

AIMING HIGHER

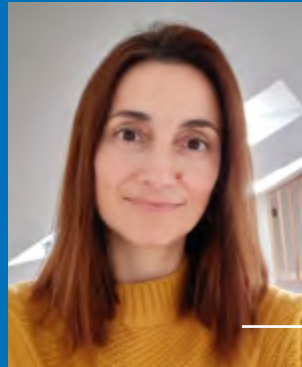
CULTURE PLAYBOOK



KONE

WHAT KIND OF A COMPANY WOULD YOU LIKE TO WORK FOR?

OUR COLLEAGUES VOICED THEIR THOUGHTS



PAGE 10
 “Where I feel I’m part of a team”
 – IRATXE, Service Business Sales

PHOTO BY IRATXE VICENTE



PAGE 17
 “Having great conversations with colleagues and customers”
 – ANDREW, Marketing & Communications

PHOTO BY ANDREW TODD



PAGE 28
 “A socially responsible place that supports community activities”
 – JULIE, Human Resources

PHOTO BY JULIE HAMMOND



PAGE 34
 “Ultimately, happy employees lead to happy customers.”
 – LYDIA, Communications & Training

PHOTO BY LYDIA PRASAD



PAGE 13
 “A great place to work is one where I feel safe and I can be open to share ideas, unlimited.”
 – ASTRID, KONE Way

PHOTO BY ASTRID HUETING



PAGE 35
 “Building new stories and adventures together”
 – MANUEL, Modernization

PHOTO BY MANUEL JIMENEZ

Our colleagues on the cover are Christina and Rami, photographed in a KONE DX Class elevator.

AIMING HIGHER

SO, YOU’VE OPENED OUR CULTURE PLAYBOOK. THIS IS A BOOK FILLED WITH THOUGHTS AND IDEAS FOR US TO THINK ABOUT, SHARE, DISCUSS AND PLAY WITH. IT IS AN INVITATION TO STRENGTHEN THE WAYS WE WORK TOGETHER AS ONE KONE TEAM.

Whether you choose to skim it one page at a time or read it from cover to cover, this playbook will be more rewarding the more you share your thoughts on it with the people around you. Each observation we make and conversation we have around our culture enables us to think and behave just a little bit differently.

These kinds of gradual shifts take place all the time. Think back to a decade or even just a few years ago. In retrospect, it’s easy to see how the world has changed, and how our ways of working have evolved, too.

Our culture is created by each one of us, by every action we take, every day, all around the world. It is about the things we do that put a smile on our customers’ and colleagues’ faces, the acts that inspire people around us and make the world a better place. It is embedded in the ways we collaborate, the way we see the world and our impact on it, and the way we bring our core principles and values to life.

That’s what culture is – nothing fluffy about it. Culture is pure action, the way we work, and our everyday behaviors. Culture is also incredibly powerful. Everything else about a company can be copied or changed, but not its culture. A culture can only be developed and shaped, one practice at a time.

This playbook is created by us and for us. It builds on our already strong cultural foundation and aims towards a shared vision of what we aspire to become.

So, go on. Turn the page and let’s start the journey!



A WORLD ON THE MOVE	4
GREAT THINGS HAPPEN WHEN WE INVOLVE EVERYONE	10
THINKING AND SEEING OUTSIDE-IN	16
CHOOSING SUSTAINABILITY EVERY DAY	24
WHAT MAKES WORK MEANINGFUL?	34

A WORLD ON THE MOVE

URBANIZATION, SUSTAINABILITY AND TECHNOLOGY ARE MEGATRENDS THAT ARE INESCAPABLY DEFINING OUR FUTURE WORLD TODAY.

These megatrends not only impact economies, business, and society, but also shape our day-to-day work and personal lives.

More than 200,000 people are moving to urban areas each day, making urbanization one of the most important global trends driving KONE's growth.

We can improve the quality of life in cities by embedding sustainability in everything we do. By staying at the forefront of digital advancements, we can be part of creating the best solutions for cities.

Urbanization continues to be the most significant growth driver for us. The world will continue to urbanize, but the nature and opportunities stemming from it are changing. The way we live, work and commute will also continue to transform.

Sustainability, meeting the needs of the present without compromising the ability of future generations to meet their own needs, has always been important at KONE. Every day, we work hard to move towards our strategic target to become a leader in all aspects of sustainability – environmental, social and economic.

Technology: Technological development will speed up. We can harness technology to bring new solutions and value to KONE's customers. Technology also enables smarter working practices for KONE employees.

These observations from colleagues are snapshots that show how megatrends influence the ways we live and work today:

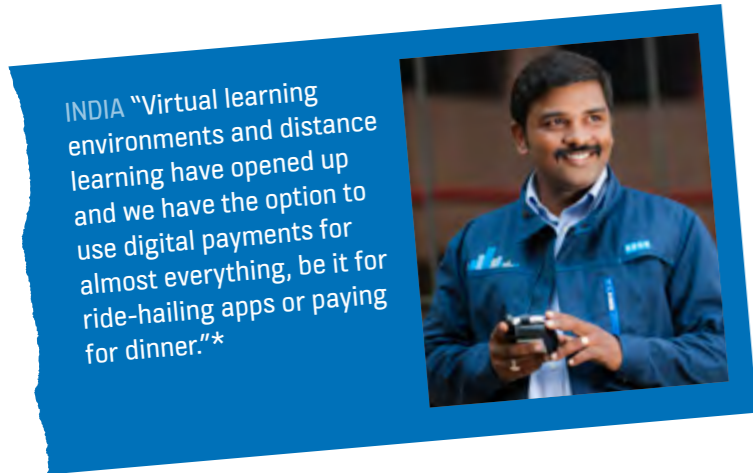


CHINA "It's important for me to be familiar with technology, not only for my daily life but also for my job and continuous improvement. Many new technology ideas for work are inspired by real life scenarios."*



