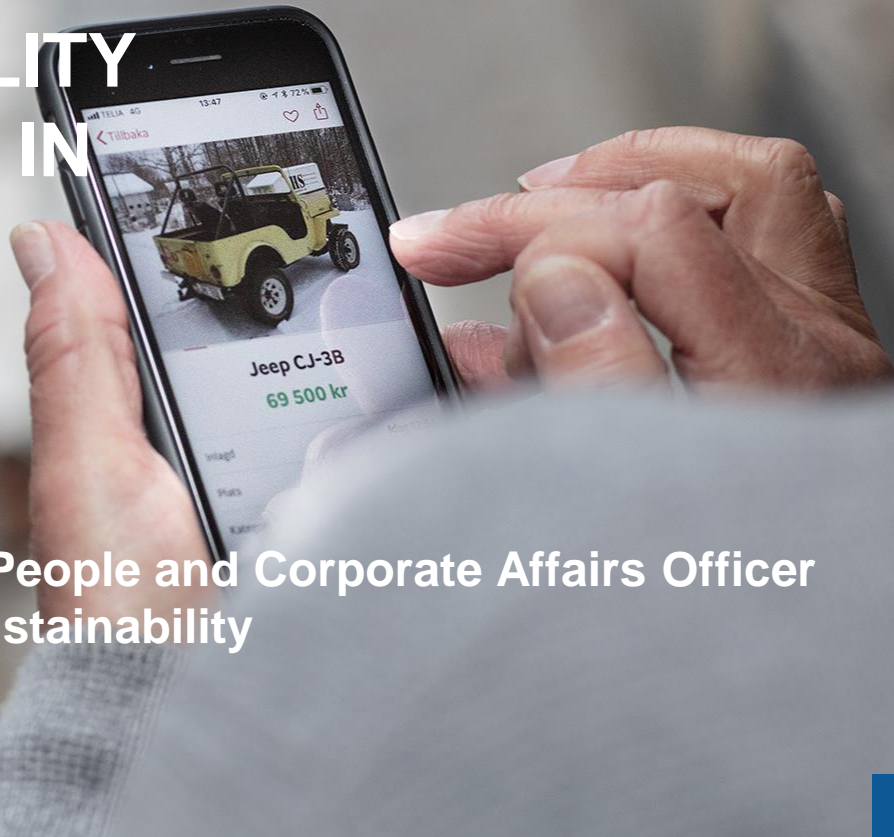


GENDER EQUALITY AND DIVERSITY IN SCHIBSTED



Mette Krogsrud, Chief People and Corporate Affairs Officer
Britt Nilsen, Head of Sustainability
NFD 22 MAY 2019

**«Diverse and inclusive organizations
outperform the competition»**

Numerous studies show that companies with more diverse boards and leadership teams perform better financially than their peers.

Access to capital



Over 40% of asset owners are actively engaged in diverse board selections⁴

Investors are demanding diversity in Board and Executive appointments.

Increased revenue



A 1% increase in diversity yields a 9X increase in sales revenue²

Success in today's global market relies upon diverse perspectives driving novel solutions.

More innovative



Diverse organizations generate 38% more of their revenues from innovative products and services

Diverse thinking drives innovation and disruption.

