



CULTURE COMPASS

# Rise together

Dedicated to  
People Flow™

# Culture in motion



## From heritage to high-rises

At KONE, our journey has spanned over 115 years, and my family has been at the helm for over a century. Our long-term perspective has shaped a company that is both forward-thinking and deeply rooted in tradition.

Great companies are made of great people. Our diverse team has over 60,000 dedicated people around the world representing 150 nationalities. I have personally witnessed how our unique culture creates a truly inclusive environment, enabling not just long careers but often lifelong journeys with KONE.

Our culture is a combination of a strong foundation built on over a century of values, experience, and great people, as well as how we need to challenge ourselves – with speed, courage, and simplicity. The same principle holds true for old and new companies: one must adapt to survive and thrive.

Let's nurture what we are great at and work on things we can be even better at! A strong culture is not static but constantly fosters courage to change for the better.

Through these pages, I invite you to explore what makes KONE's culture unique. Our story is not just about elevators and escalators; it is about shaping the future of cities, together, for generations to come.

Happy reading!



**Jussi Herlin**  
Vice Chair of the Board

# Welcome to the KONE Culture Compass!

Here, you can explore what our culture means through the voices and experiences of our people worldwide. Our Culture Compass is an invitation to talk openly about how to work and grow together, learn from one another, and see our shared values through fresh eyes.

Whether you choose to look at this one page at a time or read it from cover to cover, we hope it will spark ideas and make your conversation about KONE more meaningful.

In this Culture Compass you will find:

## ABOUT KONE

We shape the  
future of cities

## CULTURAL FOUNDATIONS

Our values and  
core principles

## CULTURE MEETS STRATEGY

Rise to lead:  
2025-2030

## CULTURE IN ACTION

KONE initiatives

# We shape the future of cities

KONE is a global leader in the elevator and escalator industry. We move two billion people every day, making their journeys safe, convenient, and reliable with smart and sustainable People Flow®.

In a world where cities are constantly evolving and more and more people choose to live in them, we at KONE stand with one clear aim: to shape the future of cities.

We make urban life more vibrant and livable. And we do it by enabling safe, sustainable, and effortless people flow for all. We help cities leave a positive mark on the planet - for the next century and beyond.

Building smarter, safer, and more sustainable cities takes every one of us. By working together as one KONE team, we make that vision real every day.

KONE's ambition is to lead our industry. This means leadership in three areas: to be the first choice for our employees and customers, to lead in innovation and sustainability, and to lead in growth and profitability.

We create innovative solutions for our customers and the people we move in urban spaces every day. Our drive for innovation is fueled by our purpose to shape the future of urban living and by the megatrends that define our world: urbanization, technological disruption, and sustainability. Every day, we solve challenges for our customers, which is one of the reasons why many of the world's tallest skyscrapers are already equipped with KONE products.



**DID YOU KNOW KONE MEANS “PUPPY”  
IN ALBANIAN, “WIFE” IN DANISH AND  
NORWEGIAN, AND “HORSES” IN SLOVAK.  
WHAT DOES IT MEAN IN FINNISH?**

- A) MACHINE**
- B) COURIER**
- C) MOVEMENT**



Founded in 1910 in Helsinki, Finland, KONE has grown from a small machine shop into a global leader in elevator and escalator solutions. With over a century of innovation, our strength lies in our deep cultural roots and enduring values. These values shape everything from smart technologies to inclusive workplaces, positioning KONE as a company out to create environments that move people and communities forward.

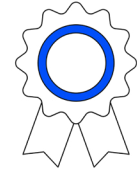
We are a diverse workforce of over 60,000 people, spanning nearly 70 countries, and representing more than 150 nationalities. We lead with inclusion, welcoming all backgrounds, perspectives, and experiences.

With around 600,000 customers, we work with builders, building owners, facility managers and developers, plus architects, authorities and consultants.



PSST! KONE MEANS "MACHINE"  
IN FINNISH

## We're proud that our culture is also acknowledged by others



### FORBES WORLD'S BEST EMPLOYERS

We are proud to have been acknowledged for several years as one of the World's Best Employers in the annual ranking by Forbes magazine and Statista.

### 'A' SCORE AWARDED BY CARBON DISCLOSURE PROJECT (CDP)

KONE has been recognized by CDP for its actions towards reducing emissions, mitigating climate risks, and developing a low-carbon economy.

### DIVERSITY LEADER

KONE has been repeatedly recognized as one of Europe's Diversity Leaders by the Financial Times and Statista. This achievement affirms our continuous dedication to increasing diversity, equity, and inclusion.

LEARN MORE BY VISITING [CAREERS.KONE.COM](https://careers.kone.com)

60,000+  
employees

~70  
countries

150+  
nationalities represented

# Core cultural foundations

Our culture is created by each of us in every action we take, each and every day. It lives in the small moments of fun and enjoyment we share with our customers and colleagues, in the ways we inspire one another, and in how we make the world around us better. It's reflected in how we collaborate, the way we see the world and our impact on it, and how we bring our core principles and values to life.

"When you find yourself spotting KONE elevators and escalators all over the world, even in your private life, you know you've truly arrived at your employer. It's a bit like when someone is pregnant and suddenly sees babies everywhere: you start identifying deeply with the products, the services, and the people at KONE who make it all possible!"



**Kitti Tomek-Jäger**  
Talent Acquisition Specialist,  
Austria

We live and breathe safety, quality, sustainability, and the KONE values. Together, they're the foundation of our culture and keep us moving forward. Our unique culture helps us to renew, evolve, and grow our business as the world changes around us.



Our values define who we are  
and who we aspire to become:

**COURAGE**  
**CUSTOMER**  
**CARE**  
**COLLABORATION**

We never compromise on  
our core principles:

**SAFETY**  
**QUALITY**  
**SUSTAINABILITY**

# Courage

We act with courage by continuously aiming higher, delivering on our promises and beyond, and by leading our industry through innovation.

"For me, courage is about showing up with honesty and integrity, even when things feel uncertain or a bit out of my depth. Right after graduation, when I joined KONE, I was given a lot of trust and responsibility, which was both exciting and, honestly, a little overwhelming at first. But it really pushed me to grow and to speak up even when I didn't have all the answers, to ask questions, and to take on challenges instead of shying away from them."



**Nissim Nikhil Bhat**  
Sustainability Associate,  
India

"To me, courage means to challenge and rethink in a constructive way. I aim to bring a second point of view to a discussion when diverse thinking is missing to ensure high-quality outcomes. Be open to learning and try something new; it is okay if it doesn't work right away."



