

2022 Sustainability Report

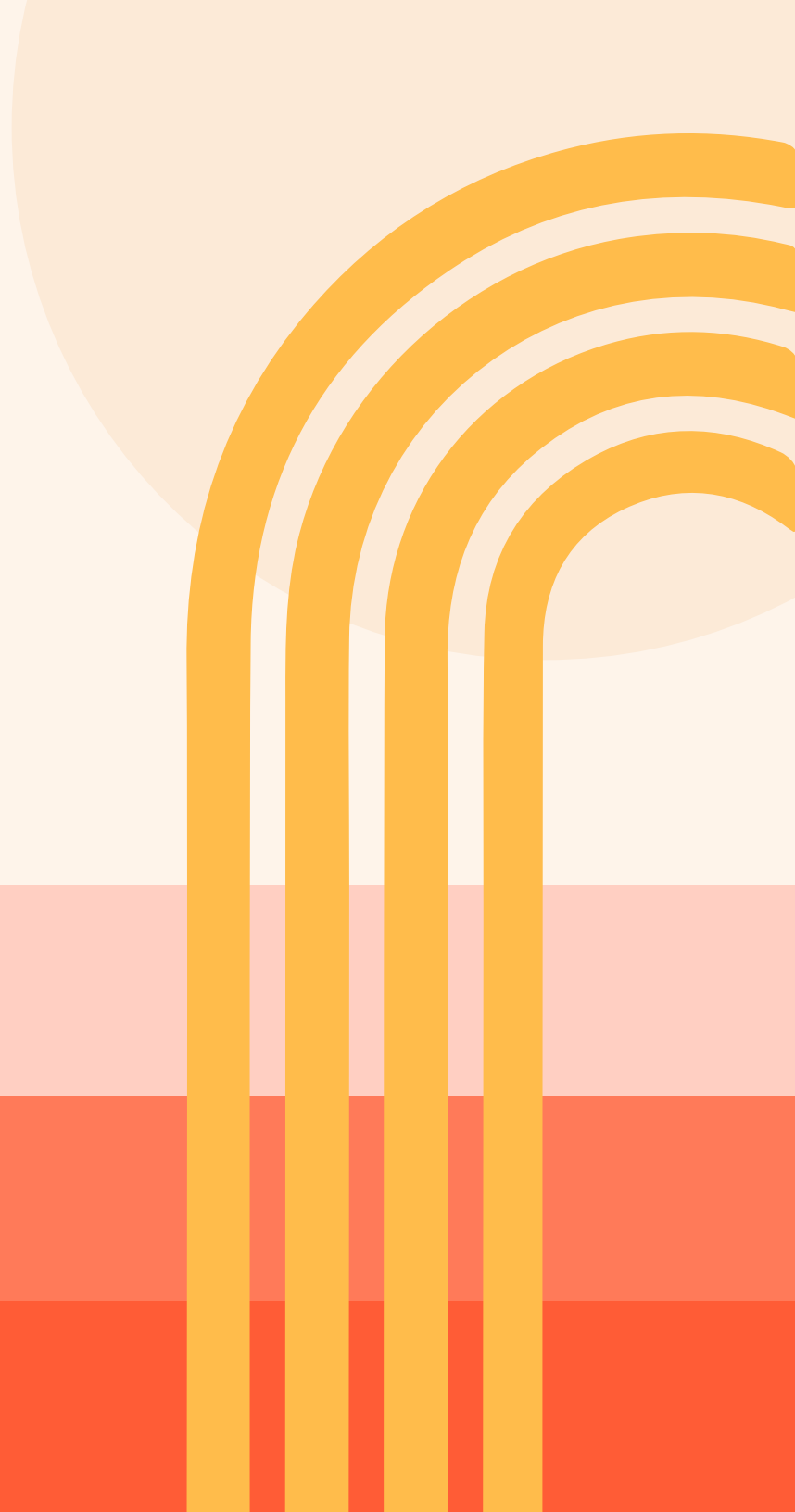


Table of Contents

1 Introduction

2 About this Report

3 About HubSpot

4 Highlights

5 Investing in Climate Action

- Reducing Emissions
- Managing Global Facilities and Events
- Encouraging Sustainable Behavior

6 Creating Equity for our People and Communities

- Growing and Retaining a Diverse and Inclusive Workplace
- Promoting Employee Well-being and Development in a Hybrid World
- Investing in Education and Entrepreneurship

7 Practicing Good Governance

- Our Board of Directors
- Ethics and Compliance
- Maintaining Trust and Delivering a Delightful Customer Experience

8 Data Index



Introduction

At HubSpot, we strive to build a company future generations would be proud of.

To do this, we want to build a great place to work; champion diversity, inclusion and belonging; contribute to environmental sustainability; help build vibrant communities; and ensure we have high standards of governance.

In September 2021, we released our inaugural Sustainability Report, showing our progress within the pillars of Environmental, Social, and Governance (ESG) since HubSpot's founding in 2006. Just as our [Culture Code](#) says "no product is ever done," neither is our sustainability journey. We continue to iterate, evolve, and hold ourselves accountable to making a positive impact on the world around us. It's in this spirit that we are proud to share our 2022 Sustainability Report, which highlights our efforts in investing in climate action, creating equity for our people and communities, and practicing good governance.

2021 was another unprecedented year. The world was gripped by the evolving pandemic, rapid digital transformation, a tight job market, racial injustice, and the continued impact of climate change. We responded as we always do when faced with change: with empathy and adaptability to best support our customers, employees, and communities.

This past year, we recognized that in order to make meaningful long-term change, we need focus and execution. That's why we hired a Director of ESG to lead and drive environmental, social, and governance efforts across the company. Ultimately, we aim to connect all of our sustainability initiatives together under one larger identity: Purpose@HubSpot.

We have big goals for 2022 and beyond and we know that sustainability is a team sport. Thank you to our employees who champion and support our ESG work, our candidates and customers who ask questions and give feedback to make us better, and our Board of Directors, all of whom work tirelessly to build a more sustainable future.

Thank you for taking the time to learn more about our journey and we invite you to share any feedback, questions, and suggestions with us along the way: sustainability@hubspot.com.



About this Report

We know the fine print, while necessary for full transparency, isn't a very exciting read. Ultimately, this report was made with HEART (our values that stand for humble, empathetic, adaptable, remarkable, and transparent) and a sprinkle of industry standards, which you can read out below.

Our 2022 Sustainability Report is our second annual report reflecting the progress we have made and highlighting some of our aspirations within the pillars of Environmental, Social, and Governance (ESG). This report:

- Covers our global operations (except where noted) for our fiscal year ended December 31, 2021, as well as a few key milestones in first half of 2022
- Aligns our progress with industry standards and sets targets that match
- Allows us to identify, measure, and manage where we can grow better and make more meaningful progress long-term

Our Director of ESG works with teams across HubSpot to steer our ESG strategy and initiatives. We also have internal teams dedicated to our culture and to diversity, inclusion, and belonging. Additionally, we are continuing to invest in systems, tools, and headcount to support

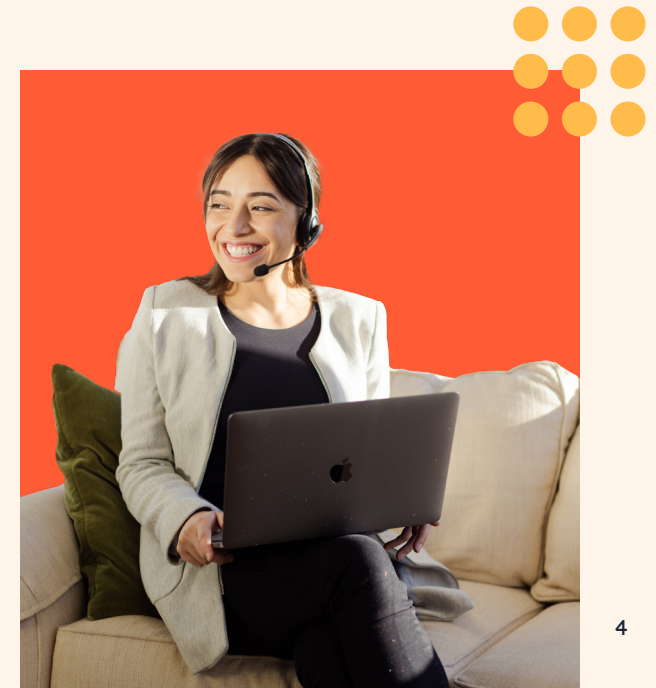
a strong ESG program. Alongside our executive leadership team, we review our company-wide initiatives and efforts in ESG at least twice a year with our Nominating and ESG Committee of our Board of Directors ("Board"), which is responsible for and has oversight over this important area under its committee charter.

