



# Sustainability report 2022

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## Empower people to make smart financial decisions - for a transparent and sustainable future

I think most of us would agree that we must leave future generations a better tool box for making smarter and more conscious decisions to protect our community and the planet. Research, new technology and innovation constantly provide new tools to put in this box, but we also need to change our mindset. This is why being a responsible market leader who works to provide transparency, prevent over-indebtedness and enable a safe and developing working environment for our employees has never been more important for Lendo Group.

By combining forces and working together on solving problems we can achieve powerful results. These past years have challenged many businesses, including Lendo, to accept that the future outlook is uncertain and that challenges can be a possibility for new business opportunities. We must try to develop better sustainable methods for the sake of our employees, stakeholders and future generations. Lendo embraces the urge to have a sustainable long term mindset in our daily business, it is part of our DNA.

Another key element of the Lendo DNA is transparency. It is our very purpose to provide transparency to the market for loans. We do so with the aim to empower people to make smart and informed financial choices. Transparency and empowerment are key elements in driving sustainable growth for our business.

In 2020, we started to accelerate our sustainability focus, setting even higher ambitions for Lendo for the coming years. This report for 2022 is a product of this journey, where we are moving forward together for a better future. We hope that this report will provide transparency to our efforts of acting responsibly within our industry.

**Roar Bjærum**  
CEO of Lendo Group



# About Lendo

Lendo is a Schibsted-owned company that provides marketplaces for price comparison of financial products like consumer loans, business loans, credit cards, mortgages and car loans. Lendo was founded in Sweden back 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 users and market for loans that pushed lenders to be more transparent. Today we are an established company, Lendo Group, and a market leading marketplace for loans in Scandinavia. We still see ourselves as challengers and innovators, and that is of course reflected in our company culture.

Today Lendo operates in Norway, Sweden, and Denmark. Recently the brands of Mybanker (Denmark) and Compricer (Sweden) also joined the Lendo Group Family. The Scope of this report is only including the Lendo organisations.

Lendo has always been about helping people keep control over their personal finances and lenders finding quality customers. As a leader in our category, we have made it easier for people to get a fair price on loans, often reducing their interest substantially. We believe in a market built on trust and transparency. This is why we strive for openness between our customers and lending partners.

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 2022 including the Sustainability Report 2022 for further financial and compliance related information about Lendo.





# 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 purpose is to empower people to make smart financial decisions that actually make a difference in their lives. 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 stakeholder's priorities forms the basis of our sustainability scope and priorities. Our point of departure is a materiality analysis based on an impact assessment and stakeholder dialogue conducted during 2020. In 2021 the company started measuring progress, and in 2022 we have continued to proactively work to achieve our yearly targets and strategy 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 the community through different efforts and prioritization within the subject. Each aspect is presented with our long term ambitions, what we have achieved so far and some suggested targets for the following years.

This report has been prepared with inspiration from the international framework of GRI Standards (more information provided in the section About the report on page 45).



## Materiality Analysis

In 2020 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 (level 3), focus aspects (level 2) and our lead aspect (level 1).

### Responsible lending

Act as a responsible market leader working towards changing lending practices for the better. Prevent over-indebtedness and ensure transparency and fair terms on the market for loans.

Privacy & Data Protection, User Safety & Fraud Protection	Sustainable Value Chain	Fair Business Practices and Business ethics	Responsible Marketing	Attractive employer & Diversity Inclusion & Belonging
Skill Development & Knowledge Sharing	Energy Use & Greenhouse Emissions	Sustainable Consumption	Charity	

## Stakeholders Engagement

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

## 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 and management team, and the outcome of previously stated ambitions and targets are reported in each section of this report.

# The Lendo Story

## Owners

Lendo is a fully owned subsidiary of Schibsted ASA, a family of digital brands with a strong Nordic position. 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 framework which forms the basis for this report. This report highlights some of the aspects from the Schibsted sustainability report but highlights sustainable actions taken by Lendo in 2022 tightly connected to the business operations.

## A marketplace for loans

Access to credit is important for consumers and businesses to ensure economic freedom and growth. Many things are too expensive to pay for all at once. With a loan it is possible to pay over time and access products and services needed now. It is a key attribute of any modern society.

However, knowing where to get the most suitable loan is difficult. Today it exists so many credit providers that all have different ways of evaluating credit worthiness, and they offer different rates.

This is why people need Lendo. We are a marketplace for loans. A place to seek guidance, browse, get and manage consumer loans, car loans, business loans, credit cards and mortgages. As a market leader in our category, we take it upon ourselves to shape and further develop the category to ensure the market grows on the right terms. This is why we believe in responsible lending as the new normal. This is also why we strive for openness between our customers and lending partners. But we must never forget to listen and respond to our customers' and partners' needs, always providing them with tools they need to navigate their financial landscape.

We take it upon ourselves to make loan comparisons easy. At the end of the day, people deserve to borrow money on fair and transparent terms. Our goal is to make sure people who need and qualify for loans will be presented with the best set of alternatives and empowered to make the choice that best suits their needs. And to make it easy for our partners to acquire high quality customers. We truly believe the market needs our category and work hard to prove it every day.

## Our purpose

Our purpose is to empower people to make smart financial decisions that actually make a difference in their lives. We know what our contribution means to people and this is why we are proud to be working in Lendo.



## Lendo's purpose

Empowering people to make smart and conscious financial decisions that actually makes a difference in their lives.

### Sustainability ambition

Ensure that our marketplaces for loans enables transparency and fair terms on the market for loans. We take ownership of the term sustainable finance and grow it as a must have in our category.

### Growth ambitions



Strengthen  
consumer loan  
business



Build Customer  
Relationships



Broaden product  
portfolio

### The Foundation: our People

We grow ambitious Lendoers

### 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 Board.*

For information about the governance structure of the Board and its committees, see chapter on Corporate Governance in the Schibsted annual report<sup>1</sup>.

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 related to the sustainability material aspects. 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 Chief Operating Officer of Lendo Group.

The management team (new composition in 2023) in Lendo consists of the country managers of Lendo Sweden, Denmark and Norway, the CEO of Compricer, The Chief Operating Officer, The Chief Financial Officer, The Chief Technological Officer and the CEO of Lendo Group.

This composition enables the sustainability work to be integrated with the local market organizations.

Lendo has initiated an internal program to boost implementation of sustainability throughout the organization. In 2022, 20-25 employees were appointed as a part of the Lendo Sustainability community driving local market sustainability projects and also supporting aspect and action plan owners. The sustainability manager coordinates the community and acts between the management team and the community.

## Code of conduct

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 customers and relate with our business partners, we build and strengthen our Lendo reputation as a group. 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<sup>2</sup>.