**Aapo Saari**  
Head of Industrial Design,  
Finland

"I've learned that always doing things the same way leads nowhere; real progress comes when you dare to improve. In products, in business, and in life."



**Malte Baumgarten**  
Business Development Manager,  
Germany



## MINI CHALLENGE

Spot a moment of courage and share it

### OBSERVE

Look around during meetings, coffee breaks, or project work.

### SHARE

Share it directly with the person, or people, in your next team meeting. Or why not post it on our company's social media to get the conversation going?

### CAPTURE

Note down what happened and why it felt courageous.

# Care

We care for each other by embracing diversity and inclusion, showing compassion, and caring for our cities and the environment.



"At KONE, care means showing up with purpose. Not only for customers, but for the apprentice beside me, the family I support, and the legacy I'm building."



**Roneel Singh**  
Mechanic,  
Canada

"Care for me is about empathy, respect, and genuine concern for the well-being of others, both professionally and personally. I live this value by checking in with my team members, supporting their growth, and ensuring their working conditions are safe and respectful. I also care deeply about the impact our work has on the community and environment."



**Pravin Dongare**  
Site Manager,  
India

"Care means support and guidance from leaders, mutual help among colleagues, and a company culture that values well-being. It creates trust and belonging, enabling us to focus, grow, and move forward together."



**Wanghua Zhou**  
Project Supervisor,  
China



# Customer

We are committed to our customers' success by staying curious about the world around us, focusing on the end-user experience, and working with a service mindset.

"Customer means putting safety, convenience, and long-term value first. I deliver by responding quickly and using digital services to ensure reliability and satisfaction."



**Liangliang Zhang**  
Senior Service Manager,  
China

"At KONE, I'm able to show up every day for our customers in a way that aligns with my values. It is important to me to maintain integrity and excellent customer care in my work, and I enjoy being part of a team that prioritizes these principles."



**Stephanie Manser**  
Mechanic,  
Canada



"At KONE, customer focus means understanding not only what people need today, but also what will create value tomorrow. As a Regional Marketing professional, I bring this to life by listening to the market, turning insights into action, and supporting our teams in delivering meaningful solutions. Embracing KONE culture and inspiring others are my greatest sources of motivation."



**Bengisu Akinci**  
Senior Marketing Specialist,  
Turkey

# Collaboration

We collaborate as one team by listening to learn, co-creating with our customers and partners, and celebrating our achievements together.

"To me, collaboration means working openly, sharing knowledge, and supporting each other to reach common goals. At KONE, I live this by involving the right people early, staying open to ideas, and giving everyone time to digest information so we can find the best solutions together."



**Laura Anghelina**  
Senior Marketing Specialist,  
Romania

"Collaboration is the heartbeat of KONE's transformation and drives our team. As the GenAI Lighthouse team, we explore and innovate with Generative AI, creating value and building a reusable platform that empowers the company. Working openly across teams and geographies, we accelerate learning, share insights, and turn ideas into impact."



**Stephan Völkl**  
Senior GenAI Platform Architect,  
Finland

"To me, collaboration means creating an environment where diverse ideas, perspectives, and strengths come together to achieve more than we could individually. It's about building trust, staying open to feedback, and working across boundaries so we succeed as one team. That's how I try to show up every day. This mindset is what led me to create a tool that strengthened collaboration across the organization. We were able to combine expertise and deliver something impactful that none of us could have achieved alone."



**Vedagiri PG**  
Technical Sustainability Specialist,  
India



## VALUE QUIZ

Use your know-how to match a value with a scenario



### MATCH THE VALUE TO THE SCENARIO

- Courage
- Care
- Customer
- Collaboration

#### SCENARIO 1

You notice a safety risk on a job site and speak up, even though it might be uncomfortable for the team.

#### SCENARIO 2

A colleague seems a lot quieter than usual, and you can see their proactiveness is changing. You grab a coffee with them, ask how they are doing, and offer your help.

#### SCENARIO 3

You work with colleagues from different departments to solve a complex problem.

#### SCENARIO 4

You receive unexpected feedback from a customer that highlights a gap in your team's solution. You bring it to your team, encourage open discussion, and work together to find improvements.

#### SCENARIO 5

Leading a global project with conflicting regional priorities, you mediate rising tensions by facilitating structured dialogue, encouraging active listening, and guiding the team to co-create a compromise, setting aside your own preferred approach to match clients' needs.

#### SCENARIO 6

You identify a process that may disadvantage underrepresented groups. Despite discomfort and potential pushback, you gather evidence, consult affected colleagues, and raise the issue with leadership to advocate for change.

#### SCENARIO 7

You celebrate a teammate's achievement in front of the group.

#### SCENARIO 8

You proactively share market insights with your team to help them better serve clients.

ANSWERS IN ORDER  
1) Courage and Care, 2) Care, 3) Collaboration, 4) Customer and Courage,  
5) Collaboration and Customer, 6) Courage and Care, 7) Care, 8) Customer

HINT: IT CAN BE MORE THAN  
ONE VALUE PER SCENARIO



# We never compromise on **our core principles:** Safety, Quality, and Sustainability

"It is critically important to keep in mind that we at KONE create history every single day. The choices and decisions taken now will become part of the real environment that our customers and their customers will live with for decades. We need to care for and cultivate this flow of history. We create it holistically together: working with colleagues, stakeholders, and most importantly, by truly listening to the end users. Let's create such history together. Let's design (and deliver) for life."



**Jouni Salojärvi**  
Senior Expert, Reference Design Team Leader,  
Finland



Home safe  
every day



# SAFETY

**Safety** matters to us. It's at the heart of everything we do. We want to make sure that everyone, from our employees and partners to the users of our equipment, gets home safely every day. We create safety together and actively care for one another's well-being.

## How would you describe KONE's safety culture?

"I see our safety culture at KONE as deeply rooted in the principle that safety always comes first. It's not just about following procedures; it's about consistently taking the time to stop, gain a full overview, and adapt to the situation as it unfolds."



**Sofie Jolstad**  
Maintenance Technician,  
Norway

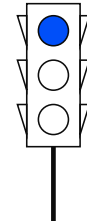
"Our safety culture is proactive and responsible. We always focus on eliminating unsafe conditions, addressing unsafe behaviors, and promptly reporting near misses to prevent future incidents."



