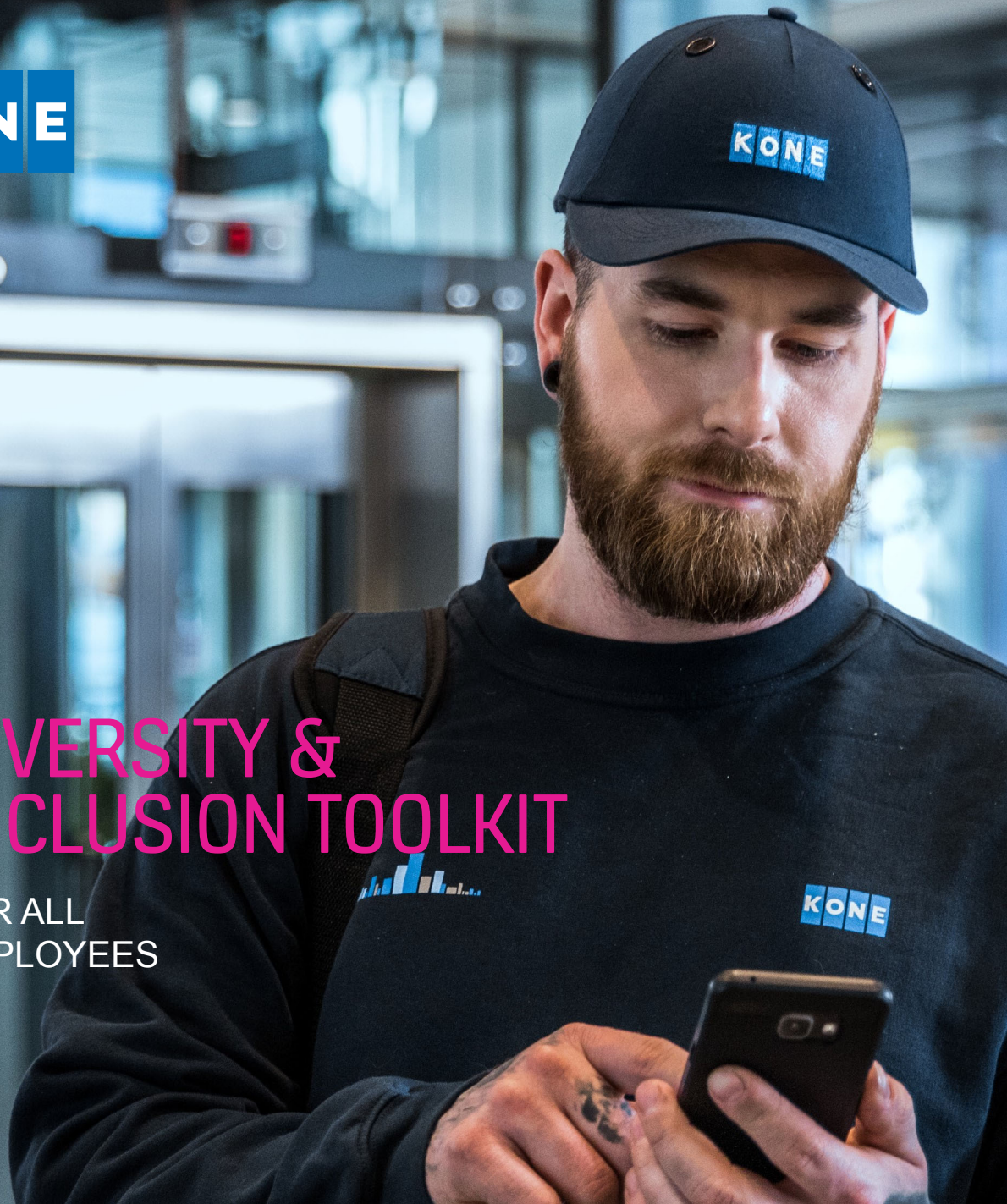




DIVERSITY & INCLUSION TOOLKIT

FOR ALL
EMPLOYEES





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WHAT IS THIS TOOLKIT FOR?