Increased retention

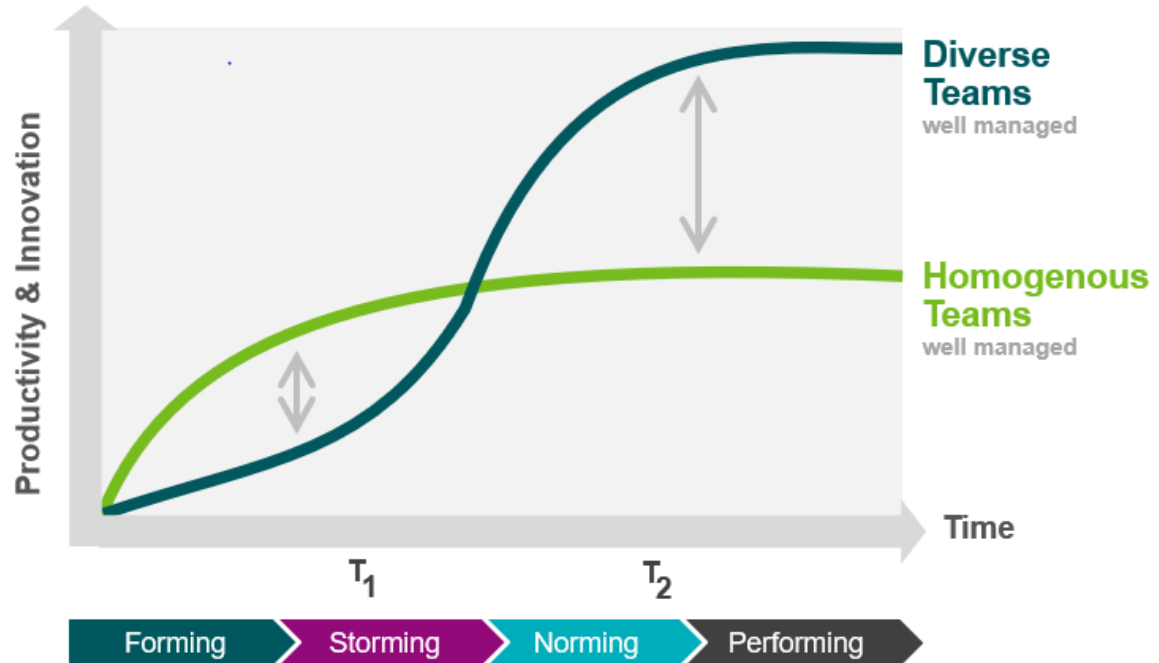


60% of employees would have stayed if their company had been "more fair and inclusive"³

Employees stay when work culture accepts and encourages different voices and styles.

Diverse teams outperform and out-innovate homogenous teams when managed effectively with inclusive leadership

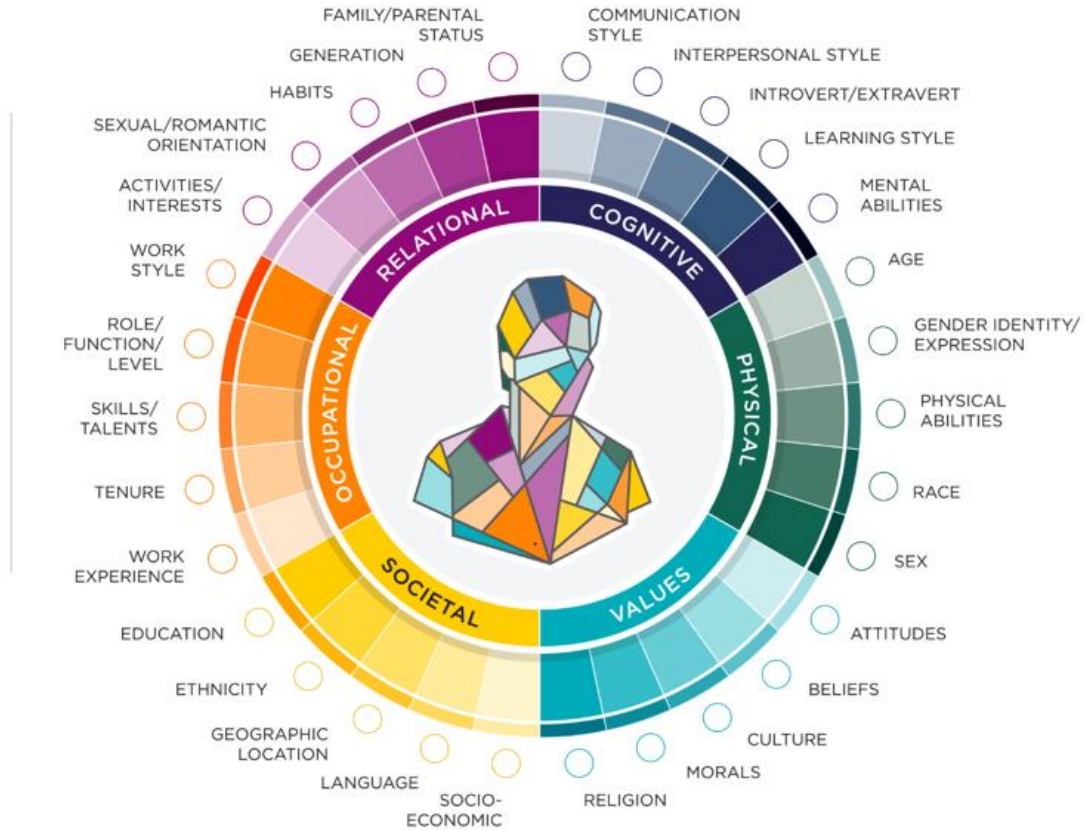
Research shows that over time teams that are diverse, well-managed and able to cultivate and utilize their differences outperform and out-innovate others.



