

Principles for **Responsible Banking**

Reporting and Self-Assessment for 2021

Principles for Responsible Banking



Principles for Responsible Banking Reporting and Self-Assessment Template 2021

The table below is Collector Bank's first report as a signatory to the Principles for Responsible Banking. The report itself has not been subject to limited assurance by our auditors. In the report we provide our response and self-assessment in relation to the principles and provide references to our existing reporting in the Collector Annual and Sustainability Report 2021, of which the Sustainability Report has been subject to limited assurance.

Principle 1: Alignment



We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.

Business model

Describe (high-level) your bank's business model, including the main customer segments served, types of products and services provided, the main sectors and types of activities across the main geographies in which your bank operates or provides products and services. Please also quantify the information by disclosing e.g. the distribution of your bank's portfolio (%) in terms of geographies, segments (i.e. by balance sheet and/or off-balance sheet) or by disclosing the number of customers and clients served.

Response

Collector specializes in financing solutions for corporates and private individuals, with a particular focus on small and medium-sized companies. The Corporate offering includes real estate lending, corporate lending and factoring as well as payment solutions. Our services for private individuals include personal loans, invoice and payment by instalment services, credit cards and savings accounts. Collector AB (publ) is listed on Nasdaq Stockholm.

Collector offers corporate loans and factoring, with a particular focus on small and medium-sized companies in a wide range of industries in Sweden, Norway and Finland. Collector offers real estate loans, focusing on metropolitan areas and university cities in the Nordic region. Collector offers unsecured loans to private individuals of up to SEK 500,000 in Sweden and up to EUR 25,000 in Finland. Collector offers payment and checkout solutions for e-commerce and retail chains, primarily in Sweden, Finland and Norway, as well as invoice and payment by instalment services for private individuals

Links and references

Annual report
2021, page 10
https://www.collector.
se/globalassets/docu
ments/pdf/investorrelations/2021/collect
or-ab-annual-report2021.pdf

Strategy alignment

Does your corporate strategy identify and reflect sustainability as strategic priority/ies for your bank?

⊠ Yes			
□ No			
Please describe how your bank has aligned and/or is planning to align its strategy to be consistent with the Sustainable Development Goals (SDGs), the Paris Climate Agreement, and relevant national and regional frameworks.			
Does your bank also reference any of the following frameworks or sust reporting requirements in its strategic priorities or policies to implement			
☑ UN Guiding Principles on Business and Human Rights			
☐ International Labour Organization fundamental conventions			
☑ UN Global Compact			
\square UN Declaration on the Rights of Indigenous Peoples			
$\hfill\square$ Any applicable regulatory reporting requirements on environmental on climate risk - please specify which ones:	risk assessments, e.g.		
☐ Any applicable regulatory reporting requirements on social risk assessments, e.g. on modern slavery - please specify which ones:			
\square None of the above			
Response	Links and references		
As a financial institution, Collector has the ability to instigate change and support sustainable progress in our societies by leveraging the power of finance. A key strategic opportunity to effect change is our belief that by providing financial support while simultaneously integrating ESG aspects in our operations we can create positive impact while mitigating and reducing negative environmental, social and governance impacts. After signing the PRB in 2021, we have updated our sustainability framework based on where we have the most considerable impact. The strategic framework outlines three significant areas where we want a positive effect. One of our key ambitions is to pursue sustainability work that helps enable a climate transition in line with the Paris Agreement and achieve the 2030 Agenda and the Sustainable Development Goals.	Annual report 2021, Page 12, 27 https://www.collector.s e/globalassets/docume nts/pdf/investor- relations/2021/collecto r-ab-annual-report- 2021.pdf		
In the upcoming sustainability report 2022, Collector Banks aim is to present how the internal goals are aligned with overall sustainability frameworks such as the Sustainable development goals.			

Principle 2: Impact and Target Setting



We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.

2.1 Impact Analysis

Show that your bank has performed an impact analysis of its portfolio/s to identify its most significant impact areas and determine priority areas for target-setting. The impact analysis shall be updated regularly¹ and fulfil the following requirements/elements (a-d)²:

<u>a)</u> <u>Scope:</u> What is the scope of your bank's impact analysis? Please describe which parts of the bank's core business areas, products/services across the main geographies that the bank operates in (as described under 1.1) have been considered in the impact analysis. Please also describe which areas have not yet been included, and why.