**Lv Lang Yu**  
Service Technician,  
China

## WHEN DID KONE START THE GLOBAL SAFETY WEEK TRADITION?

- A) 2005
- B) 2009
- C) 2011
- D) 2020



"At KONE, safety is not just a slogan but something that is deeply embedded in our daily work and mindset. From toolbox meetings, training sessions, and risk assessments to practical measures in the field, KONE ensures that safety awareness is always present. Our safety culture is practical, consistent, and integrated into every part of our work. It's not about just saying 'safety first' but about making safety real in everything we do."



**Bo Liu**  
Service Technician,  
New Zealand

EVERY YEAR, KONE ORGANIZES A GLOBAL SAFETY WEEK WITH SPECIAL EVENTS, TRAINING, AND ACTIVITIES FOR EMPLOYEES, PARTNERS, AND END-USERS. THIS STARTED IN 2011.

## QUALITY

**Quality** means always staying two steps ahead by thinking and acting proactively throughout the customer journey and solution lifecycle, unlocking new digital opportunities for our customers. Focusing on quality is everyone's responsibility at KONE.

### What do customers expect from you?

"Customers want someone who listens, acts fast, and makes their day easier. I'm here to do just that, with smart solutions that truly fit their needs."



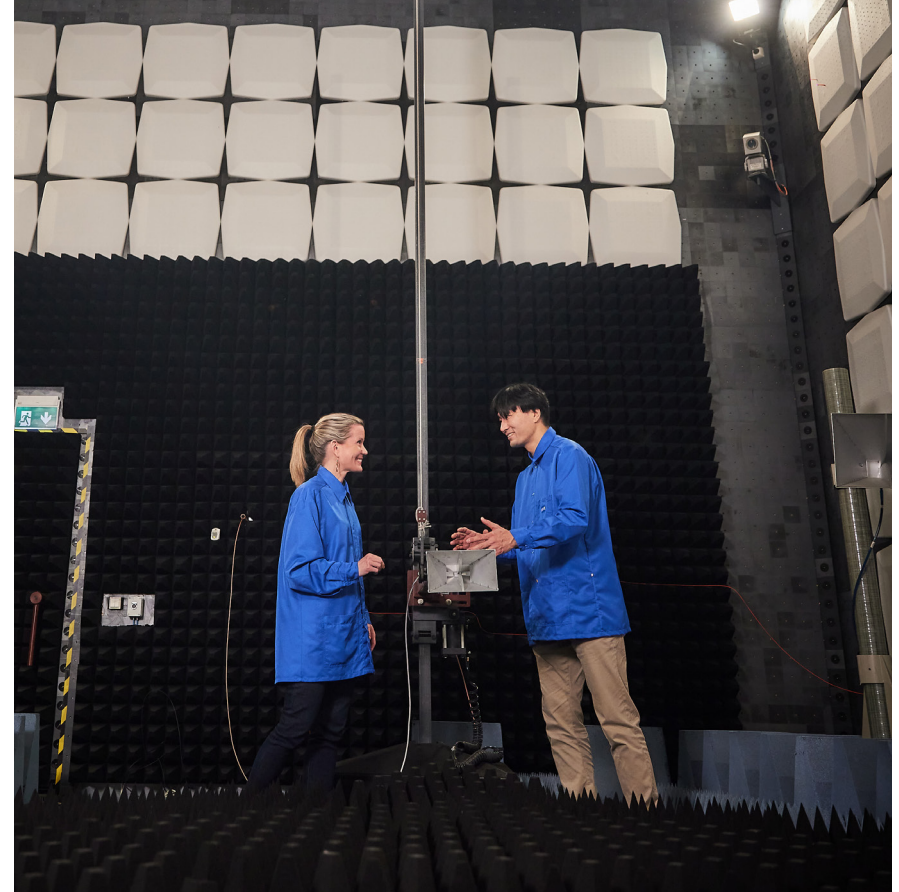
**Paul Chuah**  
Modernization Project Manager,  
Malaysia

### What little things are you doing to make work more efficient?

"At the end of each day, I plan for the next so I can start my morning at my first stop right away. I take notes, especially when I'm talking with customers, and I follow through with their requests to keep the relationship strong."



**Scott Breihan**  
Service Technician,  
USA



"Quality means safety and trust. I ensure it by enforcing strict installation and service standards, supporting R&D issue resolution, and delivering reliable solutions for passenger experience."



**Xiang Wang**  
Chief Technical Support Expert,  
China



**What does our core principle, QUALITY, mean to you?  
How do you live it?**

“At KONE, quality is about taking pride in every detail. When I see our equipment running smoothly, I know we’ve delivered on our promise to customers.”



**Ahmed El Morshedy**  
Supervisor,  
Egypt

“Quality, to me, means doing things right the first time and continuously improving to exceed expectations. I live this by ensuring safety and excellence in every process I oversee, and by empowering teams to uphold the highest standards.”



**Tonny Odhiambo**  
Safety & Quality Specialist,  
Kenya

WE EXECUTE OUR PLANS WITH  
A PROACTIVE “QUALITY STARTS  
WITH ME” MINDSET.



## SUSTAINABILITY

Leading in our industry also means leading in **sustainability**. We want to radically rethink how we can embed sustainability into everything we do. Together, we can make a lasting impact.

"For me, Sustainability is the key through which I feel proud of what I do, not only as a Salesperson at KONE, but also as a young woman committed to raising awareness among her customers. The best way to do it? Demonstrating that being green reduces both emissions and costs."



**Marta Trevisiol**  
Salesperson,  
Italy

"Sustainability at KONE is part of who we are. It shapes our culture and unites us in purpose. As I see it, every action we take and every solution we provide reflects our commitment to building a better future for our kids."



**Hady Nemr**  
Managing Director,  
United Arab Emirates

## WHAT IS THE MAIN SOURCE OF KONE'S CARBON EMISSIONS?



- A) THE LIFETIME ENERGY USE OF OUR EQUIPMENT
- B) MATERIALS AND PACKAGING OF OUR EQUIPMENT
- C) LOGISTICS
- D) OUR OWN OPERATIONS

"In my job, tangible sustainability solutions such as recycling hydraulic oil and batteries or using greener vehicles are something KONE is great at. Also important is the intangible side of sustainability: the relationships we foster between colleagues and customers, where every promise made is a promise kept, even something as simple as returning a phone call."



**Sean De Sousa**  
Mechanic,  
Canada

KONE'S MAIN SOURCE OF CARBON EMISSIONS IS THE LIFETIME ENERGY USE OF OUR EQUIPMENT.