Prior to publishing our inaugural report, we conducted a materiality assessment to identify the sustainability topics most important to HubSpot's business, stakeholders, and growth. They were energy and emissions; diversity, inclusion, and belonging; and privacy and data protection. We plan to repeat this assessment once every three years, and in the meantime, are engaging in regular dialogue with external stakeholders and our employees through listening tours, company meetings, and our quarterly employee feedback surveys to ensure that our understanding of what matters to stakeholders remains accurate. For more information on our materiality assessment, see our [data index](#) at the end of this report.

This report was prepared in accordance with the Sustainability Accounting Standards Board's (SASB) Software and IT Services recommendations, and references the United Nations Sustainable Development Goals (SDGs), Global Report-

ing Initiative (GRI), and The Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD). In addition, we are a proud member of the United Nations Global Compact, and committed to implementing the ten principles on human rights, labor, environment, and anti-corruption in our culture, business strategy, and operations.

Senior leadership and key stakeholders across HubSpot were involved in reviewing and validating the information herein. This report has not been verified by a third party, but we plan to consider external verification for future reports.



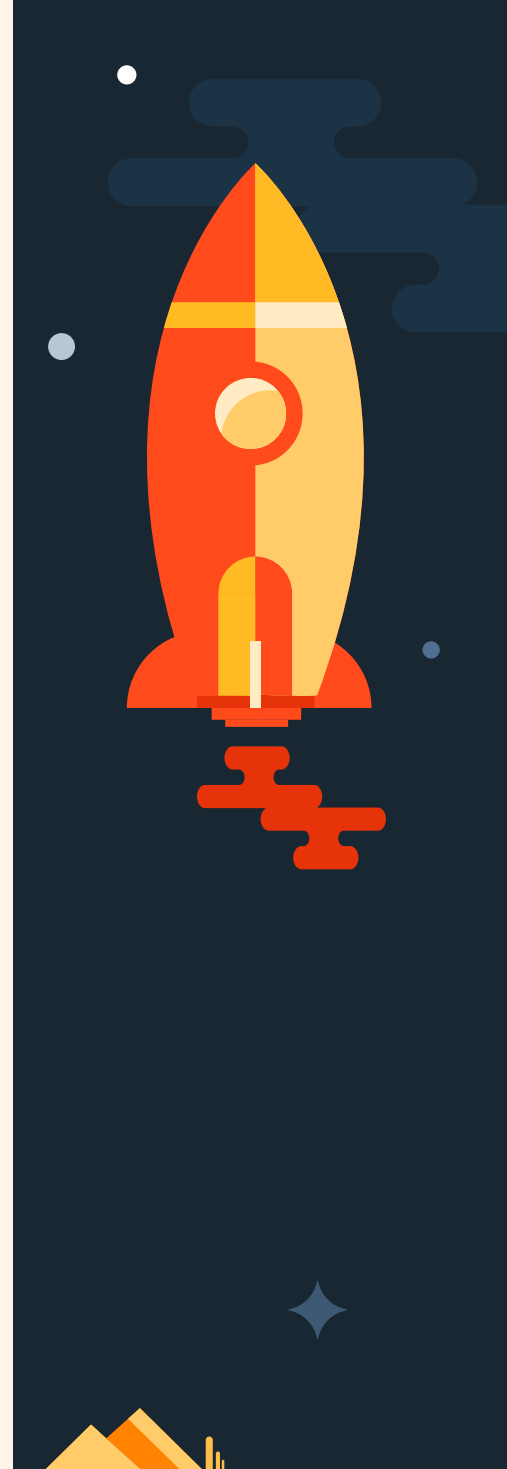
Forward-looking statements

This report includes certain “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding our ESG goals, commitments, and strategies as well as related business and stakeholder impacts, including, but not limited to, our plans under the “Trajectory” headings. These forward-looking statements include, but are not limited to, plans, objectives, expectations and intentions and other statements contained in this report that are not historical facts and statements identified by words such as “expects,” “anticipates,” “intends,” “plans,” “believes,” “seeks,” “estimates” or words of similar meaning. These forward-looking statements reflect our current views about our plans, intentions, expectations, strategies and prospects, which are based on the information currently available to us and on assumptions we have made. Although we believe that our plans, intentions, expectations, strategies and prospects as reflected in or suggested by those forward-looking statements are reasonable, we can give no assurance that the plans, intentions, expectations or strategies will be attained or achieved. Furthermore, actual results may differ materially from those described in the forward-looking statements and will be affected by a variety of risks and factors that are beyond our control, including those more fully described in our filings with

the Securities and Exchange Commission (“SEC”), including our Annual Report on Form 10-K for the year ended December 31, 2021, and our Quarterly Report on Form 10-Q for the quarter ended March 31, 2022. We assume no obligation to update any forward-looking statements contained in this document as a result of new information, future events or otherwise.

This report includes a number of operating metrics that we use to evaluate our business, measure performance, identify trends, formulate business plans, and make strategic decisions. Please see our filings with the SEC, including our Annual Report on Form 10-K for the year ended December 31, 2021, and our Quarterly Report on Form 10-Q for the quarter ended March 31, 2022, for details regarding the definition and calculation of our operating metrics.

This report utilizes certain trademarks and service marks for reference purposes. All such trademarks and service marks are and remain the property of their respective owners.



About HubSpot*

HubSpot (NYSE: HUBS) is a leading customer relationship management (CRM) platform that provides software and support to help companies grow better. The platform includes marketing, sales, service, operations, and website management products that start free, and scale to meet customers' needs at any stage of growth.

Named Glassdoor's #2 Best Place to Work in 2022, HubSpot has been recognized for its award-winning culture by Great Place to Work, Comparably, Fortune, Entrepreneur, Inc., and more.



International revenue
accounted for
46% of total revenue



Employees work across
the globe in HubSpot's
13 locations and remotely



At HubSpot, we want to build a company that future generations will be proud of. That means growing sustainably and investing in our people, communities, and world. Over the past year, we've made progress on HubSpot's ESG efforts in a few key areas; we reduced our greenhouse gas emissions and invested in renewable energy, we increased BIPOC employee representation to 37% and introduced new retention initiatives, and we continued to support our customers, partners, and communities through continued uncertainty in the world. I'm proud of the progress we've made so far on this journey, but our opportunity for greater impact is tremendous. For that reason, I'm excited about the investments we are making in Purpose@HubSpot in 2022.



Yamini Rangan
CEO of HubSpot

Founded in

2006



5,890+

Employees globally



\$1.3B

In revenue



135K+

Customers in more than
120 countries

Highlights

Led by a CEO
who is
a woman of
color



Named #2 on Glassdoor's
Best Places to Work in 2022
by Glassdoor's Employees'
Choice Awards

2020

2021

54.2%

Men

52.9%

45.7%

Women

46.9%

0.1%

Non-binary

0.2%

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

More than 50%

Of people leaders are women

2,580

New employees onboarded virtually in 2021

BIPOC employee representation
increased to 37%
in the past year

100%

Renewable energy
across all our
building sites

\$8M+

Contributed to
communities
across the globe

454,000+

Professionals trained and certified through HubSpot Academy,
our free online training for inbound marketing, sales, and customer
service professionals

Investing in Climate Action



If we want to build a company that is around for generations to come, we need to understand and address our role in climate change. We've been hard at work exploring our greenhouse gas emissions, business practices, and operations. While we've made great progress, we need to be more ambitious if we want to drive lasting impact. And being ambitious means exploring the full scope of how we can contribute meaningfully to environmental sustainability.



