



Diversity means **better** business

Enhancing diversity in the workforce is critical to securing long-term success in Stora Enso.

By maximising the talent and expertise pool that Stora Enso can draw on, the Group will become more innovative and flexible as an organisation. Diversity also strengthens the recruitment base in general. In today's world of global markets and rapid change, too homogenous a structure can easily become a liability.

Senior management is responsible for fostering and supporting diversity in the Group as a whole. Divisional and unit management are responsible for diversity at the local level. Addressing diversity in everyday work is the responsibility of everyone.

Leveraging diversity

To promote diversity management in Stora Enso, mapping internal best practices, the internal commitment

to non-discrimination, and diversity by nationality and gender has started.

The results of the first questionnaire indicate that most units consider equal opportunity issues when recruiting, but that specific procedures or practices are not in place. Equal opportunities are considered in internal operations; and a structured approach exists in 30% of surveyed units.

Stora Enso units in the United States have implemented an Equal Employment Opportunity/Affirmative Action Program based on federal legislation since 1968. All managers are trained in this area, and diversity workshops are arranged for all employees. Workshops also cover harassment issues.

A critical issue

Diversity is seen as critical at Stora Enso to achieving the Group's mission and vision, and to living up to the Group's values. We recognise diversity as a strength and see it as a vital element for a more dynamic organisation. Discrimination against any employee in respect of race, ethnic background, gender, disability, sexual orientation, religion, political opinion, maternity, social origin, or similar is strictly prohibited.



There is still great room for improving the representation of non-Nordic people and women at higher management levels in Stora Enso.

Internal communications tools will be used to promote the Group's internal commitment to non-discrimination. Diversity will also be integrated into employee surveys and leadership training.

A Group-wide monitoring system is under development to increase gender and nationality diversity and to supplement existing information gathered on education, age, and gender by country. ■

Diversity will

- Improve Stora Enso's talent and expertise pool.
- Secure access to a wider and more varied customer, supplier, and investor base.
- Foster innovation, creativity, and flexibility.
- Enhance the Group's ability to change and challenge the status quo.

Indicators

Age distribution in Stora Enso in 2002

<20	0.59%
21-30	11.39%
31-40	27.75%
41-50	32.37%
51-60	25.54%
>60	2.36%

Gender

Female	19%
Male	81%

Women in management

Board	0%
Management Group	0%
Divisional management teams	5%
Unit management teams	14%