USA "The urbanization of the Dallas-Fort Worth area is changing the way people live and work. We see it daily, in the new roads going in, schools being built and companies that have relocated. Growth has brought in new industry, attracting top talent from all over the country. Urbanization has allowed people to live, work and socialize in one area, offering more choices on how to live."*

"Urbanization offers more choices on how to live." ←



INDIA "Virtual learning environments and distance learning have opened up and we have the option to use digital payments for almost everything, be it for ride-hailing apps or paying for dinner."*



SPAIN "Each of our districts has a collection point where we can take different types of waste seven days a week. You can donate furniture, toys, books and other items so that anyone can give a second life to goods they no longer use."*

POP-QUIZ ON MEGATRENDS

1. What percentage of the global population will live in cities by 2030?
2. How many people will be using social media in 2025?
3. What will the global median age be in 2030?

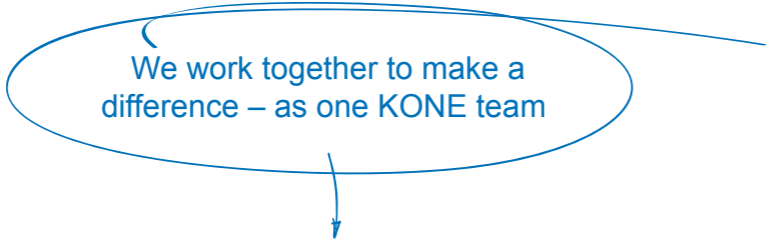
*KONE employees' comments November 2021

POP-QUIZ ANSWERS:
60% (source: UN World Cities Report 2020)
Almost 4.41 billion (Source: Statista)
38 years old (Source: Statista)

GREETINGS FROM THE CULTURE JOURNEY

OUR CULTURE IS MADE UP OF MANY DIFFERENT INGREDIENTS,
IT HELPS TO SEE THEM ALL ON ONE PAGE!

This is our culture statement →



<p>Safety is our highest priority</p> <p>We design our products and processes for industry-leading safety performance. We work safely, care for others and actively encourage safe practices.</p>	<p>Everyone has a role to play in quality</p> <p>We think and act proactively throughout the customer journey and solution lifecycle. Lean and continual improvement culture makes us the choice of our customers and creates the best user experience.</p>	<p>We choose sustainability every day</p> <p>We are fair and inclusive. We are committed to carbon neutrality. We lead the way with the most sustainable solutions and services for a better society.</p>
--	--	--



<p>We care for each other</p> <ul style="list-style-type: none"> By embracing diversity and inclusion By showing compassion By taking care of cities and the environment 	<p>We are committed to our customers' success</p> <ul style="list-style-type: none"> By being curious about the world around us By focusing on the end-user experience By working with a service mindset 	<p>We collaborate as one team</p> <ul style="list-style-type: none"> By listening to learn By co-creating with our customers and partners By celebrating our achievements together 	<p>We perform with courage</p> <ul style="list-style-type: none"> By continuously aiming higher By delivering on and above our promises By innovating and leading the industry forward
--	--	--	--

→ Our culture, built on our core principles and values, is the foundation of everything we do.

Our mission to **improve the flow of urban life** is the purpose that inspires every move we make. ←

WHAT'S AT THE CORE OF OUR LEADERSHIP?

→ HOW DO WE LEAD AT KONE?



SET THE SCENE FOR THE FUTURE

We dedicate time from our busy schedules to develop ourselves and others. We continuously think of ways to learn and improve. We ask open questions and never assume. When making decisions, we think about their long-term impact.



CREATE A SENSE OF PURPOSE & BELONGING

We value diversity in teams. We promote an inclusive environment where everyone can be their true and authentic selves. We ensure that we always have a safe place to work. We openly share, listen to and discuss all ideas.



EMPOWER FOR RESULTS

We set the bar high and trust our colleagues to go the extra mile when needed. We are not afraid to admit when we don't know something and we delegate tasks to enable others to grow. We celebrate our achievements together openly.

CAN YOU PUT A NUMBER ON IT?

KONE has over 60,000 employees around the world representing approximately 150 nationalities.¹ We work every day with customers, including builders, building owners, facility managers and developers, as well as architects, authorities and consultants.

6,700,000,000

It is estimated that 6.7 billion people will make up the world's urban population in 2050². As cities grow, we contribute to improving the flow of urban life with our intelligent and sustainable solutions.



We are in more than 60 countries, with a majority of us located in the Asia-Pacific.

To shape our culture ambition, 25,370 colleagues answered the question: What kind of culture, values and ways of working would you like us to build together for KONE? (in 2020). More than 65% of the responses were from operations.

~2,300 innovations were submitted by employees into the KONE Idea Flow tool in 2020.

Introduced to help KONE employees become innovators, the tool offers a way to turn brilliant ideas into commercial reality.

