

Reflect Reconciliation Action Plan



March 2024 - August 2025

Acknowledgement of Country

KONE acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this nation and pays respects to their Elders past, present and emerging. We honour the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples and recognise their continuing connection to land, water and community.

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Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes KONE Elevators to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

KONE Elevators joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables KONE Elevators to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations KONE Elevators, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Statement from our Managing Director

It is with great pleasure that I present KONE's inaugural Reflect Reconciliation Action Plan (RAP) - an important step forward in our commitment to diversity, inclusion, and an equitable future for all Australians.

As a global leader in the elevator and escalator industry, our mission is to make the world's cities better and more sustainable places to live. We understand our responsibility and the role we play in building an inclusive, safe, and sustainable society for all Australians and to contributing to reconciliation in a purposeful and relevant way.

Our RAP signifies our active participation in the journey towards reconciliation and our unwavering commitment to creating success with, and alongside First Nations peoples.

It provides us with a comprehensive framework for implementing tangible actions that will create positive change within our organisation, and beyond. Through collaboration, education, and meaningful engagement, we will actively pursue our vision of an inclusive and equitable future for all Australians.

Aligned to the core pillars of respect, relationships and opportunities, key elements of our Reconciliation Action Plan include:

- Deepening our collective understanding and connection to the rich histories and cultures of First Nations peoples
- Cultivating relationships with First Nations peoples and elevating their voices within our own organisation
- Increasing the representation of First Nations employees in our organisation
- Creating sustainable and meaningful business opportunities with First Nations suppliers

Our RAP is a steadfast commitment that we will uphold and grow over time. We are excited and honoured to embark on this important journey, to collaborate and learn from First Nations employees, partners, and leaders, and importantly, to create positive change within KONE and beyond.

