HAVE HEART

HubSpot

Diversity, Inclusion, & Belonging Report

2022

Year 6: Our Journey to Equity Continues

Our mission at HubSpot is to help millions of organizations grow better. The key to our success is our people, and we are deeply committed to creating a company that reflects the diversity of our customer base globally. To do this, we must be transparent about where we need to do better, and intentional about our approach. We are not just focused on increasing representation, but on creating a state of equity and harnessing the power that comes from diversity of perspective. We create equity when our employees feel a sense of community and of belonging; When our systems and practices are fair and unbiased; When we ensure equal access and opportunities that meet individual growth needs; And when we give back. All of this requires focused action. That is why we're excited to share our 2022 Diversity, Inclusion, and Belonging Report with you. Our hope is that it provides transparency into how we continue to focus on this work and where we need to push ourselves to grow better.

Six years into our journey, we are proud of the seeds we have planted, and are beginning to see some of them grow. Through our Employee Resource Groups, we provide safe communities of support where people can engage in ways that are meaningful to them. We look to actively embed inclusive practices into everything that we do to ensure an unbiased employee experience no matter who you are or where you're working. Through tailored programs, we provide access to opportunities for growth, professional development and support in accomplishing goals, to ensure that our employees from historically underrepresented groups are given every opportunity to thrive at HubSpot, ultimately helping us as a company to do the same.

We also acknowledge that we are entering our third year of a global pandemic, and of unprecedented numbers of women leaving and staying out of the workforce, of continued acts of violence across the globe, and of employees navigating through burnout. The toll is immeasurable, and especially for individuals from marginalized groups. The need for an empathetic approach is more critical than ever, and we're proud of some of the measures we've taken as a company to ensure our employees are feeling supported and empowered. We take our obligation to our employees seriously and hold ourselves accountable to walking the walk on inclusion and belonging.

Our work is far from done however, and we are humbled by the challenge and the opportunity ahead of us- to do better, to be better.

In addition to employee demographic data, the sixth edition continues to provide data on expanded self-reporting categories, and a snapshot of the key initiatives and investments we made in 2021, with a continued focus on supporting our BIPOC community and helping employees and their families navigate burnout.
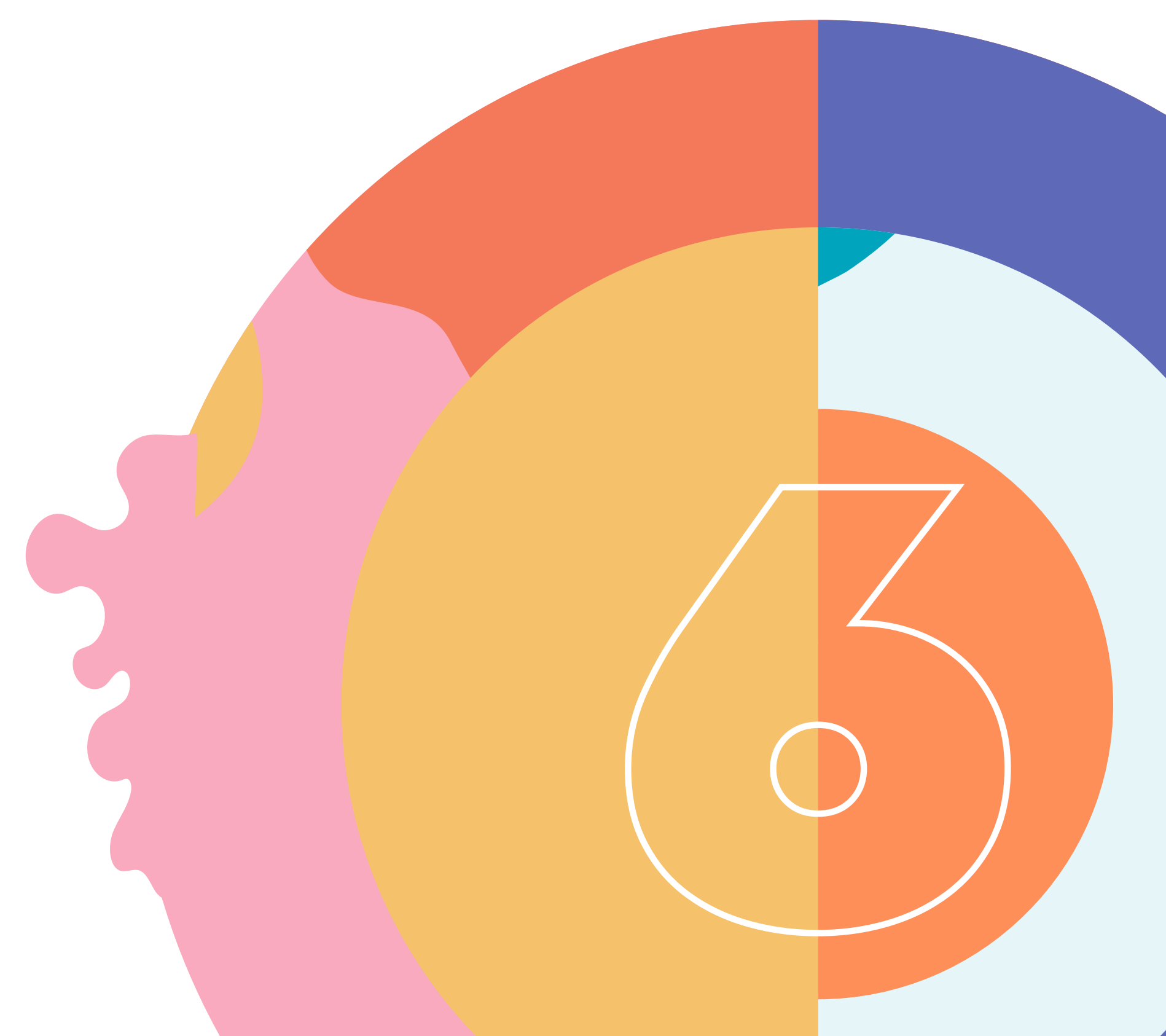
Terms & Definitions

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, 2022.
- **BIPOC:** Black, Indigenous, and People of Color.
- **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, 2022. At this time, we had 5,900 full-time employees worldwide, with 3,716 located in the United States. Gender and Age data is global and Ethnicity data is US 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 55% 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

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
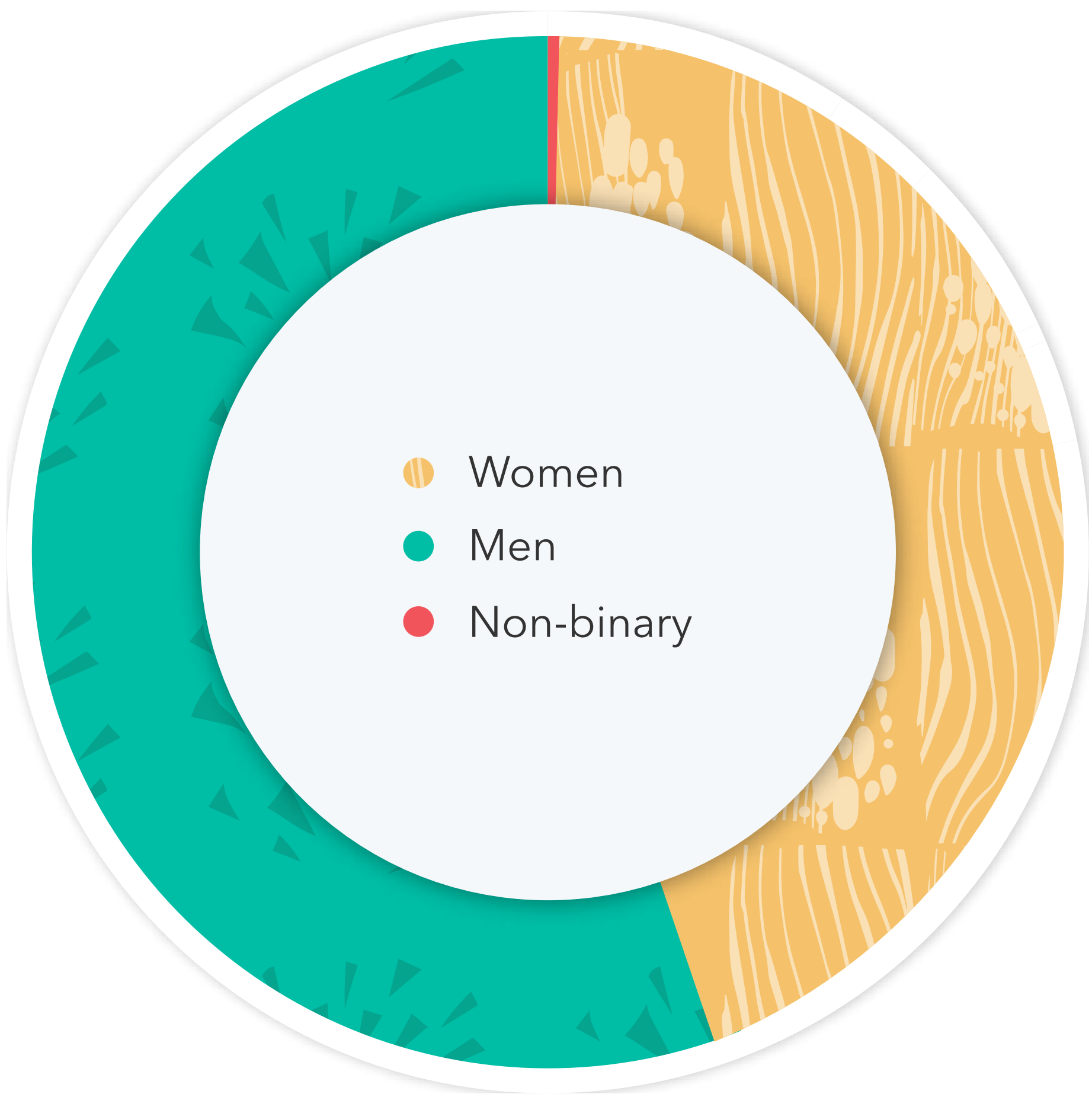- Hispanic or Latino
- Two or More Races
- White

