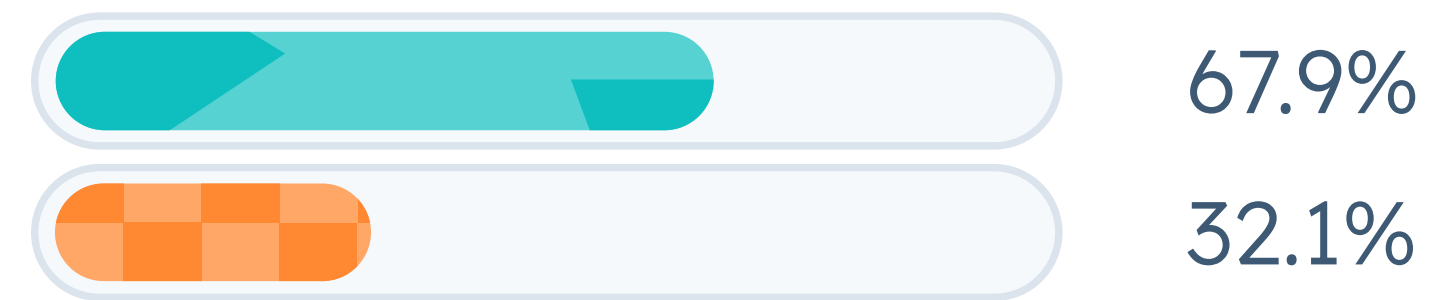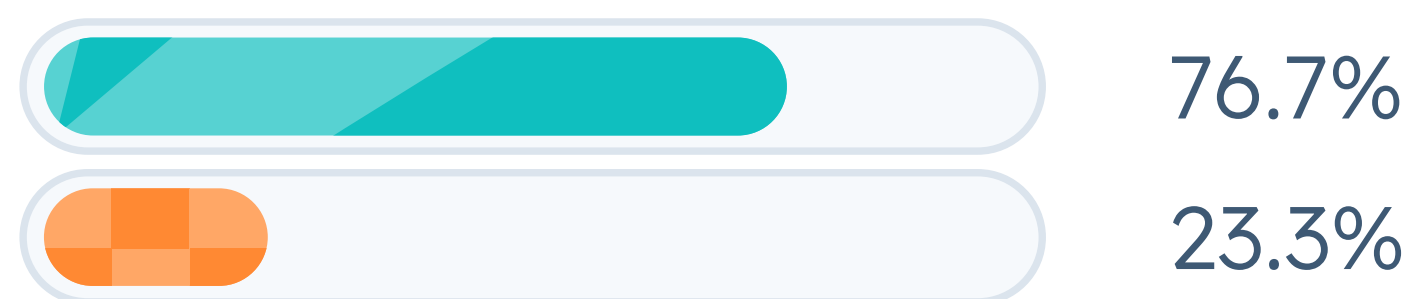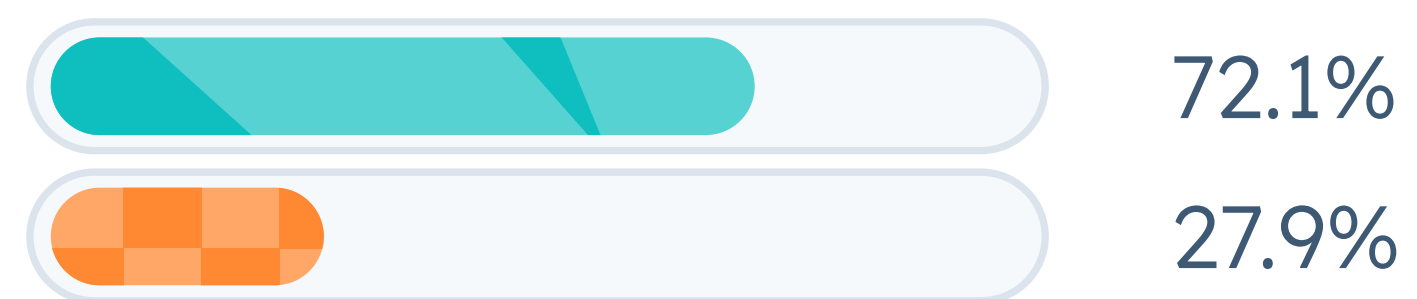
Individual Contributor
White 59.9%
BIPOC 40.1%
