

The KONE logo is positioned in the top left corner, consisting of the letters 'K', 'O', 'N', and 'E' each inside a separate blue square.

KONE

Sustainability supplement 2025

Highlights beyond Sustainability Statement

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People Flow™

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01 Report scope

This voluntary Sustainability Supplement complements KONE's Sustainability Statement, which has been compiled according to the Corporate Sustainability Reporting Directive (CSRD) regulation and published as part of **KONE's 2025 Annual review**. While the Sustainability Statement covers the material topics defined in the Double Materiality Assessment (DMA), this supplement provides additional information on KONE's broader sustainability approach, as these areas remain important for transparency and stakeholder awareness. It offers further insights into the progress of KONE's Cut Carbon strategy program and the methods for assessing carbon impact. In addition, the supplement includes information on climate and nature stewardship, social topics such as diversity, equity and inclusion (DEI) as well as employee development, safety performance, sustainable purchasing and governance-related training and practices.

The Supplement has been prepared with reference to the Global Reporting Initiative (GRI) Standards.

KONE supports the UN Sustainable Development agenda and its goals. KONE reports on its sustainability performance annually in line with the Communication of Progress process as defined by the UN Global Compact. The goals where KONE has the biggest impact through its operations have been linked to the company's strategic shifts, as well as key performance indicators.



02 Decarbonizing cities with courage, speed and simplicity

In 2024, KONE announced its ambitious Rise strategy for the period 2025–2030, setting a clear vision to lead the industry in sustainability. Over the six-year strategy period, KONE aims to achieve leadership across three key dimensions: becoming the number one choice for employees and customers, leading in innovation and sustainability, and driving growth and profitability.

With the built environment accounting for approximately 40% of global carbon emissions¹, KONE recognizes the urgent need to support its customers in reducing emissions related to construction and building operations. To meet this ambition, KONE has defined Cut Carbon as one of four strategic shifts designed to drive customer value and differentiation.

Within Cut Carbon, KONE has launched ten dedicated programs, some extending beyond the current strategy period. These initiatives aim to radically cut down emissions, for example by exploring breakthrough innovations such as a future net zero elevator. They also focus on developing digital tools and automating data processes, as well as enhancing employee capabilities to engage in meaningful sustainability conversations with both customers and colleagues.

The first area of focus is reducing KONE’s own carbon footprint by accelerating innovation in low-carbon solutions and transitioning its vehicle fleet to lower-emission alternatives.

The second area centers on helping customers meet their climate targets through sustainable offerings. This includes increasing transparency in maintenance-related emissions, piloting circularity initiatives, and quantifying the environmental impact of KONE solutions across the building lifecycle.

As the third focus, KONE is strengthening internal capabilities by providing targeted sustainability leadership coaching and scaling digital tools, while also developing competencies to effectively communicate and demonstrate the environmental impacts of its sustainable solutions to customers—supporting business success through sustainability and accelerating decarbonization.



CASE 7

Supporting our customers to decarbonize – case Hotel Marce

Hotel Marcel, the landmark architectural property built in 1968, is on the fast track to becoming the first net zero hotel in the U.S. KONE plays a major role in cutting carbon in this all-electric hotel that generates enough renewable energy to sustain its operations.

- Energy-efficient **KONE MonoSpace 500 DX elevators**, designed to use half the energy of hydraulic elevators, are a key component of the property’s commitment to sustainability.
- KONE elevators equipped with regenerative drive technology actually return energy to the building when braking, saving elevator’s energy consumption and leading into smaller carbon footprint.
- Other than solar panels, the elevators are the only element in the building that actively generate electricity from the elevator’s braking energy.
- The increasing adoption of regenerative drives will continue to support more sustainable urban living and contribute to the fight against climate change.

[Read more](#)

¹ Source: UN Environment Programme (UNEP), Global Status Report for Buildings and Construction, 2023

03 Tracking progress and measuring impact

KONE's achievements in 2025 under its Cut Carbon initiative focus on three key areas: reducing emissions across operations and supply chains, helping customers decarbonize through products and services, and building internal competencies and tools to measure and communicate sustainability impact. The approach combines data-driven solutions, employee training, and digital innovation to support long-term environmental goals.

To ensure clarity and alignment with corporate objectives, KONE has categorized its key performance indicators (KPIs) into strategic and operational metrics. This distinction enables the monitoring of both long-term impact and day-to-day performance.

Strategic KPIs measure the organization's progress toward long-term goals and overall impact. These indicators are aligned with the KONE RISE strategy and inform high-level decision-making, as they are closely linked to sustainable growth and the creation of long-term value through sustainability.

KONE has introduced two new strategic indicators to enhance its sustainability and performance tracking: the Sustainability Index and Impact Revenue. The Sustainability Index, detailed in Statement section 1.3.3 provides a comprehensive measure of the company's progress across key environmental, social, and governance (ESG) dimensions. The Impact Revenue, described in the subsequent chapter, reflects the shared of KONE's revenue generated from products and services that contribute positively to sustainability outcomes.

These indicators support KONE's commitment to transparency and continuous improvement in sustainable business practices.

Operational KPIs track the efficiency and effectiveness of KONE's daily business activities. These metrics support strategic objectives by focusing on execution and resource utilization. They are related to core processes, compliance, and workforce performance, and are primarily used in team-level and operational management.

3.1 Impact revenue

Impact Revenue represents KONE's revenue from products and services that contribute to climate change mitigation in line with the company's Cut Carbon initiative. It reflects sales that meet defined sustainability criteria and supports KONE's commitment to decarbonizing the built environment.

Total revenue is classified into categories that deliver energy efficiency, circularity, and emission reductions across new equipment, modernization, and maintenance services. These include elevators equipped with regenerative drives that cut operational emissions by reducing electricity use; escalators designed to meet the highest energy efficiency standards, lowering energy consumption, operating costs, and carbon footprint; modernization and repair solutions that promote circularity and material efficiency, reducing emissions from material production while improving the energy performance of existing installations; and maintenance services for 24/7 connected units, where predictive servicing minimizes unnecessary site visits and related emissions.

Since early 2025, Impact Revenue has been monitored monthly and reviewed annually by an independent third party to ensure transparency and credibility. This indicator enables stakeholders to assess the financial relevance of KONE's sustainability-driven business model. In 2025, Impact Revenue totaled 5,7 billion €.

3.2 Operational key sustainability performance indicators

KONE has defined key operational sustainability performance indicators (KPIs) which are reviewed regularly by the Board of Directors. These indicators support the UN Sustainable Development goals (SDGs). The essential SDGs are also set out in the following table.

Regarding the environment, these indicators include KONE's scope 1, 2, and 3 emissions reductions, share of renewable electricity used in KONE's facilities, and the number of products covered by environmental product declarations (SGD 9, 11, 12 and 13). Regarding personnel and social matters, KONE follows the industrial injury frequency rate (IIFR), the turnover rate, as well as the share of women in director level positions (SDG 3, 4, 5, 8). Business conduct indicators follow the number of employees who have completed the Code of Conduct (CoC) training, the number of distributors who have signed the Distributors CoC, as well as the portion of spend towards suppliers who have signed the KONE Supplier CoC.

	Key performance indicator	Target	2025 results	2024 results	Related UN SDG goals
Environmental matters	Greenhouse gas emissions from own operations (Scope 1 and 2) ¹	Near-term target (2030): 50% reduction in absolute emissions from 2018, carbon neutral operations Carbon neutral manufacturing units (end of 2025) 2025 target: 28% reduction in Scope 1 and 2 absolute carbon footprint from 2018	Carbon neutral manufacturing units achieved in 2023 KONE's net Scope 1 and 2 emissions reduced by 30% compared to 2018 (154,700 tCO ₂ e)	Carbon neutral manufacturing units achieved in 2023 KONE reduced its net Scope 1 and 2 emissions by 29% compared to its 2018 emissions of 154,700 tCO ₂ e.	   
	Product-related greenhouse gas emissions (Scope 3) ¹	Near-term target (2030): 40% reduction in product-related Scope 3 emissions relative to ordered products	KONE's Scope 3 emissions per product ordered (55.2 tCO ₂ e/order) decreased by 12.9% compared to 2024 (63.4 tCO ₂ e/order) and by 22.6% compared to 2018 (71.4 tCO ₂ e/order)	KONE's Scope 3 emissions per product ordered (62.0 tCO ₂ e/order) decreased by 9% compared to 2023 (68.2 tCO ₂ e/order) and by 13.1% compared to 2018 (71.4 tCO ₂ e/order).	
	Share of renewable electricity used in own facilities, %	Near-term target (2030): 100%	99.8%	99%	
	Number of products covered by Environmental Product Declarations		24	25	
Personnel and social matters	Industrial Injury Frequency Rate (IIFR), employees ²	2025 target: -11% from 2024 2026 target: -7% from 2025 2030 target: 0,6	IIFR 0.8	IIFR 1,3	 
	Total rolling 12-month turnover rate, % ³		12.2%	11.5%	 
	Share of women in director level positions, %	35% of director level positions occupied by women by 2030 ⁴	27.6%	27.4%	
Business conduct	% of total employees who have completed Code of Conduct training during the year ⁵	97% by 2025	97%	96%	
	% of KONE's total spend with regular trade suppliers and installation subcontractors that is covered by KONE Supplier Code of Conduct or equivalent accepted by KONE	87% by 2025 88% by 2026 90% by 2030	89%	87%	
	% of distributors who have signed the Distributor Code of Conduct	100% by 2025 100% by 2026 100% by 2030	100%	97%	