Empowering Equity

Representation by Gender

Today's Gender Distribution - Company-Wide

52.9%
Men

46.9%
Women

0.2%
Non-binary

- Women
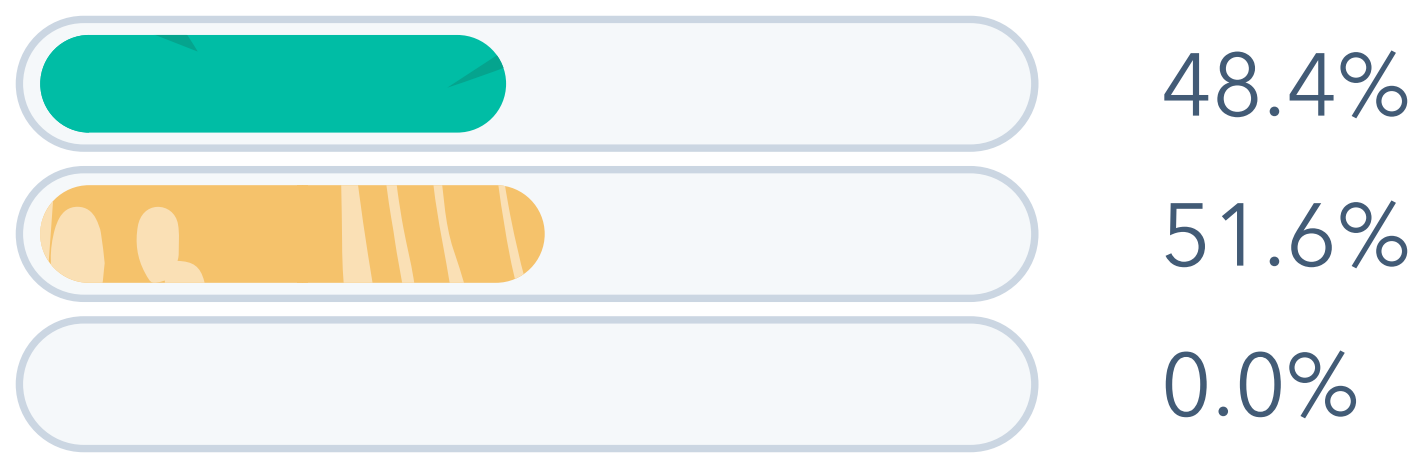- Men
- Non-binary

We have removed 'Not Declared' data within this category

By Region

AMER

Men	51.3%
Women	48.5%
Non-binary	0.2%

APAC

Men	48.4%
Women	51.6%
Non-binary	0.0%

EMEA

Men	57.8%
Women	42.1%
Non-binary	0.1%

LATAM

Men	56.2%
Women	43.3%
Non-binary	0.5%
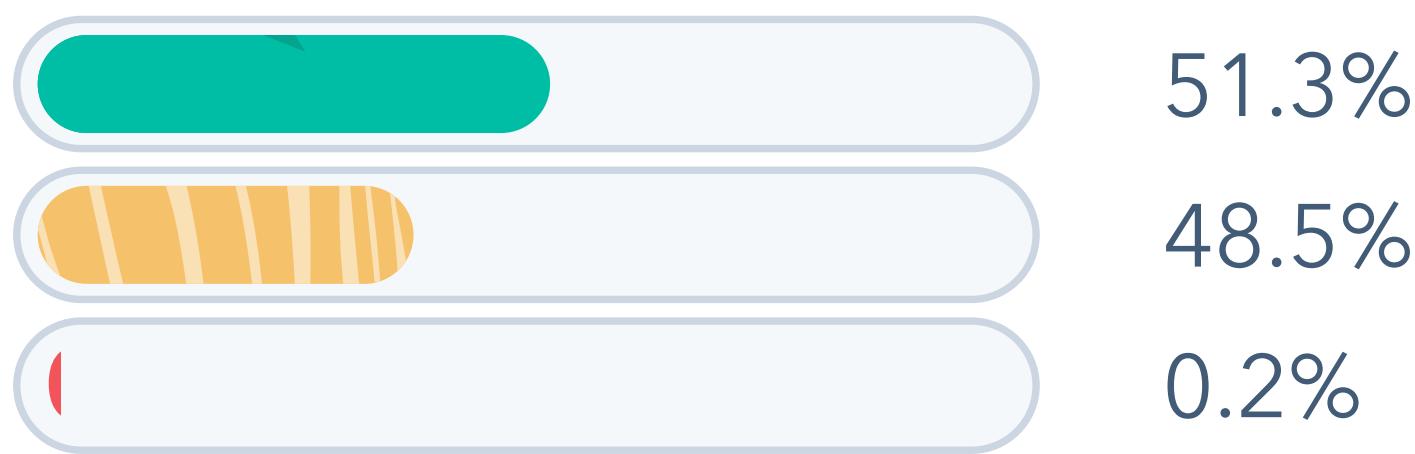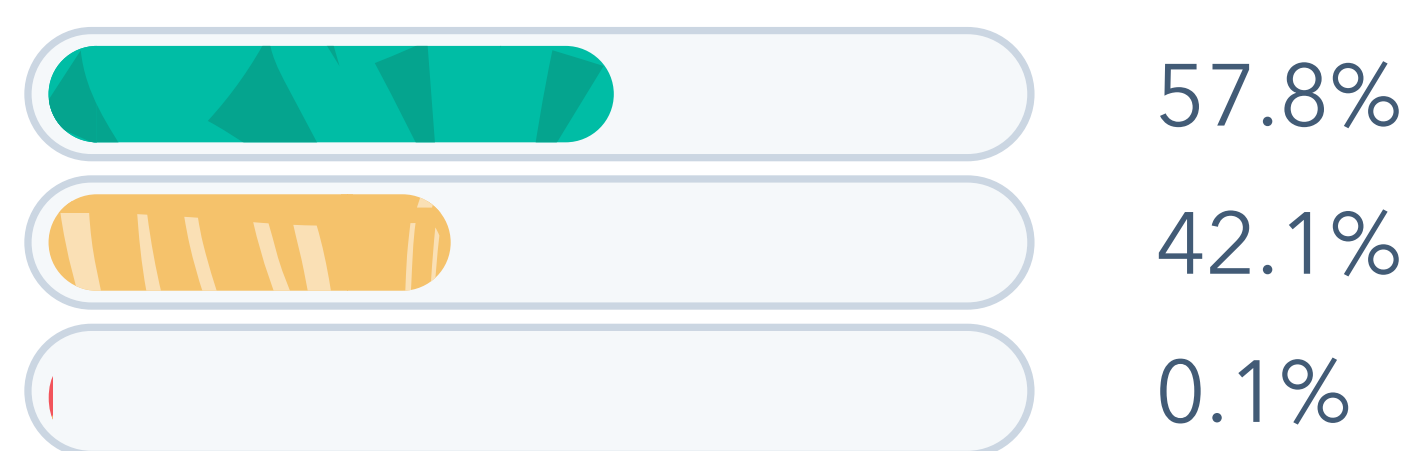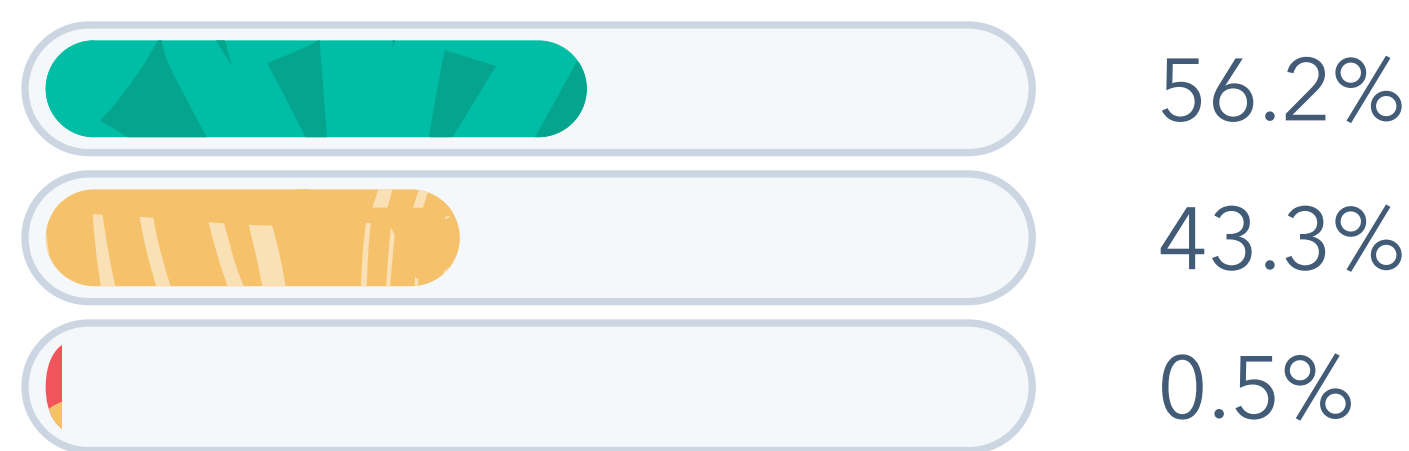
Men   Women   Non-binary

By Team

Team	Women	Men	Non-binary	YoY % Change (Women + Non-binary)	
Business Technology	32.6%	67.4%	0.0%	2.0%	▲
General & Administrative	65.8%	34.0%	0.2%	1.9%	▲
Marketing	64.8%	35.0%	0.2%	1.4%	▲
Product (PM + UX)	55.0%	45.0%	0.0%	3.0%	▲
Engineering	22.6%	77.4%	0.0%	1.6%	▲
Sales	37.1%	62.8%	0.1%	-2.9%	▼
Services	58.9%	41.1%	0.0%	-0.1%	▼
Customer Support	54.7%	44.5%	0.8%	1.2%	▲
Revenue Operations	52.0%	47.6%	0.4%	N/A	—
Company-wide	46.9%	52.9%	0.2%	1.4%	▲