1. [Schibsted Annual Report 2022](#)
2. [Schibsted Sustainability Report 2022](#)

The Schibsted Code of Conduct is available for all employees on our intranet Schibsted Buzz 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, breaches of potential violations. You can read more about this on page 8 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 also is active and available for Lendo employees.

## Sustainability Risk Management

*Constantly mitigating risks in our daily operations is key to a successful business. Our 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 to be related to the misuse of our service.*

### 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. The loan business attracts many fraudsters due to the fact that a majority of financial providers use digital identification and a digital service only. The fraudsters are using the Lendo brand, amongst many other brands, to deceive victims and to conduct financial fraud. This may cause operational and reputational loss.



# Societal Impact

## The “Lendo footprint”

*The following 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 2022, the boundary and any limitations regarding the boundary of the impact and finally also the achieved progress on each aspect for 2022. 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: Societal impact, Our people and Environmental impact.*

Due to the service we provide, and huge market presence, we have a societal impact and a responsibility to deliver on our users' promises. Our service has, since the start, empowered peoples 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 compete and be transparent in order to win customers.

In addition to this positive contribution we also have an important responsibility to minimize the negative impact associated with our services. The negative impact could be attracting users not fully understanding the long term consequences of applying for a loan. We know that marketplaces for loans have an impact on people's financial situation and that users trust us to be an enabler of transparency on the market for loans.

Many of the sustainability areas that we in Lendo have defined as important to proactively make a positive contribution to have a societal impact on the communities we are part of. We start off with our most prioritized aspect - responsible lending.

They trust and rely on that our service strengthens their decision making and are safe to use. We therefore play an important role in the lending value chain. Users will always have the possibility to scan the market for loans on offers via the Lendo Services if the user qualifies for this. And if the user does not qualify, no sharp offers will appear. All of the above is at the core of what we believe responsible lending is about.

User empowerment and being a frontrunner of changing lending practices for the better in our category of marketplaces for loans are two sustainability perspectives we bear with us on a daily basis. We want to take ownership of the term sustainable finance and make sure it grows as a must have in our category. marketplaces for loans. The aspects that measures the impact we have on society are:


- **Responsible lending (p. 12)**
- **Fair business practices & business ethics (p.17)**
- **Privacy & data protection (p. 19)**
- **User safety & fraud protection (p. 20)**
- **Responsible marketing (p. 22)**
- **Sustainable consumption (p. 23)**
- **Sustainable supply chain (p. 24)**
- **Charity (p. 27)**



# 1. Responsible Lending

*As a leading marketplace for loans focused towards changing the lending practices for the better, it is natural to focus on responsible lending as mentioned above. By this, Lendo means acting as a responsible market leader by preventing over-indebtedness and ensuring that our services maintains fair and transparent so that users can make informed decisions. This is done by focusing on four areas of responsible lending.*

- **Knowledge sharing:** internal knowledge sharing on principles to uphold responsible business practices.
- **Industry collaborations:** Collaborate with industry actors and policy makers to change lending practices for the better.
- **Financial health products:** developing customized products related to financial health.
- **Transparency & Empowerment:** transparently empowering users about the risks with over indebtedness.

Material Aspect	Ambition (long term)	Targets - 2022 (short term)	Progress on target
Responsible lending	Ensure that our services are transparent, and our users are aware of the risks of over-indebtedness.	1. <b>Knowledge sharing:</b> Extend group-level KPIs to measure additional impact on “responsible lending”	 90%
		2. <b>Industry collaboration:</b> Drive industry dialogue on over-indebtedness	
		3. <b>Industry collaboration:</b> Use our public voice to change lending practices for the better	
		4. <b>Financial health products:</b> Continue to develop tools to provide people with more information to make better predictions for consumers and/or availability to manage debt	
		5. <b>Transparency &amp; empowerment:</b> Inform people on the risks with over-indebtedness	

## Evaluation of progress on targets in 2022

*To ensure that the whole organization works to uphold the principles and work towards the targets, Lendo decided on five targets to achieve in 2022 as found in the previous page. The following section is a deep dive of the progress of these targets for 2022.*

### Target 1: Extend group-level KPIs on “responsible lending”

The first target aims to find an additional relevant measurement to evaluate how our service contributes to prevent and decrease over-indebtedness, and that can be used in all of our markets. In 2021 the management team concluded that the KPI “savings for new users” should be communicated in monthly reports and at staff meetings in 2021.

The plan was to find an additional KPI this year. We have conducted workshops and discussions with multiple internal stakeholders and we are evaluating whether “number of helped users” can be an additional KPI to use.

Lendo managed to reach the target of increasing the annual savings for new users for 2022. Compared to 2021 (500 MNOK) this number was 600 MNOK in savings for new users in 2022.

### Target 2: Drive industry dialogue in over-indebtedness

The second target aims to demonstrate our commitment to act as a responsible market leader. Lendo believes that a responsible market leader uses their position in the lending value chain to influence and launch efforts that aim to make lending practices better for the sake of consumers. We therefore wanted to continue having industry dialogue during 2022 in Sweden and Norway. During the spring of 2022 Lendo in Norway initiated a dialogue with other actors in the industry resulting in a public debate about over indebtedness during the Norwegian Politician week at Arendal. After the politician week, Lendo together with Bank Norwegian arranged a round table discussion with banks and other loan intermediaries and Finans Norge in Oslo to talk about the topics:

- Compliance and supervision of existing regulation
- Marketing and sales methods in the industry

During 2022 Lendo in Sweden also continued the dialogue with other industry members in Sweden via the Swedish Fintech Association and the working group of consumer credits led by Lendo. The aim within this working group is to address the problems of over-indebtedness and find ways to collaborate and work together among actors that share the ambition of contributing to preventing over-indebtedness.

### Target 3: Use our public voice to change lending practices for the better

Another important aspect of the work we do within Responsible Lending is to use our public voice in to contribute to the debate about overindebtedness. This includes keeping an ongoing and transparent dialogue with industry actors, media and sometimes policy makers and authorities when needed to present the concrete actions on necessary changes to keep developing this industry in a customer centric and sustainable direction.

The list of proactive actions below are used in these dialogues and refers to mainly Lendo Sweden but also Lendo Norway. During spring time in 2022 Lendo in Sweden also published a debate article (3) in a Swedish news media site, Realtid, making a clear statement on why we believe that a debt register is important to prevent overindebtedness.

- **A ban on outbound telephone sales of consumer credit in Sweden and Norway:**

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.

- **Increased training requirements for staff who work with interacting with customers about taking a credit or a loan:**

Corresponding to a Swedsec adviser license, which already applies to mortgages and insurance. With increased demands on education, the actors risk attaching. With increased knowledge about credit, knowledge about risks with over-indebtedness also increases. We also propose that the training requirement should be part of the licensing requirement from the Swedish Financial Supervisory Authority for all lenders and consumer credit institutions under supervision.

