



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):

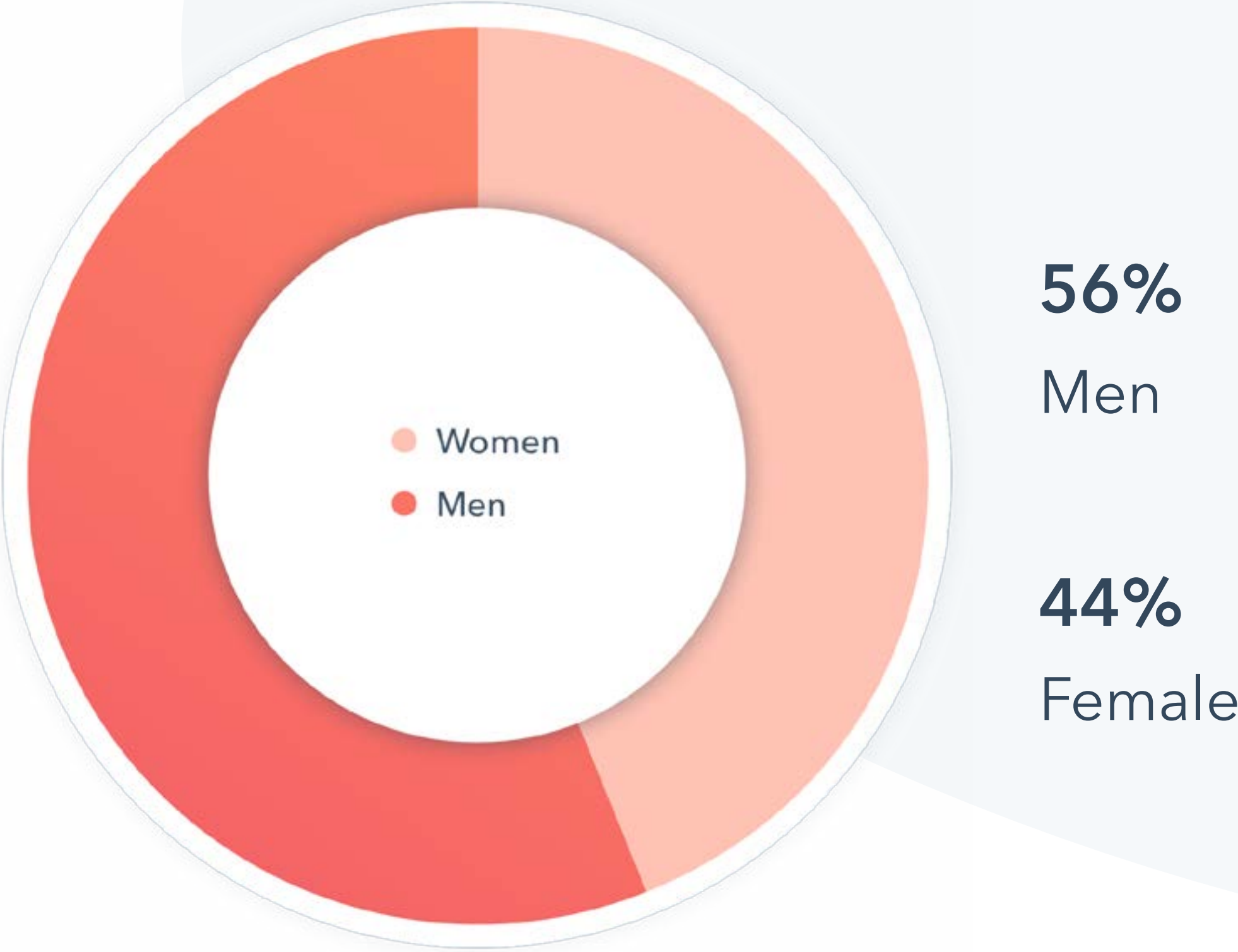
- . Male
- . Female
- . Gender Neutral
- . Decline to Identify

Race/Ethnicity (US only)

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



Representation by Gender



| TEAM | Jan 2018 Report | | Today | | YOY % CHANGE (FEMALE) |
|-----------------------|----------------------------|------|----------------------------|------|-----------------------------|
| | ACTIVE EMPLOYEES FEMALE | MALE | ACTIVE EMPLOYEES 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% ▲ |