¹ The greenhouse gas emissions from own operations and value chain have been calculated in accordance with ISO 14064 and the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard. The Scope 2 emissions have been calculated according to the dual reporting principles of the GHG Protocol Scope 2 Guidance (market- and location-based method).

² Number of severe and moderate work-related employee incidents divided by the number of total employee theoretical hours worked, multiplied by 1 000 000

³ Total turnover (11.5%) = Permanent employee + Expatriate leavers (7,315) divided by average headcount in last 12 Months (63,873). Fixed term and Trainee employees (478 leavers) are not counted in the turnover.

⁴ Where allowed by applicable law.

⁵ KONE's 2021 Code of Conduct e-learning was refreshed and re-issued to all KONE employees globally in 2024.

3.3 Scaling Circularity Through Modernization Pilots

In 2025, KONE also focused on testing and developing large-scale circularity projects with focus on speed. For example, KONE successfully modernized more than 2,100 elevators in Kunshan, China, within a short eight-month period. This project demonstrated KONE's ability to collaborate with communities to improve mobility and safety, while also reducing emissions through modernization and component reuse. The initiative directly benefited over 50,000 households, showcasing how large-scale modernization can extend equipment lifecycles, cut carbon footprints, and enhance urban living.

KONE also participated in The Nordic Circularity Piloting Program, which brings together over 130 companies from the building value chain to accelerate circular business solutions for technical building equipment through sparring and collaboration. KONE is piloting elevator modernization by retaining functional components and replacing only outdated ones, demonstrating a practical approach to circularity through reuse and refurbishment.

For more details on circularity opportunities for KONE, please see KONE Sustainability Statement 2025, E5 Resource use and circularity.



04 KONE's sustainability memberships and recognitions in 2025

4.1. KONE's most important sustainability memberships and positions of trust

Type of group	Organizations / Associations	Purpose of engagement	Form of participation	Focus areas
Non-profit initiatives and networks	United Nations Global Compact (UNGC)	Align KONE's targets with global sustainability principles and Sustainable development goals (SDGs)	Reporting on progress annually, participation in trainings and events	Environment, Human rights, labor standards, anti-corruption
	World Business Council for Sustainable Development (WBCSD)	Collaborate on sustainability reporting and promote sustainable business practices to improve KONE's reporting methods	Participating annually in reporting matters and membership criteria process as well as working groups, trainings, events	Climate, nature, human rights, DEI & non-discrimination, transparency and disclosure
	Climate Leadership Coalition (CLC)	KONE is a founding member of the coalition, working on accelerating the transition towards a sustainable low carbon economy	Collaboration with peers, influencing policy and share best practice knowledge	Carbon pricing and policy advocacy, industrial decarbonization, carbon removals, circular economy, climate investment in cities, food & agriculture
	FIBS Finnish corporate responsibility network and FIBS' Diversity Charter Finland	Provides networking and knowledge-sharing to further KONE's sustainability targets. Supports KONE's DEI ambitions and compliance as part of the EU Diversity Charter network	Regular participation in events, training, and working groups to develop internal practices	Climate, biodiversity, human rights, supply chains, diversity, equity, & inclusion
Industry councils	Council on Vertical Urbanism (CVU) (Formerly Council on Tall Buildings and Urban Habitat)	Influence global discourse on vertical mobility, providing expertise on sustainable, circular and carbon neutral operations	Active participation in conferences, research, and working groups	Responsible high-density cities, innovation of sustainable and low-carbon tall buildings
	Green Building Councils (Multiple countries)	Support green building certifications and schemes (LEED, BREEAM, Green Mark)	Knowledge sharing and events, collaboration on driving sustainable building practices	Carbon-neutral buildings, energy efficiency, circular economy, biodiversity and nature-based solutions, global standards and certifications
International Standardization Committees & trade associations	European Lift Association (ELA), the Pacific Asia Lift and Escalator Association (PALEA), China Elevator Association (CEA), and the National Elevator Industry, Inc. (NEII) in North America. ISO & CEN (Representing National Standardization Bodies)	Shape standards and regulations of the industry, promote safety, innovation, and sustainability. Industry collaboration and advocacy	Regular participation and active contribution in technical committees and working groups, engage in advocacy and policy dialogues, develop expertise on safety, modernization, digitalization and energy efficiency	Industry best practices, safety, innovation, energy efficiency and sustainability
National standardization committees & trade associations	National standardization committees, e.g. Standardization Administration of China (SAC) and the American Society of Mechanical Engineers (ASME)	Compliance with national and international safety standards	Regular participation in technical committees providing expert input on safety, modernization, and digitalization	Safety codes, modernization requirements, communication and accessibility, energy efficiency

4.2 External recognitions on KONE's sustainability performance

During 2025, KONE has received the following sustainability recognitions:

Sustainability recognitions in 2025	KONE's score	Industry performance
CDP 2025 Climate change list	A	13 th consecutive year, KONE is among the few companies that have achieved an 'A' out of nearly 25,000 companies scored.
EcoVadis 2025	Gold	Top 2% of all assessed companies
World Business Council for Sustainable Development (WBCSD)	Updated membership criteria	Featured as an example of an effective approach Reporting Matters 2025 for clear CSRD and DMA disclosure alignment
Sustainalytics ESG Risk Rating Report	20.1	Improved medium risk rating (23.9 in previous full update in 2024)
UN Global Compact Communication on Progress (CoP)	Updated membership criteria	KONE continues to support the UN's Sustainable Development Goals (SDGs) through the update CoP
CDP Supplier Engagement Assessment 2024	A	Among the leading companies in Supply Chain engagement on climate issues
Clean200 list (by Corporate Knights and California-based shareholder advocates As You Sow)	80 th place	Only elevator and escalator company on the list
MSCI	AA	KONE is a leader in the industrial machinery industry
ISS	B-	Prime status in the industry
Financial Times' 'Europe's best employers 2025' list	426 th place	Highest ranking of all elevator and escalator companies on the list
Fortune China ESG Impact List	On list	Only elevator and escalator company on the list
Financial Times' and Statista's Europe's Climate Leaders list	70.6 points	Highest scoring elevator and escalator company
Corporate Knights' Europe 50 Most Sustainable Companies list	15 th place	Only elevator and escalator company on the list
TIME & Statista World's Most Sustainable Companies 2025	180 th place	Highest scoring elevator and escalator company

Several KONE solutions in Asia received external recognition for their environmental performance during 2025. KONE currently holds 11 Singapore Green Building Product (SGBP) certifications. Furthermore, KONE holds Malaysia's Green Recognition Scheme MyHIJAU Mark for 4 of its solutions and the LOTUS certification from the Vietnam Green Building Council (VGBC) for 18 solutions in total. Green Label Indonesia was renewed for 7 solutions.

KONE's Kunshan Park in China achieved, for the first time, the Platinum certification of Zero Waste to Landfill by UL 2799A.

KONE's manufacturing units KONE Industrial in Finland and KONE PLC in Great Britain continued to hold the Forest Stewardship Council (FSC®) chain of custody certification for sustainably sourced wooden components*

* FSC license codes FSC-C156187 and FSC-C159905

Externally assured Product Declarations

In order to illustrate the environmental impact during the entire lifetime of our solutions, KONE publishes Environmental Product Declarations. KONE's EPDs comply with the EN 15804 standard, which is recognized and accepted by both LEED and BREEAM.

