

Value Driven Leadership and Healthy Corporate Cultures

Reidar Nordby, Jr.
President & CEO

Norsk Tipping AS - The Norwegian
National Lottery

Enterprise for Health
Berlin 14th October 2005

Facts about Norsk Tipping

- Established 1948 and Government owned.
- Strong national brand name.
- More than 2,1 million customers every week.
- Approx. \$ 1400 million turnover per year.
- 3 800 retailers and 15 000 are each week involved in selling our products.
- 368 employees. The Employees stand for high quality and stability. The turnover is less than 1 %.
- Loyalty and motivation is high.

Our intention concerning lifephase policies

We are facing a future where creativity, rapid change and flexibility will be key success factors;

- We depend on building trust by delivering stable services, but also creating innovative groundbreaking solutions.
- We wish to create win - win situations, both for the organisation and the employees.
- We have to give the employees a fair treatment through one`s career.

We practise in cooperation with Olympiatoppen

Goal comprehension
Organising the team
Management
Culture, values, attitudes

Our coach;

Hans Trygve Kristiansen – national speed skating coach from
1985 – 1994 (6 gold 4 silver and 2 bronze medals in the Olympic games)



Inclusive workplace

The Norwegian Government and the major labour market partners signed the initial Agreement on a more inclusive working life in October 2001.

To turn a trend where we can observe an increasing amount of people leave the workforce and take up long-term social security benefits.

The Agreement will be in effect until the end of 2005, and is intended to create a more inclusive workplace for the benefit of the individual, the enterprise and society.

Inclusive workplace (I W)

The idea behind the concept “Inclusive Workplace” (I W) is to make room for every individual who wants to and is able to work.

Inclusive workplace

The specific objectives of the agreement are to:

- Reduce sick leave.
- Secure employment for a far greater number of employees with impaired capacity.
- Increase the average age of retirement from working life.

Changing the traditional company health service

- Reorganising health service in cooperation with the Trade Union.
- Focus on physical training and Inclusive workplace and less bloodtesting and bloodpresuretaking.
- Closer connection with the traditional Human Resource Management.
- Employing a health consultant. (physiotherapist)

Sick leave

Norsk Tipping had for 2004 a reduction of total sick leave compared to 2003 with

5.99% til 3,95%.

Costsaving in 2004
(after a model from Sintef)

kr 2 656 559,-(nok)

Short term leave was 0,97%.

Why does Norsk Tipping have a seniorpolicy?

- Age is no estimate on human performance.
- There are many people who are "born old".
- "To force employees at an age of 55-60 to leave work-career is like moving ones goods out of storage and burning it!" (Leif Edvinsson)



Why does Norsk Tipping have a senior policy?

- To create value, we have to keep what's valuable.
- Diversity is important.
- It's economically correct both for the society and the company.
- It's congruent with our external profile and internal identity.

Customer service - status 2004

Enquiries Received (email and phone calls from customers and retailers): 300.700.
A total increase of **53%** from 2003.

31.400 outgoing calls compared to 19.000 in 2003 og 9.000 in 2002.
An increase of **65%** from 2003.

Ambitions for our customerservice 2005

- To keep our status of "Best customer service in Norway".
- To keep a complete service for our customers and retailers.
- Consolidate our broad competence & knowledge.
- Maintain and develop a positive work environment.
- Common goals as well as individual goals.

In this work, our attention has focused on our senior colleagues, and they are now among our best Customer service agents!

