



HubSpot 2021

Diversity, Inclusion, & Belonging Report



Five Years of Learnings, Countless to Come

This year marks a special milestone in HubSpot's journey to become a more diverse and inclusive company: releasing our diversity data for the fifth year in a row. We've learned a tremendous amount over the past five years from our employees, customers, and communities about building a company where everyone is empowered to do their best work. The past year in particular, though, embedded one important truth into our DNA at HubSpot: to drive meaningful change, you can't just talk the talk. You need to walk the walk.



2020 was a pivotal year for diversity, inclusion, and belonging (DI&B) around the world. The heartbreaking murders of George Floyd, Breonna Taylor, Ahmaud Arbery, and

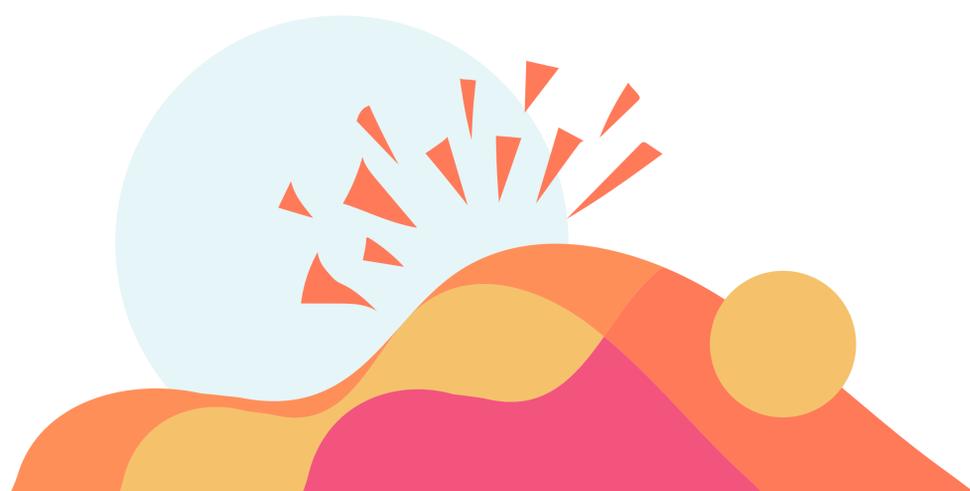
countless victims of racial injustice sparked global activism for the Black Lives Matter movement. The line between work and life was erased for many parents as homeschooling, caregiving, and working moved under one roof, with women leaving the workforce at record rates in 2020 as a result. The pandemic tested our mental health with every new headline and made the future of work a reality as we shifted to working remotely overnight.

Empathy is a core value at HubSpot, and this year taught us that empathy alone isn't enough. It requires action. The truth is we, like so many other organizations, need to work harder on being more actively anti-racist. We need to spend more time making our systems and processes more equitable, and on creating spaces that are truly inclusive. As an organization that deeply values transparency, we also need to be open about our progress.

That's why we're proud to share HubSpot's 2021 Diversity, Inclusion, and Belonging Report with you. Our hope is that it gives you transparency into how we're working to make an impact on diversity at HubSpot and beyond. In addition to employee demographic data, the fifth edition of the report includes trends in employee data over the past five years, new expanded self-reporting categories, and a snapshot of the key initiatives and investments we made in 2020, with a focus on supporting our Black community and helping employees and their families navigate COVID-19.

Our mission at HubSpot is to help millions of organizations grow better. To grow better ourselves, we need to walk the walk on DI&B not just during pivotal times, but constantly. We believe our success on this front won't be judged from this year's progress alone, but on the decade ahead, and that we owe it to our customers, partners, candidates, and employees to make more meaningful progress.

Thank you for taking the time to read the report, and we look forward to sharing more of our diversity learnings, milestones, and shortcomings with you in the future.



Terms & Definitions

Here are some terms you'll see used throughout the report to describe our data:

- **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.
- **Tech:** In the "Tech/Non-Tech" data, "Tech" refers to employees on HubSpot's Product, Engineering, or Business Tech/Development teams.
- **Non-Tech:** In the "Tech/Non-Tech" data, "Non-Tech" refers to employees on HubSpot's Customer Support, General & Administrative (G&A), Marketing, Sales, and Services teams.
- **Leadership:** Employees with one or more direct reports, regardless of title or management level.
- **HELM:** HubSpot Executive Leadership team.
- **N/A:** Data that is non-applicable due to parameters. For example, if a team was reorganized in 2020 then the new team's year-over-year data is non-applicable.

The Fine Print

The data in this report reflects the HubSpot employee population as of January 1, 2021. At this time, we had 4,232 full-time employees worldwide, with 2,706 located in the United States. To reflect on HubSpot's journey since first publishing our diversity data five years ago, the 5-year section of the report includes trends in employee data between 2017 and 2021; trend snapshots will not be included annually moving forward.

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 U.S. government reports; we understand that these are imperfect categorizations of both race and ethnicity. We are actively working to be more inclusive in our diversity reporting year-over-year; as a result, we've expanded the Self-Reporting categories this year to include veteran status, disability status, and first-generation identity.

