



Sustainability report 2021

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Transparency is the Key to Shape a Better Future

I think most of us would agree that we must leave future generations a better tool box on how to make smarter and more conscious decisions to protect this planet. Research, new technology and innovation have given us new tools to put in this box. Enabling a developing and safe work environment for our employees, being aware of our footprint in society and providing transparency on the markets for loans have never been more important for Lendo.

The ongoing important climate debate has reminded us of the importance of health and safety for our beloved ones foremost. By combining our forces and working together on solving problems we can achieve powerful results. These past years have challenged many businesses, including Lendo, to look upon challenges as a possibility for new business opportunities. We owe this as a promise to our employees, stakeholders and future generations. Lendo embraces the urge to have a sustainable mindset and makes it part of daily business. Another important element of the Lendo DNA is transparency.

It is our very purpose to supply transparency on the market of loans, in order to empower customers to make informed financial choices. We therefore believe that transparency and empowerment are two key elements in building a sustainable future.

In 2021 we started to accelerate our sustainability focus, setting even higher ambitions for Lendo. This report is a product of the fact that our journey has just begun, but there is only one way forward and that is working together for a better future. We also hope that this report will provide transparency on how we measure impact and act responsibly within our industry.

Roar Bjærum
CEO of Lendo Group



About Lendo

Lendo is a Schibsted-owned fintech company that provides a marketplace for price comparison of financial products like consumer loans, business loans and credit cards. Lendo was founded in Sweden in 2007, when few players offered price comparison for consumer loans without affecting customers' credit scores. Back then the credit check system worked differently and lenders on the loan market offered very little transparency. Together with a few chosen banks and the Swedish credit reference agency, Lendo innovated the market by making it possible for users to receive sharp offers from lenders through our comparison site based on only one credit check. This resulted in better offers for loan takers and a more transparent market. Today we are an established company, but we still see ourselves as challengers and innovators, and that is of course reflected in our company culture.

After the success in Sweden, we expanded into the other Nordic countries and later into other European countries. Today we operate in Norway, Sweden, Finland, Denmark, Spain and Portugal. The Lendo Group headquarters is located in Oslo and the legal name of Lendo Group is Lendo part of Schibsted ASA.

Due to Lendo Group being fully owned by Schibsted, please read the Annual Report 2021 including the Sustainability Report for further financial and compliance related information about Lendo.

Besides expanding into new markets, we are increasing our offers by continually developing new products. We have recently developed products for secured loans, mortgages and credit cards. Thanks to a scalable platform built by our own world class product and tech teams, we now provide transparency to more European credit markets and help people in several countries to compare loan terms with the possibility to lower their monthly costs.

With the support from Schibsted, a family of consumer brands, our journey has just began.

Sustainability at Lendo

Defining Sustainability at Lendo

Making positive contributions to the environment and the community are fundamental pillars of our future value creation. Sustainability is deeply rooted in the company DNA and has been since the start in 2007. Lendo's mission is to empower people to make smart and conscious decisions about their finances. The business model itself has a positive impact on society. Providing a digital marketplace enables banks and lenders to compete on equal terms which in the end benefits users. Our service brings transparency to the market for loans and users can find offers to reduce their financial costs.

However, Lendo's sustainability agenda goes beyond this. Defining our societal and environmental impact and understanding our stakeholders priorities forms the basis of our sustainability scope and priorities.

Our point of departure is a materiality analysis based on an impact assessment and on stakeholder dialogue conducted during 2020. In 2021 the company started measuring progress, which is the subject of this report.

Sustainability is a broad subject and can include various definitions and measures. This report highlights how Lendo affects community and environment through different efforts and prioritization within the subject. This report has been prepared in accordance with the GRI Standards reference claim, referring to the standards of 2016 (more information provided in the section About the report on page 37). These goals are divided into different aspects. Each aspect is presented with our long term ambitions, what we have achieved so far and suggested targets for the following years.



Materiality Analysis

In 2019 we did our very first materiality analysis. We identified a list of 16 sustainability aspects covering all our material sustainability areas. It was based on previously identified aspects and a risk and opportunity analysis of Lendo's value chain. Our most important stakeholders were identified by mapping stakeholders based on interest in and influence on our business. The identified stakeholders were: users, lending partners, employees, regulators, media and owners. Through a combination of surveys and analysis, we invited employees and users to prioritize the identified sustainability aspects. For some stakeholder groups, we performed a desktop analysis to identify their priorities.

Employees and users were also given the opportunity to add aspects to the list of aspects important to them. An impact assessment was conducted on the identified sustainability aspects, based on their relevance to Lendo and on the economic, environmental and societal impacts of our operations. By combining the results from our stakeholder surveys and analysis with the impact assessment we could further prioritize and select our material aspects. The result was presented, discussed and validated in a management workshop. The material topics identified through the materiality analysis were prioritized according to three levels of importance: hygiene aspects, progress aspects and our lead aspects.

Responsible lending

Prevent over indebtedness and provide users with accurate, transparent and objective information about lending to empower them to make informed financial decisions. We do also want to push for sustainable regulatory framework.

Privacy, data protection, user safety & fraud protection	Sustainable value chain	Business ethics	Responsible marketing	Diversity inclusion & belonging
Skill development & knowledge sharing	Health, safety & integrity	Energy use & greenhouse emissions	Sustainable consumption	Charity

Stakeholders Engagement

Who did we engage with	How did we engage with them	What is most important to them
Users	Web survey	<ul style="list-style-type: none"> • Users perspective is missing due to lack of feedback from users
Lending Partners	Interviews	<ul style="list-style-type: none"> • Responsible lending • Attractive employer • Sustainable investments and lending
Employees	Web survey	<ul style="list-style-type: none"> • Empowering people to make informed financial choices • Responsible lending • Business ethics
Regulators	Desktop Analysis	<ul style="list-style-type: none"> • Responsible lending • Empowering people to make informed financial choices • Sustainable investments and lending
Media	Desktop Analysis	<ul style="list-style-type: none"> • Responsible lending • Responsible marketing • Sustainable investments and lending
Owners, Schibsted	Interviews	<ul style="list-style-type: none"> • Empowering people to make informed financial choices • Privacy and protection of user data • Diversity and Equality • Responsible marketing • User Safety and Fraud Protection

Ambitions and targets

Our service impacts our surroundings significantly, and being aware of the positive and negative environmental and societal impacts will be, and have always been, considered in all our business decisions. Our sustainability direction is based on the materiality analysis.

To ensure an effective strategy that is suited to its purpose and aligned with the materiality analysis, we have defined a scope, long term ambitions and short term targets for each aspect. Our performance will be evaluated yearly by the Board & Management Team, and the outcome of previously stated ambitions and targets are reported in each section of this report.

Governance

Owners

Lendo is a fully owned subsidiary of Schibsted and Schibsted's strong focus on sustainability allows Lendo to continue to build on the already established sustainability platform. It gives Lendo a possibility to grow, improve and take advantage of competence and a network within the Schibsted sustainability community. Being owned by Schibsted does also give Lendo ethical guidelines and group policies to adhere to. These policies outline principles and standards for conducting business and act as our most important sustainability policy. As the business we act in is quite complex and Schibsted's guidelines do not cover all the sustainable work done in Lendo, Lendo has decided to create its own sustainability report. This report highlights some of the aspects from the Schibsted Sustainability report but highlights sustainable actions taken by Lendo in 2021 tightly connected to the business operations.

