

REPORT ON DIVERSITY,
EQUITY, AND
INCLUSION
AT ZEPPELIN



2024

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



At Zeppelin, we focus on our employees in all their diversity and uniqueness. Diversity, equal opportunities, 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, Equal Opportunities, and Inclusion](#) of our Corporate Board.



„Equal opportunities and Diversity go hand in hand at Zeppelin: Only the interaction of many different experiences and perspectives, which are all equally heard and valued, leads to new approaches, open thought processes and sustainable solutions and thus makes a significant contribution to the company's success.“

*Alexandra Mebus
Managing Director and CHRO, Zeppelin GmbH
Global DEI Sponsor at Zeppelin*

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.

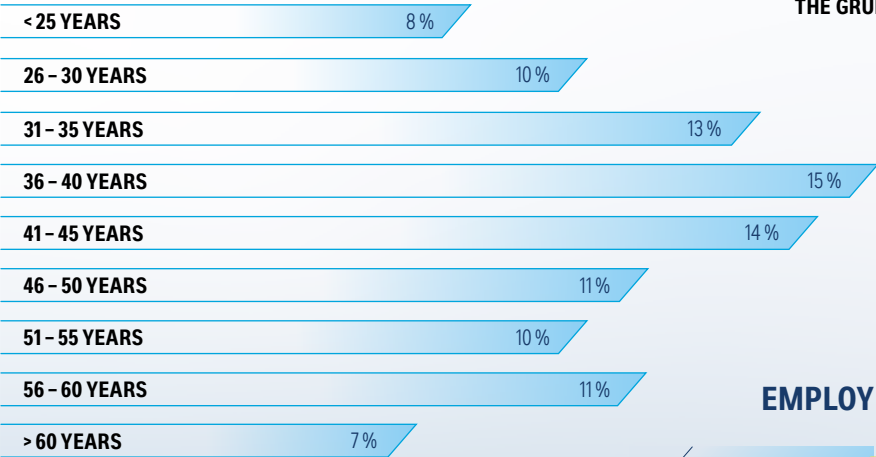


FIGURES, DATA, AND FACTS

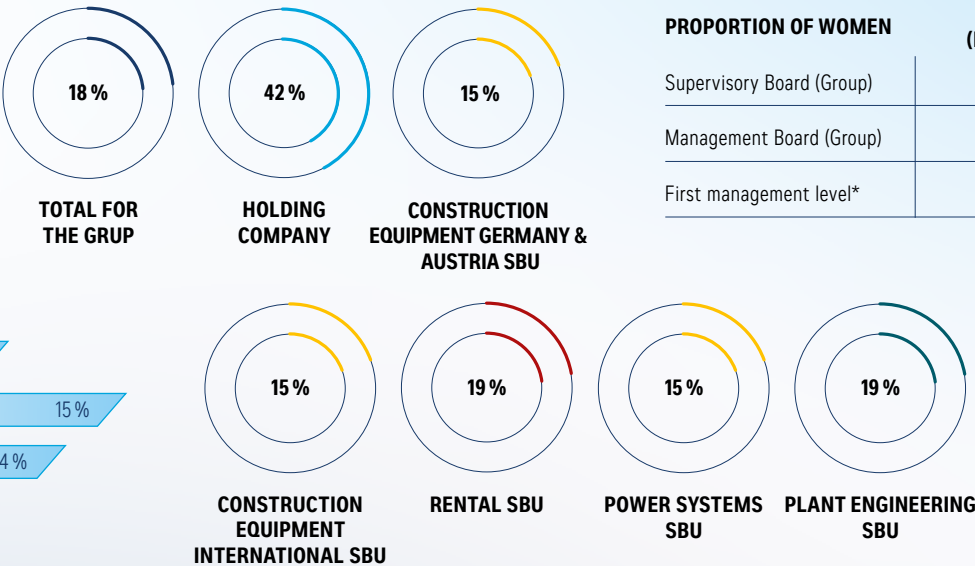


In 2024, Zeppelin employed 10,268 people of 91 different nationalities in 26 countries worldwide. Women accounted for 17.9% of the group's workforce. The target is to increase the proportion of women in the group to 20% by the end of 2025. In 2024, women accounted for 18.8% of management positions. The average age of employees was 42.

