-------------------------------------------------------------------------------------------------------------------------- Nokia 2003

**\*{alignment, corporate responsibility, business operations}**

**\*{**strong financial performance, leading market position, responsibility, excellent foundation, extending, responsible business}

\*{product portfolio, expanded, affordable, mobile phones, less developed markets, environmental, social programs, developed, integrated, normal business operations}

\*{strategy, expand, mobile voice, consumer, multimedia consumption, mobilizing, enterprises, new product, launches, handsets business}

\*{aim, increase, penetration, mobile communications, countries, sparse infrastructure, contribute, sustainable growth, demonstrated, global launches, entry-level mobile phones, network infrastructure, Russia, India, Philippines, piloting, unique mobile, technology solution}

\*{UNDP (United Nations Development Program), International Youth Foundation, Pearson, local government, authorities, business community, example, tri-sector cooperation}

\*{commitment, universal access, promotion, social and economic benefits, mobile communications, sponsorship, United Nations’ World Summit, Information Society}

\*{integration, environmental activities, business, training, internal communications, complemented, agreement, WWF (World Wide Fund for Nature)}

\*{involvement, local communities, expanding, youth and life-skills program}

\*{Connection, countries, employee-volunteering program, countries}

\*{world’s leading brands, company reputation}

\*{interest, consumer safety, authorities, media, suppliers, potential dangers, non-original phone batteries, implement, aggressive measures, counterfeit products}

\*{communications, external parties, ranked first, ethical, sustainability research studies, consumer associations, investors}

\*{Dow Jones Sustainability Indexes, ranked first, Global Communications Technology and European Technology}

\*{decision, company structure}

\*{issue, employee communications perspective, new structure, prerequisites, integrate, programs, engage, employee, business, responsible business}

**\*{Stakeholder Cooperation}**

\*{stakeholders, company, customer needs, products}

\*{Stakeholder engagement, chance, listen, translate, expectations, business value}

\*{opportunity, discuss, responsibility, society}

\*{stakeholders, individuals, people, influence, influenced, company}

\*{not limited, consumers, network operators, business associates, suppliers, employees, shareholders, investors, academia, media, non-governmental organizations (NGOs), consumer associations, governments, authorities}

\*{aim, stakeholder dialogue, everyday business, best exchange, information, right information, people, evaluate}

\*{stakeholders, consult, daily operations, business, corporate responsibility, manner, activities}

-------------------------------------------------------------------------------------------------------------------------- Nokia 2004

***\*{business, responsible}***

\*{success, big business, well-being, world}

\*{Global issues, removed, business world, business, world, operate}

\*{Businesses, succeed, societies, fail}

\*{Societies, benefit, success, business}

\*{Open markets, contribute, sustainable development}

**\*{Profitable business, good citizenship}**

\*{successful business, important driver, growth}

\*{Strong profitability, develop, products, services, people, stable employment, create, new jobs, reward, shareholders}

\*{product, strong profits, benefits society, statutory requirements, payment, corporate taxes}

\*{sound financial base, investment, future technologies, new growth markets, business, people, developing countries, benefits, mobile communications, livelihoods}

**\*{Responsible business, drives, performance}**

\*{Strong profitability, invest, ethical and environmental programs, new legislation, manage, risk}

\*{Corporate Responsibility, performance, promotes, strategy, efficiency, supports, strong Nokia reputation, brand}

\*{value creation, profitability, reinforce, strong corporate culture}

**\*{companies, governments, law-makers}**

**\*{**challenge, companies, integrate, uphold, responsible practices, countries, operate, external partners}

\*{companies, govern, laws}

\*{company, work together, parties, value chain, legally compliant, global issues, environment, health, diversity, human rights}

\*{governments, authorities, responsibly, enforce, laws, legislation, business competitiveness}

**\*{Community involvement, core business activities}**

\*{core business activities, investing, community, social and environmental programs, responsibility}

\*{discussion, companies, communities, activities, not legally prescriptive, success}

\*{local activities, employee, volunteering, disaster relief, corporate giving, focus, youth life-skills, education}

**\*{Businesses, maximize, contribution, systematic approach}**

**\*{**discussion, companies, achieve, no real clarity, rise, task}

\*{challenge, companies, pursue, acts, goodness, actions, power, best business sense, produces, concrete, results}

\*{systematic approach, businesses, maximize, contribution}

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\*{responsibly, contribute, sustainable development, strong foundation, economic growth}