The Vision and Mission of Lendo

Since we were founded in 2007, Lendo has revolutionized the market for consumer loans. Our service empowers users to make informed financial choices by forcing actors on the loan market to be transparent in order to win customers. How? Lendo makes it possible for users to receive sharp offers from lenders through our comparison site based on only one credit check. This results in better offers for users and a more transparent market. Our service also provides lenders to attract the right users. It is deeply rooted in our DNA to focus on conducting a sustainable business by always letting our ethical principles guide us to ensure we enable a transparent loan market and keep on challenging old structures.

Today we are an established company active in six markets with a strong base in the Nordics. But, we still see ourselves as challengers and innovators. We do this by expanding to more countries, challenging new markets so the Lendo vision is therefore to become the world's largest lender without handling any money. This has been our guiding principle ever since we started back in 2007.

Lendo's Vision

The world's largest lender, without handling any money

Lendo's Mission

Empowering people to make smart and conscious financial decisions
– for a sustainable future

Lendo's strategy: growth in three dimensions



Growth in existing
markets



Entering new
markets



Developing new
products

The Foundation

All of the Lendo-ers working at Lendo

Lendo's Culture and Values

Win as a team, Customer centric, Always improve, Focus on delivery

Sustainability Governance Model

The Lendo executive management team oversees and governs Lendo's sustainability performance, as do the Lendo and Schibsted Boards. (For information about the governance structure of the Board and its committees, see chapter on Corporate Governance in the Schibsted annual report)

We aim to incorporate responsibility for sustainability into our core business. For each sustainability aspect identified, a member of the Lendo Group Management team is assigned responsibility for defining scope, ambitions and targets. Also implementing, communicating and evaluating performance according to the defined ambitions and targets are a part of the yearly sustainability evaluation process. Each aspect owner is supported by an action plan owner responsible for designing and implementing the action plan for each aspect, and for monitoring and communicating with the Sustainability Manager and Country managers within Lendo. The Sustainability Manager has overall responsibility for guiding the organization and communicating our sustainability ambitions and targets, both internally and externally. The Sustainability Manager reports weekly to the CEO of Lendo Group.

Lendo has initiated an internal program to boost implementation of sustainability throughout the organization. In 2021, 13 employees were appointed as a part of the Lendo Sustainability Community driving local market sustainability projects and also supporting aspect and action plan owners.

Code of Conduct and Policies

Everyone within Lendo has a responsibility to uphold Lendo's reputation and principles. Due to Lendo being a fully owned subsidiary of Schibsted, we also have a responsibility to uphold Schibsted's reputation and principles. Through the way we interact with each other, meet our users and relate with our business partners, we build and strengthen the reputation of Lendo. The Schibsted Code of Conduct outlines our principles and standards for conducting business and serves as our key sustainability policy. It includes principles on human rights, labour rights, business ethics, equal opportunities, anti-discrimination, child and forced labour, anti-corruption and protection of the environment. Lendo has no company-specific Code of Conduct but complements the Schibsted Code of Conduct with relevant employee training referring to anti-bribery to mention one thing. Please find more information on the Schibsted Code of Conduct in the annual Schibsted sustainability report(2).

1. [Schibsted Annual Report 2020](#)
2. [Schibsted Sustainability Report 2021](#)

1



2



The Schibsted Code of Conduct is available for all employees on our intranet and training is given when deemed necessary. At the intranet, a link to the Speak Up Channel can also be found enabling anonymous reporting of misconduct and breaches of potential violations (You can read more about this on page 13 in this report)

The Head of Legal within Schibsted receives these cases and delegates them to the appropriate managers to follow up. In the Schibsted Sustainability report for 2021 a list of all the policies included in the Schibsted policy can be found, which is also active and available for Lendo employees.

Sustainability Risk Management

Constantly mitigating risks in our daily operations is key to a successful business. The risks are annually reviewed by the responsible management teams. All senior managers have a responsibility to understand how sustainability risks intertwine with Lendo operational, financial, legal and reputational risks to ensure we are always compliant and proactive. For Lendo we have identified the main sustainability risks presented below.

Cyber Threats

External cyber-attacks, misuse of our services and threats against our internal IT security may cause incidents such as loss of personal data, fraud, loss of sensitive business data, and inaccessible or unreliable services. Incidents like these may cause reputational loss, litigation and serious leakage of sensitive personal data, potentially threatening the privacy of users.

Fraud

Fraud involving stealing money and identity theft is rapidly increasing each year, harming innocent people. Within the industry of loans, like many other industries, it happens that fraudsters exposes consumers and brands. The fraudsters could use the Lendo brand to deceive victims and to conduct financial fraud. This may cause operational and reputational loss.

Public Policy

We act in an environment where tech, the landscape of financial services and regulations are constantly changing. The need for regulations has become increasingly apparent due to the digital transformation of the financial industry and globalization. Politicians around Europe have been calling for stricter regulation within financial services putting pressure on EU and local governments to develop new regulations for marketing within the financial industry, personal data protection (GDPR) and for preventing over-indebtedness.

Lendo's mission within Public Policy is to be a leading voice in our industry by proactively pushing for a more harmonized regulation protecting the end user and putting pressure on actors who, in our opinion, use unethical methods to conduct business on the market for loans. We therefore have an active outreach towards policymakers in our Nordic markets and on an EU level. We have a dedicated working team within Lendo supported by the Public Policy team in Schibsted.

We aim to build advocacy alliances with actors in our industry and through some opinion editorials raise awareness amongst the general public about the challenges the industry is facing.

To demonstrate our commitment to increased transparency and a more harmonized approach we are members of the Swedish Fintech Association in the largest Lendo market – Sweden. Lendo is also leading a working group on consumer credits within the association in order to establish a unified voice of our sector, discussing issues related to over-indebtedness and consumer protection. It also gives Lendo a credible voice in the dialogue with the decision makers. Together we can make a difference.

Access to Talent

The competition of attracting and retaining talents is one of the biggest challenges for companies in need of tech competence, especially in the fintech industry depending on a large number of technically qualified talents. There is also a strong competition in recruiting talents within product, UX design, performance marketing and in a lot of other expertise areas as well. A challenge that is not fueled by country borders. The key is to understand what new and existing talents value in modern employers, both in a long term and short term perspective. This is why improving on metrics involving being an attractive employer and offering a fair and equal opportunity workplace is absolutely essential to be able to build a sustainable future.

The “Lendo footprint”

The below sections include a deep dive of the materiality aspects that Lendo has assessed to be of highest importance for our stakeholders combined. Each aspect is introduced by defining the management approach. In each section Lendo explains the definition of the aspect, the long term ambitions, the concluded actions and targets specific for 2021, the boundary and any limitations regarding the boundary of the impact and finally also the achieved progress on each aspect for 2021. The aspects are divided into sections that refer to the kind of impact that each aspect foremost can be linked to, which in this report includes: Economical impact, Societal impact, Our people, Sustainable business model and Environmental impact.