A note on HubSpot's 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 (U.S. only):

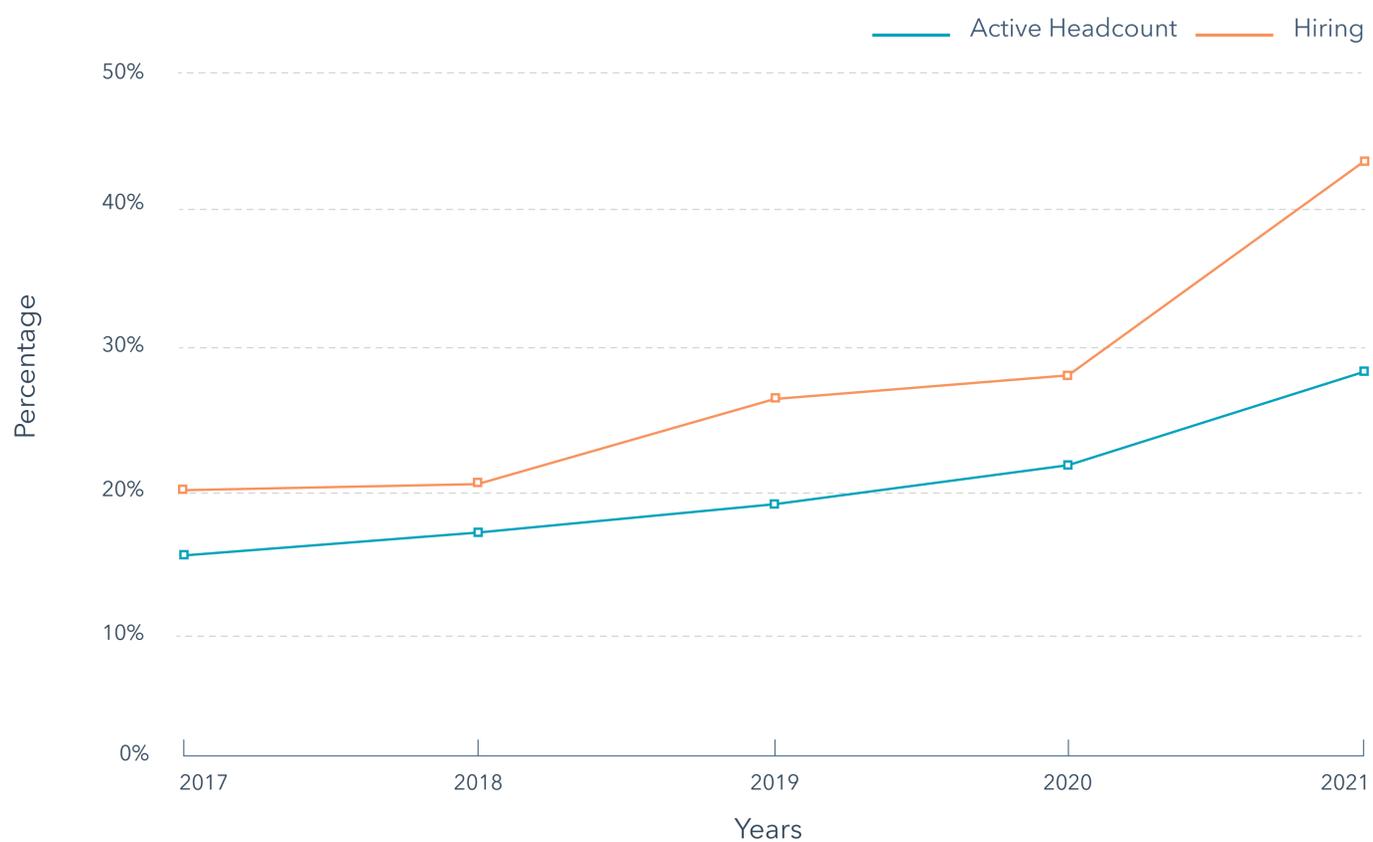
- American Indian/Alaska Native
- Asian
- Black or African American
- Native Hawaiian or other Pacific Islander
- Hispanic or Latino
- Two or More Races
- White
- **Other** (the options do not describe my race/ethnicity)



