



Diversity Report 2025

Bridging the Gap.

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Bridging the Gap

A Message from Our CEO

At Hsubject, our mission has always been to connect: people, companies, and technologies, to create a seamless eMobility experience. Diversity and inclusion are natural extensions of that mission. Just as our platform bridges gaps across the global charging ecosystem, our people bridge differences in perspectives, cultures, and ideas to drive innovation forward.

In a world shaped by rapid transformation, we know that meaningful progress only happens when everyone can actually contribute. Diversity fuels creativity, and inclusion ensures that great ideas can thrive. At Hsubject, we are proud of the international and interdisciplinary spirit that defines our team. One that spans continents, backgrounds, and experiences.

This year "Bridging the Gap" isn't just the title of this report: it's a reflection of how we work. It represents our ongoing effort to connect talent with opportunity, purpose with impact, and vision with action. We believe that our collective strength lies not in our similarities, but in how we turn our differences into collaboration and growth. This is essential as we work to advance eMobility and build a sustainable future.

As we continue to expand our role as a global eMobility enabler, we remain committed to fostering an environment where every individual feels empowered to contribute, innovate, and belong. Together, we're shaping a future of mobility that's open to everyone.



**Christian
Hahn**

CEO

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Vision & Strategy

At Hsubject, we have always been a driving force in shaping the eMobility industry. Staying ahead of the market is part of who we are, and it defines our approach to innovation, collaboration, and long-term impact. From a market perspective, the direction is clear. Although challenges in electric vehicle adoption still exist, the overall trend remains strong and unstoppable.

As the market continues to expand, we are preparing for the transition toward mass-market EV adoption. This next stage requires strong partnerships, strategic foresight, and a shared commitment to building a sustainable mobility landscape.

We are inclusive. This has been part of our core values from the beginning. It guides how we collaborate with partners across the global eMobility ecosystem and how we work together within Hsubject to achieve our shared goals. Inclusion builds stronger relationships, broader perspectives, and better solutions for everyone involved.

We view the eMobility environment as an ecosystem of organizations, individuals, and stakeholders who are all interconnected in creating, exchanging, and delivering value. Just like in nature, each connection contributes to a balanced and thriving system.

Hsubject's mission is to enable the global digital EV charging network with the most reliable and innovative solutions in the market, creating a world where electric mobility is accessible, inclusive, and seamlessly connected.



Our Core Values



We are Curious

Our curiosity drives continuous innovation and exploration of new possibilities in eMobility. In communication, this means we share what we're learning and exploring, not just what we've achieved. We ask provocative questions that spark industry dialogue and invite stakeholders into our innovation process.



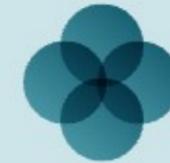
We are Ambitious

Our drive for excellence demands confident, aspirational language that motivates partners while maintaining technical credibility. We frame our work as transformative achievements that advance the entire ecosystem, setting bold visions for the industry's future while celebrating each milestone as a step toward larger goals.



We are Accountable

Our commitment to accountability demands precise, measurable language that demonstrates ownership of outcomes. We provide specific metrics and commitments rather than vague promises, acknowledge challenges honestly, and take ownership of both successes and areas for improvement.



We are Inclusive

Our inclusivity means communicating in ways that serve diverse stakeholders, from independent operators to multinational manufacturers. We avoid jargon that excludes non-technical audiences, acknowledge diverse use cases and operational scales, and demonstrate how our solutions serve different stakeholder needs.



Demographics

Female Representation

As a global driver in the eMobility and EV charging industry, HUBJECT is committed not only to shaping the future of sustainable transportation but also to building a workplace where diverse perspectives lead the way. Innovation thrives when different voices contribute to decision-making and product development, which is why representation and inclusion remain central to our strategy.

Across our organisations, women are present at all leadership levels, from C-level to Head and Senior Principal roles, through to Lead positions. Their contributions are key to defining our direction and strengthening our impact in the market. In addition, within our Product and Technology teams, women play a vital role in designing, improving, and scaling the digital infrastructure that powers global EV charging.

We acknowledge that the technology and mobility sectors continue to face long-standing gender representation challenges. For us, this is both a responsibility and an opportunity. We are committed to creating pathways for growth, supporting leadership development, and fostering an environment in which women can build and advance their careers at every stage.

Progress is ongoing, and we are proud of the steps already taken. By continuing to strengthen gender representation in leadership and tech, we are shaping a more dynamic, inclusive, and future-ready HUBJECT.

Women in leadership*

C-level

20%

Head & Senior
Principal

23%

Lead

35%

Women in tech

Women in tech

27%

Gender Split

We are proud to share that female representation at Hsubject has continued to grow. In 2025, women make up 39 percent of our workforce, compared to 61 percent men. This marks a 5 percent increase in female representation compared to the previous year.

This reflects our ongoing commitment to fostering an inclusive and equitable workplace. Our recruitment team continues to focus on providing equal opportunities at every stage of the hiring process. From job advertising and outreach to screening and final selection, we ensure that talent is evaluated fairly, transparently, and without bias.

While we recognize that there is still progress to be made, we view this positive shift as a meaningful step forward. We will continue to encourage diversity, support personal and professional development, and create an environment where all individuals can contribute and thrive.