Economical Impact

Fair Business Practices and Business Ethics

Long term sustainable growth can never be achieved on unfair business practices. We are constantly aware of the risk of corruption and fraud. Lendo, with the support of Schibsted, annually evaluates the functionality of our policies and are always discussing if there are new actions to take to prevent unfair business practices. We also act in a heavily regulated market which requires a high understanding of

compliance among our employees. We have a powerful position in the lending value chain since we act in between lending partners and end users. We have guidelines providing support for employees on how to conduct reporting (anonymously) if stepped upon something unfair within the business. Schibsted is at the moment updating the code of conduct, and Lendo is also assessing if we should bring forward a code of conduct specifically for Lendo, designed for us. This will be further discussed during 2022.

Material Aspect	Ambition (long term)	Targets - 2021 (short term)	Progress
Fair Business Practice	Act above compliance and strive to become the company setting the next ethical standards in our industry	Ensure 100 % employee training of the Schibsted Code of Conduct	 75%
		Ensure employees are aware of the Speak Up Channel	
		Implement structure and process to roll-out business ethics in new markets	
		Implement structure and process to roll-out business ethics in onboarding new bank and lending partners	
		Operations assessed for risk related to corruption	
		Communication and training about anti-corruption	

Code of Conduct

The first target aims to raise awareness about the Code of Conduct and ethical guidelines available for all Schibsted employees to give employees support if they suspect unfair business practices. During 2021 Lendo did include the Schibsted Code of Conduct in the CEO guidelines for all markets. The Code of Conduct is available on the Schibsted intranet for all employees. The initial target was to implement digital support to ensure employee training but during 2021 Schibsted announced upcoming updates to the Code of Conduct, which means that Lendo will await digital support to ensure training. Instead the management team communicated about the Code of Conduct at all staff meetings to raise awareness. One target for 2022 is to evaluate and investigate if and how we could implement a video onboarding and training program that could keep track of when and where all employees took part of the training.

Our ambition referring to the second target is to raise awareness of the Speak Up Channel available for all employees via the Schibsted intranet since it is important for employees to be aware of the procedures. This is also a tool for employees to report any suspicions of offense. One concrete action in 2021 was to inform employees about the Speak Up Channel and how to access it. This was done at all staff meetings. The initial plan was to evaluate the communication activities by sending out an employee survey at the end of the year. This target will, however, be moved to the potential action list of 2022 and if so also aligned with the process of investigating a Lendo-specific Code of Conduct.

Screening Process

Lendo is on an expansive journey opening up new markets in Europe and must consider the risk of corruption in new business relationships. The third target for 2021 aims to reduce this risk. Responding to this target, Lendo implemented a structure and process on how to evaluate new markets. We did one screening project during 2021 but this was before a corruption index was included in the screening criterias. For future screening projects, "corruption index" will be one of these screening criteria. The unit "Strategy and Business Development" is in charge of these projects, but with input from the unit called "Expansion". The screening process now includes:

- Corruption index in the screening project to ensure ethical awareness when selecting new markets
- Include in playbook and onboarding program info for ethical awareness

Expanding to new markets also means working with new lending partners, and this is why the fourth target aims to assess the risk of unfair business with new partners and lenders. Lendo established during 2021 new guidelines regarding business ethics for onboarding of all new partners. All partners have to ensure that their operations are in line with the laws and regulations for ethical business practices, and proactively work to reduce the risk of unethical business practices in their organization. Partners must have a policy which explains and summarizes their stand in matters that are relevant for their operations. This policy must be communicated to all employees and partners who are responsible for thorough information flow and training of the subject.

The Policy

Integrity:

The business partner must act ethically, responsibly, fair and professionally at all times. The business partner shall provide all information that produces or manages, designs, stores, shares and reports in an honest, balanced and correct manner.

Privacy:

Business partners must comply with the personal protection and information security legislation in force at any given time, as well as regulatory requirements for the collection, storage, transfer, sharing or other processing of personal data.

Anti-corruption:

All forms of bribery, corruption and fraud are strictly prohibited. The business partner must comply with all applicable laws and regulations regarding corruption and ensure that policies and procedures are in place to prevent violations of these actively.

Anti-money laundering and tax:

The business partner shall ensure compliance with the applicable laws and regulations regarding tax and money laundering at all times, including the implementation of reasonable measures to prevent the facilitation of tax evasion and money laundering.

Competitive conditions:

The business partner shall comply with competition law and shall not engage in any form of illegal price collusion, market sharing or tender collusion, abuse a dominant position or be involved in other forms of anti-competitive behavior.

These new guidelines have been followed in 15% of new initiated dialogues with partners.

Risk Assessment

The last target for 2021 refers to designing a process for risk assessment related to our business, including internal and external irregularities and misconduct. This is important for Lendo, foremost to ensure business continuity. During 2021 we finished designing the risk assessment model and performed an internal risk assessment for one of the Lendo local markets. In 2022 the other markets will undergo the risk assessment as well.


Societal Impact

Due to the service we provide, and market presence, we have a societal impact and a social responsibility. Lendo's service has, since the start, empowered our users' decision-making about loans and finances. But we have also strengthened their influence and power towards banks and lenders putting them in a position where lenders need to be transparent in order to win customers. In addition to this positive contribution Lendo also has an important responsibility to minimize the negative impact associated with our services. Lendo plays an important role in the lending value chain providing information, injecting transparency and helping users to compare offers which sometimes can, and should, lead to a user reconsidering decisions about their personal finances. Users will always have the possibility to scan the market for offers via Lendo, this way they can also be offered alternatives whether it is to take a loan or sometimes get in contact with debt advisory via debt advisory collaborations, since Lendo do not offer this within the scope of our license. At least that is what responsible lending means to us, our foremost prioritized sustainability aspect. User empowerment, and influencing the industry to prioritize a responsible lending approach, are two sustainability perspectives we bear with us on a daily basis.

Responsible Lending & Empowering People to Make Informed Financial Choices

As a fintech company focused towards the lending ecosystem, it is natural to take away focus on ensuring responsible lending as mentioned above. By this, Lendo means preventing over-indebtedness and providing transparent information about lending to ensure that users make informed decisions. Lendo's long-term ambition is to ensure that our services are transparent and our users are aware of the risks of over-indebtedness.

To ensure that the whole organization works on the subject matter, Lendo decided on five targets to achieve in 2021. This is also a top priority for our Lendo Group management team and the CEO of Lendo is the owner and overall responsible for making sure the initiatives are being implemented throughout the bigger markets of Lendo.

Material Aspect	Ambition (long term)	Targets - 2021 (short term)	Progress
Responsible lending & Empower people to make informed financial choices	Ensure that Lendo's services are transparent, and that users are aware of the risks of over- indebtedness.	Align ambition and statement on how Lendo shall prevent over-indebtedness	
		Identify possibilities to establish collaboration with debt advisory consultants in selected market(s).	
		Identify group-level KPIs to measure responsible lending promotion. Include this KPI in all staff meetings on how our services empower our users and how we work with sustainability	
		Create new tools to provide people with more information to make better predictions for consumers and availability to manage debt	

Alignment on preventing over-indebtedness

The first target aims to ensure alignment on ambition on how Lendo shall prevent over-indebtedness as a first step to bring forward a structure. It is important to build a common understanding within Lendo for the opinions and actions that Lendo believes will have an impact on preventing over-indebtedness. Lendo created an internal document with the actions to promote responsible lending. This document pointed out that Lendo can provide information and continue develop tools that could help users

to making informed financial choices which helps prevent over-indebtedness. The document has been used for internal learning, during introduction days and in some external communication activities about responsible lending. Lendo also started in 2021 to formulate opinions and concrete actions on how we believe the industry, and regulations, can work towards preventing over-indebtedness.