Dimensions of Diversity

Diversity encompasses the full range of human differences.

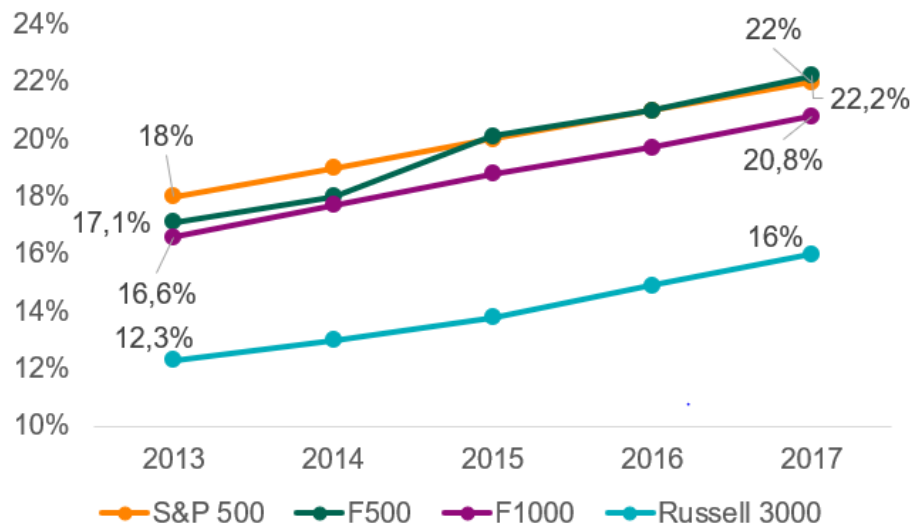
Organizations that recognize and value the diversity of their employees can unleash their full potential.



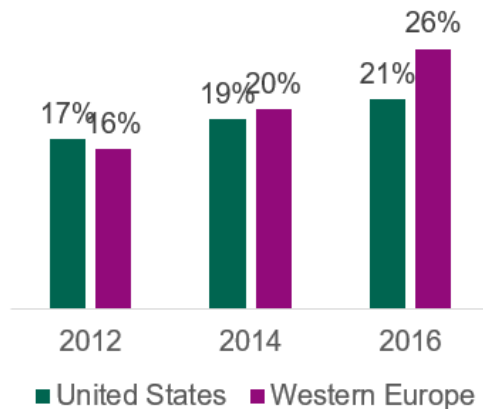
«How do we get tech females into boards and topmanagement?»

Female Representation in the Board Room is Growing

% Women Directors, by Index



Western Europe Leading Diversity Progress in Recent Years



36% of new directors are women

42% of first time directors are women

.....But only 6% women of Fortune 500 CEOs



.....and Oslo Børs 8%

«When did these women realize they could be CEO?»

IT ONLY BECAME
CLEAR WHEN THEY
REACHED A HIGH ROLE

16%

SOMEONE TOLD
THEM THEY COULD
BE CEO

65%

THEY HAD
WANTED THIS
POSITION FOR
A LONG TIME

12%

THEY NEVER ACTUALLY
WANTED TO BE CEO

7%

Women CEOs Breakthrough Formula

These women worked harder and longer to get to the top.

They were driven both by a sense of purpose and desire to achieve business results.

Specific traits sustained the women's success on the road to CEO

They were more likely to engage the power of teams.

Despite evident potential, the women generally didn't set their sights on becoming CEO.

The women shared STEM (40%) and financial (19%) backgrounds that served as a springboard.

DIFFERENTIATING SKILLS FOR FUTURE CEOS

Female CEOs were more than twice as likely to have high scores on these six competencies than middle managers. These are the skills women need to develop on their way to senior executive roles, especially if they aspire to be CEO.



Source: Korn Ferry

Summing it up

- A. Women are **motivated by different things** from men (place more value on purpose, a friendly workplace and stimulating work, and less value on broad influence).
- B. Women **lag men in the accumulation of high visibility experiences** that prepare them for executive positions – and need **active encouragement** to take on top leadership roles!
- C. Women are **held to higher standards** and they are meeting or exceeding those higher standards in many areas.
- D. Women are **rated higher** than their male counterparts in seventeen critical leadership skills including operating and interpersonal ones, courage, and drive – competencies that enable women to connect with costumers, engage employees and build talent.
- E. Women are **rated lower in financial and strategic skills**, both of witch are mission critical at the executive level.



How can we get the women into the game?

- **Motivations** – Tap into the individual motivation for high potential women.
- **Experiences** – Offer women the right skill-building and high-visibility experiences.
- **Relationships** – Get women access to executives through mentoring and networking programs.