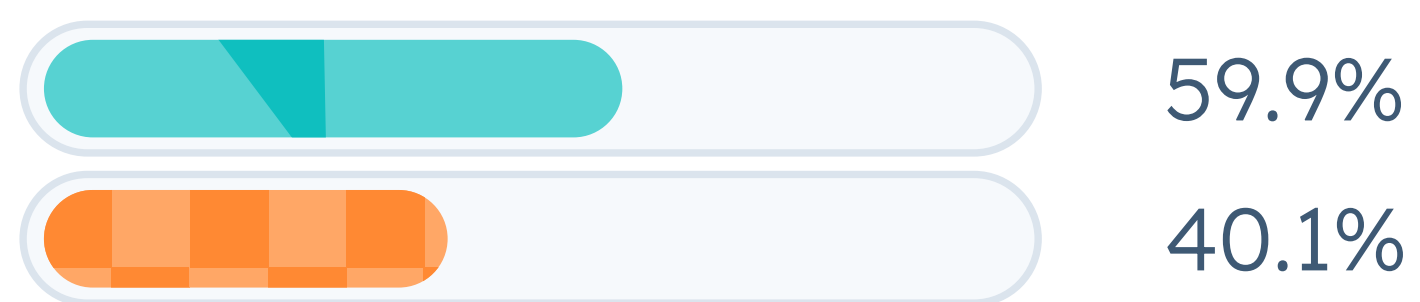
Company-wide
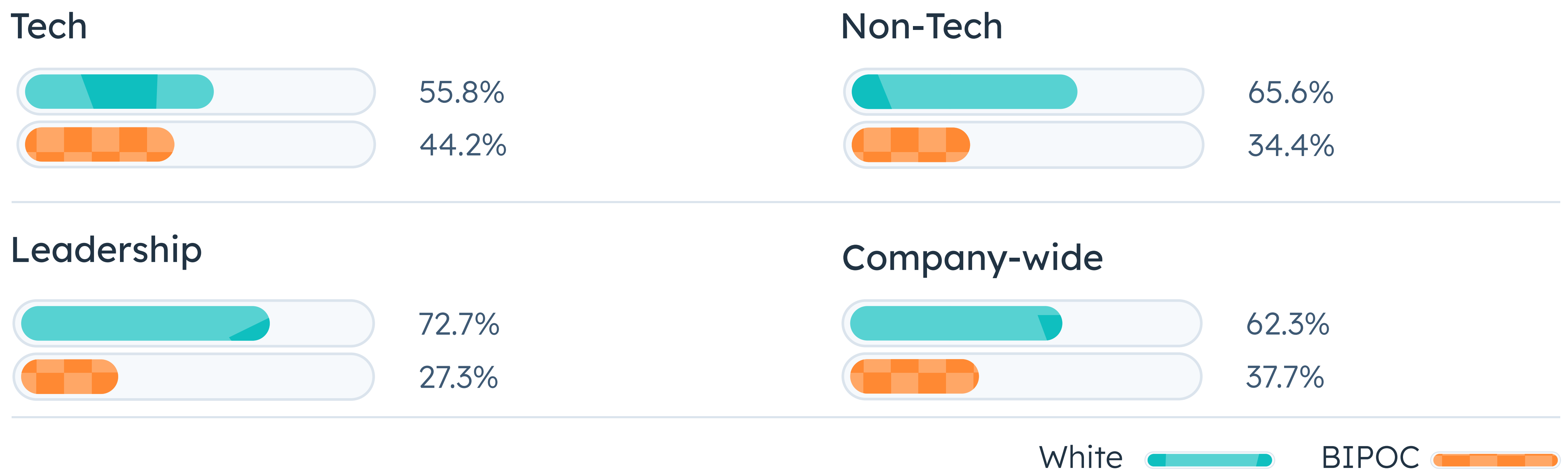White 62.3%
BIPOC 37.7%
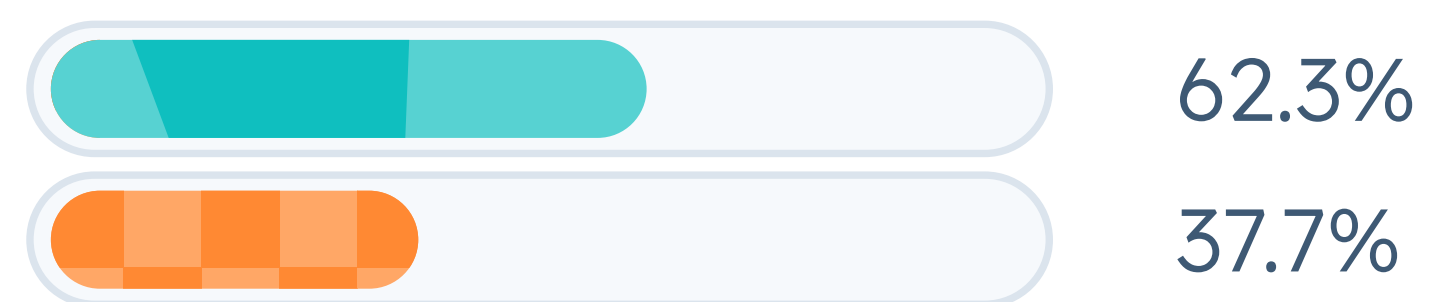
White ▬▬ BIPOC ▬▬