- KONE published five new EPDs and in total held 24 third-party verified EPDs (2024: 27) for elevators and escalators
- KONE had also released three HPDs, increasing the total to eight (2024: six), and at the end of 2025, KONE had a total of four Product Environmental Passports (PEPs) (2024: six)
- KONE has a total of 41 best-in-class energy efficiency references for elevator and escalator platforms according to the international ISO 25745 standard for the energy performance of lifts, escalators and moving walks

05 Climate and Nature Stewardship

5.1 Strengthening nature-related targets and competencies

KONE is actively enhancing its nature-related targets to deepen understanding of the company's impact on nature and ecosystems, supporting its strategic ambition to lead in sustainability. In 2025, KONE's nature-related focus areas included biodiversity, air pollution, waste, and water usage. These targets aim to minimize environmental impacts within KONE's own manufacturing operations. Detailed descriptions of each target are provided in the following paragraphs. In 2026, KONE will continue to build nature-related competencies to further refine the scope and effectiveness of these targets, ensuring long-term alignment with environmental stewardship and strategic goals.

5.2 Protecting biodiversity through responsible operations

KONE has set long-term (2030) and annual biodiversity targets, which state that KONE manufacturing units must not be located in or near UNESCO World Heritage sites, Nature 2000 sites or other conservation parks, or biodiversity-sensitive areas. In 2025, KONE met these targets. In 2026, KONE will continue to advance its biodiversity goals in alignment with its Environmental Policy Statement and overall strategy. Beyond these commitments, KONE supports biodiversity by respecting ecological boundaries and reducing resource pressure through

efficient material use, energy and water conservation, waste minimization, and limiting harmful discharges. KONE manufacturing units also organize local nature-related initiatives to engage employees and contribute to local ecosystems health. These efforts are fully aligned with KONE's strategic ambition to lead the industry in sustainability and aligning with nature-positive principles.

KONE continuously monitors emerging regulations and prepares accordingly to ensure compliance alignment with best practices. The EU Deforestation Regulation aims to reduce deforestation and forest degradation linked to agricultural raw materials imported into the EU, supporting the EU's overall biodiversity strategy. For KONE, the requirements concerning wood and rubber sourcing are particularly relevant. KONE is proactively preparing to fulfil the regulation's reporting and due diligence requirements, thereby ensuring compliance and contributing to wider initiatives aimed at safeguarding global biodiversity.

5.3 Minimizing air pollution through automated and low-emission manufacturing

KONE's short-term (2030) and annual target is to limit NOx and SOx emissions to less than one ton per year, and VOC emissions to below two tons per year. In 2025, KONE successfully met these air pollution reduction targets. Due to automated manufacturing systems and assembly lines, the amount of NOx, SOx, and VOC emissions KONE produces is nominal. Typical production processes, such as automated punching and bending lines and automated

motor assembly lines, have a minimal environmental impact. KONE monitors NOx, SOx, and VOC emissions not only to ensure they remain minimal and compliant with regulations, but also to assess potential impacts on local ecosystems and community air quality should emission levels increase.

5.4 Advancing circularity in operations through waste management and recycling

KONE's long-term and annual target for waste management is 0% landfill waste at its manufacturing units by 2030. In 2025, KONE's proportion of recycled waste increased to 91% globally (90% 2024), with the ten manufacturing units reaching 98% recycled waste (97% 2024). Only 0.3% of KONE's total waste from manufacturing units was sent to landfill (0.4% in 2024), and 5% was incinerated (5% 2024). While the total waste amount increased by 3% compared to the previous year, total waste emissions decreased by 18%.

Waste is always handled according to applicable laws and regulations, for example following EU regulation for waste from Electrical and Electronic Equipment (WEEE) in EU countries. KONE focuses on reducing materials, energy, and resources in its solutions and operations. Material use is optimized through robotics, automation, product design, waste recycling, and reusing packaging. Up to 90% of KONE's materials can be recovered, maximizing positive environmental impacts and minimizing adverse ones throughout the lifecycle of its solutions, from raw material extraction to recycling.

KONE constantly tracks all waste consumption

in its manufacturing units as part of regular facility monitoring. Manufacturing processes generate waste that is primarily recycled, with limited amounts incinerated. The key material flows and raw materials are systematically monitored on a component or module level through automated warehousing systems. Many of KONE's packaging materials are reusable and recyclable, and some parts of the packaging are designed to be used as tools during equipment installation. KONE also provides global guidance on waste management, aiming to prevent, reuse or recycle waste, and offers internal training to ensure these practices are embedded across the organization.

5.5 Responsible water withdrawal in manufacturing operations

KONE's short-term (2030) and annual target for water efficiency and sourcing is to keep water usage minimal, maintaining it at or below the 2020 level (301,900 m³) and to rely mainly on municipal water sources. In 2025, KONE achieved its water withdrawal targets.

Primarily, KONE uses water for sanitary purposes, sourced from municipal supplies, with wastewater treated by local systems. Seven of KONE's ten manufacturing units — in Mexico, USA, Finland, Italy, and the Czech Republic — use water solely for sanitary needs, and all required authorizations for water intake and discharge are regularly renewed in accordance with local requirements. Three out of ten manufacturing units — in India and China — use small amounts of water for industrial processes, such as painting and cooling. These sites operate under permits approved

by local authorities, with water consumption and discharge either monitored and sampled according to regulatory timelines, or with government-monitored systems in place. Water usage and wastewater discharge are monitored and reported to authorities.

In China, one KONE manufacturing unit operates its own wastewater treatment facility with third-party monitoring, while in the United States the manufacturing unit also has wastewater treatment in place, excluding process water.

The Indian facility operates a closed-loop water system, ensuring all domestic and process water is treated and reused. Domestic water is repurposed for landscaping, while process water is recycled for operational needs.

Additionally, 78% of rainwater from roofs and office buildings is harvested via a dedicated drainage network and stored in tanks. After filtration and disinfection, this water supports domestic use during the monsoon season, reducing reliance on external sources.

To strengthen nature-related stewardship, KONE conducts annual assessments on the water risk of KONE manufacturing units with the Aqueduct Water Risk Atlas tool. Based on the water risk assessment in 2025, four of KONE's manufacturing units are in areas recognized with high levels of water stress, located in India, China and Mexico. KONE concluded that due to the minimal water usage, these manufacturing units' water stress impact is minor. While operational water use is minimal, KONE recognizes potential ecosystem and community dependencies and is committed to identifying and implementing nature-positive opportunities.



Nature-related data tables:

Waste, tonnes		2023	2024	2025
Non-hazardous waste	Incinerated	2,400	1,800	1,700
	Landfill	700	700	600
	Recycled	35,600	32,600	33,900
Total non-hazardous waste		38,700	35,100	36,200
Total hazardous waste		1,200	1,000	800
Total Waste		40,000	36,100	37,000

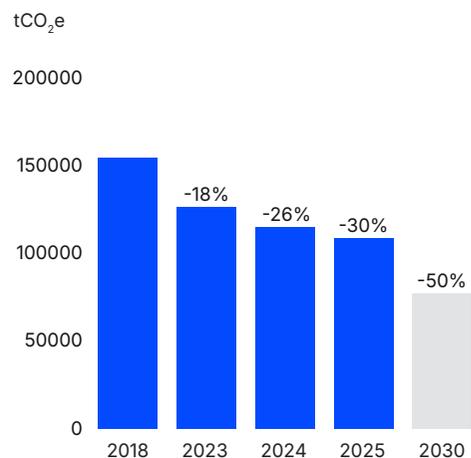
Materials used, tonnes (calculated)*		2023	2024**	2025
Manufacturing	Metals (steel, aluminum, copper)	1,128,800	1,108,800	1,063,400
	Concrete	212,500	211,400	206,500
	Others	43,200	41,900	39,700
	Plastics	11,300	11,600	11,200
	Rubber	10,600	11,500	10,700
	Electronics	6,800	5,600	5,600
	Glass	4,100	5,400	4,900
Packaging	Plywood	113,400	106,900	100,900
	Wood	31,900	32,600	33,100
	Metals	7,000	6,900	6,500
	Paper/cardboard	5,600	5,700	6,000
	Plastics	3,200	3,300	3,400
Total	1,578,200	1,551,600	1,419,900	
	Renewable	150,900	145,200	140,000
	Non-renewable	1,427,300	1,406,400	1,351,900

*The figures for manufacturing and packaging materials are based on latest life cycle assessment data and products ordered from KONE during the reporting year.