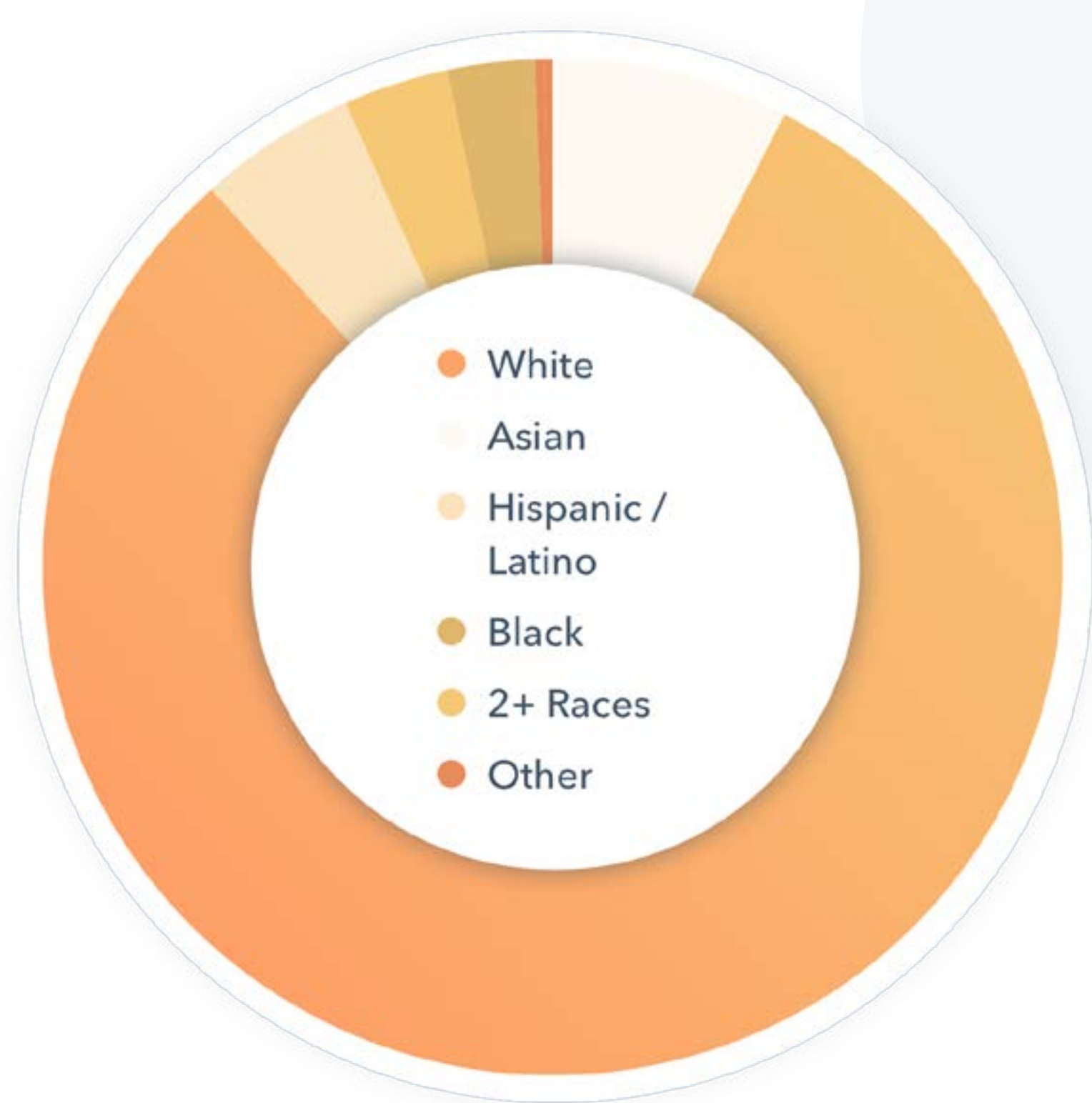
By Level

| TEAM | Jan 2018 Report | | Today | | YOY % CHANGE (FEMALE) |
|------------------------|----------------------------|------|----------------------------|------|-----------------------------|
| | ACTIVE EMPLOYEES FEMALE | MALE | ACTIVE EMPLOYEES FEMALE | MALE | |
| 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 Contributor | 41% | 59% | 44% | 56% | 3% ▲ |

Tech / Non-Tech

| TEAM | Jan 2018 Report | | Today | | YOY % CHANGE (FEMALE) |
|------------|----------------------------|------|----------------------------|------|-----------------------------|
| | ACTIVE EMPLOYEES FEMALE | MALE | ACTIVE EMPLOYEES FEMALE | MALE | |
| 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