## TAKE A MOMENT TO REFLECT

### SAFETY

**Think of a recent situation when you noticed a potential safety risk. This could be big or small.**

- What did you do?
- If you acted, what was the outcome? How did you feel about it?
- If you didn't act, what held you back? What might you try differently next time? How do you feel about it?

### QUALITY

**Recall a time when you went the extra mile to ensure quality in your work or for a customer.**

- What specific actions did you take?
- How did this affect the outcome or the customer's experience? What positive feedback or reaction did you notice?
- What is one small habit you could start today to boost in your daily work?

### SUSTAINABILITY

**Think of a time you chose between convenience and sustainability, such as with travel, purchases, or how you used resources.**

- What influenced your choice?
- How did your decision reflect your values?
- What could help you make sustainability a priority next time?



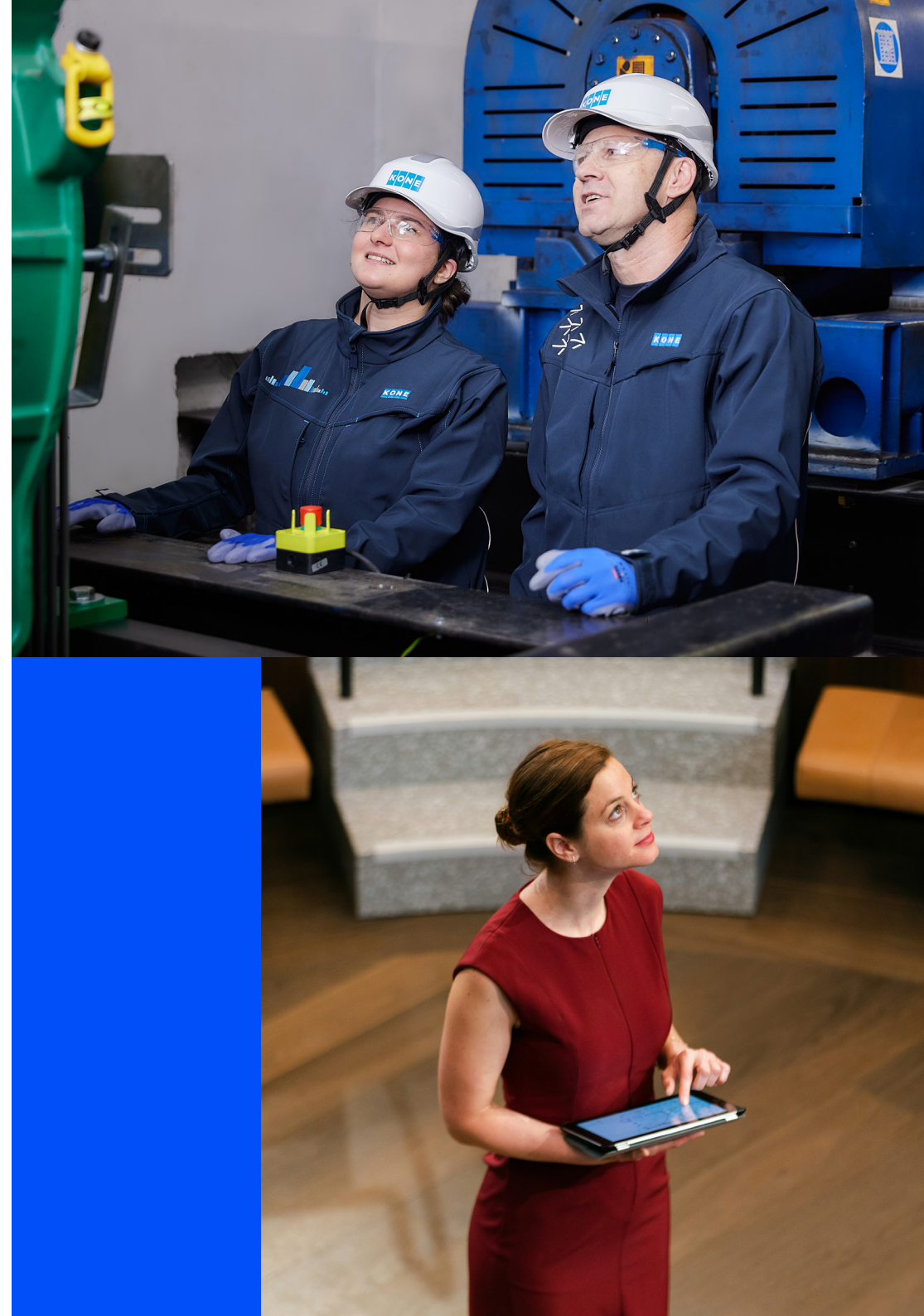
# Compliance, integrity, and ethical leadership

Ethical business practices mean more to us than compliance alone. They are about doing the right thing and maintaining our commitment to honesty, integrity, and fair play.

“We remain committed to doing what’s right even when it’s difficult. This commitment is embedded in our values. We foster a culture where concerns are raised openly and addressed promptly. Our global Speak Up guidelines also ensure that every report is treated confidentially and fairly, and we do not tolerate retaliation against those who speak up in good faith. We strive to make our policies simple, accessible, and transparent so that doing the right thing is always the easy choice. Compliant companies avoid problems. Ethical companies build trust.”



**Camilla Orko**  
VP Global Compliance,  
Finland





# Rise to lead

There are three megatrends shaping our industry: urbanization, technological development, and sustainability. We believe that successful execution of our Rise strategy will bring us to lead the industry despite the uncertainties of today's world.

We want to:

- be #1 choice for our employees and customers,
- lead in innovation and sustainability, and
- lead in growth and profitability.

To achieve our ambition, we have identified four strategic shifts on which we need to focus our efforts:

- Accelerate digital to fundamentally transform how we do service.
- Drive modernization to unleash unlimited growth opportunities.
- Win residential to lead in the industry's largest segment.
- Cut carbon to drive customer value and differentiation.

READ MORE ABOUT OUR STRATEGY HERE [KONE.COM/EN/COMPANY/STRATEGY](https://kone.com/en/company/strategy)

WHAT ROLE DOES CULTURE PLAY IN  
HELPING US SUCCEED? HOW DOES GREAT  
LEADERSHIP SHAPE COMPANY CULTURE?



People are at the heart of our strategy. Our goal is to be the easiest company to work for and to work with.

This calls for a cultural shift that builds on the existing strengths of KONE culture. At the same time, it challenges us to grow and move forward, learn every day, and be open to experimentation. When we succeed in this development, we level up our organizational agility and move forward faster.

