

The HubSpot logo is positioned in the top left corner of the image. It features the word "HubSpot" in a white, sans-serif font, with a small icon of three connected dots above the letter "o". The background of the entire image is a photograph of two women in an office setting. One woman, with long, dark, curly hair, is in the foreground, smiling broadly and looking towards the right. She is wearing a light-colored, ribbed sweater. In the background, another woman with long, dark, curly hair is seen from the back, looking towards the first woman. The office environment includes a bookshelf with books and a framed picture on the wall.

HubSpot

2026

Responsible Business Report

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A Message from Our CEO.

Over the past two decades, HubSpot has grown from a small startup into a global company serving nearly 300,000 businesses across 135 countries. As our company and industry have evolved, our mission has remained the same: to help millions of organizations grow better.

Now, as we help our customers transform their businesses with AI, we remain fully committed to scaling our company responsibly. That means holding ourselves to the highest standards in how we build products, serve customers, support our people, and impact our communities.

The 2026 Responsible Business Report gives us an opportunity to share our progress, reinforce our commitment to sustainable growth, and highlight the areas where we have more work to do. Here are some of the milestones I'm proud of from the past year:

- **We democratized access to AI through innovation, education, and strong ethical guardrails.** As our agentic customer platform helped customers drive outcomes with AI, we provided free educational resources that reached millions of people and extended our commitment to AI transparency, data privacy, and responsible use.

- **We evolved our culture and talent strategy for an AI-first world.** We introduced new Culture Commitments, redesigned onboarding to build AI fluency from day one, and launched company-wide learning experiences like GrowDAI to help every HubSpotter use AI to amplify their impact and better serve our customers.
- **We made our business more efficient and resilient.** We improved efficiency across our infrastructure and product development systems, advanced our climate transition work, achieved ISO 14001 certification for our Dublin office, and provided Responsible AI Usage guidelines for every employee.
- **We expanded opportunity in communities around the world.** We expanded our virtual volunteering program, more than doubled donations through our matching campaign, and launched new initiatives like Wave of Impact, which saw HubSpotters deliver more than 10,000 acts of impact in their local communities.

Looking ahead, we believe AI will reshape how companies build products, how businesses grow, and how work gets done. As we help our customers navigate this transition and grow better, HubSpot will continue to grow responsibly.



A handwritten signature in black ink that reads "Yamini".

YAMINI RANGAN
Chief Executive Officer

About This Report.

The 2026 Responsible Business Report highlights our work to power prosperity around the world, build a more efficient, resilient global business, and responsibly navigate an AI-driven future.

We welcome your comments and questions [here](#).

Reporting Period

Our last annual report was published in May 2025. Unless otherwise noted, this report covers the fiscal year ending December 31, 2025 and key milestones in Q1 2026.

Reporting Frameworks

Our disclosures are guided by established responsible business reporting frameworks to support the measurement and management of our most material impacts, risks, and opportunities. We draw on the Sustainability Accounting Standards Board (SASB) Software and IT Services standards and the Global Reporting Initiative (GRI). For climate-related disclosures, we are progressing toward alignment with the International Sustainability Standards Board (ISSB) - the global standard that consolidates and supersedes the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Please refer to our [data index](#) for a complete set of responsible business metrics.

Our reporting reflects our global operations across 15 countries and continues to evolve alongside changing expectations. We continue to develop our disclosures and underlying reporting capabilities to support transparency and comparability over time, while monitoring developments related to regulations such as the EU Corporate Sustainability Reporting Directive (CSRD) and Corporate Sustainability Due Diligence Directive (CSDDD).

We participate in the United Nations Global Compact, a voluntary initiative promoting responsible business practices.

Materiality

Our responsible business strategy is built on a comprehensive double materiality assessment completed in 2024, which helps us identify the topics that matter most to our societal impact and our financial prospects. To ensure we remain adaptive, we evaluate our business and the external environment annually. While we prioritize a range of material topics to help our communities and customers grow better, our alignment with ISSB financial disclosure frameworks this year is focused specifically on our climate-related risks and opportunities.

Assurance

This report is reviewed by HubSpot’s senior leadership and the Nominating, Governance, and Sustainability Committee of our Board of Directors. Our 2025 greenhouse gas emissions data has been third-party verified by Apex Companies LLC (Apex). This limited assurance covers Scope 1, Scope 2 (location-based and market-based), and all relevant Scope 3 categories (Purchased Goods and Services, Capital Goods, Fuel and Energy Related Activities, Waste Generated in Operations, Business Travel, Employee Commute, Upstream Leased Assets, and Downstream Leased Assets). Please see our [2025 Assurance Statment](#) for more details.

Our Responsible Business Governance Structure¹



Nominating, Governance, and Sustainability Committee

The Nominating, Governance, and Sustainability Committee of our Board of Directors reviews and assesses our responsible business policies, practices, and strategy at least twice a year. This information is also shared with our Board of Directors. Details of the composition and skills of the Nominating, Governance, and Responsible Business Committee can be found [here](#).



Executive Leadership Team

The Executive Leadership Team, led by our Chief Executive Officer, oversees our high-level responsible business strategy and ensures alignment with HubSpot’s mission and business priorities. They are provided regular updates on HubSpot’s responsible business performance.



Responsible Business Steering Group

The Responsible Business Steering Group is made up of senior leaders, including members of the Executive Leadership Team in key functions such as Finance, Legal, People, Engineering, and Responsible Business. This group meets quarterly and drives cross-functional collaboration to support implementation of our company-wide responsible business strategy.



Responsible Business Team

The Responsible Business Team, led by our Vice President of People Experience, manages day-to-day implementation of our responsible business strategy, working to engage and educate other company functions where needed to achieve HubSpot’s responsible business goals.

¹ Detail on governance of climate-related risks and opportunities can be found [here](#).

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 responsible business goals, commitments, strategies, and results, as well as related business and stakeholder impacts, including, but not limited to, our plans under the [“Making Our Business Future Ready”] heading. 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,” “aims,” “commits,” “forecast,” “intends,” “goal,” “target,” “plans,” “will,” “may,” “might,” “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.

We may determine, in our discretion, that it is not feasible or practical to implement or complete certain of our responsible business initiatives, policies, and procedures based on cost, timing or other considerations.

Furthermore, actual results may differ materially from those described in the forward-looking statements and will be affected by a variety of risks and uncertainties, many of which are beyond our control. These risks and uncertainties include, but are not limited to, evolving regulations, market conditions, and scientific understanding, and those risks and factors described more fully in our filings with the Securities and Exchange Commission (“SEC”), including our Annual Report on Form 10-K for the year ended December 31, 2025, and subsequent reports we file with the SEC. 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, 2025, and subsequent reports we file with the SEC, 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 is the agentic customer platform that helps businesses connect and grow better.

HubSpot delivers seamless connection for customer-facing teams with a unified platform that includes AI-powered engagement hubs, a Smart CRM, and a connected ecosystem with over 2,000 App Marketplace integrations, a community network, and educational content.

2025 Recognitions



Great Place to Work
Certified



Comparably
Best Company for Women



Comparably
Best Company Outlook



S&P Dow Jones
Best-in-Class World & North America Index 2026 Constituent



Newsweek
Most Trustworthy Companies in America 2025



Newsweek
America's Most Responsible Companies 2026



Forbes
America's Dream Employers 2025



TIME
America's Best Midsize Companies 2025



U.S. News
Best Companies to Work For 2025

2006
year founded

\$3.13B
FY25 revenue

8.8K+
employees in 15 countries

288K+
customers in 135+ countries

13K
INBOUND25 attendees

Championing prosperous communities in which anyone can create economic value.

At HubSpot, we're committed to the growth and prosperity of the entrepreneurs, scaling businesses, and communities that energize and inspire us.

From our Agentic Customer Platform, to the way we design and run our business, to the positive impact we have in the places we work and live, our passion for their success fuels everything we do.

Prosperity is about more than financial outcomes. To champion prosperity is to make AI more accessible, increase access to opportunity, foster connection, encourage learning, build resilience, and promote the efficient use of resources.

Ultimately, prosperity is about ambitious people changing the world in remarkable new ways.

In this section we detail some of the work we've done to help more entrepreneurs, wherever they are, create economic value for their businesses, their employees, and their communities.



Powering Prosperity.

The Agentic Customer Platform

AI will help small and scaling businesses move faster, reduce costs, and engage with customers in ways that were once possible only for larger enterprises.

Today, however, real-world AI experiences and outcomes too often fail to live up to that promise. Even if a growing organization has the technical know-how, budget, and time to experiment with AI, the business results can be disappointing.

With our Agentic Customer Platform, we're closing that gap. To be valuable, AI has to understand context: a go-to-market team's goals and brand, what work is going on, who's doing that work, what's been successful before, and developments in the industry and marketplace. HubSpot's platform brings all of that together and turns it into actionable insights and useful workflows.

This gives even the smallest business access to the full power of AI, and real leverage that they can use to deliver value for their customers and their communities.

For a small or scaling business, these gains can be the difference between keeping pace in the AI transition and being left behind.

Ultimately, HubSpot's agentic customer platform supports a more participatory and responsible economy: one in which ambitious entrepreneurs and teams, wherever and whoever they are, can use AI as a practical tool to create lasting economic value.



“HubSpot has always been the one place where a small team can punch above its weight. In an earlier startup role, we went from two test clients to about \$1M in revenue within 12 months of adopting HubSpot and its methodology. I continue to use HubSpot at every opportunity because it's the platform that lets me do the work of multiple people - and one I can confidently ask leadership to keep investing in.”

LIZELLE HOLSTEIN

SVP, Revenue Operations and Marketing, StudioNow

Spotlight: Customer Impact

84%

HubSpot customers using our platform saw increased company revenue

72%

Service leaders using our platform saw higher customer lifetime value

65%

Time-to-close reduced with AI Workflow Features

Source: HubSpot ROI Report 2025

Expanding Access

Powering prosperity requires more than great software. It requires access to skills, networks, and capital. Most of all, it requires the confidence to build.

Through our programs, we work to lower barriers that prevent entrepreneurs, students, and growing businesses from fully participating in the digital economy. We equip founders with the tools and knowledge they need to scale, provide learners with industry-recognized credentials, and create spaces in which customers and partners can connect, collaborate, and grow together.

From HubSpot Academy and our Education Partner Program to HubSpot for Startups and our signature social impact program, We Are All Entrepreneurs, our programs democratize access to the capabilities that drive modern growth.

We meet entrepreneurs where they are, whether they're launching their first company, building career-ready skills, or navigating the complexities of scaling with AI.