Whitney Sorenson

Chief Technology Officer at HubSpot

Reducing emissions

As a global company with 5,890+ employees and 13 offices, addressing our greenhouse gas emissions as we grow and scale is central to our environmental strategy. After all, taking care of our planet and our employees go hand in hand. That's why we're developing a roadmap towards committing to science based targets and achieving net zero.



PROGRESS

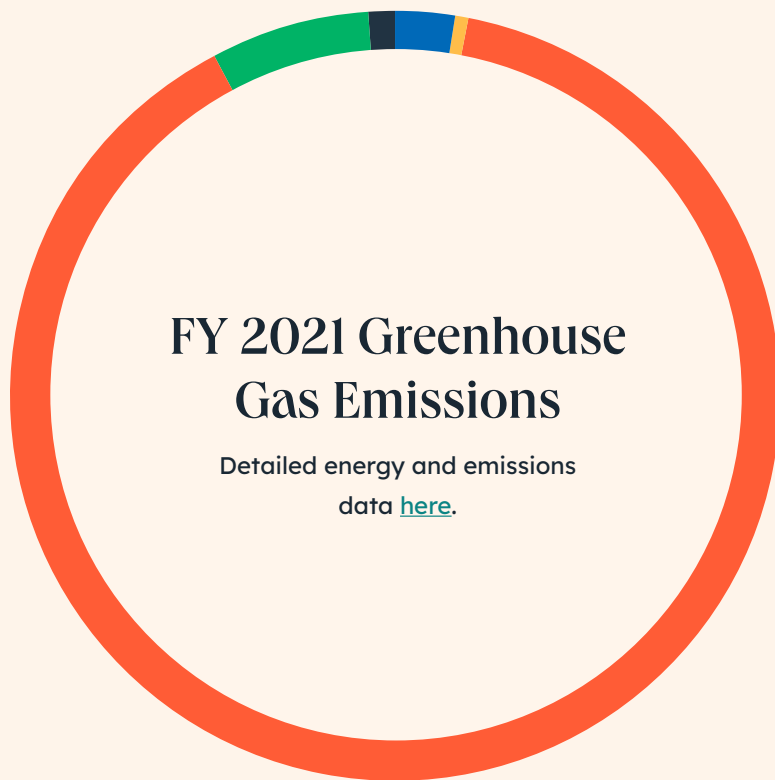
- Achieved carbon neutrality for Scope 1 and 2 through green energy tariffs and Energy Attribute Certificates (EACs).
- As we prepare to set science based emissions reduction targets, we have continued to offset aspects of our Scope 3 emissions. This year, we offset 4,500 metric tons of emissions to cover our 2021 transportation and remote working by purchasing and investing in the below nature-based and renewable energy projects.
 - [Doe Mountain Forestry Project](#): This project provides significant climate benefits through carbon sequestration, protected habitat for 40 endangered plant and animal species, and economic benefits for private landowners and the local community who are able to generate income in protecting this important parcel.
 - [Prairie Winds Emissions Reduction Project](#): With an annual generation of 300,000 MWH of clean energy, Prairie Winds aids in the transition toward a decarbonized economy and resulted in new job creation.
 - [Dempsey Ridge Wind Energy Farm Project](#): This project provides enough clean energy to power 46,000 homes, created both temporary and full-time jobs, and generated more than \$20 million in tax revenue for the county.
- We also purchased guarantee of origin EACs covering the European Union in the amount of 1,300 MWH beyond our energy emission usage in the region as part of our contribution to driving a low-carbon economy.

TRAJECTORY

- Aim to develop science based emission reduction targets to limit global warming to less than 1.5° C above pre-industrial levels. This includes:
 - Signing the Letter of Commitment this year to indicate our intent to set a science based target aligned with the criteria set forth by the Science Based Targets initiative (SBTi), a partnership between CDP, the United Nations Global Compact, World Resources Institute (WRI), and the World Wide Fund for Nature (WWF) that drives ambitious climate action in the private sector by enabling organizations to set science-based emissions reduction targets.
 - Submitting our target for validation to the SBTi and publishing our approved targets within 24 months of signing the letter.
- Develop a strategy toward reaching net zero.
- Engage and collaborate with our suppliers through our Supplier Code of Conduct.

FY 2021 Greenhouse Gas Emissions

Detailed energy and emissions data [here](#).



ACTIVITY CATEGORY	METRIC TONS CO2e
● Offices	1,536
● Employee Transportation	396
● Supply Chain	52,106
● Remote Working	3,922
● Other	533
Total	58,493

Offices: Includes electricity (accounting for energy attribute certificate purchases), natural gas usage, and estimated refrigerant leakage.

Employee Transportation: Includes business travel and estimated commute emissions. Employee transportation was significantly impacted throughout 2021 by the COVID-19 pandemic and the reported values therefore do not represent a normal year for employee transportation emissions.

Supply Chain: Includes emissions arising in the supply chain of our purchased goods & services. This includes our digital product supply chain as well as goods and services we purchase to operate our business. Emissions are mostly estimated using spend data with the exception of Scope 2 emissions for our primary cloud service vendor which are reported to us by that vendor. During the current fiscal year, we are additionally calculating emissions from capitalized spend and will report a capital goods Scope 3 value in our next report.

Remote Working: Estimated emissions from residential electricity and natural gas usage arising from our employees working from home during 2021. Emissions were calculated using the Scope 2 location based method.

Other: Includes waste from operations (39 MTCO2e), and upstream fuel and energy related activities (FERA) (494 MTCO2e).

EMISSIONS CATEGORY	METRIC TONS CO2e
Scope 1	0
Scope 2 Electricity (Market-Based)	0
Scope 2 Electricity (Location-Based)	2,285
Scope 2 Purchased Heating	1,287
Scope 2 Purchased Cooling	249
Total Scope 1 and 2 (Market Based)	1,536
Total Scope 1 and 2 (Location Based)	3,824
Upstream Scope 3 Emissions	
Purchased Goods and Services	52,106
Fuel and Energy Related Activities	494
Waste generated in Operations	39
Business Travel	274
Employee Commute	122
Remote Working	3,922
Total Calculated Scope 3 Emissions	56,957
Total Scope 1, 2 (market) and Scope 3	58,493

Scope 1: As we lease all of our buildings, we are not responsible for the ownership or maintenance of heating, ventilation and air conditioning equipment and therefore do not have operational control. In line with the GHG Protocol Scope 2 guidance (2015) we capture purchased heating (natural gas) and cooling (refrigerants) emissions in our scope 2 reporting. We do not own or lease any vehicles.

Scope 2 Electricity (Market): We are reporting zero as we have purchased renewable energy credits to match 100% of our 2021 electricity consumption. We define the ASEAN grid region as one market.

Scope 2 Electricity (Location): This calculation considers the average grid carbon intensity in the regions in which we operate.

HubSpot supports the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations

We will continue to evolve our future reporting to ensure alignment with TCFD recommendations. For this report, here is a summary of our work under TCFD's four thematic categories:

Governance: HubSpot's Nominating and ESG Committee has responsibility and accountability for reviewing, adopting, and monitoring initiatives and efforts in ESG. This is done at least twice annually.

Strategy: HubSpot has adopted a high level ESG strategy and, as part of this, is further developing a detailed climate change action plan. A key aspect of this is setting science based targets and agreeing to a target date. From this will flow a series of initiatives across the business to help meet the targets.

Risk Management: HubSpot is in the process of evolving its enterprise risk management (ERM) program to one that is scalable, sustainable, aligned with our strategic plan, and supportive of a culture of customer trust and fully informed decision making. We plan to identify, assess, and manage enterprise-level risks, including climate-related risks pursuant to our ERM framework, which has ongoing environmental scanning for key risks posed to our company and our business sector, recurring risk reassessment exercises, tactical implementation of risk response plans, and continuous monitoring of control and mitigation efficacy.