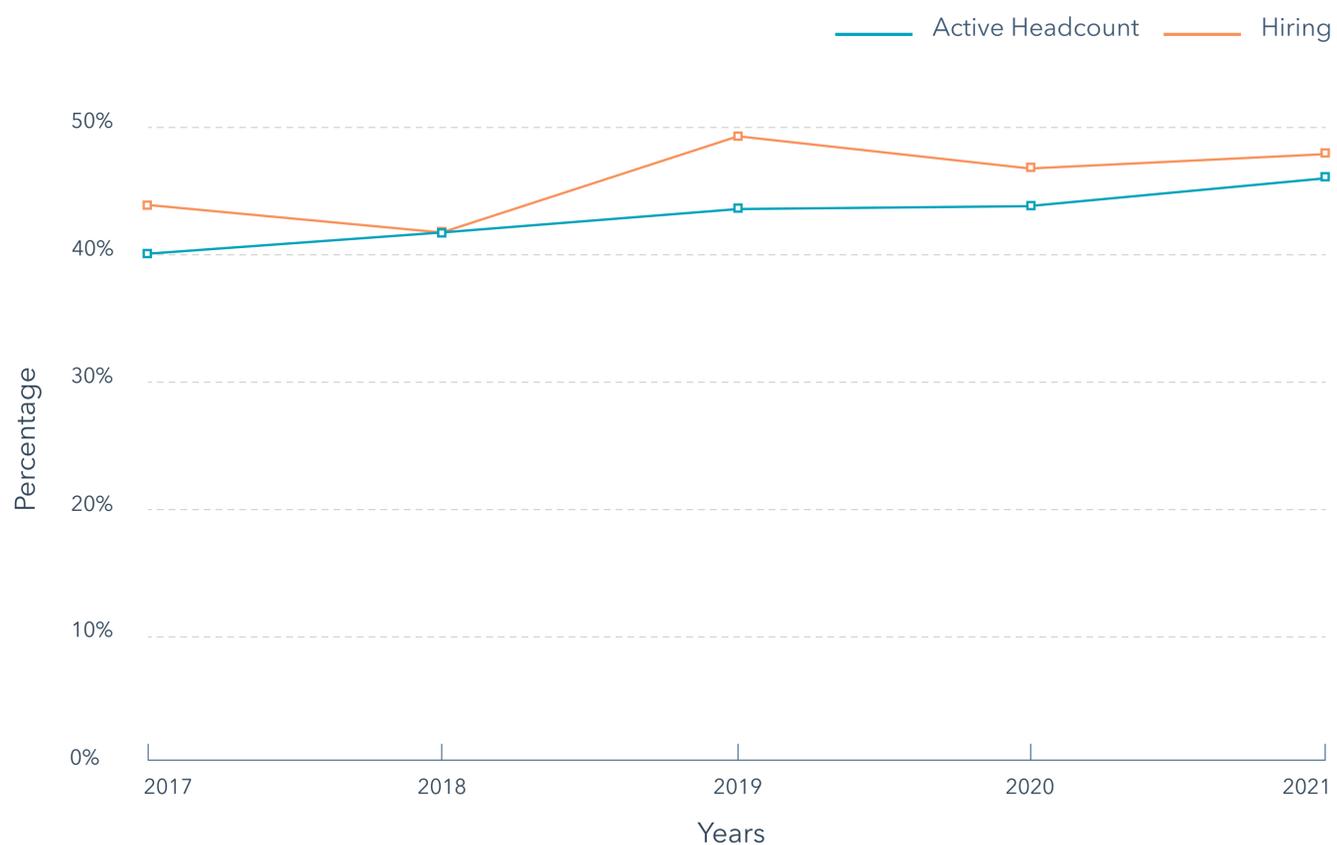
5-Year Data

To mark the fifth year of releasing our diversity data, we're reflecting on HubSpot's progress over time. Specifically, we're working hard to increase BIPOC representation and leadership diversity. Here's how we're tracking to date.

BIPOC Employee Representation in the U.S.

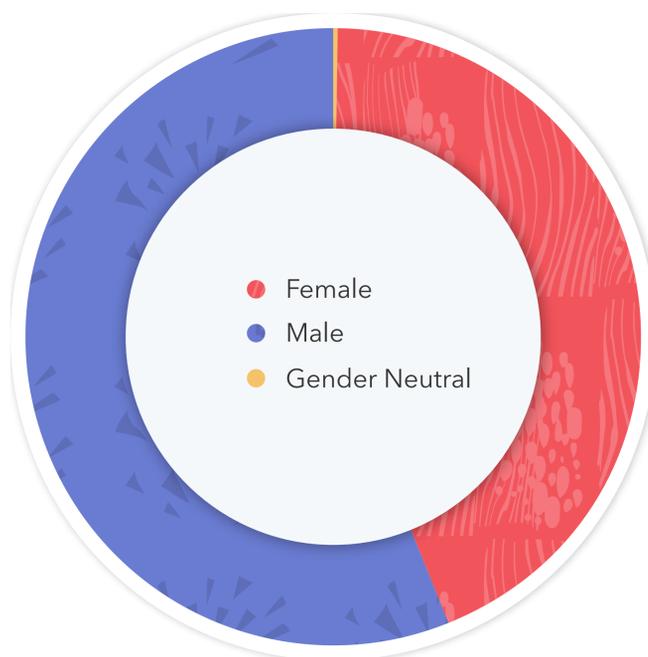


Female & Gender Neutral Representation in Leadership Globally



Representation by Gender

Today's Gender Distribution - Company Wide.



54.2%
Male

45.7%
Female

0.1%
Gender Neutral

Gender By Team

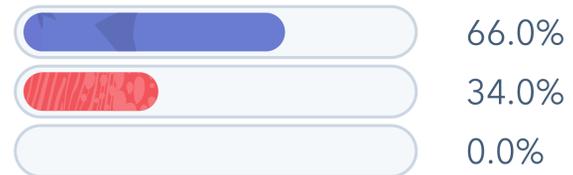
Team	Female	Male	Gender Neutral	YoY % Change (Female + Gender Neutral)	
Business Tech/Development	38.1%	61.9%	0.0%	N/A	—
G&A	65.7%	34.3%	0.0%	-0.3%	▼
Marketing	63.6%	36.4%	0.0%	2.6%	▲
Product & Engineering	29.7%	70.3%	0.0%	2.7%	▲
Sales	40.0%	59.8%	0.2%	3.2%	▲
Services	59.1%	40.9%	0.0%	1.1%	▲
Customer Support	54.3%	45.7%	0.0%	-1.7%	▼
Company-wide	45.7%	54.2%	0.1%	1.8%	▲