80.8%
White

7.7%
Asian

5.2%
Hispanic or Latino

0.1%
Hawaiian or Other Pacific Islander

2.9%
Black or African American

0.1%
American Indian or Alaskan Native

3.1%
Two Races or More

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

| TEAM | Jan 2018 Report | | Today | | YOY % CHANGE (MINORITY GROUP) |
|-----------------------|------------------------------------|-------|------------------------------------|-------|-------------------------------------|
| | ACTIVE EMPLOYEES MINORITY GROUP | WHITE | ACTIVE EMPLOYEES 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 | | YOY % CHANGE (MINORITY GROUP) |
|-----------------|------------------------------------|-------|------------------------------------|-------|-------------------------------------|
| TEAM | ACTIVE EMPLOYEES MINORITY GROUP | WHITE | ACTIVE EMPLOYEES 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 | | YOY % CHANGE (MINORITY GROUP) |
|-----------------------|------------------------------------|-------|------------------------------------|-------|-------------------------------------|
| TEAM | ACTIVE EMPLOYEES MINORITY GROUP | WHITE | ACTIVE EMPLOYEES 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% |

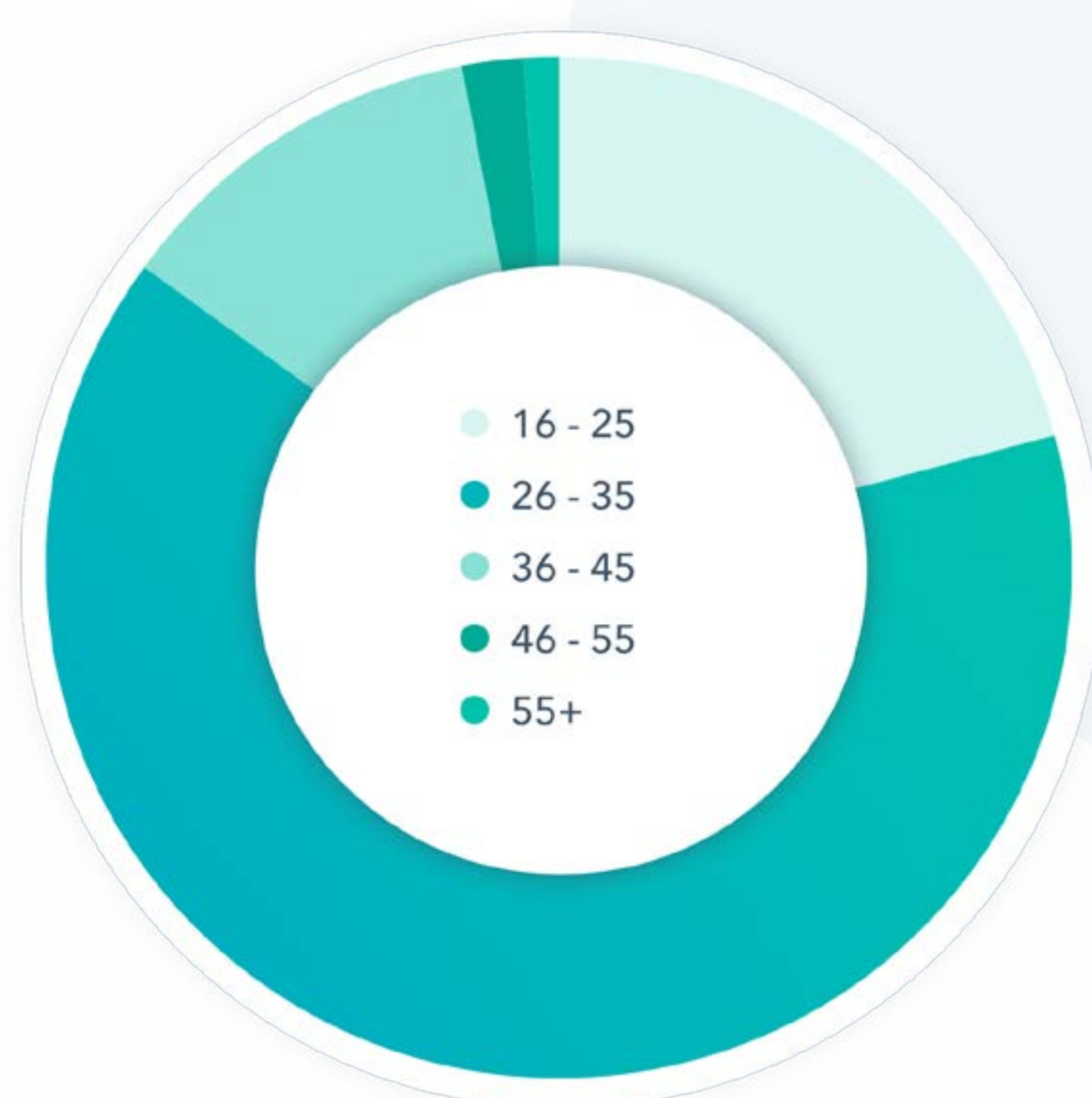
| | ASIAN | WHITE | HISPANIC OR LATINO | TWO OR MORE RACES | BLACK OR AFRICAN AMERICAN | OTHER (THE OPTIONS DO NOT DESCRIBE MY RACE / ETHNICITY | AMERICAN INDIAN OR NATIVE ALASKAN | NATIVE HAWAIIIN OR OTHER PACIFIC ISLANDER |
|------------------------|-------|--------|--------------------|-------------------|---------------------------|--|-----------------------------------|---|
| 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% |