By Tech/Non-Tech & Leadership
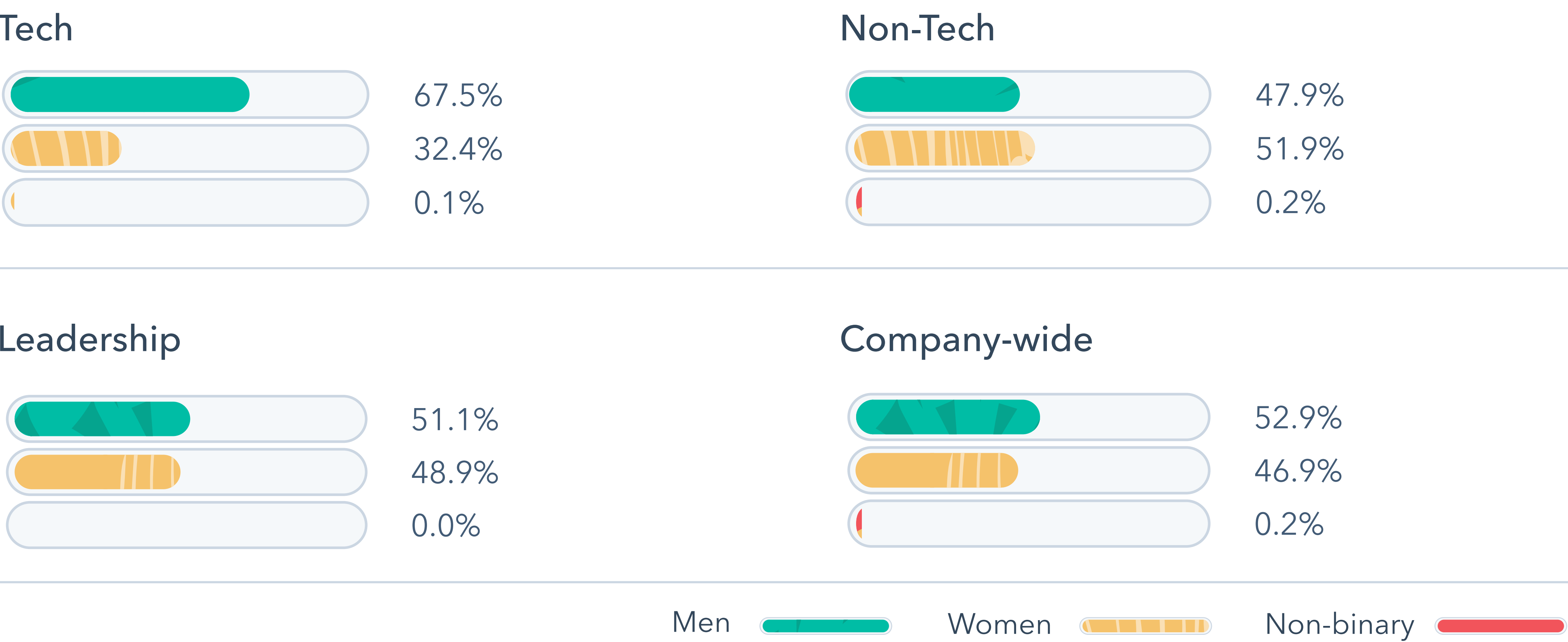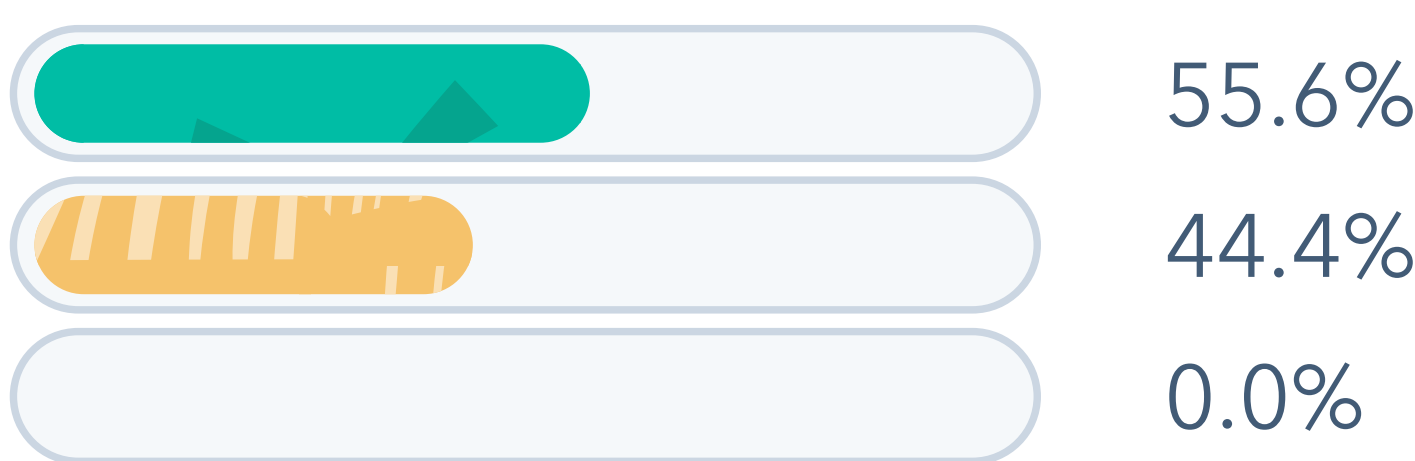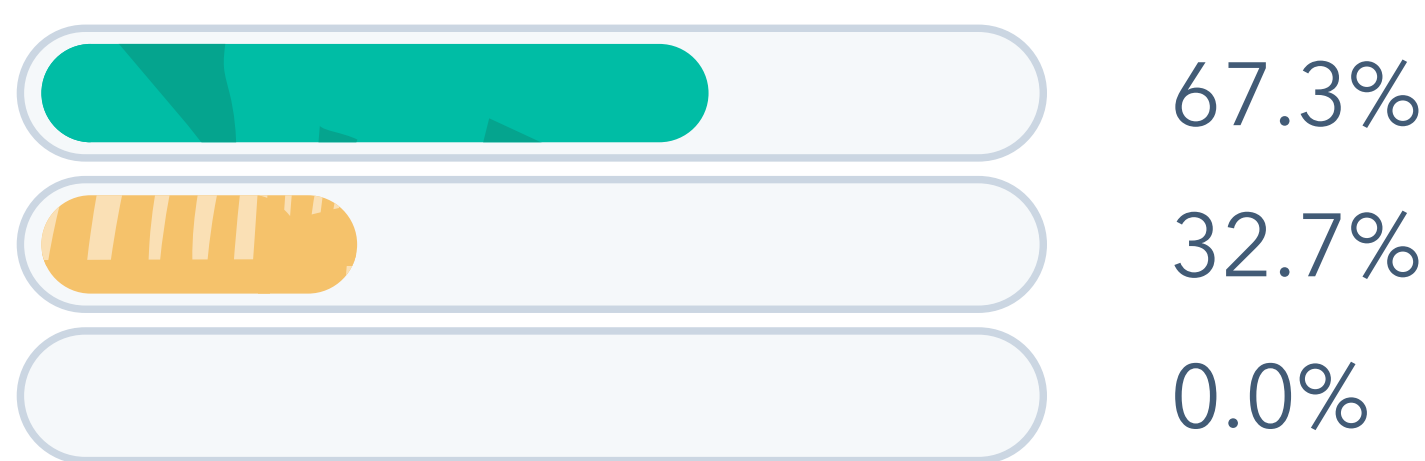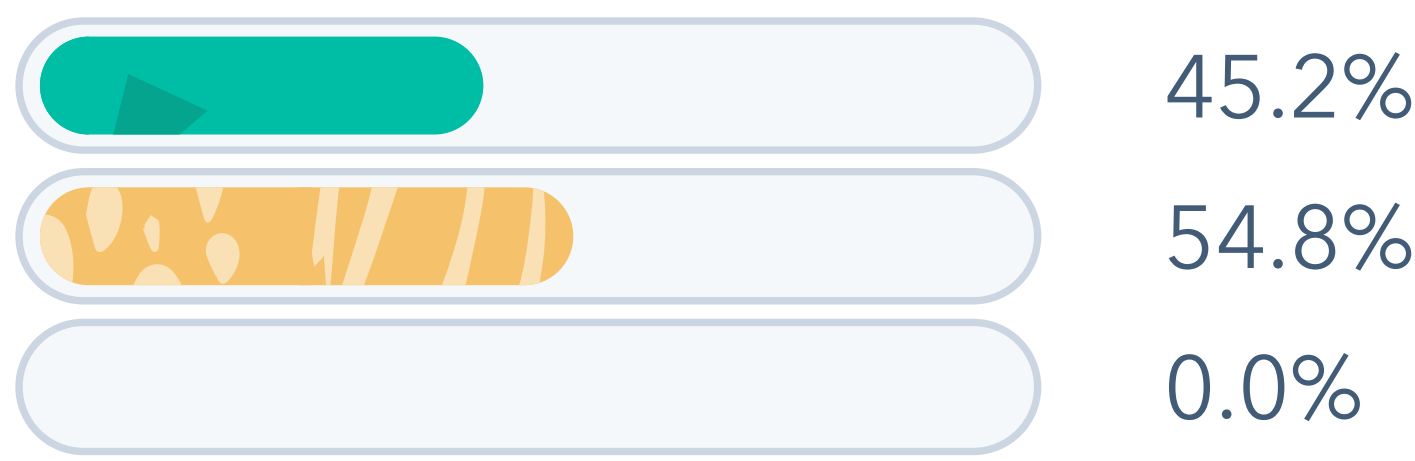
Tech
	67.5%
	32.4%
	0.1%

