

# HubSpot Ireland

2022 Gender  
Pay Gap Report



HubSpot

**At HubSpot, transparency has always been a core value to our business. As our Culture Code states, remarkable transparency helps us make decisions and take ownership. From publicly publishing our annual Diversity, Inclusion and Belonging Report, to our Sustainability Report, we've always defaulted to sharing where we are as a company and our areas of improvement.**

We've also always believed that people should be paid fairly and equitably based on what they do, not based on their gender identity or where they're located. That's why earlier this year [we shared](#) the progress we've made around pay transparency, including providing access to compensation ranges for all of our employees, anchoring compensation to one predefined major city per country, and publishing compensation ranges for all job postings in the U.S. as the first step in our multi-phased approach to achieving pay transparency globally.

In Ireland, all companies with 250 or more employees must now report their gender pay gaps. As explained in more detail below, gender pay gap analysis is not about pay equity (equal pay for equal work). Instead, the new requirement is to publish the differences between the pay (median and mean) of all male and female employees, irrespective of their role or seniority within the organisation.

While HubSpot recognises the value of this, for us, transparency is more than just a legal requirement. It's simply the right thing to do. We are committed to advancing and improving the opportunities for all women at HubSpot. In this report, we include our gender pay gap statistics for 2022 and explain the causes of the gaps. In full transparency, a gender pay gap and bonus gap does exist in HubSpot Ireland. This is not where we want to be. We also know that data is only good if you do something with it, so we've identified the initiatives, some of which have been in progress for several years, that will help us continue to close the gender pay gap.

It's also important to note that Irish law reflects gender binary language and constructs. At HubSpot we are building a company inclusive of all gender identities, so we want to ensure that while the report refers to female and male employees, we acknowledge that our non-binary and transgender employees are a big part of our success as a company and we would be remiss not to reflect our commitment to all gender inclusion.

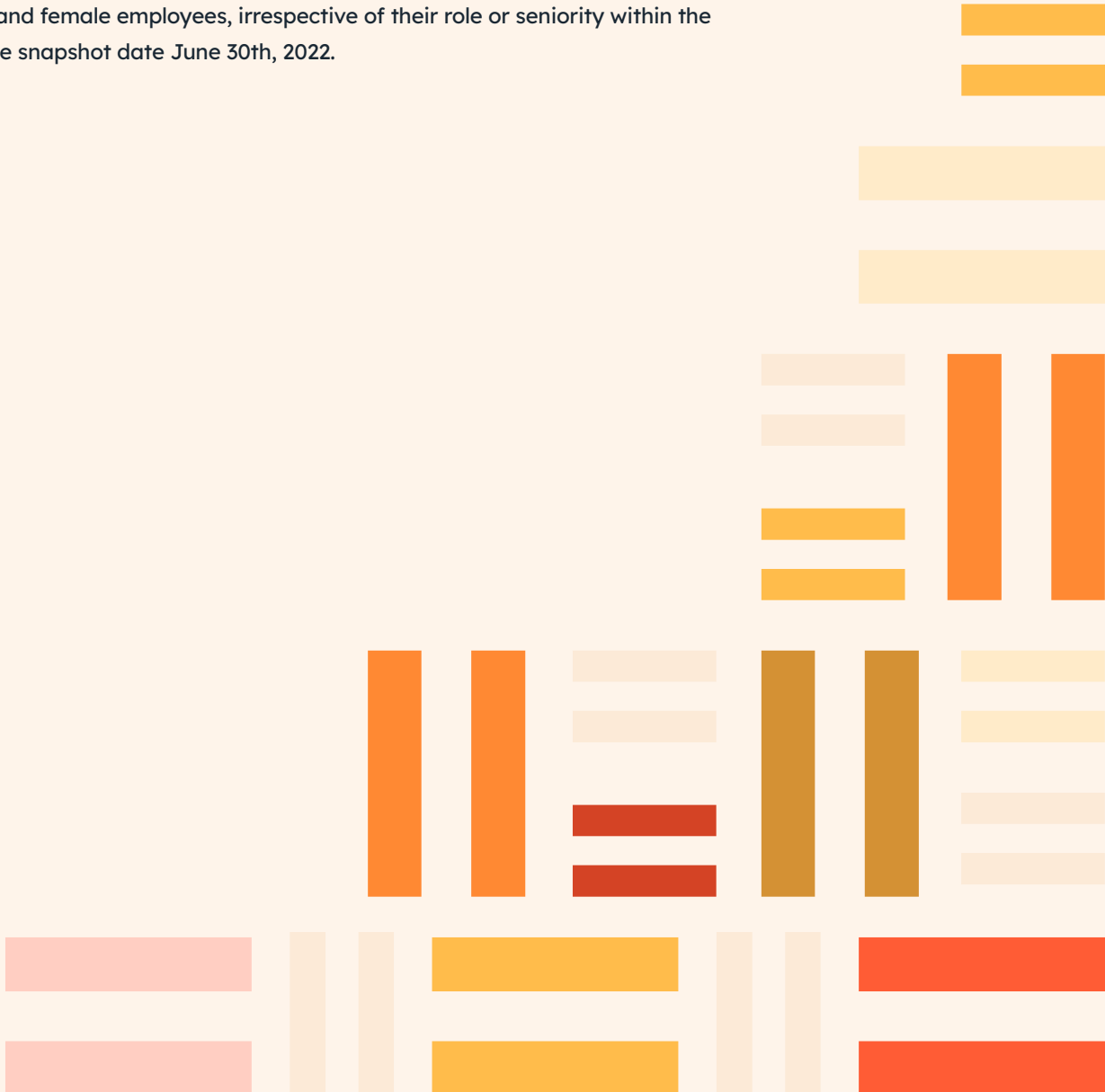
We know we have more work to do to build a workplace where inclusion and equity are embedded in everything we do. We also know that creating meaningful change takes time and this is a long-term commitment for our company and our leadership team.

