



Gender pay gap 2025

KONE (Ireland) Limited

Dedicated to
People Flow™



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Introduction

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 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. This guides our approach to our gender pay gap and focus to support an equitable workplace.

Understanding our gender pay gap

Most of KONE (Ireland) Limited's employees are men representing 89.7% of employees. Our gender pay gap is primarily driven by the low number of women working within our business, also within senior management positions, which is a challenge that reflects the broader dynamics of our traditionally male-dominated industry. We are committed to addressing this imbalance through targeted actions that promote gender diversity, equity, and inclusion.

As one of the diversity, equity and inclusion (DEI) specific goals, we have committed to making a step-change in the share of women at director level globally and increase it to 35% by 2030. This ambition reflects our belief that diverse leadership drives better business outcomes and fosters a more inclusive culture.

Gender pay gap data 2025

KONE Ireland's gender pay gap data is for the twelve months leading to 15 November 2025.

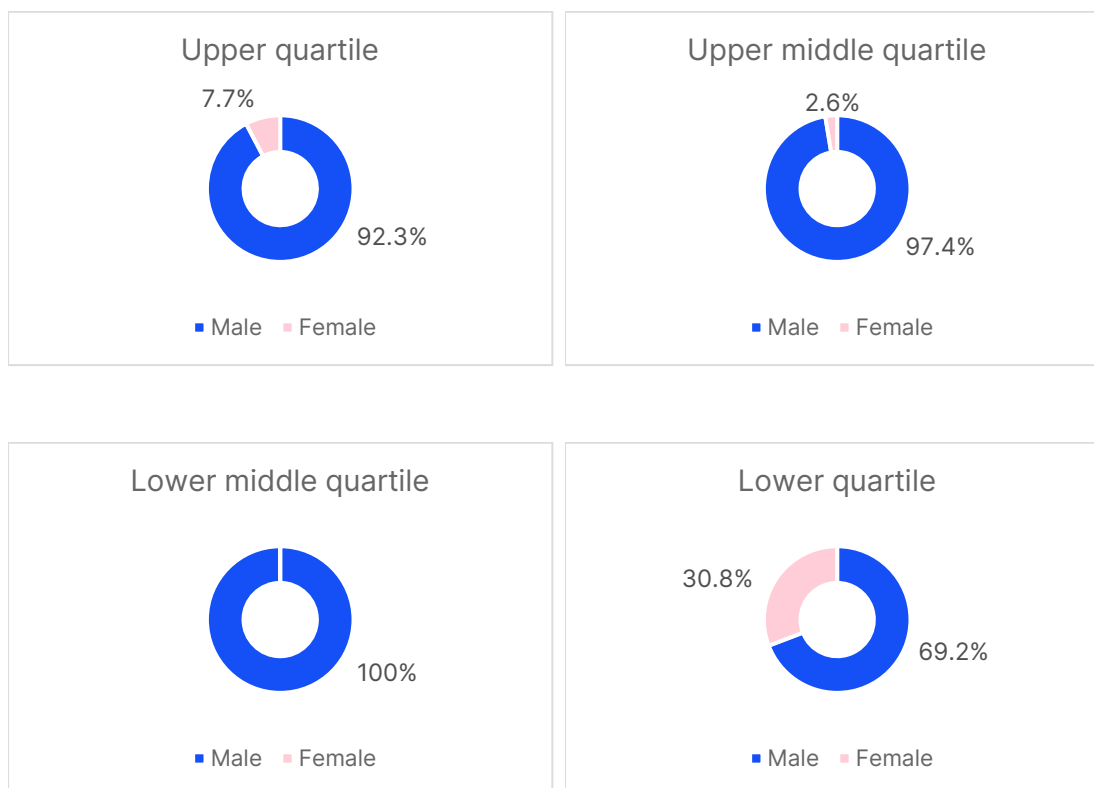
Hourly remuneration is based on all forms of monetary remuneration – including bonus with no adjustments made for role or level. In 2025, the mean hourly remuneration gap was 17.6% and the median hourly remuneration gap was 27.5%.

Bonus remuneration includes items such as vouchers as well as annual bonus. In 2025, the proportion of male employees receiving a bonus was 36.4% and the proportion of female employees receiving a bonus was 81.3%. The mean bonus gender pay gap was -28.8% and the median bonus pay gap was -43.4%. Negative numbers indicate a gender pay gap in favour of women.

Benefits in kind were made available to 27.1% of male employees and 18.8% of female employees as part of their role.



The following infographics show the proportion of men and women employees distributed across four equally sized quartiles. For example, the highest 25% of earners in KONE consist of 92% male and 8% female.



Action plan

Our focus areas are promoting gender diversity, inclusive recruitment and career development, employee experience and wellbeing, continuous learning and capability building, monitoring, transparency and accountability.

Promoting gender diversity in a male-dominated industry

- We continue our efforts to promote and encourage female applicants, recognising the recruitment challenges in our sector.
- We collaborate with schools, universities, and industry networks to attract women into technical and operational roles.
- We ensure our employer branding reflects our commitment to diversity and showcases female role models across the business.

Inclusive recruitment & career development

- We train hiring managers to recognise and mitigate unconscious bias in recruitment and selection.
- We aim to include female candidates on shortlists for all roles, especially in leadership and technical positions.
- We provide clear, transparent promotion criteria and support career progression through mentoring and sponsorship programmes.



Employee experience & wellbeing

- We offer flexible and hybrid working arrangements to support work-life balance where position allows.
- We encourage uptake of parental leave by all genders and provide reintegration support for returning employees.
- We invest in wellbeing programmes that support mental, physical, and emotional health across our workforce.

Continuous learning & capability building

- KONE supports a culture of continuous learning through training, development programmes, and digital learning platforms.
- We support female talent in building leadership capabilities through targeted development initiatives.
- We equip all employees with the skills needed to thrive in a rapidly evolving industry.

Monitoring, transparency & accountability

- We conduct annual gender pay audits to identify gaps and take corrective action.
- Our senior leadership team reviews gender pay data and progress on diversity goals annually.
- We engage employees through surveys and feedback channels to understand barriers and improve inclusion.

Monitoring gender diversity in hiring & appointments

- We will continue to monitor the gender diversity of all hires and appointments across the business.
- Insights from recruitment and promotion data will inform our DEI strategy and help us identify areas for improvement.
- Our aim is to increase the proportion of female talent by making roles — especially in technical and leadership areas — equally attractive to all genders.

Transparency in Pay and Reward

- All employees are informed about the processes, policies, and criteria that guide pay and reward decisions.
- Managers are trained to make fair, evidence-based decisions using structured frameworks.
- Pay and performance decisions are reviewed in calibration workshops to ensure consistency and equity across teams and functions.



Conclusion

We recognise that closing the gender pay gap requires sustained effort, cultural change, and leadership accountability. Through our DEI strategy and targeted actions, we are committed to continue to develop a more inclusive workplace where all employees can thrive and succeed.