Non-Tech
	47.9%
	51.9%
	0.2%

Leadership
	51.1%
	48.9%
	0.0%

Company-wide
	52.9%
	46.9%
	0.2%

Men ▬ Women ▬ Non-binary ▬

By Level

CELT
- 55.6%
- 44.4%
- 0.0%

Vice President
- 67.3%
- 32.7%
- 0.0%

Director
- 45.2%
- 54.8%
- 0.0%

Manager
- 48.4%
- 51.6%
- 0.0%

Individual Contributor
- 53.8%
- 46.0%
- 0.2%

Company-wide
- 53.0%
- 46.9%
- 0.2%

Men — Women — Non-binary

#hubspotlife

HAVE HEART

DUBLIN
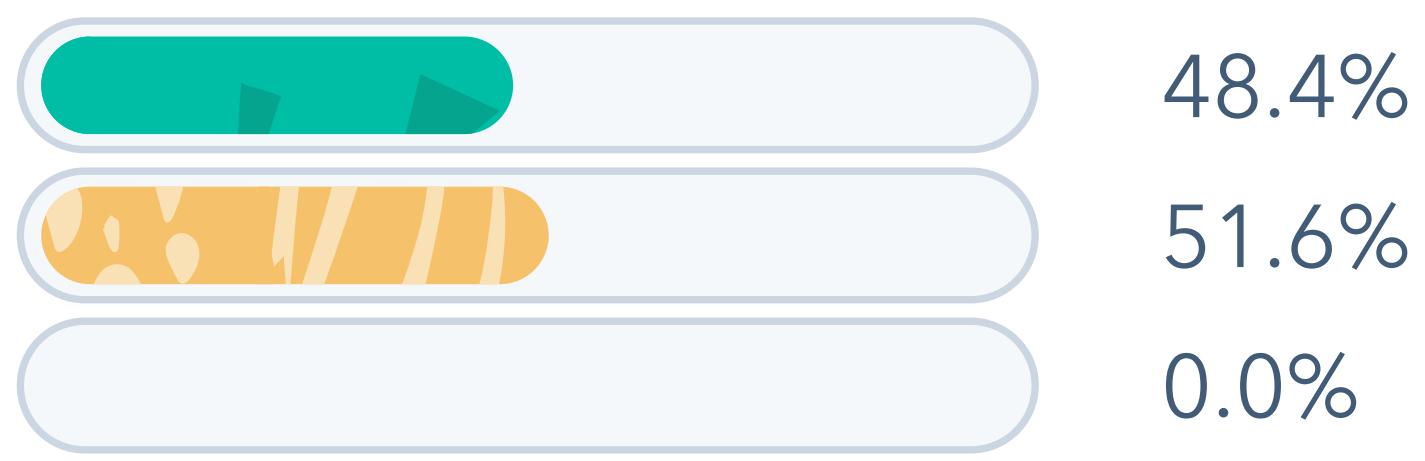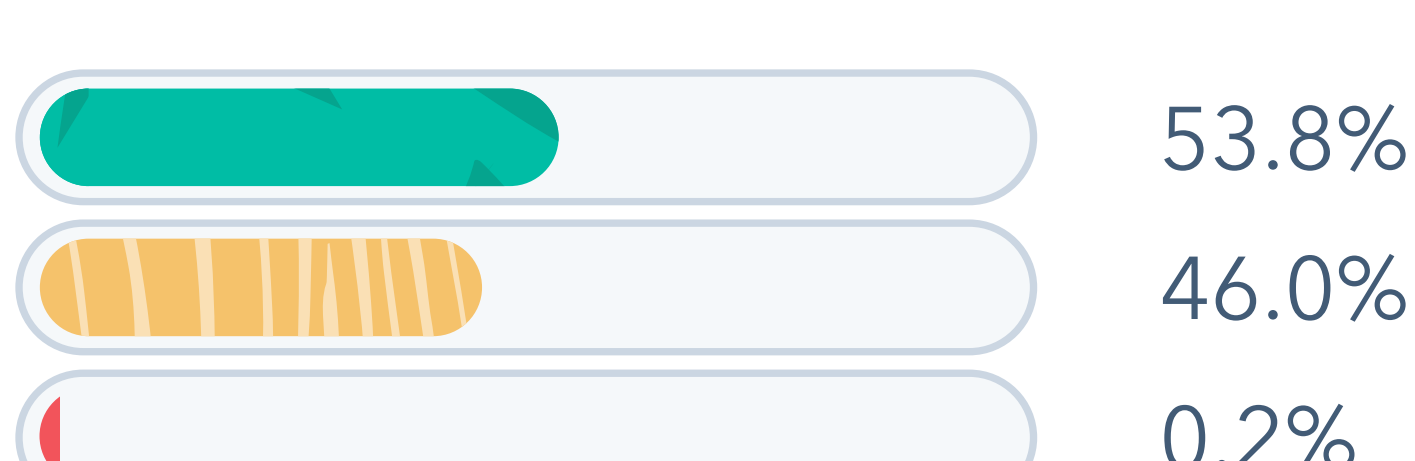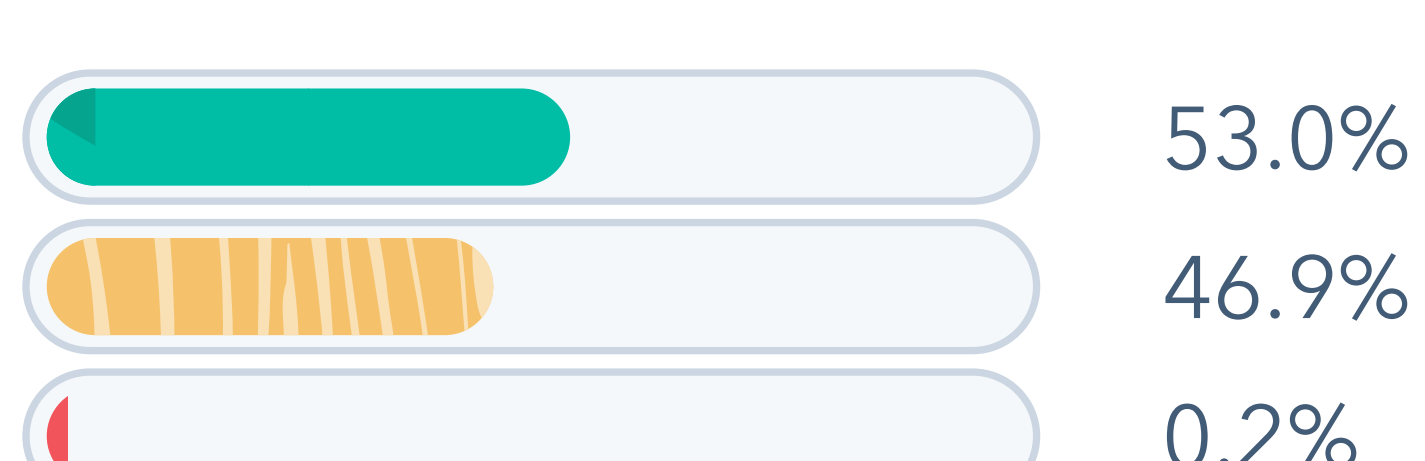
Representation by Ethnicity

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
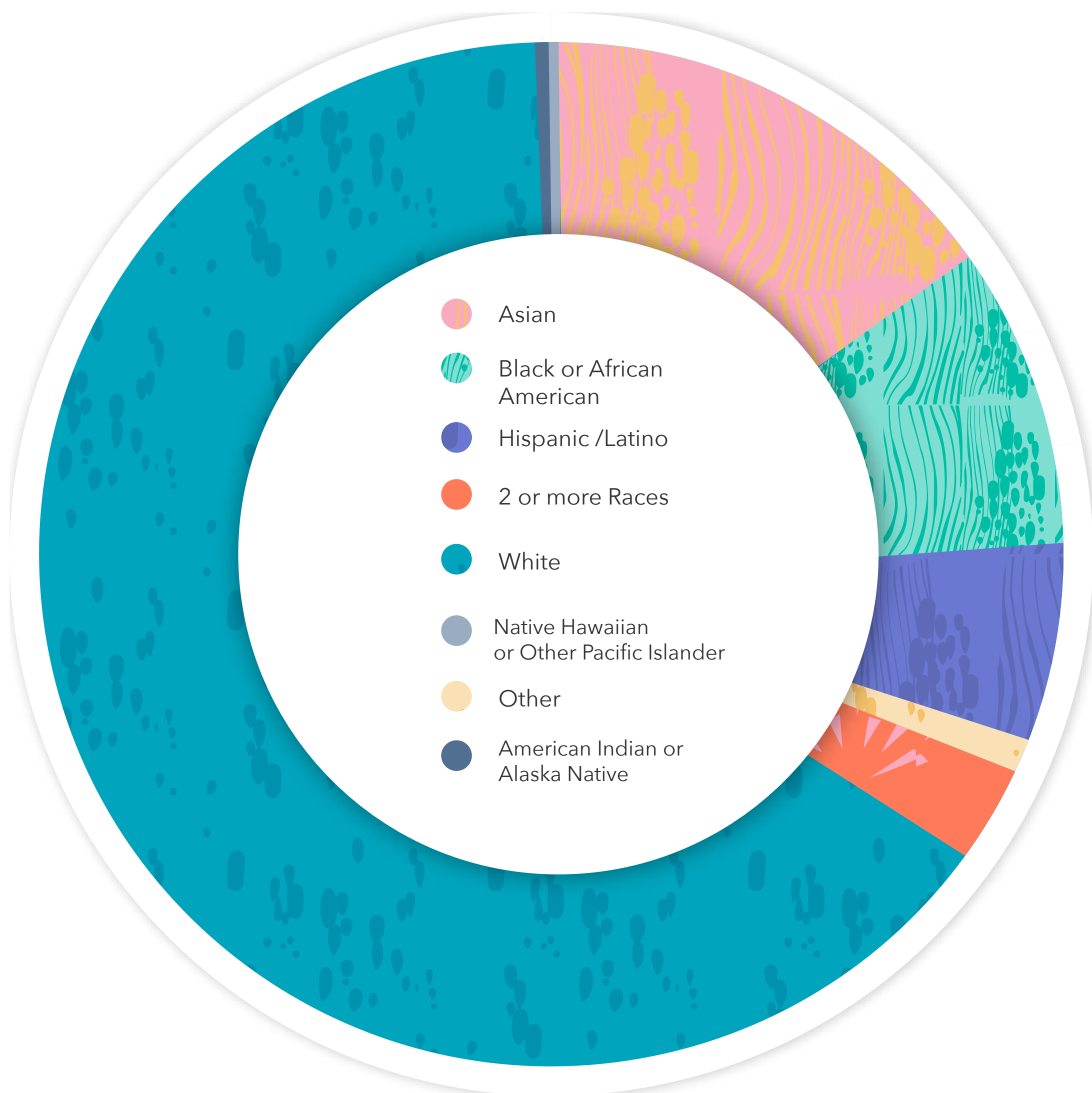
65.3% White	**13.7%** Asian	**8.8%** Black or African American	**7.5%** Hispanic or Latino
3.6% Two or More Races	**0.9%** Other (the options do not describe my race/ethnicity)	**0.1%** Native Hawaiian or Other Pacific Islander	**0.1%** American Indian or Alaska Native

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.
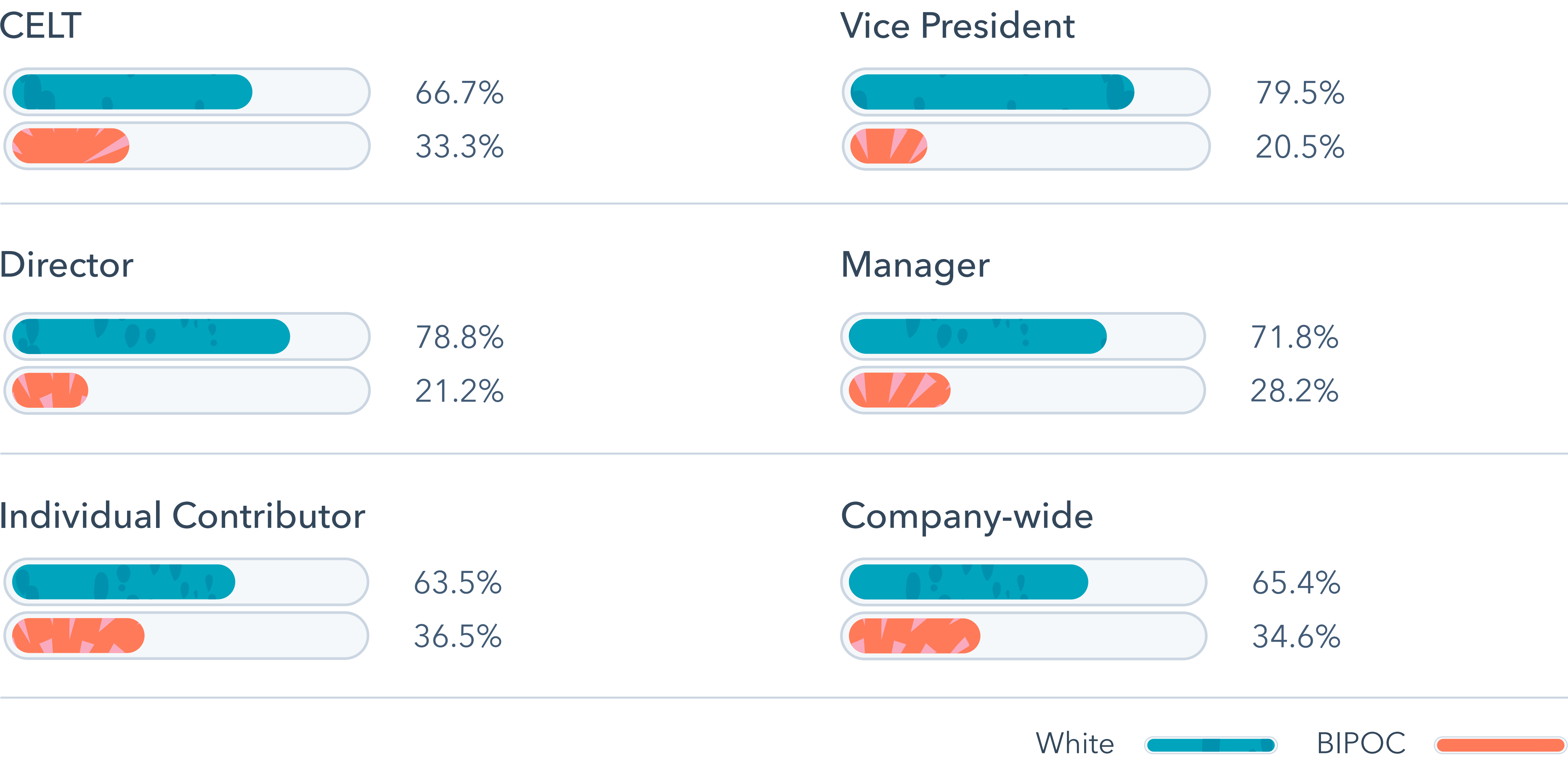
Ethnicity By Team

