

Diversity is a **means** to an end



The network for Women in Stora Enso (WISE) had its first meeting in January 2004. One of the most important tasks of the network is to follow up how the WISE action plan has been realised.

Diversity at Stora Enso is seen as one tool among others to foster better management. Stora Enso's senior management is responsible for fostering and supporting diversity in the Group as whole, with divisional and unit management responsible for diversity at the local level. However, addressing diversity issues in everyday work is everyone's responsibility. For two years gender has been a priority area in Stora Enso's diversity work.

Stora Enso has collected statistics on gender diversity as part of the Women in Stora Enso (WISE) project. Important indicators include gender distribution, representation of women in management and in recruitment (male/female ratios in permanent hires, permanent hires at university degree level, and temporary contracts).

One very encouraging statistic related to gender diversity shows that the proportion of women among personnel recruited on a permanent basis at degree level has risen as high as 33% in 2003 and 38% in 2004. There are also positive trends further up the hierarchy, as in 2004 around 26% of all participants in the Stora Enso Manager Programmes (SEMP) were women. During 2003 the proportion of women among personnel identified in management audits as early career talents has increased from 20% to 28%.

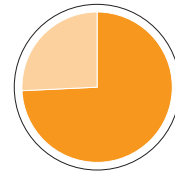
The WISE network at work

One significant WISE action taken by Stora Enso was the establishment of a network of 20–25 female managers. A kick-off meeting for the network was organised in January 2004, followed by a three-day session in February and a further meeting in November.

The WISE women agreed on the following aims for their network:

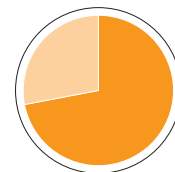
- to support diversity and improved gender issues within Stora Enso;
- to act as ambassadors locally by sharing information and giving support;
- to share best practice on equal opportunities;
- to support the career development of other participants;
- to monitor the implementation of the WISE action plan.

Stora Enso Management Programme participants



● Male74%
 ● Female.....26%
 Total 73

Management Audit: Early Career Talents



● Male72%
 ● Female.....28%
 Total 355

▶ Read more about Stora Enso's Human Resources management and Competence Development Programmes in this year's Company Report on at www.storaenso.com/2004/company.

WISE Step by step

- An internal study on Women in Stora Enso (WISE) was conducted in autumn 2002 to identify possible obstacles or hindrances affecting women's careers.
- The WISE action plan was approved by the Executive Management Group in 2003, setting out stances on recruitment procedures, career paths and the need to make women more visible and to help employees balance their work and personal life.
- The WISE project, which was initiated in 2003 as a consequence of the action plan, focuses on promoting women's careers in Stora Enso, starting with actions related to a network of the top twenty females in the Group.
- A concrete action plan for cascading these actions down to divisional and unit level is under preparation, and will be finalised in early 2005. The objective of the action plan is that every unit in Stora Enso should have a systematic and efficient approach to gender diversity in place. The members of the WISE network have given their input to the overall plan, and will also comment on the forthcoming proposals.
- During 2004 Stora Enso has participated in two gender diversity benchmark studies. According to these benchmark studies, the majority of the companies involved had addressed gender diversity on a policy level without a separate action plan. Stora Enso's gender diversity initiative with committed management, an agreed action plan, and a working gender network represented good overall performance.

Diversity statistics

For the third year in a row Stora Enso has collected statistics related to diversity. Age structure, employee structure by country, personnel turnover (%) and training days per employee have been reported as part of sustainability reporting. Patterns in the educational background of employees have been reported in Stora Enso's Annual Report under Human Resources management.

Almost a third of Stora Enso's workforce fall within the age group 41–50, and more than a quarter are aged 31–40. The third largest age group is 51–60. Nationality ratios have not changed much over the last three years. The proportion of all Stora Enso employees working in Russia has risen considerably, reflecting where the Group has recently been expanding its activities.

Employee distribution by country

	2002	2003	2004	%
Finland	14 676	14 479	13 820	31
Sweden	9 187	9 068	8 848	20
Germany	4 761	4 785	4 734	11
USA	5 731	5 182	4 644	11
Russia	581	741	1 710	4
Austria	1 189	1 226	1 261	3
France	1 333	1 312	1 260	3
Estonia	132	1 140	970	2
Netherlands	858	829	954	2
China	816	811	849	2
Canada	850	849	775	2
Belgium	645	623	603	1
Other countries	3 094	3 219	3 351	8
Total, average	43 853	44 264	43 779	100
Total, year-end	42 461	42 814	45 307	

Personnel turnover ¹⁾	2002	2003	2004
	2.8%	2.2%	5.2%

¹⁾ Based on number of outgoing permanent employees who have left Stora Enso voluntarily.

Diversity indicators

	2002	2003	2004
Age distribution			
<20	0.6%	0.6%	0.7%
21–30	11.4%	12.9%	13.3%
31–40	27.8%	27.1%	26.2%
41–50	32.4%	31.8%	31.8%
51–60	25.5%	24.8%	25.1%
>60	2.4%	2.8%	2.9%
Gender distribution			
Female	19.0%	18.5%	18.4%
Male	81.0%	81.5%	81.6%
Women in management			
Board	0%	9%	9% (1 person)
Management Group	0%	4%	4% (1 person)
Product area management teams	–	9%	9% (2 persons)
Divisional management teams	5%	7%	7% (7 persons)
Staff Unit management teams ¹⁾	–	14%	23% (10 persons)
Unit management teams	14%	16%	17% (184 persons)
Women in recruitment			
Permanent hires		25%	26%
Permanent hires, bachelor's or higher degree		33%	38%
Temporary contracts		32%	28%

¹⁾ The total number of management team members is significantly lower than last year.