To demonstrate our commitment to increased transparency and a more harmonized approach to regulations we are members of the Swedish Fintech

Association in Sweden. During 2021 Lendo initiated dialogue with other industry members via the Swedish Fintech Association to address the problems of over-indebtedness and as a result we became a part of a group working with consumer credits. Another important aspect of Lendo's Public Policy work is to meet with regulators and politicians. Lendo did this in Norway and Sweden during 2021 to bring forward concrete actions on how to protect customers from ending up in over-indebtedness and making it difficult for businesses that, from our point of view, conduct unethical methods on the market for loans.

The list of suggestions and actions below were used in dialogues with decision makers, regulators and policymakers. Lendo has also tried to influence policymakers with PR activities. The below-mentioned actions were aligned internally in 2021, and in early 2022 Lendo published a debate article in a Swedish news media site, Realtid, making a clear statement on which actions Lendo Sweden believe should be taken under consideration for new regulations within this area.

- **A ban on outbound telephone sales of consumer credit in Sweden.** Several players in the industry use aggressive commission models when selling loans and credits, which is in direct opposition to consumer protection. Initiatives for loans or credit should always come from the consumer, not from a company.
- **A national and “real time” debt register in Sweden.** A national debt register is a key tool for enabling more accurate credit reviews.
- **Increased training requirements for staff who work with interacting with consumers about taking a credit or a loan.** With increased demands on education and knowledge about over-indebtedness among actors in the industry, the risk of business existing with untechnical methods decreases. Lendo also propose that the training requirement should be a part of the licensing criteria from the Swedish Financial Supervisory Authority regarding all lenders and consumer credit institutions.
- **Increased requirements for transparency and clarity when a consumer applies for a credit.** This way the consumer can clearly see what the credit or loan will cost until it has been repaid. The total cost should therefore include all costs for interest and amortization over time.
- **The establishment of a national loan stop register in Sweden, similar to “Spelpaus” in Sweden.** “Spelpaus” in Sweden is targeted for gamble addictions. A similar establishment would enable consumers themselves to refrain from taking out more loans or credits. All creditors and consumer credit institutions shall be obliged to inform about the service on the platforms where loans are taken or mediated.

3. [Debate article at Realtid.se](#)

3



New Tools

Due to different regulations in all markets, the initiatives and Public Policy work activities differ from market to market. In Lendo Norway the focus has been on developing the product and initiating collaborations to influence the end-user, which is also responding to our third target. By utilizing our PSD2 license, Lendo Norway has launched additional services to provide better financial overview for end-users and better data quality to banks to improve credit evaluation. Lendo have also focused on involving responsible lending to the communication concept, launching a new campaign. The concrete actions are listed in the metric below:

- **Launch of the service: “My debt”.** This service gives users an overview of all their unsecured debt (incl. consumer loans and credit card debt), in addition to real-time data on unsecured debt to banks to allow better credit evaluations.
- **Launch of a payment service (through our PSD2 license).** This allows users of “My debt” to pay down on their existing debts directly.
- **Launch of a tool that let's users calculate users monthly surplus.** This tool is based on the users transactional history enabling users to choose an extra amount to pay back to the lender to downsize the debt.
- **Launch of the campaign: “Talk About Debt”.** This aims to put focus on the fact that debt (and over-indebtedness) is tabu, and the first step to getting out of personal finance problems is to acknowledge and talk about over indebtedness.

Debt Advisory

One part of Lendo's ambition within the scope of this aspect is to help users who want to improve their personal finance problems related to debt. The role of Lendo's service is, however, to not give users debt consolidation since this is not included in the license. Therefore, the second target aims to investigate if we can offer this to users that meet certain criteria by collaborations and partnerships. During 2021 Lendo investigated possibilities to establish collaboration with debt advisory consultants in selected markets, and this was also the focus for Lendo in Denmark. In 2021 Lendo partnered with a privately owned debt advisory firm in Denmark. When users got rejected after applying for a loan, and meeting certain criteria, they were offered help and advice on how to improve their financial situation via the debt advisory firm. Over 10,000 users were offered this in 2021 and more than one in four accepted the offer. In 2022 we intend to increase the impact of this initiative in Denmark and we also intend to partner with similar advisory firms in other markets.

The fourth target aims to find relevant measurements to evaluate how Lendo's service contributes to prevent over-indebtedness that can be used in all of our markets. In a workshop held by the management team in late 2020, Lendo concluded that the KPI “savings for new users” should be communicated in monthly reports and at staff meetings in 2021. This measure was also communicated externally at the Capital Markets Day in March, 2021. Every year Lendo aim to generate 500 million NOK in annual savings for new users in Lendo, and so we also did for 2021. This is measured by looking at the difference between the accepted effective interest rate and average offered effective interest rate per loan.

Attractive Workplace

Lendo has the ambition to be positioned as one of the industry's most attractive employers for both existing and future employees. It will be crucial for Lendo to attract and retain talents in the coming years since this is the key for growth. It is also a commonly shared challenge for the fintech industry as can be read in the section “Sustainability Risk Management”. Being an attractive employer also involves listening to employees and their expectations for a happy work life. This should be both individually done in manager-employee development talks and also by evaluating other elements that could say something about how employees perceive Lendo as an attractive employer.

To reach this ambitious goal, Lendo focuses on three targets for 2021

Material Aspect	Ambition (long term)	Targets - 2021 (short term)	Progress
Attractive Workplace	Be positioned as one of the most attractive employers in our industry, both for existing employees and on the talent market.	Work actively with the core values in the organization	 95%
		Appoint group HR role that has a strong people focus and ensure structure for HR management	
		Define relevant measurements that can measure employee attractiveness in Lendo	

The first target aims to raise awareness of the core values of Lendo since we believe they will bring value to the daily operations and to the feeling of belonging in our organization. In recent years Lendo has grown in number of employees and the core values can guide employees on the Lendo ‘way of work’. In 2021 Lendo redefined its core values and now has four core values:

- **Win as a team**
- **Customer centric**
- **Always improve**
- **Focus on execution**

Core Values

During the year, the management team has aligned on how to use the core values to grow talents in the organization. The values have been a key element for growing personally, professionally and together as a company during 2021. As Lendo is a growing company with many new employees, the values have given employees the possibility to get to know Lendo to a greater extent since they reflect upon how employees within Lendo should work and act. For example Lendo Sweden has used the core values to find topics for the weekly newsletter, so whenever the organization has done something in responding to the core values this has been highlighted in the letter. For 2022 Lendo will initiate a corporate identity project and a corporate brand platform. The platform aims to make it easier for each employee understand the direction of Lendo and what differentiates us from competitors.

To ensure the well-being of all employees in the organization, Lendo has appointed one HR representative (Head of People and Culture) and Sustainability and Communication Manager on Lendo Group level in 2021. These positions help the organization set up new initiatives regarding employee satisfaction and make it easier for the organization to ensure that objectives and tasks are executed and prioritized. The Head of People and Culture was also included in the Lendo Group Management Team in the beginning of 2022. Objectives referring to the Lendo employee experience are also included in the overall objectives for Lendo Group in 2022, responding to the third target for 2021.