Ethnicity by Level Breakdown

Level	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Other (the options do not describe my race/ethnicity)	Two or More Races	White	Native Hawaiian or Other Pacific Islander
CELT	0.0%	20.0%	10.0%	0.0%	0.0%	0.0%	70.0%	0.0%
Vice President	0.0%	22.6%	3.8%	3.8%	1.9%	0.0%	67.9%	0.0%
Director	0.0%	11.7%	5.5%	3.7%	0.6%	1.8%	76.7%	0.0%
Manager	0.0%	10.1%	7.9%	6.0%	2.1%	1.9%	72.1%	0.0%
Individual Contributor	0.1%	17.0%	9.5%	8.5%	1.0%	3.8%	59.9%	0.2%
Company- wide	0.1%	16.0%	9.0%	7.9%	1.2%	3.4%	62.3%	0.2%

Ethnicity by Tech/Non-Tech & Leadership

Tech

55.8%

44.2%

Non-Tech

65.6%

34.4%

Leadership

72.7%

27.3%

Company-wide

62.3%

37.7%

White ▬▬ BIPOC ▬▬

BIPOC Employee Retention - U.S.

Retention of BIPOC employees in the U.S. is

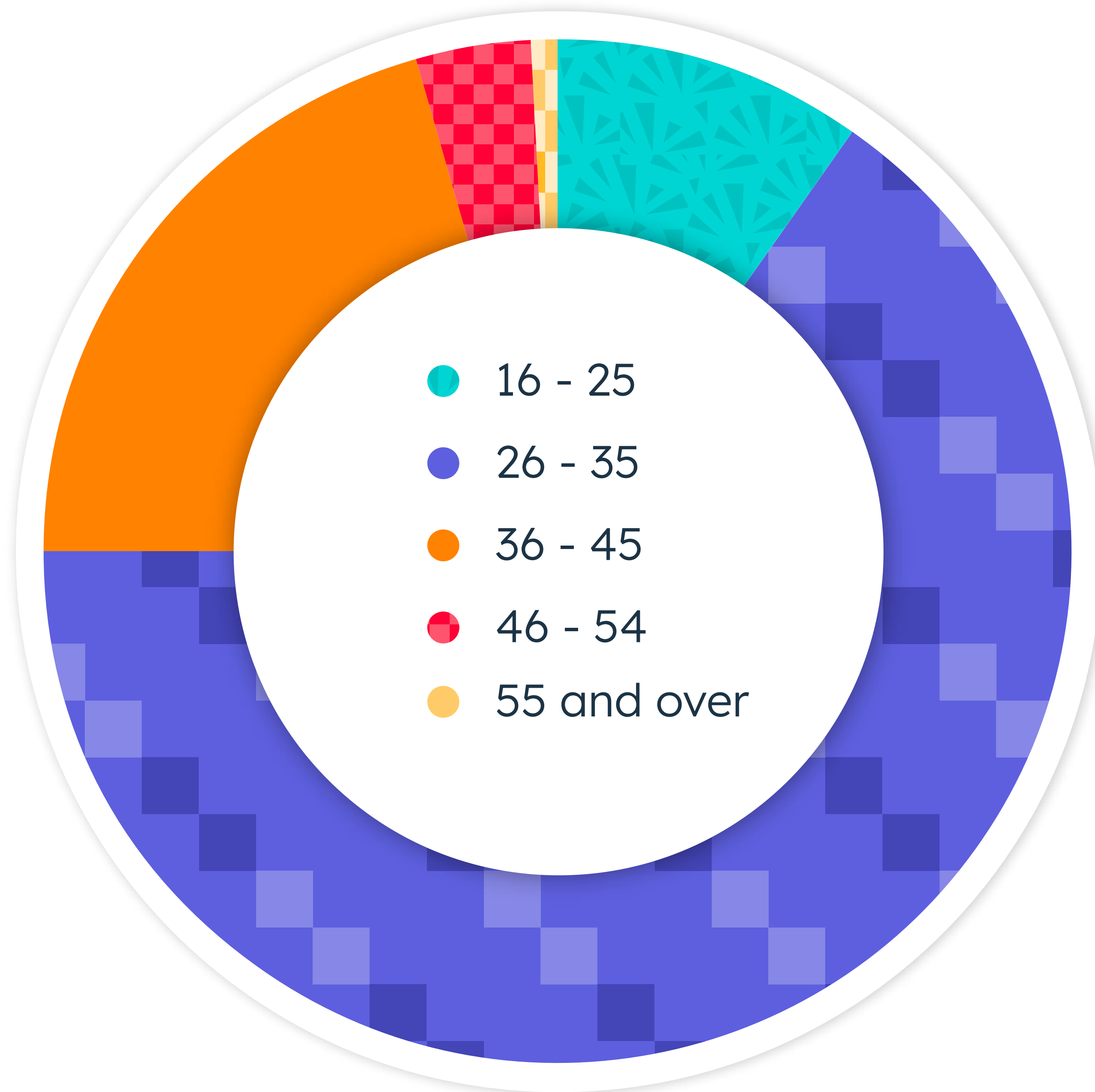# -2.3%

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

*When adjusted for tenure and management level, we still see that retention of BIPOC employees in
the U.S. is -1.8 % points compared to HubSpot's overall U.S. employee retention rate.*