This toolkit was developed to make sure that everyone at KONE can and will promote diversity and inclusion in their daily work. It's a practical tool that tells what diversity and inclusion means at KONE, but it also provides tips and facts that help you to take KONE D&I principles into consideration in your decision-making and behavior.

We are all unique in terms of our personalities, skills, appearances, backgrounds and many other things. D&I is everyone's business and we are all building the inclusive culture at KONE, where everyone can be their authentic selves and feel welcome.

Why is D&I an important topic at KONE?

It's a widely recognized fact that diverse groups outperform homogeneous groups. Diverse companies are more creative and innovative than companies that consist of very homogeneous employees and leaders.

Our strategy at KONE is very much focused on customer service, innovation and collaboration. Our customers and the end users of our products and services are diverse. To be able to understand and serve them the best way possible, we need to be diverse as well. To make most of diversity, we need to make sure that everyone is included and has a voice.

Welcome to join the journey of promoting diversity and inclusion at KONE!



THIS IS HOW WE DEFINE D&I AT KONE

KONE recognizes that our people are fundamental to our success. We believe that valuing diversity and inclusiveness is a competitive differentiator and drives our strategic targets. KONE strives to create a working environment which embraces diversity and fosters inclusion. This is why we have developed our vision statement.

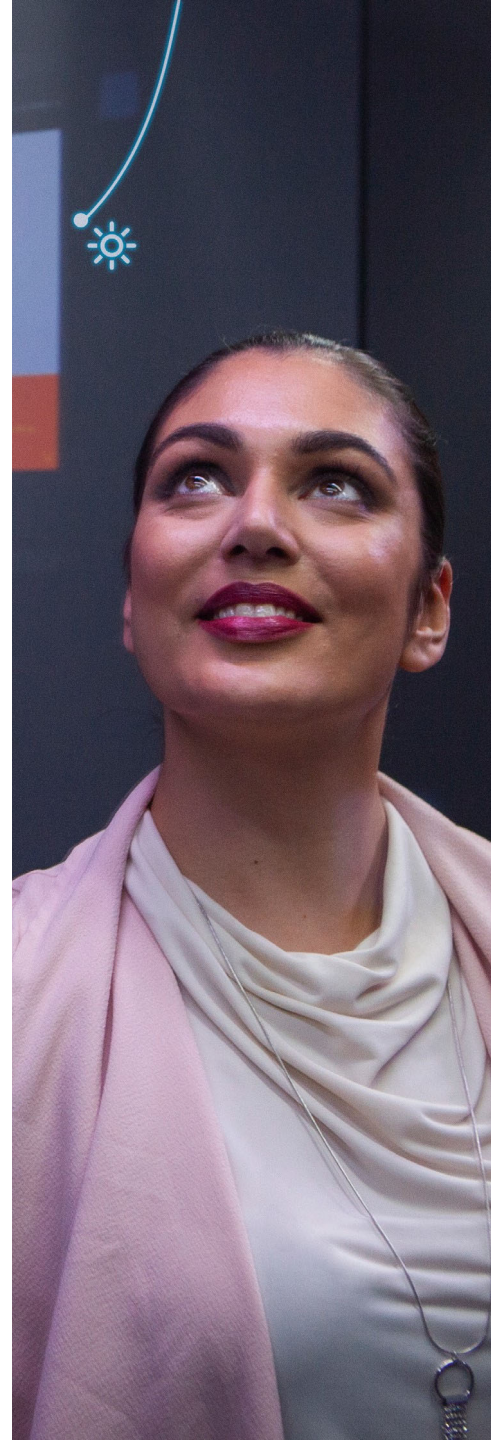
Diversity makes us unique, inclusion makes us powerful.

At KONE, we strive to build and nurture an inclusive culture that promotes and values diversity. This drives our innovation and connects us closer to the customers and communities we serve.

Together we can make KONE a great place to work and cities better places to live.

Diversity refers to the variety of differences and similarities among people including but not limited to gender, ethnicity, age, culture, generation, religion, class/caste, language, education, geography, national origin, disability, sexual orientation, work and lifestyle, work experience, job role and function, thinking style, and personality type.

Inclusion refers to the state of being valued, respected and supported. It is about ensuring that the right conditions are in place for each person to achieve his/her full potential. Inclusion should be reflected in an organization's culture (language and behaviors), practices and relationships that are in place to leverage diversity in the workforce.