Team	BIPOC	White	YoY % Change	
Business Technology	48.4%	51.6%	1.6%	▲
General & Administrative	42.5%	57.5%	12.0%	▲
Marketing	37.8%	62.2%	7.2%	▲
Product (PM + UX)	35.1%	64.9%	6.9%	▲
Engineering	41.3%	58.7%	6.2%	▲
Sales	23.5%	76.5%	5.3%	▲
Services	26.4%	73.6%	3.6%	▲
Customer Support	40.9%	59.1%	12.4%	▲
Revenue Operations	33.7%	66.3%	N/A	▬
Company-wide	34.6%	65.4%	7.2%	▲

Ethnicity By Team Breakdown

Team	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
Business Technology	0.0%	25.0%	20.3%	1.6%	0.0%	1.6%	51.6%	0.0%
G&A	0.2%	13.7%	12.7%	10.1%	1.1%	4.7%	57.5%	0.0%
Marketing	0.0%	10.8%	14.9%	6.0%	1.3%	4.8%	62.2%	0.0%
Product (PM + UX)	0.0%	17.7%	7.9%	3.7%	1.2%	4.6%	64.9%	0.0%
Engineering	0.2%	15.1%	13.6%	9.1%	0.9%	4.3%	56.8%	0.0%
Sales	0.0%	5.6%	5.7%	9.8%	0.4%	1.9%	76.5%	0.1%
Services	0.2%	6.1%	8.6%	7.9%	1.5%	2.1%	73.6%	0.0%
Customer Support	0.0%	5.4%	15.0%	13.7%	1.0%	5.1%	59.1%	0.6%
Revenue Operations	0.0%	16.3%	7.9%	3.4%	0.6%	5.6%	66.3%	0.0%
Company- wide	0.1%	13.7%	8.8%	7.5%	0.9%	3.6%	65.4%	0.1%

Ethnicity By Level

CELT
White: 66.7%
BIPOC: 33.3%

Vice President
White: 79.5%
BIPOC: 20.5%

Director
White: 78.8%
BIPOC: 21.2%

Manager
White: 71.8%
BIPOC: 28.2%

Individual Contributor
White: 63.5%
BIPOC: 36.5%

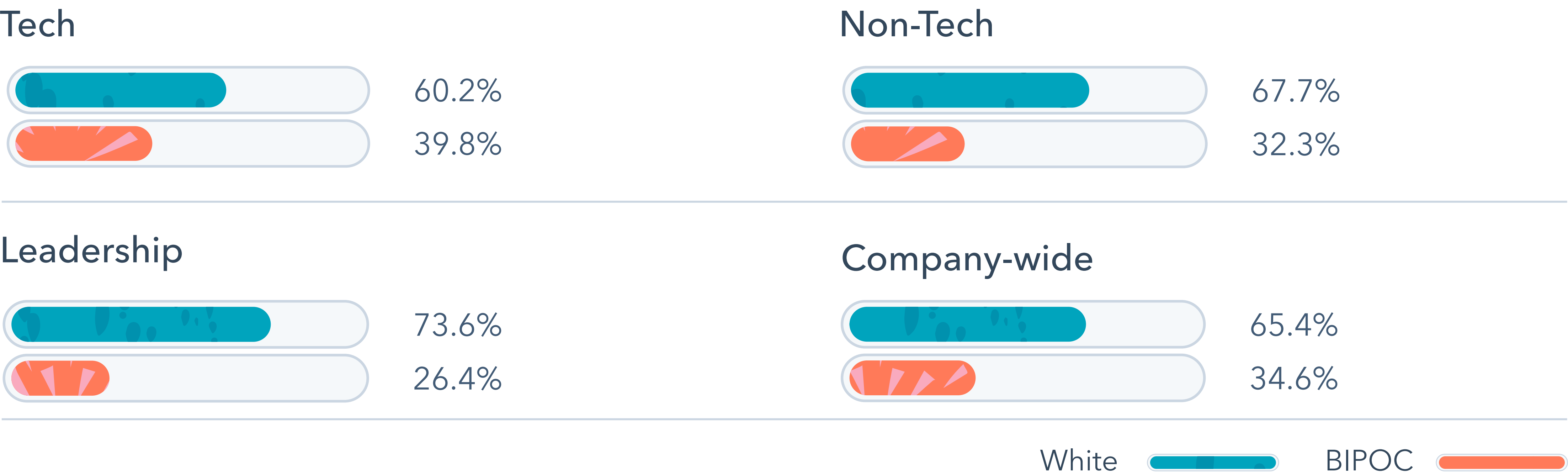### Company-wide
White: 65.4%
BIPOC: 34.6%

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%	22.2%	11.1%	0.0%	0.0%	0.0%	66.7%	0.0%
Vice President	0.0%	13.6%	4.5%	0.0%	2.3%	0.0%	79.5%	0.0%
Director	0.0%	10.6%	4.5%	3.0%	0.0%	3.0%	78.8%	0.0%
Manager	0.0%	10.2%	8.9%	4.7%	1.5%	3.0%	71.8%	0.0%
Individual Contributor	0.1%	14.4%	9.0%	8.2%	0.9%	3.8%	63.5%	0.1%
Company- wide	0.1%	13.7%	8.8%	7.5%	0.9%	3.6%	65.4%	0.1%

By Tech/Non-Tech

Tech

	60.2%
	39.8%

Non-Tech

	67.7%
	32.3%

Leadership

	73.6%
	26.4%

Company-wide

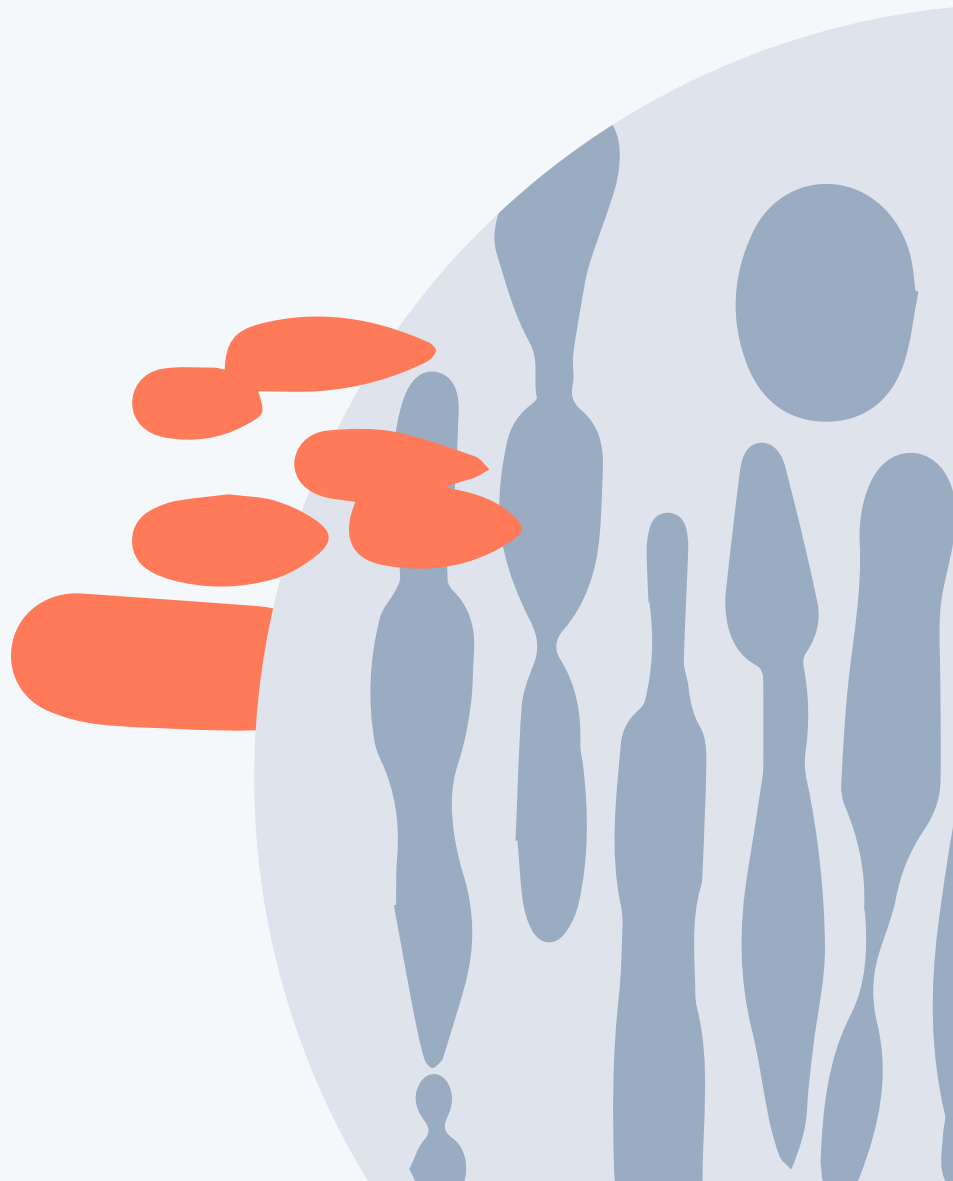|	
	65.4%
	34.6%

White ▬▬ BIPOC ▬▬

BIPOC Employee Retention - U.S.