Marek Oppeln-Bronikowski
Managing Director
KONE Australia & New Zealand





KONE RAP artwork by Hayley Pearson

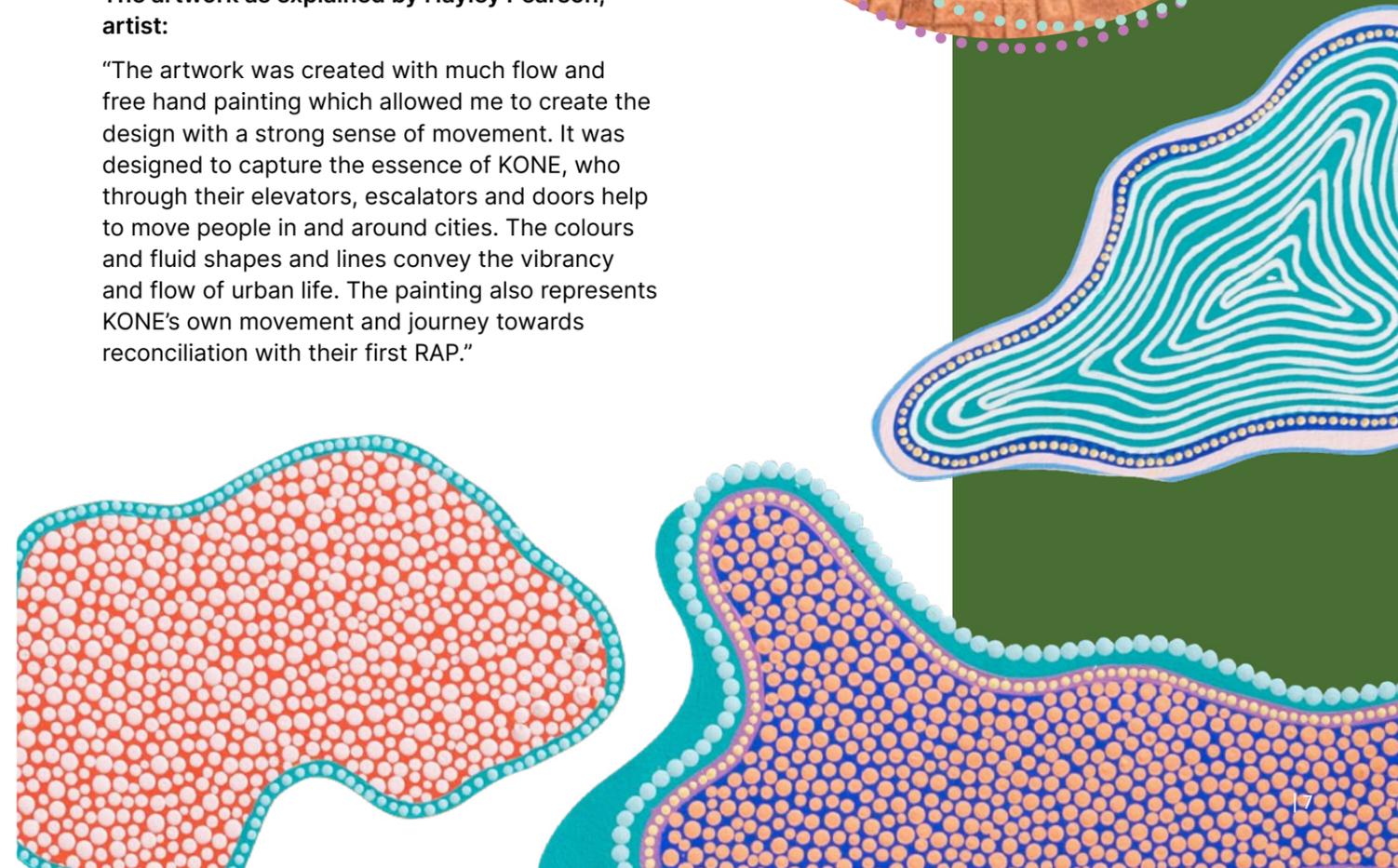
About the Artist - Hayley Pearson

Our artwork is by contemporary Aboriginal artist, Hayley Pearson. Originally from Darwin, Northern Territory, Hayley currently lives on Yawuru Country in Broome, Western Australia. Hayley identifies as a Bardi Jawi woman with connections to One Arm Point in the Dampier Peninsula region. Her paintings feature a mix of bright rainbow colours, pastel hues and earthy tones, with each painting telling a story about life on the land we walk on.

As well as being an integral element of our RAP document, Hayley's original piece of art will take pride of place in our Mascot head office, serving as a daily reminder of our commitment to reconciliation. The digital form of Hayley's artwork will also be used in our Acknowledgement of Country plaques at all our Australian offices, connecting us to our vision for a reconciled Australia.

The artwork as explained by Hayley Pearson, artist:

"The artwork was created with much flow and free hand painting which allowed me to create the design with a strong sense of movement. It was designed to capture the essence of KONE, who through their elevators, escalators and doors help to move people in and around cities. The colours and fluid shapes and lines convey the vibrancy and flow of urban life. The painting also represents KONE's own movement and journey towards reconciliation with their first RAP."



Reflect Reconciliation Action Plan

March 2024 – August 2025



Our business

At KONE, our mission is to improve the flow of urban life. As a global leader in the elevator and escalator industry, KONE provides elevators, escalators and automatic building doors, as well as solutions for maintenance and modernisation that add value over the full life cycle of buildings. We believe the best experience can be created by working together with our customers and partners in every step of the process, from early engagement on a building's design to upgrading equipment.

Moving over a billion people around the world each day, our products and solutions are a vital part of people's daily journeys. From commercial and residential buildings, hotels, hospitals, aged care facilities, airports, train stations to sporting stadiums, we play an essential role in enabling the safe, convenient, and reliable movement of people in and around our cities and regional hubs.

Within Australia, we have a visible and on-the-ground presence across all Australian states and territories and service both metropolitan and regional areas.