- **Increased requirements for transparency and clarity when a consumer applies for a credit:**

This way the user 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 users 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.

- **A national and “real time” debt register in Sweden:**

A national debt register is a key tool for enabling more accurate credit reviews. This is something that has already been implemented in Norway.

#### 3. Debate article in Realtid.se, 2022-02-07

## Target 4: Develop tools to enable consumers to make smart financial decisions

To develop personalized finance management (PFM) services has been a focus area for Lendo during 2022. The ambition has been to provide personalized information about users' finances in order to empower them to make smart financial decisions. Lendo Norway has launched several services to deliver on that ambition listed in the table below.

Lendo in Sweden has focused on developing an app that aims to empower end users with the knowledge of credit scoring which is an important metric in the Swedish loan industry. By knowing more about your credit score the end user strengthens the knowledge about personal finance and what affects the scoring. The concrete actions are listed in the metric below:

### **Continued development and improvement of the service: “Lendo Debt overview” in Norway:**

This service gives people 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.

- **Continued development of the payment service (through our PSD2 license) in Norway:**

Allows users of “Lendo Debt overview” to pay down on their existing debts directly.

- **Continued development of a tool that enables users to calculate their monthly surplus in Norway:**

This is based on their transaction history, so that they can understand how much extra they can pay down on their debts.

- **Launch of the service “Lendo House value” in Norway:**

Gives users an estimate of what their house is worth and tracks the development.

- **Launch of the service “Lendo Financial health”:**

Gives users an overview of the financial situation, including income, wealth, debt, payment remarks and their credit score.

- **Launch of the “Lendo app” in Sweden:**

This app gives users the possibility to review their credit score. The ambition is to strengthen the user's knowledge about what the score means for financial health.

## Target 5: Inform people on the risks with over-indebtedness

One part of Lendo's ambition within the scope of this aspect is to help users that want to improve their personal finance problems related to debt.



The role of our service is however not to give users debt consolidation guidance since this is not our expertise nor do we have the license to do this. Therefore the fifth target aims to proactively provide users and consumers with information about the risks of unhealthy over-indebtedness in general and also in accordance with thinking of taking a new loan. On the next page we list initiatives that supports this.

- **“Talk about debt” campaign in Norway**

Originally launched during 2021 the “Talk about debt” campaign has the target of reducing the stigma connected to personal finance and debt. Not being in control of the personal finances is a contributing factor to mental health challenges, and due to stigma many consumers struggle with this all alone. We believe that no one should sit with their problems alone. Anyone can have financial problems - and anyone can get out of them, but that requires openness. Let's talk about it! Through product development, storytelling and influencers we wish to raise awareness and knowledge about the alternatives the consumers have to take control over their economy. The engagement of this campaign during 2022 is a real testament on the importance of this subject and something we will continue to work on.

- **The “credit journey report” in Sweden**

During 2022 Lendo released a media report in Sweden “[The Credit Journey](#)” with the aim of sharing information about the Swedish population and their consumer loan habits. The aim was to educate people and policy makers how the behavior related to consumer loans tends to change in life to strengthen the knowledge on how consumer loans affect people and their personal finance. We believe this is the first step to decrease over-indebtedness in society.

- **Blog articles on [Lendo.se/no/dk](#)**

During 2022 Lendo started to accelerate the focus on writing articles about the risks with over-indebtedness on our different blog sites in Sweden, Norway and Denmark. These blog sites have a high amount of daily visitors and can therefore make an important impact and support Lendo in the journey towards empowering more people to help them make smart financial decisions. Lendo also has also accelerated the focus of using our Savings expert Sharon Lavie sharing awareness on this topic in the public arena during 2022 with more than a hundred published articles about guidance related to personal finance and debt alongside with the launch of a “school for private loans” that was released online.



## 2. Fair Business Practices & Business Ethics

*Long term sustainable growth can only be achieved with fair business practices. We are cognizant of the risk of corruption and fraud. Lendo, with the support of Schibsted, annually evaluate the functionality of our policies and are exploring potential new actions to take to prevent unfair business practices. We act in a regulated market, and this 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 report (anonymously) breaches of routines and procedures if any such is discovered. During 2022, Lendo adopted a new updated version of the Schibsted Code of Conduct.*

Material Aspect	Ambition (long term)	Targets - 2022 (short term)	Progress on target
Fair Business Practice & Business Ethics	Act above compliance and strive to become the company setting the next ethical standard in our industry	1. Implement a video training platform to use for online training on Ethical Business Dilemmas and Trainings	 93%
		2. Raise awareness among leaders through workshops on business ethics dilemmas.	
		3. Operations assessed for risk related to corruption	

## Evaluation of progress on targets in 2022

### **Target 1: Implement a video training platform and tool to use for online training on Ethical Business Dilemmas and Trainings**

The first target aims to raise awareness about the Code of Conduct and ethical guidelines available for all Schibsted employees. The updated version of the Schibsted Code of Conduct 2022 was made available on the Schibsted intranet for all employees during 2022. Lendo also focused on finding a video training tool to be ready for online training and so we did before the end of 2022. The initial target included implementation of this video training tool as well but we will focus on this during 2023.

### **Target 2: Raise awareness among leaders through workshops on business ethics dilemmas.**

The second target aimed to raise awareness of ethical business dilemmas among leaders so that leaders can support employees, foremost being in contact with customers and partners, to be aware of the risk and signs of unethical business. Lendo already have routines and policies in place for detecting unethical business situations, however we do also believe that regular education improves the risk analysis. During 2022 leaders in the customer relations department in Sweden worked on a department specific Code of Conduct related to ethical standards and behaviors. One focus area for the upcoming period will be to create department specific training available on the online video training platform. During the beginning of 2023 a business dilemma training for all leaders and employees on the updated Code of Conduct is planned to be conducted via Schibsted.

### **Target 3: Operations assessed for risk related to corruption**


Responding to the fourth target Lendo implemented a screening process of how to evaluate new markets already in 2021. We did one screening project for a new market during 2022 that included the "corruption index". The unit "Strategy and business development" is in charge of these projects, but with input from the unit called "Expansion".

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 practices with new partners and lenders. Lendo established during 2021 new guidelines regarding business ethics for onboarding of all new partners. 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.

### 3. 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 people. We make extensive efforts to ensure that we process data in compliance with applicable privacy regulations and our users' expectations. Our work on privacy and integrity within the Sustainability agenda 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. At Lendo we are aware of the privacy risks and potential negative impact on individual consumers if we at Lendo do not maintain high awareness of privacy threats.*

This is why 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 2022 that aims to support the long term ambition.