Retention of BIPOC employees in the U.S. is
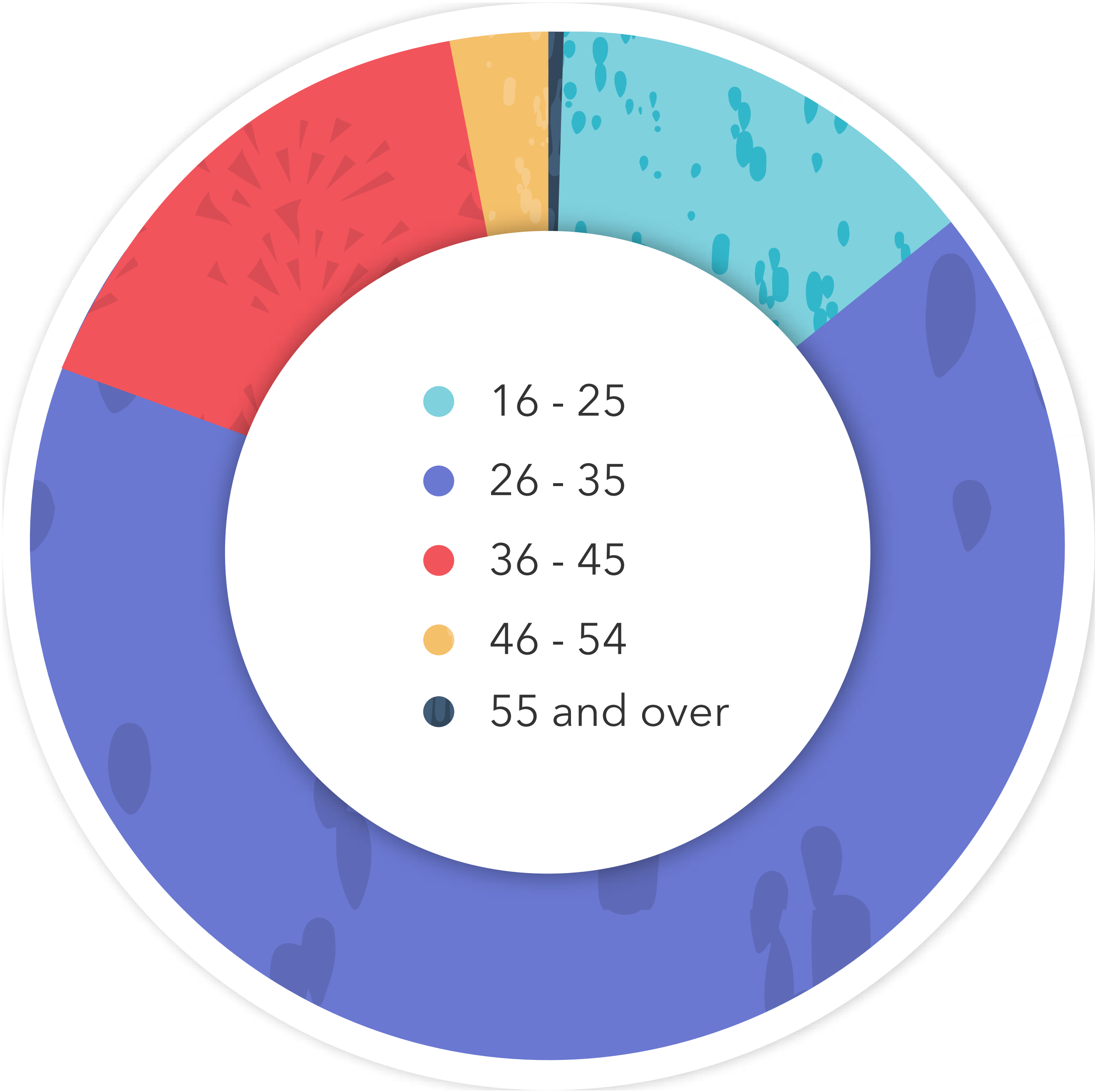
-2.2%

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

12.3%
16 - 25

66.2%
26 - 35

17.7%
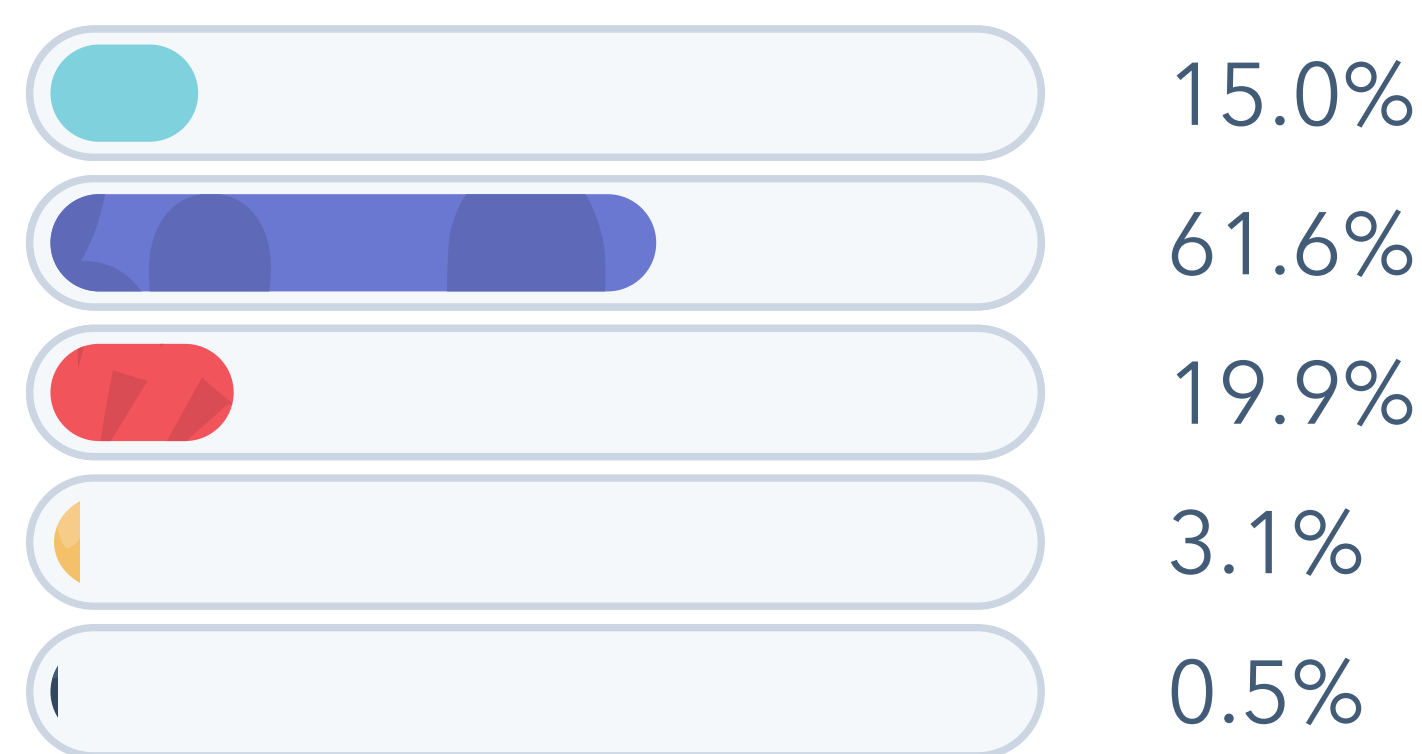36 - 45

2.5%
46 - 54

0.7%
55 and over

By Team

Team	16-25	26-35	36-45	46-54	55 and Over
Business Technology	4.3%	55.4%	30.4%	7.6%	2.2%
General & Administrative	5.4%	64.7%	23.9%	4.9%	1.1%
Marketing	9.4%	65.7%	20.1%	4.1%	0.7%
Product (PM + UX)	3.6%	64.8%	28.0%	3.2%	0.5%
Engineering	20.9%	60.7%	15.3%	2.6%	0.4%
Sales	12.9%	68.5%	15.4%	2.7%	0.5%
Services	7.9%	71.2%	17.4%	3.0%	0.6%
Customer Support	19.6%	66.8%	10.5%	2.8%	0.3%
Revenue Operations	13.0%	67.4%	17.4%	1.7%	0.4%
Company-wide	12.3%	66.2%	17.7%	3.2%	0.6%

By Level

Level	16-25	26-35	36-45	46-54	55 and Over
CELT	0.0%	0.0%	44.4%	44.4%	11.1%
Vice President	0.0%	14.5%	60.0%	21.8%	3.6%
Director	0.0%	36.4%	48.3%	13.5%	1.7%
Manager	0.1%	65.1%	28.8%	5.1%	0.8%
Individual Contributor	14.7%	68.2%	14.4%	2.2%	0.4%
Company-wide	12.3%	66.2%	17.7%	3.2%	0.6%