By Level

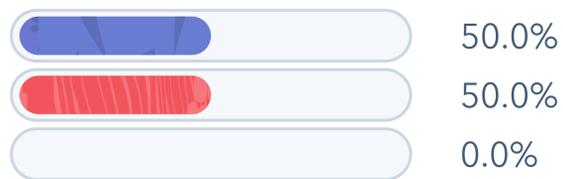
HELM



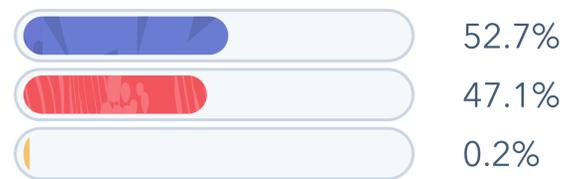
Vice President



Director



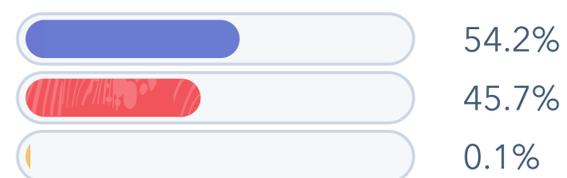
Manager

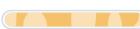


Individual Contributor



Company-wide



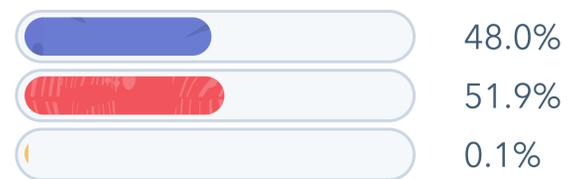
Male  Female  Gender Neutral 

By Tech / Non-Tech

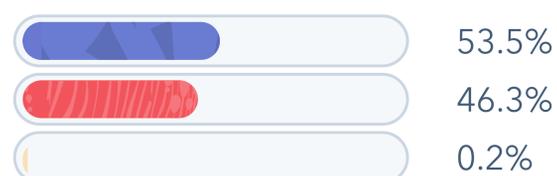
Tech



Non-Tech



Leadership



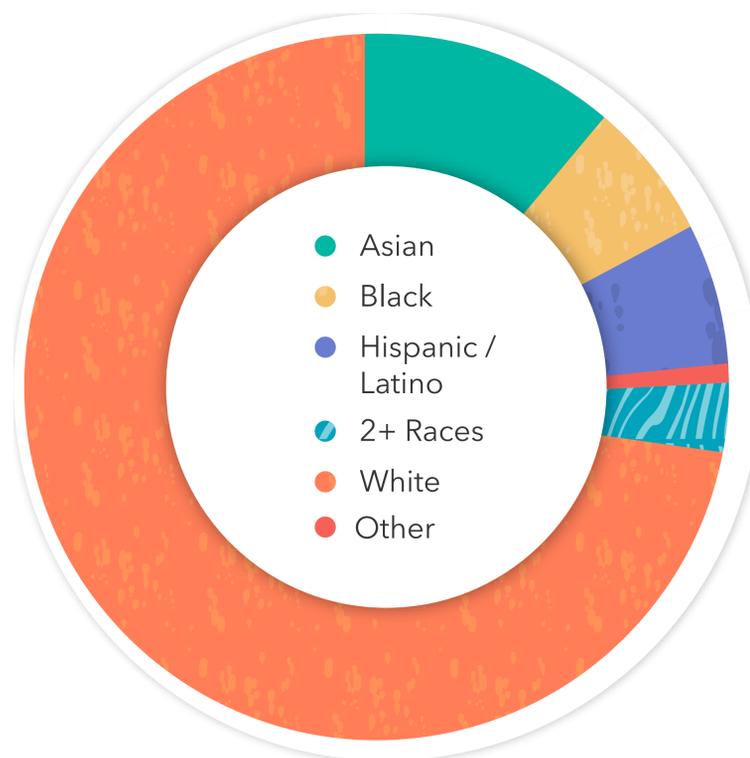
Company-wide



Male  Female  Gender Neutral 

Representation by Ethnicity

Representation by Ethnicity in the U.S.



72.6%
White

11.3%
Asian

6.1%
Black or African
American

6.1%
Hispanic or
Latino

3.2%
Two or More
Races

0.7%
Other
(the options do
not describe my
race/ethnicity)

0.0%
Native Hawaiian
or Other Pacific
Islander

0.0%
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

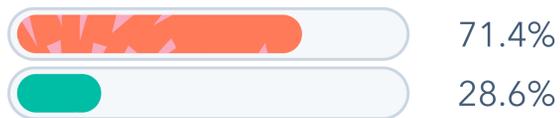
Team	Minority Group	White	YoY % Change (Minority Group)	
Business Tech/Development	37.1%	62.9%	N/A	—
General & Administrative	31.3%	68.7%	10.5%	▲
Marketing	30.6%	69.4%	10.6%	▲
Product & Engineering	33.1%	66.9%	4.3%	▲
Sales	18.2%	81.8%	3.1%	▲
Services	23.7%	76.3%	6.3%	▲
Customer Support	28.5%	71.5%	4.9%	▲
Company-wide	27.4%	72.6%	5.5%	▲

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 Tech/Development	0.0%	12.4%	15.7%	7.9%	0.0%	1.1%	62.9%	0.0%
G&A	0.0%	13.1%	9.5%	6.0%	0.4%	2.4%	68.7%	0.0%
Marketing	0.0%	11.3%	7.7%	5.4%	0.0%	5.9%	69.4%	0.5%
Product & Engineering	0.0%	20.7%	4.1%	3.4%	1.2%	3.7%	66.9%	0.0%
Sales	0.2%	4.5%	3.9%	7.9%	0.3%	1.3%	81.8%	0.0%
Services	0.0%	6.7%	6.2%	6.5%	1.2%	3.0%	76.3%	0.0%
Customer Support	0.0%	3.7%	9.1%	9.5%	0.8%	5.4%	71.5%	0.0%
Company-wide	0.0%	11.3%	6.1%	6.1%	0.7%	3.2%	72.6%	0.0%