Representation by Age

Today's Age Distribution - Company-Wide

9.8%
16 - 25

65.2%
26 - 35

20.5%
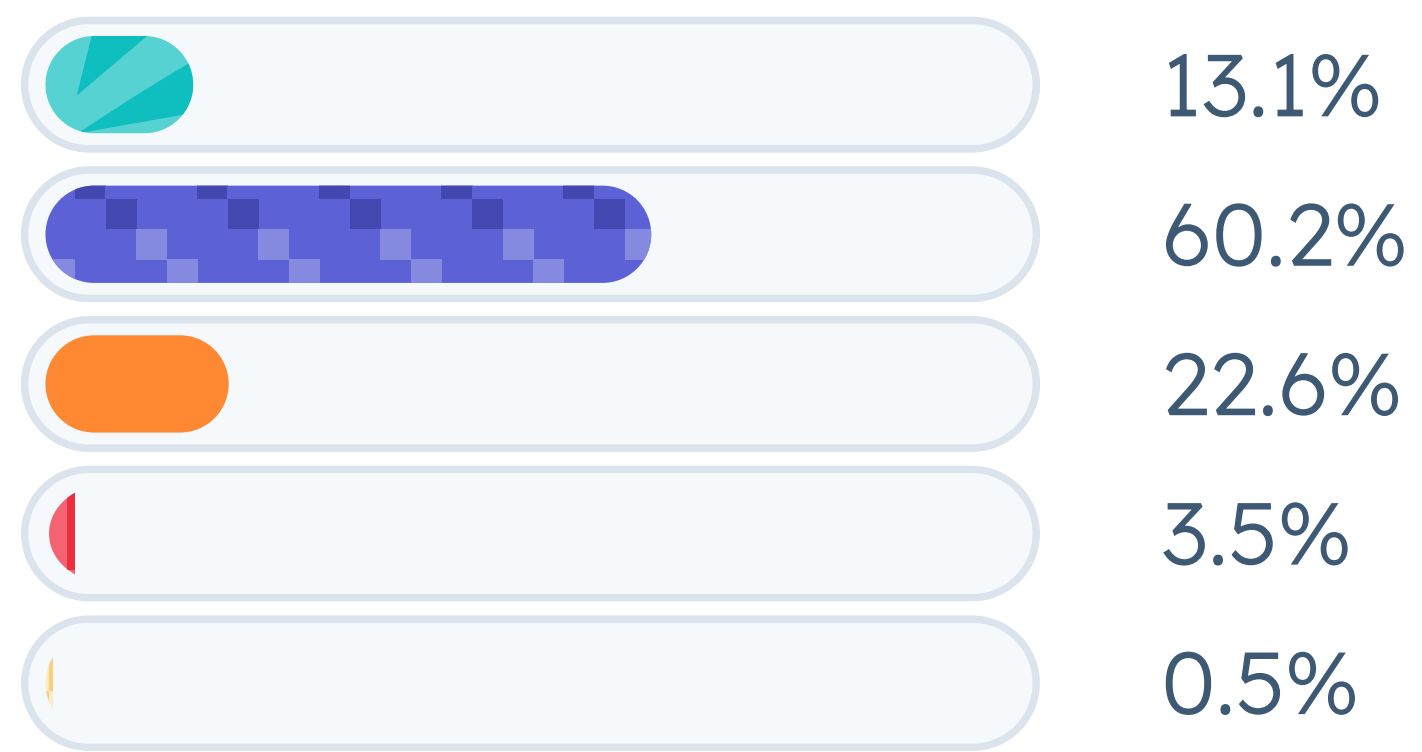36 - 45

3.7%
46 - 54

0.7%
55 and over

Age by Team

Team	16-25	26-35	36-45	46-54	55 and Over
Business Technology	3.2%	51.1%	31.9%	10.6%	3.2%
Customer Support	15.6%	69.0%	13.1%	1.9%	0.3%
Engineering	18.4%	60.3%	18.4%	2.4%	0.5%
General & Administrative	4.2%	62.1%	25.1%	6.5%	2.1%
Marketing	8.8%	62.3%	24.0%	4.3%	0.6%
Product	2.7%	61.6%	30.7%	4.8%	0.2%
Revenue Operations	7.3%	71.4%	18.9%	1.7%	0.7%
Sales	10.7%	67.9%	17.0%	3.9%	0.5%
Services	3.9%	70.1%	22.3%	3.1%	0.6%
Total	9.8%	65.2%	20.5%	3.7%	0.7%

Age by Level

Level	16-25	26-35	36-45	46-54	55 and Over
CELT	0.0%	11.1%	22.2%	44.4%	22.2%
Vice President	0.0%	6.5%	66.1%	24.2%	3.2%
Director	0.0%	37.7%	43.3%	16.5%	2.6%
Manager	0.2%	61.5%	32.1%	5.0%	1.1%
Individual Contributor	11.9%	67.5%	17.3%	2.8%	0.5%
Company-wide	9.8%	65.2%	20.5%	3.7%	0.7%