Letting go of perfection and embracing a mentality of learning fast from mistakes requires both high levels of psychological safety and strong accountability across our organization.

This cultural shift also requires new ways of leading. KONE leaders are expected to be comfortable with uncertainty and ambiguity. Balancing between different dimensions of leadership is our everyday responsibility: leading both the transformation for the future and the performance of today; taking care of the engagement and well-being of our people while securing the results we've promised to deliver.

# Where culture meets strategy

At KONE, culture is not just how we work; it's how we succeed. Our culture is a strategic enabler that powers our ambition to be the easiest company to work for and work with. Rooted in our values of Courage, Care, Customer, and Collaboration, and guided by our core principles of Safety, Quality, and Sustainability, our culture shapes how we work, lead, and grow together.

As we pursue our Rise strategy, culture becomes even more critical. It drives the mindsets and behaviors that accelerate innovation, simplify processes, and deliver exceptional experiences for customers and employees. By fostering inclusivity, agility, and accountability, our culture empowers every individual to make a meaningful impact.

While we rise to lead, we embrace:

## COURAGE

Setting bold goals, having honest conversations, and prioritizing what matters most.

## SPEED

Experimenting, adapting, and scaling fast to meet evolving needs.

## SIMPLICITY

Streamlining processes and driving productivity through digital enablement.

Strategy sets our direction. Culture determines how far and how fast we go. By fostering psychological safety and accountability, we empower everyone to contribute with confidence. When we embrace our strong KONE culture, we unlock innovation, elevate performance, and deliver exceptional experiences. Together, as one KONE team.

“Courage isn’t about throwing everything old out the window. It’s about having the guts to question the traditional way of working, and understanding the “Why?” behind it, the smarts to know what’s worth keeping, and the will to let go of what’s holding us back, so we can make room for what’s new.”



**Shi Yi Min**  
Head of Design,  
China

“Innovation doesn’t happen without courage. In Continuous Improvement, we challenge the status quo daily, asking tough questions, testing new ideas, and embracing change. That’s how we rise to lead. Courage is the spark, innovation is the flame. At KONE, we’re not afraid to rethink how things are done. We lead by improving, experimenting, and learning fast, because progress demands bold thinking.”



**Tonya Foster**  
Continuous Improvement Manager,  
UK



To reach the ambitious targets we've set for ourselves, we need a high-performance culture that supports strategy execution. It is an environment fueled by strong leadership, a courageous mindset, and a future-focused approach to performance. Every employee plays a part in creating a high-performance culture, and every leader should role model for expected behaviors.

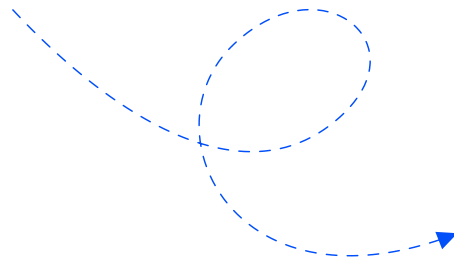
A high-performance culture brings together many elements that help KONE employees have meaningful conversations, learn quickly, feel empowered to move forward, and have the courage to keep raising the bar. Our culture is already strong, and we also want to see it evolve so we can reach new heights together!

"Culture is the invisible force that unites individuals into a team. It guides decisions when rules are absent, keeps people engaged through challenges, and makes our company a place where talent stays and thrives. Turning strategy into action, and action into lasting success."



**Vicky Lv**  
VP, Service,  
China

To ensure our employees can thrive in a high-performance culture, we've created multiple channels and forums that enable open, two-way communication and keep information flowing. Listening to our people is fundamental to our success. Here are some of the actions we take:



## EMPLOYEE LISTENING

Annual engagement survey and related team discussions

## ACTIVE DIALOGUE WITH LEADERS

Virtual CEO Connect sessions open to all employees

## REGULAR TOWNHALLS

Gathering teams together to stay close and connected to our people



# Our culture in action

## Leaders reflect the culture

Leaders today are navigating a world that feels more uncertain and complex than ever. At KONE, our leaders balance a range of different priorities at the same time. They help teams transform our business, remove roadblocks to operations and performance, support our people and their well-being, and make sure we deliver promised results. To do all this in a fast-moving, global company, we rely on clear values, inclusive ways of working, and a strong sense of shared purpose. We need our culture in action. Everything depends on trust and collaboration across our organization.

So what exactly is trust in a company, and why does it matter? You can think of trust as the glue that holds everything together. It is not always easy to spot, but you notice when it is missing. When trust starts to slip, things can quickly fall apart. That is why trust is so important for working well together and for impactful, effective leadership.

What does it mean to lead at KONE? How do our leaders bring our KONE culture to life every day? Let's hear from some of our colleagues:



"Authentic leadership begins like the sunrise: quiet, steady, and full of promise. When we lead with clarity, conviction, and vulnerability, we light the way for others to do the same. I believe culture is shaped not just by what we say, but by how we show up every day. When leaders are present and open about their own learning journeys, it creates space for trust to grow. That's when culture truly comes to life."



**Monica Kong**  
Managing Director,  
Singapore

"To me, culture is built in everyday moments: how we listen, how we recognize others, and how we act with integrity. In my team, we foster a culture of collaboration and empowerment, where every voice matters and every achievement is celebrated. Our best practices include transparent communication, continuous development, and a genuine commitment to our values. That's how we create an environment where people can grow and contribute with purpose."



**César Navarro**  
Head of Distribution Business,  
Mexico

"Leaders must be a 'Chief Reminding Officer' and continually repeat and echo the message of who we are. They need to regularly highlight to the team that the organization's decisions and actions are an extension of its corporate culture. By always keeping in mind who we are (and who we are not), we no longer have to guess what the organization considers right and wrong. This helps people become very aware of who we are and what we stand for. Bottom line for me is I preach the message of our culture and our values regularly!"



**Chris Miller**  
General Manager Service & Solutions,  
USA

"Being a leader means sitting in the middle of my team every day, sharing laughs, listening whenever needed, stepping in to resolve matters without judgment, and cheering everyone's wins. Leading by example is jumping on stage, no matter how well you sing, choosing 'why yes' over 'why no', daring to create changes, and owning it first when things go wrong."



**Amy Chen**  
Chief Innovation Officer,  
Finland



# Growing with feedback

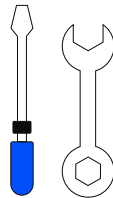
We believe it takes more courage to be kind than to be nice.