Ethnicity By Level

HELM



Vice President



Director



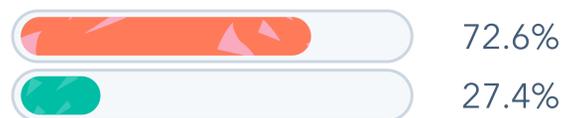
Manager



Individual Contributor



Company-wide



White Minority Group

Ethnicity By Level Breakdown

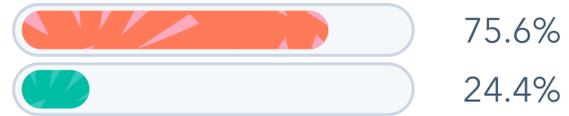
Level	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Other (the options do not describe my race/ethnicity)	Two or More Races	White	Native Hawaiian or Other Pacific Islander
HELM	0.0%	21.4%	7.1%	0.0%	0.0%	0.0%	71.4%	0.0%
Vice President	0.0%	5.7%	5.7%	0.0%	0.0%	0.0%	88.6%	0.0%
Director	0.0%	5.2%	3.1%	3.1%	0.0%	3.1%	85.6%	0.0%
Manager	0.0%	7.0%	7.7%	5.3%	0.4%	2.5%	77.1%	0.0%
Individual Contributor	0.1%	12.1%	6.0%	6.5%	0.8%	3.3%	71.2%	0.0%
Company-wide	0.0%	11.3%	6.1%	6.1%	0.7%	3.2%	72.6%	0.0%

By Tech/Non-Tech

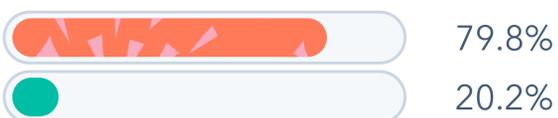
Tech



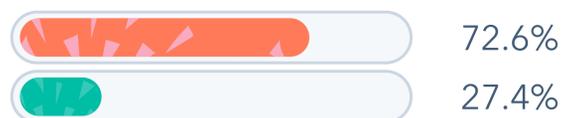
Non-Tech



Leadership



Company-wide



White  Minority Group 

BIPOC Employee Retention - U.S.

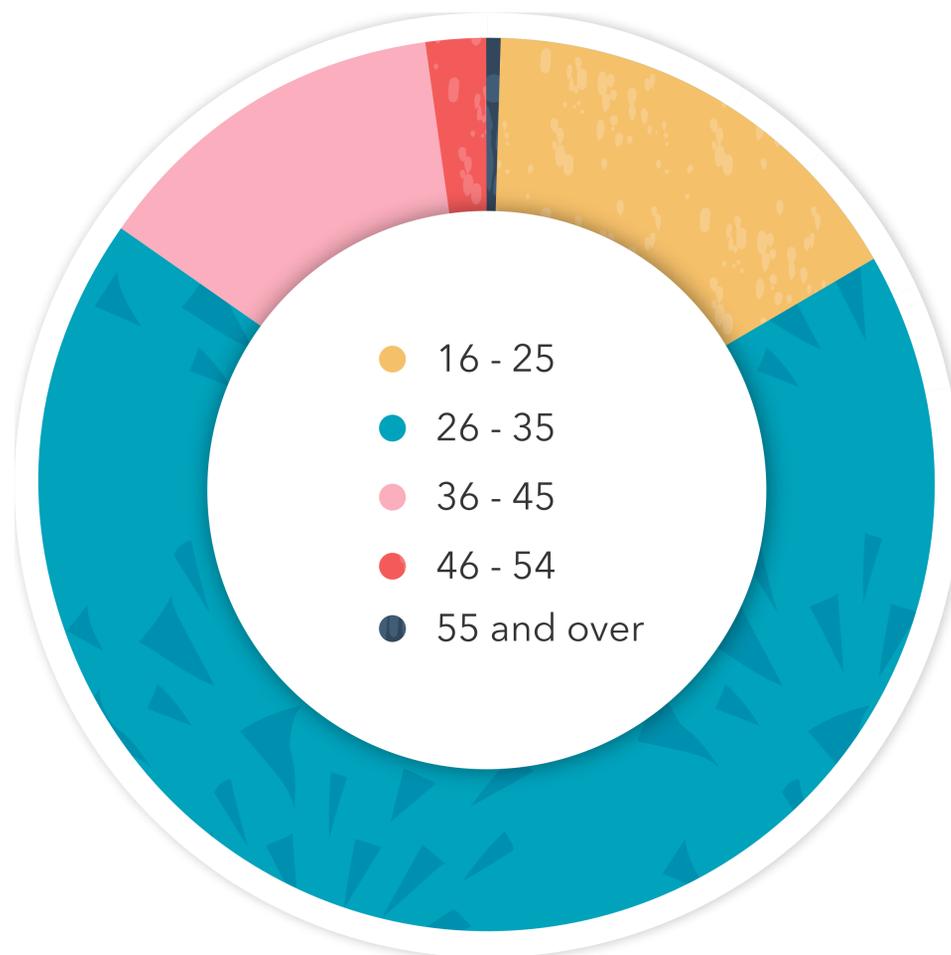
Retention of BIPOC employees in the U.S. is

-1.2%

that of HubSpot's overall U.S. employee retention rate.

