

## CORPORATE RESPONSIBILITY AND SUSTAINABILITY

With a mission of helping millions of organizations grow better, we believe HubSpot needs to lead the way by growing better ourselves as a company. Company culture and investing in our people are not only HR priorities at HubSpot, they are core business priorities. Talent today is looking for companies where they can grow, both personally and professionally, and have an impact. For that reason, we see it as our responsibility to build and scale a culture that helps people do their best work, and is above all, inclusive. In addition to our internal teams dedicated to our culture and diversity, inclusion and belonging, we have a cross-functional sustainability team that is focused on driving forward our corporate responsibility and sustainability efforts. We review our company-wide initiatives and efforts in this area at least annually with our Nominating and Corporate Governance Committee of the Board, which is responsible for and has oversight over this important area under its committee charter.

### Our Award-Winning Culture

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In 2013, we published the HubSpot Culture Code which outlines our core company values, including transparency, autonomy, flexibility, and HEART (an acronym that describes the characteristics that we believe amazing employees have: humble, empathetic, adaptable, remarkable, transparent). The HubSpot Culture Code was initially published as a commitment to our customers about the kind of company we are. Today, the Culture Code has garnered more than five million views and is a top reason candidates say they are drawn to working at HubSpot. Having the tenets of the Culture Code also helps us stay aligned with our values as HubSpot scales globally. A copy of our Culture Code can be found at: [www.culturecode.com](http://www.culturecode.com).

In 2019, HubSpot was proud to be named the #1 Best Place to Work in 2020 by the Glassdoor Employees' Choice Awards. Based on employees' reviews and feedback, this recognition is a strong testament to the innovative culture we are building, and is a signal to talent that HubSpot is committed to their growth and employee happiness. We operationalize HubSpot's core culture values in a few important ways to help make that happen.

- **Flexibility.** We believe that results should matter more than when and where they are produced. We also believe that employees today should be able to build work around their lives, and not the other way around. HubSpot employees are encouraged to work from home, work remotely, and use our unlimited vacation policy to build a flexible work schedule. Beyond workplace flexibility, we invest in employees' families, too, with competitive parental leave policies, back-up care options, a ParentSpot employee resource program, and an egg-freezing subsidy benefit so female employees have flexibility in their decision to start a family.
- **Learning and growth opportunities.** We invest in employee development at every stage, from hands-on, regionalized onboarding, to 1-1 mentorship through programs like UnStuck and the People of Color at HubSpot mentorship program, to year-round manager trainings thanks to our Leadership Development team. We also recognize that learning no longer only happens in a classroom: Learn@HubSpot is an internal, online learning management system designed by our Learning & Development team with self-paced courses on topics ranging from Search Engine Optimization best practices to how to give and receive feedback. Thanks to Learn@HubSpot, employees can learn on-the-go and when it works best for them.
- **Transparency.** We believe employees grow through a culture of transparency, autonomy, and strong customer focus. We encourage employees to think like founders, and openly share the information they need to make decisions, introduce new ideas, and understand the business. At quarterly all-hands meetings, employees hear from executives on business performance, company vision, and what keeps them up at night, as well as how HubSpot helps customers grow during the Customer Spotlight Q&A. On our internal company website, known as the "Wiki", everyone is encouraged to share, discuss, and debate ideas and developments on everything from diversifying our campus recruitment approach to the latest experiments in customer support automation.
- **Thoughtful programming.** As HubSpot grows, we are thoughtful about how we collect employee feedback to scale these values and stay true to our promise of helping employees grow. Our global Culture Team runs programming like HEART Week (a week dedicated to celebrating our core values), Bring Your Kids to Work Day, the Failure Forum (where employees and leadership discuss a time they failed and what they learned from the experience), HubTalks (where influential external leaders, including local politicians, authors, and neuroscience experts, join us for an employee-only Q&A), and more.

## Diversity, Inclusion, and Belonging

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At HubSpot, diversity, inclusion, and belonging (“DI&B”) is a core part of our mission. HubSpot customers are diverse in their backgrounds, experiences, and needs, and to help them grow better, we need to build a company that is reflective of that diversity. We have incorporated DI&B into our policies and practices, education and events, and executive and community programs, which include:

- **Annual Diversity Report.** We are one of only a few technology companies that publishes our diversity data externally; our annual HubSpot Diversity Report is a detailed analysis of our gender, ethnicity, and age data, as well as self-reported identities including parents and those who are gender diverse. We publish this as a commitment to growing better, and to be transparent with employees, customers, candidates, and our community about our progress and where we need to improve. Our 2020 Diversity Report is available on our website at: [www.hubspot.com/diversity-inclusion](http://www.hubspot.com/diversity-inclusion).
- **DI&B Committee.** We have an internal committee comprised of cross-functional leaders, including several members of our executive team, that provide guidance, sponsorship, and thought leadership for company-wide DI&B initiatives.
- **DI&B Team.** We have an internal team dedicated to diversity program management globally, led by our Director of DI&B.
- **Metrics.** Since 2018, we have included diversity recruiting and retention as a key goal on our annual company-wide strategy document. In addition, we introduced an internal Global Inclusion Index survey in 2019 to track our progress on creating a culture of belonging over time and identify new opportunities to create a more inclusive workplace and more inclusive communities.
- **Talent Attraction.** A number of programs and initiatives enhance the diversity and inclusion experience for candidates and employees, including hosting numerous events at our global offices that are open to the community, such as First-Gens in Tech, Women Who Lead, Growing with Pride, and Catalysts for Change.
- **Executive and Employee Training.** HubSpot offers a number of inclusion, diversity, and unconscious bias programs for senior leaders and employees to drive engagement and culture change, mitigate bias, and encourage more inclusive behavior.
- **Employee Resource Groups.** HubSpot has numerous active employee resource groups, including Women@HubSpot, People of Color at HubSpot, the LGBTQ+ Alliance, and ParentSpot, as well as a variety of interest groups globally including age inclusion, ability & accessibility, and veterans.
- **External Website.** In 2019, we launched our Diversity and Inclusion webpage to create an inclusive experience for visitors to learn about DI&B at HubSpot. The webpage features HubSpot employees committed to belonging, information about our employee resource groups, snapshot data from our Diversity Report, and a collection of information about DI&B initiatives, learnings, and celebrations in HubSpot’s global offices. Our Diversity and Inclusion webpage can be found at: [www.hubspot.com/diversity-inclusion](http://www.hubspot.com/diversity-inclusion).

### DI&B Workplace Awards

In addition to being the #1 Best Place to Work in 2020 on Glassdoor, we were honored that HubSpot received important recognitions for our work in DI&B in 2019, including the #3 Best Workplace for Parents by Great Place to Work® and FORTUNE, a Best Workplace for Women by Great Place to Work® and FORTUNE, and a Comparably Best Company for Diversity and for Women.

### Diversity of Executive Leadership Team and Board

Building an organization that is diverse, welcoming, and inclusive is not just a people priority for HubSpot, it is a business priority. Our Board, executive leadership team, and employees are invested in making HubSpot a diverse and inclusive company where everyone can bring their best selves to work with a sense of belonging. We include DI&B goals as part of our company-wide annual strategic goals. We are proud to have four women on our executive leadership team, with 22% of our executive leadership team identifying with a minority group. Of our nine-member Board, three members are women and two members identify as Asian American. Furthermore, our Lead Independent Director is a woman, and our Nominating and Corporate Governance Committee is comprised entirely of women. We are proud to have both an executive leadership team and a Board that represents our customers and employees by bringing diverse ideas and backgrounds to the table. While we do not have a specific policy with regard to the consideration of diversity in identifying director nominees, we believe it is essential to have directors representing diversity in many areas, including but not limited to race, ethnicity, gender, age, abilities, sexual identity, background, and professional experience.

## Corporate Citizenship

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As part of our company mission, we are passionate about helping HubSpot's global communities grow better. Through our global program, HubSpot Helps, we focus on having an impact by focusing our investment in two core areas: education and entrepreneurship. These two areas align with our core mission, as well as employees' passions globally.

We partner with local nonprofits in our global regions who are helping grow access and resources for up-and-coming entrepreneurs, and supporting educational initiatives in our local communities. Our core charity partners include BUILD Boston, United Way, Friends in Action, Junior Achievers Ireland, and A Playful City. Thanks to the support, ideas, and passion from our partners, HubSpot has been able to creatively add value through initiatives like the Zig Zag, a recreational area called HubSpot built and opened to the public in partnership with A Playful City, focused on giving Dublin's underprivileged community and neighborhoods a safe place to connect. In addition to these partnerships and their ongoing opportunities to give back, including year-round employee volunteer programs and events, mentorship programs for local students, and manager days of service, HubSpot also hosts internal annual charity auctions to raise funds for our non-profit partners.