Metrics & targets: Targets are being set across Scope 1, 2, and 3 GHG emissions in line with the Science Based Targets initiative. Metrics have been informed by the GHG protocols.

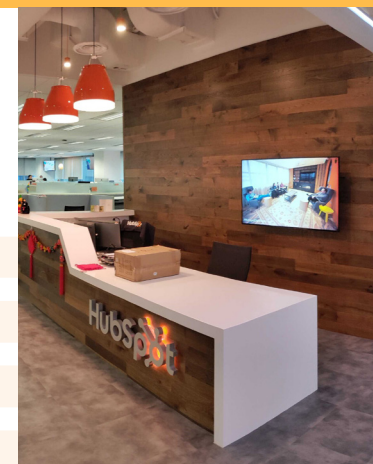
Managing Global Facilities and Events

With global offices covering over 700,000 square feet in 11 countries, we are committed to designing and maintaining our real estate facilities to reduce electricity usage and waste, while also supporting our hybrid workforce to do their best work. We actively pursue Leadership in Energy and Environmental Design (LEED) certifications for our buildings as well as LED upgrades, space management programs, and local sourcing and delivery consolidation.

As a [hybrid company](#), every global event - whether it's a HubTalk learning from an expert, a company-wide meeting featuring our executive team dancing to ABBA, or our annual INBOUND event - should deliver an equitable experience for all attendees, regardless of where they're tuning in from. To do this, we offer digital whiteboards and video conferencing, and are experimenting with inclusive camera technology, new conference room layouts, and thoughtful acoustics to create meeting equity through technology and design.

PROGRESS

- Implemented sustainable activities on-site, including:
 - **25 First Street in Cambridge, North America:** Furniture donations, living wall, centralized waste management, occupancy sensors, local sourcing of goods and materials
 - **Mapletree Anson in Singapore:** Reclaimed wood wall and consolidated ordering to reduce delivery frequency



TRAJECTORY

- Explore developing additional initiatives across our global facilities, including:
 - Company-wide Environmental Management System
 - Standards for climate risk assessments when selecting buildings
- Align our events with ISO 20121:2012 requirements, which includes the below. We aim to audit our efforts this year and move to next steps for further evaluation and potential certification in 2023.
 - Providing virtual attendance as an option for all INBOUND attendees who want to eliminate travel.
 - Hosting INBOUND one mile from more than 50% of our select hotels.
 - Continued usage of the Boston Convention & Exhibition Center (BCEC), which was certified LEED Silver by the U.S. Green Building Council.
 - Selecting plant-based and locally sourced food vendors, when possible.
 - Building sustainable scenic applications that can be stored and used year over year.



Creating a Sustainable Office Environment at HubSpot House

We are proud that HubSpot House in Dublin remains a platinum certified building based on version 4 of LEED in Ireland.

Our certification is due to our sustainable design measures and the activities we've undertaken in emissions reduction, water efficiency, energy, materials, and more to make a positive environmental impact and contribute to employee wellbeing.

- We harvest over 60,000 liters of rainwater each quarter. The rainwater is stored below the car park and pumped up the building to serve restroom facilities. There are numerous filters and UV lighting to remove any potential harmful pathogens entering the building's water supply via the harvesting system.
- The roof of HubSpot House features solar panels which produce 16,000 kWh annually. The array of PhotoVoltaic (PV) panels produce electricity from the UV radiation emitted from the sun so that even on a rainy day in Dublin, we generate a considerable amount of green electricity. Our roof also houses plants that purify the air and create a cooler and more pleasant climate.

Encouraging Sustainable Behavior

HubSpotters are passionate individuals. Our Eco@HubSpot Employee Interest Resource Group brings together employees with a common interest to make the planet a better place, one behavior change at a time.

PROGRESS

- Introduced several educational resources to help HubSpotters make informed sustainable choices, including refreshing your wardrobe without buying anything new, eco-friendly tips for moving homes, and reducing energy consumption during the holidays.
- During our Plastic Free July challenge, employees saved 373 water bottles, 572 plastic bags, and 369 take-out containers by opting for reusable and easily biodegradable alternatives.



To celebrate Earth Day 2022, HubSpotters came together to promote climate change.

1,306

sustainable actions taken as part of a Slack challenge, including buying local food, unplugging appliances, and eliminating waste

\$9K+

funds raised for the [Global Greengrants Fund](#)



Alonah Gill 11:04 AM

@here Would anyone happen to have a list of some eco-friendly influencers that you follow on social media? I am cleaning up my account and want my feed to be full of individuals/groups who share the same environmental interests as myself. 😊

👍👍 5 YES. 2 🗨️ 2 😊+



Teresa Wolf (she/her) 11:52 AM

Hi Everyone! In getting ready for my next apartment move, I made a blog post to share my ideas and start a discussion on environmentally-friendly tips for moving! I hope you enjoy reading it. If you have additional eco-friendly moving hacks, I would love to know your ideas 🍀

🍀 21 📦 4 😊+



Juan David Naranjo Botero 12:57 PM

Happy monday ecospotters! I Did a wardrobe clean up three months ago when I moved to my new apartment; yet on saturday, I went with some friends and one NGO to the streets to do some plogging for the world clean up day! (We recollected around 5kg in only 3km 🙌)

I believe that we need more of these disruptive activities in the cities. From my experience I have seen that people who participate in plogging experiment a significant positive change in their mindsets and heartsets, as well as the citizens, that start questioning about their bad habits and decisions, that have a great repercussion in their environment.



🔥 13 🍀 27 📈 7 👍👍👍 7

😊 5 ❤️ 3 😊+



Slack channel posts from members of Eco@HubSpot.

Creating Equity for our People and Communities



In order to ensure we are walking the walk on inclusion and belonging, we must strive for equity in everything we do. 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 to our communities.



Celeste Narganes

Director, Diversity, Inclusion, & Belonging at HubSpot



HubSpot is proud to be named:



#2

Best Place to Work
by Glassdoor's
Employees' Choice
Awards



#4

Best Company for
Global Culture by
Comparably



#4

Best Company for
Women by Compa-
rably



#31

100 Best Companies
to Work for by
Great Place
to Work®

Our Employee Resource Groups

(run by full-time program managers
and supported by Executive, Regional
and Leadership councils):

- [Women@HubSpot](#)
- [People of Color at HubSpot](#)
- [BLACKhub](#)
- [LGBTQ+ Alliance](#)
- [Families@HubSpot](#)

And a variety of interest groups globally
focused on age inclusion, ability and
accessibility, and veterans.

Growing and Retaining a Diverse and Inclusive Workplace

Helping millions of organizations grow better requires a truly remarkable team. We take a thoughtful approach to talent attraction and retention in order to build a company where people can do their best work. That's why our culture is rooted in what employees want from employers today: autonomy, flexibility, transparency, and a commitment to diversity.

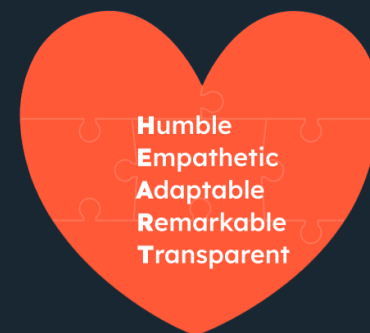
Diversity, inclusion, and belonging (DI&B) is core to our mission. We publish our workforce diversity data annually in our [Diversity, Inclusion, & Belonging Report](#), which provides transparency into our focus areas and where we need to push ourselves to drive lasting change. While we are proud of our progress to date, we know that to build and retain a diverse team, we need to focus not just on increasing representation, but on striving for equity in systems, resources, and access to opportunities.

In 2022, we'll roll out a new global framework to align our focus areas across HubSpot's departments, teams, and global offices. **CREATE** equity involves:

- C**ultivating community through employee resource groups and internal programming
- R**eflecting the world through inclusive hiring practices and external partnerships
- E**MBEDDING inclusion through resources, tools, and accountability
- A**ctivating impact through community relationships and investments
- T**Eaming together to intentionally grow our historically underrepresented talent.