Representation by Age

Today's Age Distribution - Company-Wide



67.0%
26-35

14.2%
16-25

15.6%
36-45

2.5%
46-54

0.7%
55 and over

By Team

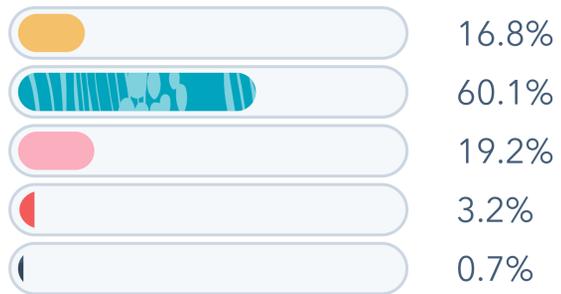
Team	16-25	26-35	36-45	46-54	55 and Over
Business Enablement	5.6%	55.6%	28.6%	6.3%	4.0%
G&A	7.0%	65.2%	21.6%	3.7%	2.5%
Marketing	11.1%	70.0%	16.8%	1.8%	0.3%
Product & Engineering	18.1%	60.6%	18.1%	2.8%	0.4%
Sales	12.8%	71.3%	13.5%	1.9%	0.5%
Services	9.1%	74.7%	13.5%	2.0%	0.6%
Customer Support	27.1%	61.9%	8.3%	2.3%	0.5%
Company-wide	14.2%	67.0%	15.6%	2.5%	0.7%

By Level

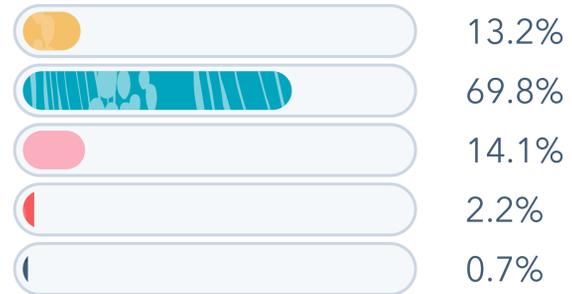
Level	16-25	26-35	36-45	46-54	55 and Over
HELM	0.0%	0.0%	57.1%	35.7%	7.1%
Vice President	0.0%	17.0%	55.3%	21.3%	6.4%
Director	0.0%	41.8%	47.8%	6.7%	3.7%
Manager	0.7%	67.8%	26.4%	4.5%	0.7%
Individual Contributor	16.7%	68.8%	12.3%	1.7%	0.5%
Company-wide	14.2%	67.0%	15.6%	2.5%	0.7%

By Tech/Non-Tech

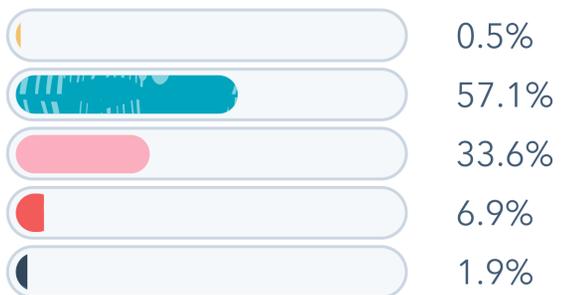
Tech



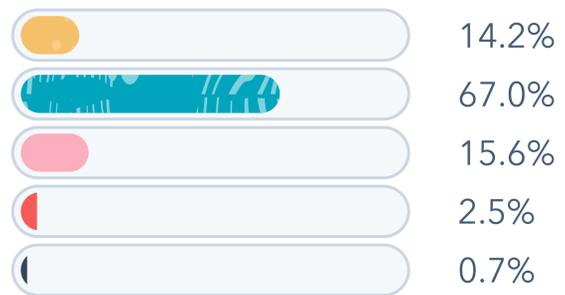
Non-Tech



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 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 expanded the categories to include military veteran status, disability, and first-generation identity. In the 2021 survey, 50.6% of HubSpot's global employees chose to self-identify. Of those who chose to self-identify:

23.9%

are parents

12%

are members of the
LGBTQ+ community

0.7%

are transgender

1%

are non-binary/
gender variant*

1.1%

are military veterans

7%

are people/persons
with disabilities

50%

are first-generation**

**Non-binary/gender variant data reflects the self-reporting survey population only.*

The gender neutral data earlier in the report reflects EEOC data.

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

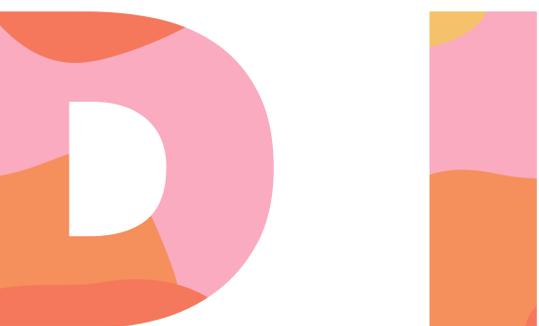


Beyond the Numbers

Diversity data is much more than numbers or charts. It reflects the people, stories, and initiatives behind our DI&B work at HubSpot. And in 2020, that work was driven by a key principle: “Take care of each other. Take care of your families. Take care of our customers. Take care of the world.” This message was first shared by our executive team during a company-wide meeting at the start of the pandemic. It was echoed throughout the resurgence of the Black Lives Matter movement, and since then, it’s become our north star for doing work aimed at true impact on the inclusion & belonging of our communities.

Our first step in responding to 2020’s toughest moments, including the pandemic and a racial injustice reckoning, was to lean into one of our core HEART (Humble, Empathetic, Adaptable, Remarkable, Transparent) values - empathy - and listen to our employees, customers, partners, and communities. We did this through panels with our Black customers and partners to understand how we can build products and strategies through a lens of inclusion, check-ins with employees most impacted by the world’s events, conversations with our global employee resource group (ERG) leadership council, as well as gathering ongoing feedback through our eNPS, inclusion survey, and more. Our goal was to better understand how they were feeling, adapting, and how we could best support them through their individual, personal and collective experiences. And what we heard is that we have work to do.

Thanks to their vulnerability and feedback, we’ve learned a lot about how to take care of one another when it matters most. Below are four core initiatives we focused on over the past year, and will continue to “walk the walk” on in 2021.