\*{Corporate Responsibility arena, successes, self-scrutiny}

\*{Accomplishments, new challenges, acknowledgement, inspection, external audiences}

\*{criticism, feedback}

**\*{availability, affordability, usability}**

\*{Success, high-growth markets, good news, business, people, developing countries, benefits, mobile communications, lives, livelihoods}

\*{new mobile users, fast growing markets, penetration levels, India, Russia, China, Latin American countries, African countries, rise, boost, growth, increase, availability, affordability, usability, mobile communications, markets}

\*{UNICT task force, environment, contribution, universal access}

\*{cost-effective way, inclusive society, people, easy access, information, mobile communications}

\*{stakeholders}

\*{noble ambition}

\*{government side, commitment, change}

\*{regulatory side, competitive markets}

\*{private sector side, people, time, money, developing, appropriate technology, infrastructure, service offerings}

**\*{Investing, people}**

\*{investing, people}

\*{employees, increase, people}

\*{record, financial performance, devices, networks businesses, strong finish, employees, rewarded, connecting People bonus}

\*{invested, individual, group training, people}

**\*{Strengthening, supply-chain, operations}**

\*{supply-chain practices, increased, public scrutiny, parties}

\*{practices, global ethical assessments, labor conditions, suppliers, initiating, assessments, manufacturing operations}

\*{Areas, improvement, corrective actions}

\*{good process, fair, comprehensive audit, develop, swifter, more effective, future response}

**\*{Internal awareness, tighter controls}**

\*{further self-scrutiny, new organization structure}

\*{success, aligning, business, dynamics, changing, operating environment, accompanying, challenge, learning, work together, effectively, new structure}

\*{financial reporting, Sarbanes-Oxley Act, influential piece, legislation, corporate governance, financial disclosure, public accounting}

\*{attention, internal controls, Sarbanes-Oxley, benefit}

\*{existing good practices, responsibilities, internal accountability, reducing, risk, error}

\*{Values, Code of Conduct}

\*{awareness building push, Code of Conduct, translated, languages, explains, ethical and legal standards}

\*{campaign, teams, top management, discuss, controversial issues, context, ethical business standpoint}

**\*{Legal compliance, harmful substances}**

\*{requirements, European Union directive, restriction, hazardous substances (RoHS), target}

\*{research, preparation, internal targets}

\*{shift, RoHS-compliant devices, challenge, industry}

\*{concessions, quality, concerns, quality, balanced, effective replacement solutions, legal time constraints}

**\*{WWF}**

\*{cooperation, WWF, launched, internal awareness building website, conducting, internal employee workshops, topics, environmental angle}

\*{WWF’s hands-on expertise, discussion groups, ability, attract, broad cross-section, participants, external stakeholder seminars, regions}

**\*{Positive impact, Community involvement}**

\*{community involvement, expanded, youth life-skills program, Connection, countries} \*{results, Philippines pilot, Bridgeit}

\*{launched, International Youth Foundation, United Nations Development Programme and Pearson, Bridgeit, uses, mobile technology, interactive, multimedia-learning materials, schools}

\*{successful pilot, new challenge, expand, program, double, schools, replicate, countries}

**\*{Stakeholder recognition, new growth market}**

\*{India, world’s fastest growing economies, Brand of the Year award, Confederation of Indian Industries (CII)}

\*{CII Brand award, financial parameters, 360-degree evaluation, stakeholders}

\*{mobile phone market leader, India, sales, marketing, customer care, research and development sites}

**\*{Dow Jones Sustainability Index}**

\*{increased, transparency, positive developments, environmental and ethical programs, Dow Jones Sustainability Index European Technology, Global Communications Technology categories}

-------------------------------------------------------------------------------------------------------------------------- Nokia 2005

\*{complexity, Corporate Responsibility (CR) issues, environmental, ethical and social principles, central, building, long-term value}

\*{Effective environmental management, cut, waste, reduce, costs}

\*{Responsible labor practices, result, lower absenteeism, labor turnover, higher productivity, creativity, quality}

\*{customers, suppliers, employees, investors, public, issues}

\*{report, channel}

\*{engagement}

\*{Executive Board, updated, Code of Conduct, web-based learning tool, employees, completed}

\*{successful global stakeholder event, focus, improving, internal labour conditions management, industry’s ﬁrst mobile phone, network product, compliant, new EU restrictions, hazardous substances, initiation, mobile phone, microﬁnancing project, Africa}