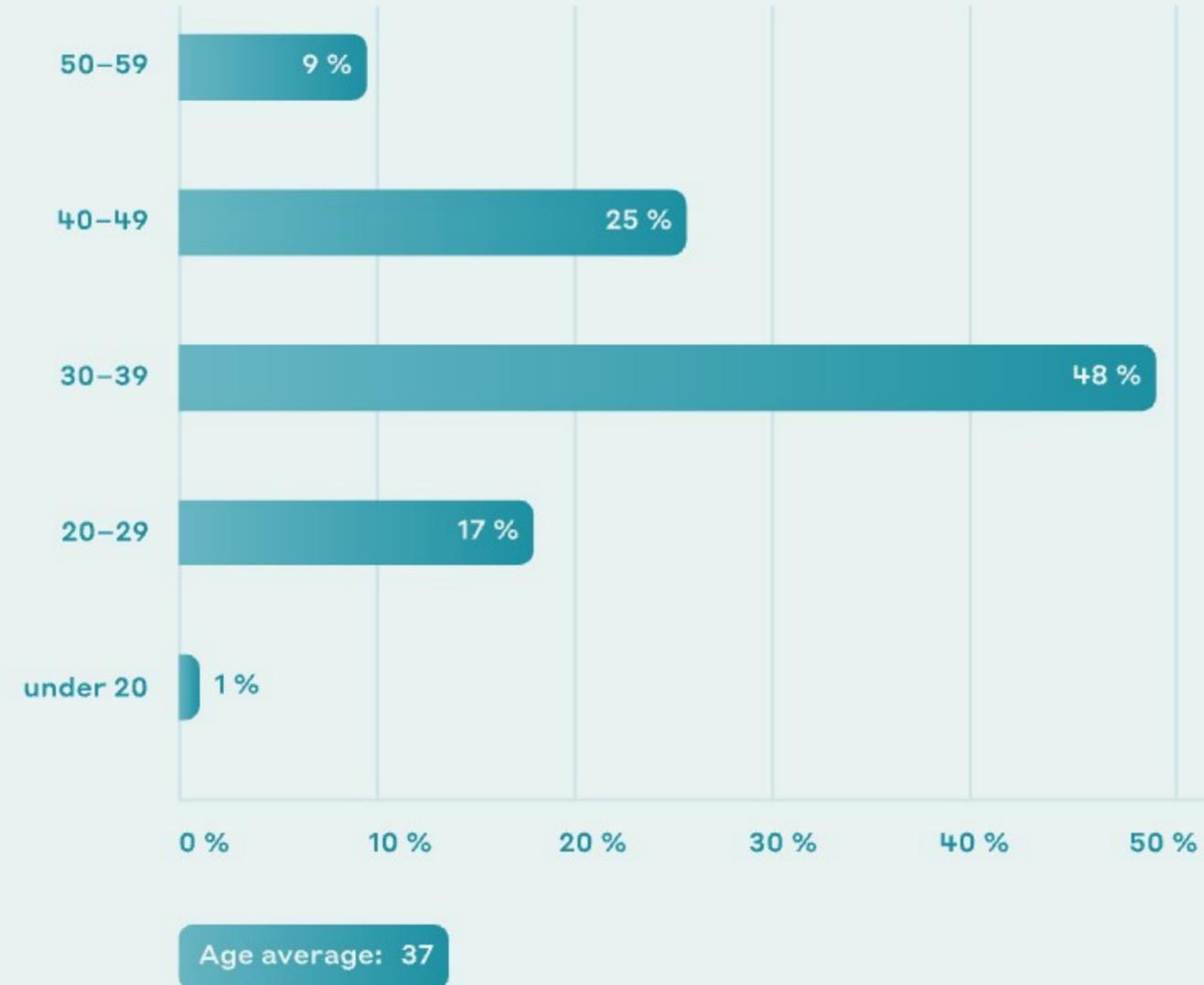
“Women make up around 23% of the total workforce in the global automotive and EV industry.”
Source: <https://wifitalents.com/diversity-equity-and-inclusion-in-the-ev-industry-statistics/>



Generation Split

We have a truly multigenerational team, with employees ranging from under 20 to over 50. This mix of ages brings together fresh perspectives, diverse experiences, and deep expertise, enabling us to innovate and collaborate effectively. Almost half of our employees are between 30 and 39 years old, and the average age across our company is 37. This balance allows us to combine the energy and curiosity of younger generations with the knowledge and experience of more seasoned team members, creating a dynamic and inclusive workplace for everyone.