**2024 figures have been revised since the previous reporting date

Water and effluents		2023	2024	2025
Water withdrawal, ML	Municipal water	295.2	278.7	268.2
	Ground water	0	0	0
Total		295.2	278.7	268.2
Wastewater effluents from manufacturing units, tonnes		0.3	0.3	0.3

Scope 1 & 2 emissions*



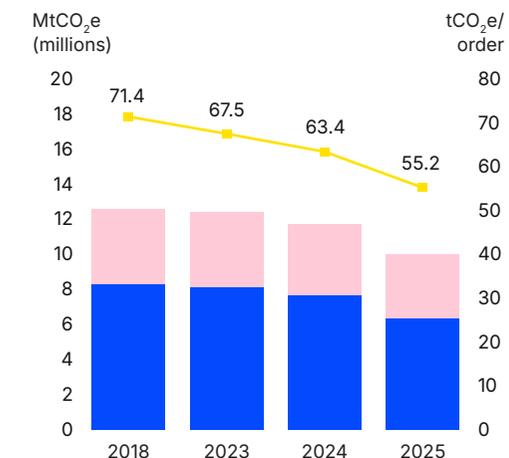
* Compared to 2018, SBTi baseline Greenhouse gas net-emissions from own operations (Scope 1 and 2)

KONE's Scope 2 market-based emissions for 2023 and 2024 have been restated using more accurate 2025 emission factors, resulting in higher reported figures and ensuring full comparability with the 2025 data.

Target: -50% absolute reduction by 2030 from 2018 base-year

Progress: -30% absolute reduction compared to 2018.

Scope 3 emissions relative to products ordered**



■ Lifetime energy consumption of products, tCO₂e
 ■ Materials used for products and packaging, tCO₂e
 ■ Emissions relative to products ordered, tCO₂e/order

** Product-related greenhouse gas emissions (scope 3, cat 1 and 11)

Target: -40% reduction relative to ordered products by 2030 from 2018 base-year.

Progress: -22,6% reduction compared to 2018

The graphs detailing Scope 1, Scope 2 and Scope 3 greenhouse gas emissions were added to the Supplement on 3 March 2026.

06 Social performance

KONE's goal is to be the number one choice for employees, have the most capable and engaged team of professionals, and help both its people as well as the company succeed in a changing world through an inclusive culture, flexible working practices, well-being support, and continuous learning opportunities. Employees are key to KONE's success, and KONE strives to offer the best employee experience throughout their journey. KONE's strong and unique culture supports the company's business growth and employees in developing their skills in the changing market environment. .

6.1 Diversity, Equity & Inclusion (DEI)

KONE values diversity in all forms and welcomes new perspectives. KONE believes that future success depends on its collective ability to build diverse and inclusive teams, communities, and networks. When people are valued as their authentic selves, innovation can flourish, and work communities will thrive.

DEI is integrated into KONE's culture, and it is driven holistically and cross-functionally throughout the organization. DEI is part of KONE's people processes, and DEI-related data is collected to measure, report, and enable insight and data-based decision making.

KONE has set ambitions for promoting diversity and inclusion and aims to increase the share of women at the director level to 35% by 2030*. In 2025, women in director-level positions reached 27.6%, which is aligned with the long-term target. To continue enhancing the diversity of experiences and

* Where allowed by applicable law.

perspectives, KONE is focusing on hiring people from outside the industry, with competencies that complement the existing capabilities. KONE aims to become as diverse as its customers and the communities it serves. Increasing cultural diversity across KONE's global businesses and functions is also a priority.

Creating a culture of inclusion was important to KONE throughout the year. Three Employee Resource Groups (ERGs) have been continuing their work globally, which helps to create a platform for connecting people with similar experiences or interests and promotes an environment of acceptance and inclusion for all. Currently, KONE hosts a women's employee resource group (SPARK), an LGBTIQ+ employee resource group (#fromKONEwithPride), a mental health employee resource group (Thrive), and other ERGs have been established and supported in local markets based on unique priorities in the area. The aim of KONE's ERGs is to continuously improve the employees' experience of inclusion through open discussion and positive actions.

6.2 Well-being & Flexibility

KONE believes well-being is essential for having energized, resilient, and motivated employees. KONE's culture and values reflect care through global and local well-being programs covering physical, emotional, financial and social aspects of well-being.

KONE wants to ensure certain benefits for all employees to re-enforce the care for employees' well-being. To support financial well-being and to help protect employees and their family from potential financial loss, KONE provides access to life insurance to all employees. KONE also wants all employ-

ees to have access to Employee Assistance Program (EAP) or similar service, to ensure employees always have low threshold support available when they are struggling or have worries regardless of the local health care services. Currently EAP is in place in 47 KONE countries.

In addition to the support offered through Employee Assistance Programs (EAPs), KONE has further strengthened its commitment to mental health through a variety of initiatives. For example, a global mental health Employee Resource Group called Thrive actively works to create a culture where everyone can thrive, stay healthy, and feel comfortable to seek and receive support for mental health. In 2025, KONE also collaborates with B1M Construction Mental Health Summit to raise awareness of mental health challenges in the construction industry.

KONE's well-being champions program consists of employee volunteers in selected countries. The purpose of the program is to raise awareness and promote well-being activities, programs, and services throughout the organization, and to inspire employees to take care of their well-being. KONE also guides people leaders in managing the well-being of their team as a fundamental source of support for well-being at work.

KONE aims to improve work-life balance and increase diversity through flexible ways of working. KONE's aim is to provide some form of flexibility for every employee, recognizing multiple types of flexible working, such as remote and hybrid work, flexible working time, job sharing, compressed work weeks, and part-time work. Currently, 59 KONE countries have established flexible working guidelines.

6.3 Employee engagement

KONE's belief is that employee engagement can be strengthened through open, honest, and timely communication and dialogue about the company's culture, values, goals, and strategic direction. In 2025, 92% of KONE employees completed the Pulse Engagement Survey, illustrating the importance of this channel for employees to feel heard. During the same period, the Employee Engagement Index stayed consistent at 78% (2024: 78%), which indicates strong engagement above benchmark averages.

6.4 Continuous development opportunities

To support the KONE strategy, the company is committed to empowering employees with the best learning opportunities and experiences in the industry. The goal is to ensure that skilled people are available at the point of need, driving KONE's business forward.

KONE's learning culture, supported with the 70/20/10 learning approach, is grounded in continuous learning and professional growth – encouraging innovation, meaningful progress, and lasting success for KONE customers. Results from the annual Pulse employee engagement survey, conducted in 2025, show that employees continue to report having good opportunities to learn and develop at KONE. The score rose to 81% (2024: 79%), surpassing the global average benchmark and reinforcing KONE's commitment to continuous learning and professional growth.

In 2025, nearly 400 internal mentors across KONE played a key role in fostering KONE's learning culture by guiding colleagues, sharing knowledge, and

supporting their professional growth. In addition to mentoring, approximately 800 internal trainers across KONE supported peer-to-peer learning by delivering training that helped colleagues grow.

In 2025, 99% (2024: 98%) of KONE employees enhanced their knowledge and skills by participating in one or more training courses at KONE (including compliance-related training). KONE employees globally had access to more than tens of thousands of instructor-led courses and digital learning content, such as e-learning modules, videos, AI simulators and VR training in 2025. All KONE employees also have access to a online learning platform, where they can, for example, complete skills assessments, receive personalized learning recommendations based on the results, explore different job roles, and access curated content tailored to those roles. In addition, KONE has different induction programs: a self-paced e-learning program for all new employees, ten tailored role-based programs for high volume positions, and dedicated leadership content for people leaders, all supporting KONE's commitment to responsible business practices and sustainable talent development from day one. In the annual Pulse employee engagement survey, 82% of KONE's employees (2024: 81%) reported having the training they need to perform their jobs effectively - surpassing global average benchmark and highlighting KONE's continued commitment to employee development.

KONE opened three new training centers and renovated one training center during 2025. KONE's training centers provide hands-on, safety-focused technical learning opportunities for field professionals and other employees, while also supporting the development of

skills such as leadership and communication. As part of the global network of over 40 training centers, the new training centers reinforce KONE's commitment to empower people to develop their skills and grow as professionals, enabling them to deliver the best possible solutions and services to the customers.