By investing in education, community, and early-stage support, we help to make digital opportunity accessible to anyone with the ambition to build.



Measuring Our Impact: The B4SI Framework

Sustaining an enduring company depends on the success of the community it serves. Our social impact approach isn't just about philanthropy; it is a core part of our business.

To quantify the impact we're making and ensure we are leaning into the greatest opportunities for our communities, we utilize the Business for Societal Impact (B4SI) Framework. This globally recognized methodology allows us to move beyond simply tracking spend and enables us to quantify our contributions, and evaluate the real-world difference those activities make for our communities, our reputation, and our business.

In 2025, we were able to reach and impact over **356,000** beneficiaries, the majority of which developed new skills or experienced an increase in personal effectiveness, which is consistent with the skills-building focus that underpins all of our programs. Read our [full assurance statement](#).

² The programs included in this measurement were We Are All Entrepreneurs, HubSpot Academy, Education Partner Program, Micro-internships, and HubSpot's giving and volunteering work.

We Are All Entrepreneurs

Small businesses are a powerful force for innovation, job creation, and economic resilience in communities around the world. Yet access to the technology, mentorship, and networks needed to grow a business is unevenly distributed.

Through We Are All Entrepreneurs (WAAE), HubSpot’s signature social impact program, we aim to bridge this gap by equipping early-stage founders with the tools, guidance, and confidence to grow their businesses.



2025 We Are All Entrepreneurs Bogotá, Colombia participants and mentors

In its pilot year, we delivered three cohorts: one in the United States, one in Colombia, and one for student entrepreneurs across the United Kingdom and Ireland.

Participants received free access to live workshops, hands-on product training, mentorship, networking opportunities, and exposure to industry experts and HubSpot leaders, including through pitch competitions.

In our first year of the program:

- **79%** of participants reported an increased confidence in using technology
- **64%** said the program helped them build new connections
- **29%** indicated that WAAE significantly supported the growth of their business

In 2026, we will expand the program with new delivery models and into additional geographies, helping early-stage entrepreneurs use technology to grow.

“The program has helped me gain confidence in implementing a CRM, using HubSpot to improve my business - which is something I have wanted to do but have not had the chance to explore - and get to know experts in the industry.”

“I was able to move my business from a bootstrapping stage to pre-seed stage.”

— Two entrepreneurs from year one of our program

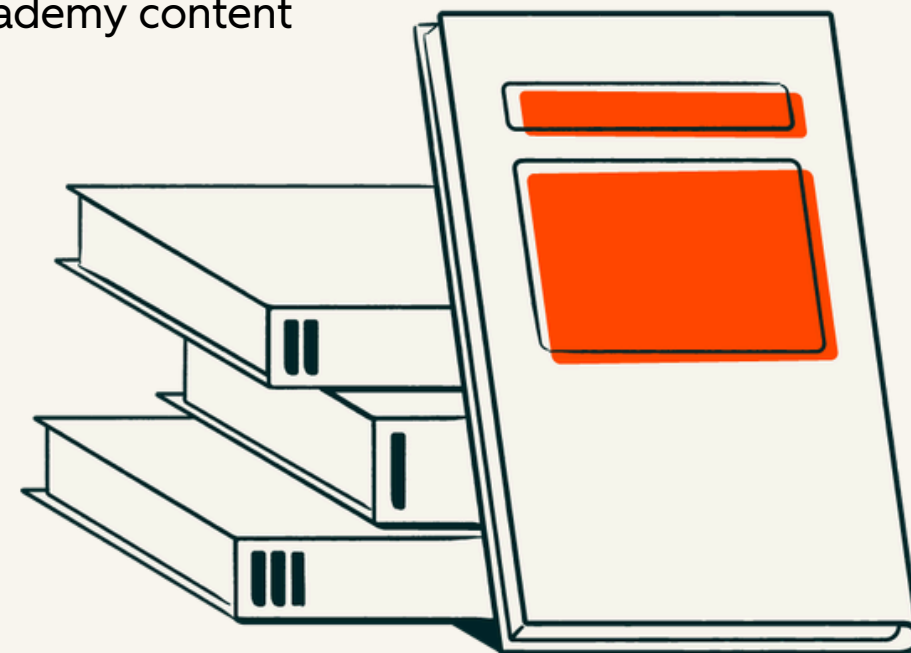
HubSpot Academy

HubSpot Academy averaged 225,000 learners per month in 2025, providing free, globally accessible education designed to help learners - many of whom are entrepreneurs themselves - build the skills they need to succeed in a digital-first economy.

Through on-demand courses, certifications, lessons, videos, learning paths, and live, cohort-based Bootcamps, Academy equips learners with practical expertise in marketing, sales, service, operations, and CRM technology. Each month, thousands of learners earn certifications that strengthen their resumes, validate their skills, and expand their professional opportunities.

2025 highlights

- **356,000** active certified learners
- **544,000** active certifications
- **1,741,000** learners accessing Academy content



Education Partner Program

HubSpot's Education Partner Program (EPP) helps close the digital skills and experience gap for students preparing for careers in marketing, sales, CRM, and AI-enabled business. Providing early-career talent with free access to HubSpot software, industry-aligned curriculum, and globally recognized certifications, the program opens pathways into the digital economy by giving students hands-on experience with the tools modern businesses use every day.

2025 highlights

- **92,486** HubSpot Academy certifications completed by students with .edu or institutional email addresses
- **2,749** active professors in the program
- **91,377** students reached via EPP-supported courses in a given year
- **471** micro-internship projects completed (645 student participants)



Spotlight

Read more about HubSpot's partnership with [WGU School of Business](#)

A graphic featuring a microphone on a stand to the left of the text. The text is centered within a dark teal rounded rectangle. The word "Spotlight" is in a large, white, serif font. Below it, the text "Read more about HubSpot's partnership with" is in a smaller white font, followed by "WGU School of Business" in a larger, orange, sans-serif font with a thin underline.

First Gens in Tech

First Gens in Tech bridges the “social capital gap” for first-generation students pursuing careers in technology.

While many students have the talent and ambition to succeed, they often lack access to professional networks, industry insights, and informal guidance that can shape early career outcomes. The program provides targeted training on technical and professional skills, exposure to a range of tech roles beyond traditional pathways, and direct access to HubSpot employees and industry leaders who share similar backgrounds.

2025 highlights

- **1,531** attendees
- **20** HubSpot volunteers



HubSpot event attendees

HubSpot for Startups

HubSpot for Startups supports early-stage companies through discounted access to HubSpot software, free educational workshops and events designed to help founders scale, and ecosystem support through partner communities (e.g., investors, accelerators/incubators, economic development orgs, and entrepreneurial communities).

By lowering financial barriers and strengthening connections across the startup ecosystem, HubSpot for Startups helps founders build scalable businesses, attract investment, and create jobs.

Read how HubSpot has helped [fuel Wayflyer's growth](#) from startup to unicorn.



HubSpot for Startups team in London

HubSpot User Groups

HubSpot User Groups (HUGs) bring free, community-led education to professionals around the world. With 100+ chapters across 35+ countries, HUGs give entrepreneurs, marketers, and business owners free access to peer learning, expert speakers, and hands-on product training.

In 2025, HUG leaders hosted hundreds of events spanning topics from AI tools to CRM strategy, helping members build the skills to grow their businesses and careers. HUGs are a direct expression of our belief that access to knowledge shouldn't be limited by geography or budget.

HubSpot for Nonprofits

Nonprofits are a powerful force for social change, community resilience, and essential service delivery in neighborhoods around the world. Through the HubSpot for Nonprofits program and our 40% platform discount,³ we aim to make the value of HubSpot's agentic customer platform more widely accessible to nonprofits around the world.

In addition to discounted platform access, we have a dedicated [Nonprofit HubSpot User Group \(HUG\)](#), which fosters community and provides a forum where organizations can cross-pollinate ideas, share strategies, and improve their platform utilization.

³ The HubSpot for Nonprofits program is currently available to nonprofits located and registered in North America, Australia, or New Zealand



People and Presence

Building a Community of Action

As members of our flexible, globally distributed workforce, HubSpotters bring knowledge, income, and digital expertise into local communities and economies around the world.

Our intentionally flexible model enables 72% of our employees to work where they live, contributing to economic activity in cities, smaller towns, and underserved regions alike. This approach expands participation in the digital economy, opening doors for caregivers, people with disabilities, and others who benefit from flexible work.

We believe that when our people thrive and stay rooted in their communities, prosperity extends beyond our platform, creating a ripple effect of opportunity, resilience, and shared growth.



"The way HubSpot trusts me to work on my own terms means I can give everything to the Global Events team as a Senior Producer and still head straight to Resilient Hearts Animal Sanctuary after work to help clean up, spend time with the puppies, and encourage people to foster or adopt! That same flexibility is what gets me to Food Lifeline to help pack and organize food for neighbors in need right here in Seattle, and I'm genuinely grateful that HubSpot makes space for all of it."

LAWRENCE STEVENS
Senior Producer, Field Events

Volunteering

Our flexible working model makes it easier for employees to understand firsthand the opportunities and challenges facing their communities, and to contribute in ways that are both personal and impactful.

To ensure strong participation, we make flexibility an integral part of our volunteering and giving programs. We promote micro-volunteering, virtual engagements, and locally driven initiatives that enable HubSpotters to make a difference in ways that align with their expertise and their lives.

In 2025, we expanded our virtual volunteering offering to make it easier for remote teams to connect over shared causes, and offered more opportunities for employees to come together. This included hosting 11 events across six countries, engaging 161 volunteers, and logging 180 volunteer hours.



Wave of Impact

June 2025 marked the debut of [Wave of Impact](#), a week-long commitment to community engagement. The program was designed to encourage, support, and recognize meaningful change - even changes that can happen in as little as five minutes.

By empowering employees to integrate community action into their daily lives, whether through neighborhood cleanups or responsible habits, we fostered a deeper connection between our global workforce and their local environments. In total, HubSpotters tracked 10,000+ Acts of Impact, demonstrating the power of grassroots participation to drive corporate impact at scale.

Matching Campaign

In 2025, we celebrated our second year-end matching campaign, a key initiative designed to foster connection and honor the causes and organizations our employees care about most.

The program continues to see significant growth and engagement:

- **\$93,000** donated between employees and the HubSpot match
- **128% YoY increase** in overall donations
- **69% YoY increase** in employee participation

Behavioral Change

Building on our employee engagement efforts, we support HubSpotters who are passionate about nature and reducing their footprint.

Campaigns and peer conversations make it easy to get involved. Initiatives like digital efficiency challenges and low-carbon commuting encourage practical action at work and at home. Listening sessions inform our decisions and keeps our approach evolving.