Employee age distribution



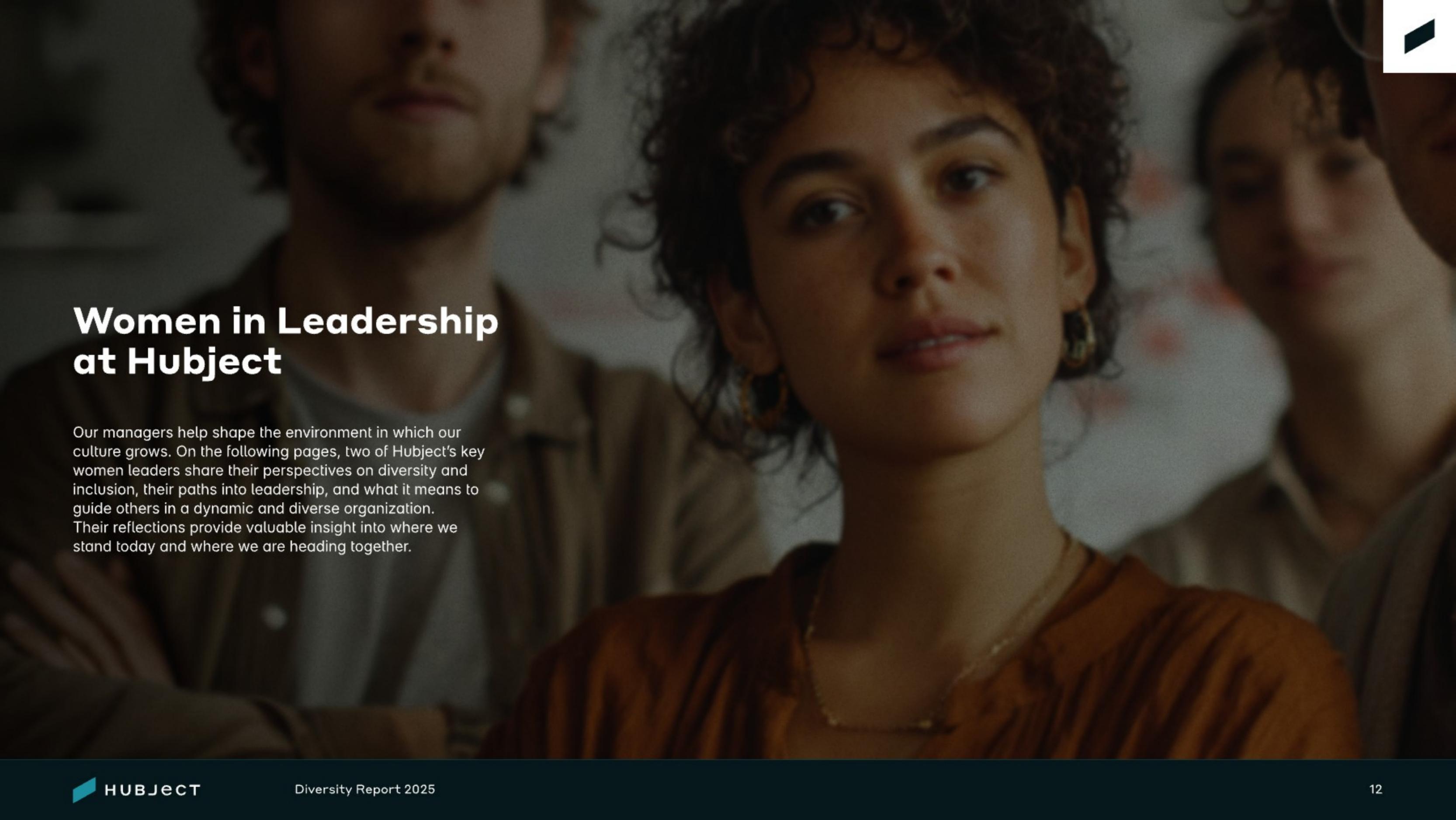
Our Origins

For the third year in a row, the number of nationalities represented at HUBJECT continues to grow: now reaching 42 different nationalities among our colleagues – a milestone we’re incredibly proud of. Our diverse team reflects the truly global nature of our mission.

As a company dedicated to enabling borderless charging opportunities, we know that innovation thrives when people from different cultures, perspectives, and experiences come together. This growing diversity within our team reflects our commitment to global collaboration as a driver of progress and innovation.

Together, we’re bridging not only the gaps in eMobility, but also the ones between people and ideas across the world.





Women in Leadership at Hubject

Our managers help shape the environment in which our culture grows. On the following pages, two of Hubject's key women leaders share their perspectives on diversity and inclusion, their paths into leadership, and what it means to guide others in a dynamic and diverse organization. Their reflections provide valuable insight into where we stand today and where we are heading together.