Kindness means caring enough to recognize achievements or to help someone grow, even when it feels uncomfortable. Being nice, on the other hand, can sometimes mean staying quiet just to avoid awkward moments. If we notice something is off-track but choose to keep silent, that isn't kindness. That is avoiding the issue, which, let's face it, takes no courage at all.

Kindness is about having the courage to speak up, in positive and negative moments, but doing it with care. It means sharing what you have observed, based on fact, and inviting your colleague, whether they are your manager, a peer, or part of your team, to reflect and find a better way forward. This deepens trust, helps us work better together, and shows that we care about each other's success.

When we share insights with respect, we all grow. By creating a stronger feedback culture at KONE, we'll be even more comfortable receiving and sharing balanced feedback that helps individuals further strengthen the areas they are good at and develop those that require attention. That is how we move closer to our goal of being the number one company for customers and employees.

**ASK YOURSELF: WHAT MAKES  
FEEDBACK EASIER OR HARDER  
FOR ME TO ACCEPT?**





# How to ask for meaningful feedback



1

## **Start with courage and care by being specific.**

Skip vague questions like “Do you have any feedback for me?”. Instead, try something like, “What’s one thing I could do differently in (for example, leading meetings or engaging with customers) to be more effective?”

2



## **Create psychological safety by collaborating.**

Let the person know their perspective matters to you. For example, you might say, “This is a topic you know well and do well yourself. That’s why your input is valuable to me.” You can also ask clarifying questions, such as, “When I said or did that, what impact did it have on you?”

3



## **Follow up and close the loop.**

Thank the person who took the time to share their thoughts, and let them know how you’re acting on the feedback. This builds trust and encourages openness in the future.

4



## **Make feedback a micro-habit.**

Ask for input daily or weekly. Small, consistent actions help build a culture of openness and shared learning.

# How to give impactful feedback

1



## **Build trust first.**

In any feedback conversation, the receiver is in control. They decide if they are open to feedback, and the impact depends on the level of trust.

2

## **Lead with care.**

Feedback lands best when it's offered as support, not judgement. We all tend to shut down when we sense judgement. Frame feedback as an invitation for growth. You might say, "I had an idea that could make this presentation even better. Would you like to hear it?" Focus on what you observed, not personal traits.

3

## **Pick the right moment.**

Share feedback when both of you are calm and not in a rush. Timing can make all the difference.

4

## **Be factual and specific.**

Whether you are recognizing strengths or suggesting improvements, details matter. For example, "That was a well-structured meeting with clear conclusions" gives more direction than "Great call, well done."

## **MINI CHALLENGE**

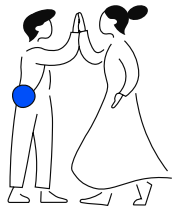
### **Feedback in action**

Give feedback today to one colleague you have been working closely with. Pay attention to the tips shared above. Make it meaningful!

# Diversity makes us unique, inclusion makes us powerful

We're proud to be home to colleagues from more than 150 nationalities. Our commitment to diversity, equity, and inclusion is integral to our strategy and our success. Diversity is a broad spectrum, and we are committed to strengthening it across every level of our organization. One of our key ambitions is to increase the share of women at the director level to 35% by 2030\*. We are continuously building more inclusive talent practices and a culture where everyone feels they belong and can thrive.

When we lead inclusively, we lead better. Diversity, equity, and inclusion are not separate initiatives; they are part of how we lead, collaborate, grow, and innovate every day. Inclusive leadership builds stronger teams, drives better decisions, and makes organizations more resilient. That's why we expect our leaders to empower their teams and actively seek out diverse perspectives that spark innovation and progress.



## INCLUSION AT KONE MEANS:

- Leading with empathy, kindness, and courage.
- Embracing diversity as a driver of innovation, engagement, and performance.
- Creating an environment where every voice matters and is heard.

\*where allowed by local law



## INCLUSION IS A DRIVER FOR BETTER PERFORMANCE

Diverse teams drive better performance, but only when inclusion is part of the mix. This requires courage to bring in and manage diverse voices, simplify the process to support inclusion, and convert different perspectives into action quickly.

# +12%

Performance improvement

# +20%

Workforce intent to stay

SOURCE: GARTNER RESEARCH - 'DRIVE RESULTS THROUGH WORKFORCE DIVERSITY'



### What can you do to create an inclusive workplace?

"Greeting my team in their native languages each morning fosters cultural inclusion, builds belonging, and strengthens our connection."



**Swati Pandharkar**  
Test Manager,  
Finland

"Working in the elevator industry, I've often been the only woman in the room. That experience reinforced for me that diversity, equity, and inclusion aren't optional; they're essential. Different perspectives bring better solutions, and when everyone feels respected and supported, the work speaks for itself. I'm proud to stand as proof that there's room for all of us to succeed here."



**Jennifer Plant**  
Mechanic,  
Canada



## BUILDING INCLUSION

### Self-reflection quiz



#### INSTRUCTIONS

- For each question, select all the answers you think are correct.
- Each correct answer gives you 1 point. Some questions have more than one correct answer.
- At the end, add up your points and check the scoring guide to see where you are on your inclusion journey.

#### SCORING GUIDE

- **0-2 points**  
You're just getting started on your inclusion journey. This is a great time to reflect on your daily actions and learn more about inclusive practices. Remember, small changes can make a big difference!
- **3-4 points**  
You're making good progress! You show some inclusive behaviors, and there is still room to grow. Keep asking for feedback, learning from others, and practicing allyship.
- **5-6 points**  
You're well on your way! You regularly show inclusive actions and a growth mindset. Keep being a role model and encourage others to join you on the inclusion journey.

QUESTION 1 (A) Correct, (B) Correct, (C) Incorrect  
QUESTION 2 (A) Correct, (B) Incorrect, (C) Correct  
QUESTION 3 (A) Incorrect, (B) Incorrect, (C) Correct

### DURING A TEAM MEETING, YOU NOTICE THAT A COLLEAGUE'S IDEA GETS OVERLOOKED. WHAT DO YOU DO?

- A. Bring the idea back into the discussion and invite your colleague to share more.
- B. Follow up with your colleague after the meeting to recognize their contribution and encourage them to speak up in the future.
- C. Assume the team didn't find the idea relevant and move on.