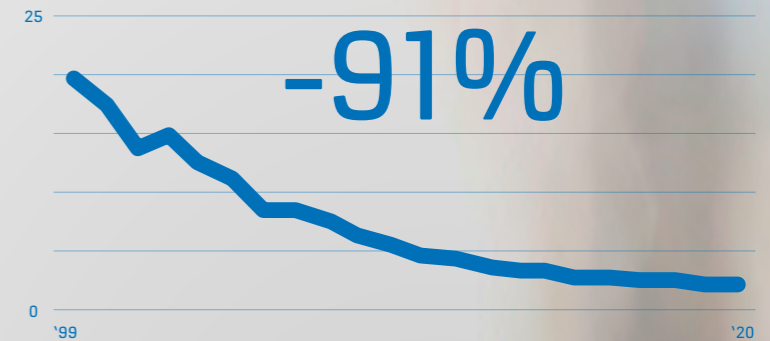
On a daily basis, KONE works with **>550,000 CUSTOMERS**

Quality is among the top reasons why our customers choose KONE as a partner.

SAFETY IS OUR TOP PRIORITY

To increase awareness and further strengthen our safety culture, KONE has organized a global safety week annually since 2012.

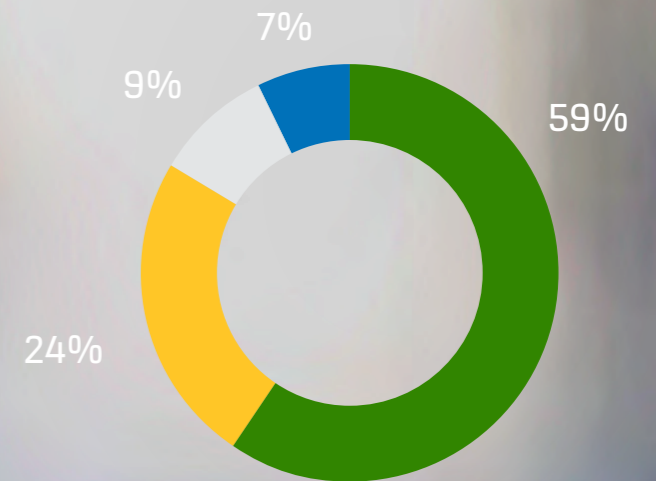
The number of injury-causing incidents that occur per million hours of work at KONE has decreased significantly over the years.



OVER HALF OF OUR COLLEAGUES ARE IN THE FIELD EVERY DAY

Employees by job category, 2020

- Maintenance and modernization
- New equipment, sales and installation
- Administration, IT and R&D
- Manufacturing



>35,000 comments by KONE employees were collected globally from online discussions and employee surveys. These were analyzed and taken into account to refresh KONE's values in 2020.

83%

In 2020, 83% of external hires into leadership positions were local candidates from that country.

¹In 2021
²United Nations 2018

GREAT THINGS HAPPEN WHEN WE INVOLVE EVERYONE

KONE's culture research has uncovered that some of the habits and behaviors that support employees' sense of involvement are openness and trust, encouraging personal ownership and employee-led innovation. How do you practice these behaviors in your own day-to-day work?

Asking open questions is a sure and simple way to seek feedback and inspire others to share their thoughts and ideas. By being approachable ourselves, we invite others to be open and trusting in return.

We gain the confidence to take ownership and show initiative when we know that we are empowered to do so. By supporting others, we encourage them to experiment and try new things.

Brilliant ideas come to life when we make efforts to involve each other, share our approaches, and discuss and learn from our mistakes.

↑ **35%**
BY 2030

KONE has pledged to make a step-change in the share of women at director level to 35% by 2030

→ IN THIS CHAPTER, LET'S EXPLORE HOW TO STRENGTHEN THE PRACTICES THAT HELP US WORK BETTER TOGETHER.

WHEN YOU FEEL INCLUDED

YOUR BODY RELEASES ENDORPHINS

YOU ARE AT EASE, KNOWING OTHERS HAVE YOUR BACK

YOU TREAT SETBACKS AS LESSONS

YOU FEEL LIGHTER ON YOUR FEET



PHOTO BY DANITA VICENTE MAYORAL

OUR DIFFERENCES ARE OUR STRENGTHS

Each one of us is unique in our personalities, appearances, skills, backgrounds and experiences among many other qualities – and that's exactly the way it should be. It's our diverse perspectives that allow us to drive innovation, create the best People Flow experience and build better, more sustainable cities.

→ Danita Vicente, Talent Management & Learning, KONE Americas, relates her own experience:

"When I was invited to the initial design meetings for a global project in Finland, I came in with set ideas of how we should organize the system based on my experiences. However, after learning about the complexities the system would pose to our organization and hearing others' perspectives, I changed my views entirely. Being present allowed me to confidently relay the reasons to others and help them understand why certain decisions were made."

WE ARE ALL EXPERTS AT OUR OWN JOBS

THESE COLLEAGUES LET US IN ON THE QUALITIES THAT MAKE THEM ONE OF A KIND. WHAT ARE YOUR UNIQUE SKILLS?



PHOTO BY MATHILDA CHUA

"I treat people as equals and I'm open to everybody's comments. This is a unique skill that helps me relate to my teammates, who often tell me that I really know how to put their thoughts into words."

Mathilda, Singapore



PHOTO BY MOHAMMED AIYAZ

"My colleagues come to me seeking solutions as I often find the positive side of things. I rely on my own unique skills and experiences to support them and grow together."

Mohammed, United Arab Emirates



PHOTO BY ALJA LEPISTÖ

"I think being half Swiss and half Finnish has made me value different perspectives, be empathetic and resilient. I get inspired very easily and I am constantly finding ways to improve things."

Alja, Finland



"Innovation is a team sport – it's about people working together. Valuing new ideas as well as experimenting with them are foundational for innovation. **If we don't take risks and sometimes fail, innovation will still be an exception and not the rule.** Staying curious, learning from others and asking "why" more often are simple actions that we all can practice – and can lead to bigger actions!"