Representation by Age



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% |

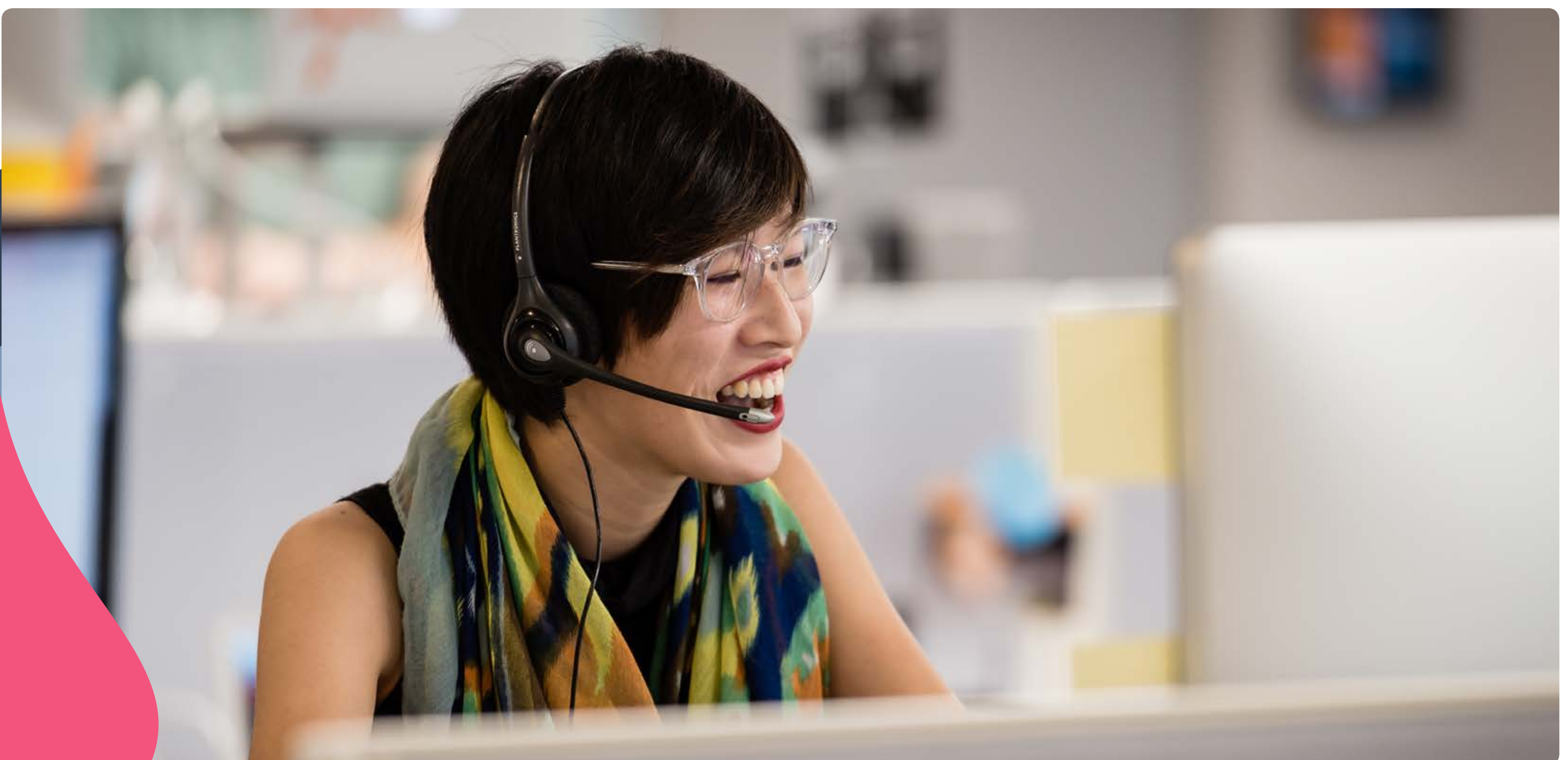
Today