HubSpot Singapore Wave of Impact event

Building a resilient, efficient, and AI-forward business that's focused on customer value and ready for what's next.

We're moving fast to deliver transformative, AI-driven customer value today, while growing our business with intention so we can secure the health and success of HubSpot for the long term.

Our cultural evolution has accelerated our ability to innovate and lead through change while building trust and staying connected. Our extensive investment in AI-first talent, skills, and mindsets has shifted from building AI fluency to driving AI impact.

In 2025 our work became increasingly agentic as we embraced our vision of the new hybrid workplace, with humans and agents collaborating in real time, while being mindful of the emissions impact of AI transformation (see our [Responsible AI Development](#) section for more details).

At the same time, we've continued to drive efficiency and strengthen resiliency across every aspect of our business, from how we build products and design our facilities, to how we work together and engage our supply chain.



Making Our Business Future-Ready.

Our People

HubSpot’s culture has long been a differentiator in the market. It’s a magnet for talent and a driver of growth. Our Culture Code has been viewed over 5 million times, and 83% of candidates say it resonated with them during hiring. Culture remains one of the top five reasons employees choose to stay.

But culture is not static. As we scale through a once-in-a-generation AI transformation, we’ve reshaped our cultural foundation to prepare HubSpot - and every HubSpotter - for what’s next.

We began by defining the archetype of an AI-era HubSpotter: the attributes that characterize the people who thrive here. Having defined the person, we turned to shaping the culture that person requires in order to be successful. This led us to the four Culture Commitments that now anchor how we hire, onboard, develop, and reward our people.

Together, our HubSpotter archetype and Culture Commitments clarify both who we want to attract, and who is unlikely to thrive at HubSpot.



“Hybrid resources is the new HR. Agentic tools free our phenomenal team of HubSpotters to grow with purpose, and to deliver more of the high-judgment, high-impact work that creates differentiated value for our customers.”

HELEN RUSSELL
Chief People Officer

Spotlight: Culture Commitments



Solve for the Customer

We’re here to win by delivering real results for our customers. Because we don’t just build great products. We build trust, momentum, and an enduring company.



Be Bold. Learn Fast.

We choose courage over comfort. We take ambitious risks, stay curious, embrace feedback, and treat every moment as a chance to learn.



Align, Adapt, and Go!

We move fast and we move together. We align on what matters, flex as things change, and take action without waiting for perfection.



Deliver with HEART

We make each other better. Our core is humble, empathetic, adaptable, remarkable, and transparent.

Talent Attraction

We transformed how we attract and assess talent, strengthening our pipeline with candidates who will thrive in an AI-first, high-performing business.



Culture and AI readiness in recruiting

Interviews: Updated interview guides and rubrics to assess adaptability, problem-solving, collaboration, and AI fluency alongside functional skills, so we hire people who thrive in fast-paced, complex, and ambiguous situations.

Candidate profiles: New AI Fluency hiring attributes and AI-focused application questions to consistently filter and assess how candidates are embracing AI in their daily work.



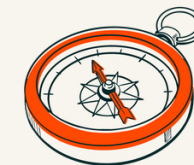
Fairer, more effective hiring

AI application review: AI-enabled filtering of verified applicants to improve quality, mitigate fraud, and support more equitable screening.

Candidate sourcing engine: A talent intelligence and CRM layer that helps us find the right people faster, and build more expansive, data-driven pipelines.

Agentic screening pilots: AI-powered screening to make interviews smarter, fairer, and more consistent, while giving recruiters and hiring managers richer insights for faster, better decisions.

Human-led: People stay at the center of our talent acquisition decision-making and experiences while AI improves quality, equity, and speed.



An evolved employer brand

Employee value proposition (EVP): A refreshed talent promise - Where the Bold Go to Grow - centered on growth, care, and innovation at scale that comes to life on our career site, Culture Code, and flagship experiences including our Week of Rest.

New career site: A new site that takes candidates on an “AI mindset” journey that provides transparency and builds trust by explaining how we use AI in hiring and what we expect from AI-forward candidates.

Looking ahead

Global footprint strategy: Intentional guardrails to guide where we hire and grow to prioritize serving customers in market, early-talent proximity for apprenticeship-style learning, and efficient collaboration while maintaining our commitment to flexible work.

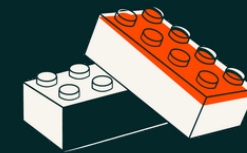
Total Rewards optimization: Refreshed philosophy aligned to our new career framework and our Culture Commitments.



HubSpotters at Connect NZ customer event

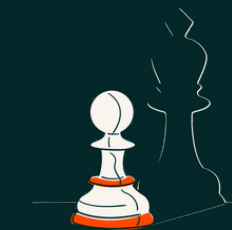
AI Fluency From Day One

We redesigned onboarding so that every new HubSpotter builds AI fluency and has a clear picture of what it means to be a HubSpot “Grow Getter” on their first day.



HubSpot Foundations

A two-day, AI-first journey for new hires, who hear directly from senior leaders on our mission, strategy, and Grow Getter attributes, and see how AI and our Culture Commitments show up in real work.



AI-powered simulations and games

Including a "Grow Getter AI Adventure" experience that lets new hires practice applying our Culture Commitments and AI tools in realistic scenarios.



AI onboarding companion

An agentic onboarding buddy that provides on-demand help with policies, tools, and learning resources throughout a HubSpotter’s first 90 days.

This AI-first onboarding model accelerates time-to-productivity and sets the expectation that AI is part of every Grow Getter’s toolkit.

Learning and Growth

In 2025, we invested in structures, programs, and AI-enabled tools that help HubSpotters grow in lockstep with the business and our AI-first strategy.

◆ Enterprise career framework and leveling guide

HubSpot roles mapped to clear levels, competencies, and expectations for growth across the company.

◆ Growth and leadership

Expanded programs including GrowDAI and our Global Leadership Summit to build critical skills for operating in an AI-driven, high-change environment.

◆ Leading through change

Programs that help leaders and managers build the change-adapted mindsets and skills needed to guide teams through rapid shifts in strategy, AI adoption, and operating rhythms.

◆ Leadership coaching agents

Always-on guidance for feedback, change management, and difficult conversations, making leadership support more scalable and immediate.

◆ AI fluency curriculum and agentic tools

A curated set of internal agents that help employees discover growth resources, understand how their role is mapped, and navigate learning pathways in an easy, fast, and unified way.

◆ Quarterly check-ins

A new rhythm of more frequent, focused, and actionable performance and development conversations.

Spotlight: Global Leadership Summit

Our 2025 Global Leadership Summit in Cambridge, MA, gave our top 350 leaders time to connect in person, align on strategy, go through realistic business simulations, and hear from senior executives about the mindsets and behaviors required to lead in the age of AI. Post-event feedback showed 96% felt it was a worthwhile use of time, 96% left feeling committed to HubSpot, and 95% felt clearer on what is expected of them as leaders.

Spotlight: GrowDAI

GrowDAI 2025 was a two-day, company-wide learning event that brought together over 5,200 HubSpotters to fast-track our evolution into an AI-first company and build foundational AI fluency across every role. Day 1 focused on shared AI concepts, leadership vision, and a hands-on AI Expo, while Day 2 delivered function-specific sessions, regattas, and hackathons. GrowDAI earned a 4.4/5 satisfaction score, with 95% understanding AI's future role at HubSpot, and 92% inspired to explore it.

Together, these changes are building a workforce that is clear on expectations, equipped to grow, confident using AI, and aligned with HubSpot's ambition for efficient, rapid growth.

Trust and Belonging



“Autonomy, trust, and belonging will always be at the heart of HubSpot’s culture. The intention and commitment we bring to flexible work provides us with a significant talent advantage, forges connection across the company, and allows HubSpotters to invest in personal and professional growth without compromise.”

EIMEAR MARRINAN
VP, People Experience

The experience we offer our people is the heartbeat that makes hybrid resources work. Our challenge and opportunity is to reimagine how care, trust, and belonging show up in a world where humans and AI co-create every day.

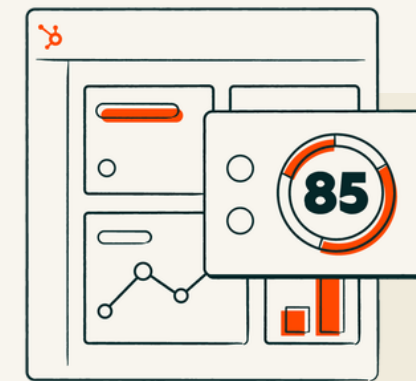
This careful balance of AI-forward thinking and belonging is essential to our success, and central to our efforts to keep employees engaged and growing with purpose.

Data-led Employee Engagement

In 2025 we made significant changes to improve how we measure and monitor the employee experience.

New employee experience survey: Dedicated indices for Clarity, Growth, Culture, Manager Effectiveness, and AI Adoption and Fluency, giving leaders sharper insight into where to focus.

Experience dashboards for 800+ leaders: Team-specific and enterprise-level actions on belonging, growth, and organizational effectiveness.



Spotlight: Results

Our people initiatives delivered immediate and significant results, with tracked improvements across key employee experience metrics.

81%

Clarity

↑ **3 pts**
from Q4 2024

72%

Growth

↑ **2 pts**
from Q4 2024

93%

**AI Adoption
& Fluency**

↑ **5 pts**
from Q2 2025

Culture, Community, and Connection

With the majority of our employees working flexibly across homes, offices, and coworking spaces around the world, belonging requires intention and commitment. In 2025, we continued to invest in experiences that bring HubSpotters together, strengthen community, and help every employee feel seen, supported, and connected to our mission.

Global Culture Experiences: Quarterly, company-wide experiences that highlight our culture, community, colleagues, and customers. In 2025, we hosted HEART Week, Wave of Impact, Bring Your Family to Work Day, and Humans of HubSpot. Each experience includes live, async, virtual, and in-person events to engage every HubSpotter.

Monthly Connections Days: In-person rituals that create space to come together. We hosted 180 connection events across our global offices, including events focused on social impact community initiatives.

Culture Champions: 92 employee volunteer leaders across HubSpot's offices and remote hubs brought our employees together with locally-rooted, globally-aligned experiences.

@Home Meetups: Over 1,000 remote employees participated in local moments of connection, from coffee chats and coworking days to sidewalk clean-ups.

Gable: This flexible coworking platform supports collaboration by making it easier to find fellow HubSpotters in your area and book co-working days together. In 2025, we piloted monthly coworking days within our JAPAC region, leading to an increase in collaboration, and more inclusion for remote employees in Australia and Japan.