KONE D&I PRINCIPLES

1. Supportive and open working environment

We strive to create a supportive and open working environment where everyone can feel welcome, valued and heard. We demand respectful communication inside and outside the organization and cherish the value that comes from diverse ideas and perspectives.

2. Innovation through diversity

KONE builds high-performing and diverse teams that are driven to achieve business success. To be able to provide innovative solutions to our customers, we aim to strengthen the diversity in our teams, units, networks and communities.

3. Recognizing everyone's potential

We aim to create a culture where everyone can develop and achieve their potential. We recognize employees for their individual, team and unit contribution. Competence, performance and behaviors which are in line with KONE values, are the basis for recruitment decisions, talent development, performance appraisal as well as rewards and recognition.

4. Identifying and solving challenges

We proactively identify, analyze and address possible diversity and inclusion challenges within KONE and are committed to a workplace free of harassment and discrimination. All business units must comply with legal and regulatory obligations, the KONE Code of Conduct, KONE values and these principles. Furthermore, wherever KONE operates, our employees recognize and respect the heritage and culture of the local communities which host the KONE operations.

D&I PRINCIPLES IN PRACTICE: TIPS & FACTS

How can you take D&I principles into consideration at work? It's up to all of us to contribute in building an inclusive workplace and promoting diversity. In this section you will find practical tips about diversity and inclusion – please have a look and reflect on how you can participate in building a more diverse and inclusive workplace.

MEETING CHECK

We all can check our behavior in meetings, regardless of our position. You can ask yourself if you are taking everyone into consideration equally in the meetings you participate in.

- Listen to and be respectful of everyone's ideas and comments and give them equal importance.
- Don't talk over other people or interrupt your colleagues.
- Encourage everyone to share their views and opinions.
- Don't have preconceptions about colleagues' know-how or position based on, for example, their looks or gender.
- Agree in your team to rotate the role of the person taking notes.
- Facilitate: if someone is trying to say something but gets cut off, open up the conversation to them. If they are interrupted, give them back the floor. If someone hasn't spoken yet, encourage them to participate and ask them what they think.
- Let shy/introvert/quiet/remote participants know in advance that they will be asked for their thoughts in the meeting. This helps them to prepare and to create a safe space.

D&I PRINCIPLES IN PRACTICE: TIPS & FACTS

Social interaction at work:

The way we all behave at work is building the culture we have at KONE. Reflect and think about moments at work when you have felt empowered and included. Also, are there any moments which have left you feeling less included and empowered? Can you recall situations when you might have, consciously or unconsciously, left someone else feel excluded?

- Don't make assumptions based on your colleagues' backgrounds, treat everyone equally regardless of their background. Avoid stereotyping and try to be open for new people. Learn from them and try to understand them!
- Include colleagues in social gatherings (lunch, coffee breaks, any informal gathering at work).
- Make sure that work-related events and get-togethers are suitable for everyone regardless of gender, religion, dietary restrictions etc.
- Cultivate sense of belonging and support everyone to be part of work-community: encourage the quiet to voice their opinion and speak up if you see or hear something inappropriate.
- Be authentic and respect differences at work, and show example in being inclusive. Give space to everyone to be their authentic selves and make it safe for people to express their opinions and feelings. Pay attention to the language you use, e.g. make sure you don't demean any group of people with your comments.

Equal Recognition:

Recognition is an important part of diversity and inclusion. In a work community that embraces D&I everybody gets recognized equally and standards for high performance are the same for all employees.

- Give recognition for a job well done whether it's your peer, subordinate or supervisor. Remember to say thank you!
- Recognize achievements even when the person in question is not making a noise out of it. Remember that you can also share your achievements!



D&I PRINCIPLES IN PRACTICE: TIPS & FACTS

Promotions and career development:

At KONE everyone should have equal opportunities for career development and promotions. Managers have a key role to play in this area, but everyone has the accountability to strive forward and aim for more responsibility when wanting to develop.