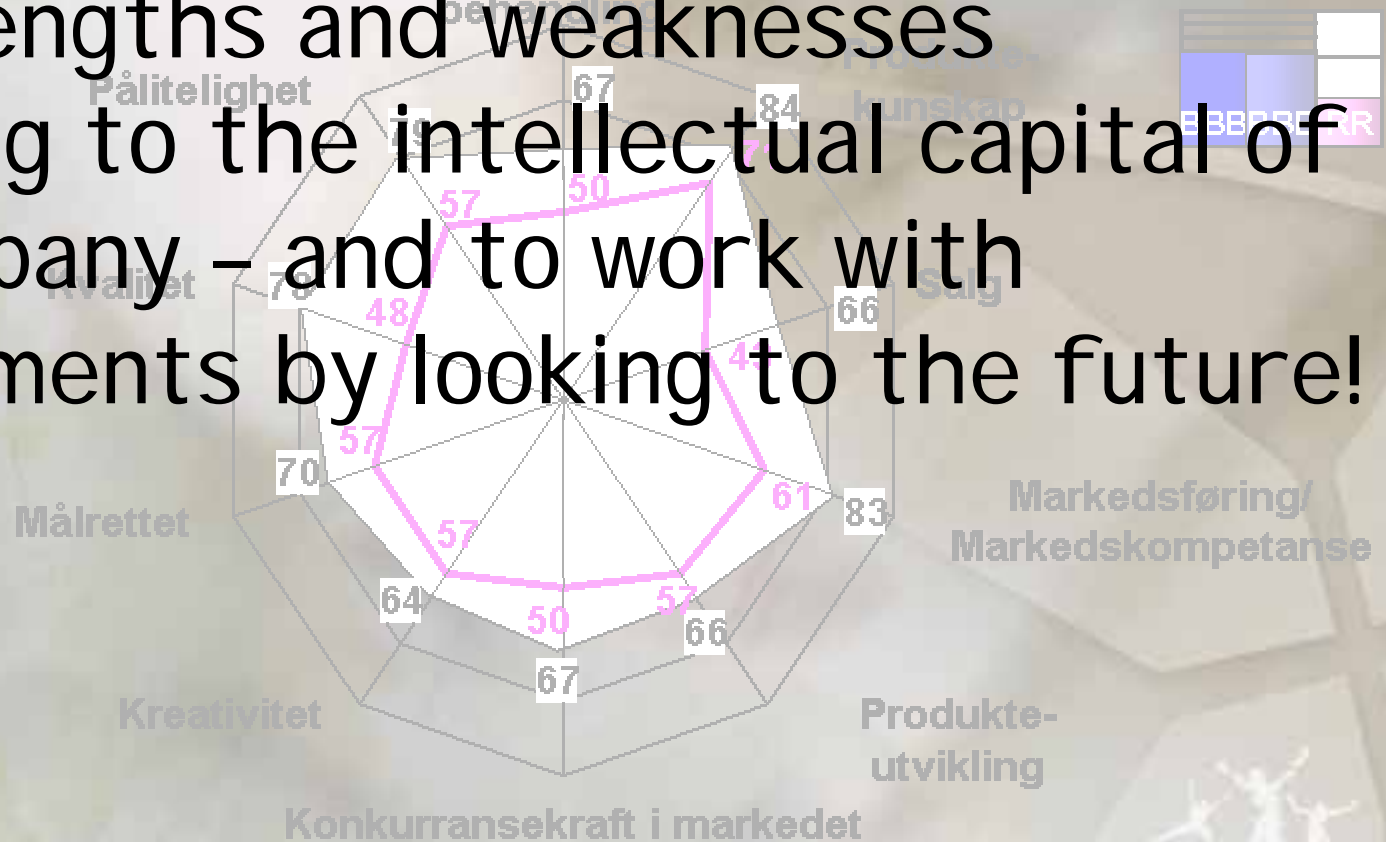


| | | | I dag | | |
|---------|------|----------|-------------|----------|-------------|
| | Nå | Ventetid | Servicegrad | Besvarte | Tapte anrop |
| Komm0 | I kø | 00:00 | 93.33 | 16 | 0 |
| Kunde0 | | 00:00 | 100 | 13 | 0 |
| Epost 0 | | 00:00 | 100 | 21 | 0 |

| Antall | | | | | |
|--------|--------|--------|---------|----------|-------|
| | Besvar | Ledige | Pålogge | Etterarb | Pause |
| Komm | 1 | 5 | 12 | 1 | 3 |
| Kunde | 1 | 5 | 11 | 1 | 3 |
| Epost | 1 | 5 | 11 | 1 | 2 |

JOKER LØRDAG
FORSTPREMIEPOTTEN:
Ca. 2 millioner

Our intention with the IC Rating is to map strengths and weaknesses according to the intellectual capital of the company – and to work with improvements by looking to the future!



Areas of improvements

- The internal leadership
- Sharing the key competencies
- Broader cooperation
- Better follow up of goals and results, both by management and colleagues.
- Stronger degree of focusing personal welfare services on individual needs.
- Risk taking

IC Rating applied

IC Rating has been useful to us because

- It`s been a contribution to make our areas of improvement more open and evident – both internal and external.
- It has created a shared understanding of the company`s strengths and weaknesses.
- The results has been an important contribution into strategy and planning – and the development of our organisation.

We give the dream a chance!

- Norsk Tipping needs knowledge, competencies, experience and diversity.
- Our equal employment policy ensures a broad foundation of our values.
- Our lifephase policy contributes to continuity, stability, broad experience and a healthy company culture.

This means that the best resources are needed.

- We have to be able to recruit the best.
- We have to be able to keep the best.
- We want to create a performance culture.
- We want a low level of sick leave.
- We want to show that we care about our employees.

....and not least

There is a good spirit and an admirable working capacity amongst our employees – even for voluntary work!

**COOPERATION ENCOURAGE COMMITMENT
ACHIEVEMENT**