MixHub: An internal Slack app that drove over 5,000 spontaneous connections, fueling learning, connection, and community across our distributed workforce.

@HomeSpotter Experience Survey: Our first-ever survey to understand the employee experience for the 72% of our workforce who work remotely. More than 2,000 HomeSpotters responded to questions about home support, coworking, flexible work practices, and their employee experience, allowing us to identify points of friction, opportunities for improvement, and the unique personas that make up our remote population.

Employee Resource Groups (ERGs): ERGs are open to all HubSpotters, and are a cornerstone of how we build belonging; 4,000 HubSpotters are in at least one of our six global ERGs. Our ERGs are powered by a leadership ecosystem of 62 volunteer ERG Leaders, 13 Executive Sponsors, and a team of four Inclusion Program Managers who partner to drive community programming and strategic impact. In 2025, we expanded our ERG portfolio with the launch of the Disability Alliance, creating space for employees with disabilities and chronic illnesses, and their allies.



HubSpot is all in on Belonging. We know it fuels trust, sparks creativity, and amplifies ambition. By investing in it, we transform individual brilliance into collective genius.

Looking ahead

In 2026, we're prioritizing several new initiatives that will strengthen culture, community, and connection:

HubSpot "CoLabs": To ensure every team offsite is a productivity accelerator and culture amplifier, we're scaling new AI-powered resources to help planners develop intentional experiences, content, and programming that result in stronger engagement, belonging, and results when teams come together.

HubSpot's 20th Anniversary: A celebration moment to mark this company milestone by offering HubSpotters ways to reflect and appreciate HubSpot's journey.

Culture Builders Summit: A series of immersive learning experiences to strengthen the leadership skills of HubSpot's employee volunteer ERG Leaders and Culture Champions who scale our culture programs around the world.

Culture Wayfinder: An automated, personalized tour guide that will help HubSpotters easily navigate our ecosystem of programs, communities, perks, benefits, and cultural resources.



HubSpot ERG Executive Sponsors

Spotlight: Mobility Mojo

HubSpot partnered with Mobility Mojo to assess accessibility across eight global offices, surfacing strengths and opportunities through a structured, data-driven process. The results produced a prioritized improvement roadmap and are now informing office renovations, future real estate standards, and broader cultural initiatives like accessibility awareness training. Learn more in [this case study](#).

Business Efficiency and Resilience

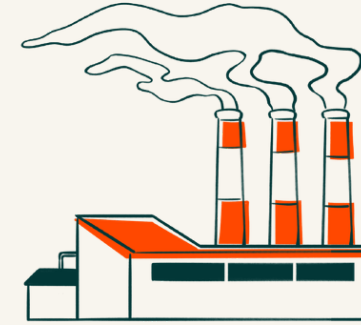
We're adapting our business model to ensure HubSpot remains resilient in times of change. This includes responding to the physical impacts of climate change as well as succeeding in regions transitioning to low-carbon economies.

This section outlines progress against our climate transition plan, detailing emissions reduction initiatives, capital deployments, and operational efficiencies that drove progress during the reporting year. These actions are informed by our climate risk assessment, which evaluates both physical and transition risks to our business. For more detail, see our [Climate Risk Report](#), our [Climate Transition Plan Summary](#), and our [Environmental Policy](#).



“Resilience comes from disciplined execution: how we invest, manage costs, and get more value from what we have. By strengthening how we track performance and run the business day to day, we’re building for the long term.”

KATE BUEKER
Chief Financial Officer



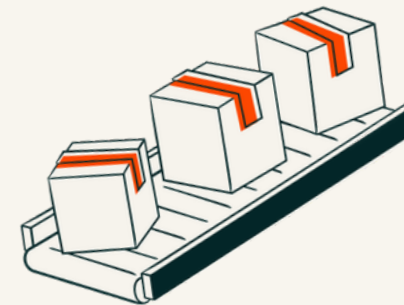
SBT 1: Reduce scope 1 and 2 greenhouse gas emissions by 47% by 2030 from 2019 baseline year.⁴

81% reduction from baseline



SBT 2: Reduce scope 3 greenhouse gas emissions from business travel 55% per employee by 2030 from 2019 baseline year.⁵

19% reduction from baseline



SBT 3: Ensure 70% of our suppliers, by spend covering purchased goods and services and capital goods, will have SBTs by 2027.

65% of our suppliers by spend have SBTs⁶

⁴ Our 2019 scope 1 and 2 greenhouse gas emissions (market-based, including green tariffs but excluding RECs) were 3,641 MTCO_{2e}.

⁵ Our 2019 scope 3 greenhouse gas emissions from business travel were 3,713 MTCO_{2e}.

⁶ Committed or verified.

Our Product

At HubSpot, we're dedicated to ensuring we design, build, and operate our product in a resilient and cost-effective way. As we expand our AI capabilities with care and intention, we're investing heavily in hardware-level efficiency, responsible design philosophies, and innovative internal tools.

Efficient Engineering

We continue to make progress in improving the resilience and efficiency of our software systems.

Our approach to product development has evolved to prioritize efficiency and our architecture. Rather than simply shipping features as quickly as possible, our engineering teams now operate under a design philosophy of selecting the "right model for the right job".

For example, high-volume tasks like conversation summarization are routed to HubSpot's internally hosted open-source model at roughly 1/75th the cost-per-token of a frontier model, while complex multi-step reasoning tasks are routed to frontier-scale models where that capability is justified. By actively weighing efficiency and resilience considerations during the model selection process, we ensure that our AI deployments are both highly effective and environmentally responsible.

Building on previous initiatives, in 2025 we continued to drive hardware-level optimizations across our AI stack. This past year, we successfully migrated to the latest instances for our data stores and our core AI platform. Through dedicated GPU optimization, we achieved a 30% improvement in processing efficiency, a strong proxy for energy reduction at the hardware level.

To ensure long-term resilience and efficiency at scale, we are also actively evaluating hybrid cloud and multi-cloud infrastructure models with energy efficiency as a core design criterion. This will enable us to selectively run high-density workloads on infrastructure optimized for specific compute profiles.

In 2025, we expanded HubSpot's global infrastructure by launching customer-serving regions in US-West (Oregon), Canada (Montreal), and Australia (Sydney). Each region was selected in part for its renewable energy profile: our Oregon region benefits from a relatively low-carbon Pacific Northwest power mix, with our third-party data center provider reporting its Oregon data centers are powered with at least 95% renewable energy. Québec's grid is over 99% renewable, dominated by hydropower. In Australia, our third-party data center provider has enabled seven renewable energy projects generating over 1,000 GWh of clean energy annually.

More broadly, our third-party data center provider has matched 100% of its electricity consumption with renewable energy in both 2023 and 2024.

These deployments also deliver direct performance and resilience benefits. Australian customers previously routed through North America experienced p95 latencies of approximately 214 milliseconds; after migrating to the local Sydney hub, that dropped to 5.18 milliseconds - a 97% reduction. Median latency has dropped significantly and stabilized, and the long-tail latencies that initially spiked during migration ramp-up have settled to consistently low levels.

We are seeing similar performance across our other new regions. Lower latency also means lower resource consumption: requests that resolve faster consume less compute time, generate fewer retries and timeouts, and eliminate unnecessary cross-continent network hops - all of which reduce cost and energy usage per customer interaction. We have also redistributed a significant number of customer portals from our US-East concentration to the new US-West hub, meaningfully reducing the blast radius of any single-region outage and strengthening our business continuity posture.

Responsible AI Development

We recognize that AI introduces trade-offs, particularly in terms of energy consumption and infrastructure demand. Our approach is to balance the value AI delivers with a focus on improving efficiency while reducing carbon and natural resource consumption over time.

In 2025, we outlined this approach in our [AI and Sustainability Philosophy](#), which describes how we aim to adopt AI efficiently and responsibly. This includes considerations such as using more efficient hardware, optimizing model design, and reducing resource intensity across workloads. In practice, this involves leveraging specialized hardware (GPUs, TPUs), right-sizing models to task requirements, and exploring the internal development of key models to increase control over performance, cost, and emissions.

To operationalize this across the company, we also released internal Responsible AI Usage guidelines in 2025. These provide a practical framework for employees to adopt AI in ways that align with our efficiency objectives.

Internal AI Adoption and Efficiency

In addition to customer-facing AI, we have implemented rigorous measures for the internal AI tools used by our engineers. A key innovation in our internal adoption strategy is the deployment of dedicated on-premises inference infrastructure within our own data center. This hardware powers Sidekick, HubSpot's internal AI assistant built for engineers.

Spotlight: Sidekick

Sidekick answers questions using internal documentation, takes actions on behalf of engineers - such as searching code, creating issues, and writing pull requests - and runs an agentic loop to gather context automatically. Sidekick intelligently selects the right model for each task, routing between open-weight models and commercial providers based on the complexity of the request. By handling a significant share of AI-assisted coding workloads on local infrastructure and selecting appropriately-sized models, Sidekick operates at a fraction of the cost - and energy footprint - of routing all requests to external AI providers.

Our responsible approach to internal AI has yielded measurable benefits for our workforce. In 2025, 94% of code changes were made by engineers using AI coding tools on a regular basis, and changes per engineer increased by approximately 32% year-over-year.

While multiple factors contribute to productivity gains across the engineering organization, the breadth of AI adoption and its correlation with increased output per engineer represent a meaningful shift in how our teams work. This productivity gain has not come at the expense of quality. Our teams are producing more and better work - using AI to accelerate delivery while maintaining the engineering rigor that our customers depend on.

Customer Carbon Calculator



We continue to see increasing demand from customers for supplier-specific emissions data to support Scope 3 reporting and meet growing regulatory and disclosure requirements. In response, we provide customer-specific emissions data through our [Carbon Calculator](#), helping customers better understand the emissions associated with their use of our platform. Read more about our Customer Carbon Calculator [here](#).

This reflects a broader shift away from industry-average estimates toward more accurate, supplier-level data. By providing product-specific emissions insights, the calculator supports more precise Scope 3 accounting and helps customers make more informed decisions about how they use HubSpot.

Our Buildings

HubSpot is committed to efficient workplaces that support collaboration and productivity. We continue to improve office performance, increase operational efficiency, and apply high standards to new locations.

ISO 14001: In 2026, HubSpot House in Dublin, Ireland achieved [ISO 14001 certification](#), an internationally recognized management standard to ensure systems are in place to manage environmental impact. Achieving certification required a cross-functional review of how one of our largest offices operates from energy and water use to commuting patterns and supplier practices.