\*{sourcing work, feedback, suppliers, revise, update, Supplier Requirements}

\*{environmental and ethical sections, new guidelines, introduced, reﬂect, increasing public focus, concerns, substance, waste management, human rights}

\*{sustainability issues, success, business, wellbeing}

\*{core business, mobile communications, development}

\*{correlation, access, low-cost mobile communications, world’s least developed countries, increased economic growth, social networks, quality of life}

\*{core business, private sector activity, tackle, global challenges}

\*{consensus, responsible, values-driven, business sector, global development issues, partnerships, private and public sectors, civil society, complexities, relationships, results}

\*{community involvement projects, technology, products, services, create}

\*{disaster relief, corporate giving, volunteering, work together, governments, corporate partners, non-profit sector, social issues, focus, youth life-skills, education}

\*{commitment, responsible behavior, stakeholders}

\*{environmental and ethical programs, separate, add-on management features}

\*{processes, attitudes}

\*{employees, work responsibly, values, newly updated code of conduct}

\*{Newcomers, team, code, translated, languages, understand, contribution, business}

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\*{integral part, corporate responsibility work}

\*{communications, progress, building trust, reputation, financial community}

\*{produced, corporate responsibility report}

\*{increase, quality, reporting content, raise, awareness, ethical and environmental issues, internally, stakeholders}

\*{journey, producing, annual publication}

\*{dialogue, people, organization, cooperate}

**\*{communications}**

\*{communications}

\*{actions, achievements, internally, external partners}

\*{Group Executive Board, update, Code of Conduct, launched, companywide awareness-building campaign}

\*{e-learning training, discussion platform, launched, employees, reached}

\*{Code of Conduct, employees, translated, languages}

**\*{Stakeholder}**

\*{successful global stakeholder event, participants, countries, civil society, public sector, academia, businesses}

\*{aim, event, Nokia-centric forum, level platform, participants, views, broader issues, societies, operate}

\*{Discussions, multi-sector cooperation, youth, corporate responsibility, mobile communications, development}

\*{initiatives, commitment, publish, study, Mobile Communications, Development, pledge, event}

**\*{EC, integrated product pilot}**

\*{example, external involvement, European Commission’s Integrated Product Policy}

\*{new approach, environmental improvements, new ways, traditional command, control, regulatory measures, authorities}

\*{Commission, companies, pilot, new approach}

\*{suppliers, competitors, customers, recyclers, public authorities, Commission, consumer organizations, NGOs, relevant life-cycle environmental issues, policy tool, issues, steer, environmental improvements effectively}

\*{member, UNICT Taskforce, second World Summit, Information Society, Tunisia}

**\*{RoHS, compliance, sight}**

{people, suppliers, compliance, European Union’s RoHS directive, restricting, potentially harmful substances, product manufacturing}

\*{applies, electric and electronics equipment, market}

\*{launched, fully-compliant products, Nokia 5140i, first RoHS-compliant mobile device, market, Nokia FlexiHopper Plus microwave radio, industry’s ﬁrst mobile network products, compliant, RoHS, lead-free manufacturing capability, volume deliveries}

**\*{Takeback, recycling}**

\*{takeback, recycling, Nokia’s strategic aim, available and accessible takeback channels, customers}

\*{visibility, awareness, issue, business}

\*{governments, industry groups, retailers, consumers, every region approach, differently}

\*{Europe, focus, European Union’s new Waste Electrical and Electronic Equipment directive, North America, China, piloting, new local initiatives, awareness, increase, takeback avenues, volumes}

\*{Activities, US, E-bay’s Rethink, recovery program, retired handsets, no cost, customer, Earth Day internal awareness-building event, Nokia Experience Centers, major Nokia sites, North America, takeback collection bins, location, government ofﬁces, Texas, Florida, New Jersey}

\*{China, launched, Green Box Take-back Scheme, cooperation, largest customer, largest competitor, mobile phone, accessories takeback system}

\*{largest market, mobile subscribers, effective end-of-life treatment practices}

\*{new project, effective takeback model, China, raised, national awareness, issue, major mobile phone manufacturers, joined, scheme}

**\*{WWF}**

\*{environmental work, successful completion, cooperation agreement, WWF}

\*{agreement, aimed, employees, web-based application, raising, environmental awareness, business case projects, workshops, voluntary activities, joint stakeholder seminars, organization}

**\*{New supplier requirements}**

\*{suppliers, extension, business}

\*{relationships, suppliers, regular communications, supplier assessments, improvements}