Response:

Links and references

As this is Collector Banks first PRB reporting, we have not been able to conduct the full impact analysis for 2021. During 2022 we updated our sustainability strategy with thee core focus areas. These have be identified to support Collectors organisation to understand and reduce our negative impacts and in turn increase our positive environmental, social and governance impacts. We will describe and continue to implement the strategy coming year.

- <u>b)</u> <u>Portfolio composition:</u> Has your bank considered the composition of its portfolio (in %) in the analysis? Please provide proportional composition of your portfolio globally and per geographical scope i) by sectors & industries³ for business, corporate and investment banking portfolios (i.e. sector exposure or industry breakdown in %), and/or
 - ii) by products & services and by types of customers for consumer and retail banking portfolios.

If your bank has taken another approach to determine the bank's scale of exposure, please elaborate, to show how you have considered where the bank's core business/major activities lie in terms of industries or sectors.

Response See above comment

Links and references

<u>c)</u> <u>Context</u>: What are the main challenges and priorities related to sustainable development in the main countries/regions in which your bank and/or your clients operate?⁴ Please describe how these have been considered, including what stakeholders you have engaged to help inform this element of the impact analysis.

This step aims to put your bank's portfolio impacts into the context of society's needs.

Response See above comment

Links and references

Based on these first 3 elements of an impact analysis, what positive and negative impact areas has your bank identified? Which (at least two) significant impact areas did you prioritize to pursue your target setting strategy (see 2.2)⁵? Please disclose.

¹ That means that where the initial impact analysis has been carried out in a previous period, the information should be updated accordingly, the scope expanded as well as the quality of the impact analysis improved over time.

² Further guidance can be found in the <u>Interactive Guidance on impact analysis and target setting</u>.

³ 'Key sectors' relative to different impact areas, i.e. those sectors whose positive and negative impacts are particularly strong, are particularly relevant here.

⁴ Global priorities might alternatively be considered for banks with highly diversified and international portfolios.

⁵ To prioritize the areas of most significant impact, a qualitative overlay to the quantitative analysis as described in a), b) and c) will be important, e.g. through stakeholder engagement and further geographic contextualisation.

Response			Links and references	
As a bank, we have a great responsibility to contribute to a more sustainable economy for our customers and the society in which we operate in. We wish to help keep global warming below 1.5 degrees in accordance with the Paris Agreement, and therefore reduce our climate and environmental impacts where we have an opportunity to do so. Our scale of exposure lies both within our direct operations and thought our value chain, our customers and our partners. Climate change have been identified as one of our most significant areas, where our operations may lead to direct and indirect positive and negative impacts. Therefore, our goal is to be climate neutral in our own operations by 2025. Our first step is to reduce emissions from our own operations in Scope 1 and 2, and then to map out and reduce the scope 3				
 emissions. for these (min. two prioritized impact areas): Performance measurement: Has your bank identified which sectors & industries as well as types of customers financed or invested in are causing the strongest actual positive or negative impacts? Please describe how you assessed the performance of these, using appropriate indicators related to significant impact areas that apply to your bank's context. e) In determining priority areas for target-setting among its areas of most significant impact, you should consider the bank's current performance levels, i.e. qualitative and/or quantitative indicators and/or proxies of the social, economic and environmental impacts resulting from the bank's activities and provision of products and services. If you have identified climate and/or financial health & inclusion as your most significant impact areas, please also refer to the applicable indicators in the Annex. If your bank has taken another approach to assess the intensity of impact resulting from the bank's activities and provision of products and services, please describe this. The outcome of this step will then also provide the baseline (incl. indicators) you can use for setting targets in two areas of most significant impact. 				
Response See comment in 2.1a			Links and references	
Self-assessment summary:				
Which of the following components of impact analysis has your bank completed, in order to identify the areas in which your bank has its most significant (potential) positive and negative impacts? ⁶				
Scope:	⊠ Yes	☐ In progres	s □ No	
Portfolio composition:	□ Yes	☐ In progres	s 🗵 No	
Context:	□ Yes	⊠ In progress □ No		
Performance measurement:	□ Yes	☐ In progres	s ⊠ No	
Which most significant impact areas have you identified for your bank, as a result of the impact analysis?				