Material Aspect	Ambition (long term)	Targets - 2022 (short term)	Progress on target
Privacy & Data Protection	Ensure that we always respect and prioritize privacy and secure knowledge amongst employees and key functions within the organization.	1. Evaluate standards to measure privacy and data protection.	
		2. Follow up on privacy and data protection compliance	

## Evaluation of progress on targets in 2022

### Target 1: Evaluate standards to measure privacy and data protection

The first target aims to investigate if ISO Certification required increased capacity. Lendo initiated these discussions about ISO during 2022 but did not implement it as the measurement for Privacy and Data protection. Instead, Lendo continued to build processes that were aligned with ISO but it was also decided to reconsider ISO Certification yearly.

### Target 2: Follow up on privacy and data protection compliance

The second target aims to ensure we focus on follow up on the Data Protection Compliance framework. During 2022, the audit framework was thereby completed, and a first audit was performed on our most critical supplier for the PSD2 service with good results.



## 4. 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. This materiality aspect of "User safety and fraud protection" aims at addressing both these objectives. At Lendo we are aware that fraudsters use services like ours and other similar to conduct fraud. 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. During 2022, the focus on this aspect has increased both in Lendo and in the Scandinavian countries due to the increase of Fraudsters in society.*

External cyber attacks, misuse of our services and threats to our 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. This is another reason to why it is important to keep proactive work to minimize this risk.

Our long term goal is to automate and enhance fraud detection mechanisms to identify fraud as soon as possible in our processes. Working closely with our partners to anticipate and rely on more comprehensive feedback is also an objective we are aiming towards. Those efforts combined with efficient communication towards our customers 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 - 2022 (short term)	Progress on target
User Safety & Fraud Protection	Proactively work to prevent fraud incidents through our services	1. Establish a cross brand Fraud Forum for internal knowledge sharing	 85%
		2. Create user safety through information	
		3. Select and prioritize fraud use cases to monitor and prevent	
		4. Initialize a discussion with lending partners to get feedback about fraudster behaviors	

## Evaluation of progress on targets in 2022

### Target 1: Establish a cross brand Fraud Forum for internal knowledge sharing

The aim with the first target was to align on the fraud agenda across markets that deal with a lot of fraud cases and to raise knowledge on fraud overall internally. In 2022, Lendo has therefore initiated a Fraud Forum across the Swedish and Norwegian market with employees representing management, tech, partnerships and marketing. The goal of building the forum has been to learn from each other. In this forum we've also been working on identifying fraud sources and patterns. During these regular Fraud Forums employees share updates on recent actions, share news or insights but also suggest ideas on new efforts.

### Target 2: Create user safety through information

The second target aims to establish communication on the Scandinavian markets that informs the customer about the measures we take to protect them, and to prevent them from being scammed. All of the Scandinavian markets have during 2022 implemented this communication. [We have communicated to users, on our websites, best practices and warnings to help identify whenever they could be scammed.](#)

### Target 3: Select and prioritize fraud use cases to monitor and prevent

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.

During 2022 we have identified fraud scenarios and measurements to prevent some of them. More is to be done. It has therefore been included in the roadmap of the product development to test some of these measurements during the beginning of 2023.


### Target 4: Initialize a discussion with lending partners to get feedback about fraudster behaviors

During 2022 the partner-team in Sweden, driving this specific initiative, has been conducting a proactive dialogue with selected bank- and lending partners to learn more about how Lendo and its partners could collaborate on this topic. The plan for 2023 is to deepen the collaboration with selected partners.

## 5. Responsible Marketing

*Marketing is a central part of our business. Responsible marketing is therefore crucial to maintaining user trust. We must ensure that the marketing communication activities comply with our internal guidelines and national and EU marketing regulations and guidelines, but we also want to take it further and be a role model in our 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 our services, we make it possible for our customers 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 - 2022 (short term)	Progress on target
Responsible Marketing	Promote and continue to be a frontrunner for responsible marketing within our industry in all markets	1. Establish guidelines on each local market on how and when we communicate sustainability messages to customers	 90%

## Evaluation of progress on target in 2022


### Target 1: Establish guidelines on each local market on how and when we communicate sustainability messages to customers

During 2021 several workshops and meetings were arranged within the marketing departments across markets to both define and distribute the group level minimum guidelines. During 2022, the sustainability community continued this project starting with mapping out how each market uses these guidelines in marketing channels, but also if the communication involved other sustainability messaging. The main theme for the Lendo Sustainability agenda is being a responsible leader and this is something that is being implemented in the planning of how we communicate across different channels. However, sustainability messaging is in general not used in broad media channels but instead used in written articles published on the Lendo blog pages in Scandinavia. We did not conclude on the guidelines for 2022 due to lack of resources.

The aim of this target is to empower users through thought leadership articles and to use articles as a way to provide in-depth information on the subject of sustainability from the Lendo point of view. For 2023, we will investigate if we need to add further guidelines of sustainability messaging to the broad media channels.

## 6. 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. We must also be aware that our place in the value chain has an effect on consumer behavior such as consumption behavior and therefore it is important to continue to innovate and develop services and features that support sustainable consumption. 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 - 2022 (short term)	Progress on target
Sustainable Consumption	Create awareness about sustainable consumption and launch new products promoting it	1. Identify new business opportunities as a result of sustainable consumption shift	
		2. Implement one new measurement that supports this shift	

### Target 1: Identify new business opportunities as a result of sustainable consumption shift

Lendo aims to create awareness about sustainable consumption concerning lending and the target related to this aspect aims to do this. Last year of 2021 Lendo launched 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. For 2022 the target aimed to identify at least one new opportunity to implement new services/products that promote sustainable consumption. This year the partner team has been in dialogue with three selected bank partners and they have together identified two new business opportunities. Due to lack of capacity and due to the need of further assessment of the business case the identified opportunities within the product of Lendo have not been implemented. Lendo will however continue to investigate these opportunities for 2023.

### Target 2: Implement one new measurement that supports this shift

One new opportunity that has been implemented by the marketing teams is to regularly encourage people to make conscious sustainability choices which is promoted in the different content channels existing in the core markets of Sweden, Norway and Denmark. In Lendo Denmark the marketing team has used their content pages on the Lendo.dk in 2022 to push for sustainable consumption messaging including sustainable consumerism & "energy-friendly renovation".