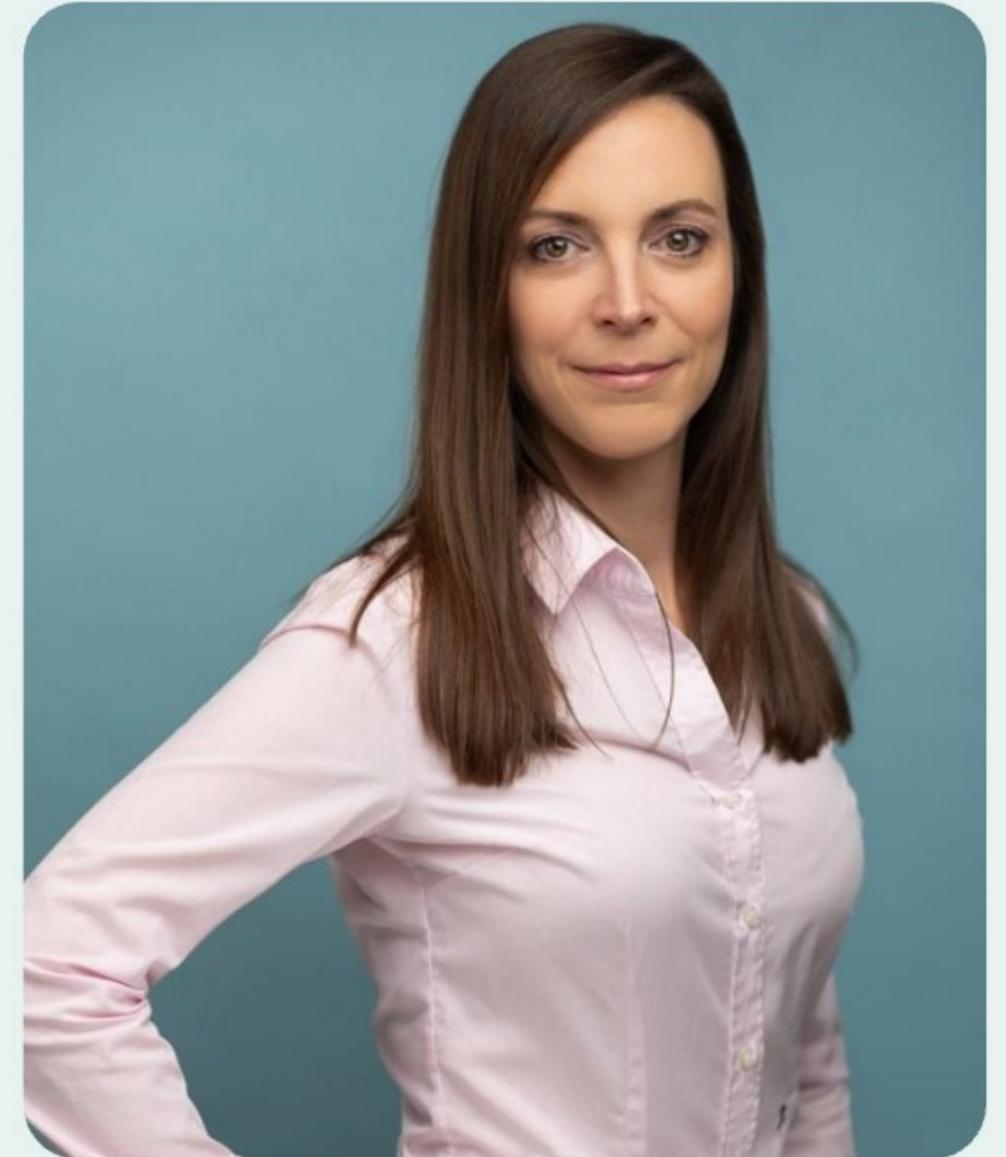
Women in Leadership

Let's hear what inspired Ariane Raab, our Head of Finance and a senior leader at HUBJECT, to step into a leadership role:

There are two main reasons that motivated me to take on leadership roles. When I was young, I often felt underestimated as a girl. Whenever I tried to discuss politics with my uncles, they told me to “grow up first,” and some teachers didn’t appreciate it when I contradicted them. That experience made me determined to show what I was capable of.

Over time, I realized that I have the ability to inspire others through my personality and my way of working. This motivated me to get the best out of myself and the people around me.

The main obstacle I faced was growing up in a society that doesn’t always encourage women and girls to speak up and fight for their dreams. But I was lucky – even though I wasn’t everyone’s cup of tea, I always had supporters and managers who listened to me and believed in me, even at times when I didn’t fully believe in myself.



