

REPORT ON DIVERSITY, EQUITY, AND INCLUSION



2025



WE ARE COLOURFUL! – EMBEDDING DIVERSITY IN ZEPPELIN'S CORPORATE CULTURE



At Zeppelin, we focus on our employees in all their diversity and uniqueness. Diversity, equity, and inclusion are embedded in our DNA and are reflected in our values and understanding of leadership. We are working specifically to create a corporate culture that supports tolerance and mutual respect and promotes equal opportunities.

In addition, Zeppelin pursues a “zero tolerance policy” towards any form of discrimination. This is stated in both Zeppelin's “Code of Conduct” and in the [Declaration for Diversity, Equity, and Inclusion](#) of our Group Management.



“For Zeppelin, one thing remains unchanged despite all change: people are at the center of what we do. We need everyone on board with their full potential—and that only works if everyone in the company feels safe and valued. For us, diversity is a key success factor, which is why we take a clear stand in its favor.”

Alexandra Mebus
Managing Director of Zeppelin GmbH
Global DEI Sponsor of Zeppelin GmbH



“We celebrate Diversity as it is tremendously valuable to us. It's not only the right thing to do. It's the smart thing to do. It sparks innovation, it fuels creativity and helps enhancing problem solving in our organization. When we bring together people of different backgrounds and cultures we create a learning, proactive organization.”

Marc de Groen
Managing Director and COO
of Zeppelin GmbH

Did you know? Every fingerprint is unique – just like every person. The colourful fingerprint logo of Z COLOURFUL shows that similarities connect, while differences make us strong.

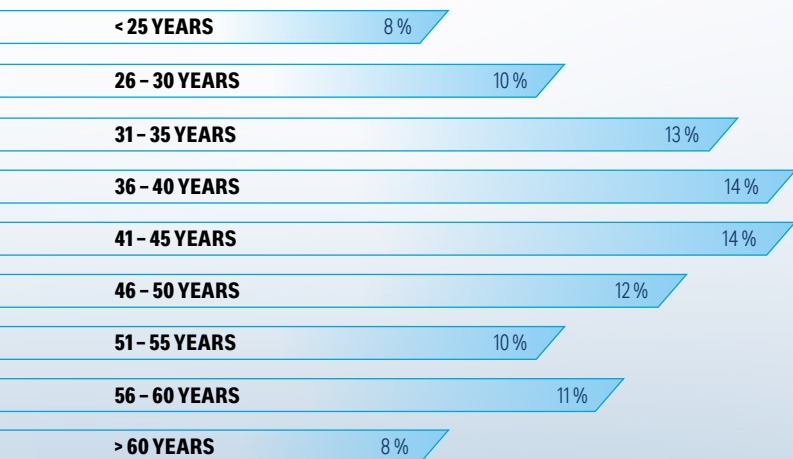


FIGURES, DATA, AND FACTS

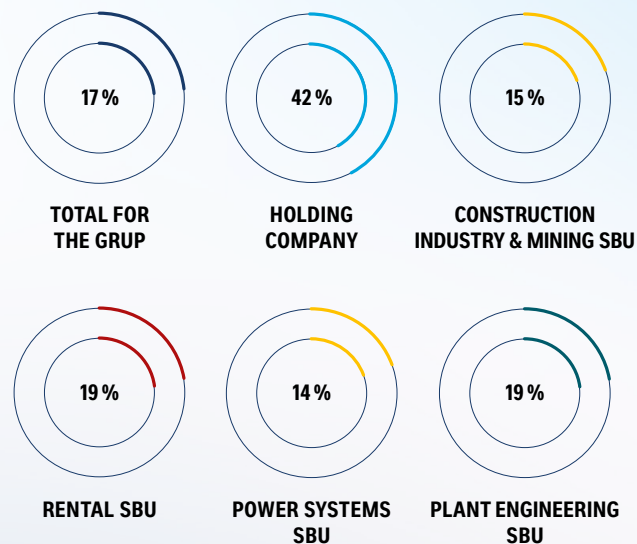


At the end of 2025, the Zeppelin Group had over **12,000 employees** of more than **90 different nationalities working in 29 countries** worldwide. Following the acquisition of PEPP Group B.V., the proportion of women within the Group fell by one percentage point to 17%. At the same time, the proportion of women in management positions increased from 15% to 16%, sending a positive signal. The **average age** of employees increased slightly to **42.5 years**.