By Tech/Non-Tech

Tech

	15.0%
	61.6%
	19.9%
	3.1%
	0.5%

Non-Tech

	11.4%
	67.9%
	17.0%
	3.2%
	0.6%

Leadership

	0.1%
	56.5%
	34.2%
	7.9%
	1.2%

Company-wide
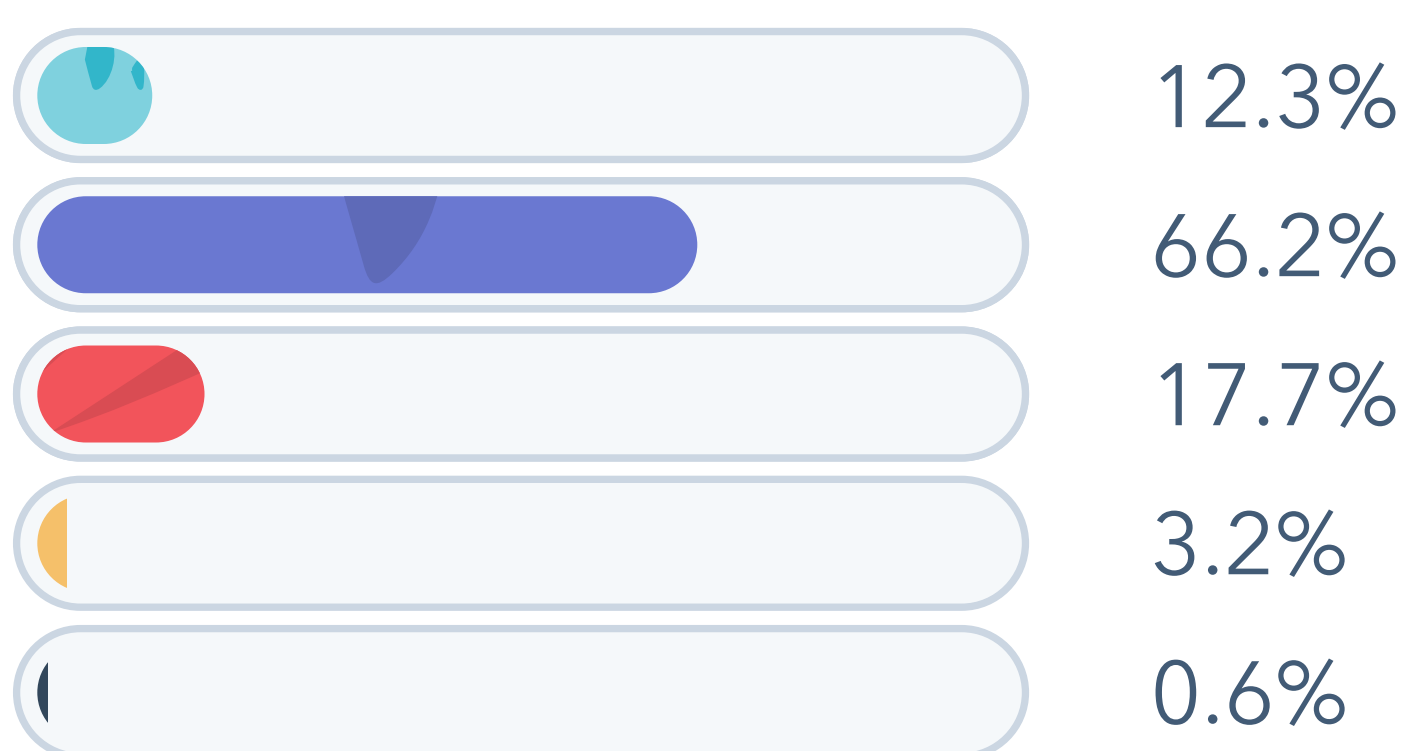
	12.3%
	66.2%
	17.7%
	3.2%
	0.6%
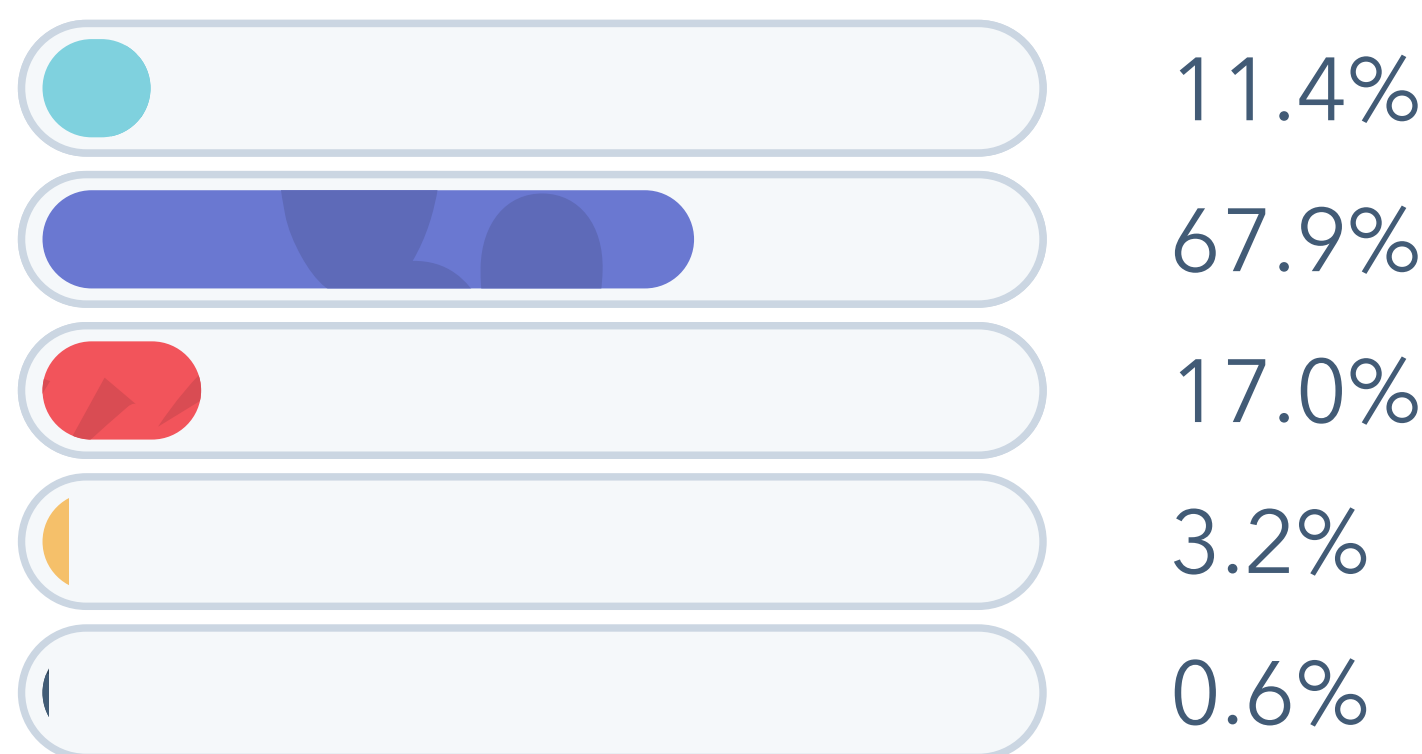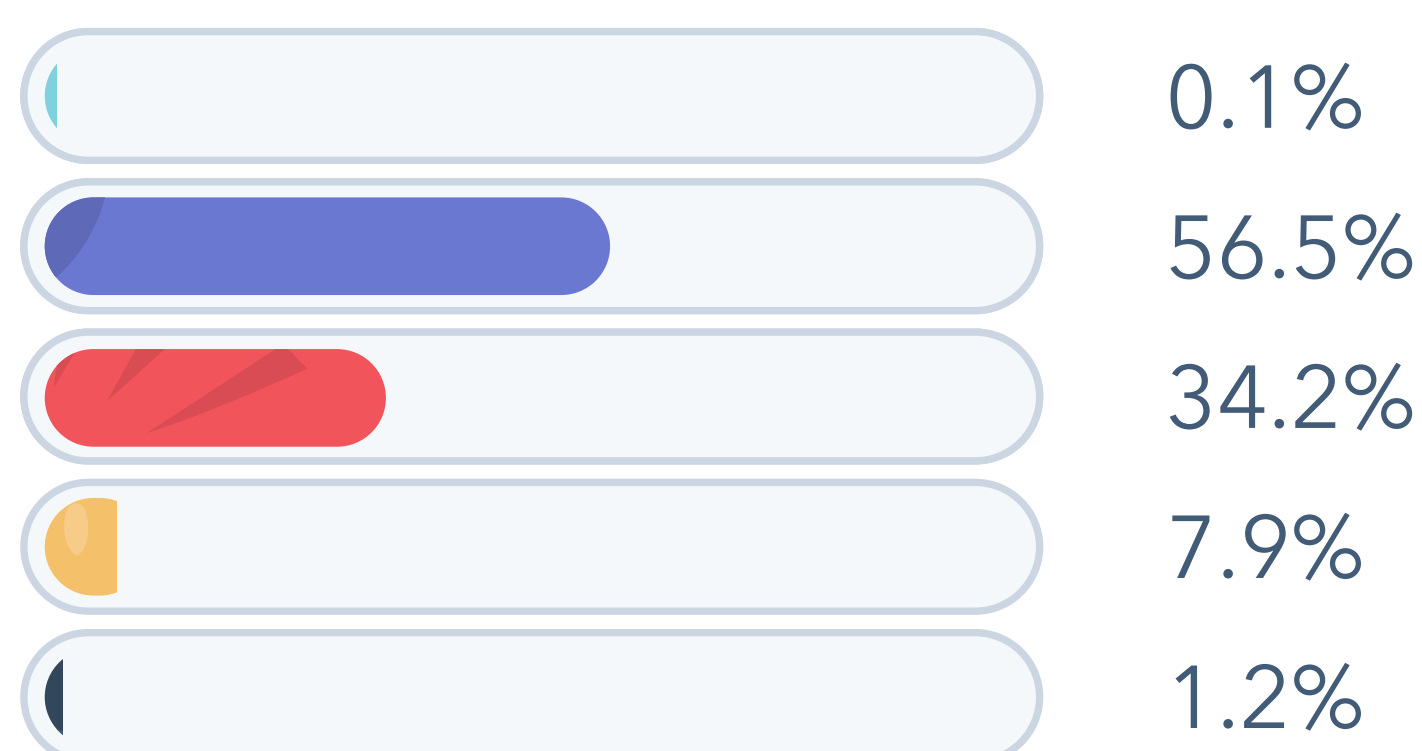
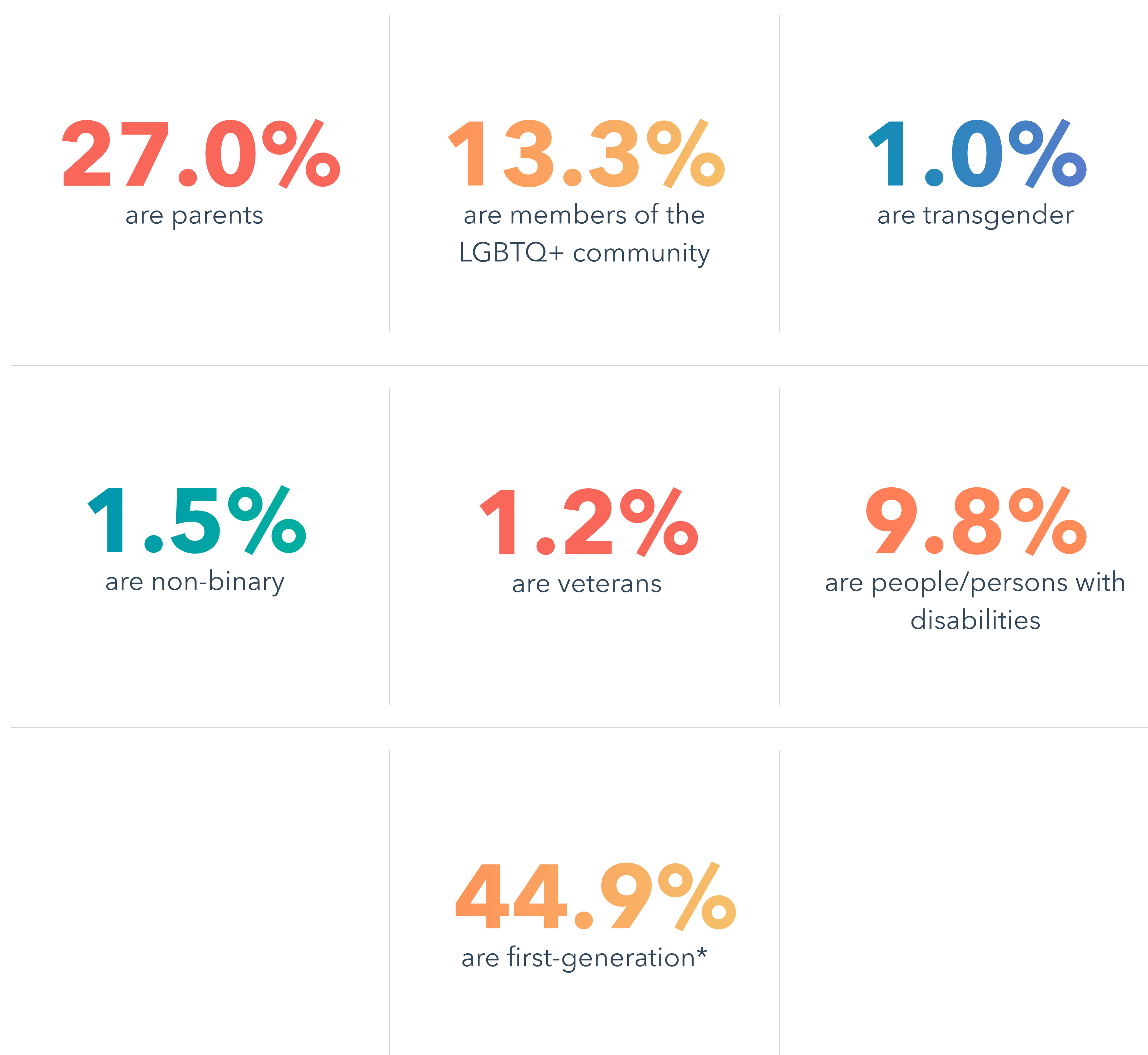16-25   26-35   36-45   46-54   55 and over

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 report reflect 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, 55% of HubSpot's global employees chose to self-identify. Of those who chose to self-identify:

27.0%
are parents

13.3%
are members of the LGBTQ+ community

1.0%
are transgender

1.5%
are non-binary

1.2%
are veterans

9.8%
are people/persons with disabilities

44.9%
are first-generation*

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

Beyond the Numbers

As a company, HubSpot is on a path to equity of which the numbers are only the beginning. We know that sustained change and impact take time, and that being transparent about where we are in the journey and where we need to improve is critical to long-term change. We are proud of the foundation we are building and the successes we have had along the way thus far. But we acknowledge that the work is far from over.