Maciej Kranz, EVP, Chief Technology Officer at KONE

HOT TIP!
Be interested,
not interesting.

HOW ABOUT...

...asking an open question?
The way we ask questions can make a real difference to a conversation.

While closed questions can be useful for checking facts, open questions work better when we want to gather and share information.



WAYS TO INVOLVE COLLEAGUES AND CONNECT WITH THEM:

- "Be honest and respectful while showing genuine curiosity"
- "By listening, as simple as it sounds"
- "Ask others' opinions"
- "Dialogue and discussion"
- "Have regular catch-ups"

KONE CULTURE JOURNEY ONLINE DISCUSSIONS, NOVEMBER 2021

HERE ARE SOME EXAMPLES

Did you have a good meeting?

vs

What did you learn at the meeting?

CLOSED QUESTION

OPEN QUESTION

MOMENTS THAT MATTER



- Think back and reflect on a moment when you felt valued and understood at work.
- Can you recall a situation when you could have done more to make someone feel included? What can you do to empower others?



WHY NOT TRY...

...inviting a colleague from a different team or function to join you for lunch or a coffee break? You never know what insights might come up in your conversation.

...making sure that everyone gets an opportunity to speak? Take a moment to consider the different perspectives people share in meetings and try to find out more.

CREATIVITY

/kri:'eɪ'tɪvɪti/ noun
the use of imagination or original ideas to create something.

When was the last time you took a break, let yourself think freely and allowed your mind to wander?
Where or when do you do your best thinking? On your commute to work? While reading?

WHEN WE INCLUDE EACH OTHER, EVERYONE WINS

When meeting with customers, we always come prepared. However, that doesn't mean we start by charging forward with our own agenda. Quite the opposite. When going into meetings, we can't assume anything! We may know our customers well, but their priorities and pain points may still come as a surprise.

That's why we always start by encouraging customers to tell us how their business is doing and what their priorities and targets are. This simple practice has two brilliant outcomes.

Firstly, it helps us build the bridge between the customer's priorities and KONE's ways of supporting them. This not only shows we've listened, it's also vital for arriving at the ideal solutions faster. So yes, we do come prepared, but the whole point of the conversation is to find the right solutions together, not present an idea and vanish off.

Secondly, it helps to bring everyone in the room together as one team that focuses on solving shared challenges and tapping into shared opportunities. This is how we build a relationship with our customers that is geared towards sustainable success.

A habit that works for me personally during meetings is taking notes. Instead of thinking of what to say next, I focus on listening.

The beauty of working closely with customers is that you never know beforehand what you might achieve together!

Anna Tiri, Unit Maintenance Director,
KONE Elevators Finland and Baltics



PHOTO BY ANNA TIRI

“Always start by encouraging customers to share how their business is doing and what their priorities and targets are.”

WHAT'S YOUR IDEA OF A GREAT PLACE TO WORK?

➔ AND HOW DO YOU SEE YOUR ROLE IN BUILDING IT?

HERE ARE A FEW THOUGHTS



“A place where people have a positive attitude, care about and support each other.”

“Where different personalities and working styles are welcomed.”

“Where we no longer have silos and can work on projects based on our interests, skills and motivation.”

“Where you are free to innovate, learn new skills and push the boundaries.”

KONE CULTURE JOURNEY
ONLINE DISCUSSIONS,
NOVEMBER 2021



THINKING AND SEEING OUTSIDE-IN

CUSTOMER-CENTRICITY IS AN ESSENTIAL PART OF OUR CULTURE. HOWEVER, TO BEST SERVE OUR CUSTOMERS AND CREATE VALUE FOR END-USERS, LET'S TAKE AN EVEN WIDER PERSPECTIVE.

What exactly are our customers at the center of? Certainly not just our attention. What surrounds them are urban environments full of people, traffic, sounds, smells, diverse end-user needs and opportunities to move faster. It's a world where trends, technologies and services develop at dazzling speeds.

Being curious about our customers and the world around them is the essence of outside-in thinking. Taking this approach also means adopting an outside-in view to our products and services.

When we look at ourselves from the wider perspective of the world around us, are we up to speed with what's going on? More importantly, what exciting perspectives could a wider perspective bring us as a company? What else could we do to improve the flow of urban life further?

We can only answer these questions by approaching the world with an open mind, by listening carefully and never just assuming.

Thinking outside-in is something we are all capable of. By talking to different people, exploring different concepts and following various media, we gain ideas that we could not possibly have come up with alone.

COULD EMPATHY BE THE MOST IMPORTANT SUPERPOWER IN THE FUTURE?



THE ART OF LISTENING

Listening openly to what is happening around us requires that we first put aside our own assumptions. We all have biases that affect our thinking daily. Some studies suggest that there are more than 200 different cognitive biases that can cloud our ability to see and hear others' points of view. While these biases support us in making quick decisions and saving energy, they can also work against us.

➔ The truth is, we do not observe reality as it is, but as we perceive it to be.

Understanding and accepting that our thinking is always flawed can inspire us to ask more open questions and lead to new discoveries. It can also help us to consider the opinions of others and make better decisions. As we become more aware of our biases, we learn to think more outside-in.

➔ What lenses do others apply when looking at the world? What is important for them?

Thinking outside-in and listening openly will help us to discover common ground – and ultimately lead to better outcomes.

Before you meet someone, write your assumptions down on paper. Then try discarding those assumptions and truly listen. You may be surprised.