Source: Korn Ferry

What about Schibsted?



Aftenposten-sjef Espen Egil Hansen, VG Helg-redaktør Jane Thronsen og konsernsjef Rolv Erik Ryssdal i Schibsted.

Når blir det flere kvinner i konsernledelsen? Schibsted-sjef Rolv Erik Ryssdal ble utfordret knallhardt av sine egne

Rolv Erik Ryssdal varslet «en handlingsplan» til neste styremøte, men lofte også målbare ambisjoner for bedring i løpet av neste år.

A person is holding a tablet computer. The image is partially obscured by a teal overlay on the left side. In the background, there is a faint image of hands holding a document. The overall scene is outdoors, possibly on a street or in a public space.

#METOO



LONG-TERM AMBITION: OVERALL GENDER RATIO OF 60:40 IN SCHIBSTED LEADERSHIP BY END 2020

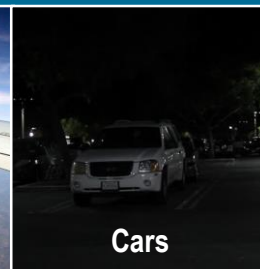
- Goals and targets
- Recruitment
- Diversity and inclusion
- Succession management
- Unconscious bias training
- Networking and programs

[Read more at schibsted.com](https://www.schibsted.com)