| 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% |

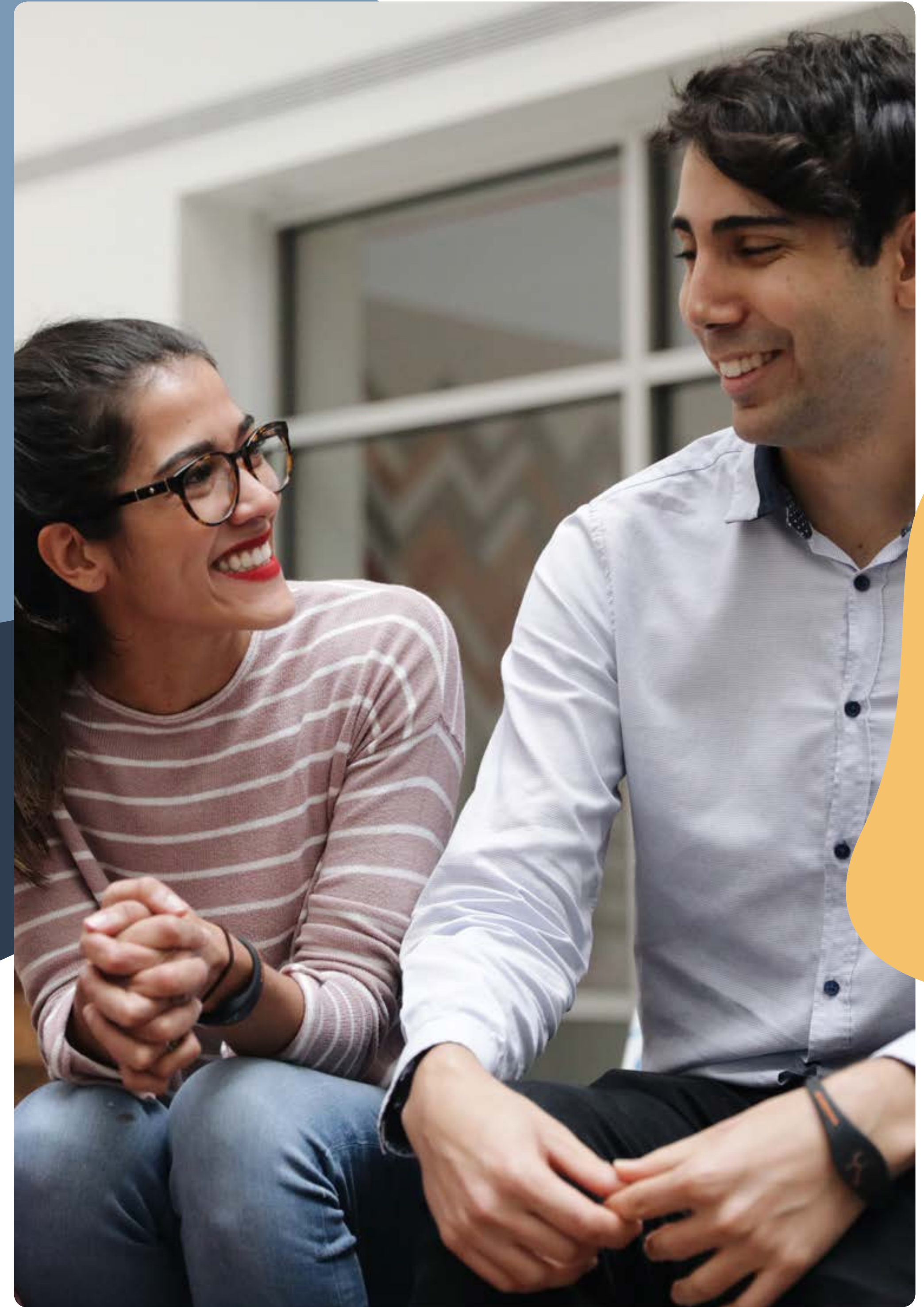
Beyond the Numbers

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.