\*{revising, Nokia Supplier Requirements}

\*{New requirements, communicated, reﬂect, environmental issues, ethics, health, safety, labor conditions, supply-chain}

\*{new version, aim, position, issues, day-to-day business practices}

\*{participation, supply-chain working group, Global e-sustainability initiative, supporting, aims, promote, good conduct, develop tools, management practices, processes, systems, assist, members, CR-related supply-chain issues}

**\*{community}**

\*{mobile subscribers}

\*{galloping pace, technology, positive impacts, society, developing markets, Asia, Middle East, Africa}

\*{mobile communications, cost-effective way, achieve, inclusive world, people, voice, access, social networks, chance, participate, economic systems}

**\*{Building, bridges}**

**\*{**core mobile phone business, Bridgeit, community involvement programs, benefits, information, communications technologies, developing world}

\*{program, successfully piloted, Philippines, mobile technology, multimedia educational content, school children, existing schools}

\*{discussions, countries, Sub-Saharan Africa, Asia, Latin America, replication, program, flexible platform, focuses, local ownership, teacher training, tailored content, multiple languages, content formats}

**\*{Microfinancing villages}**

**\*{**Grameen Foundation USA, affordable mobile communications access, rural villages, developing countries, microfinance}

\*{initiative, tailor, booster antenna solution, villages, regular coverage, Grameen’s successful microfinancing model, women, self-sustaining businesses}

\*{Village Phone program, new villages, Uganda, Rwanda}

\*{community involvement activities, local needs, societal outcomes}

\*{commissioned, study, Uganda, research, socio-economic impact, microfinancing program, challenges, affordability, poverty alleviation, implications, health, employment, education, local communities}

\*{planning, microfinance components, long-term support program, communities, Indonesia, India, Thailand, Sri Lanka, Tsunami disaster}

**\*{Disaster relief}**

\*{Natural disasters, impact}

\*{South Asian tsunami, Pakistan earthquake, US hurricane relief efforts, Nokia, support, long-term rebuilding efforts}

\*{short-term disaster relief aid, events, respects, limited capacity, affected regions, utilize, funds}

\*{products, volunteering support, Aid organizations, countries, short-term relief, expired, efforts, long-term support, support, recovery}.

\*{recognition, employees, contributions, volunteering, donations, products, money, disaster relief, causes}

\*{Hands-on volunteering activities, countries, countries}

\*{employee time-off policy, internal tracking tool, introduced, employees, connect, communities, report, progress}

\*{increase, corporate responsibility activities, issues, programs, developing, processes, adjunct activities, removed, day-to-day work}

\*{successfully embedding sustainability thinking, every business decision}

\*{next challenge, execute, effectively communicate, successes, framework, people, organization, cooperate}

-------------------------------------------------------------------------------------------------------------------------- Nokia 2006

\*{growth, evolution}

\*{Corporate Responsibility Report, details, managed, dynamic period, responsible manner, business decisions, stakeholders' well-being}

\*{market leader, global industry, lives, people, recognize, duty, act responsibly}

\*{commitment, aligned, strategic direction, focuses, human approach, technology}

\*{International dialogue, responsible business practices, people's purchasing decisions, ethical and economic considerations}

\*{accountability, individuals, societies, integrate, ethical and ecologically sound practices, value chain}

\*{expansion, new and established markets, record, net sales, record, mobile device volumes}

\*{increased, leading share, global device market}

\*{company, sustainable profit base, business, good corporate citizen}

\*{Growth, evolution}

\*{acquisition activity, purchase, companies, Loudeye, Intellisync, Gate5, enhance, products, business, music, navigation services}

\*{changes, increase, Nokia community, employees, nationalities}

\*{multicultural workforce, diversity, inclusion efforts}

\*{growth, evolution, foundations, new networks company, Nokia Siemens Networks, owned, Siemens}

\*{alliance, result, competitive portfolio, mobile, fixed needs, customers, converging, telecommunications market}

\*{Enhanced communications}

\*{improvements, targeted}

\*{internal Code of Conduct campaign, target, achieving, total employee awareness, understanding}

\*{commitment, campaign}

\*{Employee feedback, e-learning experience, spoke positively, training, providing, concrete examples, work practices}

\*{need, communication, suppliers, ethical and social issues}

\*{area, updated version, Nokia Supplier Requirements, supportive, constructive set of guidelines, communicates, suppliers, views, responsible production operations}