## Facilities Management

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We have designed and maintained our global real estate facilities to reduce HubSpot's environmental impact and have implemented several programs in the areas of video conferencing, workplace flexibility, recycling, and energy conservation that get the job done while using and re-using resources at the most efficient level possible. We encourage remote work and provide our employees with remote access to applications, programs, data, and collaboration tools to reduce environmental cost associated with commuting, office space usage, and team travel. From implementing three-in-one waste sorting credenzas in our locations, lobbying on behalf of charging stations for electric cars at local garages used by HubSpot employees, optimizing the efficiency in lighting and HVAC systems on all fit outs, and sending our annual report and proxy statement electronically to reduce unnecessary paper usage, we are investing in best practices to reduce our carbon footprint and have invested in sustainable design features and green operations in many of our offices. For example, our new Dublin headquarters at HubSpot House is one of only 12 buildings in Ireland that is platinum certified for shell and core in Leadership in Energy and Environmental Design ("LEED"), a voluntary rating system to certify sustainable buildings and neighborhoods. In addition, HubSpot House is one of two buildings with a commercial interior that holds a platinum certification based on version 3 of LEED in Ireland; it is the first and only building with a commercial interior that holds a platinum certification based on version 4 of LEED in Ireland.

We donate retired office furniture and information technology hardware (including laptops and computer monitors) to various organizations to extend each piece's useful life. In addition, equipment from demolitions or rebuilds of our facilities are donated when usable or recycled when applicable.

## Data Privacy

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We believe privacy is a fundamental human right. Privacy and data protection are also the foundation for trust. Accordingly, we support the roll-out of privacy and data protection laws around the world. The principles embodied in new regulations like the landmark General Data Protection Regulation ("GDPR") in the European Union and the California Consumer Protection Act ("CCPA") align with HubSpot's core company principles and make the internet a safer and more secure place. To that end, we build privacy-enhancing features into our platform, as evidenced by our GDPR playbook that is available on our website at <https://www.hubspot.com/data-privacy/gdpr/hubspot-product-playbook>. We also help our customers navigate new regulations with resources, including our CCPA Compliance Guide, which is available on our website at <https://www.hubspot.com/data-privacy/ccpa/ccpa-compliance>.

## Code of Use Good Judgment

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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, that applies to all of our employees, officers, and directors. 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 also encourage our employees to report suspected policy violations through our anonymous Whistleblower Hotline (online or via phone). Our Code of Use Good Judgment is available on our Investor Relations website at: <https://ir.hubspot.com/leadership>.

## Human Rights Policy

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Respect for human rights is a fundamental value of HubSpot. Our company operates globally and has offices around the world. Our customers, employees, stockholders, and vendors represent virtually every race, national origin, religion, culture, political philosophy, and language. This diversity is the foundation of our business excellence and embodies HubSpot's respect for human rights and dignity of all people. Where we have identified adverse human rights impacts resulting from or caused by our business activities, we are committed to provide for or cooperate in their fair and equitable remediation. In March 2020, our Board adopted a Human Rights Policy to outline HubSpot's position on fundamental human rights. This policy is available on our Investor Relations website at: <https://ir.hubspot.com/leadership>.

## Stakeholder Engagement

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At HubSpot, we value and consider the viewpoints of a number of stakeholders, including our employees, our customers, our partners, and our stockholders. We have teams dedicated to engagement with each of these stakeholder groups, and feedback is regularly shared with our executive leadership team and Board to review, consider, and incorporate into future priorities for the Company.

- **Employee engagement.** We administer a quarterly employee engagement survey, known as our eNPS, to gauge employee happiness and engagement. Based on the results and an analysis of what is working about our culture and what needs to improve, our executive leadership team identifies themes and creates action plans to address high-priority feedback. The eNPS analysis and action plan is then shared internally with employees to be transparent about how we are using their feedback to drive change. As of 2019, our eNPS process now includes a Global Inclusion Index survey so we can track progress and collect feedback on our diversity, inclusion, and belonging efforts over time.
- **Customer engagement.** Our Voice of the Customer team is dedicated to improving the customer experience and reducing friction in the customer experience. This team collects and analyzes customer feedback from all channels across the organization and customer journey, distributes insights to relevant teams, and holds the company accountable for taking action on customer feedback. They also manage our Customer Advisory Board (CAB) which is a group of 15 highly engaged customers who have committed to act as trusted advisors and share feedback and explore strategies to help us grow better.
- **Partner engagement.** In 2017, we launched the HubSpot Partner Advisory Council ("PAC"), which has proven to be an invaluable resource as we work to better communicate with our partner network, gather valuable feedback around our products and the partner program, and make improvements along the way. In 2020, we will have five geography-specific PACs to help understand and drive value in each region: North America, Latin America, EMEA, Australia and New Zealand, and Southeast Asia and India.
- **Stockholder engagement.** Finally, we welcome and value the views and insights of our stockholders and conduct regular outreach to connect with our stockholders to ensure open lines of communication. See the section captioned "Executive Compensation—Stockholder Engagement" for more information on our stockholder engagement program.