Ariane Raab

Head of Finance

Ana-Maria Tonita

Chief of Operations



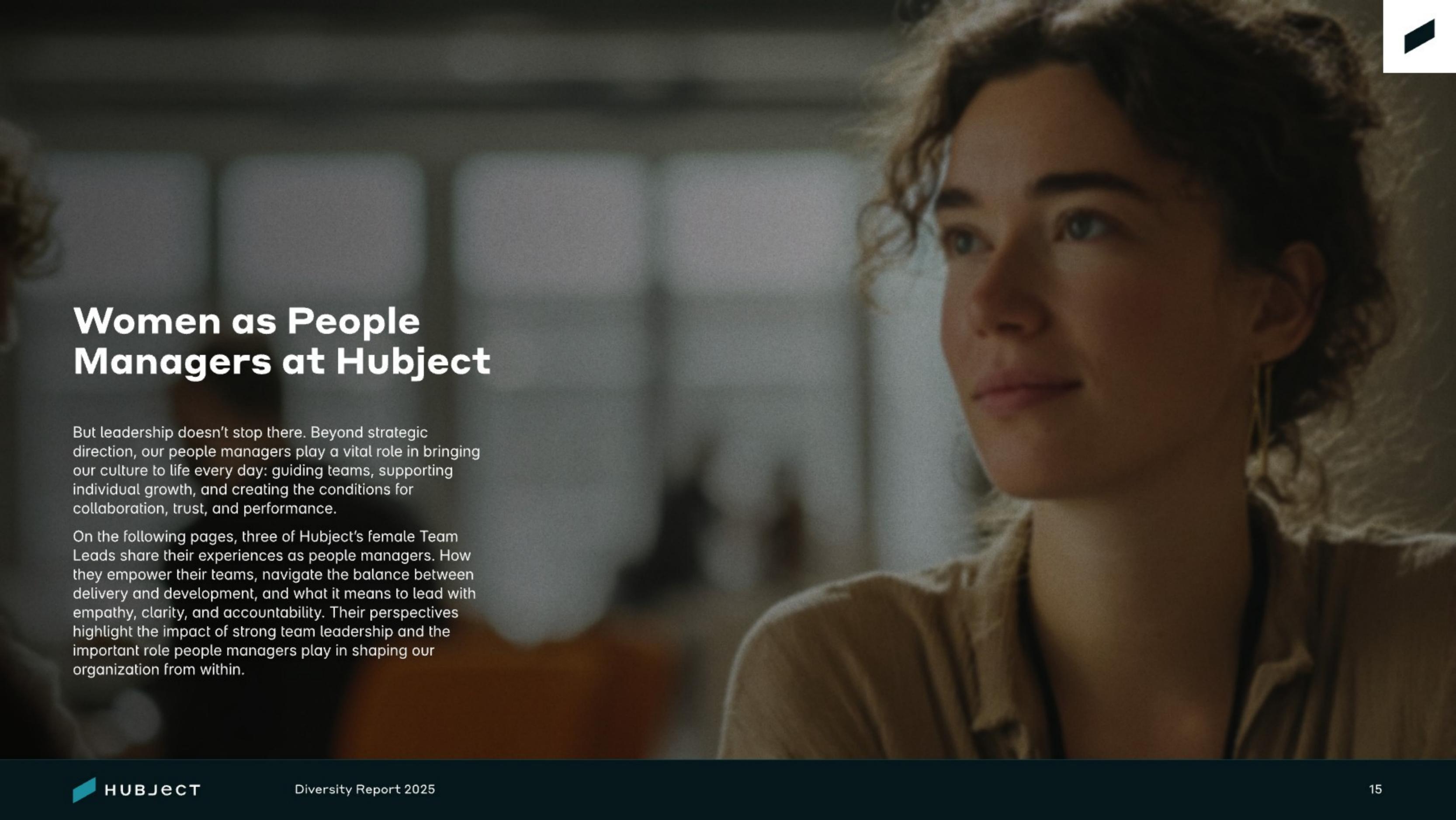
Women in Leadership

To dive deeper, we asked them to share their views on what effective leadership means. We were also curious whether they believe women lead differently.

Let's continue by hearing the perspective of our COO, Ana-Maria Tonita, who is significantly shaping our path forward:

My approach to leadership centers on three non-negotiables: honesty, trust, and respect. Master those and the rest becomes easier.

The 'do women lead differently' question always feels reductive to me. Leadership style comes from so many places beyond gender. I will however say this: in my experience, women tend to prioritize results over ego, which often accelerates progress. But I've encountered ego-driven women and outcome-focused men often enough to know gender isn't the determining factor.



Women as People Managers at Hubeject

But leadership doesn't stop there. Beyond strategic direction, our people managers play a vital role in bringing our culture to life every day: guiding teams, supporting individual growth, and creating the conditions for collaboration, trust, and performance.

On the following pages, three of Hubeject's female Team Leads share their experiences as people managers. How they empower their teams, navigate the balance between delivery and development, and what it means to lead with empathy, clarity, and accountability. Their perspectives highlight the impact of strong team leadership and the important role people managers play in shaping our organization from within.

Women as People Managers

Building on these insights, we turned to Antoaneta Marinova, Engineering Manager and leader of a five-person team in our Software Development department, to hear her thoughts on facing challenges and how female leadership is evolving at Hsubject:

It has for sure changed in last couple of years, when I started I was the only female in the Software Development department and now we have several female colleagues, who are doing a great job, so keep up the good work ladies!

Good leadership is not shying away from complexity and taking responsibility for both successes and failures. It is about trusting your team and creating an environment for people to make mistakes and learn from them. As for whether women lead differently, from my perspective it's less about gender and more about bringing diverse perspectives and experiences.

That said, from what I have observed many women leaders excel at organizational skills and fostering collaboration.



Antoaneta Marinova

Engineering Manager

Helene Monari

Lead Project Manager



Women as People Managers

In addition, we wanted to hear from our Lead Project Manager, Helene Monari, about how she perceives the role of women in leadership positions at Hsubject and within the eMobility industry. Helene recently stepped into her Team Lead role within the Strategic Projects team and is driving projects in international services:

From what I see inside Hsubject, there's genuine attention to building a diverse and inclusive culture, and I'm happy about the progress. In my experience, I haven't observed discriminatory behavior, and I've felt supported and evaluated on merit.

At the same time, like much of the eMobility and tech sectors, women remain underrepresented. The good news is that the trend is moving in the right direction. There's still work to do on representation and retention, but the commitment feels real, and the momentum is there.

Women as People Managers

Finally, we turn to our Team Lead People & Culture and Office Management, Lisa Krüger, who plays a key role in shaping how leadership grows at HUBJECT. She shares her perspective on what truly helps more women move into leadership roles, especially in fields like automotive and tech:

As long as we keep emphasizing that women have leadership roles, the mindset that it is something “special” won’t change.

But if we stop highlighting them and don’t give them a separate voice, we might lose a lot of potential.

So the real challenge is to normalize female leadership while still creating visibility and support structures until equality truly becomes the norm.

