



Gender Pay Gap 2025

KONE Plc

Dedicated to
People Flow™



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Foreword

At KONE, our purpose is to shape the future of cities. As a global leader in the lift escalator industry, we move two billion people every day, making their journeys safe, convenient, and reliable with smart and sustainable People Flow®.

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, wellbeing 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 values diversity in all its 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.

Diversity, equity and inclusion (DEI) is integrated into KONE's culture, and it is driven holistically and cross-functionally throughout the organisation. 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. This guides our approach to our gender pay gap.

Our workforce

Most of our employees are male representing 84% of our people in the UK. Around 70% of our workforce are engaged in equipment maintenance, repair, or installation roles or field supervisory positions, where the balance of the workforce is currently over 90% male. However, we see increasing numbers of women in field supervisory and line management roles. We continue our efforts towards achieving a more balanced gender split.

Our gender pay gap is primarily due to the lower number of females working in our business and in senior management positions, which is also indicative of our industry. We are taking active steps to make field engineering roles and our industry equally attractive to men and women.

Declaration

At KONE we believe that it is important to be transparent when reporting on our data. The following report gives an overview of our data as of 5 April 2025.

I confirm that KONE Plc's gender pay gap data has been calculated in accordance with the requirements of The Equality Act (Gender Pay Gap Information) Regulations 2017.

Kurt Horn, Managing Director, KONE plc



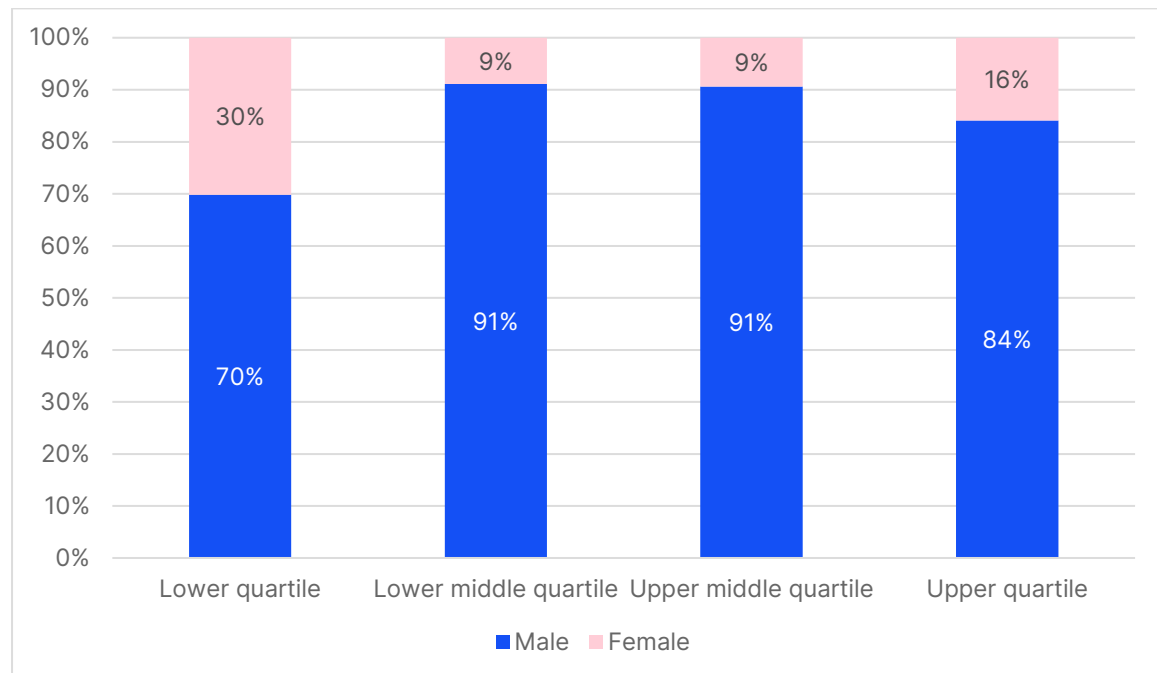
Gender pay gap data 2025

The following infographics show KONE Plc's gender pay gap data, as at 5 April 2025.

The gender pay gap for KONE has decreased at both the mean and median in comparison to 2024. KONE's results have generally declined since 2017, reaching its lowest level in 2023. There is more work to do as these remain higher than the UK overall pay gap. Like many other companies in the mechanical engineering industry, this is primarily due to the relatively small number of females within the business and in senior roles.

Gender pay quartiles 2025

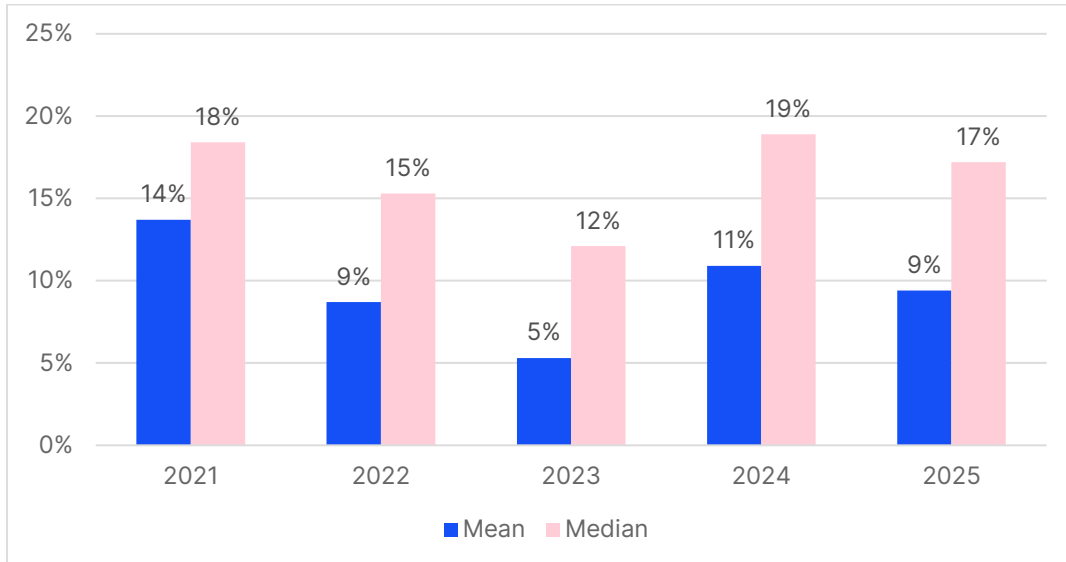
This chart shows the proportion of men and women employees distributed across four equally sized quartiles. For example, the highest 25% of earners in KONE consist of 84% male and 16% female employees.