HubSpot House, Dublin

Energy Use: We continued to improve energy performance across our offices through targeted building management system timing adjustments, operational fine-tuning, and team behaviors. These actions reduce energy intensity, lower operating costs, and improve asset-level efficiency without compromising the employee experience.⁷

In 2025, HubSpot House in Dublin improved energy performance, cutting gas use by 9% and electricity by 5% compared to 2024.

Water Stewardship: Following the completion of an enterprise-wide water inventory across 19 global offices, we conducted a basin-level risk assessment in 2025 to establish a baseline for performance tracking and risk oversight. By aligning our methodology with the CEO Water Mandate and CDP technical standards, we gained a view of total withdrawals, discharges, and consumption across our portfolio. To turn this data into insight, we used the WRI Aqueduct Water Risk Atlas and WWF Water Risk Filter to identify sites exposed to current and future water constraints.

Further detail on our methodology, performance metrics, and risk management approach is available in [our full Water Stewardship statement](#).

Waste and Circularity: Where practical, we are moving from disposal to recover, reducing waste at source and improving recycling through audits and local partnerships.

In November 2025, our Bogotá team launched [a recycling program](#) tailored to the city's waste system. Working with a local partner, we identified friction points in our waste streams and introduced a more structured collection approach.

In Dublin, we carried out an office waste audit to understand waste types, contamination, and diversion rates. The results are guiding changes to sorting, bin setup, and the materials we use.

Together, these efforts reflect a more data-driven approach to waste. By combining local insight, practical changes, and clearer oversight, we're improving efficiency, reducing risk, and strengthening day-to-day management.

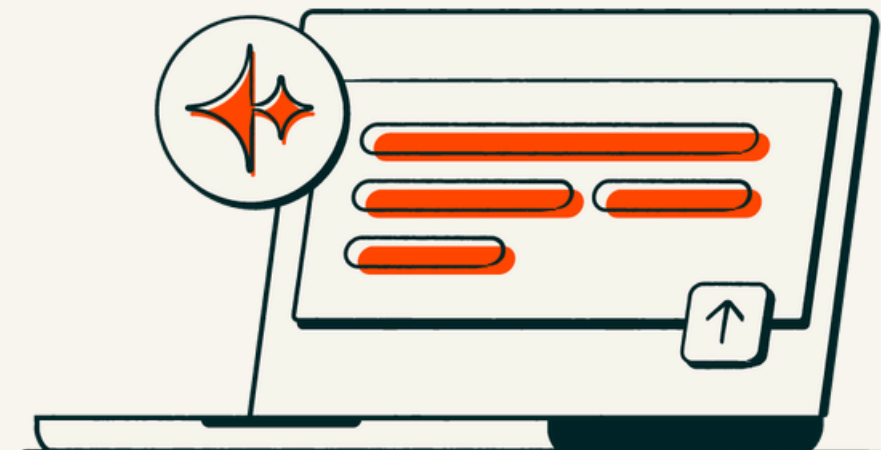
Our Hardware

Employee devices are both a cost and source of emissions, most of which come from manufacturing. How we buy and manage them matters.

In 2025, we strengthened [a circular approach to IT](#). Instead of replacing devices on fixed cycles, we extend their use where possible. Returned equipment is redeployed internally first, then resold, with recycling as a last step.

During the year, 2,672 laptops reached end of use. Of these, 2,140 were resold, returning value to the business. In total, 81% of devices stayed in use.

All retired devices were securely wiped and certified, combining efficient reuse with strong data protection.



⁷ HubSpot sources 100% renewable electricity globally, primarily via green tariffs (>85% of office space), with high-quality EACs covering the remainder.

Purposeful Connection

Events

HubSpot runs more than 1,000 events each year, from large conferences to small team gatherings. These moments matter for innovation and culture - but they also use resources and create emissions.

To manage this, we've set clear standards for how events are planned. From INBOUND to local offsites, teams follow practical guidance on selecting venues, sourcing, waste reduction, and working with vendors early.

In 2025, we launched our [Responsible Events Playbook](#), a free guide to help others reduce the impact of their events.

We also introduced an AI-powered assistant to support teams in real time with sourcing, waste reduction, and supplier choices, which helps to ensure consistency across events.

By setting clear standards and prioritizing local, lower-carbon vendors, we're reducing impact, managing costs, and aligning events with our climate goals.

Intentional Gatherings

In 2025, we invested in new spaces in our Dublin and Cambridge offices to host "HubSpot CoLabs," our signature experience for high-impact team offsites.

Designed to be both a productivity accelerator and a culture multiplier, CoLabs represent a shift toward gathering with purpose and operational discipline.

We have evolved our flagship offices in Cambridge, Dublin, and San Francisco into dedicated destinations for these team experiences. By adopting an "Office First" philosophy, we rethink traditional offsites to better align collaboration with cost control. This investment delivers a centralized experience that reflects our brand while serving as a cost-effective alternative to global travel.



Attendees at INBOUND

As we scale this model in 2026, we're prioritizing proximity: selecting locations closest to the majority of attendees to minimize travel-related impacts. While face-to-face collaboration is preferred, we remain intentionally inclusive by offering hybrid and asynchronous ways for teammates to engage when travel is not feasible. This standardized support model allows us to better measure the ROI of in-person gatherings, ensuring every CoLab reinforces our long-term operational resilience.



"Meaningful connection in a distributed world doesn't happen by accident; it happens by design. With HubSpot CoLabs, we're moving away from ad hoc gatherings toward intentional, high-impact experiences in the spaces that represent our culture best. By prioritizing proximity and inclusive participation, we're proving that we can deepen team belonging and drive productivity while remaining disciplined and responsible stewards of our resources."

NAWAL FAKHOURY

Senior Director, Experience and Inclusion

Travel Carbon Reduction

To strike the right balance between connection and responsible business, in 2025 we conducted further analysis of our travel patterns. This research informed the annual revision of our travel guardrails and the evolution of our approach to internal events. We have continued to invest in Sustainable Aviation Fuel (SAF) to further support decarbonization of the aviation industry more broadly.

Our Supply Chain

Our responsible business work extends beyond our own operations. Engaging suppliers is key to reducing Scope 3 emissions and meeting our targets.

In 2025, 65% of our spend was with suppliers that have science-aligned targets. We achieved this through ongoing engagement to support credible carbon reduction plans.

We are also continuing to improve how we measure emissions, using technology we are moving from spend-based estimates to more accurate, supplier-specific data wherever possible.



Climate Risks and Opportunities

HubSpot is committed to complying with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and further aligning our approach to the International Sustainability Standards Board (ISSB) framework.

Our approach involves implementing the TCFD's core elements - governance, strategy, risk management, targets and metrics. We also incorporate examples of emerging good practices identified by regulators, investors, and other stakeholders.

We acknowledge that TCFD has been retired and continue to ramp up our alignment with globally recognized voluntary frameworks (such as ISSB) and prepare for regulatory frameworks (such as the Corporate Sustainability Reporting Directive and Corporate Sustainability Due Diligence Directive).

Our key focus remains climate-related risks and opportunities, their quantification, and their translation to strategic targets and metrics.

In 2025, we overhauled our approach and completed a quantitative scenario analysis for climate risks and opportunities. We define our planning horizons as Short-term (2024), Medium-term (2030), and Long-term (2050). We assessed 100% of our offices and data centers for both physical and transition risks.⁸ Overall our assessment found physical and transition risk is low for HubSpot and physical risk is not material due to the distributed nature of our employees and facilities. Our distributed workforce model acts as a primary resilience factor, rendering physical climate risks immaterial to our overall business continuity.

While our overall risk exposure is low, we actively monitor physical risks such as the acute impact of extreme weather events and the chronic impact of water stress on HubSpot's offices and third-party data centers. The two most material transition risks identified were direct and indirect effects of carbon pricing mechanisms.

You can read more on our financial quantification and climate scenario analysis in our [Climate Risk Report](#).



⁸ Our overall Enterprise Risk Management system considers risks on a timescale of 5 years, however we expanded our timescales for the consideration of climate risks and opportunities due to its longer timeline.

Investing in Carbon Credits

While progress towards our science-based targets remains the key priority in our climate strategy, we recognize that we can drive broader impact by reducing carbon beyond our near-term SBT targets.

Our carbon credits strategy is grounded in Beyond Value Chain Mitigation (BVCM); leading up to our net-zero target year, these purchases do not compensate or neutralize our gross greenhouse gas emissions, but rather drive the wider societal transition to a low-carbon economy.

Our carbon credit strategy aligns with the Oxford Principles and the Voluntary Carbon Markets Integrity Initiative (VCMI) code, ensuring the purchase of high-quality credits. You can read more about how we approach carbon credits [here](#).



We strategically balance our investments across the following types of mitigation:



High-impact Emissions Reductions

Including Sustainable Aviation Fuel (SAF) certificates, methane leak avoidance (plugging orphaned gas wells), and the destruction of ozone-depleting substances.



Nature-Based Carbon Removals

Including soil carbon sequestration through climate-smart agricultural management practices.



Technological Carbon Removals

Including enhanced rock weathering and early-stage investments in Direct Air Capture (DAC) with co-located geological sequestration.

To ensure credibility and integrity, we invest in carbon credit projects verified by third-party registries wherever possible, including the American Carbon Registry (ACR), Climate Action Reserve (CAR), Verra, Isometric, and the SAFc Registry. For early-stage technological removals without established registries, we prioritize projects where rigorous investment, legal, and barrier analyses are utilized to assess additionality, and where there is negligible risk of carbon reversal.

You can find the specific details of our purchases in our [Voluntary Carbon Markets Disclosure Statement](#).

Practicing Good Governance

We are steadfast in our commitment to operating responsibly and transparently so that we earn and maintain the trust of our stakeholders.

Maintaining Trust Through Ethical and Responsible Business Practices

As our customers navigate rapid, AI-driven technological change, they rely on us to support their growth while upholding the highest standards of data privacy, security, and ethical business practices. With evolving technologies raising new and complex questions, we must work harder than ever to earn trust and inspire customer confidence.



“We want to inspire the full confidence of our customers and stakeholders by embedding trust into every aspect of HubSpot’s business. Strong governance and principled leadership are essential as we navigate the AI transition and help shape a more responsible future.”

ERIKA FISHER
Chief Legal Officer

To provide transparency, HubSpot maintains a dedicated [Trust Center](#), where customers can explore detailed information about our security, privacy, and compliance programs, as well as access relevant certifications and reports.

Our practices are aligned with leading global regulations and industry standards. We comply with major privacy frameworks, including the EU General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA). Additional details on how we handle personal data can be found in our Privacy Policy and Data Processing Agreement.