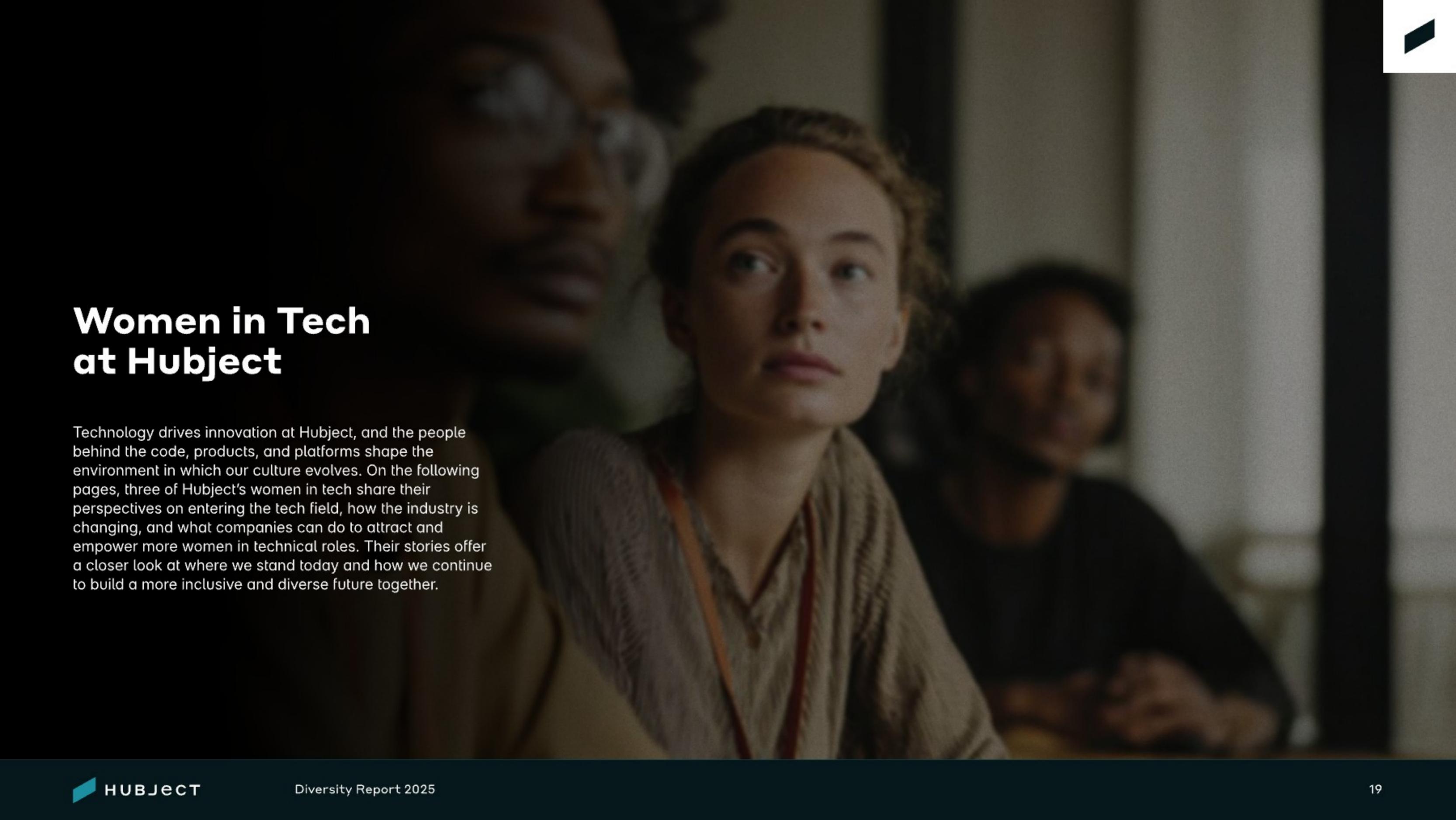
If you asked me what advice I would give to young women who want to build a career in leadership or eMobility, I would say ‘Just Go for it!’ If something stands in your way, ask for help.

Together we’re stronger and can move more than we think.



Lisa Krüger

Team Lead People & Culture and Office Management



Women in Tech at Hubject

Technology drives innovation at Hubject, and the people behind the code, products, and platforms shape the environment in which our culture evolves. On the following pages, three of Hubject's women in tech share their perspectives on entering the tech field, how the industry is changing, and what companies can do to attract and empower more women in technical roles. Their stories offer a closer look at where we stand today and how we continue to build a more inclusive and diverse future together.

Women in Tech

We begin with Maria Shahanska, Java Developer based in Bulgaria, who reflects on what first sparked her interest in technology and what ultimately led her to pursue a career in this field:

My interest in technology started back in high school, when I discovered how much I enjoyed problem-solving and math (maths was my favorite subject). Later, when I was introduced to computer technologies and programming, I liked it very much because I found that it combined creativity and logic. That inspired me to study computer systems and technologies and eventually become a software developer.

When asked about how she has seen the tech industry evolve over the past years with regard to diversity and inclusion, Maria highlights a trend many in the industry have observed:

One thing that comes to my mind is that tech has become more flexible and inclusive in terms of hiring and work models.

These changes, especially around flexibility, remote collaboration, and more inclusive hiring practices continue to shape the way teams develop and work together across global locations.



Maria Shahanska

Java Developer

Niamh Teeling-Sann

Product Owner



Women in Tech

To explore this further, we spoke with Niamh Teeling-Sann, Product Owner based in Berlin, about her journey at Hsubject so far and the key learnings she has gained along the way. She shares:

My journey has been full of learning and growth, so I can say that I've developed strong technical and teamwork skills, learned the importance of communication, and gained confidence through delivering challenging projects. Another thing is that I have the chance to work with amazing professionals who are not only skilled but also supportive and great people.

Salary transparency to know that a role will be paid the same regardless of the employee's gender. Coaching and mentoring programmes are also super, but let's expand to all genders, rather than limiting them from women to women, to avoid hidden experiences and instead promote skills over identity.

Their reflections illustrate how diversity in tech is evolving: not only through representation, but through culture, support systems, and equal opportunities. At Hsubject, we remain committed to fostering an environment where more women can thrive, contribute, and shape the future of eMobility technology.