UNDERSTANDING THE CONCEPT OF OUTSIDE-IN THINKING



INSIDE-OUT

vs.



OUTSIDE-IN

➔ IN THIS CHAPTER, LET'S EXPLORE SOME OF THE BEHAVIORS AND PRACTICES THAT ALLOW US TO EXPAND OUR PERSPECTIVES AND THINK OUTSIDE-IN.

DISCOVERING THE MANY OPPORTUNITIES FOR US TO MAKE A DIFFERENCE



“The ability to listen is one of the most important qualities needed in my job,” says lighting designer Jukka Korpihete.

“We have teams constantly conducting interviews to find out what users want and need. You have to keep your eyes and heart open and always be prepared to learn something new,” he says.



Jesus González, a service technician from Spain, shares how he explains KONE 24/7 Connected Services to clients: “I’m the one who comes for monthly service calls, but the system is watching the elevator non-stop and running analyses, making sure it works correctly night and day. Today it is possible to analyze data from over 200 parameters. The system can monitor actions like door opening and closing behavior, position and movement in the elevator shaft, usage statistics, stopping accuracy, mileage and drive time.”



Miguel Falcao Fernandes, an architect at Aedas in Singapore, explains how digital tools like the KONE Elevator Planner help design professionals plan the best possible people flow solutions with minimal effort: “With KONE’s planning tools, we have a clear vision at a much earlier stage. We simply feed in the parameters and get instant access to valuable data in the initial concept stages.”



“Elevators already have Braille next to buttons, but very few people who are blind read Braille,” says Ilkka Pirttimaa, CEO of MIPSsoft, the company behind BlindSquare, a navigation app for people who are blind or partially sighted. For someone with vision loss, the app is a life-changer. “The self-voicing app allows the user to call an elevator and go directly to their floor via guidance prompts,” says Pirttimaa.

Read more about all of these stories on www.kone.com

LISTEN AND LEARN

Listen and subscribe to The Flow of Urban Life, a KONE podcast that explores how urbanization and digitalization are transforming the way we live, work and move around in cities.

Visit KONE.com and follow KONE on social media for inspiration and to join conversations on a wide range of topics – from smart buildings and collaboration to productivity and well-being.



To stay aware of recent activities in your area, consider following your hometown or local community’s press releases and posts on social media.

Also, find out what kinds of plans and targets your hometown has set in terms of sustainability.

OUTSIDE-IN

PUT YOURSELF IN THEIR SHOES

– AN EXERCISE

TO SUCCESSFULLY CREATE VALUE FOR CUSTOMERS, WE NEED TO UNDERSTAND WHAT MATTERS TO THEM.

At KONE, we work with a wide range of customers who have diverse requirements and expectations.

We always consider safety, quality and sustainability and work together with our customers and partners to safeguard these aspects.

What else are our customers typically interested in?

Here's an exercise to help you find out how well you know the different types of customers we serve.

- A**
- Differentiation, improved people flow and user experience
 - Attractive property and investment (lifetime value)
 - Optimizing costs and managing risks
 - Lowering the environmental impact

- B**
- Good reputation and high customer satisfaction
 - Solution options and technical details
 - Optimized costs and lifetime value
 - Insight on legislation, safety, sustainability, maintenance

- C**
- Improving the attractiveness of the building
 - Raising the lifetime value of the property
 - Enhanced people flow
 - Accessibility and user experience

- D**
- Reliable operation and maintenance
 - Accessibility and user experience
 - Improving the attractiveness and lifetime value of the building
 - Raising the lifetime value of the property

Match these eight different customer types with their likely needs and expectations.

Fill in the boxes on the yellow sticky notes with the letter that corresponds to the set of demands for that customer type.

You'll find the most common answers at the bottom of the page!

- E**
- Reliability and information flow
 - Accessibility and user experience

- F**
- Total cost of ownership
 - Reliable maintenance and modernizations
 - Predictability
 - Improved work process

- G**
- Solution that responds to needs and is fit for purpose
 - Manage risks
 - Optimize costs
 - Smooth installation process

- H**
- Design flexibility and easy design process
 - Functional design and attractive building
 - Lowering the environmental impact
 - Enhanced people flow
 - Improved accessibility and user experience

TENANT AND END-USER

HOUSING CO-OPERATIVE

FACILITY MANAGER

OWNER

BUILDER

CONSULTANT

DEVELOPER

ARCHITECT

ANSWERS:
 TENANT AND END-USER = E
 HOUSING CO-OPERATIVE = D
 CONSULTANT = B
 ARCHITECT = H
 FACILITY MANAGER = F
 OWNER = C
 DEVELOPER = A

SEEING THE WORLD AT ITS FULLEST GOES BEYOND CUSTOMERS

HERE ARE SOME EXAMPLES OF WHAT OUTSIDE-IN THINKING MEANS TO KONE COLLEAGUES FROM AROUND THE WORLD:

“It’s about thinking from different perspectives – not only those of customers but also partners, colleagues and the ecosystems we are part of.”
– Maelle, France



PHOTO BY MAELLE PERNELLE

“Learning from the environment around you – how innovation takes place in the marketplace and how customers’ choices are changing in real time.”
– V Premkumar, India



PHOTO BY V PREMKUMAR

“Taking into consideration input from outside our company, listening and absorbing.”
– Aleksandar, Serbia

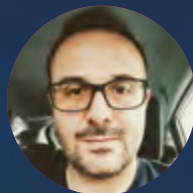


PHOTO BY ALEKSANDAR KNEŽEVIĆ

How about you? What is your view of outside-in thinking? In what ways does it influence the way you work?