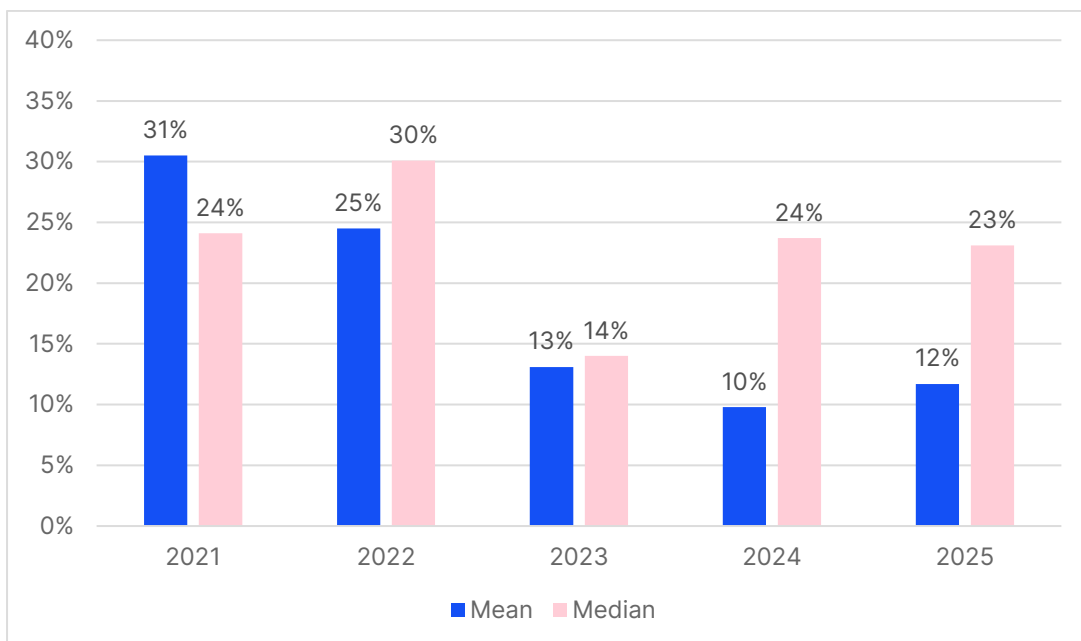
Development of gender pay gap

KONE's mean and median gender pay gap have generally declined since 2017, reaching the lowest level in 2023. There was an uptick in 2024, followed by a decline in 2025 to levels comparable to 2022 results for the mean and 2021 results for the median.



Development of gender bonus pay gap

In the twelve months to 5 April 2025, 81% of female and 52% of male employees received bonus pay. The mean gender bonus gap has been on a continuous decline until 2024. In 2025, a slight increase can be observed, however the result remains lower than during the 2017-2023 period. The median gender bonus gap has fluctuated markedly over the period. It is slightly lower in 2025 than 2024.





Our 2025 action plan

We are pleased to have achieved a reduction in our gender pay gap in 2025 compared to 2024. Over the course of the eight years since 2017 we have reduced our mean gender pay gap from 22.9% to 9.4% and reduced our median gender pay gap from 29.6% to 12.1%. However, the recent elevated results show that continued efforts are required in order to become as diverse as our customers and the communities we serve. Our focus areas are to attract female talent, develop female talent and foster an inclusive workplace.

Attracting female talent

We continue to monitor the gender diversity of hires and appointments with the aim of attracting an increasing proportion of female talent.

Developing female talent

KONE has set ambitions for promoting diversity and inclusion and aims to increase the share of women at director-level positions to 35% by 2030. We aim to increase the pipeline of female leaders in our UK business in support of this goal.

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.

Development opportunities include an extensive range of both leadership and technical and professional competence development. This is tracked from the following indicators in the annual Pulse employee survey: opportunities to learn and develop at KONE and having the training they need to perform their jobs effectively.

We encourage all employees to have a career development discussion with their manager at least once a year and to prepare their own individual development plan. This is tracked via the people management tool Workday.

Creating an inclusive workplace

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. KONE pay philosophy, which was developed in 2024, communications and trainings across units will be rolled out in the second half of 2025 and onwards to ensure transparency and alignment with organizational. Global standard training materials have been created to help equip people managers for transparent and comprehensive communication on pay with their teams. Managers are trained to make objective and evidence-based decisions which are reviewed in calibration workshops. As a further step in the UK, KONE became an accredited Real Living Wage employer in July 2025.

Our employee resource groups work with us to provide voice to under-represented groups and help build inclusivity. We encourage employees to join SPARK, KONE's global employee resource group for women and men allies, which aims to continuously improve inclusion through open discussion. In March 2025, we established a local SPARK chapter for women and male allies working in Great Britain, Ireland and the Netherlands.