In 2025, the global average number of formal learning hours per employee increased to 25.4, up from 21.4 in 2024. While this remains below the exceptional 2023 level of 33.1, the 2025 result reflects a positive upward trend in learning engagement across KONE. The higher average in 2023 was primarily driven by China, where extensive learning campaigns were conducted to support the launch of the learning management system (LMS).

KONE facilitates professional growth and continuous development of its people through several performance discussions at the beginning, mid-year, and end of the year. In 2025, 97% of employees whose goals and performance were tracked via the people management tool Workday completed their performance appraisals for the year 2024. During the reporting year, 96% of employees had set their goals for 2025. KONE's aim is to ensure that all KONE employees (100%) who are part of the process are engaged in a meaningful performance discussion with their leaders, finalize their appraisal in the tool, and have individual goals in place.

6.5 Talent Management

KONE takes a long-term and responsible approach to talent development, enabling employees to grow and contribute in meaningful ways across the organization. Through the Leadership and Talent Review (LTR) process, key talents are systematically identified and nurtured to continue to grow and develop. KONE embeds its diversity benchmarks in succession planning and talent identification processes, helping to monitor progress and ensure equity in people processes. As an example, the aim is to have 25–30% gender diversity of successor candidates and promotions to director-level roles. Internal mobility is actively promoted via job rotations and Individual Development Plans, supported by dedicated tools. Together, these practices reflect the commitment to sustainable people development and inclusive growth.

KONE also offers apprentice programs that provide a sustainable talent pipeline, enabling skilled and engaged professionals to support projected growth. In 2025, the apprentice programs continued to support sustainable industry development and contributed to building a more diverse workforce. KONE offers three types of programs globally: internally developed programs, government programs, and school collaboration programs. Program durations range from four months to four years, depending on local needs. In 2025, approximately 2500 students participated in the apprentice programs and vocational school collaborations worldwide.

6.6 Pay philosophy

KONE is committed to transparent, fair and inclusive pay practices to attract, motivate, and retain talent, but also to foster a positive and inclusive work environment. With sustainability as one of the strategic areas where KONE wants to lead, the philosophy will guide the implementation of pay transparency and equity initiatives, ensuring a consistent and equitable approach to compensation across KONE.

Based on KONE pay philosophy, which was developed in 2024, communications and trainings across organizations were rolled out in 2025 to ensure transparency and alignment with organizational values. The pay philosophy communication implementation is tailored to regional context to best suit the local target audiences and cultural differences. Global standard training materials have been created to help equip people managers for transparent and comprehensive communication on pay with their teams. Furthermore, pay philosophy training roll-out plans have been cascaded throughout organizations according to each area and frontline* schedule during the second half in 2025 and onwards.

Creating a great place to work also means treating employees fairly. Therefore, KONE respects its employees' right to associate freely as well as to engage in collective bargaining. 80% of KONE's employees are covered by collective agreement.

*KONE's global operations are structured into four areas, each of which is further divided into frontlines



Using elevator data to improve building's energy efficiency – case Ülemiste City

Together with our partners, we are setting new standards for smarter, more sustainable buildings with a ground-breaking innovation. In our collaboration in Tallinn's Ülemiste City, we use KONE elevator data to optimize the energy consumption of heating, ventilation, and air conditioning (HVAC) systems, reducing the building's carbon emissions.

- Heating, ventilation, and air conditioning (HVAC) systems consume up to 70% of a building's energy, making their energy efficiency key in reducing emissions.
- Together with Mainor Ülemiste and R8 Technologies, KONE came up with an innovative idea: an unconventional data source—elevator movement patterns—can be used to gain insights into building occupancy and adjust energy usage accordingly.
- The results of the test trial in Tallinn's Ülemiste City were impressive – energy use and emissions were reduced by up to 36% annually compared to a non-optimized building.
- This collaboration showcases how existing infrastructure, and data can be utilized to create smarter and more sustainable buildings.

[Read more](#)

07 Safety

Safety is a salient human right and as such, one of KONE's core principles along with sustainability and quality. For KONE, no task is important enough to compromise safety. Along with identified health and safety risks and opportunities, policies related to health and safety management, mitigation and remedial actions, KONE safety performance is discussed thoroughly in the Sustainability Statement sections 3.1, 3.2., and 3.3 for own workforce, workers in the value chain, and consumers and end-users respectively.

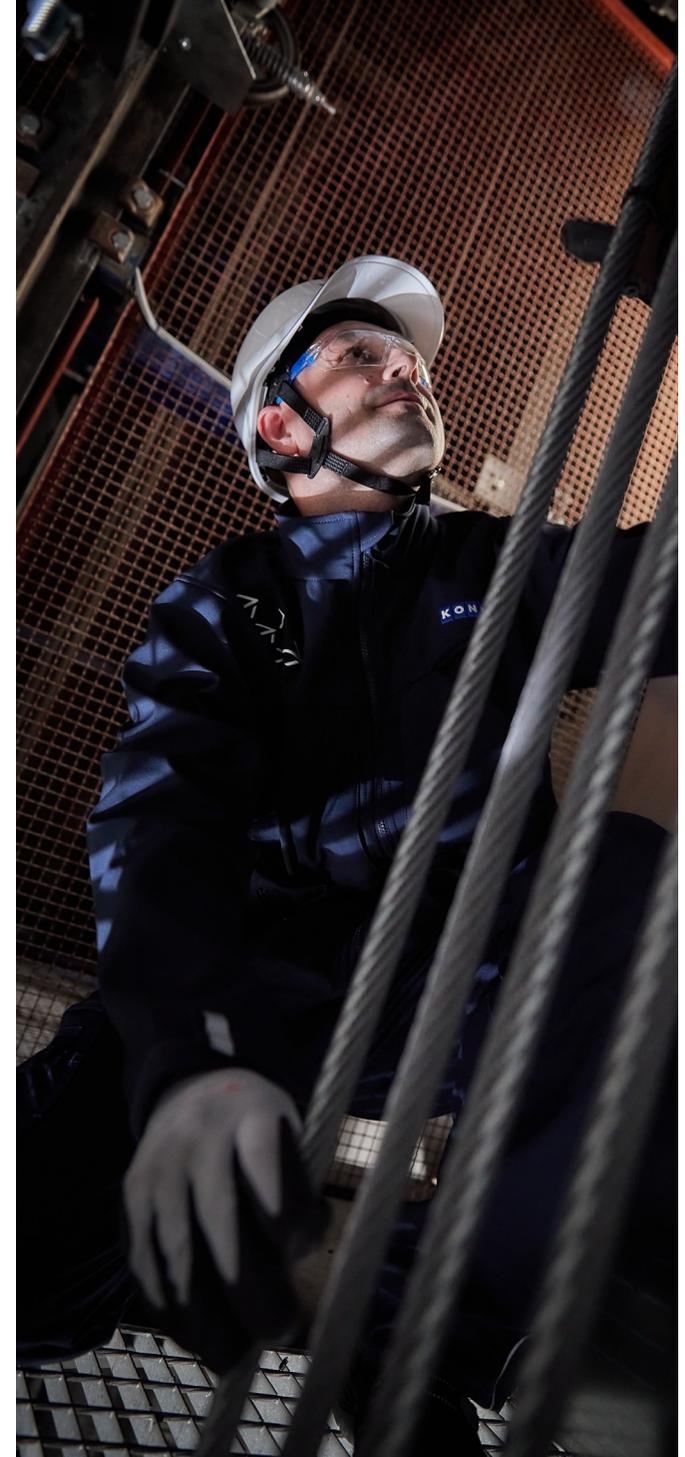
KONE's goal is that all employees, subcontractors, and partners have the required skills, equipment, safeguards, and guidance to remain safe. Therefore, KONE fosters workers' physical and psychological safety through global and local safety training and promotion initiatives. KONE's ISO45001 certified Management System applies to all operations and units, mandating comprehensive health and safety risk assessments at 100% of KONE sites. Adherence is ensured through extensive control measures, including both local and global audit programs.

All KONE employees must complete a global safety learning course, which is offered in 36 languages. In 2025, new 'Home Safe Every Day' training replaced the previous 'KONE Way for Safety' general safety training. The course, aligned with KONE safety management framework, provides comprehensive information about KONE's safety objectives, responsibilities, commitments, and standards, covering also the key points of KONE Health

and Safety Policy statement. Furthermore, the training emphasizes the central role of safety within KONE's purpose and strategy. At the end of the year 2025, 94% of employees had duly completed the training (GRI403-5). KONE Health and Safety Policy statement is available on kone.com.