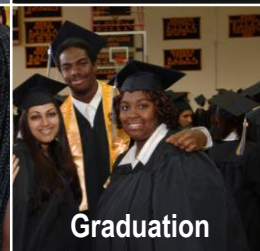
Airplanes



Cars



Gorillas



Graduation

1 SEKUND

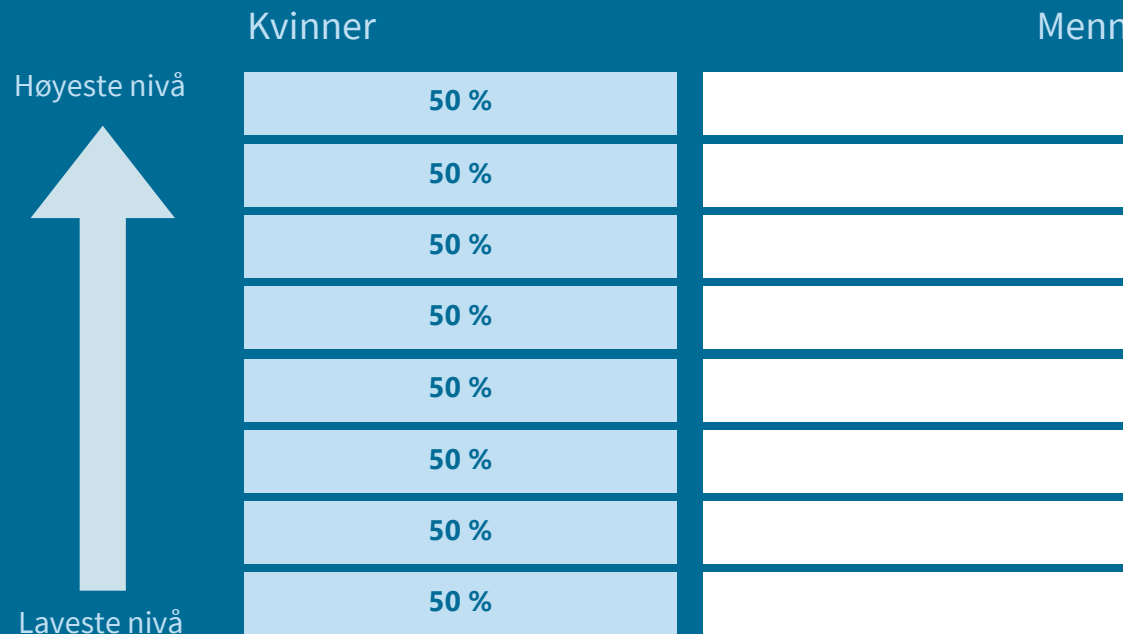
FORDOMMER

UBEVISSTE FORDOMMER PÅVIRKER BESLUTNINGENE VÅRE PÅ EN REKKE ULIKE MÅTER

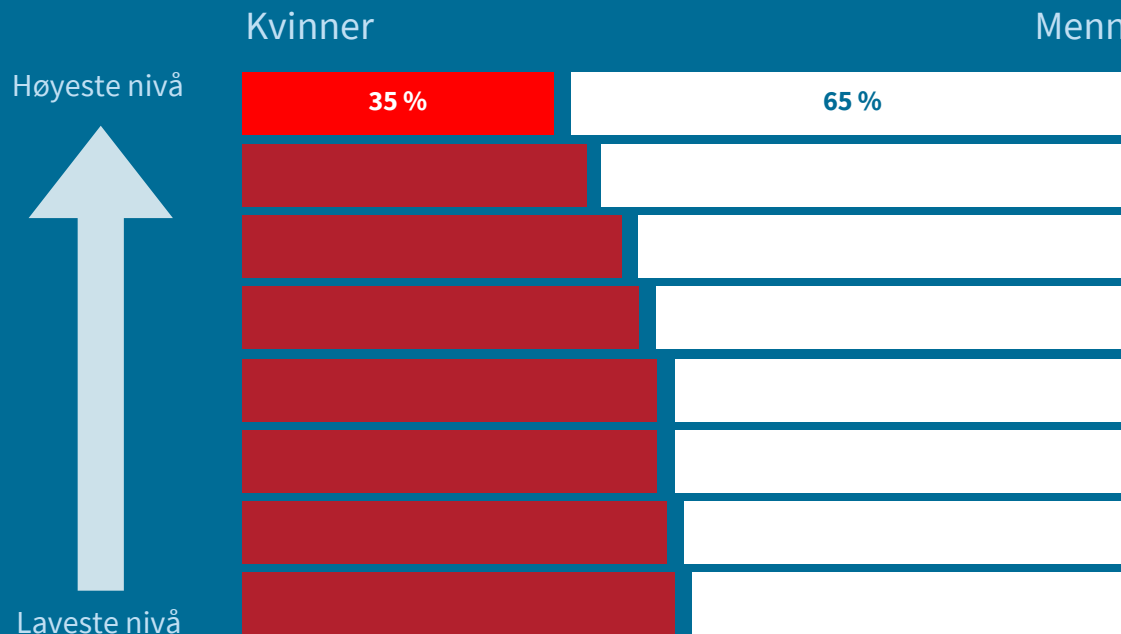
- Vår oppfatning – hvordan vi ser andre og oppfatter virkeligheten.
- Vår oppførsel – hvor hyggelig er vi mot ulike grupper mennesker.
- Vår oppmerksomhet – hvilke aspekter hos en person gir du mest oppmerksomhet.
- Lytte egenskaper – hvor godt lytter vi til det andre sier.

Data simulering:
effekten av 1 %
favorisering

UTGANGSPUNKT 50/50



1 % UTGJØR EN STOR FORSKJELL



SHE-INDEKS 2018

Flere kjemper om å være best på kjønnsbalanse - fjorårets vinner danket ut av Schibsted

79 selskaper deltok i årets She-indeks, som måler kjønnsbalanse i næringslivet. Kristin Skogen Lund dro Schibsted til førsteplass.

GENDER EQUALITY 2018 VS 2017

Composition of governance bodies by gender

Total number of employees by gender	Male				Female				Total	
	2018		2017		2018		2017		2018	2017
Board of Directors	6	60 %	6	60 %	4	40 %	4	40 %	10	10
Of which shareholder elected	4	57 %	4	57 %	3	43 %	3	43 %	7	7

Operations

Top management	181	61 %	237	66 %	115	39 %	122	34 %	296	359
Media	83	63 %	110	64 %	48	37 %	61	36 %	131	171
Marketplaces	89	62 %	104	68 %	55	38 %	48	32 %	144	152
HQ/Other	9	43 %	23	64 %	12	57 %	13	36 %	21	36
Other leaders	575	63 %	634	61 %	332	37 %	400	39 %	907	1,034
Media	273	59 %	262	59 %	187	41 %	181	41 %	460	443
Marketplaces	267	67 %	261	59 %	132	33 %	179	41 %	399	440
HQ/Other	35	73 %	111	74 %	13	27 %	40	26 %	48	151
Other employees	4,373	61 %	4,228	63 %	2,774	39 %	2,449	37 %	7,147	6,677
Media	2,026	63 %	1,904	64 %	1,202	37 %	1,069	36 %	3,228	2,973
Marketplaces	2,152	59 %	1,700	58 %	1,504	41 %	1,233	42 %	3,656	2,933
HQ/Other	195	74 %	624	81 %	68	26 %	147	19 %	263	771
Total	5,129	61 %	5,099	63 %	3,221	39 %	2,971	37 %	8,350	8,070

TAKK FOR OPPMERKSOMHETEN!