PROGRESS*

- Yamini Rangan became CEO in September 2021, making HubSpot a company led by a woman and person of color.
- Population of women and non-binary employees grew to 47.1%, bringing us closer to parity globally.
- Invested in diversity at the leadership level, with four women in our C-suite and more than 50% of people leaders are women.
- Partnered with [Path Forward](#) to bring full-time, direct hires to our Recruiting team, and supported them with resources and mentoring through our [Returners Program](#).



Culture is a product we build for our people.

With 6M+ views, the [HubSpot Culture Code](#) outlines our core company values, including transparency, autonomy, flexibility, and HEART.



- Partnered with [Disability:IN](#) to build awareness, enablement, and support for our candidates and employees with disabilities.
- [Expanded our global hybrid footprint](#) to Ontario, Canada, and the United Kingdom to access talent in new markets and better serve our customers and partners.
- Over 2,000 HubSpotters completed the required Anti-Racism Training in 2021.
- Redefined [Black@INBOUND](#) as a year-round community that connects and celebrates Black business professionals through mentorship, networking, and resources.
- Provided Executive Leadership Workshop training to our Director+ women through our LeadHER program.

*See [Data Index](#) for a detailed breakdown of our diversity data.

TRAJECTORY

- Increase retention of BIPOC talent by focusing on building inclusive environments across all aspects of the employee lifecycle to ensure everyone feels a true sense of belonging.
- Make progress on age diversity through our recruiting partnerships and inclusive hiring practices.



Evan Hamilton
@evanhamilton

HubSpot has a whole day of onboarding devoted to Diversity, Equity, Inclusion, and Belonging. ❤️❤️❤️

12:28 PM · May 18, 2022 · Twitter Web App

8 Retweets · 3 Quote Tweets · 67 Likes

Statistics of the employees who chose to self-identify in our 2022 survey*:

27.0%

Parents

13.3%

Members of the LGBTQ+ community

9.8%

People/Persons with disabilities

1.5%

Non-binary

1.2%

Veterans

1.0%

Transgender

44.9%**

First-generation American

*Non-binary/gender variant data reflects the self-reporting survey population only. The gender neutral data earlier in the report reflects EEOC data.

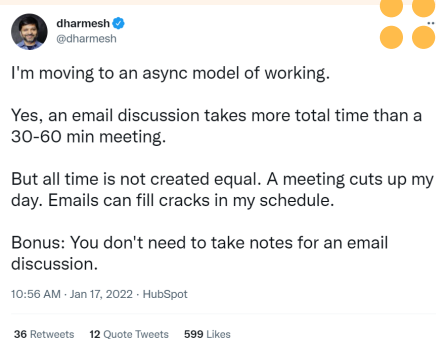
**This data reflects our U.S. employee population only.

Promoting Employee Wellbeing and Development in a Hybrid World

We believe work isn't a place you go; it's a thing you do. We made a choice early on during the global pandemic to double down on flexibility and embrace a [hybrid working model](#), with employees choosing annually between three options: @home, @office, @flex. In 2021, we onboarded 2,580 new employees virtually and today, 88% of HubSpotters are working either fully remote or flex. This is both a testament to the inclusive culture we are building and the importance of prioritizing growth and development as hybrid work becomes the new normal.

We've prioritized employee health and safety during COVID-19 and continue to do so, ensuring all employees are set up to work remotely and investing in wellness programming that they can engage in anytime from anywhere. Our U.S. vaccination policy requires that all employees who work @office, @flex, or plan to visit an office in-person must be fully vaccinated. We are continuing to follow evolving guidelines and lead with transparency, providing clarity on office closures and changes to our policies, where possible.

As offices began to open up again, it was important we focus on creating an equitable work experience for all HubSpotters, regardless of their work preference. In 2021, we introduced a number of new programs and initiatives informed by feedback from our eNPS, an employee engagement survey we administer quarterly to assess and understand the employee experience at the company.



PROGRESS

- Introduced our company-wide [5Rs Initiative](#) to help employees battle burnout and prioritize mental health.

- Through our Modern Health offering:

53%

of HubSpotters have engaged in 1:1 care with a coach or therapist

67%

actively engage in meditations

- Launched several programs focused on BIPOC retention and career development:
 - The Uplift Initiative**, a stay interview program piloted with BIPOC Manager+ employees, followed by women in sales outside of North America
 - RISE**, our global mentorship program for employees of color
 - The Charted Path**, a structured mentoring and career coaching program for Black employees
- Rolled out a temporary mobility policy so that employees can work remotely in a different country where they have work authorization for up to 90 days.
- To help navigate the challenges of being a people manager in a hybrid world and support high performing hybrid teams, we introduced:
 - Manager reboarding** on inclusion, time management, and decision-making best practices at scale
 - Monthly Hybrid Work Series** on topics including psychological safety, asynchronous communication, and distance bias

- We've designed several spaces and amenities to facilitate wellbeing and connection across our global offices:
 - 26 mother's rooms to accommodate nursing moms returning to work
 - 11 wellness rooms to support meditation and reduce stress and anxiety
 - Six rooms for fitness and recreation, including game areas and gyms

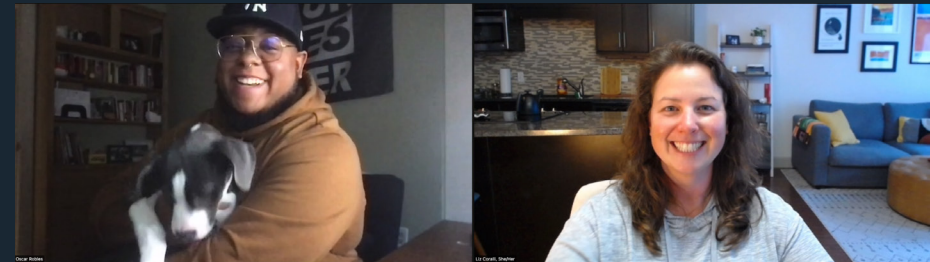
TRAJECTORY

- Our Facilities and Collaboration teams are experimenting with the hybrid office in Cambridge and Dublin, including digital whiteboard hardware, state of the art camera and video conferencing, and open areas that foster social connections.



- In 2022, we rolled out an internal, company-wide tool and associated resources for HubSpotters to understand their total rewards and provide transparency into our compensation philosophy. As we continue on our path to equity, we will build off this internal transparency to share clarity externally around our pay practices strategy.
- As our business grows, we aim to further develop our occupational health and safety standards based on global and industry best practices.

Fostering Meaningful Connections through MixHub



A year into the pandemic, new hires reported that they found it more difficult to meet new people while working remotely. Many of us felt that challenge, too.

Our Culture team experimented with a multitude of options to address this pain point, including buddy programs, Shuffl, and virtual watercoolers. Although each of these options brought some benefit, we were in search of a solution to help us connect HubSpotters across various functions and regions in an automated, scalable way.

Thanks to a great idea from an employee on the engineering team, we introduced the MixHub program, a HubSpot-built Slack app that randomly pairs or groups folks at a defined cadence for them to schedule time to connect. In the absence of in-person “watercooler moments,” our goal with MixHub is to enable a simple mechanism for introducing HubSpotters to each other. So far, over 50 Slack channels are using MixHub and 4,000+ mixers have been offered. HubSpotters have formed new connections, swapped restaurant suggestions, and met each other’s furry friends!