We also adhere to the Trust Services Principles (TSPs) established by the American Institute of Certified Public Accountants (AICPA), and make our SOC 2 Type 2 and SOC 3 reports available through the Trust Center. Our commitment to privacy accountability is further demonstrated through certifications such as TRUSTe and adherence to the EU Cloud Code of Conduct.

For international data transfers, HubSpot is certified under the EU-U.S., Swiss-U.S., and UK Extension to the EU-U.S. Data Privacy Framework (DPF) and relies on this framework for transfers between the EU and the United States. Furthermore, we rely on the Standard Contractual Clauses (SCCs) for international data transfers to all other countries and to HubSpot affiliates. These commitments are reflected respectively in our Privacy Policy, Data Processing Agreement, and the HubSpot Intra-Group Data Transfer Agreement.

In the area of payments, HubSpot supports secure transactions through Commerce Hub, which offers both HubSpot payments and Stripe payment processing. These services leverage infrastructure provided by Stripe, Inc., which is certified to PCI-DSS Level 1 - the highest standard in the payments industry. HubSpot does not store, process, or collect customers’ full credit card information, and our SAQ-A reports are available via the Trust Center.

Accountable AI

We remain committed to trustworthy AI:

- We updated internal use policies for AI, ensuring we only use and develop secure AI tools, and that our employees are equipped with the knowledge they need to use AI responsibly.
- We published [AI Trust FAQs](#) so that our customers know exactly how their data is protected by HubSpot when being used for AI.
- We continued to enhance AI data security within HubSpot, expanding privacy-forward AI features with zero data retention by third-party LLMs, and in-region processing by third-party LLMs for an increasing number of customers.
- We launched [AI Model Cards](#) to provide transparency into the data and LLMs that power HubSpot AI features.
- We continue to use content moderation tools to flag harmful AI generated content and prevent outputs like hate speech.

Corporate Governance Policies and Training

We expect all HubSpotters to act with integrity and respect, follow our policies, and comply with applicable laws. These expectations are grounded in our [Code of Business Conduct and Ethics](#), which is introduced during onboarding and reinforced through annual recertification.

Code of Business Conduct & Ethics

The Code provides guidance on a range of legal and ethical topics, including anti-corruption, harassment, and insider trading. Employees are encouraged to report concerns to their manager, the People team, HubSpot Legal, or through our anonymous Whistleblower Hotline.

We strictly prohibit retaliation against anyone who raises a concern or participates in an investigation, regardless of the individuals involved. All reported issues are promptly reviewed and investigated, and confirmed violations may result in disciplinary action, including termination.

Oversight of our ethical standards is led by our Board and its committees, which review key policies annually. The Audit Committee also receives quarterly updates on significant investigations.

In addition to our Code, we maintain a set of policies that guide responsible and ethical business practices across our operations and partnerships.

Human Rights

Respect for human rights is a fundamental value at HubSpot. Our [Human Rights Policy](#) details our commitment to upholding human dignity in all that we do. In 2025 we began training key supply chain employees on modern slavery awareness and the role they play in mitigating related risks.

Employee Health and Safety

We prioritize the health of HubSpotters in all areas of their lives. We offer a global mental wellness platform, Modern Health, as a benefit for employees and their dependents. Our office environments are designed with important amenities like nursing parent rooms, and we provide resources and programming that employees can engage in from wherever they work. Our focus on employee wellbeing extends to hybrid work: we offer remote work options for almost all roles, allowing HubSpotters to work where they are most comfortable.

In 2025, we published our [Global Health and Safety Policy](#), which outlines our commitment to the health and safety of our employees. We also launched formal ergonomics training for all employees, which has been integrated into required new hire training. By embedding health and safety into our daily routines and decision-making processes, we promote a safe and supportive environment for creativity, innovation, and productivity.

Data Privacy

We went the extra mile to ensure that our customers' data is safe.

- We provide product features that allow customers to securely store sensitive data on the HubSpot platform. We created publicly available resources to provide information and clarity about how to effectively use these features in a secure way that supports customers' compliance needs. To learn more visit our [Sensitive Data FAQs](#), which are available in the Trust Center.
- We maintained our [TRUSTe enterprise privacy](#) and [EU Cloud Code of Conduct](#) certification.
- We obtained a HIPAA attestation of compliance which demonstrates the effectiveness of HubSpot's security practices in supporting our HIPAA-regulated customers.
- We continue to provide transparent information to our customers on how we protect their data through our Trust Center, including updated [Data Privacy FAQs](#).
- We remained vigilant in our quest to monitor the ever-changing global privacy landscape and ensure we are meeting our customers' compliance needs.
- As a part of this ongoing commitment, we provided additional resources for customers including:
 - [FAQ and specific terms](#) relating to the EU's Data Operational Resiliency Act
 - A dedicated Transparency Page and specific terms to address our obligations under the EU Data Act
 - HubSpot's [Data Security Act \(DSA\) Transparency Reports \(EU\)](#)
 - Updates to our [Data Disclosure Policy and Transparency Report](#)

Supplier Code of Conduct

We expect our suppliers to uphold the same high standards of governance, ethics, and responsibility that we require of our employees under our [Code of Business Conduct and Ethics](#).

Our Global Supplier Code of Conduct sets out mandatory responsible business expectations for all suppliers. It aligns with our core values and leading international frameworks, including the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights, and the Ten Principles of the UN Global Compact, to which HubSpot is a signatory.

We use vendor tools to better understand the impacts of our supply chain and include responsible business criteria in our purchasing decisions. We also work with suppliers to support improvements, including setting carbon reduction targets.

Our Board of Directors

Our commitment to responsible business practices begins with our Board of Directors, which brings a range of expertise and perspectives to support our mission. The Board and its [committees](#) meet regularly to oversee strategy, governance, regulatory developments, and enterprise risks, including those related to responsible business.

Additional information on our Board's composition, independence, skills and experience, as well as director biographies and stockholder engagement, is available in our [proxy statement](#) for the 2026 Annual Meeting of Stockholders. [Committee charters](#) are publicly accessible on our Investor Relations website.



Data Index.

We are committed to transparency and ensuring our stakeholders can easily find the responsible business metrics most important to them. The following tables demonstrate our disclosures in accordance with the International Sustainability Standards Board (ISSB) S2, the SASB Software and IT Services Sector, and the Global Reporting Initiative (GRI).

For any questions, please contact [the responsible business team](#).

International Sustainability Standards Board (ISSB) Index

ISSB Standard applied: IFRS S2 Climate-related Disclosures.

ISSB S2 Pillar	Disclosure Requirement	IFRS S2 Paragraph	Response
Governance	Board & Management Oversight	6(a), 6(b)	<p>The Nominating, Governance, and Sustainability Committee of the board has specific responsibility to review and assess the Company's policies, practices, and strategy regarding climate change, including identifying and bringing to the Board's attention current and emerging climate-related trends and issues; overseeing best practices and responsible business strategy; overseeing public disclosures on sustainability matters; and the setting of and progress against climate-related targets.</p> <p>HubSpot's Nominating, Governance, and Sustainability Committee and Executive Leadership Team consider material climate-related risk when setting and implementing strategy and financial planning. The Responsible Business Steering Group meets quarterly and drives cross-functional collaboration to ensure climate risks are managed through the same processes as all other enterprise risks.</p> <p>At a minimum, climate change and associated climate goals and targets are discussed twice yearly at the Nominating, Governance, and Sustainability Committee standing meetings.</p> <p><i>See also GRI 2-9, 2-12, 2-13, 2-14</i></p>

ISSB S2 Pillar	Disclosure Requirement	IFRS S2 Paragraph	Response
Governance	Board Skills & Competencies	6(a)(ii)	<p>The Board maintains competency by consulting regularly with an internal, permanent, subject-expert working group and undergoing regular training for directors on responsible business issues, industry best practice, and standards.</p> <p><i>See also GRI 2-17; GRI 405-1</i></p>
Governance	Internal Controls & Procedures	6(b)(ii)	<p>Assurance 2025 Assurance Statement</p>
Strategy	Climate-related Risks & Opportunities	10(a), 10(b)	<p>Climate Risks and Opportunities <i>See 2025 Climate Risk Report</i></p>
Strategy	Time Horizons	10(c), 10(d)	<p>Climate Risks and Opportunities</p>
Strategy	Business Model Resilience	13(a), 22	<p>Climate Risks and Opportunities <i>See also SASB TC-SI-550a.2</i></p>
Strategy	Climate-related Transition Plan	14(a)(iv)	<p>Business Efficiency and Resilience Climate Transition Plan Summary</p>
Strategy	Anticipated Financial Effects	15, 16	<p>Climate Risks and Opportunities</p>
Risk Management	Identifying & Assessing Risk	25(a)	<p>Climate Risks and Opportunities</p>

ISSB S2 Pillar	Disclosure Requirement	IFRS S2 Paragraph	Response
Metrics	Greenhouse Gas Emissions	29(a)(iii)–29(a)(vi)	<p>HubSpot reports on Scope 1–3 emissions annually calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. For reporting year figures, please see the GRI 305.</p> <p>HubSpot discloses both market-based and location-based scope 2 emissions alongside detail on any contractual instruments used. HubSpot sources 100% renewable energy for all of our offices in operational control. We transition to green tariffs wherever feasible and when necessary purchase Renewable Energy Certificates (RECs).</p> <p>All material and relevant Scope 3 categories to HubSpot's business are calculated and disclosed. These are scopes: 3.1, 3.2, 3.3, 3.5, 3.6, 3.7, 3.8, and 3.13.</p> <p>Our 2025 emissions are calculated using a leading carbon management software tool. Our assurer has confirmed zero Scope 1 emissions because we lease all of our buildings and have limited control over operations. Scope 2 location-based emissions use IEA factors, while market-based calculations apply a zero-emissions factor to REC-covered facilities. Scope 3 is calculated using a mix of supplier-specific data, employee commuting surveys, and secondary databases (e.g., USEEIO, CEDA, BEIS, and IEA).</p> <p>We make reasonable estimations in line with industry best practice, such as the use of secondary or spend-based data for Scope 3, when direct supplier emission factors are unavailable.</p> <p>All acquisitions are directly integrated into HubSpot's business and systems; the emissions from all entities are represented as one consolidated group.</p> <p><i>See also GRI 305-1, 305-2, 305-3</i></p>
Metrics	Assets Vulnerable to Climate Risk	29(b), 29(c)	<p>Climate Risks and Opportunities</p>
Metrics	Capital Deployment	29(e)	<p>HubSpot commits approximately \$2.5 million annually to climate transition initiatives as part of its core operating budget. Further detail can be found in our Climate Transition Plan Summary.</p>
Metrics	Internal Carbon Price	29(f)	<p>HubSpot does not use an internal carbon price; climate-related risks are managed through enterprise risk management processes.</p>
Metrics	Executive Remuneration	29(g)	<p>While broader C-suite and board-level monetary incentives are not currently linked to climate-related metrics, we incentivize the leadership driving our day-to-day climate strategy. Specifically, our Senior Director of Responsible Business (equivalent to a CSO) receives incentives for achieving our climate commitments and emissions reduction targets.</p>

ISSB S2 Pillar	Disclosure Requirement	IFRS S2 Paragraph	Response
Targets	Climate-related Targets	33, 34	Our decarbonization strategy is organization-wide and formally aligned with the Paris Agreement's goal of limiting global warming to 1.5°C. Our near-term and net-zero targets have been verified by the Science Based Targets initiative (SBTi) and are publicly available on the SBTi Target Dashboard . We have both absolute and intensity-based near-term targets which we use to monitor our performance and assess our overall progress against our ambition annually. Please see Business Efficiency and Resilience for details of our 2025 performance. <i>See also GRI 305-5</i>
Targets	Use of Carbon Credits	36(e)	Investing in Carbon Credits Voluntary Carbon Market Disclosure Statement

Sustainability Accounting Standards Board (SASB) Index

SASB Standard applied: Software and IT Services (TC-SI).