The third target aims to evaluate the actions Lendo is taking in becoming an attractive employer for both existing and new talents. We believe this is done partly by defining relevant measurements to track over time.

Attrition Rate

As mentioned above, one KPI that was chosen to measure employer attractiveness is attrition rate, meaning the percentage of Lendo employees who chose to leave.

- Attrition rate for Lendo Group in 2021: 14.3%

Since Lendo recently started to measure this number, it will be taken under consideration to appoint specific actions to dig to better understand these numbers in 2022. One concrete action that has been discussed to get a better understanding of the percentage is to have exit surveys sent out to employees who decide to leave Lendo. Lendo consistently and continuously evaluates the employee well-being by manager-employee dialogues and also through the organizational survey that is addressed in the next session. Lendo has, since the start, always prioritized the work environment and has had high ambitions of being an attractive employer to retain and attract talents.

However, this area will get even more focus during 2022 as part of the overall Lendo objectives. Comparing the attrition rate to similar players would also be valuable but unfortunately this information is hard to find.

Employee Survey - ACT

Lendo conducts an employee satisfaction survey called ACT, which is part of an Employee Engagement program that Lendo activates three times a year in Q1, Q2/Q3 and Q4. This survey encourage all employees to give anonymously feedback about the organization. Every manager is therefore responsible to explain the findings in the survey into effective action points together with the team.

Based on previous survey results for 2020 and 2021, Lendo has decided to prioritize actions to increase the score on several overall organizational related metrics, including action-taking. All of the results in the ACT survey can and are broken out on a Lendo country level to give each country manager and local management team a credible view of the status of how the employees have experienced the results from previous implemented actions.

In 2021, the Lendo Norway management team has decided to focus on improving the score on action-taking. And by the end of 2021 Lendo Norway managed to increase the score which was shown in the results from the last ACT survey of the year. This was done by a structured process. The country manager and local management team invited leaders

and employees at the Norwegian office to help define and identify why this score was lower than expected. They also asked for help from the employees to contribute to defining solutions on how the management team could improve on action-taking.

The overall ACT results for Lendo Group are also presented at all staff meetings and this way the results are available for all employees in Lendo. In this report we will focus on highlighting some of the Lendo Group results for 2021. Lendo Group managed to increase the score in some of the metrics, but not all of them. The areas in which employees, and therefore management, wish to improve has therefore been included in the People objectives for 2022, and has also been discussed at leadership forums. A comparable and well-known KPI for organizations that do similar surveys is the engagement index. This gives an indication of how attractive a workplace is since it refers to whether employees would recommend the employer to others. In 2021 Lendo had an average score of 83 % according to the engagement index. Compared to other industry actors, this number is to be viewed upon as a high score. This can be verified with statistics from other analytics collecting and presenting results from organizations. According to Gallup, a global analytics and advice firm regularly doing studies on attractiveness among employees the average cut in the engagement index was 39% for firms in the US for 2020 (4, p23). In another study from Effectory, an employee listings service, one could read that the average score for companies in Europe and the Nordics are 35% (5, p23).

Another index in the ACT survey in which Lendo Group dropped in score in the latest survey.

compared to the survey in quarter two is the work life balance index. Lendo Group had a total score of 81 % favorable, which is a 3% drop compared to the previous result. The Lendo Group management team has decided to address specific actions to better understand why the score has dropped.

List of Benefits

Benefits are in general important to employees since it can add to the well-being of working in the company and can also be seen as a complement to the financial compensations offered. It is also a way for both existing and future talents to evaluate the attractiveness of an employer compared to other employers. In this report we have chosen to exclude benefits related to financial compensation. Also, the list of benefits is not comprehensive to all the existing benefits within Lendo on each local market. This is due to the variations of how each market in each country defines benefits and recognizes different benefits as country standards, which often depends on local tax regulations and tradition.

The ambition for Lendo related to benefits overall is that each market shall offer the standard choices for employee benefits.

Furthermore, Lendo will bring forward an Employer Value Proposition during 2022. A list of benefits available for all Lendo employees will be included in the Employer Value Proposition. The idea is to make it easy for both existing and new employees to find information on our benefits.

The general benefits available for all employees within Lendo Group are related to two areas:

1. Way of work; and
2. Skill development.



1. Flexible work life

Hybrid way of work enables employees to split the week and choose what days to work from home or from the office. One of Lendo's values is to "win as a team" and this is also reflected in the flexible work life meaning that whenever the team or work requires employees to meet at the office, employees are expected to participate. All employees that are working in the Hybrid setup have the opportunity to order appropriate ergonomic furniture and equipment suitable for a home office.

2. Employee training and skill development

At Lendo we value the opportunity to grow as individuals and in teams. Employees are therefore offered the possibility to be included in several training programs within Lendo and Schibsted. Lendo also offers training sessions in which other employees within Lendo can set aside time to educate fellow peers in different expertise areas. This forum is called Lendo Talks and it is an

internal knowledge sharing program happening once a month. Every employee is also encouraged to take part in the, by Lendo organized, training available on the platform LinkedIn Learning that has been opened for all employees. These are digital training sessions educating employees on important topics with the aim to raise knowledge in specific areas related to well-being or performance. Through this platform employees can therefore gain important skill sets and new knowledge which enables development and personal growth. Unconscious bias training was the first LinkedIn Learning made available in 2021. Being part of Lendo also comes with specific benefits offered by Schibsted and Schibsted offers a learning program with many relevant trainings during the year which is called the Schibsted Learning lab. These sessions are a mix of digital and onsite training. Each manager also has the opportunity to offer employees training related to improving the skill set or expertise outside the Lendo organization. Employees have therefore the possibility to prioritize time for this.

4. [Gallop, study from 2020](#)

5. [Effectory report from 2021](#)

4



5



Privacy and Data Protection

Information is valuable as well as our users' trust. In order to preserve both, Lendo strives to create procedures and implement tools to protect data and users. Lendo makes extensive efforts to ensure that we process data in compliance with applicable privacy regulations and our users' expectations. Our work on privacy and integrity is led by our Data Security Specialist and Compliance Officer, supported by the CIO. They are also supported by a central team consisting of privacy experts and Data Protection Officers (DPOs) within Schibsted.

The long-term ambition within this aspect is to ensure that we always respect and prioritize privacy and secure knowledge amongst employees and key functions within the organization, and this has guided Lendo in determining the below mentioned targets for 2021.

Material Aspect	Ambition (long term)	Targets - 2021 (short term)	Progress
Privacy & Data Protection	Ensure that we always respect and prioritize privacy and secure knowledge amongst employees and key functions within the organization.	Establish a data protection framework for all markets along with processes.	
		Identify and mitigate risks.	
		Audit the implementation of processes and action plans.	
		Improve data security and ensure no major incident.	

The first target aims to establish a well-functioning structure and process to ensure we secure knowledge amongst employees and key functions within the organization. During 2021 the Security Specialists were responsible for developing a security framework that includes:

- Defined and shared processes, with security embedded
- Risk-based approach with defined and followed up mitigation plan
- Audits and pentests of our infrastructure
- Deployment of alerting and monitoring tools

Lendo works continuously to improve the security framework and extend the scope of controls to increase our capacity to protect data and anticipate flaws. The Data Security Specialist within Lendo is responsible for developing this framework and has also started to educate key functions of the organization.