Investing in Education and Entrepreneurship

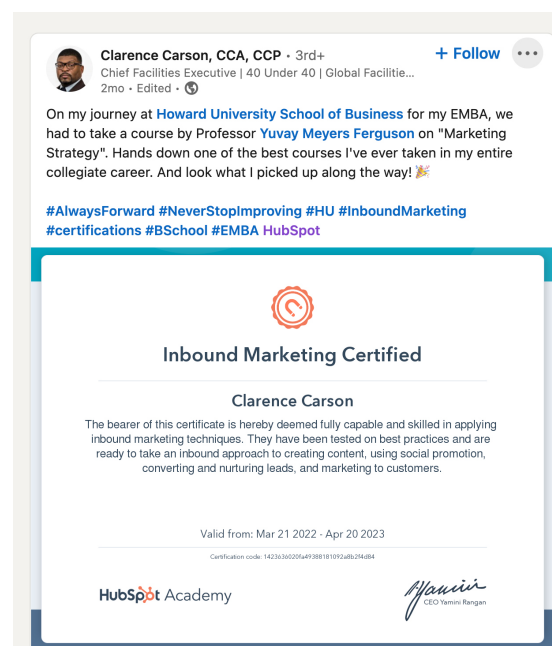
We want to bring the best of HubSpot to help non-profits that are committed to improving education and entrepreneurship in our local communities. That's why we grow our impact through employee volunteering, access to our software and ecosystem of resources, and financial support through employee fundraising and corporate donations. Our community impact program, HubSpot Helps, supports nine organizations around the world, including [BUILD Boston](#), [A Playful City](#), and [Halogen](#).

[HubSpot for Nonprofits](#) supports organizations making a difference by providing a 40% discount on our software and access to services. And through our [Education Partner Program](#), we bring HubSpot's industry-leading software and HubSpot Academy certifications into the classroom to help millions of students learn better and prepare them for a future in an increasingly technological world.

As part of our [Black Lives Matter Action Plan](#), we are committed to closing the racial wealth gap and developing the next generation of Black business leaders by investing in partnerships and organizations that can drive real change for Black communities.

PROGRESS

- Raised \$300,000 for our charity partners across the globe and contributed \$104,249 in employee volunteering time in 2021.*
- Each quarter, employees can give one Peer Recognition Award to a fellow HubSpotter to recognize them for their contributions. In early 2022, we took a different approach to peer bonuses. We gave employees the option to donate their peer bonus to three different charities that are supporting and providing aid to the humanitarian crisis in Ukraine. 3,500 employees chose to donate their peer bonus, resulting in \$353,500 donated to support Ukraine relief efforts. In 2022, we also donated \$15,000 to support women and children in Ukraine in honor of International Women's Day.



1,305

institutions globally are teaching HubSpot methodologies in the classroom

454,000+

professionals have been trained and certified through HubSpot Academy.

* The value of our employee volunteering hours is calculated based on global median pay, excluding C-suite.

- In 2021, we expanded World Certification Day into [a full week](#), encouraging people to learn, connect, and grow by dedicating time to their professional development through HubSpot Academy. For every certification, HubSpot donated funds to charities, raising \$35,000 in total to support education access.
- [Invested \\$7.5 million](#), the remainder of our \$20 million social impact commitment, in support of two Minority Depository Institutions (The Harbor Bank of Maryland and M&F Bank in North Carolina) through J.P. Morgan Asset Management's Empower share class.
- Continued our [partnership](#) with Howard University into the second year of our five-year commitment to fund the creation of a Center for Digital Business.

TRAJECTORY

- Plan to refresh HubSpot Helps to bring greater focus on skills-based volunteering and our core business expertise. Our goal is for HubSpotters to have one day a year to give back through employee-supported volunteering as well as the opportunity to donate to a charity of their choice through payroll giving, via a dedicated technology platform to facilitate the program.
- Continue to build strong relationships with M&F Bank and The Harbor Bank of Maryland to help them grow, support, and nurture their customer base.

Supporting Economic Opportunities for Black Businesses, Families, and Communities

The number of Black-led banks in the U.S. has been [steadily declining](#), from 48 in 2001, to 20 in 2020. Due to this decline, Black communities have faced limited banking access and opportunity, which has exacerbated the existing racial wealth and funding gap.

In 2021, we [invested \\$7.5 million](#) in support of two Minority Depository Institutions - M&F Bank and The Harbor Bank of Maryland - to help build a sustainable future for the Black communities they serve. The investment was made through J.P. Morgan Asset Management's Empower share class, a new institutional money market share class created in February 2021 for exclusive distribution by Minority and Diverse-Led Financial Institutions.



This investment was the second allocation of our \$20 million social impact commitment and followed a \$12.5 million investment in the Black Economic Development Fund. Managed by the Local Initiatives Support Corporation (LISC), the Fund has deployed \$55 million in capital in support of Black-led financial institutions, anchor institutions, and businesses.

Practicing Good Governance



Our sustainable governance practices are driven by two characteristics we value deeply at HubSpot: trust and respect. By investing in data privacy, promoting ethical behavior, and building a board that's as diverse as our customer base, we aim to build trust with the people we serve, including customers, employees, and shareholders.



John Kelleher
General Counsel at HubSpot

Our Board of Directors

At HubSpot, we've always believed in learning from people smarter than us. Simply put, we think our [Board](#) is pretty remarkable. And, our commitment to building a sustainable company starts at the top with our Board, who oversees our business on behalf of our shareholders. As we shared in our [Board Diversity Policy](#), we believe it is essential to have a diverse Board with a range of views, insights, perspectives, and opinions. To that end, we are proud to have 70% of our Board identify as a woman and/or person of color, a lead independent director who identifies as a member of the LGBTQ+ community, and a Nominating and ESG Committee composed entirely of women. In addition, our 10-person Board consists of a substantial majority of independent directors, with seven independent directors and three executive directors, including our CEO and two co-founders.

One of the key functions of our Board is informed oversight of our risk management process. Our Board does not have a standing risk management committee. Rather, the Board administers this oversight function directly through the Board as a whole, as well as through its standing committees that address risks inherent in their respective areas of oversight. The quarterly meeting cadence of our Board and committees support regular senior management engagement, regular business, governance, and regulatory updates, and oversight of our enterprise risks and other key initiatives, including ESG. A summary of the oversight responsibilities of our Board and committees is included in the chart on the next page.

BOARD

- Our Board is responsible for monitoring and assessing strategic risk exposure and overall enterprise risk exposure.
- Our Board reviews management updates quarterly and reviews an enterprise risk assessment semi-annually.



AUDIT COMMITTEE

- Oversees risks related to financial reporting and internal controls.
- Oversees cybersecurity and data privacy risk, including semi-annual updates from our Chief Information Security Officer.

COMPENSATION COMMITTEE

- Oversees company risks and policies related to compensation, recruiting, and retention of our executive officers.
- Oversees risks related to our broader company compensation philosophy.
- Receives updates and oversees risks related to the regulatory environment for compensation.

NOMINATING AND ESG COMMITTEE

- Evaluates and makes recommendations regarding the organization and governance of the Board and its committees.
- Oversees the evaluation process for the Board and its committees.
- Oversees corporate governance policies and practices.
- Reviews succession plans for Board and executive leadership.
- Oversees our ESG strategies, practices, and metrics, including semi-annual updates from our Director of ESG.

Further information on our Board governance, skills and experience, director biographies, stockholder engagement, and leadership can be found in our [proxy statement](#) for our 2022 Annual Meeting of Stockholders filed with the SEC on April 28, 2022 (“2022 Proxy Statement”).

Ethics and Compliance

At HubSpot, we are serious about compliance and doing the right thing. To that end, we adopted a code of business conduct and ethics, which we refer to as our [Code of Use Good Judgment](#) (the “Code”), that applies to every single HubSpotter - regardless of title or tenure. This Code highlights that everything we do at HubSpot will be, and should be, measured against the highest possible standards of ethical business conduct. We set the bar high for practical and aspirational reasons because our commitment to the highest standards helps us solve for our customers, hire great people, build a great platform and products, and attract loyal partners. Trust and mutual respect between us and our customers and partners are the foundation of our success, and following this Code helps us maintain that relationship. We encourage our employees to report suspected policy violations through our Whistleblower Hotline (online or via phone), which provides employees with the option to report anonymously, should they wish to do so.

In addition to this Code, we have adopted key policies that guide our corporate governance and ESG practices to help ensure our employees, partners, and suppliers conduct business ethically and sustainably:

- [Human Rights Policy](#)
- [Board Diversity Policy](#)
- [Environmental Policy](#)
- [Supplier Code of Conduct](#)

We require all HubSpotters to undergo training courses on the Code, anti-harassment, insider trading, and other corporate policies during onboarding and also require annual recertifications on those and other key policies. Our Board and its committees annually review and approve key policies, including the Code, and our Audit Committee receives updates each quarter of any major active investigations.