AGE DISTRIBUTION



PROPORTION OF WOMEN

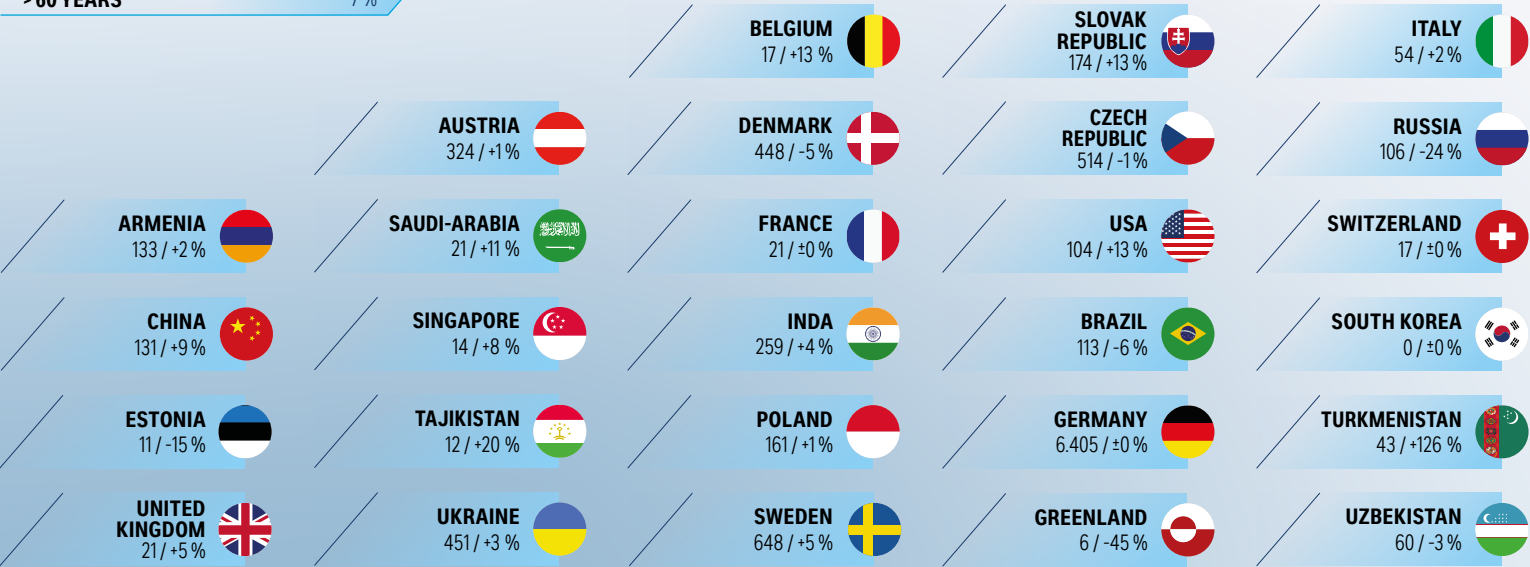


PROPORTION OF WOMEN IN MANAGEMENT POSITIONS

PROPORTION OF WOMEN	NUMBER (HEADCOUNT)	PERCENTAGE SHARE
Supervisory Board (Group)	4	33,3
Management Board (Group)	1	33,3
First management level*	24	18,5

*The first management level includes individuals who report directly to the Group Management board, i.e., among others, the management and executive boards of the strategic business units.

EMPLOYEES BY COUNTRY



Z VOICE PULSE

The Z VOICE Pulse employee survey is an anonymous and voluntary short survey that is conducted twice a year among all employees. In 2024, 3,300 employees were surveyed in a pilot study. The participation rate was 76 %. The evaluation is based on a scale of 1 to 10.

7,6

Employees state that they can freely express their opinions and that these are valued.

8,0

Employees say they feel valued and supported by their managers.

STRATEGIC FOCUS



By signing the Diversity Charter in 2020, Zeppelin officially committed itself to promoting diversity, equal opportunities, 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.



MEASURES AND ACTIVITIES 2024

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

At Zeppelin, new employees are sensitized to diversity, equal opportunities, and inclusion right from the onboarding stage through an e-learning on unconscious bias and a welcome event. Management trainings also specifically address these issues.

In 2024 Zeppelin organized a Diversity Day as part of European Diversity Month for the fifth time—this time as a hybrid, global event under the motto “Commonalities unite – differences make us strong.” This was followed by numerous individual campaigns by the SBUs at various locations worldwide.

Further measures and interactive offers were implemented as part of International Women's Day, International Day of People with Disabilities, Christopher Street Day, and through keynote speeches in a “Lunch & Learn” series as well as a booth at the herCareer fair.

Throughout the year, our employees were able to participate for free in workshops, exchange formats, and lectures offered by our external cooperation partners Employers for Equality and Spitzenfrauen Baden-Württemberg.

STRUCTURAL ANCHORING THROUGH PARTICIPATION

Our employees are actively involved in networks that focus on various aspects of diversity and are primarily active in Germany. In addition to the women's network Z NOW, the LGBTQIA+ network PROUD@Zeppelin, and the parents' network Z PARENTS, a network for (expectant) fathers at Zeppelin was founded in 2024. In addition, the diversity ambassadors act as multipliers and allies for topics and projects related to diversity and equal opportunities at Zeppelin and serve as contact persons for all employees.

ENGAGEMENT FOR WORK-LIFE BALANCE

Zeppelin's ongoing commitment to improving work-life balance was confirmed in 2024 with the successful re-audit as part of the “berufundfamilie” audit. 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 opportunities, 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 September 2025. It is also available in German.