

Using Data & Advanced Analytics to Drive Employee and Business Success

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Head of Workforce Analytics

NOKIA



HR Transform
The Future of Work

At Nokia, we create technology that helps the world act together

Global reach

Our technology solutions enable critical networks for communications service providers (CSPs) and enterprises around the world.

Net sales in 2022

EUR 24.9bn

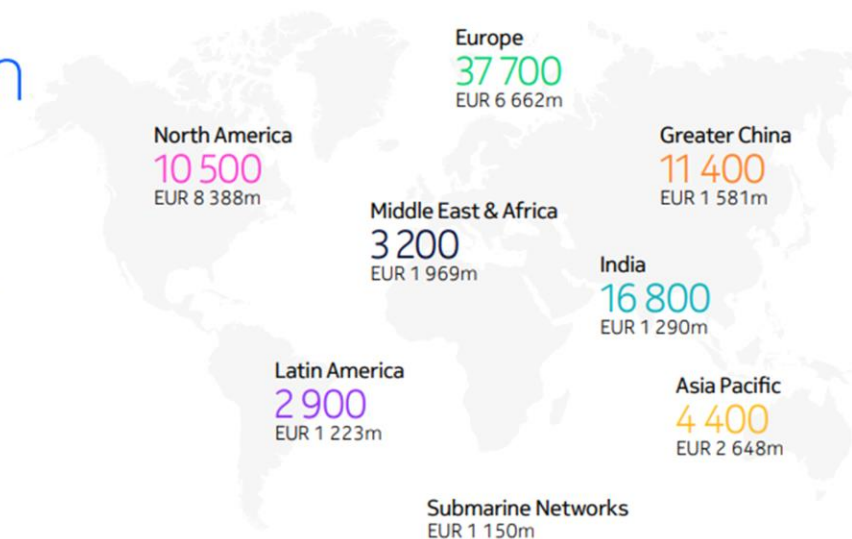
Countries of operation

~130

Average number of employees in 2022

~86 900

Regional split of employees and net sales⁽¹⁾



⁽¹⁾ Regional net sales figures exclude net sales of Submarine Networks business.

Our People Analytics Journey

Continuously Increasing Value ...