\*{improving, energy efficiency, area, progress, operations, products, integrating, climate impacting considerations, business strategy}

\*{address, key environmental impacts, products, stage, lifecycle}

\*{New opportunities}

\*{telecommunications, supports, sustainable development, technology}

\*{understanding, mobile telephony's impact, studies, emerging markets}

\*{results, positive, research, needs, living, rural, remote areas}

\*{accessibility, social responsibility strategy, mainstream business}

\*{population lives, disability, products, benefit, people, research, new accessibility solutions, needs, communities, projected mobile device products, launched}

\*{engagement activities, joining, European Union's Corporate Social Responsibility Alliance initiative}

\*{forum, gain, new insights, sharing, practices, others, industry}

\*{progress}

\*{reach, mobility, potential, positive change}

\*{understanding, determination, employees, potential, reality}

-------------------------------------------------------------------------------------------------------------------------- Nokia 2007

\*{experienced, change, business, markets, technologies, applications}

\*{position, global leader, mobile communications, developed, ambition, social, environmental and economic benefits, people}

\*{new organizational structure, introduced, services, music, navigation}

\*{creation, Nokia Siemens Networks, aimed, strengthening, infrastructure business}

\*{vision, everyone, connected, mobile subscriptions}

\*{strategy, growth, convergence, mobile, internet technologies}

\*{business, benefit, people, communities, environment}

\*{aimed, business responsibly, reducing, environmental impact}

\*{membership, FTSE4Good, Dow Jones Sustainability Indices}

\*{opportunities, challenges}

\*{access, communications, vision}

\*{mobile technology, positive contribution, societies, connecting, people, opportunities}

\*{investing, research, developing countries, opportunities}

\*{environmental responsibility, opportunity, constraint, people, sustainable choices, reducing, environmental "footprint", products, operations}

\*{environmental impact, industry, energy efficiency}

\*{early action, climate change, Nokia's direct CO2 emissions, contribution, climate change, energy, products use}

\*{progress, reducing, energy lost, charger, device, charged}

\*{first mobile manufacturer, introduce, devices, people, unplug, chargers, not charging}

\*{multiplied, people, devices, potential}

\*{energy, saved, phone users, unplugging, chargers, power, European homes}

\*{initiated, work, suppliers, energy efficiency targets, environmental supplier requirements}

\*{assess, develop, environmental, labor, social conditions, supply chain}

\*{contribution, impact, industry}

\*{member, ICT industry's Global e-Sustainability Initiative (GeSI), extended, partnership, global conservation organization WWF, external activities}

\*{objectives, ethical manner, reviewed, core values}

\*{Values, employees, Nokia Way Jam, online discussion, debate, values, business strategy}

\*{Nokia Siemens Networks employees, training, understand, Code of Conduct}

\*{employees, Nokia Siemens Networks, training, Nokia Siemens Networks, employees}

\*{Corporate Responsibility (CR), specialist subject of interest, interest groups, consumers, investors, suppliers, customers, course employees}

\*{plans, integrate, CR}

\*{incorporate, CR data, Form 20-F}

\*{challenges, rapidly-changing world, progress, pursuing, strategy, responsible leader, industry}

\*{Society, task, progress, social, economic and environmental issues}

\*{benefits, mobile technology, people, values}

-------------------------------------------------------------------------------------------------------------------------- Nokia 2009

\*{sustainability}

\*{business strategy, operations, people, use, phone, mobility, sustainable lifestyle}

\*{examples, work, sustainability}

\*{improve, accessibility, education, data gathering, materials management, product energy efficiency, environmental services, available, mobile devices}

\*{improvements, operations, packaging, logistics, supply chain management}

\*{information, communication technologies, economic growth, opportunities, cut, greenhouse gas emissions, global warming}

\*{potential, mobility, sustainability}

\*{challenges, global recession, changes, mobile industry}

\*{increasing, consumer interest, features, innovations, software}

\*{rebuild, R&D organization, new ways}

\*{voluntary measures, reducing, personnel-related costs, need, involuntary layoffs}

\*{cooperation, employees, programs, reductions, involuntary}

\*{positive note, favorable rating, Dow Jones Sustainability Indexes, World Technology Supersector Leader}

\*{ranked No. 1, sustainability, global technology sector, corporate sustainability analysis}

\*{track record, sustainability, business}

\*{evaluate, use of water, materials, carbon dioxide emissions, supply chain}

\*{broadened, environmental focus areas, water, biodiversity issues, growing, importance}