- Be aware of your unconscious biases, everyone has them and they affect our decision-making if we are not aware of them!
- If you are a manager, check your criteria for the job and make sure you evaluate your team members equally.
- Check if you are limiting yourself; can you aim higher and take more responsibility? Should you apply for a new position even if you are not meeting every single requirement? Take credit for things that you are entitled to, don't underestimate yourself.
- If you are a manager, check that you give visibility to diverse set of people to be the experts and spokespersons representing KONE in different professional situations.

FACT BOX

Unconscious biases are assumptions and conceptions that we all have but are not necessarily aware of. They become harmful if they affect decision-making and our behavior. Examples of common biases are:

- **Affinity bias** is our unconscious tendency to prefer people who are similar to us. This might lead to us giving a higher value for someone's opinion because we have something in common, or we might end up recruiting someone based on similarities rather than skills and requirements.
- **Attribution bias** is a situation where an employee or candidate succeeds but it's perceived as lucky. On the other hand, if they do something wrong, it's seen as a result of lack of skill or capabilities. For instance, an employee turns a difficult project into a successful one, but a colleague sees the success as a result of luck instead of experience and skill, undermining one's professional capabilities.
- **Likeability bias** highlights how success and likeability correlate differently between men and women. Leadership characteristics are often masculine because, due to historic reasons, we are used to seeing men as leaders. This is why the stereotypical leader behavior – taking the lead, being assertive and confident – is often seen in a positive light when connected to men. However, when women take this stand, it may come across more negative and women might be perceived as aggressive and cold, which are characteristics that we are not used to associate with women.

D&I PRINCIPLES IN PRACTICE: TIPS & FACTS

Recruitments and hiring:

When hiring and recruiting new people, we choose the best candidates based on the criteria we have defined for the position. In recruiting, we also want to embrace diversity and not settle for too obvious decisions.

- If you are a hiring manager, check your criteria and biases when making recruitment decisions.
- Challenge short-lists that don't have diversity (e.g. lacking women in leadership position or candidates outside industry).
- Don't focus only on the cultural fit, think about the cultural add to bring in more diversity.
- Check what kind of communications and visuals you use in recruitment; for example male dominated pictures and masculine wordings are sending their own messages between the lines.

FACT BOX

Did you know that...

- The "broken rung" is the biggest obstacle women face on the path towards senior leadership. The "broken rung" means there's fewer women to promote at every subsequent level. For every 100 men promoted and hired to manager, only 72 women are promoted and hired. ([Lean In](#))
- Women experience more microaggressions than others, for instance, they need to provide more evidence of competence or they are more easily mistaken for being someone at much lower level. ([McKinsey](#))
- Diverse management teams can boost revenue up to 19 %. ([BCG](#))
- Diverse companies are much more likely to capture new markets. ([How Diversity Can Drive Innovation by HBR](#))



D&I CHECKLIST

- Become aware of your own biases and work on them
- Be considerate and make everyone feel included and welcome
- Speak up if you see something that doesn't feel appropriate
- Always report behavior that is not acceptable or fills any criteria of harassment or discrimination
- Have a clear set of relevant and measurable criteria when you are evaluating someone for a position (internal or external)
- Discuss D&I in your teams and think of how to implement the principles in your day-to-day work
- Bring up any ideas to promote D&I more at KONE!



FURTHER READINGS



- [The “Broken Rung” the Biggest Obstacle Women Face](#)
- [Diversity is Just the First Step. Inclusion Comes Next.](#)
- [Women in the Workplace 2019](#)
- [How Diverse Leadership Teams Boost Innovation](#)
- [How Diversity Can Drive Innovation](#)
- [Workplace Diversity Statistics One Should Know](#)



Run like a girl:

- [YouTube Video](#)

Ted Talks:

- [What does my Headscarf Mean to you?](#)
- [How to Get Serious About Diversity and Inclusion in the Workplace](#)

This is how your brain works:

- [YouTube Video](#)



Daniel Kahneman: Thinking Fast and Slow (Unconscious Biases)

Jiten Patel & Gamiel Yafei: Demystifying Diversity: A Handbook to Navigate Equality, Diversity and Inclusion

Stephen Frost: The Inclusion Imperative: How Real Inclusion Creates Better Business and Builds Better Societies