2018

OUR START

Unified Data &
Data Visualization



2019

TRACTION
& APPETITE

Analytics Teams &
Client Partnership



2020-2021

ENABLEMENT
& ADOPTION

HR Data Platform
New Use Cases &
Data Literacy



2022+

ACCELERATING
VALUE

ML/AI Platforms
Advance Analytics &
Employee Experience

More Business Focused

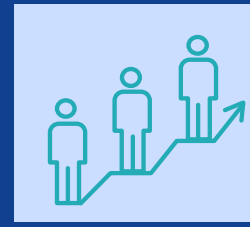


**Workforce Metrics
& Trends**



**Workforce Planning &
Prediction**

More Employee Focused



**Employee Experience
Analytics**

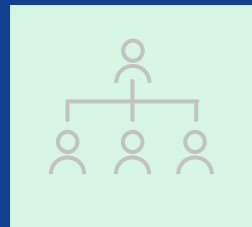


**Learning &
Development**

Our Portfolio:
Reporting & Advanced
Analytics Solutions



Talent Attraction



**Organization
Development**



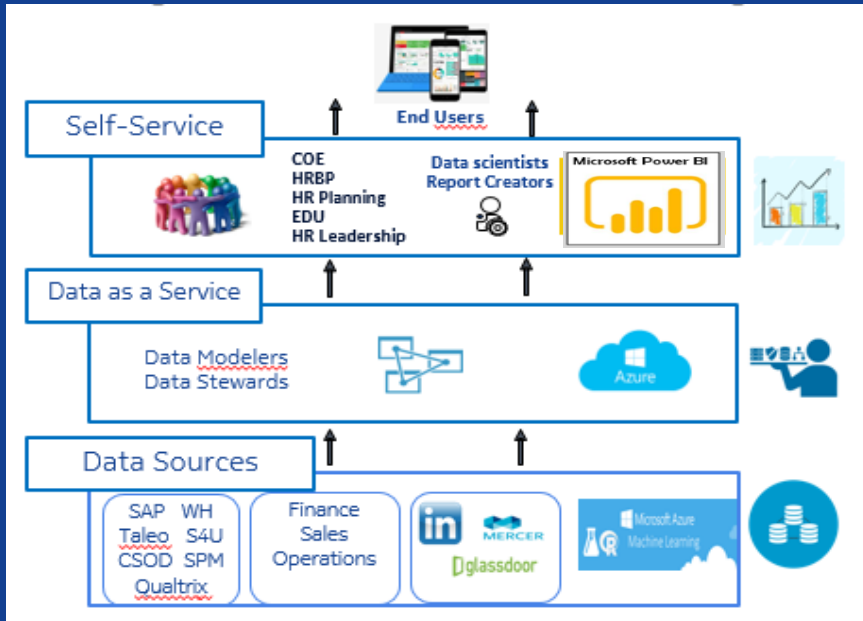
**Listening &
Sentiment**



**Employee Health &
Safety**

Key to Success – Our Integrated Data Platform

HR Analytics Platform – **The Enabling Engine**



Centralize multiple data sources into the HR Analytics Platform (MS Azure). Automate data provisioning for real-time analytics.

The screenshot displays the 'People Manager Dashboard' with the following sections:

- EMPLOYEE CARD:** Find information about individual employees, such as job details, performance and compensation history.
- TEAM PERFORMANCE:** See the performance evolution of your team for direct reports + one level down.
- TEAM COMPENSATION:** Compensation details including base salary, grade, quartile distribution and more for direct reports + one level down.
- FLEXIBLE WORKING:** A list of employees who have applied for Flexible working (not available for all countries).
- ORGANIZATIONAL DETAILS:** Your entire organization displayed together with job and organizational details.
- ORGANIZATIONAL OVERVIEW:** Visualizations for performance, grade and gender distributions for your entire organization.
- RECRUITMENT OVERVIEW:** Display of open requisitions, including drill down to specific details for each.
- TEAM TRAINING:** Your team training, including 2022 mandatory training can be tracked accessing this report.

Stitch and aggregate data seamlessly across multiple tools and data sets. Easy to Customize.



Business Focus:

Workforce Management & Planning

- Current Workforce Views and Trends
- Future Views – Forecasting & Prediction



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CPO Workforce Metrics Dashboard

Robust Dashboard covering Many Key Workforce Metrics & Trends.



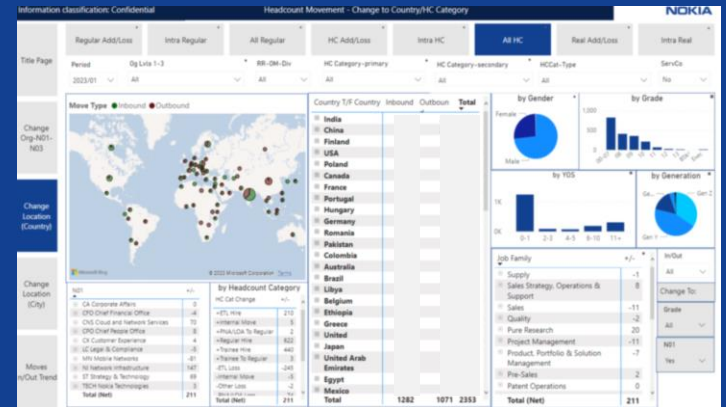
- Headcount volumes
- Demographic distributions (Age, YoS,)
- Hires & Leavers with multiple attributes
- Attrition rates -12 mo. rolling avg. and 3/6/12
- Org Structure and SoC
- Gender Diversity
- Leadership Roles
- International Assignments
- Productivity & Efficiency ratios



Numbers shown are illustrative for presentation use

Total Talent Movement Dashboard

First time view of movement **Inside** the company...