### YOU'RE LEADING A PROJECT AND WANT EVERYONE TO FEEL INCLUDED. WHAT DO YOU DO?

- A. Rotate meeting times so people in different time zones and with different commitments can join.
- B. Only ask for input from the most experienced team members to keep things efficient.
- C. Invite quieter team members to share their thoughts during discussions.

### AFTER HEARING THAT YOUR COMMUNICATION STYLE MAY UNINTENTIONALLY EXCLUDE SOME COLLEAGUES, HOW DO YOU RESPOND?

- A. Dismiss the feedback because you didn't mean any harm.
- B. Feel upset and judge the feedback giver for being critical of you.
- C. Thank the person for their feedback and ask for specific examples, so you can learn and do better next time.



## WHO LEADS THE EMPLOYEE RESOURCE GROUPS AT KONE?

- A) HUMAN RESOURCES
- B) TEAM LEADS
- C) VOLUNTEERS

# Communities and allyship in action

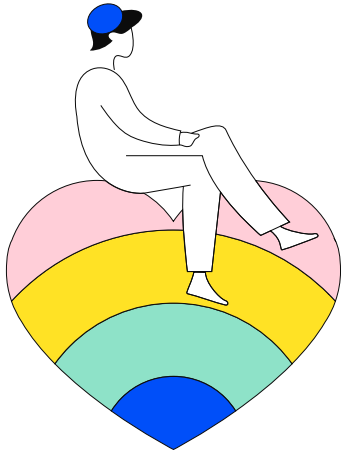
Our Employee Resource Groups (ERGs) are communities of care and allyship. They are safe spaces where every voice is heard, every story matters, and we lift each other to lead with courage and inclusion, either as community members or allies.

“At KONE, every leader and colleague has the power to make a difference by standing up for one another, especially when someone feels unheard or unseen. Real support isn’t about grand gestures; it grows through everyday actions, meaningful conversations, and active participation in KONE’s communities. What matters most is taking action and showing that everyone deserves to be recognized, included, and valued.”



**Kaija Bridger**  
Executive Vice President People  
& Communications and Executive  
Sponsor for SPARK,  
Finland

OUR ERGs ARE INDEPENDENTLY LED BY  
VOLUNTEERS, FOSTERING INCLUSIVITY  
AND PSYCHOLOGICAL SAFETY.



## #FROMKONEWITHPRIDE

Our mission is to share stories that raise awareness and visibility of LGBTIQ+ topics across KONE and our industry. We advocate for global inclusion and aim to normalize these conversations as a natural part of everyday life at KONE. Our vision is full inclusion and belonging, and an ERG that goes from strength to strength for the benefit of all employees.

"Getting involved with #FromKONEwithpride is an easy way to show and/or get support and build a stronger culture at KONE. Creating that safe space is a fundamental building block to creating a great workplace, not just at KONE but in every workplace."



**Lena Velluso**  
Safety & Environment Procurement  
Development Director,  
USA

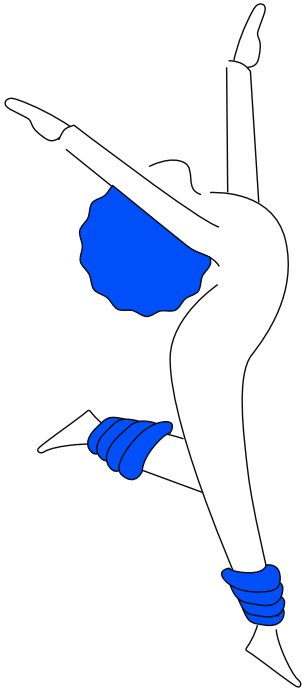


**Sander Demare**  
Senior Manager Learning & Development,  
Italy

"For me, being part of #FromKONEwithpride means I can stand openly and authentically in my identity. I want to share my experiences to support colleagues and contribute to fostering an environment where diversity is valued and everyone feels safe. I will continue doing this until one day it is no longer necessary to have an ERG on this topic in a company."

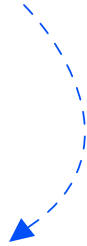


**Daniela Schmidt**  
Sales Specialist,  
Austria



## SPARK

SPARK is an ERG for women and male allies at KONE. It's a platform for connection, support, and growth, and a place where women and their allies uplift one another and create space for open, positive dialogue. It is an inspiring and influential community of change-makers driving progress for women at KONE, building opportunities and enabling an equal work environment for all.



"For me, leading SPARK is purpose in action. Translating our values into reality, where every initiative and connection helps shape a more equitable and inclusive work environment. It's leadership that goes beyond our own path, creating opportunities for others to flourish, ensuring inclusion beyond boundaries, benefiting not just the women, but the organization as a whole."



**Padmini Priya Darsini Gorthi**  
Head of KONE Design,  
India

"For me, SPARK represents choosing growth over fear. I have seen how it empowers women and encourages allyship, enabling the support and education of others. SPARK breaks down barriers within KONE and the industry, increasing recognition of the value that women bring to the workplace. SPARK means I can speak up, without fear, and be heard. To me, it means I have the courage to be my complete self as a female leader in KONE, and I am a valued individual."



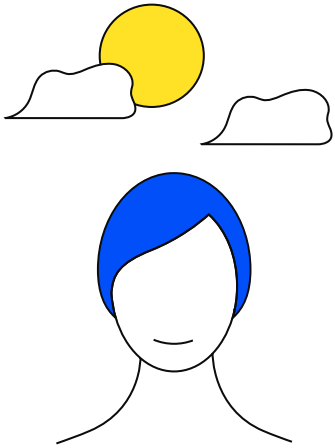
**Amandah Masango**  
Commercial Manager,  
Dubai

"ERGs bring our KONE culture to life by inspiring us to lead with authenticity and purpose. SPARK, to me, means setting an example; mentoring others, sharing my journey, and helping people grow. I'm constantly amazed at how our local experiences and stories resonate globally, creating a powerful ripple effect across KONE."



**Kathy Forge**  
Category Manager, Major Projects,  
USA





## THRIVE

THRIVE works to create a culture where everyone can stay healthy, feel supported, and be open about mental well-being. The group raises awareness, builds knowledge and understanding, and helps make mental health a natural part of how we care for each other at KONE.

"I believe that mental health is not just a personal matter but a collective responsibility, which aligns closely with our company's values and efforts into a thriving culture. THRIVE is an open platform that supports us in having an open dialogue, reducing stigma, and providing resources that empower our colleagues to prioritize their well-being, especially mental health."