# Gender pay gap vs equal pay

The gender pay gap is not the same as equal pay. As such, this report is not about equal pay for equal work.

The pay gap is the difference between what male and female employees are paid at all levels, measured by calculating the mean and median earnings of male and female employees. Equal pay measures whether male and female employees are being paid equally for similar work and experience.

This report provides details of the pay distribution between men and women across our Irish workforce. The figures represent the difference between the pay (median and mean) of all male and female employees, irrespective of their role or seniority within the organisation, at the snapshot date June 30th, 2022.



# HubSpot Ireland Gender Pay Gap Figures for 2022

Our figures, as of June 30th 2022, are below.

### MEAN PAY GAP

**23.1%**  
All employees

**N/A**  
Part-time only

**N/A**  
Temporary only

### MEDIAN PAY GAP

**19.3%**  
All employees

**N/A**  
Part-time only

**N/A**  
Temporary only

### MEAN BONUS GAP

**41.9%**

### MEDIAN BONUS GAP

**42.5%**

### PROPORTION RECEIVING A BONUS

**84.2%** **77.1%**  
Men Women

### PROPORTION RECEIVING A BENEFIT IN KIND (BIK)

**100%** **100%**  
Men Women

### LOWER QUARTILE

**46.3%** **53.7%**  
Men Women



### UPPER MID QUARTILE

**60%** **40%**  
Men Women



### LOWER MID QUARTILE

**52.3%** **47.7%**  
Men Women



### UPPER QUARTILE

**68%** **32%**  
Men Women



Note: We are unable to calculate the gender pay gaps for part-time and temporary employees. These can only be calculated when there is at least one woman and one man working on a part time/temporary contract on the snapshot date, which we did not have.

# Reasons for our gender pay gaps

Our Irish gender pay gaps are primarily driven by an imbalance in female representation. In particular, this imbalance exists within our Sales and Engineering departments and within senior leadership roles across all departments.

- **Women in Leadership:** As seen in the section above, only 32% of our highest paying roles are held by women.
- **Sales:** This is our largest department in Ireland and accounts for 28% of all employees. Currently only 37% of employees within Sales in Ireland are women. This percentage has, however, been increasing over the past 3 years - it was 34% in June 2020.
- **Engineering:** This is our second largest department in Ireland, and again just 19.3% of our engineering employees are women.

This imbalance also impacts our bonus gap figures (note: bonus in this context includes variable compensation, stock and cash bonuses).



# Measures to reduce our gender pay gaps

Creating meaningful, long-term change takes time. We are committed to narrowing these gaps as soon as possible, however, we know we cannot eliminate the gender pay gap overnight.