Lendo follows the reporting procedures for handling complaints and data breaches to be fully compliant. One of the targets for 2021 was to improve data security and ensure no major incident. In 2021 Lendo had zero data breaches critical enough to be reported to the regulatory authority.

Charity

Lendo has supported non-profit organizations for a couple of years. During 2019 Lendo decided to increase its commitment to an international non-profit organization, Hand in Hand, by supporting a community upliftment program in Mbolo in Kenya. The financial support from Lendo was channeled through the organization Hand in Hand that organized local support for training new entrepreneurs within the village Mbolo. Representatives from Hand in Hand started an entrepreneurial training program for the villagers with the aim for new businesses to grow.

Material Aspect	Ambition (long term)	Targets - 2021 (short term)	Progress
Charity	Continue to supporting non profit organizations and initiatives that aims to help other people in the world that are in need of financial support and or other support	Continue to enable CSR projects and initiatives within Lendo	100%

Charity is one of the priority aspects for employees within Lendo since it brings a sense of pride to being able to support society to a larger extent than on a personal level. This is why the target aims to ensure we continue to enable CSR initiatives. But, Lendo also has another reason and it is that Lendo and its owners also consider it to be important to contribute to charity organizations like Hand in Hand simply because Lendo can do so. This particular project was chosen since Lendo believed in the power of empowerment and supporting a project with the aim of training new entrepreneurs to be self-sufficient was therefore a good match for Lendo.

During 2021 Lendo has been working closely with the Hand in Hand organization and has received regular reports on the progress made in the village on helping people start their own businesses. The program focuses on training, foremost business finances and how to make a business grow. In the 18th month report it was stated that 66 new business owners had started to grow their businesses even though the covid pandemic has been affecting the village and people's personal lives and finances. The majority of the business owners are women, about 80 % and the majority of the business are water vending business, retail


shops, vegetable shops and animal farming. We will continue to give our support to charity organizations also during 2022.

User Safety and Fraud Protection

One of Lendo's concerns is to protect customers and their data, and enlighten them in their everyday lives about the risks of fraud to prevent them from being scammed. User safety and fraud protection aim at addressing both these goals. Our fraud protection controls due to Lendo being a financial services company include complying with regulatory obligations, building automated security processes into our product services and providing dedicated customer support to protect our users.

External cyber attacks, misuse of our services and threats to the internal IT security can cause incidents such as loss of personal data, fraud, loss of sensitive business data and inaccessible or unreliable services. Incidents such as these can lead to loss of reputation, lawsuits and severe leakage of sensitive personal information, which could potentially threaten the privacy of our users.

The long term goal is to automate and enhance fraud detection mechanisms to identify fraud as soon as possible in our processes. Working closely with partners to Lendo to anticipate and rely on more comprehensive feedback is also an objective Lendo is aiming towards. Those efforts combined with efficient communication towards the Lendo users to keep them aware and empowered to avoid being scammed would ensure that we would be limiting exposure to fraud.

Material Aspect	Ambition (long term)	Targets - 2021 (short term)	Progress
User Safety & Fraud Protection	Ensure zero-fraud incidents through our services	Identify application fraud patterns Identify partner fraud patterns	 95%
		Zero incidents of non-compliance with regulators concerning product and service information, and or marketing communications	

Identify Fraud Sources and Patterns

The aim with the first target is to align on the current fraud situation assessment and to raise knowledge on fraud overall internally. In 2021, Lendo has therefore been working on identifying fraud sources and patterns. Lendo also started defining controls through our processes to prevent fraudsters from creating or submitting applications. Lendo consulted an expert company which resulted in identifying risks via a regular risk analysis which now is a part of the internal control system. We also managed to identify fraud patterns partially. We will continue to work on the framework for 2022.

Among the identified risks, Lendo assessed that customer fraud was at the highest risk and internal fraud and partner fraud was assessed to be limited and at a low risk.

Lendo has also begun to communicate to users, on the websites, about best practices and warnings to help identify whenever they could be scammed. For 2022 Lendo is planning on expanding the fraud prevention communication and are looking into creating a fraud forum to raise the knowledge internally on other possible initiatives that can protect users.

Lendo's ambition, referring to the second target, is to ensure Lendo possesses the relevant knowledge internally to ensure zero incidents. Lendo reported zero incidents of non-compliance to the regulators concerning our service information in any of the markets resulting in any penalty.

Responsible Marketing

Marketing the Lendo services is a central part of the business. Responsible marketing is therefore crucial to maintaining users trust. Lendo must ensure that the marketing communication activities comply with the internal guidelines and national and EU marketing regulations and guidelines, but Lendo also wants to take it further and be a role model in the industry.

Lendo is subject to stricter national rules for communicating the company's marketing messages due to us being in the financial industry. The day-to-day managers in each country are responsible for meeting our ethical standards for marketing. Through the Lendo services, we make it possible for the users to make informed conscious decisions based on transparent and reliable information. Providing this type of service entails further strengthening consumers' power and knowledge. Strengthening consumers and users drive us in our daily business and our innovation and development of new services.

Material Aspect	Ambition (long term)	Targets - 2021 (short term)	Progress
Responsible Marketing	Promote and continue to be a frontrunner for responsible marketing within our industry in all markets	Define group-level minimum guidelines regarding marketing ethics for channel, content, format, bias and target groups	
		Distribute group-level minimum guidelines regarding marketing ethics for channel, content, format, bias and target groups	
		Zero incidents of non-compliance with regulations that resulted in a penalty or warning concerning marketing communications, including advertising, sponsorship and promotion	

Define Group-Level Guidelines

During 2021 several workshops and meetings were arranged within the marketing departments across markets to both define and distribute the group level minimum guidelines and presentation material was produced so that the marketing teams can integrate these questions into the yearly strategy summits. This is also something that is being brought up at international marketing events with all the Lendo markets. Furthermore, the legal department conducts legal training continuously with all the marketing departments and managers to ensure high knowledge on the legal framework and current regulations referring to marketing law.

During the year it has been discussed that there is a need for marketing guidelines in Lendo to establish guidelines on how to involve sustainability messaging in ordinary communication activities. During 2022 Lendo will look deeper into guidelines supporting employees working within marketing on this matter.

Lendo follows the procedures for handling complaints and non-compliance incidents concerning marketing communications, including advertising, sponsorships and promotion. Lendo's target for 2021 was to have zero incidents of non-complaints resulting in a warning or penalty which Lendo succeeded in doing.

Our People

Lendo puts people at the center of the organization. All operations and activities in Lendo safeguard human rights and comply with all applicable laws and regulations. Lendo, via the owner Schibsted, has a policy that describes the company's attitude to relevant people issues that are communicated and are accessible to all employees. This policy is provided by the internal Schibsted portal and the policy includes prohibiting discrimination, bullying and harassment.

In addition to elementary policies regarding employees, Lendo believes that diversity, inclusion and belonging are essential for long-term success. Great performance depends on a diversified workforce that is user-centric and contributes to innovation and continuous performance. Lendo believes that acting responsibly and offering an attractive work environment that encourages diversity is crucial to attracting and retaining the right talents. Lendo's ambition is to ensure that it offers a space for employees to enable personal growth and development.