Maintaining Trust and Delivering a Delightful Customer Experience

We believe that privacy and data protection are fundamental human rights and the foundation for trust. We are proud that more than 135,000 customers trust HubSpot to power their front-office suite, and we are dedicated to earning and maintaining that trust. We do this by being transparent about how data is used, building controls and choice, and keeping data safe and secure through industry best practices and regulatory requirements.

PROGRESS

- With the shift to remote work, we evolved our security practices by making investments in our Privacy and Security organization and learning into a Defense in Depth strategy.
- Updated our cookie compliance and double opt-in work to keep up with evolving data privacy regulations for our customers.
- Launched [self-service tools](#) to learn more about HubSpot's data privacy, security, and controls, removing friction for customers who need to access this information. These resources include:
 - GDPR Playbook and CCPA Compliance Guide
 - SOC 2 Type 2 and SOC 3 Reports
 - Penetration Test Summaries for our CRM and Corporate Network
 - Transfer Impact Assessment

TRAJECTORY

- Evaluate opportunities to provide more self-service information to our users related to our Privacy and Security practices, and pursue alignment with leading industry frameworks, including the EU Cloud Code of Conduct.
- Work toward accessibility improvements to our website to ensure it's WCAG 2.1 Level AA compliant and offers a more inclusive visitor experience.



Our Regional Data Center Strategy

Supporting regional data hosting is a priority for HubSpot. Our goals are to give our customers flexibility and control over where their data is processed and stored, improve performance, and help our customers keep up with evolving regulations.

In 2021, we launched a [regional data center](#) in the EU for all new customers. This was a large-scale project that required cross-team collaboration and contributions from nearly all of our 1,000+ engineers. As of April 2022, we have more than 500,000 portals on the EU data center.

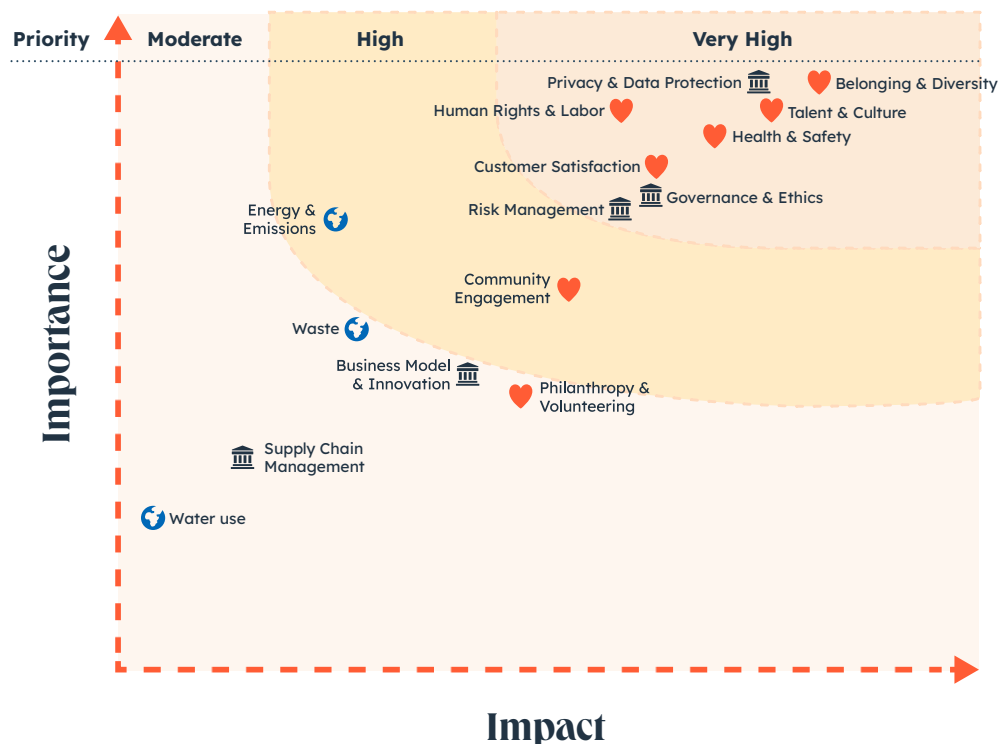
Additionally, our dedicated Product Team continues to work on a seamless migration experience that we plan to make available to existing users towards the end of the second half of 2022.

Data Index

We are committed to transparency and ensuring our stakeholders can easily find the ESG metrics most important to them. The following table demonstrates our disclosures in accordance with the SASB's Software and IT Services Sector and our response to the ten principles of the United Nations Global Compact. We are also aligning elements of our reporting in reference with GRI and TCFD, and plan to build on our disclosures in the future. For any questions, please contact sustainability@hubspot.com.

Materiality Assessment




In 2021, we conducted a materiality assessment to determine priority issues to shape our ESG strategy and reporting. Through a thorough review of frameworks including SASB, GRI, UN Global Compact, as well as input and feedback from key stakeholders, we prioritized the topics most relevant to our business model and operations and where we could have the greatest impact. The materiality matrix here reflects the results of our assessment, and we plan to update this matrix every three years.













Company

TOPIC	RESPONSE	GRI
Organization name	HubSpot, Inc.	2-1
Location of headquarters	Cambridge	2-1
Total # of countries we operate in	11 countries	2-1
Ownership and legal form	HubSpot 10-K	2-1
Products and services	Product overview	2-6
FY 2021 revenue (millions)	\$1,300.7M	2-6
Reporting period	About this Report	2-3
Reporting cycle	Annual	2-3
Employees	5,895	2-7

Environmental

TOPIC	RESPONSE	SASB	GRI	UN SDGs
Total energy consumed	Offices: 26,848 GJ HubSpot does not operate any data centers and instead relies on cloud service vendors.	TC-SI-130a.1	302-1	
Grid electricity	Offices: 5,623 MWH	TC-SI-130a.1	302-1	
Renewable energy	5,623 MWH HubSpot has purchased energy attribute certificates to match 100% of its 2021 office electricity usage.	TC-SI-130a.1	302-2	



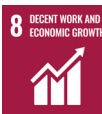
Environmental (cont.)

TOPIC	RESPONSE	SASB	GRI	UN SDGs
Scope 1 Greenhouse Gas Emissions (MTCO2e)	0		305-1	 
Scope 2 GHG Emissions (market-based) (MTCO2e)	1,536		305-2	 
Scope 2 GHG Emissions (location-based) (MTCO2e)	3,824		305-3	 
Calculated Scope 3 GHG Emissions (MTCO2e)	56,957			 
Integration of environmental considerations into strategic planning for data center needs	We are actively working with our data center providers in measuring the carbon footprint and will work with them on plans to reduce the carbon intensity of our provisions.	TC-SI-130a.3.		
Water use and consumption	<p>17,697m3 water withdrawn from municipal supplies.</p> <p>This covers key office locations in Cambridge MA, Portsmouth NH, Dublin, Berlin, Singapore and Sydney sites. No site is in an area of water stress. All our sites are offices, so we consider that no water is consumed in our operations.</p>	TC-SI-130a.2.	303-3 303-5	