Fighting Racial Injustice, Together

We all have a role to play in dismantling systemic racism globally and at HubSpot we realized introspection was the best first step. We created a company-wide Black Lives Matter action plan rooted in feedback from our Black employees where we focused on four pillars to guide our work: introspection, investment, inclusion and impact. This plan ensures that we're focused on improving our systems and processes to build a more equitable workforce and examine inequalities at a macro and micro level. We realize committing to this work and taking action are two different things, so while we're moving in the right direction, we are just getting started. As we reflect on 2020, there are a few milestones we feel are worth noting:

Introspection:

- **Developing an Anti-Racism Training:** We were proud to create and release two new, required virtual courses for HubSpot employees: Anti-Racism is a HubSpot Value and Anti-Racism for Managers. Through the curriculum, employees are equipped with an understanding of racism, anti-racism, and how we will hold each other accountable for changing our behavior to be actively anti-racist. As of Dec. 2020, 4000 employees had taken the course.

Investment:

- **Strengthening Our Partnership with Howard University:** Over the past few years, we've built a strong partnership with Howard University through our Education Partner Program and on-campus recruiting efforts. This year, we're deepening that relationship and launching the Center for Digital Business, powered by HubSpot, at Howard's School of Business. Programming for the Center will focus on three key areas: academic offerings, experiential learning opportunities, and support for job readiness. We're truly honored to play an active role in developing the next generation of Black business leaders.
- **Committing \$20M to Social Impact Investing:** In an effort to foster economic empowerment, HubSpot has committed \$20M to social impact investing. The

first allocation of those funds is a \$12.5 million investment in the Black Economic Development Fund, which supports Black-led financial institutions, community centers, anchor institutions, and business transactions. The Fund is managed by the Local Initiatives Support Corporation (LISC), one of the nation's largest community development financial institutions.

Inclusion:

- Introducing BLACKhub: HubSpot's newest employee resource group, BLACKhub, was created in summer 2020. This is a space to recognize the Black experience formally, create community and support, and to strengthen the sense of belonging and trust between our Black and non-Black employees.

Impact:

- Learning from Under-Represented Minority Leaders: HubSpot does not have enough BIPOC representation at leadership levels, and in 2020 we committed to engaging a Black Board member and building a group of Advisors that can help us approach decisions through a lens of inclusion. As part of that commitment, **we are lucky to have welcomed Nick Caldwell to our Board of Directors**, who brings deep technical expertise to HubSpot and is driving meaningful change with his diversity work through /dev/color and Color Code. In late 2020, **we welcomed a Black Advisory Board** as well, including four global leaders we admire deeply at HubSpot: Leslie Forde, Dantley Davis, Dr. Claudia Igbrude, and Jeanine Francis. The Advisory Board will guide us in go-to-market strategy, recruiting and retention tactics, and more.

Responding to COVID-19 with Empathy

Our approach to the global pandemic has been to lead with empathy and urgency. In early 2020, HubSpot donated to the COVID-19 Solidarity Response Fund for WHO, quickly introduced relief programs for our customers and partners, and supported HubSpot employees in adapting to remote work and uncertainty overnight.



Specifically, these are two ways we've focused our energy and resources internally to help our employees, and their families, take care of themselves during a challenging year:

- **Supporting Our Families:** The pandemic has had an outsized impact on working parents, and especially women. According to the Bureau of Labor Statistics, women accounted for 140,000 lost jobs in the U.S. in December 2020 - leaving the workforce at about 4x the rate as men. 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. Our leadership team practiced 'leaving loudly', encouraged parents to prioritize their families and mental health, and set the expectation that work can wait. Leslie Forde, a new member of our Black Advisory Board and founder of Moms Hierarchy of Needs, hosted sessions for our employees at HubSpot on navigating work and childcare when the two are

suddenly blended. With schools and daycares closed, HubSpot ran 80+ virtual family sessions over Zoom directly responding to our caregivers' pain points, including sing-a-long Fridays with children's performers, storytime with Drag Queens, educational sessions with professional teachers, and a virtual summer camp for kids of all ages to enjoy.



- **Prioritizing Wellness:** For all of us, the events of 2020 boosted our feelings of burnout, stress, and anxiety. To help employees face this “new normal”, HubSpot expanded our Healthy@HubSpot programming with a keen focus on mental health and virtual programming and focused on normalizing taking care of yourself. We brought in global thought leaders to speak on mental health and wellness, supporting sobriety, finding sleep in times of stress, navigating relationships in challenging times, and managing unhealthy eating habits. Overall, HubSpot hosted 233 virtual wellness sessions, including both mental health and fitness offerings, in 2020. We also gave employees designated days off to relax and recharge, and set the tone at the leadership level by running a ‘Take a Break’

campaign that encouraged leaders to share how they unplug from work. This year, we're excited to continue our focus through a partnership with Modern Health, a wellness platform that provides access to resources ranging from digital courses and meditations to a network of certified coaches and licensed therapists.

Building an Inclusive Future of Work

Before the pandemic, 10% of HubSpot's workforce was fully remote. But as the whole company shifted to working from home in 2020, it became clearer than ever how important it is to build a culture that's truly inclusive of how people do their best work. As we considered how to scale our company for the future of work, we asked employees what they need to be successful. The answer was unanimous: flexibility. As a result of this feedback, **HubSpot is moving to a hybrid model for the future of work** allowing employees to choose from three work options:

- **@home:** You work the majority of your time from home, and while you may visit a HubSpot office from time to time, you do not go into the office regularly.
- **@flex:** You come into a HubSpot office 2 or fewer days per week.
- **@office:** You come into a HubSpot office 3 or more days per week.