- **Why they are moving:** Job Posting, Mass Re-org, other changes
- **Attributes of the Move** (promo/lateral, Job/role, org,)
- **Attributes of the Mover** (performance, JG, tenure, function, gender)
- **Geographic Mobility** (All Relocations – Internal & External)


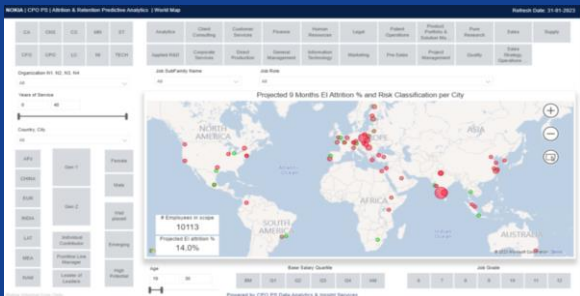
Attrition Risk & Prediction

NOKIA | CPO People Services Analytics | Attrition & Retention Predictive Analytics | Refresh Date: 31-01-2023

Projection based on 31-01-2023 employee data snapshot

Attrition & Retention Predictive Analytics - next 9 months

- Forecasters of employee attrition attrition for next 9 month
- Overview of key factors associated with attrition
- Forecasted attrition predictors with various scenarios
- Prescriptive analytics with interactive What If analysis


- 9 Month rolling Prediction of Attrition Risk
- Deep Employee Group Segmentation: Business Group, Geography, Function, Comp., Gender...
- Identifies Key Influencing Factors
- Includes Risk Mitigation Prescriptions

Aging Diversity Analytics

NOKIA | CPO People Services Analytics | Aging Diversity Analytics (SEA) | Refresh Date: 31-01-2023

Aging Diversity Analytics

The target of Aging Diversity Analytics application is to enable the easy creation of insights regarding the employee age distribution across geographical, organizational and functional dimensions and to identify key areas of consideration pertaining to talent acquisition in order to balance the impacts of foreseen retirement of large groups of employees.



This is the Development version of the application. It may not be fully tested.



- Forecasts Volume of Retirements (1-10 Years out)
- Employee Segmentation: Org, Location, Function/Roles, Level
- Identifies Loss Impact: Competencies, Tenure, Age Diversity, Cost...
- Provides view on Risks and Renewal Planning Opportunities



Employee Focus:

- Employee Experience
- Personal & Professional Growth
- Career Development & Mobility

Nokia People Strategy

Putting our people at the heart of everything we do



Growing together

Nokia people strategy



Leading lights

Nokia people strategy



We belong

Nokia people strategy



Experience is everything

Nokia people strategy



Three interlinked “Growing together” initiatives facilitating career planning, learning, mobility & progression



MyGrowth Portal which uses AI/ML to personalize career and development opportunities based on individual profiles



Skills Profile in which employees define their skills, improving the relevance of the MyGrowth experience.



The Technical Career Path which provides Individual Contributors with direction and support to advance their careers in Nokia.

My Growth Portal: Personalized Job and Development Recommendations

NOKIA HOME OPPORTUNITIES LEARN & DEVELOP TECHNICAL CAREER PATH JOB TRENDS COACHING & MENTORING MY PROFILE ABOUT

Get recommended jobs via email:
Notification type
 Daily
 Weekly [Subscribe](#)

Hello A Long, Welcome to MyGrowth Portal!

Visit also **Hot Jobs**

- Opportunities**
Personalized open position recommendations generated for you by AI/ML algorithms
- Learn & Develop**
Training recommended to develop in your current role or your future desired role
- Technical Career Path**
Defined and visible Technical Growth Path
- Job Trends**
Statistics about overall job trends at Nokia
- Coaching & Mentoring**
Find a coach or mentor in specific domain

MyGrowth Portal statistics since go-live (05.07.2023)