Age by Tech/Non-Tech & Leadership

Tech

	13.1%
	60.2%
	22.6%
	3.5%
	0.5%

Non-Tech

	8.6%
	67.1%
	19.7%
	3.8%
	0.8%

Leadership

	0.2%
	54.1%
	35.7%
	8.3%
	1.6%

Company-wide

	9.8%
	65.2%
	20.5%
	3.7%
	0.7%
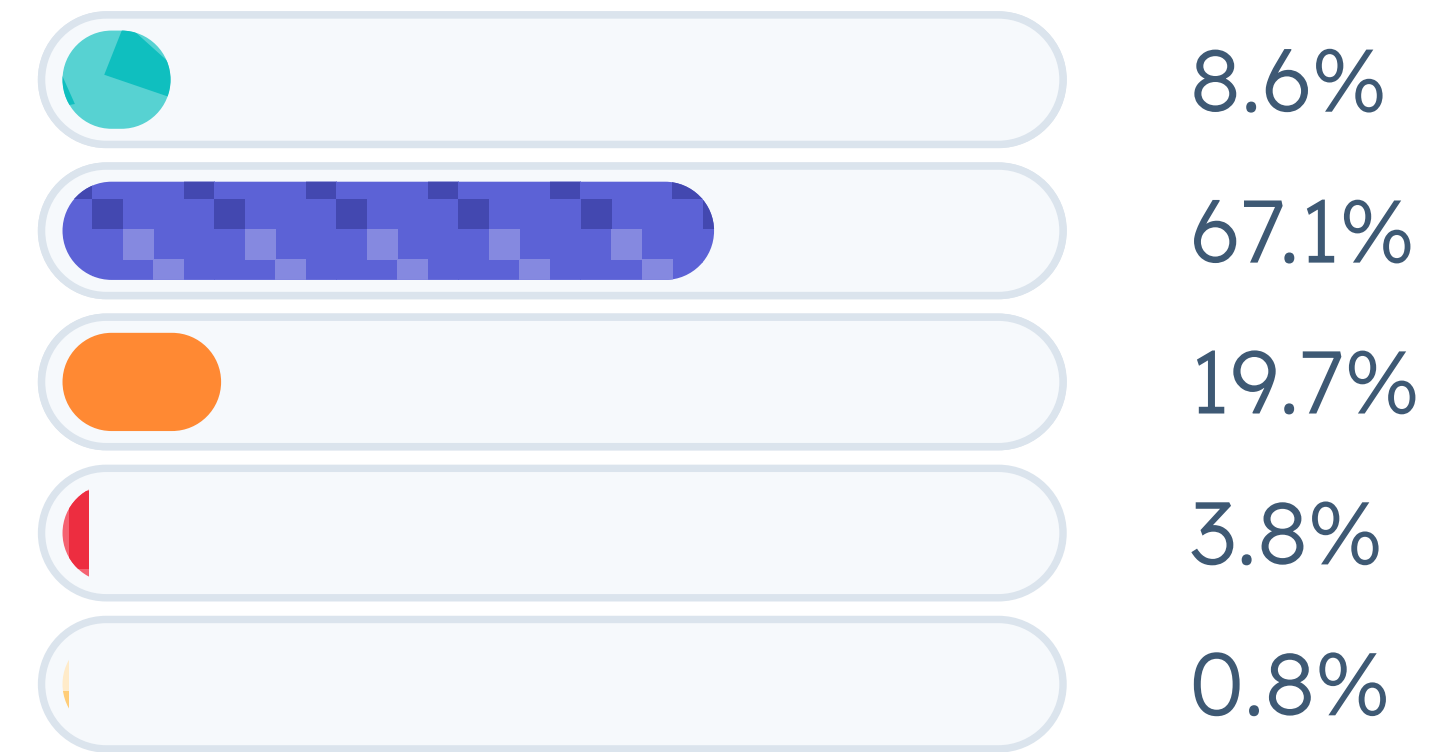