We have already started taking steps to narrow the gaps and are committed to taking further action in the coming years. We'll do this by implementing and building on a variety of existing measures. These measures are specifically targeted at increasing female representation both through hiring and the growth and development of our existing female talent into more senior roles. We are confident that, as a result of our ongoing strategy, our gaps will reduce.

## 1 Measures to address the demographic imbalance in Sales and Engineering

Our goal is to focus and execute on a number of measures to increase female representation specifically within the Sales and Engineering departments.

One of the ways we are doing this is to continue to try and attract new talent by investing in emerging and returner talent programmes. In particular, we will:

- Scale programmes to attract and develop talent to entry level roles in the departments with gender gaps, both through internal programme development and partnership with external organisations.
- Encourage women studying STEM subjects to apply for graduate level engineering roles through outreach and ongoing programming.
- Expand our existing return-to-work programme to help re-engage talent and rebuild the careers of those that have had extended periods away from work.

Build on the measures we already have in place to ensure our recruitment process is completely fair and free from bias.

- We will review our interview process with a focus on enabling consistent and inclusive interviewing at scale, including ensuring consistency in the interview process.
- We will review and streamline attributes and competencies for roles - ensuring we are not creating barriers of entry for skilled female talent.
- We will run hiring manager and interviewer training for our managers that will include the importance of diverse candidate slates, inclusive practices and actions to mitigate bias.
- When making offers to candidates, our compensation is, and will continue to be, based on role modelling and skills to ensure we are levelling without bias.

- We will continue to source and build a diverse panel of interview candidates when it comes to leadership hiring, aspiring to have a diverse panel of interview candidates for every leadership position.
- We will identify any operational inefficiencies that will prevent us from hiring, retaining and developing female talent.

Specifically focusing on the strategy for retaining and promoting women within Engineering, we have created and run a number of internal programmes to support the growth and development of our female talent, including a newly curated professional development programme (Change@HubSpot) for mid-level women engineers and their managers. This provides the tools, skills, and practices critical to advocating for female growth.

## 2 Create leadership pathways via retention, development and promotion opportunities

We need to ensure we invest in retaining, developing and creating equitable growth pathways for female talent already working at HubSpot. In addition to the initiatives above, we will be taking further steps aimed at nurturing and developing existing female talent and increasing female representation at a leadership level. These include:

### **Internal Mentoring and Sponsorship:**

- We will continue to focus on the adoption and uptake in internal mentoring, sponsorship and networking opportunities. We will continue to encourage female involvement in our LeadHER programme, a community for women at the Director level and above, RISE Mentoring programme for all HubSpotters who self-identify as a person of colour, and our Women@HubSpot employee resource group.
- We will continue to monitor, adapt and iterate these programmes to ensure their success. This involves ensuring we are continuously seeking feedback from all of our employees, which we do on a quarterly basis through our employee net promoter survey to get a pulse on what's working and areas of improvement.

### **Supporting those returning from parental leave:**

We've created programming to support caregivers returning to work through a structured learning experience, resources, and monthly meet-ups for those going on or returning from leave.

### 3 Attracting new female leadership talent

In addition to ensuring we invest in retaining, developing and creating equitable growth pathways for female talent already working at HubSpot, we need to attract new top female talent.

#### **Hybrid working arrangements:**

In 2020, HubSpot went all-in on hybrid work, offering the flexibility for people to choose how they work best: @office, @home or @flex. We will continue to offer (where possible) roles, including leadership positions, as having this flexibility and choice. Data and research tells us that offering this level of flexibility, especially to caregivers who are majority women, is a key driver of continued success at a company.

#### **Open roles and hiring (for both internal and external candidates):**

- We will not include minimum experience requirements on job descriptions, which research has shown discourages more women from applying than men.
- We will continue to strive for female representation on every panel of interviewers.
- We will ensure that every group of candidates for a particular role has female representation that is in line with or above representation in the market for that role.

## Looking ahead to the future

We're proud of the progress we've made on diversity, inclusion, and belonging over the last six years, but the gender pay gap data shows that our work is far from over. In many ways, it's just beginning. We will continue to listen to our employees as we further evolve our commitment to creating true equity.