KONE workers also undergo health and safety training relevant to their individual work tasks. To complement KONE's global e-learning program, KONE frontline units, responsible for local operations, arrange role-based safety training and regular refresher training according to global and local company and regulatory requirements. To drive modern, proactive safety leadership, KONE has a global e-learning course on safety leadership available in 16 languages. In 2025, KONE released three safety leadership handbooks to guide all KONE leaders in proactive safety leadership, modernization safety, and subcontractor safety. As the next step in driving proactive safety management practices, a new initiative named 'Creating Safety' is set to launch in 2026. This program will place an emphasis on cross-functional, human-centered approaches to safety leadership.

KONE has also set minimum requirements for subcontractor training. Depending on local practices, subcontractors participate in safety training, toolbox talks, and worksite safety moments as arranged by KONE. An updated digital KONE Safety and Method Passport pilot continued in 2025, with further plans to expand the revised framework globally to make sure that own employees, as well as subcontractors, are equally competent in KONE methods and adhering to safety instructions. Fur-



thermore, the implementation of advanced digital tools for on-site risk management, along with AI-driven assistance, enhances technician safety during installation and maintenance activities.

KONE prioritizes end-user safety throughout the lifetime of its equipment. KONE's innovative digital solutions, such as **KONE 24/7 Connect**, further enhance safety by providing predictive maintenance for elevators, escalators, and automatic doors. This service identifies potential issues before they cause problems, reducing breakdown risks and improving safety and accessibility. KONE has also introduced many optional product features designed to enhance end-user health and safety, including KONE escalators incorporating automatic handrail sanitization technology.

In construction, digitalization and connectivity boost both efficiency and safety. **KONE SiteFlow** contributes to ensuring safety and ease of work on construction sites, allowing managers to oversee the movement of people and materials across several locations from a central office, and restrict elevator access to authorized personnel. With its advanced communication system, KONE SiteFlow improves elevator safety by enabling quick response times, especially in urgent situations. These smart construction elevators use sensors and AI technology to foresee maintenance needs and detect problems early, minimizing downtime and potential hazards.

By accelerating digital, KONE aims also at lev-

eraging data to its full potential to enhance product and process quality, efficiency, and safety. KONE monitors and analyzes a wide range of leading and lagging safety performance indicators. In addition to the health and safety KPIs introduced in the Sustainability Statement, KONE follows the number of near miss reports as an example of a proactive indicator; see table 'Number of near miss reports'.



CASE 7

Making mental health welcome at construction industry

Mental health challenges are prevalent also in the construction industry which is largely male-dominated and marked by high-pressure working conditions. Discussing mental health at work remains difficult, and construction continues to rank among the highest-risk industries for suicide around the world.

- Recognizing the urgent mental health challenges across the construction industry, KONE is taking a leadership role by collaborating with other companies and advocating for change globally.
- KONE's global employee-led mental health Employee Resource Group, Thrive, regularly brings together hundreds of KONE employees all around the world. Together, the community builds a culture where everyone can thrive, stay healthy, and feel comfortable to seek and receive support for mental health.
- KONE's Tom Wavre, senior manager, volume elevator offering, New Building Solutions offering speaks openly about his struggles with mental health and helps in normalizing the conversation for others.

[7 Read more](#)

08 Sustainable Purchasing

KONE is committed to ensuring that its suppliers align with the company's sustainability goals and practices. KONE is committed to respecting internationally recognized standards, including those set out in the International Bill of Human Rights, the United Nations Guiding Principles on Business and Human Rights, International Labour Organization (ILO), and the Sustainable Development Goals (SDGs) established by the United Nations.

KONE has a dedicated Supplier Sustainability team that collaborates with Global Sustainability, Ethics and Compliance, Safety, and Purchasing teams to align supplier practices with KONE's sustainability objectives. Sustainability targets are embedded in annual performance goals of key purchasing roles, ensuring that supplier sustainability goals are actively driven. The team monitors progress and drives continuous improvement across the KONE supply chain.

8.1 Supplier Code of Conduct and ESG requirements

According to KONE's Purchasing Policy, all KONE suppliers are required to agree to and sign the Supplier Code of Conduct (SCoC) and demonstrate compliance with the behaviors expected by KONE. The Supplier Code of Conduct was updated in 2025 to reflect current legal, environmental, and human rights expectations.

The environmental requirements are listed in the Environmental Annex, which KONE requires its key suppliers to sign as part of the Supply and Purchase

Agreement. Targeted strategic suppliers are also required to hold ISO 9001, ISO 14001, and ISO 45001 certifications.

The targets for the Supplier Code of Conduct and Environmental Annex compliance are set annually after a thorough analysis of supplier performance, and their adherence to these critical requirements. The metrics for SCoC compliance can be found in the Sustainability Statement, section 3.2.4 Key compliance metrics for workers in the value chain. KONE monitors the share of targeted spend with suppliers who have signed the Environmental Annex and the share of targeted strategic suppliers with ISO certifications. The KPIs and related targets can be found in the table Global metrics for supplier sustainability.

8.2 Supplier sustainability assessment and scorecard

One-third of KONE's total greenhouse gas emissions originate from purchased goods. To address this, KONE engages closely with its 200 largest material suppliers, who account for approximately 75% of the total purchase spend for goods delivered to KONE factories and distribution centers. This approach ensures that our efforts focus on the suppliers with the greatest influence on environmental and social impacts within our supply chain.

The core of KONE sustainable purchasing is the annual Supplier Sustainability Assessment, which evaluates 100% of the targeted suppliers across four key dimensions:

- **Climate Action:** Emission reduction efforts and emissions reporting aligned with the GHG Proto-

col, including the existence of emission reduction roadmaps

- **Data Capability:** Ability to provide environmental data for Environmental Product Declarations, CBAM reporting, and regulatory compliance
- **Human Rights and Social Responsibility:** Human rights assessment score and compliance with KONE's Supplier Code of Conduct
- **Sustainability Competence:** Participation and engagement in KONE's sustainability training programs

The results are consolidated into a Supplier Sustainability Scorecard. Data is verified by KONE's Supplier Sustainability team, including site visits when necessary. KONE is implementing a process to use supplier sustainability performance as key input in purchasing decisions alongside cost, quality, and delivery performance.

8.3 Emissions from purchased goods

One-third of KONE's total greenhouse gas emissions originate from purchased goods. Within this group, KONE has identified high-impact suppliers responsible for about 80% of material-related emissions. Most of material emissions in KONE supply chain come from the production of steel used in elevator and escalator components manufactured by direct suppliers. To manage these emissions, KONE maps material supply chains from direct suppliers to material manufacturers. KONE also works actively with R&D and other stakeholders to source low-carbon materials for specific products and projects.

KONE strongly recommends that its high-impact suppliers join the Science Based Targets initiative

(SBTi). KONE requires these suppliers to measure and report their emissions according to the GHG Protocol or an equivalent standard, maintain emission reduction roadmaps, and demonstrate actions aligned with KONE's climate targets. KONE also actively collaborates with suppliers to identify opportunities to reduce material emissions.

Currently, KONE does not mandate SBTi participation because many steelmakers, the main source of emissions among these suppliers, face technological and industry constraints that make setting realistic and achievable SBTi-aligned targets challenging. Only a limited number of steel producers have committed to the initiative so far. KONE continues to monitor developments in the steel industry, and if SBTi adoption becomes more feasible, KONE will review and update its approach.

Progress is tracked through metrics such as material emissions from steel, stainless steel, aluminum, and copper (in tCO₂/t), the share of recycled content in purchased materials, and the share of material spend from suppliers who publicly report emissions, including suppliers who have joined the SBTi. The public KPI data can be found in the table Global metrics for supplier sustainability. Emission and recycled content calculations are based on primary data from material manufacturers and industry averages from Ecoinvent database when primary data is unavailable.

8.4 Supplier human rights due diligence

KONE's Supplier Code of Conduct sets requirements related to ethical business practices, human rights, labor conditions, environmental responsibility, and

legal compliance. KONE conducts human rights due diligence (HRDD) that aims to prevent, mitigate, and remedy adverse impacts across the supply chain and ensure the supplier Code is followed. Read more about the human right due diligence process in the Sustainability Statement section 3.2.3 Supplier due diligence. KPIs of completed human rights assessments can be found in the table Global metrics for supplier sustainability.