## 7. 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, we decided to focus even more on contributing to the value chain. In dialogue with our bank partners we regularly assess their sustainability focus (and vice versa) 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 term 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 - 2022 (short term)	Progress on target
Sustainable Supply Chain	Contribute to raising the industry standard on responsible practices in favor for our users	1. Increase level of commitment with bank partners and arrange events together.	 88%
		2. Document how lending partners perceive Lendo as a sustainable partner and assess their sustainability commitment	
		3. Extend supplier assessment on sustainability	



## Evaluation of progress on targets in 2022

### **Target 1: Increase level of commitment with bank partners and arrange events together**

The first target aims to arrange at least one event in 2022 together with bank partners on a sustainability topic. During the fall of 2022 Lendo arranged a public event together with Bank Norwegian during the Norwegian politician week “Arendalsuka”. This public event was a panel debate discussing the topic of “Sustainable debt and financial health”. Participating in the panel debate were other industry actors and lenders, but also two politicians and a representative from the Norwegian organization Finans Norge. The aim was to raise awareness on the important topic of sustainable debt and what responsibility industry actors have to decrease the number of Norwegians in an unhealthy debt situation. After this panel debate Lendo and Bank Norwegian invited Norwegian lenders to participate in a roundtable discussion which can be read about in the section of Responsible lending (p. 12).

### **Target 2: Document how lending partners perceive Lendo as a sustainable partner and assess their sustainability commitment**

A new routine was decided in Lendo in 2022 to send a questionnaire to existing lending and banking partners for review of Lendo as a partner for sustainability, and also to get a better understanding of their level of commitment to societal and environmental impact. Due to lack of capacity Lendo could not prioritize to finalize the assessment material (based on a questionnaire) to partners but it will be finalized in the beginning of 2023. In addition, several workshops and discussions with bank partners have also taken place during the year to investigate further collaboration on sustainability initiatives.

### **Target 3: Extend supplier assessment on sustainability**

During 2021 we implemented a process to also introduce IT vendors to our sustainability ambition and assess their commitment by sending a questionnaire, and it is therefore now part of the on-boarding process for new IT vendors. During 2022 we started to map out other suppliers that we want to be included in this assessment. For 2023 we are implementing a new routine for both existing and new suppliers using an updated questionnaire.

### **Establishing processes for due diligence related to human rights and decent work conditions (Transparency Act)**

In Lendo we work systematically to incorporate the human rights aspect into our business and towards our partners and suppliers. We do this, among other things, by giving our employees reasonable salaries, regulated working hours and we have zero tolerance for child labour in our own business – and in the supply chain.


We work to reveal whether Lendo contributes to potential human rights violations and decent working conditions, and we show a high degree of caution when we have businesses or partners in areas where human rights and workers' rights normally have tougher conditions. Lendo has initiated several internal processes to ensure accountability in our supply chain and we expect our suppliers to comply with the Schibsted Supplier Code of Conduct. For further information on how Lendo is working to minimize risks, assess vendors and future focus, please see the Lendo Group website.



Transparency Act: <https://www.lendo.group/sustainability/>

## 8. Charity

*Lendo has supported non-profit organizations for a couple of years now. 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. Ambassadors working for Hand in Hand but lived in the area of this village started an entrepreneurial training program for the villagers with the aim for new businesses to start and grow.*

Material Aspect	Ambition (long term)	Targets - 2022 (short term)	Progress on target
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	1. Continue to enable charity projects and initiatives within Lendo	

## Evaluation of progress on target in 2022

### Target 1: Continue to enable charity/community projects and initiatives within Lendo

Charity is one of the priority aspects for employees within Lendo since it brings a sense of pride to being able to support to a larger extent than on a personal level. This is why the first target aims to ensure we continue to enable CSR initiatives. But, Lendo also has another reason and it is that the company and its owners also consider it to be important to contribute to charity organizations like Hand in Hand simply because we can. 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 2022 Lendo has been supporting 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 24th month report it was stated that 225 new enterprises had started to grow 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. In total, the program has enabled jobs for over 294 people in the village.

# 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's issues that are communicated clearly 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 feels included in the culture and has the psychological safety to express opinions, new ideas and be themselves. It is also an enabler for innovation and future value creation. Lendo believes that acting responsibly and offering an attractive work environment that encourages diversity is crucial to attracting and retaining the right people. Lendo's ambition is to ensure that it offers a space for employees to enable their growth and development.

Employees and the culture are the foundation of Lendo's value creation. Lendo has the longterm ambition to be positioned as one of the industry's most attractive employers. An attractive employer also focuses on having a low attrition rate and the management teams are aware of the impact that the culture, work tasks, possibilities to develop, workload, composition of management,

benefits and direction of the company has on the attrition rate and the well being of the Lendo employees. It will be crucial for Lendo to continue to attract and retain talent in the coming years since this is a key factor for further growth. However, recruiting talent is an industry challenge which can be read about in the section "Sustainability Risk Management" (p. 10).

On the following pages we present the aspects that relates to the impact we have on our employees. These aspects are:

- **Attractive Employer (p. 28)**
- **Diversity, Inclusion and Belonging (p. 36)**
- **Skill development & knowledge sharing (p. 39)**

## 9. Attractive Employer

Recent years world happenings (such as the pandemic and war conflicts in Europe) have affected people's daily lives, but also work life. Finding the best way forward to ensure a healthy working environment has been challenging for many companies in a hybrid set up between home office and office. But it has also brought forward new opportunities and key learnings. It has become clear that being an attractive employer involves regularly listening to employees and their expectations for a happy work life. This should be both individually done in manager-employee dialogues, but also using other methods such as employee surveys that could take the pulse on how employees are doing. These measurements are presented on the next page. To reach this long term ambitious target of being one of the most attractive employers in the industry, Lendo decided on four targets for 2022.



Material Aspect	Ambition (long term)	Targets - 2022 (short term)	Progress on target
Attractive Employer	Be positioned as one of the most attractive employers in our industry	1. Implement a Hybrid Way of Work in Lendo	
		2. Action taking in line with ACT (employee survey) results	
		3. Define Employee Value Proposition	
		4. Display yearly attrition rate	

## Evaluation of progress on targets in 2022

### Target 1: Implement a Hybrid Way of Work in Lendo

The first target aims to raise clarity to all employees in all the Lendo markets on new guidelines related to working from the Lendo offices and from the home offices. The management team decided during workshops in late 2021 on some guidelines on how often employees were expected to physically be at the office, but also guidelines for getting the relevant equipment sent to the home offices to support a healthy working environment also at home. During the year of 2022, all markets have been instructed to evaluate the outcome of the guidelines on employees working environment and performance. Based on the insights and listening to employees, all offices finalized Hybrid Way of Work Guidelines during the fall of 2022 by involving leaders, and later communicated these new guidelines to employees. The new guidelines are now implemented.