**Evelyn Shen Hongli**  
Tender & Order Manager,  
China

"One aspect of a positive culture is ensuring that employees stay healthy and engaged. But at the same time, almost every one of our members has a personal connection to mental health topics through their own experience, a friend, colleague, or family member. Increasing awareness and understanding about the topic in the workplace helps everyone, as we get better at recognizing what others are experiencing around us and know how to help a colleague get support when needed."



**Tom Wavre**  
Senior Manager, Volume Elevator Offering,  
UK

"THRIVE is an initiative I am passionate about, serving as a Field Representative Committee Member. It actively works to create a culture where everyone can thrive, stay healthy, and feel comfortable seeking and receiving support for mental health. It promotes the culture of inclusiveness and support for the benefit of individuals, KONE, and beyond. Like everyone, I have experienced life challenges in the past and had little knowledge or access to support, and I also had an aversion to seeking any assistance at that time. Hopefully, THRIVE will help avoid this for others."



**Iain Houston**  
Senior Quantity Surveyor,  
UK

# KONE Global Youth Camp

## WHERE GLOBAL FRIENDSHIPS BEGIN

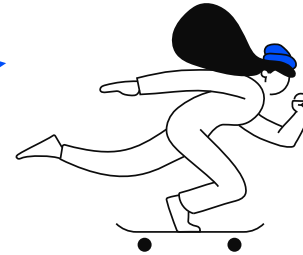
KONE Global Youth Camp is a long-standing tradition dating back to the 1940s. Every summer, children of our employees from around the world come together in Finland to build friendships, share cultures, and experience the spirit of our global KONE community.

Each year, around 100 teens from more than 30 countries join a week of outdoor adventure, cultural exchange, and Finnish traditions. Think: saunas, lakeside camps, and communal campfires to homestays with local families. The experience connects generations and reminds us that our shared values reach far beyond the workplace.

“The KONE Camp experience was truly memorable for my daughter and for me as a parent. It reflected the values we live by at KONE: inclusion, collaboration, and care. Seeing my children connect with others, learn new things, and have fun in a safe and inspiring environment was heartwarming. It’s a beautiful example of how our culture extends beyond the workplace and touches our families, too.”



**Diego Garcia**  
Delivery Operations Manager,  
Spain



# 100

teenagers from **over 30 countries**  
for a week of activities.

“KONE Global Youth Camp was an incredible opportunity for my son, Alex, to gain new perspectives and grow through new experiences. I’m so grateful to the host family for welcoming him into their home and helping him learn about Finnish culture while adapting with ease. Alex loved camp life, the team-building activities, paddleboarding and canoeing at the lake, the evening program filled with music, and the sauna time talking about cultural diversity. Helsinki Day was a highlight, as he proudly rode his first rollercoaster. Saying goodbye was emotional, but it felt more like ‘see you later.’ Many campers have stayed in touch and are already talking about visiting each other.

Thanks to the camp organizers, staff, and host families for opening the world to our kids and giving them friendships and memories that will last a lifetime.”



**Kelly Bigsby**  
Tech Sales Support Specialist,  
USA



## 1948

Lunch break at one of the first children's camps.



## 1990

Camp is made amongst the trees in one of Finland's famous forests.



## 2025

With so many shared activities, camp friendships form fast.

"This year, my daughter had the pleasure of attending the KONE Global Youth Camp. The entire experience allowed our daughter to experience different cultures, build new friendships, and have memories that will last a lifetime. The program is extremely well-run. As a family, we all stepped out of our comfort zone as Lacey travelled with another youth from Australia to the other side of the world. Our homestay family was amazing, and the camp staff were very caring. We could not have asked for a better adventure."



**Deb Wentworth**  
Field Service Manager,  
Australia

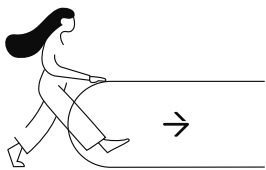
DID YOU KNOW? KONE CAMPS BEGAN IN THE POST-WAR 1940S AS A BREAK FOR THE CHILDREN OF FINNISH FACTORY WORKERS.



# Recognizing remarkable contributions

The KONE Awards have a proud tradition in our company, recognizing the achievements of KONE employees since 2013. Every year, hundreds of colleagues and teams across the world submit nominations, sharing success stories that showcase excellence, innovation, and collaboration.

The awards play a vital role in shaping our culture by celebrating individuals and teams who bring our culture to life. Each recognition fosters pride, emotional connection, and shared purpose, encouraging peer-to-peer appreciation and continuous improvement. Whether it's honoring sustainability efforts or excellence in safety and quality, the KONE Awards make our values visible and actionable, reinforcing the kind of culture we are looking to build every day.



**WHEN HAVE YOU LAST PAUSED AND  
RECOGNIZED REMARKABLE CONTRIBUTIONS  
DELIVERED BY YOU OR YOUR COLLEAGUE(S)?**





# Celebrating our culture online

Our culture is something we're proud of, and we love sharing it with the world. Social media helps us to share about our people, values, and the everyday moments that make KONE a great place to work.

Here's how you can be part of it:

## **Follow us!**

Stay connected with our latest stories, innovations, and culture highlights by following us on KONE.com and social media. Make sure to follow our local channels as well!

## **Check out #LifeAtKONE and join the conversation!**

Whether you're part of the team or cheering us on from the outside, tag us in your posts about KONE events, milestones, or moments that reflect our values and culture.



# Rising with courage



As you have come to notice throughout these pages, our culture is truly unique. This is what I have felt firsthand when traveling across the KONE universe and what I hear when I ask people what they value most at this company. Almost everyone highlights that we genuinely care for each other and collaborate toward common goals.

Looking into the future, I am inspired by the foundation our strong heritage provides. At the same time, I believe that to truly realize our potential, we must embrace change by increasing speed and simplifying our everyday work. Most of all, we need courage – courage to challenge ourselves, courage to test and fail, courage to think differently.

We have set an ambitious target to lead the industry. We won't make it to the top if we continue the same way we always have. Not because it isn't a winning formula, but because it isn't a winning formula in today's world, which is unpredictable, sometimes difficult to operate in, and highly competitive.

We need to foster a high-performance environment where diverse perspectives are valued, and every individual feels empowered to give their best and reach new heights.

I know we will lead the industry in the future – this company is filled with talented people who want to aim higher every day.

Let's rise together!



**Philippe Delorme**  
CEO, KONE





Which element of KONE  
culture feels closest to you?

How will you act on what  
you've learned with your  
team, peers, colleagues,  
or customers?