\*{reducing, environmental impact, devices, operations}

\*{reduced, average no-load energy consumption, chargers}

\*{chargers, reduction}

\*{created, climate strategy, products, services, operations, facilities, reduction, CO2 emissions}

\*{reduced, facilities’ CO2 emissions, levels}

\*{reached, energy savings target, set, reach}

\*{progress, waste utilization, efforts, reduce, water use, air travel}

\*{achievements, reduction programs, slowdown, business activities, impact}

\*{increase, purchases, electricity, renewable sources, countries, manufacture, products}

\*{availability, renewable electricity, countries, expanding slowly}

\*{process of developing, guidance, requirements, Global Reporting Initiative (GRI), UN Global Compact, reporting guidelines}

\*{views, sustainability performance}

-------------------------------------------------------------------------------------------------------------------------- Nokia 2010

\*{new president, shares, commitment, sustainability principles, global business leader, global citizen}

\*{provides, insight, perspective, sustainability}

\*{sustainability}

\*{Sustainability, operate, design products, way, deliver services}

\*{connecting, people, phones, leadership calls, responsibility}

\*{sustainability, trend, conduct, business, means, sustainable development, supporting, sustainable societies, people, sustainable choices}

\*{managing, economic, environmental and social issues}

\*{Incorporating, sustainability, strategy, targets, minimizing, negative impact, maximizing, positive impact, aim, leader, education, health, livelihood, environment, present global sustainability challenges, solution, business, strategic social investments, focus, mobile technologies}

\*{broader, macro trends, influence, sustainability priorities}

\*{societies, challenging economic situations, adverse market conditions, limit, individual’s ability, access, information}

\*{access, communication , information, privilege}

\*{democratizing effect, mobile communications, Internet, information and communication technologies (ict), strengthen, public life, role of citizens, mobile devices, services, advance, democratization of information}

\*{sustainability support, strategy}

\*{mission, focused, connecting, people}

\*{new strategy, commitment, connect, people, internet}

\*{world’s population lives, mobile networks range, world’s population, access, wealth of information available, internet}

\*{business objectives, delivering, new technologies, proxy browsers, SmS services, people, first connection, Internet}

\*{effort, people, reach, information, improve, livelihoods, sustainable lifestyles}

\*{achievements}

\*{strides, sustainability}

\*{exceeded, climate targets, reduction, facilities’ co2 emissions, energy savings, buildings, reduction, power, device chargers}

\*{industry, use of sustainable materials, recycled metals, bio-plastics, bio-paints}

\*{premium smartphones, launched, environmentally-friendly products, date}

\*{guide, contributions , rating cell phones, health, environment, social attributes}

\*{first phones, products}

\*{human rights approach, united Nations, international human Rights principles, human rights impact assessments}

\*{develop, metrics, measure, performance, development, area}

\*{global technology Supersector leader, Dow Jones Sustainability indexes}

\*{rated highly, sustainability efforts, international rankings}

\*{challenges, expectations, targets, sustainability, matters}

\*{challenges, green energy}

\*{progress, sourcing electricity, renewable sources}

\*{leading companies, ethical sourcing, joint industry initiatives, industry bodies, conflict minerals, slowness}

\*{progress, third-party smelter audits, companies, supply chain}

\*{goals, challenges}

\*{new business strategy, new path, focused, growing, expanding, business}

\*{new strategy, rebalance, workforce}

\*{goal, implement, new strategy, little adverse impact, job reductions, negatively affect, people, communities}

\*{responsibility, care, people, impact, creating, extensive support program}

\*{employees’ role, delivering, sustainability goals}

\*{sustainability, embedded, sustainability, embedded, communities}

\*{employee, change, not change}

\*{received, responses, suggestions, change}

\*{employees, not change}

\*{sustainability, value, employees live}

-------------------------------------------------------------------------------------------------------------------------- Nokia 2011

\*{shift, embarking, new strategy, sea change, mobile industry, intent, capitalize, challenges}

\*{change, commitment, sustainability}

\*{strengthened, new strategy, evidence, progress}

\*{NEW STRATEGY}

\*{strategy, main areas}

\*{partnering, Microsoft, deliver, industry-leading smartphones, Windows Phone operating system}

\*{labors, launch}

\*{new phones, strict environmental requirements}

\*{aim, connect, Internet, information, consumers, limited economic means, benefits, mobile communications}