“Continuously engaging with external parties to learn, and continuing to develop our skills through external training, reading and listening.”
– Maria, Finland

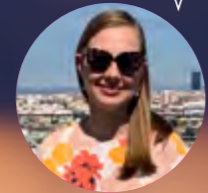


PHOTO BY MARIA SUORSA

“It’s a commitment to understand and adapt our business based on external drivers.”
– Tom, UK



PHOTO BY TOM WAVRE

“It’s understanding that we need a network of partners around us.”
– Rita, Singapore



PHOTO BY RITA MALLIUS

THINK OUTSIDE THE BOX

Who do you work with to make cities better places to live?

What types of collaboration will we need in the future in order to shape better cities – and with whom?

DON'T FORGET TO EXPLORE THE LEARNING PLATFORMS THAT ARE AVAILABLE TO KONE EMPLOYEES ON OUR INTRANET.



HOT TIP
Open universities across the globe offer tens of thousands of free courses for flexible and distance learning each year.

HOW DO YOU FIND INSPIRATION AND SHARE IT WITH YOUR COLLEAGUES?

CHOOSING SUSTAINABILITY EVERY DAY

OUR AMBITION IS TO BE A LEADER IN ALL ASPECTS OF SUSTAINABILITY.

Having sustainability as one of our cultural core principles means that we make conscious choices that embrace the environment, diversity and inclusion, ethics and integrity in everything we do. These choices enable the transition towards sustainable, circular and carbon neutral societies.

We have dedicated ourselves to creating better urban environments for everyone, engaging our customers, suppliers and partners on climate and environmental action.

Diversity and inclusion are embedded in our culture and values. We believe that innovation flourishes and work communities thrive when we value people for who they truly are. This is why we conscientiously stand up for equity and equal opportunities.

We take pride in conducting our business responsibly and doing the right thing.

We can all contribute to sustainability through our everyday actions – for instance, by raising awareness on an environmental issue, becoming more aware of our preconceived opinions, and by getting familiar with KONE’s Code of Conduct.*

In what ways can you contribute to sustainability efforts?

➔ LET’S EXPLORE THE BEHAVIORS THAT HELP US ADVANCE SUSTAINABILITY.

* Read more on page 29.



A GLOBAL PRIORITY

It’s okay to feel frustrated about how slowly the world is taking action to tackle social issues and climate change. We all do. Nevertheless, change is on its way. As more political and regulatory frameworks for sustainability are put in place, large financial institutions are also getting in line. In other words, the rules of our economies and who does business with whom are already being rewritten. Being able to show that your numbers are in the green, in the environmental and social sense, is becoming ever more crucial.

➔ There can be no unsustainable business.

As a leader in our industry, we choose to go further and be one of the actors that does our part in driving transformation rather than simply fulfilling our obligations. How we treat people, care for the environment and conduct our business ultimately matters to our customers’ businesses, and to our end-users too. If, as some say, sustainability is a puzzle, then let’s make sure ours is the strongest piece possible.

HELPING CITIES GROW SUSTAINABLY

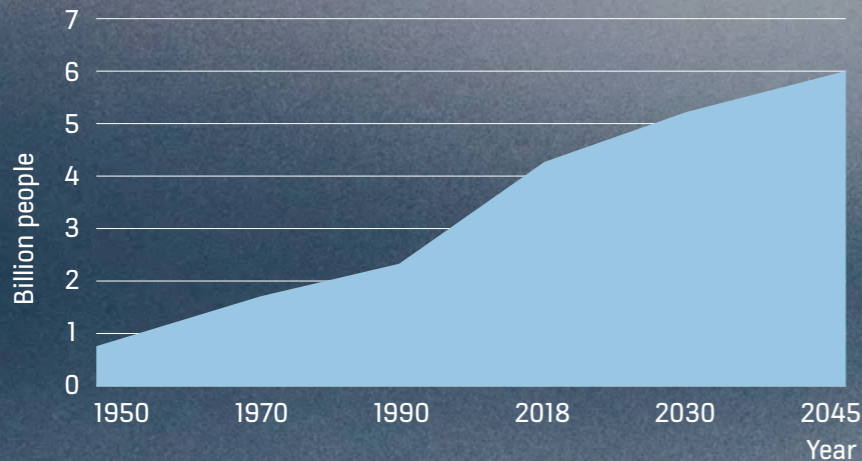
At KONE, our objective is to be a leader in sustainability in our own industry and beyond. To help create better urban environments, we partner with our customers throughout their buildings' life cycles. This way, we also help them achieve their sustainability objectives.

As global temperatures rise, triggering a cascade of impacts, there is an increasing need to understand how cities can be part of the solution and mitigate and adapt to these changes.

Did you know that KONE's climate pledge in 2020 was the most ambitious in the industry?

6 BILLION

By 2045, the number of people living in cities is estimated to rise to 6 billion.