### Target 2: Action taking in line with ACT (employee survey) results

Lendo conducts an employee satisfaction survey called ACT, which is part of an Employee Engagement program that we activate three times a year in Q1, Q2/Q3 and Q4. ACT stands for *Acknowledge where we are, Collaborate on where we want to go and Take one step forward*. This survey therefor encourages all employees to give continuous feedback about the organization so that all teams can work together with their leaders to respond directly to input and concerns. In 2022, Lendo Group managed to increase the score in some of the metrics, but not all of them. In this report we will focus on highlighting one of the Lendo Group results for 2022.

Based on yearly survey results for 2021 Lendo decided early in 2022 to prioritize an increase of the score on “action taking” since this was one of the negative trends for the end of year of 2021. For 2022 the Lendo Group Management Team has focused on creating and implementing a process for “action taking” related to ACT results in order to increase this score.



In terms of getting all leaders on board with this process, the Lendo Group Management team has used monthly leadership meetings and the Leadership training forum to talk about every manager's responsibility to translate the findings in the quarterly survey into effective action points together with the team. All of the results in the ACT survey can be 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 decided actions.

In terms of getting employees onboard with both the results from the survey but also of the actions being taken the overall ACT results for Lendo Group are regularly presented at all staff meetings "Lendo All Hands" 3 times a year. For 2022 Lendo also focused on presenting the movement on selected scores (trends) in order to be transparent about when actions have improved the score and when more actions are needed. This way, results and selected group level actions are available for all employees in Lendo. The areas in which employees, and therefore management, wishes to improve further have also been identified and included in the People Plan for 2023 and communicated to leaders and employees on a country level.

### Engagement Index

Another way of evaluating if actions related to the ACT score is to look at how the level of engagement index moves over time. This is a comparable and well-known KPI for organizations that do similar surveys.

4: Internet source: Gallop, study from 2020:

5. Source Effectory report from 2021:

This gives an indication of how attractive a workplace is since it refers to whether employees would recommend the employer to others.

In 2022 Lendo had an average score of 83 % according to the Engagement index. This is similar to the level we had in 2021. Compared to other industry actors, this number is to be viewed upon as a high score. This can be verified with statistics from other analytic firms 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. In another study from Effectory, a employee listings service, one could read that the average score for companies in Europe and the Nordics are 35%.

### Target 3: Define Employee Value Proposition

During 2022 Lendo launched a project to align on the common view of the corporate identity across Lendo and it's markets. Included in the scope of this project was also to define the Employee Value Proposition (EVP) since the value Lendo offer its employees are closely linked to the identity of Lendo. We therefore arranged a number of workshops aiming to collect input on the current culture, Lendo as an employer and perception of the current identity from a wide representation of employees from different markets and departments.

These workshops eventually resulted in a common corporate identity platform. All and all over 40 employees were involved in the project.

Therefore, the conclusions and input collected during the corporate identity project were identified as relevant to be included as a baseline for the EVP platform. However, Lendo still identified that further feedback would be needed in order to ensure relevance of the EVP in the organization. During the end of 2022 this feedback process was initiated and will continue in 2023. The EVP platform focuses on what the culture of Lendo offers both existing and new employees.

It therefore includes:

1. description of the value proposition
2. a list of benefits

By bringing forward this platform Lendo takes steps towards streamlining the efforts on attracting talent (employer branding) and being a transparent employer about what we offer. During 2023 the focus will be on implementing the platform and using it as a baseline to design an employer branding strategy.

Before showing the EVP pillars it is relevant to emphasize that the core values in Lendo are important assets of both the EVP platform, the Corporate Identity Platform and acts as guidance to employees every day in how to behave with each other and stakeholders. The core values are also integrated and communicated in the recruitment process.

The EVP pillars are described on the next page.





## 1. Lendo Employee Value Proposition



### **We are a purpose & value driven company**

We are a value driven company that shares the idea that working towards a purpose is more motivating than only improving financial results. Each day we work towards financial decisions that actually makes a difference in their lives. We are guided by our core values #winasateam #customercentric #focusonexecution and #alwaysimprove that lives in the choices we make.



### **We believe responsible lending is key**

In Lendo we are guided by a strong ethical gut feeling and thanks to this we are doing concrete actions to shape the industry for the better. We want to help people obtain a healthy financial situation over time, we must always be a leader leading the category and industry towards responsible practices. We therefore take it upon ourselves to develop the category to compete more transparently, something that our employees share as a key belief.



### **We foster a friendly and inclusive environment**

We strive towards strengthening the employee experience and team belonging to enable our employees to grow, be themselves and enjoy working in Lendo for a long time. We are fostering inclusive respectful leaders and we arrange social activities to strengthen the team culture.



### **We believe work-life-balance is important**

Our excellent employees are our most important asset. This is why we encourage work-life-balance and flexibility, offering a hybrid set up that supports a blend of in-office and home office to support this. Something we regularly measure and often score high on. We know that work-life-balance is fueled by creativity and innovation. That is why we every now and then do things outside the ordinary.



### **We grow ambitious Lendoers**

We are a result-oriented organisation, fostering a knowledge-sharing culture and successful teams of skilled experts. Lendo is also a place where everyone can make a true impact. This is why we encourage self leaderships and personal growth. Being part of Lendo means being part of a successful company.



## 2. Lists 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 since it is individually set. Also, the list of benefits is not comprehensive to all the existing benefits within Lendo on each local market. The ambition for Lendo related to benefits is that in each market in each country that Lendo operates in shall offer the, perceived by the country, standard choices for employee benefits.

In the list below one finds the overall benefits of working at Lendo part of Lendo Group. The general benefits available for all employees within Lendo Group (full time employee) are related to two areas: 1) way of work, 2) skill development

### 1. Flexible work life

Hybrid Way of Work is a flexible set up referring to the employee being able to choose whether to work from the home office or the office. One of Lendos 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 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 a few times each year. Every employee is also encouraged to take part in the, by Lendo organized, training available on the platform LinkedIn Learning. During 2022 Lendo arranged training on the topic “Unconscious bias” available at this platform. Schibsted also enables a learning program with many relevant trainings during the year called Schibsted Learning lab available for Lendo employees. These learnings are a mix of digital and onsite training.

### 3. (NEW 2022) Development talks twice a year & GROW framework

At Lendo we strive to give room for our employees to grow not only within their current role but within the company. A big part of our way of thinking is having a growth mindset. This means we believe that skills and abilities can be improved through hard work, good strategies, and input from others. It also means we thrive on new challenges and at the same time see failure as an opportunity to learn and grow. GROW - Is the concept of how to enable individual growth in Lendo. The foundation of this concept is the dialogues between leader and employee. The employee sits in the driver seat of their own development but the leaders are playing an important role by actively supporting the employee's development progression.