Lendo has decided to focus on diversity and inclusion as one key area within its sustainability strategy. It is committed to promote diversity, inclusion and belonging, skill development, knowledge sharing and to provide a safe and healthy work environment that supports work-life balance and employees' integrity.

A first step is to assess where Lendo stands in this journey which Lendo will focus on for 2022. One objective for 2022 is also to continue to identify key areas and aspects within diversity, inclusion and belonging,

for which Lendo will define targets and start measuring the results in the coming years. This will provide a clear picture of the areas of improvement that will allow Lendo to design effective strategies to achieve our goals.

Diversity, Inclusion and Belonging

Lendo aims to have a diverse and inclusive workforce and have ambitions to become a front-runner on diversity, inclusion and belonging.

Lendo starts the journey with a solid base for nationality diversity: Lendo has employees from more than 15 countries and more than 30 different languages are spoken everyday by our colleagues. However, we are in the process of mapping statistics and defining targets related to this aspect and it cannot therefore be concluded that Lendo is satisfied with this solid base. This is a focus area for 2022. The gender ratio in the executive the Lendo Group Management Team is 57% men and 43% women.

As DIB (diversity, inclusion and belonging) can encompass many different aspects and focus areas, Lendo has started off in 2021 to set clear targets related to designing a company policy for this topic, offering courses to employees and starting the conversation about the long-term ambitions. Some of the targets for 2021 however were moved to the target list for 2022 due to lack of capacity.

In 2022, Lendo will have its Head of People and Culture, additional HR employees and the Communication and Sustainability Manager to support the action plans. To ensure these aspects are embedded into all strategic decisions for the business, all appointed aspect owners are members of the Lendo Group Management Team.

Material Aspect	Ambition (long term)	Targets - 2021 (short term)	Progress
Diversity, inclusion and belonging	Actively work for diversity, inclusion and belonging throughout all aspects of the value chain i.e. workplace, recruitment and product	Implement a diversity and inclusion policy and strategy specific for Lendo	 83%
		Make available unconscious bias training (designed by Lendo)	
		Make all available positions within Lendo available for all employees to create equal opportunities to grow and develop, and to reduce risk of “hidden” recruitments	

Diversity Policy

The first target refers to the design of a diversity policy. Although Lendo is under Schibsted's policies, including its Diversity policy, the management team in Lendo realized there was a need to have a Lendo own diversity policy, adapted to the company's nature and the market it operates in. The work was started in 2021, but is set to be finished in 2022.

Increase knowledge in DIB

The second target aims to create awareness and build knowledge around DIB. Lendo created an unconscious bias training program at the LinkedIn Learning platform, including inclusion and belonging matters. The course is approximately two hours and is available for all employees. Employees receive reminders to take the course and provide feedback.

Additionally, to support knowledge creation and sharing on DIB, Lendo has included this aspect as a focus area within its leadership program. In this space, Lendo's vision around diversity will be shared and discussed and leaders will have the opportunity to propose new ways to achieve our goals.

The first step towards setting relevant goals for DIB is to assess the current situation. Currently, there is limited organized data about diversity. In 2022, Lendo will do a comprehensive assessment of the current status of diversity aspects. The assessment will guide Lendo into identifying improvement areas. Once these areas are identified, Lendo will set targets and the appropriate action plans to achieve them.

On the next page, some of the assessment made during 2021 is presented available. This is a first step in defining targets and measuring the mentioned assessment.

Gender Ratio at Lendo in 2021

Total employees in Lendo: 37% women, 63% men

Extended management team: 38% women, 62% men

Lendo group management: 43% women, 57% men

Skill Development and Knowledge Sharing

To develop the organization and its employees, Lendo believes in the importance of personal skill development and teamwork. In this area, the focus for 2021 has been to actively incentivize innovation for the business and employees' development. This was done by enabling knowledge sharing and training for business and culture elements. Lendo's ambition is to create a workplace where all employees are provided with the necessary tools to develop skills, share knowledge and contribute to innovation.

One of the overall objectives is to ensure performance and career development reviews for all employees. In 2021 the company created a development talk template for all employees. To encourage and support every employee to take an active part in their development, every manager has been encouraged to have at least one development talk with every team member throughout the year. Employees have access to all LinkedIn Learning courses for personal growth, and it has created a channel for Lendo employees where relevant courses are published. This can be read in the section of Attractive Workplace (page 19). Furthermore, Lendo has structured a leadership development program where all managers have conducted workshops, training and coaching with an external expert on how to grow as leaders. Lendo still have a lot to do within this area, and going forward the idea is to involve employees even more.

Material aspect	Ambition (long term)	Targets - 2021 (short term)	Progress
Skill Development & Knowledge sharing	Create a workplace where all employees are provided with the necessary tools to develop skills and knowledge, and contribute to innovation	Ensure performance and career development reviews for all employees	 97%
		Make available unconscious bias training (designed by Lendo)	
		Encourage and support every employee to take an active part in their own development	

Development Talks

Responding to the first and third target, a new system and development management program was installed at the end of 2021. Since the system was installed in late 2021, there was no system support available to ensure that all managers had performed a development talk. The HR People Team and the Lendo Group Management Team have sent out the performance review framework and reminded all leaders at a number of occasions to make sure all employees have at least one development talk yearly. For 2022 it will be possible, due to the new HR management system, to review the number of implemented development talks during the year. Responding to both the first and second target Lendo has implemented Lendo leadership principles during 2021, to enable the right and wanted behaviors among leaders in Lendo. To the right, Lendo states the purpose of the leadership program.

The Purpose With Our Lendo Leadership Program:

- Create a common view of leadership and its connection to engagement, motivation, well-being, commitment, productivity and sustainable results.
- Make it easier and more fun to be an engaging leader by using a scientifically proven toolbox and creating a structured dialogue between leaders
- Create conditions to move from insights into actions through action plans with clear individual tasks and structured ways of follow-ups
- Provide continuous support to all the leaders
- Create more committed, healthy and high-performing employees



Sustainable Business Model & Environmental Impact

Sustainable Business Model

The goal is to incorporate sustainability as part of our core business and incorporate it as a factor in all decision-making. To ensure that measures are both implemented and executed, the company has in 2021 set up a separate committee where 13 participants across countries ensure the implementation of various measurements. From November 2021 a Sustainability manager started to work for Lendo and this role is responsible for formulating and implementing the sustainability strategy within the company.

Furthermore, all Lendo employees are responsible for upholding our ethical guidelines and principles based on the Schibsted Code of Conduct. All country managers in Lendo are also responsible for making sure that the strategy is being followed within the markets.

This coming section focuses on the environmental impact and therefore the identified material aspects in which we have organized that work.

Sustainable Consumption

Increased awareness of sustainability issues among consumers and regulators is changing current consumption patterns. Increased demand for sustainable products and sharing, renting, reusing and repairing goods instead of throwing them away will change traditional consumption patterns. To ensure Lendo continues to offer products and services relevant to our users, we must adapt to changing consumer behavior.

The long term ambition related to this aspect is to create awareness about sustainable consumption and launch new products promoting being environmentally aware of the impact that consumption has on the environment.