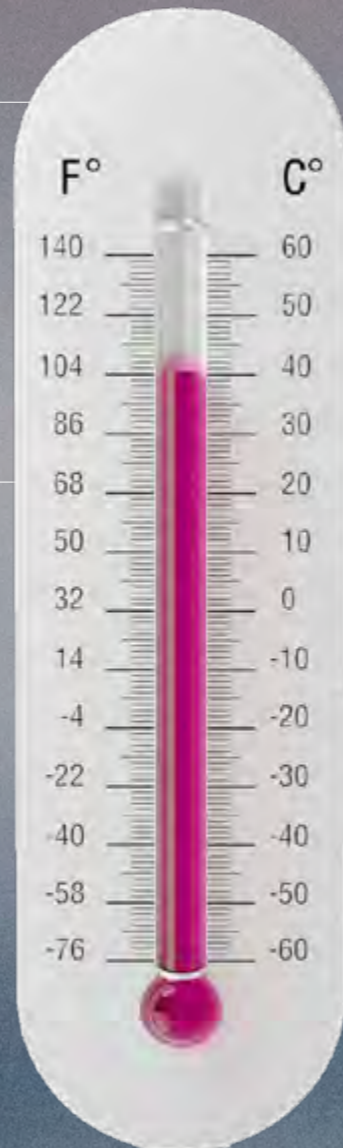
40% ↓

WE ARE COMMITTED TO THE SCIENCE BASED TARGETS INITIATIVE (SBTi)¹: One of our main targets is to reduce our product-related greenhouse gas emissions by 40% from our 2018 baseline by 2030. Our actions to reach this goal will help our customers reduce their carbon footprints and contribute to more sustainable supply chains. Another goal is to reduce the absolute emissions in our own operations by 50% from 2018 to 2030.

WE COMMIT TO HAVING CARBON-NEUTRAL OPERATIONS BY 2030.

¹ Science-based targets provide companies with a clearly-defined path to reduce emissions in line with the Paris Agreement goals. Many businesses around the world are already working with the Science Based Targets initiative (SBTi). Read more at <https://sciencebasedtargets.org/>

In order to illustrate the environmental impact during the entire lifetime of our solutions, we publish Environmental Product Declarations (EPD). In addition, we publish Health Product Declarations (HPD) to communicate about the material content and the associated health effects of our products, responding to a growing need for healthier living environments. Read more at <https://www.kone.com/en/products-and-services/green-building/lifecycle-impact-assessments/>



AS ONE KONE TEAM, WE MAKE A DIFFERENCE IN CREATING SUSTAINABLE CITIES

BY PROVIDING THE MOST SUSTAINABLE OFFERING.

Did you know that KONE supports green building through our innovative and energy-efficient offering, and healthy, functional, and sustainable materials? We also provide transparent documentation about our products' environmental impacts.

BY CONTRIBUTING TOWARDS A MORE SUSTAINABLE FUTURE

Have you read about the ways we strive for carbon neutral operations?

BY EMPOWERING OUR PEOPLE AND ATTRACT THE BEST TALENT

Did you know that KONE applies fair practices in recruitment and enables unique career paths through flexible arrangements and by supporting a healthy work-life balance?

BY ENABLING OUR PARTNERS AND SOCIETIES TO PROSPER

Did you know that we work with approximately 30,000 suppliers and are committed to making a positive impact throughout our value chain?

Find out how KONE contributes to economic development in the over 60 countries where we operate.

READ MORE IN OUR LATEST SUSTAINABILITY REPORT AT [KONE.COM/SUSTAINABILITY](https://www.kone.com/sustainability)

BUILDING A SUSTAINABLE FUTURE FOR ALL

AS WE RAISE OUR AMBITIONS IN SUSTAINABILITY AND EMBED IT MORE DEEPLY INTO ALL ASPECTS OF OUR WORK, HERE'S WHAT OUR COLLEAGUES AROUND THE WORLD HAVE TO SAY ON THE TOPIC.

“Sustainability is indeed one of the most important questions our society faces. I’m proud to work for a company that recognizes that.”

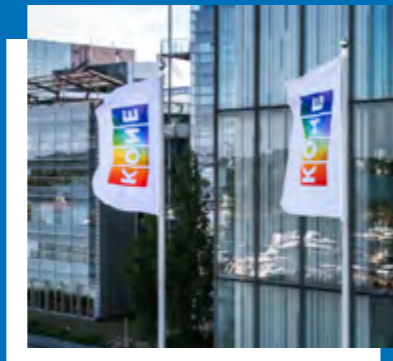


“KONE can show the way to teach, impact and motivate everyone, not only in our own industry, to improve sustainability.”

“If we all do our bit towards becoming more sustainable, then the world will be a better place, for a longer time.”



“Even as KONE puts a lot of focus on developing our own offering and ways of working, we cannot solve the climate crisis and nature loss alone. We want to invite our customers, partners, suppliers and their suppliers to join the work with us.”



“Let’s constantly continue to embrace positive change as one KONE team for the prosperity of the company and for sustainable success with our customers.”

WHAT WOULD A MORE DIVERSE, EQUITABLE AND INCLUSIVE KONE LOOK LIKE?

Embracing our differences is the key to unlocking our creative and innovative potential. Inclusion is essential for empowering our colleagues to bring their whole selves to work and to openly and confidently share new ideas and concepts. Only when we foster an inclusive environment can diversity flourish and true equity be reached.

“KONE has taken great steps forward in diversity, equity and inclusion. This subject is a true passion of mine and I am proud of the awareness we at KONE have raised on it. We can all do even more to increase diversity and foster an inclusive and equitable environment by constantly challenging ourselves and the status quo, looking out for one another, speaking up and continuously learning.”



MATHEW HARRIS
Global Diversity and Inclusion Specialist

PHOTO BY MATHEW HARRIS WITH HIS SON, EZRA



THERE'S MORE TO DOING THE RIGHT THING THAN JUST FOLLOWING RULES. IT'S ABOUT MAINTAINING OUR COMMITMENT TO HONESTY, INTEGRITY AND FAIR PLAY.

Here's where to find our Code of Conduct and other key policies and instructions that guide us.



STOP AND THINK
ARE YOU MAKING ETHICAL DECISIONS TODAY?