Headquartered in Mascot, Sydney our other key offices are located in Newcastle, Canberra, Melbourne, Hobart, Adelaide, Perth, Darwin, Cairns, Townsville, Sunshine Coast, Gold Coast and Brisbane, ensuring our connection to our clients and the communities we serve.

Our people

Operating for over a century, our people are at the heart of our success. As a global business with operations in 60 countries around the world, we are fortunate to have an incredibly rich and diverse workforce of 60,000 employees, coming from over 160 cultural backgrounds. Our company values of Care, Customer, Collaboration, and Courage unite us in providing the best people flow experience for the customers and communities we serve, and in creating a vibrant and inclusive workplace for our people.



Within our Australian business, we are powered by a dedicated team of 1,200 employees and operate across all Australian states and territories. Whilst our Aboriginal and Torres Strait Islander representation is still being defined, based on the limited self-disclosed cultural diversity information we have for employees, we believe that approximately 1-2% of employees identify as Aboriginal and/or Torres Strait Islander. As part of our reconciliation journey, we will seek to put in culturally appropriate systems to better capture the cultural diversity of our people. Within our electrical apprenticeship program, where we do have cultural diversity information available, we are proud to have 2 First Nations apprentices, which represents 5% (2/39) of our apprentice cohort in Australia.



Our RAP

One of our guiding beliefs at KONE is that whilst diversity makes us unique, it is inclusion that makes us powerful. We are developing this Reflect RAP because we believe that a truly inclusive and successful workplace in Australia- one that incorporates and harnesses the power of all voices- First Nations and non-Indigenous- can only exist within the context of a reconciled Australia.

As a leader in our industry and with deep roots across Australia, we believe that we have both a responsibility and much to gain by supporting and advancing reconciliation in our own organisation and beyond. We are firmly committed to walking alongside First Nations peoples to connect, learn and create sustainable opportunities and a more equitable future for all.

Built on the key pillars of respect, relationships and opportunities, key elements of our Reflect RAP which will help us to achieve this include:

- Strengthening our collective understanding and connection to First Nations cultures through education programs and celebration of key events;
- Building relationships with First Nations peoples and elevating their voices within KONE;
- Increasing First Nations representation within our workforce, including within our Apprenticeship program which represents a key early careers pathway program; and
- Wherever possible, partnering with First Nations businesses as suppliers in a meaningful and sustainable way.

Our approach

The launch of our first Reflect RAP is an important step in our reconciliation journey and a key priority for KONE. As with all aspects of our business, the implementation of our RAP will be guided by our organisational values of Care, Customer, Collaboration and Courage.



Care

Care: We will start and end from a place of genuine care. We will seek to create a safe, respectful, and inclusive environment for all people and perspectives, both First Nations and non-Indigenous.



Customer

Customer: We will take a partnership approach. We will seek to listen, learn and work alongside First Nations employees, partners and leaders as part of our reconciliation journey.



Collaboration

Collaboration: We will collaborate as one team to deliver our RAP. We will listen and learn from diverse perspectives and will seek to understand and elevate the voices of First Nations peoples.



Courage

Courage: We will exercise discipline and hold ourselves to account in delivering our reconciliation outcomes. As part of this journey, we commit to honest reflection on how we are progressing, including celebrating successes and learning and adapting our approach where needed.

KONE's RAP has the full support of our executive team, with our People and Communications Director, Laura Watson, as Executive Sponsor. Our RAP progress will be reviewed on a quarterly basis in our Executive Team meetings, with updates provided to our broader employee base through our Townhall forum. To support implementation, our RAP working group will meet on a bi-monthly basis. Comprised of functional and regional/geographic leads, our RAP Working Group will help to ensure that our RAP is implemented in a collaborative and consistent way across our national business.