\*{lines, smartphone, feature phone, people, phones}

\*{launched, Asha range of devices, consumers, smartphone-like features, developed markets, touch screens, QWERTY keyboards, games, lower price points}

\*{augmented, Asha line, launches}

\*{call, future disruptions, technology, business, process areas, influence, industry}

\*{invest, areas, positioned, leader, next era, computing innovation, competition}

\*{SUSTAINABILITY, FOCUS}

\*{sustainability point, pillars, achieve, goal, sustainable mobile products, devices, incorporate, environmental and social practices, people, improve, lives}

\*{connect}

\*{access, communication, information, not privilege}

\*{Mobile communications technology, power, strengthen, public life, role of citizens, democratize, information}

\*{ethos, employees, examples, display}

\*{South Africa, achievements, Nokia Mobile Mathematics, free-of-charge service, mobile device, text, exercise book}

\*{Students, access, theory, database of exercises, solutions, competitions}

\*{students, service, improvement, grades, teachers, understanding, pupils’ strong and weak points}

\*{students, benefited, solution, plans, double, reach, students}

\*{environmental sustainability, governments, multinational companies}

\*{United Nations Environment Programme, electronic waste, generated, E-waste, waste stream}

\*{Kenya, commissioned, report, showed, citizens, mobile phones, recycled, recycle, old mobile phones}

\*{campaign, awareness, mobile recycling, advertising, press conferences, outreach, bloggers, citizens}

\*{Surveys, greenest brand, Kenya}

\*{global effort, operates, world’s largest voluntary take-back program, old mobile devices, collection points, countries}

\*{all brands of phones, collected, recyclers, recycled, sustainable manner}

\*{mobile phones, materials, recovered, reused, materials, generate, energy, recycling process}

\*{sustainability}

\*{strategy announcement, announced, planned changes, operations, impact, personnel}

\*{creation, Bridge program, aims, support, employees, tough times, focusing, areas}

\*{re-employment, employees, change, strategy}

\*{local communities, operations, changed}

\*{long-term, create, value, society}

\*{Bridge, possibilities, traditional individual re-employment support, investments, entrepreneurship, re-training, innovation, fuel, new growth, communities impacted}

\*{priority, reemployment, employees, company, promoting, creation, new businesses}

\*{Denmark, Bridge, creation, start-ups, announcement, close, facilities, number, growing}

\*{CHALLENGES}

\*{examples, cases, report}

\*{stress, change}

\*{transition, progress, versus, strategy, operating, competitive industry, flux}

\*{sustainability, challenges}

\*{direction, suppliers, performance, comprehensive set, Supplier Requirements, environmental and social performance}

\*{renewable energy market, developed slowly}

\*{progress, installing, fuel cells, facility, Sunnyvale, U.S, small biofuel station, Chennai, India}

\*{purchased, green electricity, renewable electricity share, reduced, CO₂ emissions}

\*{employees, improve people’s lives}

\*{areas, scratched, surface}

\*{scale, challenge, motivates, progress, good news, future}

---------------------------------------------------------------------------------------------------------------------------Nokia 2012

\*{passionate, good work, people, communities, planet}

\*{purpose, share, company, runs, DNA, guides, daily actions}

\*{connecting, people, voice calls, information, internet, people, sense, world, connected, devices, services}

\*{created, beautifully designed, feature phones, battery life, Asha smartphones, save, data costs, flagship, Lumia 920 smartphone, imaging capabilities, mapping, navigation services, enrich, location-based experience}

\*{differentiation, personal experiences, raise, bar, consumers, expect, mobile device}

\*{efforts, environment, business decisions}

\*{production materials, labor policies, packaging, applications, services, prioritizing, sustainability, daily work}

\*{business}

\*{ethos, extends, work, people, communities, planet}

\*{PEOPLE}

\*{transition, focused, strategy, steps, workforce, new way, working}

\*{changes, reductions, employee numbers, site closures}

\*{challenges, commitment, responsible employer}

\*{invited, employees, impacted, restructuring, join, Bridge Program, start, new careers, develop, new skills, continued education}

\*{start, company, grants}

\*{new businesses, created, result, Bridge Program, success}

\*{strategy, collocate, resources, align, sites, suppliers, difficult decisions, closure, Salo factory, Finland}

\*{Salo, site, heritage, research-and-development teams, flourish, bringing, critical technologies, products, life}

\*{operates, seven production facilities, worldwide, locations, working conditions, treatment, employees, world-class}

\*{people, working, suppliers, way, complex supply chain, treated, dignity, respect}