In 2021 we leaned into our core HEART (Humble, Empathetic, Adaptable, Remarkable, Transparent) values as we faced the ongoing challenges of inclusion in a hybrid world, an ongoing pandemic, families struggling with caregiving, feelings of burnout, while repeated violence and injustice against women, communities of color, and LGBTQ+ individuals continued around the globe. This past year continued to try us on every imaginable level, and our focus has been on ensuring the well-being of our employees, and very intentionally, on the inclusion and belonging of our historically underrepresented communities.

Creating Equity

At HubSpot, D,I&B is a company-wide strategic priority and everyone's job.
To create equity, we know we must be intentional about our approach. And as we reflect on 2021, we want to share a few milestones anchored to three core initiatives we focused on over the past year.

- **Impact:** In the past year, we've made big strides in our female and BIPOC representation. Importantly, we became a company led by a woman of color when Yamini Rangan took the reins in September. She now leads a company that is comprised of 47% women and non-binary employees, four women in our C level Executive ranks and more than 50% leaders who are women. Our BIPOC representation also increased 9 points in the past year to 37%

- our recruiting efforts supported by our new hybrid approach where employees are not limited to working at HubSpot due to their geographic location. In addition to our internal focus, we are also committed to supporting BIPOC founders and entrepreneurs through **Breaking the Blueprint**, a collection of blog posts, videos, and community content geared at supporting business owners from underrepresented groups through a cohesive sub-brand identity. **The Black@INBOUND Community**, originally founded as a networking group at INBOUND by our customers, has been redefined as a year-round community that connects and celebrates Black business professionals through mentorship, networking and resources.

- **Inclusion:** We approach inclusion and belonging in two core ways- through community building and embedding inclusion into our processes and approaches to our work. Our five global Employee Resource Groups, which are run by full-time program managers and supported by leadership councils and executive sponsors, are thriving, including our newest, BlackHub. Our People Operations teams worked closely to launch programs focused on retention and career development, including trainings targeted at building inclusive people managers; The Uplift Initiative, an intentional stay interview program piloted with BIPOC Manager+ employees, followed by women in sales outside of NAM; RISE, our global mentorship program for our employees of color; And the Charted Path, a structured mentoring and career coaching program for Black employees focused on skill building, and career pathing in a 1:1 and group environment.

- **Investment:** In an effort to foster economic empowerment and do our part to dismantle systemic racism through meaningful, long-term change, HubSpot continued to build on large-scale, multi-year investments made in 2020. To complete the $20M commitment we made to social impact investing,
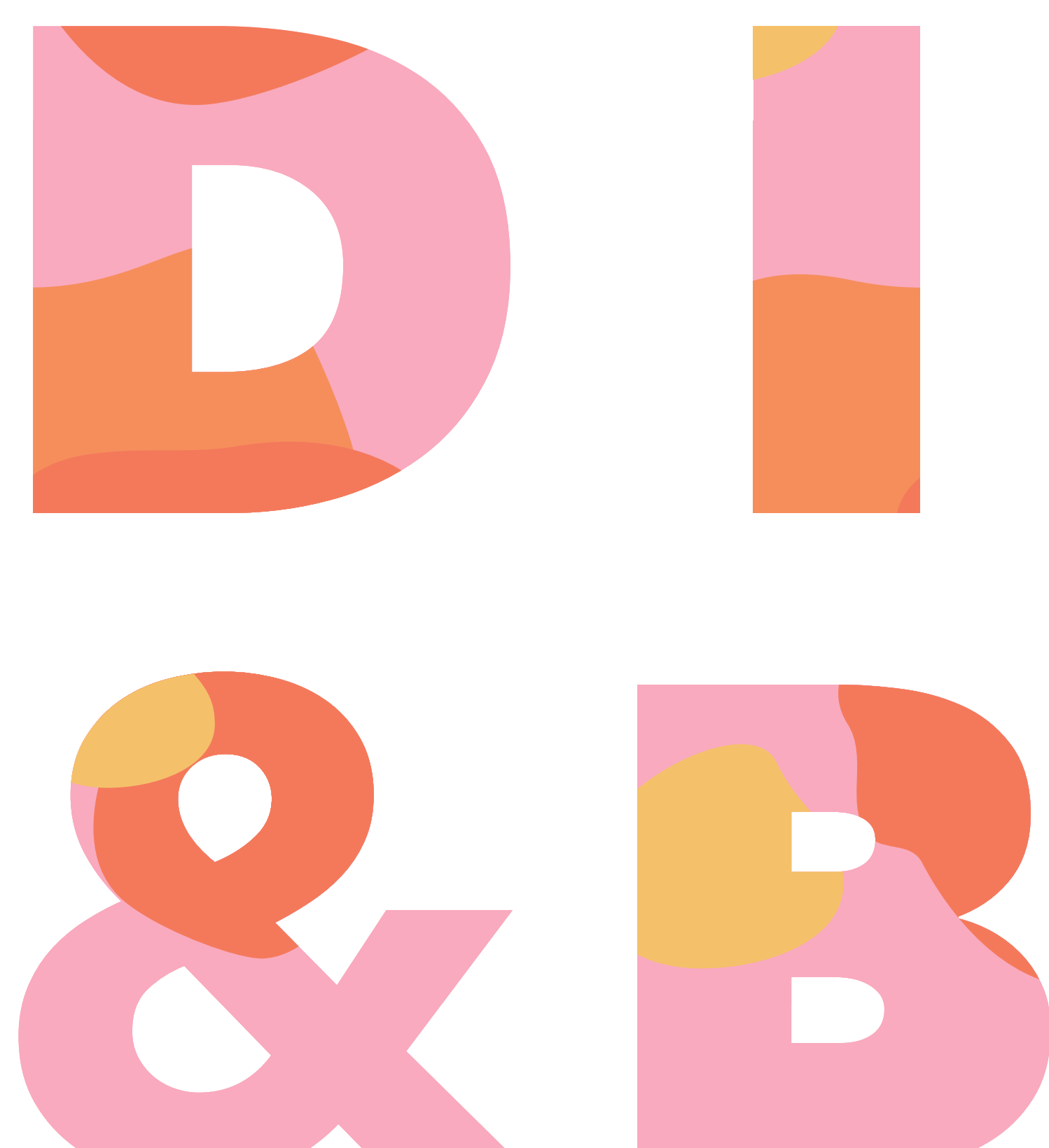
we made our second allocation, $7.5 million investment in support of two Black-owned banks (The Harbor Bank of Maryland and M&F Bank in North Carolina) through **J.P. Morgan's Empower Share Program** and continued our deep partnership with Howard University into our second year of our 5 year commitment to fund the creation of a Center for Digital Business. We also became a proud first-time Diamond sponsor of the AfroTech conference, and welcomed and learned from our first-ever Black Advisory Board over the past year.

Driving Inclusion in a Hybrid World

In 2021, inclusion was also a core focus of taking care of our employees and operation-alizing HubSpot's new hybrid model. We knew we needed to address the feelings of burnout experienced by so many of our HubSpotters, and to also ensure people were feeling included, supported, and in a position to do their best work despite where they were working from. Before the pandemic, 10% of HubSpot's workforce were fully remote and today 88% of HubSpotters are working either fully remote or flex, requiring that we fundamentally change the way we work. There are several ways we focused our energy and resources to support our employees in a hybrid world, including our company-wide 5Rs Initiative, supporting our families, and keeping a focus on wellness and self-care.

- **The 5Rs -** Acknowledging the burnout that many of our employees have been experiencing is unsustainable, we sought extensive employee feedback and completed an analysis of our people data, which helped us introduce the 5 Rs, a framework for addressing burnout head-on, including:

  - Rest: An Annual Global Week of Rest, held during the week of July 4 each year, in addition to unlimited vacation, a HubSpot sabbatical (one month off + $5000 every five years at HubSpot), and day-to-day flexibility.
  - Recharge: 'No Internal Meeting Fridays', to create more space for deep work, strategic thinking, or taking a break.

- Reboard: Resources, support, and training on life-work integration, decision-making, and hybrid inclusion to empower our Managers+ and set our teams up for success.

- Resilience: A relaunch of our 'Rethinking Resilience' training, which provides access to frameworks for change, organization, and energy management.

- Root Cause: New norms and approaches to our work including a clear organization-wide decision making framework and clarity around omissions.

- **Supporting Our Families:** The pandemic has continued to challenge caregivers, and especially women. Flexibility has a huge impact on women and parents' ability to balance work and life, and so we leaned into our flexible culture more than ever over the past year. We continued to encourage parents to prioritize their families and mental health, including our Modern Health offering, and to normalize children appearing on zoom as more and more kids saw school closings due to the pandemic. We provided ongoing workshops on navigating work and childcare when the two are suddenly blended, and leaned into empathy.

Our path to building a more equitable and inclusive company remains a strategic priority for HubSpot company-wide, and we are excited to continue on this path, and do whatever it takes to truly be a company we can all be proud of. And while we're proud of the progress we've made in our DI&B work, we know it goes beyond the numbers, and we need to do better. Walking the walk on building a more inclusive company requires a deep commitment to empathy, impact, and taking care of one another. Most importantly, it requires action. HubSpot has a responsibility to our employees, candidates, customers, and partners to do our part in driving meaningful, lasting change. We are humbled to walk into 2022 committed to being a part of the change we wish to see.