Our Journey to date

Over the past two years and in parallel to the development of our RAP, we have been focussing on developing awareness and understanding of First Nations cultures and traditions within KONE. This has included education sessions and the creation of an internal guide on the importance of Acknowledging Country, as well as how to conduct these in a meaningful way. Acknowledgements of Country are now considered an integral part of our business and a standard way of beginning all meetings of significance, including our employee Townhalls. On a number of occasions, we have also been honoured to work with Traditional Owners to welcome us to their Country and remind us that every day we live, work and dream on the lands of First Nations people.

We have also used significant events such as NAIDOC Week and National Reconciliation Week to learn about First Nations histories, cultures, and the importance of reconciliation in Australia. As part of these learning experiences, we have worked with First Nations businesses and leaders to build awareness and connection through dance, music, food, and storytelling.



Students at the NASCA Career Fit Expo having a go on KONE's electrical fault finding boards

Our partnerships

In 2023, KONE joined Supply Nation as a corporate member. Our active membership with Supply Nation provides us with the opportunity to diversify our supplier base and build meaningful partnerships with First Nations businesses. A key objective for our business is to build mutually beneficial relationships and contribute to the economic empowerment of First Nations peoples. Our partnership with Supply Nation is an important first step in this regard and we look forward to expanding the base of First Nations' businesses we currently do business with.

KONE has also been a proud supporter of the National Aboriginal Sporting Chance Academy (NASCA). NASCA is a 100% Indigenous-led not-for-profit organisation focused on empowering high school students to reach their full potential. NASCA works in over 30 Academies and provides holistic support to young Aboriginal and Torres Strait Islander people, supporting them on their educational pathway to a self-determined future. KONE's support has focussed on the Airds Academy in Western Sydney and has contributed towards the refurbishment and staffing of the Academy, as well as important cultural experiences for students such as NAIDOC and the Dreamfest Camp. As part of our partnership with NASCA, KONE has also participated in NASCA's CareerFit expo, where our team engaged with Indigenous high school students to showcase and discuss career opportunities with KONE and the broader construction industry. Students were able to participate in a virtual reality elevator simulation as well as test their skills on fault-finding boards, offering them an insight into the work of a lift technician.



KONE employees and their families at our NAIDOC Week event



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local community or sphere of influence.	October 2024	Communications Manager
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024	Communications Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Communications Manager
	• Have RAP Working Group members participate in external NRW events.	27 May - 3 June 2024	HR Program Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024	HR Program Manager
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	March 2024	Managing Director & People & Communications Director
	• Educate all staff on our reconciliation commitment and responsibilities within our RAP.	May 2024	Managing Director & People & Communications Director
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2024	People & Communications Manager
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2025	People & Communications Manager
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	January 2025	People & Communications Manager
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2025	People & Communications Manager

Respect



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2024	Head of HR Programs
	• Conduct a review of cultural learning needs within our organisation.	October 2024	Learning and Development Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2024	Head of HR Programs
	• Display Acknowledgement of Country plaques within reception area of all KONE's national offices	July 2024	Head of HR Programs
	• Invite a Traditional Owner to perform a Welcome to Country at KONE on at least an annual basis.	July 2024	Communications Manager
	• Include an Acknowledgement of Country on all KONE email signature templates.	July 2024	Communications Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2024	Head of HR Programs & Area Leaders
	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024	Head of HR Programs
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Communications Manager
	• Ensure NAIDOC Week is celebrated internally at key KONE offices.	First week in July 2024	Head of HR Programs
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	Head of HR Programs