The following case example illustrates how KONE applies its HRDD process in practice, moving from risk identification to corrective actions and measurable improvement through supplier engagement:

As part of the HRDD process, KONE conducts assessments for high-risk suppliers. In an initial audit of a supplier, KONE identified several areas for improvement related to labor practices and health and safety conditions. The supplier's compliance level was assessed as low, with labor conditions requiring particular attention. KONE's approach is consistent with international sustainability standards, emphasizing collaboration and partnership with suppliers to identify improvement opportunities and implement corrective actions. KONE team provided guidance on international standards, supported implementation, and monitored progress through two follow-up assessments. The supplier's overall performance improved significantly, with labor compliance rising from low to high within 12 months. The supplier revised recruitment procedures to eliminate financial burdens, provided employees with contract copies, and enhanced health and safety practices. These improvements directly benefited workers and significantly elevated working conditions. This measurable progress reflects KONE's

commitment to responsible sourcing and to supporting suppliers in building sustainable, rights-respecting workplaces. KONE continues to engage with the supplier to drive further improvements toward a high level of overall compliance.

8.5 Conflict minerals management

KONE is committed to respecting human rights and follows the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. Because its products contain small amounts of 3TG ("conflict minerals"), KONE carries out proactive due diligence to ensure responsible and transparent sourcing, thereby minimizing the risk of contributing to conflict.

KONE identifies suppliers of electrical and electronic equipment (EEE) that pose a high risk of potential exposure to conflict minerals and require them to provide a written conflict minerals policy and a completed Conflict Minerals Reporting Template (CMRT). Compliance is monitored through regular follow-up and performance tracking, including tracking the share of EEE suppliers spend with suppliers having a Conflict Minerals Policy and completed CMRT, which can be found in the table Global metrics for supplier sustainability. In 2025, KONE has been actively working with suppliers and other partners to build understanding and competence in conflict minerals management. KONE revised its Supplier Code of Conduct to incorporate new obligations regarding Conflict Mineral Due Diligence.

8.6 Building competence

To reinforce the role of purchasing in achieving KONE's sustainability goals, KONE organizes annual sustainability training for both KONE purchasing teams and suppliers. The training courses are designed to build awareness, promote responsible practices, and support continuous improvement across the supply chain. They cover key ESG topics and are updated annually based on emerging priorities and identified development needs. Training is delivered primarily through online modules, that are complemented by classroom sessions and one-on-one discussions when needed. To monitor progress, KONE tracks the share of the targeted purchasing organization and suppliers who have completed the training. These KPIs can be found in the table Global metrics for supplier sustainability.

8.7 Monitoring and transparency

Progress is tracked through our Supplier Sustainability Dashboard, which consolidates key performance indicators such as the share of spend with suppliers who have signed the Supplier Code of Conduct and Environmental Annex, the share of targeted suppliers with ISO certifications, the share of material spend with suppliers who have public emissions reporting, the share of recycled content in purchased materials, completion rates for sustainability training, coverage of human rights assessments, and compliance with conflict minerals requirements. Results are reported quarterly to KONE management and disclosed in annual sustainability reporting.

8.8 Partnership with UNIDO

KONE signed a cooperation declaration with the United Nations Industrial Development Organization (UNIDO), reaffirming its commitment to sustainable industrial development and inclusive, responsible growth. The declaration brings together leading companies, governments, and institutions to accelerate progress towards the United Nations Sustainable Development Goals (SDGs) through innovation, responsible business practices, and international cooperation. As part of this collaboration, KONE and UNIDO will co-develop an ESG training program tailored for the machinery sector in Tamil Nadu, India. The program will be designed in close coordination with local skills development authorities and will be piloted through training sessions in 2026.

Building on KONE's existing supplier engagement efforts, the initiative aims to raise awareness and promote sustainable practices across the supply chain. It will also support KONE's ongoing work to advance human rights and strengthen supplier assessments in India. This partnership aligns with KONE's broader sustainability strategy and reinforces its commitment to protecting human rights and enhancing environmental, social, and governance performance throughout its value chain. Ultimately, the initiative creates an opportunity to scale responsible purchasing practices and contribute to the development of resilient and sustainable supply chains.



CASE 7

Advancing human rights and sustainable practices in our supply chain

KONE is working with about 30,000 suppliers worldwide, which range from major multinational corporations to specialized local businesses. For us, upholding high sustainability standards, both environmental and social, across our global supply chain is crucial.

- In Tamil Nadu, in India, we are partnering with United Nations Industrial Development Organization (UNIDO) to work alongside our local suppliers in advancing human rights, inclusivity and improving circular and sustainable practices.
- In practice, UNIDO will organize pilot trainings for KONE employees and our suppliers in 2026.
- The goal of trainings is to make sure that our suppliers comply with legislation and our code of conduct. KONE wants to have open conversations with its suppliers, including discussing their challenges, and collaborate to find effective solutions.
- If the results from the pilot program with UNIDO are promising, KONE plans to roll it out with all of its 2,000 suppliers in India to increase environmental, health and safety, and human rights standards on larger scale.

[Read more](#)

Global metrics for supplier sustainability

	2023	2024	2025	Target
Share of targeted spend with suppliers who have signed the Environmental Annex	98%	98%	97%	100% by 2030
Share of targeted spend with suppliers who have public emissions reporting			47%	100% by 2030
Share of targeted suppliers with ISO 9001 certificates	100%	100%	100%	100%
Share of targeted suppliers with ISO 14001 certificates	100%	100%	100%	100%
Share of targeted suppliers with ISO 45001 certificates	81%	81%	85%	100%
Share of spend with EEE suppliers who have provided CMRT			54%	80% by 2030
Recycled content in purchased materials			31%	40% by 2040
Targeted on-site human rights assessment completed		100%	100%	100% annually
Targeted online human rights assessment completed		79%	77%	100% annually
Share of targeted purchasing organization completed training		69%	86%	100% annually
Share of targeted suppliers completed training			94%	100% annually

8.9 Governance

KONE has operations in over 60 countries and collaborates with partners in close to 100 countries worldwide. Due to KONE's global presence, it is crucial to ensure that clear compliance rules and guidance are in place. This enables KONE to conduct business with the highest ethical standards throughout its entire value chain. KONE provides regular mandatory compliance training to all employees globally. In 2025, modern slavery training content was included in the mandatory annual compliance training. Detailed information about global training is available in the Sustainability Statement.

During 2025, Ethics and Compliance focused on awareness raising across the organization. This included refreshing and rolling out mandatory e-learnings, launching targeted communications campaigns, and organizing face to face trainings. The aim was to strengthen employees' knowledge of ethical business practices, highlight the importance of speaking up, and ensure that compliance principles are clearly understood and consistently applied. In addition, Ethics and Compliance team increased its global presence in new geographical areas. This growth was strategically targeted to include areas identified as higher risk from a compliance perspective, ensuring better local coverage and more proactive risk mitigation.



Data tables

Woman distribution	
Share of woman	12.2%
Share of women in director level positions and above (KG Grade 3 and above)	27.6%
Share of women in the Executive Board	30.8%
Share of women in the Board of Directors	33.3%
Voluntary turnover rate, compared to 12-month average headcount	6.5%

Age Distribution	-30	31-50	51-
All KONE employees	21.9%	60.9%	17.1%
Executive Board	0	53.8%	46.2%
Board of Directors	0	22.2%	77.8%

Gender distribution per region	Female	Male
Americas	12.5%	87.5%
Asia-Pacific, Middle East and Africa	10.4%	89.6%
Europe	16.6%	83.4%
Greater China	9.0%	91.0%

Temporary employees, gender distribution per region	Female	Male
Americas	33.3%	66.7%
Asia-Pacific, Middle East and Africa	24.1%	75.9%
Europe	19.2%	80.8%
Greater China	2.7%	97.3%

Part-time employees, gender distribution per region*	Female	Male
Americas	0%	100%
Asia-Pacific, Middle East and Africa	41.2%	58.8%
Europe	48.3%	51.7%
Greater China	0%	100%

* The gender distribution is calculated within the population of employees having permanent contracts in each region, showing how many of those employees are female and how many are male. The methodology was changed to improve consistency with workforce disclosure principles, where the focus is on the composition of the workforce by contract type and gender by region. This approach ensures comparability with other workforce indicators, which are calculated based on the total population within a given contract category per region.