Material aspect	Ambition (long term)	Targets - 2021 (short term)	Progress
Sustainable Consumption	Create awareness about Sustainable Consumption and launch new products promoting it	Identify threats and opportunities related to consumer behavior shifts triggered by climate change Identify new business opportunities as a result of these shifts.	100%

Identify Threats & Opportunities

Lendo aims to create awareness about sustainable consumption concerning lending and the target related to this aspect aims to do this. It has been divided into different steps. The first thing we did was to identify threats and opportunities related to consumer behavior shifts triggered by climate change. Lendo, and representatives from the sustainability community arranged an internal workshop to define those threats and opportunities to act on this measure. A result from this workshop was the launch of a new service in Lendo Norway related to loans for electric vehicles such as e-scooter, electric cars, and used cars in the Norwegian market.

Besides this, Lendo also identified that the impact and office consumption is to be considered in this section as well. Lendo has therefore initiated different activities related to this, foremost, at the Lendo Denmark office since they have been a frontrunner in raising awareness of our office consumption. Some of the concrete actions being implemented in the Danish Lendo office are:

- Donate all of our bottles and cans with a 'pant' refund to an organization supporting the homeless. This was done in Lendo, Denmark.
- Whenever possible, we buy products that are certified with an ecolabel or in another way deemed sustainable.
- Lendo has provided tubberware enabling all employees to take home leftover food from our lunch to reduce food waste.
- Instead of buying a bouquet for new employees, Lendo buys a plant for the employee to maintain. This also adds to the coziness of our office and improves the indoor climate.

The company's ambition for 2022 is to adapt our product to the identified threats and use the opportunities from these shifts to continue innovation and launch new and exciting products promoting it.

Sustainable Supply Chain

To adapt and comply with market needs, and at the same time make sure the vendors and partners we work with have a sustainability focus, Lendo decided to focus even more on contributing to the value chain. In dialogue with our vendors/suppliers and bank partners in 2021 Lendo managed to make a risk assessment, get an overview of their sustainability focus and to identify areas in which we, as an industry, can work together. Lendo has a powerful position in the lending value chain since we are in between bank partners and lenders, and the end-user. This gives us a credible voice and position to strive for change. With a product heavily based on partnerships with lenders, it is essential to ensure that our partners apply sustainable practices. By working closely with banks, lenders and vendors the ambition is to contribute to raising the industry standard on responsible practices in favor of our users, but also in favor of the community.

To act on this measure, Lendo has established a list of minimum sustainability requirements for lending partners and IT vendors that can go beyond compliance and be applied in all potential markets. The requirements are based on standard public measurements and the UN goals.

Material aspect	Ambition (long term)	Targets - 2021 (short term)	Progress
Sustainable Supply Chain	Contribute to raising the industry standard on responsible practices in favor for our users	Set up minimum sustainability requirements for lending partners that can go beyond compliance and can be applied in all potential markets	
		Design process to implement such requirements	
		Identify Lendo IT providers and vendors and design process to monitor their focus on sustainability and potential risks	

Onboarding process for new partners

The first target aims to align on the internal baseline for the minimum sustainability requirements Lendo decides to bring along for lending partner management. This ambition was later transformed into the target of bringing forward minimum requirements for lending partners, including our long ambition on this particular aspect which is going beyond being compliant going forward. Several workshops and discussions with bank partners have taken place during the year to develop a questionnaire and a minimum setup of requirements. The purpose of the questionnaire is to use it whenever Lendo reviews a new partner to get a better understanding of their level of commitment to societal and environmental impact as part of their sustainability focus. This work resulted in a process that was included in the onboarding program for new partners. This way we can also keep track of the different types of initiatives being rolled out among many of the Nordic lenders and banks.

Onboarding process for new IT vendors

Lendo's ambition is also to raise awareness of the value chain in which we and our vendors operate. A first step to do this is to internally align on the current situation by collecting this information from IT vendors. Lendo therefore implemented a similar process to identify IT vendors as we did with the partner questionnaire. We started off with an internal workshop to identify the vendors that Lendo works with in relation to IT services. In this process we had an involvement from the Lendo tech department to help put together a questionnaire. We also interviewed IT vendors. The questionnaire is now in use whenever we are in need of introducing a new collaboration with an IT vendor, and was therefore naturally included in the onboarding process for IT vendors. These questionnaires are available for the organization at an internal drive. For 2022 Lendo aims to expand the vendor analysis to also include marketing vendors.

Energy Use and Green Gas Emissions

Material aspect	Ambition (long term)	Targets - 2021 (short term)	Progress
Energy Use and Green Gas Emissions	Lower our greenhouse gas emissions in line with Science Based Targets	Defined the scope and priorities for upcoming emission and energy improvement initiatives	 50%

Lendo in Sweden, Norway and Finland shares the office buildings with our owner Schibsted. Our targets and initiatives to lower the greenhouse gas emissions are therefore aligned with the Schibsted targets which can be found in the Schibsted Annual Sustainability report. The aim with the stated target in this report is to build knowledge within Lendo on how we can contribute to this target complementing the already ongoing Schibsted activities. The aim is also to raise awareness on how the company and users affect and impact greenhouse gas emissions. Referring to this, Lendo started to investigate the possibility of measuring the CO2 emissions per user by the end of 2021. This initiative will continue to be evaluated during 2022.



About the Report

This is Lendo's first sustainability report and covers the period from 1 January to 31 December 2021. We have also chosen to include some of the discussed targets for 2022 in the materiality deep dive since this is our first report. Our ambition for this report is to be transparent and share our approach, performance, progress and targets in the area of sustainability during 2021 onwards. This report has been prepared in accordance with the GRI Standards reference claim. This material references Disclosures 102-14, 102-18, 102-40, 102-42, 102-43, 102-44, 102-50, 102-51, 102-53, 102-54, 102-55 and 102-56 from GRI 102: General Disclosures 2016, and Disclosures 103-1, 103-2 and 103-3 from GRI 103: Management Approach 2016, and Disclosures 205-1 from GRI 205: Anti-corruption 2016, and Disclosure 401-2 from GRI 401: Employment and Disclosures 417-2 from GRI 417: Marketing and Labeling (2016), and Disclosures 418-1 from GRI 418: Customer Privacy 2016.

The report is not quality assured by an external body. The sustainability information is provided mainly in the sustainability report. Please see the GRI Content Index for further guidance. For further information on the reported data referring to Sustainability, please see the Schibsted Annual Report 2021 including the Sustainability Report.

Scope and Boundaries

Data is gathered through central management systems or functions if no other information is stated. Base year for data is 2021.

Environmental Data

This report states no measurements on environmental data related to greenhouse gasses. This is due to the annual Schibsted Sustainability Report which constitutes some environmental data such as greenhouse gasses.

Omissions

404-3: A new structure and system support for development talks is under development and cannot be shared in this report.

Point of Contact

If you have any questions about the sustainability report, you are welcome to contact [Johanna Björnback](mailto:johanna.bjornback@lendo.group), Communication & Sustainability Manager at Lendo Group, johanna.bjornback@lendo.group.

GRI Standard	Disclosure	Page	Notes
GRI 102: General Disclosures 2016	Strategy 102-14 Statement from senior decision-maker	2	
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GRI 103 Management approach (2016)	103-1 to 103-3 Management approach	31	
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