\*{COMMUNITIES}

\*{products, end, market}

\*{choice, geographic, personal constraints, launched, products, demonstrated, goal}

\*{strategy, connect, people, internet, newcomers, appear, grid, empower, citizens, digital economy}

\*{access, learning, knowledge, devices, opportunities, self-improvement, resources, provide, families, serve, communities}

\*{Internet access, mobile phone, provides, opportunities, digital newcomers, engage, social media, create, personal content, share, networks}

\*{free flow, ideas, personal expression, innovation}

\*{digital newcomers, online privacy, security}

\*{UNICEF, formed, partnership, educate, people, safe online}

\*{project, focused, children, teens, South Africa, Kenya, Zambia}

\*{expand, Nokia Life, SMS-based information service, people, decisions, health, education, agriculture, entertainment}

\*{launched, Nokia Life, reached, people, China, India, Indonesia, Nigeria, expansion, Kenya}

\*{Nokia Life+, cloud-based counterpart, launched, reaches, countries}

\*{products, usable, people}

\*{strides, advancing, ease, access, mobile devices, Lumia smartphones, hearing, vision, dexterity impairments}

\*{PLANET}

\*{good work, communities, responsible environmental advocate, impacts, product making}

\*{introduced, bio-plastics, recycled metals, environmental innovations, Lumia smartphones}

\*{commitment, minimize, adverse environmental effects, result, operations, production, usage, products}

\*{assess, environmental impact, products, lifecycle, initial sourcing, materials, manufacturing, packaging, transportation, product use, individual consumers}

\*{impact, end, product’s life, encourage, recycling}

\*{energy-efficiency, safe materials, reducing, electronic waste}

\*{extends, consumer, lead, sustainable lifestyle, use, technology, applications}

\*{work, location-based services}

\*{united, location, mapping, navigation, new brand, HERE}

\*{HERE Transport application, United States, HERE Transit, public transportation application, Lumia smartphones, people, reduce, environmental footprint, selecting, efficient travel option, bus, train, cities, countries}

\*{drivers, same principle, applies, HERE Drive, complementary application, choose, efficient route, save, costs, gas, reduce, C0**2** emissions}

\*{focused, reducing, energy, greenhouse gas emissions, operations}

\*{electricity, renewable sources, generated, site, purchased, record year}

\*{consume, energy, product, produced, address}

\*{factories, reduced, waste, waste utilization efforts, reuse, recycle, byproducts, feat, manufacturing teams}

\*{Sustainability, thread, impacts, people, communities, planet}

\*{passionate}

\*{accomplished, strive}

---------------------------------------------------------------------------------------------------------------------------Nokia 2013

\*{two major transactions, transformed}

\*{owner, Networks business, NSN}

\*{divested, mobile devices business, emerged, household name}

\*{transaction, completed}

\*{focus, technologies, future, three strong businesses, Networks, network infrastructure software, hardware, services, HERE, provides, location intelligence, Technologies, advanced technology development, licensing}

\*{changing}

\*{new, not changing}

\*{create, value, people, planet, long time}

\*{responsible, everything}

\*{creating, shaping, technologies, lives}

\*{technology, solution, global challenges}

\*{mobile technol­ogy, provide, access, learning, materials, hard-to-reach areas}

\*{collecting, sending, real-time data, prevent diseases, mapping, water points, water-scarce areas}

\*{Internet, people, access, desktop computer}

\*{connecting people, mobile communications, people, world}

\*{experience, connecting, people, new world, technology, impact, lives}

\*{connected devices, converge, intelligent and programmable systems, potential, improve, lives, areas, time, availability, transportation, resource consumption, learning, work, health, wellness}

\*{three businesses, position, world’s largest software companies, goal, leader, technologies, world, everybody, everything, connected}

\*{behave, responsible business, guided, same principles, dear, long time, Valuing, people, everything, green, clean, Unleashing, potential, technology, good, Making, change}

\*{actions}

\*{performance, principles}

\*{achievements, challenges}

\*{progress, sustainability, targets, external recognition, received, perfor­mance}

\*{highlights, improving, performance, environmental measures, value chain, progress, matters, occupational health and safety, improved, accessibility, features, devices, partners, improve, access, education}

\*{Devices & Services business, transfer, Microsoft, engage, employees, information, irrespective, location, role, company}

\*{annual internal survey, employees, socially and environmentally responsible}

\*{company, transformation}

\*{run, business}