To facilitate structured and continuous dialogues the concept consists of three pillars.

1. **The Development talk twice a year:** gives the employee the opportunity to think bigger in a conversation between leader and employee. It's about setting new goals, reflecting on overall achievements and discussing aspirations for the future development journey. New for this year (2022) is that it happens twice a year.
2. **Goal check:** To follow up on the development as well as the performance goals together with the employee and discuss progression.
3. **1:1s and continuous feedback:** this can be done in a 1-1 meeting, no need to book a separate meeting. We now also have the possibility to collect feedback based on our Lendo Values and Lendo Leadership principles from other colleagues in Lendo.

During 2022 85 % of employees had at least one development talk in 2022.

## Target 4: Display yearly attrition rate

One KPI that also can be used to measure the employer attractiveness is attrition rate, meaning the percentage of Lendo employees chosen to leave. This metric shows the percentage of employees leaving the company during 2021.

**Total attrition rate 2022: 13%**(Voluntary annual attrition rate that includes people on leave)

Since Lendo recently started to measure this number, it will be taken under consideration to appoint specific actions to dig deeper into these numbers overall in 2023. 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 but also through the organizational survey that is addressed in the text section. If we compare the attrition rate to other industry actors this would also give us an indication of this measurement in relation to other competitors, but unfortunately it is hard to find due to the lack of information available from other competitors.



## 10. Diversity, Inclusion and Belonging

*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, competence 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. The objective for 2022 was also to continue to identify key areas and aspects within diversity, inclusion and belonging important to our employees. This way we can design an effective strategy to reach our ambition as we develop in this area.

Lendo aims to have a diverse and inclusive workforce and has high ambitions to become a front-runner on diversity, inclusion and belonging. It is business critical to have a high awareness of diversity, inclusion and belonging (DIB) within a company to utilize the unique strengths, perspectives, opinions, and ideas to improve critical thinking and problem solving and to maintain the market leading position. And if this is not achieved it could also have a negative impact on the culture and employees well being as well as on the business results.

Diversity is not only about gender and ethnicity, but about our different ways of seeing the world and our workplace. Diversity also requires us to be conscious about how to build an even more inclusive culture. As DIB can encompass many different aspects and focus areas, we have started off in 2022 to define targets related to gender representation at various levels and equal pay.

In 2023, Lendo will have the Chief Operating Officer, the Head of People and Culture, Head of Strategy, additional HR employees and the Communication & Sustainability Manager to support the defining of baseline assessment and furthermore action plans. To ensure this aspect are embedded into all strategic decisions for our business, the appointed aspect owner is a member of Lendo's executive team.



Material Aspect	Ambition (long term)	Targets - 2022 (short term)	Progress on target
Diversity, Inclusion and Belonging	Actively work for diversity, inclusion and belonging throughout all aspects of the value chain i.e. workplace, recruitment and product	1. Start measuring feeling of DIB in Lendo to use for strategy direction	 80%
		2. Strengthening knowledge and competence of Diversity, Inclusion and Belonging among leaders in Lendo	
		3. Involve the sustainability community in the DIB work	

## Evaluation of progress on targets in 2022

### Target 1: Start measuring feeling of DIB in Lendo

The first step towards setting relevant goals for DIB is to assess the current situation. The management team is highly aware of the importance of measuring the status in order to know if the current DIB awareness in teams has a positive or negative impact on the business and on employees well being. Currently, there is limited organized data about diversity except gender diversity. During 2022 the management team therefore decided to invest in and conduct a DIB survey with the aim of assessing the current situation of how employees feel in terms of inclusion and belonging and also which other diversity traits other than gender that exist in Lendo. This survey also identifies gaps between how leaders assess the situation in their teams versus how employees assess the situation.

This project was initiated during august in 2022 and Lendo partnered up with Seema and Diversity Index during the fall. The survey will be conducted in early 2023.

In 2022, Lendo did a comprehensive assessment of the current status of diversity aspects of gender which also led to long term ambitions. The idea with these ambitions is to influence leaders to have this perspective present in recruitment and promotion.

In the next page is some of the data already available. This is a first step in building the mentioned assessment. Since Tech is a huge department in Lendo and the benchmark for gender diversity looks a bit different within Tech departments in the Nordic countries (Apr. 30% women), the ambitions have been divided to Lendo Group excluding Tech and Lendo Group Tech exclusive.

Gender ratio in Lendo by Q2 2022 (tech excluded)		Ambition 2025
Employees in Lendo	58% men 42% women	50% men 50% women

Gender ratio in Lendo Tech by Q2 2022		Ambition 2025
Employees in Lendo	81% men 19% women	65% men 35% women

## Target 2: Strengthening knowledge and competence of DIB among leaders

The second target aims to create awareness and build knowledge around diversity, inclusion and belonging (DIB) among our leaders in Lendo. To support knowledge creation and sharing on DIB, Lendo has included this aspect as a focus area within the leadership program. In this space, Lendo's definition of DIB and the ambition (so far) has been shared in different leadership forums during the year.

## Target 3: Involve the sustainability community in the DIB work

The sustainability community in Lendo did also collect insights on important DIB perspectives to consider in the recruitment process. This DIB Recruitment Tool-kit was communicated and shared with leaders in Lendo during an information meeting in 2022. A linkedin-learning course of Unconscious Bias Training has been available for all employees during the year and we have had an inspirational speaker on the topic of DIB meeting with the Swedish leaders in Lendo. Lendo will continue to build knowledge and competence of DIB during 2023.

## 11. Skill Development and Knowledge Sharing

*To develop the organization and its employees, Lendo believes in the importance of personal skill development and teamwork. It is also important to remain an attractive employer and to maintain the market leading position. Not working enough on skill development and knowledge sharing could have a negative impact on the business results as well as employees well being and attractiveness to stay in Lendo.*

In this area, the focus for 2022 has been to continue actively incentivizing innovation for our business and employees' development by enabling knowledge sharing and training for business and culture elements. Therefore during the fall of 2022 the global tech team arranged a "Lendo Innovation Days" inviting inspirational speakers and inviting all employees to take part in workshops that focused on innovation. This event was appreciated by employees. 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 2022 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 had two development talks with every team member throughout the year (read more in the Benefit section on page 25). Employees have access to all LinkedIn Learning courses for personal growth. 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. We 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 - 2022 (short term)	Progress on target
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	1. Encourage and support every employee to take an active part in their own development.	 100%
		2. Create a feedback framework	
		3. Empower the employees with applicable trainings and development opportunities	



## Evaluation of progress on targets in 2022

### **Target 1: Encourage and support every employee to take an active part in their own development**

Responding to the first, a new system and development management program was installed at the end of 2021. The implementation was successful in the beginning of 2022 and the implementation rate among leaders to conduct two development talks with every full time employee in 2022 were at a high level. All managers have also been reminded during extended leadership meetings the importance of encouraging all employees to take part in their personal development. Leaders also have access to leadership principles from 2021 to support them in the work of encouraging employees to take an active part of the development.