Women in Tech

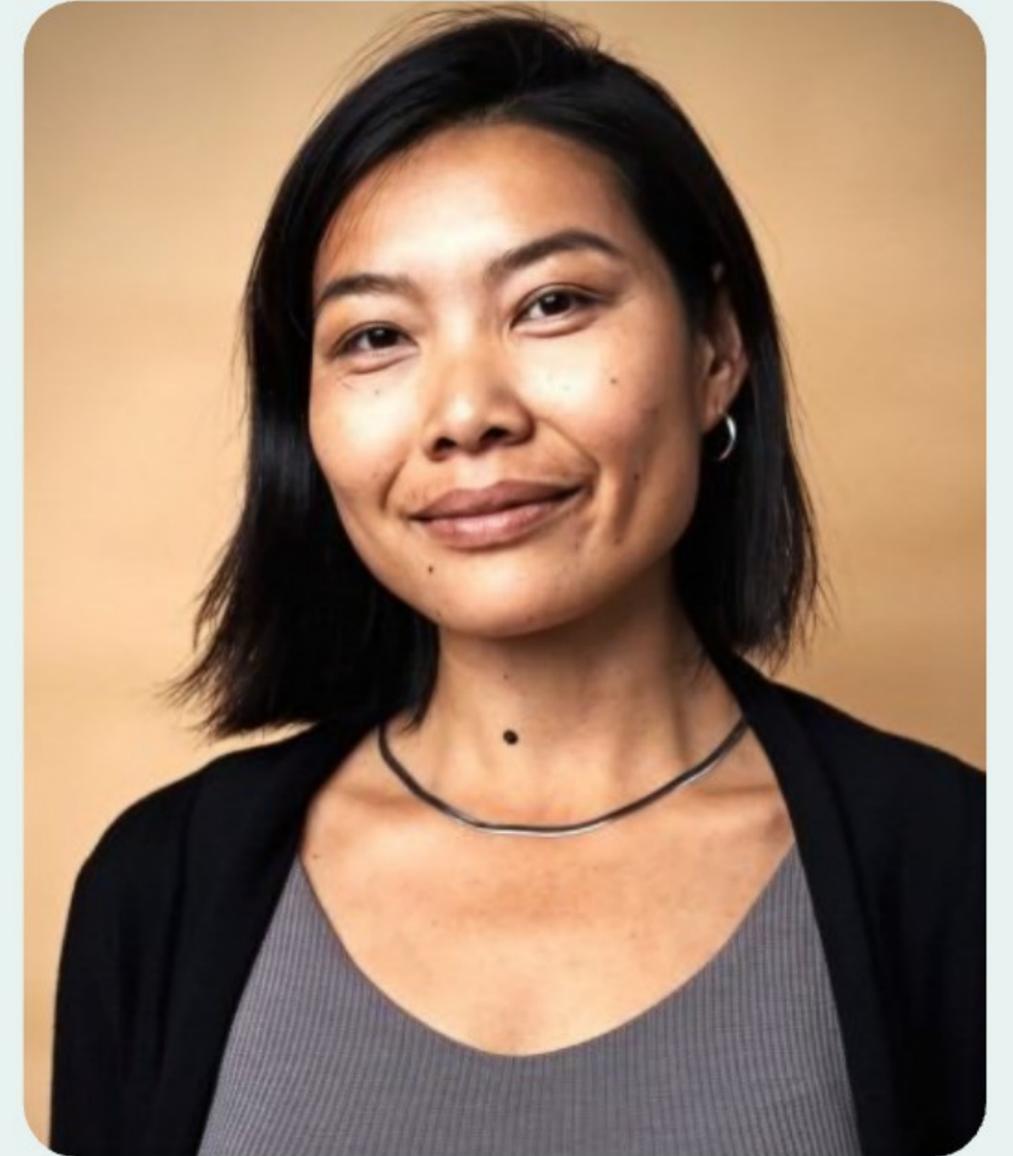
Bringing this perspective closer to our day-to-day work, we spoke with Lanlan Wu, Senior Product & Project Manager at Hsubject Financial Services GmbH (our subsidiary founded in 2024) about what drew her into technology, the perspective she brings to the field, and what she believes helps more women see a future for themselves in tech. She shares:

I didn't enter tech because I wanted to code, I entered because I love solving complex problems. What excites me is working at the intersection of technology, business, and operations, and bringing everything together. For me, tech isn't about machines. It's about collaboration and turning complexity into clarity.

For a long time, I felt the pressure to adapt myself to the tech environment. Over time, I realized that the real impact comes from aligning the work with my strengths. Agility, patience, attention to detail, and a people-focused mindset aren't soft skills — they're scaling skills. When I stopped trying to sound like everyone else, I was able to create real value.

To make tech more accessible to women, representation matters. Visibility helps reduce hesitation. Companies can also lower barriers by using clearer, more human language in job descriptions and creating environments that feel approachable and inclusive, not intimidating. Strong structures are important, but the culture around them is what makes people feel they belong.

Lanlan's reflections highlight how diverse perspectives strengthen technology — not only through technical expertise, but through collaboration, communication, and inclusive environments that enable people with different strengths to thrive.



Lanlan Wu

Senior Project & Product Development Manager
Hsubject Financial Services GmbH

Employee Engagement as a Foundation for Our Culture

At HUBJECT, employee engagement surveys are an essential part of how we work together. We listen to our employees, and their feedback directly shapes our culture, our collaboration, and the development of our diversity program. We believe that an inclusive workplace can only thrive when the people within it feel heard. That is why our surveys are not just a formality: they are a core element of how we grow and evolve as a company.