Full-time employees, gender distribution per region	Female	Male
Americas	12.5%	87.5%
Asia-Pacific, Middle East and Africa	10.4%	89.6%
Europe	15.4%	84.6%
Greater China	9.0%	91.0%

Employees with permanent contract per region	Female	Male
Americas	12.5%	87.5%
Asia-Pacific, Middle East and Africa	10.2%	89.8%
Europe	16.4%	83.6%
Greater China	9.1%	90.9%

Employees by region	
Americas	12.4%
Asia-Pacific, Middle East and Africa	20.3%
Europe	33.8%
Greater China	33.5%

Gender	
Female	5.2%
Male	6.6%

Voluntary turnover rate	
Region	
Americas	6.7%
Asia-Pacific, Middle East and Africa	7.5%
Europe	4.8%
Greater China	7.3%

Age Group	
30 and under	12.7%
31-50	5.3%
51 and above	2.9%

New hires, gender distribution per region	Female	Male
Americas	9.7%	90.3%
Asia-Pacific, Middle East and Africa	16.1%	83.9%
Europe	19.1%	80.9%
Greater China	9.2%	90.8%

New hires, age distribution per region	-30	31-50	51
Americas	33.7%	54.8%	11.5%
Asia-Pacific, Middle East and Africa	57.0%	40.9%	2.1%
Europe	47.8%	42.8%	9.4%
Greater China	63.9%	34.4%	1.7%

8,546

Total number of new hires

158

of Nationalities represented in KONE workforce

Number of near-miss reports*

2023	2024	2025	target 2025	target 2026	target 2030
181,289	205,041	207,505	N/A	N/A	N/A

* The total number of near misses includes employee reports covering all individuals potentially impacted. 2025 data reflects near misses that occurred in 2025 and were reported in KSS by Thursday, January 15, 2026.

General safety training completion rate

2023	2024	2025	target 2025	target 2026	target 2030
90%*	91%	94%	100%	100%	100%

*2023 rate excluding installers and technicians in Finland and Baltics

09 Reporting principles

Unless otherwise stated, the reporting scope includes all manufacturing units, and all local and regional organizations under the parent company's (KONE Corporation) operational control.

The actual manufactory unit-related environmental data has been collected from KONE's ten manufacturing units and from 60 subsidiaries in Asia-Pacific, EMEA, and North America. The collected facilities' data covers 99% of all KONE's employees and 100% of employees working at our manufacturing units Globally, waste data is collected in 49% of our operating countries and water data in 60%, covering all KONE manufacturing sites.

KONE calculates the average annual energy consumption of products according to the ISO 25745 standard for the most sold configurations and expected usage profiles in each geographical region.

Emissions for waste in KONE's own operations are calculated by multiplying the collected waste data with the emission factors retrieved from the Department for Environment, Food and Rural Affairs (DEFRA) for each waste type and treatment method. The calculation does not cover waste from KONE's installation sites, which is normally treated according to KONE customers' waste management processes, according to applicable laws and requirements.

The figures for manufacturing and packaging materials are based on the latest lifecycle assessment data and products ordered from KONE during the reporting year.

Employee data is extracted from KONE's Human Resources (HR) system, supplied by a leading service provider. Employee numbers are reported as headcount at the end of the reporting period. Data from the KONE employee engagement survey Pulse is maintained on the survey platform, supplied by a leading vendor. All training and course completion data comes from KONE's global learning management system, except in China, where a local LMS is used for the field operatives. The percentage of employees covered by collective bargaining agreements is an estimate, based on figures collected from units manually.

Global safety trainings are tracked on KONE's global learning platform, although China is using a local platform, and their completion rates are added to the global totals manually. Local safety training programs are not monitored on the global platform, but instead on area level, and compliance with programs and requirements is controlled with regular auditing.

The number of near miss reports is consolidated in the KONE Safety Solution (KSS), KONE's global platform for reporting and managing near misses and incidents involving employees, subcontractors, third parties, and end-users. All KONE employees and certain external workers in KONE's own workforce have access to KSS, with a few exceptions. The total near misses in 2025 is determined by the status updates recorded in KSS as of Thursday, January 15, 2026.

Signed distributor Codes of Conduct are tracked manually. Signed supplier Codes of Conduct and Key suppliers' ISO certificates are tracked in KONE's

supplier management portal. KPIs from Supplier Sustainability Assessment are monitored in the Supplier Sustainability Dashboard. Additionally, KONE screens and monitors relevant suppliers, customers, and other third parties with whom business is conducted. This is done through a third-party compliance screening solution covering international adverse media, as well as sanctions and watchlists.

10 Assurance statement

To the Management of KONE Oyj

Scope

We have been engaged by KONE Oyj (hereafter “KONE”) to perform a ‘limited assurance engagement,’ as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on KONE’s selected indicators presented below (the “Subject Matter”) contained in GRI Content Index as part of the KONE Sustainability Supplement for the reporting period 1.1.-31.12.2025 (the “Report”).

Selected indicators

GRI 301-1 Materials used by weight or volume

GRI 303-3 Water withdrawal

GRI 306-2 Management of significant waste-related impacts

GRI 306-3 Waste generated

GRI 403-5 Worker training on occupational health and safety

GRI 405-1 Diversity of governance bodies and employees

Own indicator: Share of women in director level positions

Own indicator: Near misses

Own indicator: Impact revenue

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the report, and accordingly, we do not express a conclusion on this information.

Criteria applied by KONE

In preparing the Subject Matter, KONE applied the Global Reporting Initiative (GRI) Sustainability Reporting Standards (the “Criteria”). As a result, the Subject Matter information may not be suitable for another purpose.

KONE’s responsibilities

KONE’s management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matter, such that it is free from material misstatement, whether due to fraud or error.

EY’s responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (‘ISAE 3000 Revised’), and the terms of reference for this engagement as agreed with KONE on 15.8.2025. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected

depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do

not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- a. Gathering an understanding of KONE's material sustainability reporting topics, organization and activities,
- b. Interview with senior management to understand KONE's sustainability management,
- c. Interviews with personnel responsible for gathering and consolidation of the Subject Matter to understand the systems, processes and controls related to gathering and consolidating the information,
- d. Assessing sustainability data from internal and external sources and checking the data to reporting information on a sample basis to check the accuracy of the data.

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter in KONE Sustainability Supplement for the reporting period 1.1.-31.12.2025, in order for it to be in accordance with the Criteria.

Helsinki, 5.2.2026

Ernst & Young Oy

Authorized Public Accountant Firm

Heikki Ilkka

Authorized Public Accountant

To the Management of KONE Oyj

Scope

We have been engaged by KONE Oyj (hereafter “KONE”) to perform a ‘limited assurance engagement,’ as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on KONE’s selected indicators presented below (the “Subject Matter”) contained in GRI Content Index as part of the KONE Sustainability Supplement for the reporting period 1.1.-31.12.2025 (the “Report”).

Selected indicators

GRI 305-1 Direct (Scope 1) GHG emissions

GRI 305-2 Energy indirect (Scope 2) GHG emissions

GRI 305-3 Other indirect (Scope 3) GHG emissions

GRI 305-5 Reduction of GHG emissions

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the report, and accordingly, we do not express a conclusion on this information.

Criteria applied by KONE

In preparing the Subject Matter, KONE applied the Global Reporting Initiative (GRI) Sustainability Reporting Standards (the “Criteria”). As a result, the Subject Matter information may not be suitable for another purpose.

KONE’s responsibilities

KONE’s management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matter, such that it is free from material misstatement, whether due to fraud or error.

EY’s responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* (‘ISAE 3000 Revised’), and the terms of reference for this engagement as agreed with KONE on 15.8.2025. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on *Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance

on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- a. Gathering an understanding of KONE's material sustainability reporting topics, organization and activities,
- b. Interview with senior management to understand KONE's sustainability management,
- c. Interviews with personnel responsible for gathering and consolidation of the Subject Matter to understand the systems, processes and controls related to gathering and consolidating the information,
- d. Assessing sustainability data from internal and external sources and checking the data to reporting information on a sample basis to check the accuracy of the data.

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter in KONE Sustainability Supplement for the reporting period 1.1.-31.12.2025, in order for it to be in accordance with the Criteria.

Helsinki, 4.3.2026

Ernst & Young Oy

Authorized Public Accountant Firm

Heikki Ilkka

Authorized Public Accountant

11 GRI content index

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**Dedicated to
People Flow™**