Unique users Last month
+861

30465

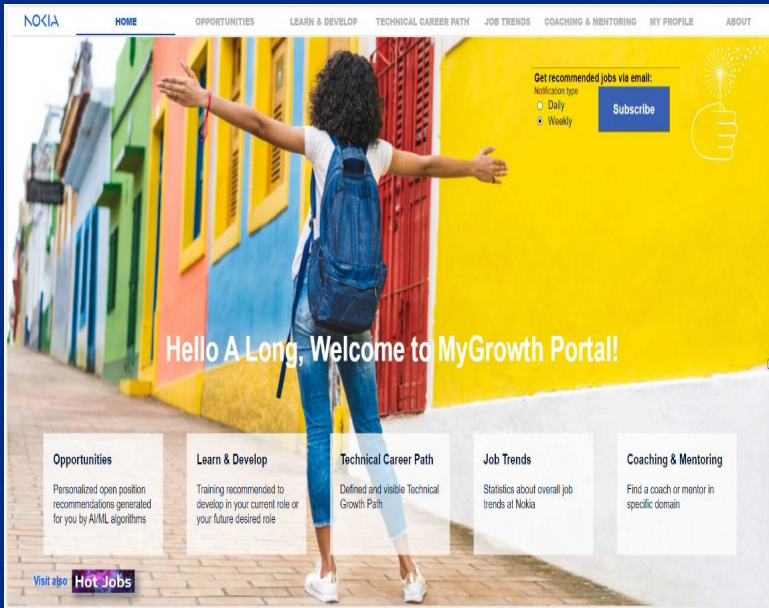
Unique sessions Last month
+16346

266495

Pages visited Last month
+56173

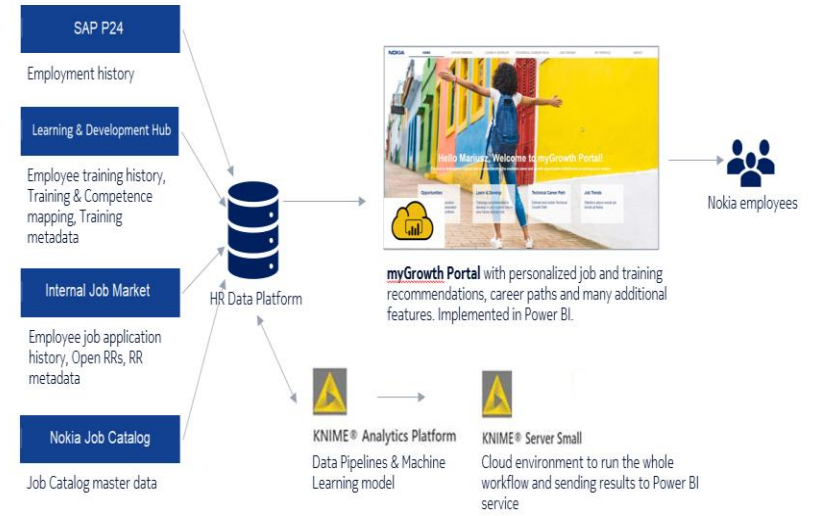
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My Growth Portal: Personalized Job and Development Recommendations



- Robust Recommendation Engine
- Only employees can access their own data
- Automated and updated daily

Interfaces and connections to other systems



- Aggregating millions of data points from sources
- Modeling the data to give intelligent recommendations

Skills Profile: Getting to know the Skills of our Employees better!

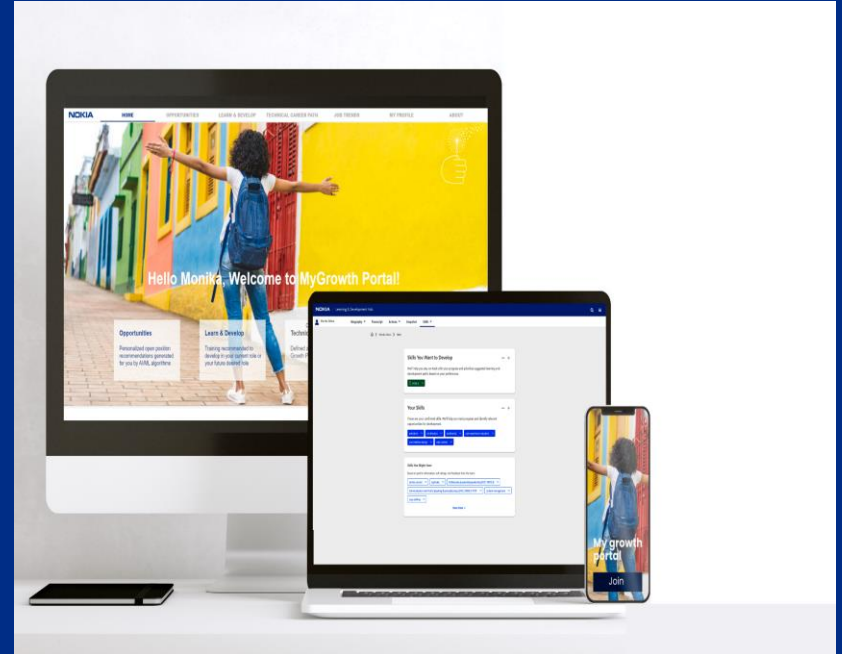
How well do you know your team?