We are proud to share that in our most recent survey conducted in March 2025, our employees once again confirmed that diversity is a deeply valued part of our identity at HUBJECT. The results below demonstrate our shared commitment to building a workplace where every individual feels respected, represented, and empowered.

Feel part of a team

84%

Of employees at HUBJECT believe that people at HUBJECT are treated fairly, regardless of their background

83%

Trust the people in their team

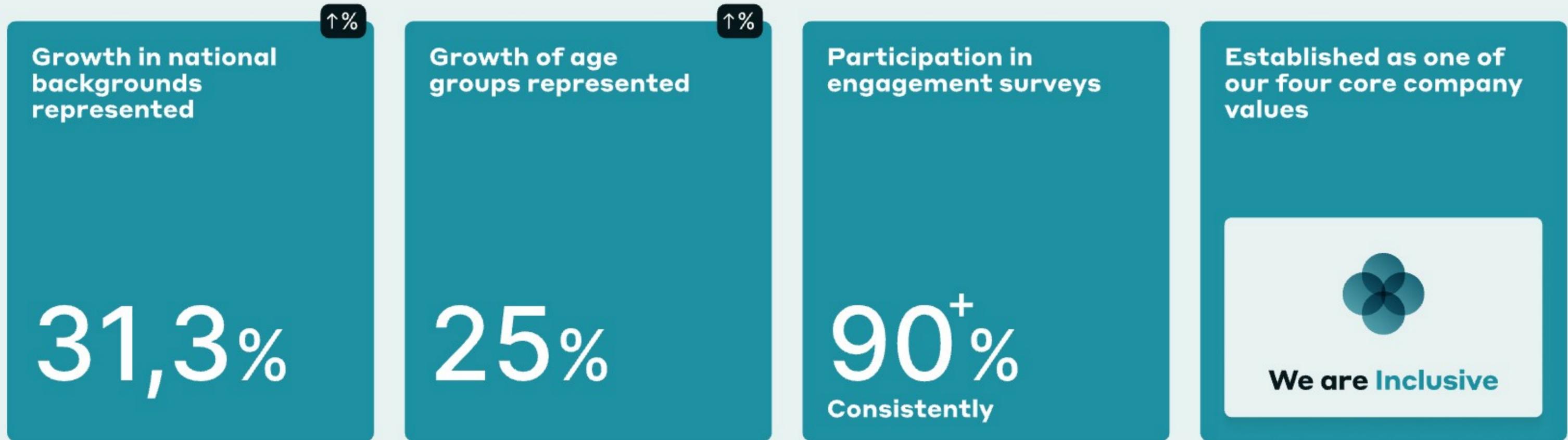
82%

Believe that their manager genuinely cares about their well-being

80%

Further Progress in Diversity

While we see a strong focus on Gender Diversity in this report, we also recognize that diversity is multifaceted and continues to evolve across our organization. On this page, we highlight additional areas where we have made measurable progress since publishing our first Diversity Report in 2023. These include a growing range of national backgrounds within our workforce, broader representation across age groups, and a noticeable increase in employee interest and engagement in diversity-related topics. Together, these developments reflect our ongoing commitment to strengthening inclusion in its many forms.



Benefits that Support Diversity and Inclusion at HUBJECT

Our benefits reflect our commitment to an inclusive and supportive workplace. With hybrid work options, flexible hours and calm spaces in the office, we create room for different life situations and individual needs.

We support well-being through professional online mental health services, gym and public transport subsidies, and an attractive lunch benefit in the office. We also contribute to the company pension plan for long-term security.

Because learning never stops, all employees have unlimited access to online learning tools for continuous growth.

Together, these benefits help ensure that everyone at HUBJECT can work, develop, and thrive in a way that fits their life.

Hybrid work model

Flexible working hours

Professional online mental health support

Attractive lunch benefit in the office

Coverage of public transport costs

Coverage or subsidy of gym contracts

Company pension plan (bAV)

Access to online learning tools

Calm and private relaxation spaces in the office

Wrap-Up and Outlook

At HUBJECT, we believe that diversity, inclusion and belonging are essential to shaping the future of the EV charging industry. The insights shared in this report highlight the broad representation within our workforce, the ways we collaborate across generations and backgrounds, and the supportive environment we build through our benefits and engagement practices.

Our benefits help ensure that every employee can contribute in a way that aligns with their individual needs and strengths. At the same time, our employee surveys continue to guide us forward, confirming that diversity is a shared value within our community and an integral part of how we work together.



**Bridging the gap:
between industries,
between ideas,
and between people.**

Looking Ahead

Our commitment to diversity does not end here. As we continue to grow, we remain focused on:

- Strengthening inclusive hiring practices and expanding representation in all areas of the company
- Further encouraging dialogue and learning around diversity and inclusion
- Enhancing internal programs that support personal and professional development
- Continuously listening to employee feedback to refine and adapt our approach

Driving the future of eMobility requires innovation, creativity, and collaboration across perspectives. Especially in times when the world faces uncertainty and division, it becomes even more important to move closer together, support one another, and build bridges rather than boundaries. By creating an environment where everyone feels welcome, respected and empowered, we are building a workplace that reflects the diverse world we serve and contributes meaningfully to the advancement of the eMobility sector.

We are proud of what we have achieved together so far, and we look forward to continuing this journey with dedication, curiosity and openness. As we look ahead, we hold on to what brings us together.

Let's stay connected.

Careers 

Website 

LinkedIn 

YouTube 