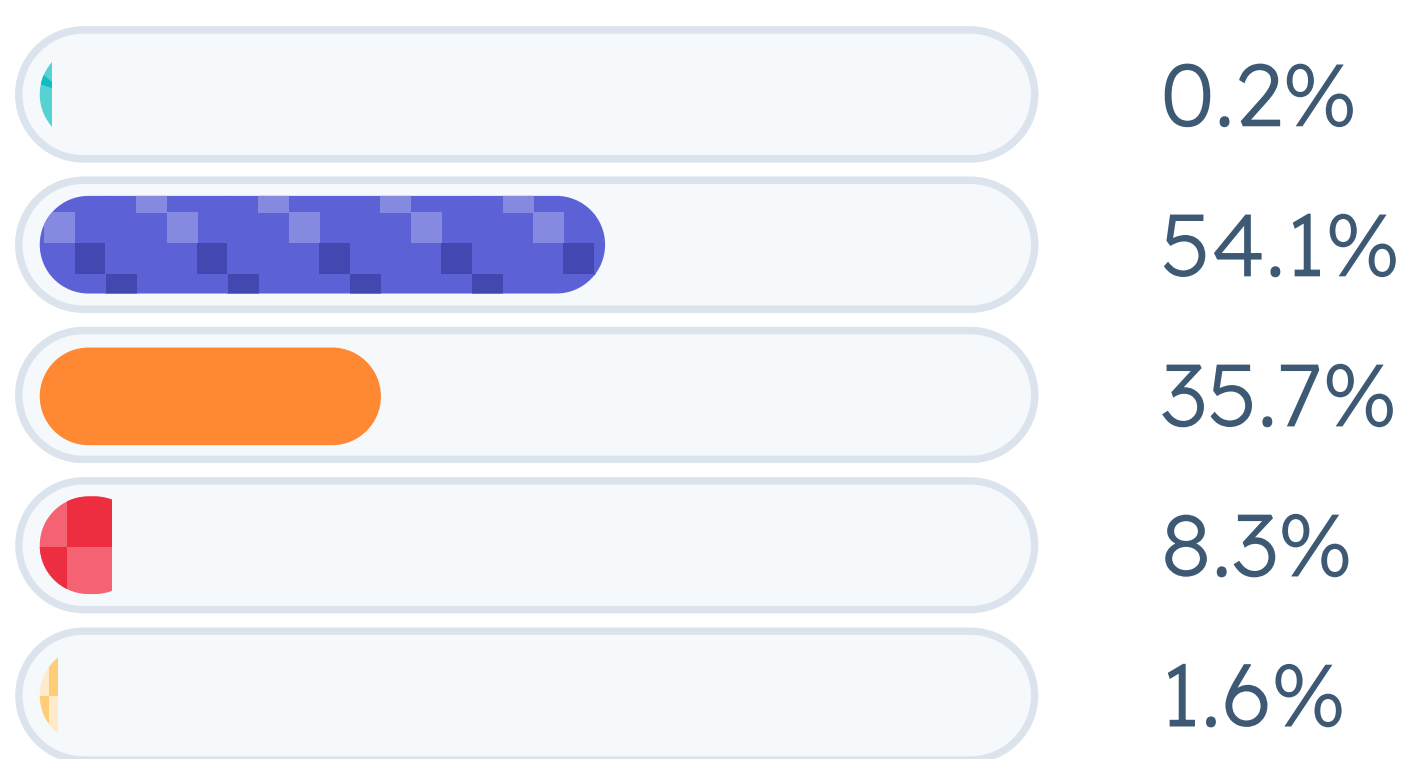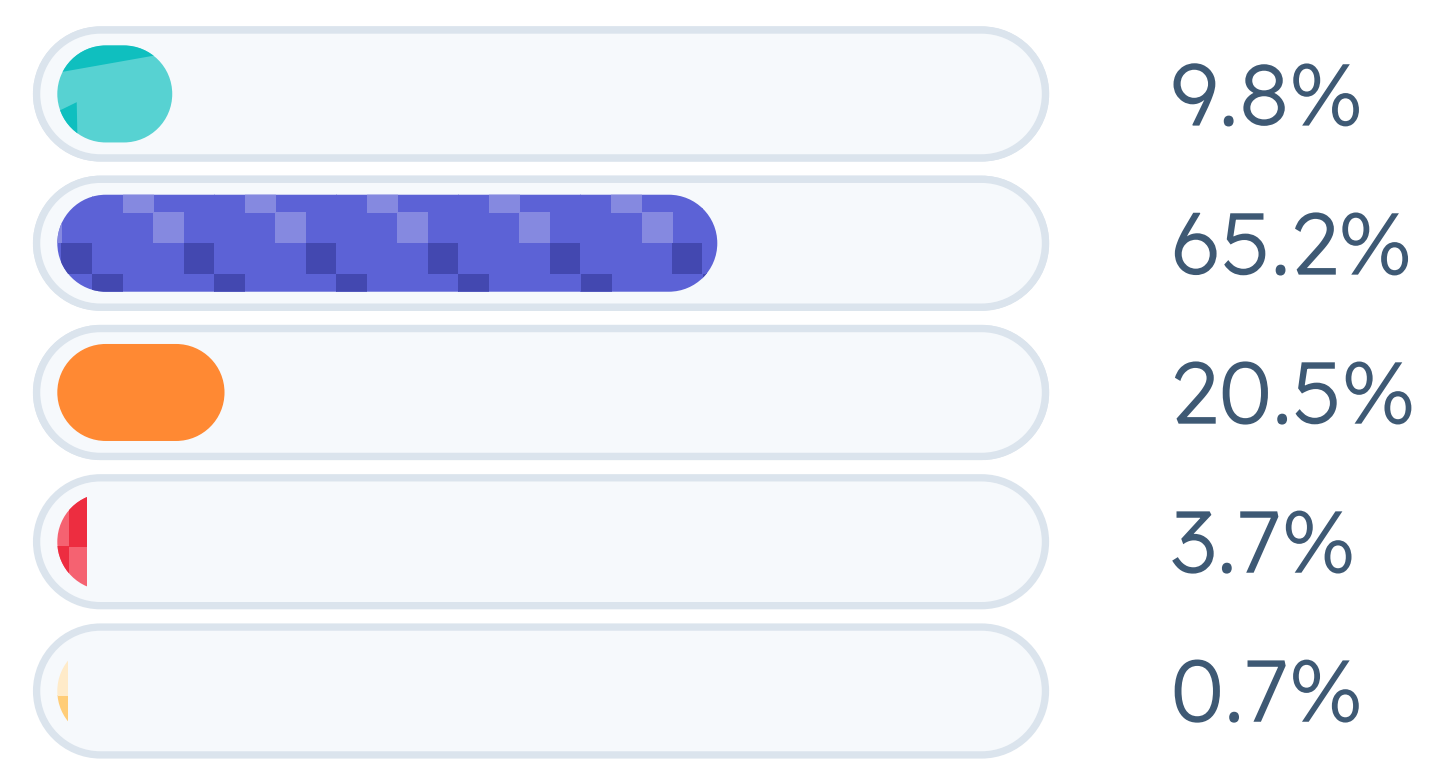
16-25   26-35   36-45   46-54   55 and over

