








Our targets and achievements



Our commitments, targets, and performance

Priority area	Material topic	Targets	Achievements 2018	Status
<p data-bbox="138 370 513 435">Respecting our people in everything we do</p> 	<p data-bbox="571 370 954 435">Employee satisfaction, Engagement and Development</p>	<p data-bbox="1018 370 1744 440">2020 Sustained focus on CEO-sponsored Nokia Culture Principles.</p>	<p data-bbox="1868 370 2511 597">In 2018 we continued to measure the favorability of employee perceptions with an anonymous employee survey (CCT). The two CCT target question scores (company direction = 80 percent, culture direction = 79 percent) remain in the green, albeit the average for % favorability for these two CCT target questions was 2% down from 2017. ✓ Assured</p>	 <p data-bbox="2589 508 2728 529">Ongoing - on track</p>
		<p data-bbox="1018 678 1776 813">2020 Nokia to be the employer of choice (in our size) for all of our major hubs in locations around the world and become the best regarded employer in our industry globally.</p>	<p data-bbox="1868 678 2503 1032">Nokia Location Development (LD) is the global program aiming for every location to be recognized locally as Employer of Choice and Hub of Innovation. LD covers location specific improvement actions. Locally, volunteers from each Nokia organization team up as one team to make it happen, The Location Head is the project leader. The program focuses on: Local Attractiveness, Local Best Employee Experience and Engagement, Ensuring One Nokia culture across Business Group and across functions locally.</p>	 <p data-bbox="2589 857 2728 878">Ongoing - on track</p>
		<p data-bbox="1018 1114 1782 1216">2020 Foster the spirit of employee volunteerism across the company and increase their engagement.</p>	<p data-bbox="1868 1114 2497 1370">Guidance to all employees on volunteering is provided through our Volunteering guidelines. In 2018, our employees contributed around 18 500 hours of volunteering in paid working time, significantly up from 7 500 in 2017. In 2019 we look forward to encouraging and supporting more local programs around the world where our employees volunteer.</p>	 <p data-bbox="2589 1279 2728 1300">Ongoing - on track</p>

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<p>Respecting our people in everything we do</p> 	Employee satisfaction, Engagement and Development	<p>2018 Introduction of the renewed Employee Engagement model with increased frequency and depth.</p>	Initiative was cancelled. No new engagement model is going to be introduced.	 Not achieved
	Diversity, inclusion and anti-discrimination	<p>2020 Increasing the percentage of women in leadership by 25 percent (baseline 2016).</p>	<p>In 2018, we had 15.3 percent women in leadership positions, down from the 2016 baseline of 15.5 percent. We continue working, within our five-year gender balance action plan, towards the 2020 target. ✓ Assured</p>	 Ongoing - not on track