Inclusion is a core focus of operationalizing HubSpot's hybrid model. That's why we've created resources and trainings on creating psychological safety remotely, remote onboarding, running hybrid-inclusive team events, and more. We're excited for how a hybrid approach will help us diversify our talent community because we believe access to career growth and opportunities shouldn't be defined by your zip code.

We're proud of the progress we've made in our DI&B work over the past year, but we know 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. Thanks to your support, feedback, and compassion throughout this year, we go into 2021 (and beyond) ready to act.

Hear from Our Community

HubSpot Life Retweeted



Ed Justen @edjusten · Oct 26, 2020

I just discovered that my company has added Veterans Day as a company holiday. Thank you @hubspot for recognizing and acknowledging the contributions of Veterans to the workforce. @HubSpot @HubSpotLife #hubspotlife



1

11



HubSpot Life Retweeted



Christian Kinnear

@CKinnear

Cracking day for the HubSpot Virtual Pride 5K run. The event might be virtual, but the fatigue isn't! 🌞🏃🏻🥰 @HubSpotLife 🏳️‍🌈



9:54 AM Jun 26, 2020 Twitter Web App



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24



Ashley Ladd @ashleyladd24 · Jun 18, 2020

Lucky to have a CEO like @bhalligan We're just getting started but I'm energized by our commitment @HubSpot and how our leadership team has amplified the voices of our Black employees. We're ready to grow better together. #Blacklivesmatter 🍌



At HubSpot, we believe in equality and justice, and we stand with the Black community against violence and racism, now more than ever.

#BlackLivesMatter

Black Lives Matter: An Open Letter to Our HubSpot Community

By Brian Halligan, Co-Founder & CEO at HubSpot

link.medium.com

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34



Pinned Tweet



Flora (Yuan) Wang @feurekaw · Oct 15, 2020

Learning so much from this @HubSpotLife fireside chat w/ @activisthistory on transgender history. Trans folks have always existed in so many different contexts- we need to learn this history to combat the misinformation and expand our currently narrow definitions of gender! 🏳️‍🌈



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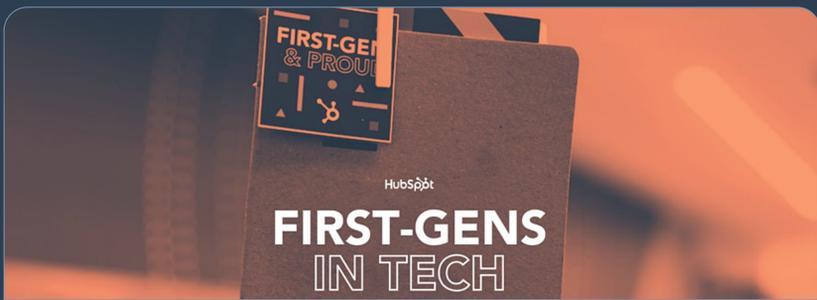




Frank Romeu @_RomeuX · Oct 22, 2020

"First-Gens in Tech" is one of my favorite events by HubSpot because it gives first-generation professionals the chance to learn more about breaking in to the tech industry. And it's FREE. Secure your spot at:

P.S. Catch me as a... <https://lnkd.in/e8aZ2Ae>



Breaking Barriers: First-Gens in Tech 2020

Think working in tech is just coding? Think again. Learn about all the roles out there, and get the info you need to land them. eventbrite.com

2 replies 9 retweets 34 likes



Basha Coleman

A people marketer connecting people to content they care about
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Today is day 4 at **HubSpot** and I'm a bit emotional.

HubSpot requires Anti-racist training for all employees. They developed it and released it this year. It's quite astonishing the depth and validity they've been able to put into this in just a few months when every other company swore it would take years.

I'm emotional because I've watched several videos so far today during the course and one of them featured three specific micro aggressions I've experienced or witnessed happen to someone else in the workplace in the past year.

In the moment, you think you're crazy - like "this isn't actually happening, with everything we've been through in 2020, this can't be what's happening. I'm overreacting." But it was very real and this training validates that it's not just me, it's all of us in the BIPOC community who've felt these things. This course provides solutions for us all, including allies, to overcome it.

So, thank you **HubSpot** for doing the work and making us do the work, too.

For any SaaS companies who aren't sure where to start and think it'll take too long, follow their lead and set up a conversation. They got it right.

[#diversityandtech](#) [#hubspotlife](#)

2,954 likes 100 comments



HubSpot Life Retweeted

Nataly Kelly @natalkelly · Nov 20, 2020

Just met an awesome **@HubSpotLife** employee who was born in Brazil, parents are from Chile, raised in France, working in... Dublin! Speaks four languages, learning a fifth. Love our [#globalfirst](#) and linguistically diverse mix of employees.

1 reply 18 likes



HubSpot Life Retweeted

Emily Scanlan @emilyscan · Oct 5, 2020

I love that **@HubSpot** values health and wellness as much as I do - yet another reason I feel like I can bring my full self to work. **@WMHDay** is October 10th, and **@HubSpotLife** is honouring the occasion by celebrating health and wellness all week! How's your mental health?

1 reply 18 likes



HubSpot Life Retweeted

Kiaundra Jackson @KiaundraJackson · Aug 12, 2020

Thank you to **@HubSpotLife** **@HubSpot** for allowing me to provide a **#GLOBAL** presentation on **#Race** Relations to their staff all over the world (including Singapore, Tokyo and Sydney)



1 reply 2 retweets 42 likes



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