### **Target 2: Create a feedback framework**

This second target aimed to enable all employees in Lendo to regularly give and

ask for feedback from colleagues. During 2022 Lendo employees therefore got access to a new feedback framework and feature in the HR-system “Workday”. Relevant training was given to leaders and the feature enables employees to ask for feedback all year round from anyone.

### **Target 3: Empower employees with applicable trainings and development opportunities**

Responding to the third target, Lendo has continued with the “Lendo Talk Concept” throughout the year inviting employees to share knowledge internally. All with the aim of internal knowledge sharing on different important topics. For leaders, they have been invited to participate in training related to setting Objectives and Key Result to strengthen leaders in the target process for each year. All employees have also been offered to participate in learning sessions during 2022 to learn more about the corporate identity of Lendo, the corporate culture and brand.



# Environmental Impact

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


- **Energy Use and Green Gas Emissions (p. 42)**

*Lendo is as important as any of the other companies within the Schibsted family of brands to support and contribute to the ambitions of lowering the energy use and greenhouse gas emissions within the Schibsted offices we are part of. Lendo acknowledges the urge to also focus on the positive and negative impact we have on the environment not only by the offices we utilise but also in terms of traveling and electricity used to maintain our service.*

We are therefore appreciative of the high ambitions within Schibsted to lower greenhouse gas emissions in line with science based targets even though reducing climate impact is not a lead aspect in Lendo considering the limited environmental impact our products has on the environment compared to the societal impact. An area that we, however, want to learn more about as a company within Schibsted as well.



## 12. Energy Use and Green Gas Emissions

Material aspect	Ambition (long term)	Targets - 2022 (short term)	Progress on target
Energy use and green gas emissions	Lower our greenhouse gas emissions in line with Schibsted's targets, that are in line with Science Based Targets.	Share awareness in Lendo about the Schibsted priorities for the upcoming emission and energy improvement initiatives (such as the Climate Roadmap to 2040)	 50%

### Evaluation of progress on target in 2022

#### Target 1: Share awareness in Lendo about the Schibsted priorities for the upcoming emission and energy improvement initiatives

Lendo in Sweden and Lendo in Norway, the two largest offices within the Lendo organization, share office buildings with the 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. Therefore the initiatives to lower the greenhouse gas emission within Schibsted apply for the Lendo offices in Sweden and Norway. The aim of including this aspect in the report is to build knowledge within Lendo on how we contribute to the already ongoing improvements run by Schibsted.

#### Schibsted's new Climate Roadmap to 2040

Schibsted recently published the very first Climate Roadmap for 2040 that provides an overview of the Schibsted approach to climate impact and energy consumption and includes sections on governance, ambitions, progress and plans. Schibsted states in this new road map that it is aligned with the approach recommended by the Task Force on Climate-related Financial Disclosures (TCFD) and the GHG Protocol. Schibsted also states that by applying the approaches and processes recommended in these frameworks Schibsted aims to present a roadmap that can support transparency, management and mitigation of the negative impacts of climate change. Lendo supports the efforts and ambitions highlighted in this roadmap.

[Climate Roadmap to 2040 \(Schibsted\)](#)

# Targets 2023

This is a new chapter that aims to provide an overview of the targets set for 2023 that will take Lendo Group one step closer to reaching the long term ambitions regarding the identified materiality aspects. This way we hope to bring transparency about our yearly sustainability approach and efforts that will be followed up in the upcoming report. Besides below targets, Lendo aims to update the materiality analysis in 2023 (last conducted in 2020) to better reflect 2023 years priorities and perspectives on sustainability. We did already start this work in late 2022 and this is why some aspects are merged together in the list below or even removed to better represent Lendo's ambitions and resources in 2023.

Targets 2023
<b>Responsible Lending</b>
Continue collaborating with industry actors to make positive industry change on the topics of <i>responsible lending, preventing over-indebtedness and fraud prevention</i>
Establish responsible lending principles to ensure this perspective is integrated in the daily business.
Define responsible lending scope for all brands in Lendo Group
<b>Business Ethics</b>
Implement video training platform for skill development training (ethics training being one of them)
Evaluate need of department specific ethical guidelines on top of Schibsted Code of Conduct
<b>Fraud Protection</b>
Continue and extend internal Fraud Protection Forum for internal knowledge sharing
Share knowledge to consumers on how consumers can better be protected against fraud attempts
<b>Responsible Marketing</b>
Establish local guidelines on marketing suppliers

<b>NEW: Employee Growth and Health</b> (previously: skill development & attractive employer)
Finalize & implement people strategy plan that includes career development, DIB, leadership, and employer branding
Explore a “health week”
<b>Diversity, Inclusion and Belonging</b>
Conduct a DIB survey among employees to use as baseline for defining a Lendo Group DIB ambition and initiatives
Arrange DIB competence building training for leaders in Lendo
<b>Sustainable Value Chain</b>
Implement survey tool for regular vendor assessment
Take place in industry dialogue with actors of the lending value chain (lending partners included) on the topic of sustainable business model
<b>Charity</b>
Continue to support charity organisations
<b>Sustainable Consumption</b>
Continue to explore new business opportunities related to sustainable consumption
Promote sustainable living on Lendo blog/article sites
<b>Energy Use and Green Gas Emissions</b>
Continue to follow and support the Schibsted objectives on emission and energy improvement initiatives



# About the Report

This is Lendo's second sustainability report and covers the period from 1 January to 31 December 2022. We have also chosen to include the targets for 2023 at the end of the report that will lay the ground for our third sustainability report. Our ambition with these yearly reports is to be transparent and share our approach, performance, progress and targets in the area of sustainability during 2022 and onwards. The report is not quality assured by an external body but has been prepared using the international measurement framework of the GRI Standards as a source of inspiration on how to display a materiality analysis, stakeholder analysis, the management approach, governance, targets for 2022 and 2023 and the KPI measurements that Lendo has used to measure progress for 2022.

For further information on the reported data referring to Sustainability and Lendo, please see the Schibsted Annual Report, the Schibsted Annual Sustainability Report for 2022 and the new Climate Roadmap to 2040 published by Schibsted in 2023.

## Scope and boundaries

Base year for data is 2022.

## Environmental Data

This report states no measurements on environmental data related to greenhouse gasses. This is due to the annual Schibsted Sustainability report and the new Climate Roadmap to 2040 published by Schibsted in 2023.

## Point of Contact

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