AGE DISTRIBUTION



PROPORTION OF WOMEN



INCLUSION SCORE

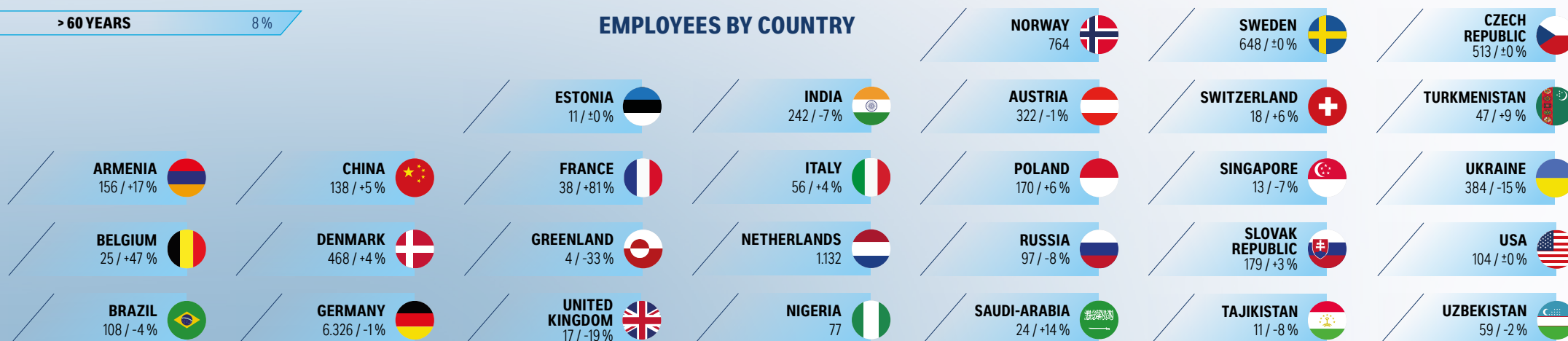
The Inclusion Score is based on a semi-annual employee survey and measures factors within the organizational context that contribute to diversity and inclusion. These include perceived organizational fit, freedom of expression, support from the direct manager, as well as the individual assessment of collegial relationships.

The score is determined based on these four aspects. The evaluation is carried out on a scale from 1 (does not apply at all) to 10 (fully applies).

In 2025, the Inclusion Score at Zeppelin was

8,0

EMPLOYEES BY COUNTRY



STRATEGIC FOCUS



By signing the Diversity Charter in 2020, Zeppelin officially committed itself to promoting diversity, equity, and inclusion in a targeted manner. The Z COLOURFUL initiative was launched for this purpose. Its strategy is based on the corporate and HR strategy and supports the company's goals and its adaptation to a constantly changing world of work.

All activities are based on management's clear commitment to diversity and are assigned to three strategic pillars:

- raising awareness through continuous communication,
- removing structural barriers to equal opportunities in corporate processes and actively involving employees
- and, finally, systematically recording and evaluating progress using defined KPIs

A key strategic focus in 2025 was on strengthening international and intercultural collaboration to successfully support the integration of Caterpillar's new sales and service territories in the Netherlands and in Norway. As part of the acquisition of PEPP Group B.V. into the Group, Zeppelin became even more international, gaining strength and innovative capacity through diversity of perspectives.

MEASURES AND ACTIVITIES 2025

DIVERSITY IN DAY-TO-DAY WORK: TRAININGS, EVENTS, AND OTHER OFFERS

At Zeppelin, new employees are sensitized for diversity and inclusion as early as in the onboarding stage through a welcome event as well as online training. Key topics include unconscious bias, equal treatment, and anti-discrimination, among others. These aspects are also specifically addressed in our leadership trainings. In addition, a voluntary global e-learning course on equal treatment was introduced in 2025.

As part of European Diversity Month, Zeppelin hosted its Diversity Day for the sixth time in 2025. The hybrid global event focused on intercultural and international collaboration. It was complemented by numerous individual activities at various locations worldwide.

In addition, various measures and interactive initiatives were implemented, for example in the context of International Women's Day, Christopher Street Day and at the herCareer job fair. These included keynote talks on topics such as navigating transformation, resilience, cross generational collaboration and demonstrating civil courage.