Topic	Metric	Category	Unit of Measure	Code	2025
Environmental Footprint of Hardware Infrastructure					
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	TC-SI-130a.1	<i>See GRI 302-1</i>

Topic	Metric	Category	Unit of Measure	Code	2025
Environmental Footprint of Hardware Infrastructure					
Environmental Footprint of Hardware Infrastructure	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic metres (m ³), Percentage (%)	TC-SI-130a.2	13,811 m ³ of water withdrawn from municipal supplies. Total water consumed was 2,762 m ³ and total water discharged was 11,049 m ³ . This covers 100% of HubSpot facilities with operational control. HubSpot does not have any sites in areas of High or Extremely High Baseline Water Stress as classified by World Resources Institute’s (WRI) Aqueduct Water Risk Atlas. 0% of water withdrawn from facilities with operational control was in high stress regions.
	Discussion of the integration of environmental considerations into strategic planning for data center needs	Discussion and Analysis	n/a	TC-SI-130a.3	We obtain carbon emissions data directly from our data center providers and work with them, where appropriate, to ensure carbon reduction efforts align with global best practice.
Data Privacy & Freedom of Expression					
Data Privacy & Freedom of Expression	Description of policies and practices relating to behavioral advertising and user privacy.	Discussion and Analysis	n/a	TC-SI-220a.1	See our Privacy Policy . <i>See also GRI 2-23</i>
	Number of users whose information is used for secondary purposes	Quantitative	Number	TC-SI-220a.2	HubSpot does not use user information for reasons other than those described in our Customer Terms of Service, Data Processing Agreement, and our Privacy Policy (which are publicly available on our website).

Topic	Metric	Category	Unit of Measure	Code	2025
Data Privacy & Freedom of Expression	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Quantitative	USD	TC-SI-220a.3	HubSpot suffered no material monetary losses in 2025 as a result of legal proceedings stemming from user privacy.
	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Quantitative	Number, Percentage (%)	TC-SI-220a.4	See our Data Disclosure Policy and Transparency Report .
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Discussion and Analysis	n/a	TC-SI-220a.5	HubSpot complies with U.S. regulations related to embargoed countries, including actively blocking access to our product by users located in embargoed countries. HubSpot's Customer Terms of Service requires all customers to comply with the sanctions programs administered by the Office of Foreign Assets Control (OFAC). HubSpot also complies with EU content moderation regulations and responds to Member State and individual reports of suspected illegal content.

Topic	Metric	Category	Unit of Measure	Code	2025
Data Security					
Data Security	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Quantitative	Number, Percentage (%)	TC-SI-230a.1	HubSpot did not have any data breaches that resulted in a deviation from our expected outcomes for confidentiality and/or integrity in 2025. <i>See also GRI 418-1</i>
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	n/a	TC-SI-230a.2	HubSpot has invested in the appropriate controls to protect and service our customers, including dedicated Corporate, Product, Infrastructure, and Physical Security programs. Our controls meet or exceed the applicable SOC 2 Trust Service Principles established by the AICPA. For more information, see our Security Overview .
Recruiting & Managing a Global, Diverse & Skilled Workforce					
Recruiting & Managing Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	Quantitative	Percentage (%)	TC-SI-330a.1	As a global company, we have thousands of employees who work from 15 countries and remotely. With customers in more than 135 countries, this global footprint means we have employees in 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. To support this, we developed the HubSpot Culture Code in 2013, which we continue to update, 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. None of our employees in the United States are represented by a labor union. However, employees of certain global entities are represented by works councils. <i>See also GRI 2-7</i>

Topic	Metric	Category	Unit of Measure	Code	2025
Recruiting & Managing Workforce	Employee engagement as a percentage	Quantitative	Percentage (%)	TC-SI-330a.2	<p>We administer an employee engagement survey, known as our eNPS (employee Net Promoter Score) survey for all employees. It assesses and understands the employee experience and engagement at the company level. The survey enables us to provide data to leaders across the organization, empowering them to identify, address, and monitor feedback at department and team levels.</p> <p>Based on the results and an analysis of our strengths and opportunities as it relates to our overarching culture, our executive leadership team and department leadership teams create action plans to address high-priority feedback. In the spirit of transparency, the eNPS analysis and action plans are shared internally. This ensures our employees are aware of how we are utilizing their feedback to drive positive change across the business.</p> <p>In 2025 84% of employees responded with a 7+ on a 0-10 scale to the question "How likely are you to recommend HubSpot as a great place to work?"</p>
	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Quantitative	Percentage (%)	TC-SI-330a.3	<p>Ethnicity - Management positions (US employees only):</p> <ul style="list-style-type: none"> • White: 68% • Asian: 16% • Black or African American: 5% • Hispanic or Latino: 4% • Indigenous: <1% • Two or more races: 2% <p>Gender - Management positions:</p> <ul style="list-style-type: none"> • Women 43% • Women in management in revenue-generating functions: 53% <p>Gender - Technical positions:</p> <ul style="list-style-type: none"> • Women in STEM-related roles: 31% <p><i>See also GRI 405-1</i></p>
Intellectual Property Protection & Competitive Behavior					
Intellectual Property Protection & Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Quantitative	USD (\$)	TC-SI-520a.1	HubSpot suffered no material monetary losses in 2025 as a result of legal proceedings associated with anticompetitive behavior regulations.

Topic	Metric	Category	Unit of Measure	Code	2025
Managing Systemic Risks from Technology Disruptions					
Managing Systemic Risks from Technology Disruptions	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	Quantitative	Number, Days	TC-SI-550a.1	We provide transparency around service availability and performance of our products here .
	Description of business continuity risks related to disruptions of operations	Discussion and Analysis	n/a	TC-SI-550a.2	Business continuity risks are discussed in Item 1A. Risk Factors in our Annual Report on Form 10-K filed with the SEC on February 11, 2026, and in our subsequent Quarterly Reports on Form 10-Q. <i>See also ISSB IFRS S2 13(a), 22</i>
Activity Metrics					
Activity Metrics	(1) Number of licenses or subscriptions, (2) percentage cloud-based	Quantitative	Number, Percentage (%)	TC-SI-000.A	(1) 288,706 customers (2) 100% cloud based
	(1) Data processing capacity, (2) percentage outsourced	Quantitative	MSUs, MIPS or MFLOPS	TC-SI-000.B	Data processing estimated at ~1.5 Billion MIPS (million instructions per second). 100% of data processing capacity outsourced.
	(1) Amount of data storage, (2) percentage outsourced	Quantitative	Petabytes, Percentage (%)	TC-SI-000.C	Amount of data stored: ~14 petabytes. 100% of data storage outsourced.

Global Reporting Initiative (GRI) Index

Statement of Use: HubSpot has reported the information cited in this GRI content index for the period January 1, 2025 through December 31, 2025 with reference to the GRI Standards.

GRI 1 Used: GRI 1: Foundation 2021

Indicator	Disclosure	2025	2024	2023	Note
2-1	Organizational details	-	-	-	HubSpot Form 10-K ; Our Story
2-2	Entities included in the organization's sustainability reporting	-	-	-	HubSpot Form 10-K
2-3	Reporting period, frequency and contact point	-	-	-	About This Report
2-4	Restatements of information	-	-	-	Methodology updated in 2025 to improve accuracy and data capture, including WEEE data and refined energy estimates for leased assets. The Scope 3.2 increase reflects higher device and hardware procurement. Any relevant historical adjustments will align with GHG Protocol requirements.
2-5	External assurance	-	-	-	2025 Assurance Statement
2-6	Activities, value chain and other business relationships	-	-	-	Our Story ; What is HubSpot? ; HubSpot Form 10-K ; HubSpot Form 10-K: Business ; HubSpot Form 10-K: Financial Statements
2-7 ¹	Total employees	8,931	8,246	7,663	<i>See also SASB TC-SI-330a.1 / 330a.2</i>
	Employees in Asia Pacific	688	575	528	
	Employees in Europe	2,500	2,342	2,164	
	Employees in the Americas	5,743	5,329	4,971	

¹ We round to one decimal place for our demographics data. This rounds the population of certain racial/ethnic groups to 0.0%, though the actual total of these employees is greater than zero.