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 2022 survey, 48% of HubSpot's global employees chose to self-identify. Of those who chose to self-identify:

30.9%
are parents

13.1%
are members of the LGBTQ+ community

0.9%
are transgender

1.3%
are non-binary

1.3%
are veterans

11.3%
are people/persons with disabilities

47.2%
are first-generation*

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

Looking Ahead

2022 was a year of significant growth for HubSpot. It came with a lot of opportunity, and a lot of experimentation. As we look ahead, 2023 is a year of focus. Our core priorities in diversity, inclusion, and belonging (DI&B) are rooted in recruiting and retention for gender globally, and on BIPOC employee recruiting and retention within the United States. We celebrate many other elements of diversity year round through our culture and DI&B teams, and it is critical for us to continue that work. However, as the data reflects, we still have work to do to achieve our meaningful goals on gender and ethnicity representation and retention, and this will be a year of continued and intentional focus on our existing goals.
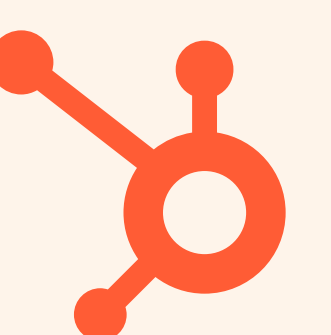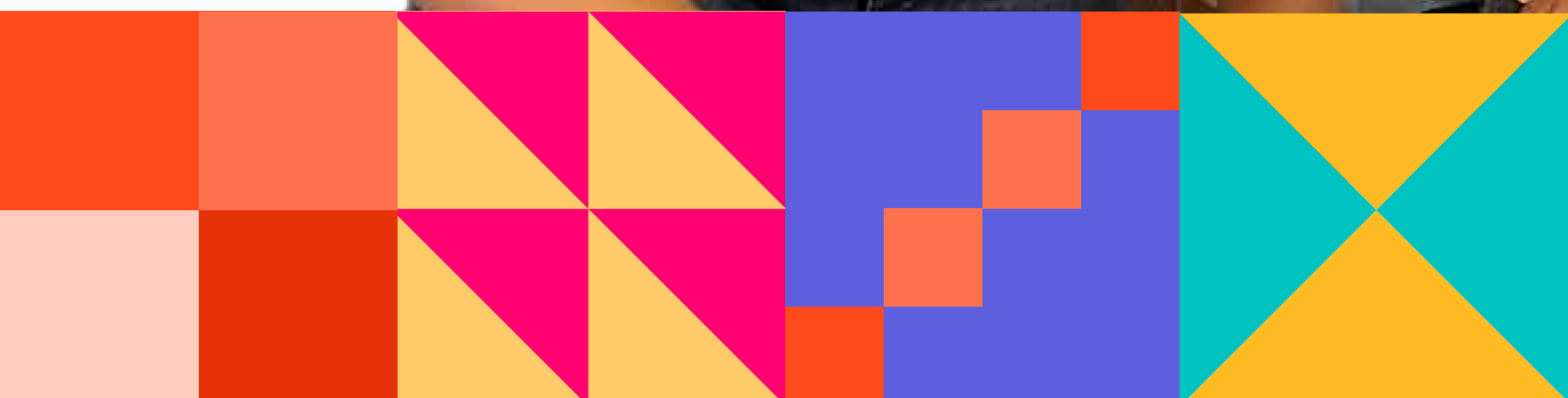
In 2023, we will focus specifically on:

- Maintaining and iterating on our core programming, including our Black Advisory Board, RISE Mentorship for BIPOC employees, LeadHER programming for senior female leaders at HubSpot, and our existing Employee Resource Groups, including BLACKHub, POCaH, Women@HubSpot, Families@HubSpot and our LGBTQ+ Alliance.
- Equipping our managers with the tools they need to build high-performing and inclusive teams, specifically by providing meaningful training on psychological safety to HubSpot managers globally.
- Expanding pay transparency, fluency, and our commitment to pay equity.
- Connecting our diversity, equity, and inclusion work more broadly with our Environmental, Social and Governance (ESG) commitments internally and externally.

Building a company that is high performing, equitable and reflects our commitment to sustainability is not linear, and we've had some really meaningful progress alongside some failures that have helped us learn and improve over time. We owe it to our employ-

ees, customers, partners, candidates, and investors to ensure we are sharing meaning-ful updates, demonstrating the humility needed to continue making progress, and to be intentional and committed around where we'll invest and focus in the year to come. We are excited about what's to come in 2023 as we continue to honor our deep com-mitment to empathy, impact, and taking care of one another to build a more inclusive company through intent and action.

2023

HubSpot