Employees and community

TOPIC	RESPONSE	SASB	GRI	UN SDGs								
Global workforce and associated risks	<p>5,895 full-time employees as of December 31, 2021:</p> <ul style="list-style-type: none">• 1,446 in the Americas• 1,166 in Europe• 319 in the Asia Pacific region• 2,964 are 100% remote <p>As a global company, we have thousands of employees who work from our 13 office locations and remotely. With customers in more than 120 countries, this global footprint means we have employees in the regions where our customers operate. This helps us better meet the needs of our customers, allowing us to understand the differences and similarities in operating environments globally. While we celebrate this diversity, we also need to work together across cultures and geographies. To support this, we have developed the HubSpot Culture Code to set out our shared way of operating which is focused on openness, autonomy, transparency and a spirit of innovation. With different regulations and risks in our various locations, we have local HR teams to support employees, develop local talent pools and manage risks and regulations. These local teams are supported by a global team, which sets and manages our global people strategy. Our core business work is carried out by HubSpot employees.</p>	TC-SI-130a.1.	2-8									
Employee engagement	<p>We administer a quarterly employee engagement survey, known as our eNPS, to assess and understand the employee experience and engagement at the company level. The survey also enables us to provide data to leaders across the organization, empowering them to identify, address, and monitor feedback at the department level. Our eNPS process includes a Global Inclusion Index survey which we measure annually, allowing us to track progress and collect feedback on our diversity, inclusion, and belonging efforts over time. In Q4 2021, we had a 61% response rate globally.</p>	TC-SI-330a.2.	2-8									
Gender representation (Global)	<table><tr><td>Company-wide</td><td>Non-Tech</td></tr><tr><td><ul style="list-style-type: none">• Male: 52.9%• Female: 46.9%• Non-binary: 0.2%</td><td><ul style="list-style-type: none">• Male: 47.9%• Female: 51.9%• Non-binary: 0.2%</td></tr><tr><td>Tech</td><td>Leadership (people managers)</td></tr><tr><td><ul style="list-style-type: none">• Male: 67.5%• Female: 32.4%• Non-binary: 0.1%</td><td><ul style="list-style-type: none">• Male: 48.9%• Female: 51.1%• Non-binary: 0.0%</td></tr></table> <p>See our 2022 Diversity, Inclusion, & Belonging Report for additional data.</p>	Company-wide	Non-Tech	<ul style="list-style-type: none">• Male: 52.9%• Female: 46.9%• Non-binary: 0.2%	<ul style="list-style-type: none">• Male: 47.9%• Female: 51.9%• Non-binary: 0.2%	Tech	Leadership (people managers)	<ul style="list-style-type: none">• Male: 67.5%• Female: 32.4%• Non-binary: 0.1%	<ul style="list-style-type: none">• Male: 48.9%• Female: 51.1%• Non-binary: 0.0%	TC-SI-330a.3.	405-1	
Company-wide	Non-Tech											
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Employees and community (cont.)

TOPIC	RESPONSE	SASB	GRI	UN SDGs
Representation by ethnicity (U.S.)	<p>U.S. Employees</p> <ul style="list-style-type: none"> White: 65.3% Asian: 13.7% Black or African American: 8.8% Hispanic or Latino: 7.5% Other (includes Native American or Pacific Islander, American Indian or Alaska Native and Two or More Races): 3.8% Options do not describe race/ethnicity: 0.9% <p>Tech</p> <ul style="list-style-type: none"> White: 60.2% BIPOC: 39.8% <p>Non-Tech</p> <ul style="list-style-type: none"> White: 67.7% BIPOC: 32.3% <p>Management</p> <ul style="list-style-type: none"> Manager: <ul style="list-style-type: none"> White: 71.8% BIPOC: 28.2% Director: <ul style="list-style-type: none"> White: 78.8% BIPOC: 21.2% Vice President: <ul style="list-style-type: none"> White: 79.5% BIPOC: 20.5% Executive Leadership Team: <ul style="list-style-type: none"> White: 66.7% BIPOC: 33.3% <p>See our 2022 Diversity, Inclusion, & Belonging Report for additional data.</p>	TC-SI-330a.3.	405-1	
Total contribution to our communities, focused on education and entrepreneurship	<p>In 2021, we contributed \$8M+ to our global communities. This includes:</p> <ul style="list-style-type: none"> \$300,000 in donations to our charity partners \$104,249 in employee volunteering time \$35,000 donated to support education access, for World Certification Week \$7.5M invested in Minority Depository Institutions 		413-1	 

Corporate governance

TOPIC	RESPONSE	SASB	GRI	UN SDGs
Governance structure	See our Board of Directors		2-9	
Board nominating process	<p>Our Board has delegated to the Nominating and ESG Committee the responsibility of identifying suitable candidates for nomination to the Board (including candidates to fill any vacancies that may occur) and assessing their qualifications in light of the policies and principles in our Board Diversity Policy, corporate governance guidelines, and the Nominating and ESG Committee's charter.</p> <p>For additional information, please see the proxy statement for our 2022 Annual Meeting of Stockholders filed with the SEC on April 28, 2022.</p>		2-10	
Executive vs. non-executive-Board members	Brian Halligan, our co-founder and Executive Chairperson, Dharmesh Shah, our co-founder and Chief Technology Officer, and Yamini Rangan, our Chief Executive Officer, represent the three executive members of the Board. The remaining seven directors are independent.		2-9	
Average board tenure	6.85 years		2-9	
Independent board members	Our Board has undertaken a review of the independence of each director. Based on information provided by each director concerning his or her background, employment, and affiliations, our Board has determined that Mmes. Hughes Johnson, Norrington, and Ward, and Messrs. Caldwell, Gill, Sahai, and Simons do not have a relationship that would interfere with the exercise of independent judgment in carrying out the responsibilities of a director and that each of these directors is "independent" as that term is defined under the applicable rules and regulations of the SEC and the listing standards of the NYSE.		2-18	
Board diversity (gender + ethnic)	Please see the 2022 proxy statement .		405-1	 

Data privacy and security

TOPIC	RESPONSE	SASB	GRI	UN SDGs
Behavioral advertising and user privacy	Privacy Policy	TC-SI-220a.1.	417-3	
Monetary losses as a result of legal proceedings associated with customer privacy	HubSpot suffered no material monetary losses in 2021 as a result of legal proceedings stemming from user privacy.	TC-SI-220a.3.	2-27	
Law enforcement requests	Please see our Data Disclosure Policy and Transparency Report .	TC-SI-220a.4.	2-27	
Data breaches	HubSpot had no material data breaches in 2021. Any material breaches would be disclosed in our 10-K filing with the SEC. Please see our SOC 3 report for information about the security, confidentiality, and availability controls we have in place to protect customer data.	TC-SI-230a.1.	418-1	
Data security risks	If our or our customers' security measures are compromised or unauthorized access to data of our customers or their customers is otherwise obtained, our CRM Platform may be perceived as not being secure, our customers may be harmed and may curtail or cease their use of our platform, our reputation may be damaged and we may incur significant liabilities. For more details, please see Item 1A. Risk Factors in our Form 10-K filed with the SEC on February 14, 2022.	TC-SI-230a.2.	418-1	
Monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	HubSpot suffered no material monetary losses in 2021 as a result of legal proceedings associated with anticompetitive behavior regulations.	TC-SI-520a.1	2-27	
Performance issues, service disruptions, and downtime	We provide transparency around service availability and performance of our products at https://status.hubspot.com/	TC-SI-550a.1.		
Business continuity risks related to disruptions of operations	Business continuity risks are discussed in Item 1A. Risk Factors in our Form 10-Q filed with the SEC on May 5, 2022.	TC-SI-550a.2.		

Activity metrics

TOPIC	RESPONSE	SASB
Licenses or subscriptions and percentage cloud-based	We use alternative metrics to measure business performance and customer engagement. Details can be found in the relevant section of this report and in our Form 10-K filed with the SEC on February 14, 2022.	TC-SI-000.A
Data processing capacity and percentage outsourced		TC-SI-000.B
Amount of data storage and percentage outsourced		TC-SI-000.C

Policies

TOPIC	RESPONSE	GRI
Code of conduct	Code of Use Good Judgment	2-23
Human rights	Human Rights Policy	2-23
Suppliers	Supplier Code of Conduct	2-23
Acceptable use	Acceptable Use Policy	2-23
Privacy	Privacy Policy	2-23
Sustainability	Environmental Policy	2-23
Board diversity	Board Diversity Policy	2-23

Additional Resources

COMPANY INFORMATION

- [About HubSpot](#)
- [Global offices](#)

GENERAL DISCLOSURES

- [Investor Relations](#)
- [2021 10-K](#)
- [2022 Proxy Statement](#)

ESG

- [Sustainability website](#)
- [Diversity, inclusion, and belonging website](#)