September 2021: Accelerating Total Workforce Readiness

More than 1,300 HR and business executives from 80 countries

Almost 30% of surveyed organizations feel LinkedIn knows more about their employees than they do.



Skills Profile: Getting to know the Skills of our Employees better!

Skills You Might Have

Based on profile information, self-ratings, and feedback from the team.

analysis ... analytics ... big data ...

Builds Effective Teams [Leadership|Leadership] [NCC 10017.3] ...

Business Insight [Leadership|Leadership] [NCC 10001.3] ...

Change Management [Business|Business] [NCC 50003.4] ...

Show More

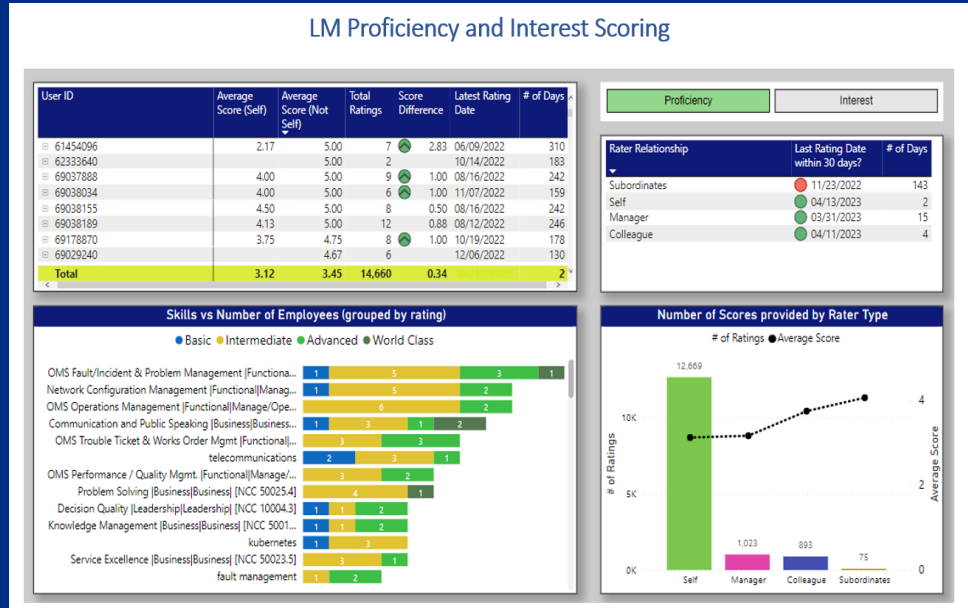
Skills You Want to Develop

We'll help you stay on track with your progress and prioritize suggested learning and development paths based on your preferences.


Choose the skills you wish to develop

We'll help you stay on track with your progress and prioritize suggested learning and development paths based on your preferences.

Develop Skills



Technical Career Path: Enabling Technical Experts and SME's to Advance their Careers!



Start your journey

My aspirations

Grow in my role

Career opportunities

- Job opportunities
- Career inspirational maps
- Frequently Asked Questions

Learn & Develop

Reward & Recognition



NOKIA HOME OPPORTUNITIES LEARN & DEVELOP **TECHNICAL CAREER PATH** JOB TRENDS MY PROFILE ABOUT

Role Descriptions Select role and click 'Go': Applied R&D SW Engineer Go About Career Inspirations: TECHNICAL CAREER PATH PORTAL

Compare Roles Applied R&D SW Engineer typical position moves: Color coding indicates typical moves between organizations:

Role Competences

Career Inspirations

Level	Movements within Applied R&D SW Engineer role						Movements from Applied R&D SW Engineer role to other						
	Software Engineer	Software Integrator Engineer	Local Product Owner	System Specialist Engineer	Testing / Integrator Engineer	System Architect	Chief Architect	Scrum Master	Technical Manager	Technical Project Manager	Verification Project Manager	Verification Architect	Verification Engineer / Expert
Senior Principal													
Principal													
Senior													
Engineer													
Associate													



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Thank You!!

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