Opportunities

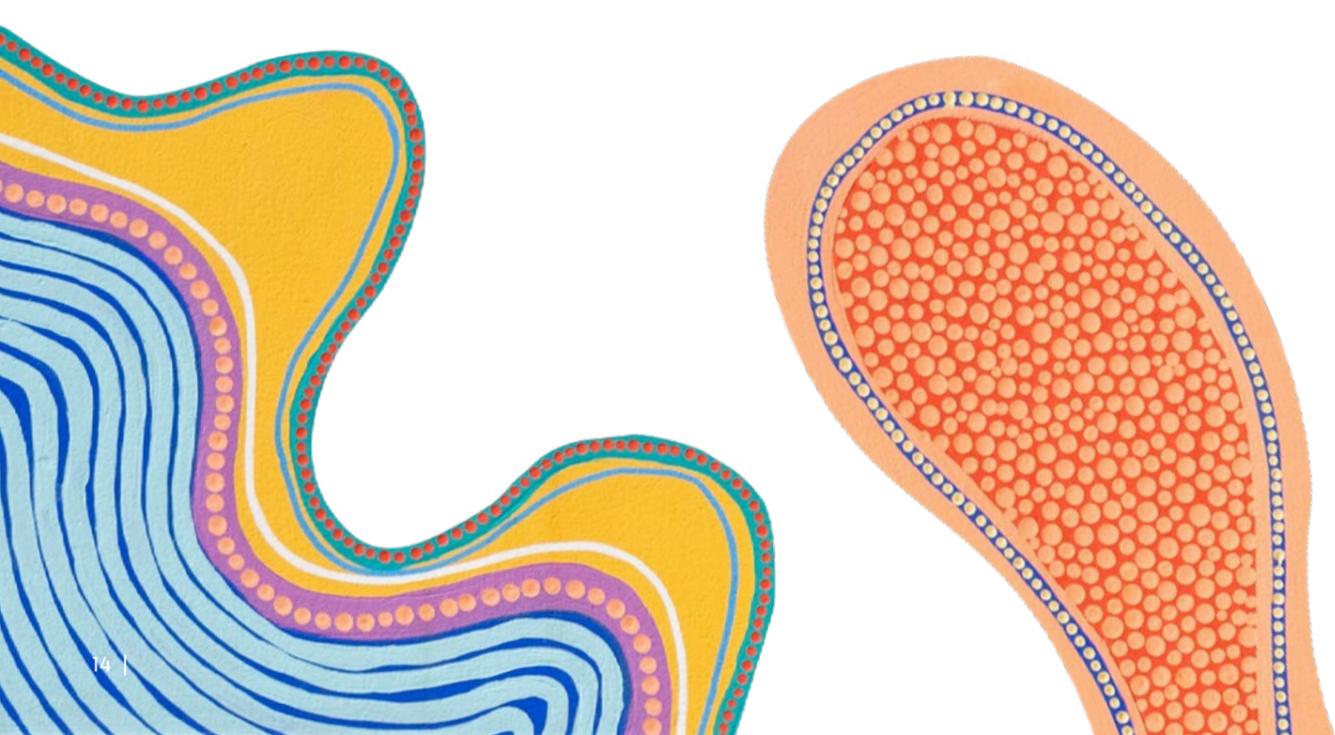


Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2024	Talent Acquisition Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	Talent Acquisition Manager
	• Develop First Nations recruitment strategy.	January 2025	Talent Acquisition Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	July 2024	Head of Procurement
	• Renew Supply Nation membership.	February 2025	Head of Procurement
	• Educate KONE employees with purchasing power on our Supply Nation membership and explore opportunities to engage First Nations suppliers.	August 2024	Head of Procurement

Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	March 2024	Head of HR Programs
	• Draft a Terms of Reference for the RWG.	March 2024	Head of HR Programs
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	October 2024	Head of HR Programs
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	March 2024	Head of HR Programs
	• Engage senior leaders in the delivery of RAP commitments.	April 2024	People & Communications Director
	• Appoint a senior leader to champion our RAP internally.	March 2024	People & Communications Director
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2024	Head of HR Programs
	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Head of HR Programs
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Head of HR Programs
13. Continue our reconciliation journey by developing our next RAP.	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Head of HR Programs
	• Register via Reconciliation Australia's website to begin developing our next RAP.	April 2025	Head of HR Programs





Contact

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