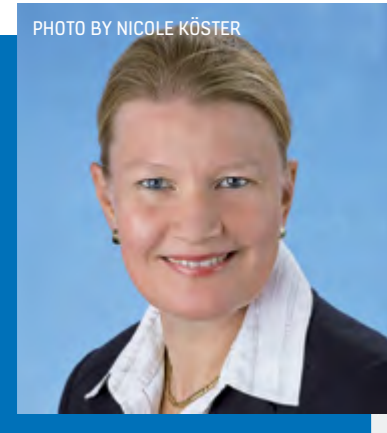
SUSTAINABLE DEVELOPMENT
Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Source: United Nations

EVERY ACTION COUNTS!

OUR COLLEAGUES OFFER THEIR IDEAS ON STEPS WE AS INDIVIDUALS CAN TAKE TOWARDS BUILDING A SUSTAINABLE FUTURE.

PHOTO BY NICOLE KÖSTER



“Team discussions on how to incorporate sustainability into our daily work, be it in events, advertising, the way we travel to work, or in our dealings with each other.”

NICOLE, GERMANY

PHOTO BY DANIELE CAPRA



“Start with small things: optimizing car journeys, using less paper and turning off lights when they aren’t necessary.”

DANIELE, ITALY

PHOTO BY JAMIE HICKS



“Actively bringing sustainability into our thinking and reviews. Taking time to understand customers’ objectives and finding out how we can support them.”

JAMIE, UK



PHOTO BY NGOC ANH TRAN

“Choosing to listen to diverse views that are different from mine and silencing my judgement to really hear what the other person has to say.”

NGOC ANH, SINGAPORE



WHAT ARE YOUR SUSTAINABLE HABITS?
CAN YOU THINK OF A FEW THINGS YOU CAN DO TO
BEGIN BUILDING SUSTAINABLE HABITS?



We are committed to carbon neutrality. One of the key actions we are taking is a shift to a low emission vehicle fleet.



PHOTO BY SVEN HULT

UNCOVERING OPPORTUNITIES TO BOOST QUALITY AND SAFETY

“We carry out Gemba* walks in factories, offices, customer sites and other places where customer value is created. We take them to observe and understand reality, uncover opportunities for continual improvement, and find new ways to support the working teams. These walks rely on open dialogue and collaboration. They are real opportunities not only to enhance quality and safety, but also to build relationships and work as one KONE team.”

SVEN HULT,
Head of Quality, Modernization, Finland

*GEMBA, which means “the real place” in Japanese, is a widely used term in lean practices.

So far, we have explored the key aspects that create the kind of culture that enables us to...

...IMPROVE THE FLOW OF URBAN LIFE.

But there is an important question left



WHAT MAKES WORK MEANINGFUL?

We all seek purpose in life. By working together, we can make a difference.

Research shows that the more we help each other, the more meaning we are able to derive from the work we do. This in turn has implications on our productivity, engagement, and on our overall well-being. In fact, the simple act of collaborating with a colleague and then showing them gratitude has been proven to raise their confidence and sense of self-worth.

So, who do you work with in your role? In what ways do you ask for their comments and guidance? How open are you to their ideas and feedback? How do you show appreciation for the advice you have received? Do you credit and share best practices?

We can all influence each other's sense of meaningfulness at work. It can start as simply as recognizing the support you have received and by saying **thank you**.

1

DO YOU FEEL INCLUDED AT WORK? ARE YOU INVOLVING YOUR COLLEAGUES FULLY?

- Yes
- Somewhat
- No

2

ARE YOU THINKING OUTSIDE-IN? ARE YOU ENCOURAGING OTHERS TO DO THE SAME?

- Yes
- Somewhat
- No

3

ARE YOU MAKING SUSTAINABLE DECISIONS DAILY? ARE YOU SUPPORTING OTHERS TO BUILD SUSTAINABLE HABITS?

- Yes
- Somewhat
- No

4

DOES YOUR WORK ENERGIZE YOU AND THOSE AROUND YOU?

- Yes
- Somewhat
- No

IMAGINE AIMING HIGHER

If no one tells us we are being idealistic, then we're probably not dreaming big enough.

Culture is not something one can simply change. It's a dream that is becoming a reality through every action we take each day.

So, let's imagine the difference we could make if we all managed to empower each other to reach our full potential.

Imagine if we could pool together all our creativity and curiosity, as well as all our insight on what is happening in the world. Imagine the advances we could make in our industry, and the advantages we could create together with our customers in theirs.

Imagine the benefits for the world and for future generations if every action we took was always harnessed to drive sustainable success, to boost climate action, to advance diversity and inclusion – to improve the flow of urban life.

**Naive? Perhaps.
Worth aiming for?
100% Yes.**

TOGETHER,
WE CAN MAKE
A DIFFERENCE.



Throughout our history, KONE's success has been based on our strong culture and values. Overcoming challenges has been a way to further strengthen our business.

As KONE continues to grow, each and every one of us has a role to play in developing our company and driving our culture forward.

With great teamwork, our journey has seen us renew ourselves to build new customer relationships and tackle a changing market environment. That shows us the way ahead: by working together, we will succeed!



HENRIK EHRNRÖÖTH,
CEO and President at KONE



01 / 2022

This publication is for general informational purposes only and we reserve the right at any time to alter the content. No statement this publication contains shall be construed as a warranty or condition, express or implied, as to any product, its fitness for any particular purpose, merchantability, quality or representation of the terms of any purchase agreement. Copyright © 2022 KONE Corporation.