 $^{^{6}}$ You can respond "Yes" to a question if you have completed one of the described steps, e.g. the initial impact analysis has been carried out, a pilot has been conducted.

Climate change mitigation, climate change adaptation, resource efficiency & circular economy, biodiversity, financial health & inclusion, human rights, gender equality, decent employment, water, pollution, other: please specify

How recent is the data used for and disclosed in the impact analysis?

2.2 Target Setting

Show that your bank has set and published a minimum of two targets which address at least two different areas of most significant impact that you identified in your impact analysis.

The targets have to be Specific, Measurable (qualitative or quantitative), Achievable, Relevant and Time-bound (SMART). Please disclose the following elements of target setting (a-d), for each target separately:

<u>a)</u> <u>Alignment:</u> which international, regional, or national policy frameworks to align your bank's portfolio with⁷ have you identified as relevant? Show that the selected indicators and targets are linked to and drive alignment with and greater contribution to appropriate Sustainable Development Goals, the goals of the Paris Agreement, and other relevant international, national or regional frameworks.

You can build upon the context items under 2.1.

Response

In 2021, Collector committed to the Principles for Responsible banking and will start implementing the Collector's sustainability strategy during 2022. One central part of this work will be formulating our long- and short-term strategic sustainability targets and present our new sustainability strategy with milestones up to 2030. The goals will be externally communicated based on the SMART-methodology. One of our key ambitions is also to pursue sustainability work that helps enable a climate transition in line with the Paris Agreement and achieve the 2030 Agenda and the Sustainable Development Goals.

Links and references

Annual report 2021
Page 27-28, 110
https://www.collector.s
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nts/pdf/investorrelations/2021/collector
-ab-annual-report2021.pdf

b) Baseline: Have you determined a baseline for selected indicators and assessed the current level of alignment? Please disclose the indicators used as well as the year of the baseline.

You can build upon the performance measurement undertaken in 2.1 to determine the baseline for your target.

A package of indicators has been developed for climate change mitigation and financial health & inclusion to guide and support banks in their target setting and implementation journey. The overview of indicators can be found in the <u>Annex</u> of this template.

If your bank has prioritized climate mitigation and/or financial health & inclusion as (one of) your most significant impact areas, it is strongly recommended to report on the indicators in the Annex, using an overview table like below including the impact area, all relevant indicators and the corresponding indicator codes:

⁷ Your bank should consider the main challenges and priorities in terms of sustainable development in your main country/ies of operation for the purpose of setting targets. These can be found in National Development Plans and strategies, international goals such as the SDGs or the Paris Climate Agreement, and regional frameworks. Aligning means there should be a clear link between the bank's targets and these frameworks and priorities, therefore showing how the target supports and drives contributions to the national and global goals.

	Impact area	Indicator code	Response	
	Climate			
	change			
	mitigation			
	Impact area	Indicator	Pasnansa	
		code	Response	
	Financial			
	health &			
	inclusion			
	•		or additional indicators as relevant to d impact driven targets, please disclose	
Re	esponse No bas	eline determin	ed, see comment in 2.2a	Links and references
	Up to	6 months prior	r to publication	
	Up to	12 months pri	or to publication	
	Up to	18 months pri	or to publication	
Open text field to describe potential challenges, aspects not covered by the above etc.: (optional)				
<u>SMART targets</u> (incl. key performance indicators (KPIs) ⁸): Please disclose the targets for your first and your second area of most significant impact, if already in place (as well as further impact areas, if in place). Which KPIs are you using to monitor progress towards reaching the target? Please disclose.				
Re	sponse See co	mment in 2.2a		Links and references
<u>Action plan:</u> which actions including milestones have you defined to meet the set targets? Please describe.				
Please also show that your bank has analysed and acknowledged significant (potential) indirect impacts of the set targets within the impact area or on other impact areas and that it has set out relevant actions to avoid, mitigate, or compensate potential negative impacts.				
Re	sponse See co	mment in 2.2a		Links and references
Se	elf-assessme	ent summar	y	
Which of the following components of target setting in line with the PRB requirements has your bank completed or is currently in a process of assessing for your				

