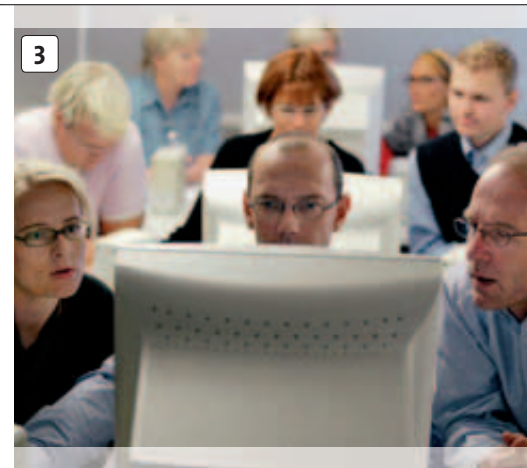


Personnel

1. A business simulation at SanomaWSOY's JET seminar. Lassi Tolonen, Hannele Seppä, and Tiina Taos.
2. Sanoma Magazines Budapest's advertising team at an in-house training event.
3. The Sales Challenge competition between the Group's sales teams.



SanomaWSOY has a group-wide personnel policy, which is further clarified by division-specific objectives. The Parent Company's personnel team develops Group HR procedures and services in collaboration with division's HR experts and management.

The focus during 2004 will be on developing strategic personnel management and identifying common tools for assessing individual competence and the requirements of different job positions.

In-house training

SanomaWSOY launched two Group-wide training schemes in 2001. The SanomaWSOY Executive Program, SWEP, focuses on developing strategic thinking and management, and is headed by prominent business experts. SanomaWSOY's special professional Management Training Program, JET, offers practical tools for business development. As of the end of 2003, 125 Group employees had participated in SWEP and 142 in JET.

An in-house training course for supervisors, Esimiehen työkalupakki (Supervisor's Toolkit), was launched in 2003 in collaboration with WSOY Business Training. The Group has also had a Media Trainee Program since 1999;

as of the end of 2003, 18 trainees had participated in the program. Each division also provides its own training specifically aimed at improving professional skills.

All training programs will be continued and developed further in 2004.

Bonus scheme

All SanomaWSOY employees are covered by annual incentive systems. The general principles followed in these are established on a Group-wide level and confirmed by SanomaWSOY's Board of Directors. Further information about remuneration can be found under Corporate Governance on page 34.

Internal mobility

SanomaWSOY aims to increase the internal mobility of its personnel over the next few years. After the number of employees wishing to participate in job rotation have been ascertained, these people will form a skills reserve for future needs. Greater internal mobility will help SanomaWSOY achieve its goals and accelerate changes in operations and structures.

Personnel

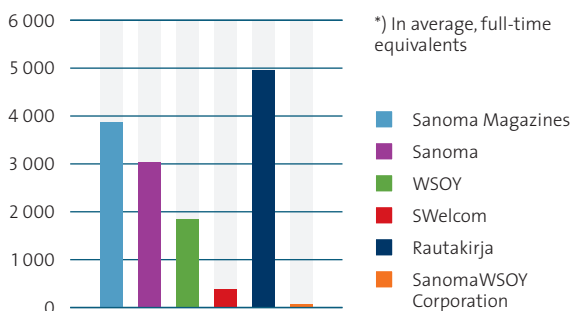
	2003	2002	2001	2000
Personnel under employment contract, average	17 330	18 657	15 129	13 364
Personnel, average (full-time equivalents)	14 207	15 210	12 077	10 350
Net sales per employee *), € 1,000	171.3	155.0	143.6	140.0

*) Calculated from the figure for personnel in average, converted to full-time equivalents.

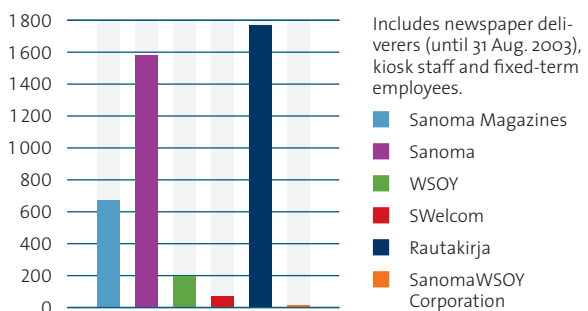
Personnel by country 31 Dec. 2003

Finland	9 387	Czech Republic	313	United Kingdom	59	Germany	12
Netherlands	2 207	Sweden	173	Slovakia	53	USA	5
Estonia	873	Norway	136	Malaysia	20	Singapore	4
Latvia	643	Croatia	77	Denmark	18	China	3
Belgium	524	Lithuania	72	Russia	14		
Hungary	389	Romania	72	France	13		

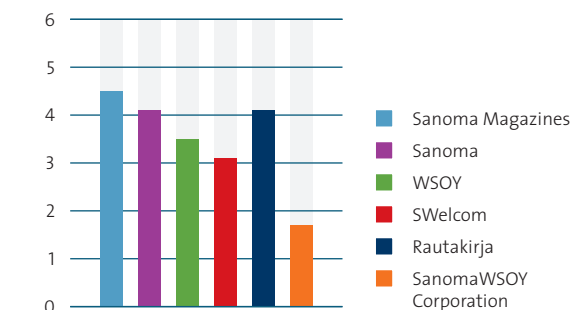
Personnel by division *)



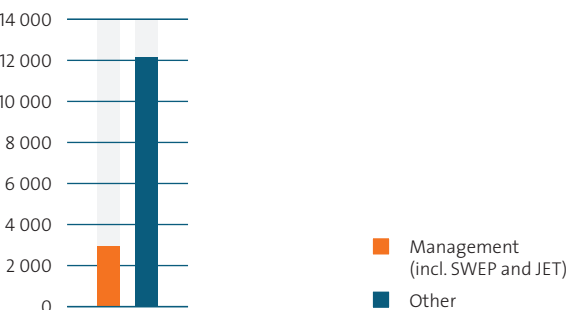
Turnover of personnel by division



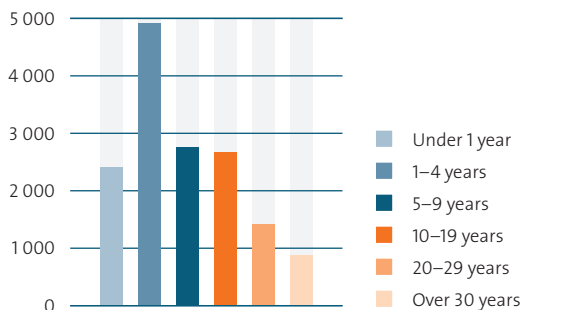
Sick day percentage



Training days



Work experience at SanomaWSOY



Age distribution