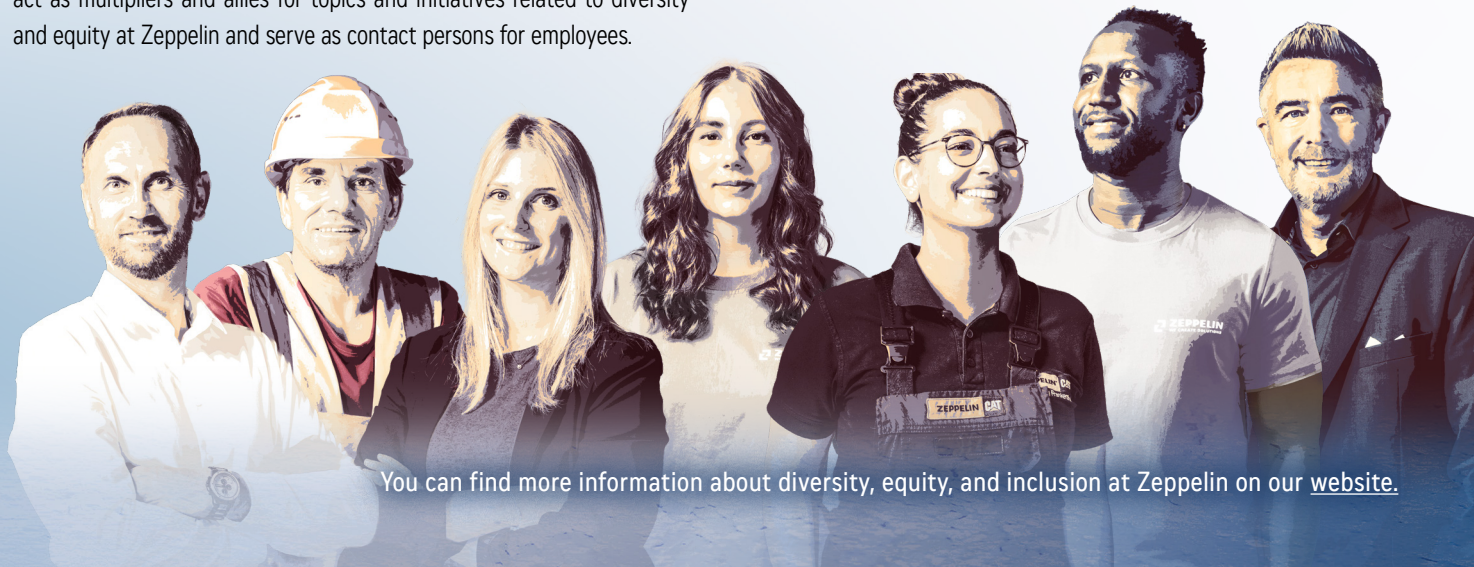
Furthermore, our employees were able to participate for free in workshops, exchange formats, and presentations offered by our external cooperation partners.

STRUCTURAL ANCHORING THROUGH PARTICIPATION

Our employees are actively engaged in networks that focus on various aspects of diversity. These include the women's network Z NOW, the queer network PROUD@Zeppelin, and the fathers' network at Zeppelin, which was established within the parent network Z PARENTS. In 2025, the women's network Z NOW was strategically realigned and, through an internal survey in the German-speaking region, further tailored to the specific needs of female employees at Zeppelin. In addition, diversity ambassadors act as multipliers and allies for topics and initiatives related to diversity and equity at Zeppelin and serve as contact persons for employees.

ENGAGEMENT FOR WORK-LIFE BALANCE

Following its successful re-audit as part of the "berufundfamilie" audit in 2024, Zeppelin continues to actively promote the compatibility of professional and private life. To provide employees in different life situations with the best possible support, we offer flexible working time models, mobile working and support programs such as famPLUS, which provide advice on children and elder care and psychosocial issues. Additionally, we contribute toward childcare and vacation care.



You can find more information about diversity, equity, and inclusion at Zeppelin on our [website](#).

IMPRESSUM



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Further information on diversity, equity, and inclusion at Zeppelin can be found on our [website](#).
The report was published in June 2026. It is also available in German.