Indicator	Disclosure	2025	2024	2023	Note
2-9	Governance structure and composition	–	–	–	Our Responsible Business Governance Structure <i>See also ISSB IFRS S2 6(a), 6(b)</i>
2-10	Nomination and selection of the highest governance body	–	–	–	2026 Proxy Statement: Corporate Governance ; 2026 Proxy Statement: Proposal One — Election of Directors
2-11	Chair of the highest governance body	–	–	–	2026 Proxy Statement: Corporate Governance
2-12	Role of the highest governance body in overseeing the management of impacts	–	–	–	Our Responsible Business Governance Structure ; 2026 Proxy Statement: Nominating, Governance, and Sustainability Committee ; 2026 Proxy Statement: Responsible Business at HubSpot ; 2026 Proxy Statement: Stakeholder Engagement
2-13	Delegation of responsibility for managing impacts	–	–	–	Our Responsible Business Governance Structure ; 2026 Proxy Statement: Nominating, Governance, and Sustainability Committee ; 2025 Climate Risk Report
2-14	Role of the highest governance body in sustainability reporting	–	–	–	Our Responsible Business Governance Structure ; 2026 Proxy Statement: Nominating, Governance, and Sustainability Committee ; 2025 Climate Risk Report
2-15	Conflicts of interest	–	–	–	2026 Proxy Statement: Corporate Governance ; Code of Business Conduct and Ethics
2-16	Communication of critical concerns	–	–	–	By Mail: Independent Lead Director or Non-Management Directors, c/o Chief Legal Officer and Secretary, 2 Canal Park, Cambridge, MA 02141 United States

Indicator	Disclosure	2025	2024	2023	Note
2-17	Collective knowledge of the highest governance body	-	-	-	2026 Proxy Statement: Board Skills and Experience Matrix <i>See also ISSB: IFRS S2 6(a)(ii)</i>
2-18	Evaluation of the performance of the highest governance body	-	-	-	2026 Proxy Statement: Board and Committee Evaluations
2-19	Remuneration policies	-	-	-	2026 Proxy Statement: Compensation Discussion and Analysis
2-20	Process to determine remuneration	-	-	-	2026 Proxy Statement: Determining Executive Compensation
2-21	Annual total compensation ratio	-	-	-	2026 Proxy Statement: CEO Pay Ratio
2-22	Statement on sustainable development strategy	-	-	-	A Message From Our CEO
2-23	Policy commitments	-	-	-	Code of Business Conduct and Ethics ; Human Rights Policy ; Global Supplier Code of Conduct ; Privacy Policy ; Environmental Policy
2-24	Embedding policy commitments	-	-	-	Our Responsible Business Governance Structure
2-25	Processes to remediate negative impacts	-	-	-	Whistleblower Hotline
2-26	Mechanisms for seeking advice and raising concerns	-	-	-	Whistleblower Hotline
2-27	Compliance with laws and regulations	-	-	-	HubSpot’s activities are conducted in compliance with the laws and regulations of the countries in which we operate, except where such laws conflict with U.S. law. Form 10-Q: Legal Proceedings
2-28	Membership associations	-	-	-	<i>See GRI 415-1</i>

Indicator	Disclosure	2025	2024	2023	Note
2-29	Approach to stakeholder engagement	–	–	–	2026 Proxy Statement: Stakeholder Engagement; About This Report
2-30	Collective bargaining agreements	–	–	–	See SASB TC-SI-330a.1

GRI 3: Material Topics

Indicator	Disclosure	2025	2024	2023	Note
3-1	Process to determine material topics	–	–	–	About This Report
3-2	List of material topics	–	–	–	About This Report
3-3	Management of material topics	–	–	–	About This Report

GRI 201: Economic Performance

Indicator	Disclosure	2025	2024	2023	Note
201-1	Direct economic value generated and distributed	–	–	–	HubSpot Reports Q4 and Full Year 2025 Results

GRI 302: Energy²

Indicator	Disclosure	2025	2024	2023	Note
302-1	Total energy consumed (GJ) ³	30,251	28,800	32,721	See also SASB TC-SI-130a.1
302-1	Renewable energy (MWh) ⁴	5,107	4,926	5,882	–
302-4	Reduction of energy consumption vs. 2019 baseline (%)	47%	50%	43%	–

² Covering 100% HubSpot's square footage with operational control.

³ HubSpot does not operate any data centers and instead relies on cloud service vendors.

⁴ HubSpot prioritizes green tariffs for offices with operational control and has purchased renewable energy certificates where appropriate. Upon consultation with RE100, we've been advised that HubSpot isn't eligible to join its campaign because our annual energy usage is well below its minimum threshold of 100GWh.

GRI 303: Water and Effluents⁵

Indicator	Disclosure	2025	2024	2023	Note
303-3	Total water withdrawn (m ³)	13,811	14,612	22,003	See also SASB TC-SI-130a.2
303-4	Total water discharged (m ³)	11,049	11,690	–	–
303-5	Total water consumed (m ³)	2,762	2,922	–	–

GRI 304: Biodiversity

Indicator	Disclosure	2025	2024	2023	Note
304	Biodiversity	Not material	Not material	Not material	Biodiversity is not material to HubSpot’s business.

GRI 305: Emissions

Indicator	Disclosure	2025	2024	2023	Note
305-1	Scope 1 GHG emissions (MT CO ₂ e)	0	0	0	See also ISSB IFRS S2 29(a)(iii)–29(a)(vi)
305-2	Scope 2 GHG emissions, market-based (MT CO ₂ e)	692	561	568	See also ISSB IFRS S2 29(a)(iii)–29(a)(vi)
305-2	Scope 2 GHG emissions, location-based (MT CO ₂ e)	2,043	1,926	1,928	–
305-3	Total Scope 3 GHG emissions (MT CO ₂ e)	72,687	61,619	62,135	See also ISSB IFRS S2 29(a)(iii)–29(a)(vi)
	Purchased goods and services	43,737	43,846	54,038	–
	Capital goods	13,726	3,593	274	–
	Fuel and energy related activities	400	495	425	Market-based
	Waste generated in operations	40	34	12.6	–

⁵ Covering 100% HubSpot’s square footage with operational control.

Indicator	Disclosure	2025	2024	2023	Note
305-3	Business travel	7,935	7,449	2,676	–
	Business travel (including SAF) ⁶	7,030	6,699	2,676	–
	Employee commuting ⁷	5,909	5,600	4,531	–
	Upstream leased assets	60	7.8	249	Market-based
	Downstream leased assets	896	594	34	Market-based
305-4	GHG emissions intensity (MT CO ₂ e per \$USD revenue)	0.00002	0.00002	0.00003	–
305-5	Reduction in Scope 1 & 2 GHG emissions from 2019 baseline	81%	85%	58%	<i>See also ISSB IFRS S2 29(e)</i>
305-6	Emissions of ozone-depleting substances (R11e)	0	0	0.000121	–
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	–	–	–	HubSpot does not have any Scope 1 emissions and therefore does not have this type of emissions.

GRI 306: Waste⁸

Indicator	Disclosure	2025	2024	2023	Note
306-1	Waste generation and significant waste-related impacts	–	–	–	Waste Management Statement
306-2	Management of significant waste-related impacts	–	–	–	Waste Management Statement
306-3	Total waste generated (lbs) ⁹	268,118	222,925	193,905	–

⁶ HubSpot is gradually increasing investment in Sustainable Aviation fuel to further decarbonization of the aviation industry. This is shown for context and is not applied to our reported Category 5 emissions from Business Travel.

⁷ Includes remote working.

⁸ Covering 100% HubSpot's square footage with operational control.

⁹ In 2025 HubSpot enhanced data quality and refined the Scope 3 boundary for consistency.

Indicator	Disclosure	2025	2024	2023	Note
306-4	Recycled (lbs)	137,206 ¹⁰	95,665 ¹¹	96,722 ¹¹	–
	Percentage waste recycled	51% ¹⁰	43% ¹¹	50% ¹¹	–
306-5	Landfill (lbs)	101,247	91,819	30,765	–
	Incineration with energy recovery (lbs)	25,219	23,377	51,437	–
	Incineration without energy recovery (lbs)	4,447	12,064	14,981	–
	Percentage waste to landfill ¹²	39%	47%	24%	–

GRI 401: Employment

Indicator	Disclosure	2025	2024	2023	Note
401-3	Global minimum weeks paid parental leave ¹³	8	6	6	–

GRI 404: Training and Education

Indicator	Disclosure	2025	2024	2023	Note
404-2	Talent attraction and employee growth and development	<u>Talent Attraction</u>			
404-3	Percentage of employees receiving regular performance and career development reviews	100%	100%	100%	See also SASB TC-SI-330a.2

¹⁰ Includes recycled, composted, and prepared for reuse.

¹¹ Includes composted waste.

¹² Includes incineration without energy recovery.

¹³ Paid parental leave is available to all active, regular full-time and part-time employees. HubSpot provides U.S. employees with 16 weeks of parental leave (regardless of gender or primary/secondary caregiver status). Outside the U.S. HubSpot provides a minimum of 16 weeks of maternity leave or primary leave and 8 weeks for paternity leave or secondary leave (as applicable by country).

GRI 405: Diversity and Equal Opportunity ¹⁴

Indicator	Disclosure	2025	2024	2023	Note
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GENDER — COMPANY-WIDE

405-1	Women	44%	45%	46%	—
	Men	56%	55%	54%	—

GENDER BY LEVEL

405-1	C-Level — Women	42%	33%	40%	—
	C-Level — Men	58%	67%	60%	—

ETHNICITY BREAKDOWN ¹⁵

405-1	White	63%	62%	63%	—
	Asian	19%	19%	18%	—
	Black or African American	6%	7%	7%	—
	Hispanic or Latino	7%	7%	8%	—
	Native Hawaiian or Pacific Islander	<1%	<1%	<1%	—
	American Indian or Alaska Native	<1%	<1%	<1%	—
	Two or More Races	3%	3%	3%	—

¹⁴ We round to one decimal place for our demographics data. This rounds the population of certain racial/ethnic groups to 0.0%, though the actual total of these employees is greater than zero.

¹⁵ US employees only.

Indicator	Disclosure	2025	2024	2023	Note
405-1	Other	1%	1%	1%	–
AGE — COMPANY-WIDE					
405-1	Under 30 years old	26%	27%	<1%	–
	30–50 years old	72%	71%	<1%	–
	Over 50 years old	2%	2%	<1%	–
BOARD DEMOGRAPHICS					
405-1	Gender — Women	40%	40%	40%	–
	Gender — Men	60%	60%	60%	–
	Age 40–50 years old	10%	10%	20%	–
	Age 51–60 years old	60%	70%	60%	–
	Age 60+ years old	30%	20%	20%	–
	Tenure 0–5 years	40%	40%	40%	–
	Tenure 6–10 years	20%	20%	20%	–
	Tenure 10+ years	40%	40%	40%	–

GRI 415: Public Policy

Indicator	Disclosure	2025	2024	2023	Note
415-1	Political contributions (\$USD) ¹⁶	301,370	250,000	0	–

GRI 418: Customer Privacy

Indicator	Disclosure	2025	2024	2023	Note
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	–	–	–	See SASB TC-SI-230a.1

¹⁶ Political contributions in 2024 and 2025 represent spend with the Business Software Alliance, a trade association that helps to advocate for areas of public policy on behalf of its members.

Additional Resources.

Company Information

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[Global Offices](#)

General Disclosures

[Investor Relations](#)

[Form 10-K](#)

[Proxy Statement](#)

Responsible Business

[Responsible Business Website](#)

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