 $^{^{8}}$ Key Performance Indicators are chosen indicators by the bank for the purpose of monitoring progress towards targets.

	first area of most significant impact: (please name it)	second area of most significant impact: (please name it)	(If you are setting targets in more impact areas) your third (and subsequent) area(s) of impact: (please name it)	
Alignment	□ Yes	□ Yes	□ Yes	
	☐ In progress	☐ In progress	☐ In progress	
	⊠ No	⊠ No	⊠ No	
Baseline	□ Yes	□ Yes	□ Yes	
	□ No	⊠ No	⊠ No	
SMART targets	□ Yes	☐ Yes	□ Yes	
	□ No	□ No	□ No	
Action plan	□ Yes	□ Yes	□ Yes	
	⊠ In progress			
	□ No	□ No	□ No	
2.3 Target implementation and monitoring For each target separately: Show that your bank has implemented the actions it had previously defined to meet the set target. Report on your bank's progress since the last report towards achieving each of the set targets and the impact your progress resulted in, using the indicators and KPIs to monitor progress you have defined under 2.2. Or, in case of changes to implementation plans (relevant for 2 nd and subsequent reports only): describe the potential changes (changes to priority impact areas, changes to indicators, acceleration/review of targets, introduction of new milestones or revisions of action plans) and explain why those changes have become necessary.				
Response			Links and references	
assessment exercise, identify the gaps within identified KPIs to mon	ent, as this is Collectors we found it a valuable n our current sustainab itor our progress and in s in line with our update	experience for us to lility work. We have a 2022 committed to		

Principle 3: Clients and Customers



We will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.

3.1 Client engageme

encourage sustainal	, , , , ,	with clients and customers" in place to		
□ Yes	☐ In progress	⊠ No		
Does your bank have a policy for sectors in which you have identified the highest (potential) negative impacts?				
□ Yes		□ No		
Describe how your bank has worked with and/or is planning to work with its clients and				

Describe how your bank has worked with and/or is planning to work with its clients and customers to encourage sustainable practices and enable sustainable economic activities¹⁰). It should include information on relevant policies, actions planned/implemented to support clients' transition, selected indicators on client engagement and, where possible, the impacts achieved.

This should be based on and in line with the impact analysis, target-setting and action plans put in place by the bank (see P2).

Response

Having well-functioning processes and procedures in place within the company is central to Collector's strategy and governance. This is an ongoing project, and the company is always striving to further enhance and improve its governing procedures and processes. We have several policies and policy documents that operationalize our key sustainability areas and aspects. The policies and governance processes that were evaluated, developed, and adopted in 2021 are our Environmental Policy, Anti-corruption Policy, Inclusion and Human Rights Policy, Code of Conduct, and Risk and Credit Policy.

Links and references

Annual report 2021 Page 28-29

https://www.collector. se/globalassets/docu ments/pdf/investorrelations/2021/collect or-ab-annual-report-2021.pdf

3.2 Business opportunities

Describe what strategic business opportunities in relation to the increase of positive and the reduction of negative impacts your bank has identified and/or how you have worked on these in the reporting period. Provide information on existing products and services , information on sustainable products developed in terms of value (USD or local currency) and/or as a % of your portfolio, and which SDGs or impact areas you are striving to make a positive impact on (e.g. green mortgages – climate, social bonds – financial inclusion, etc.).

Response

Responsible lending to companies and private persons is a cornerstone of our fiduciary duty to protect and grow our

Links and references Annual report 2021. Page 28-29

customer's investments. As a bank, we want to be a natural part of our customers' finances. This ambition comes with a responsibility and opportunity towards our customers and society. A customer who experiences payment difficulties is a loss for Collector, our customers, and society. Adopting a responsible lending approach is how we lay the foundations for a sustainable business for all parties. In 2021, we continued our work on actively disseminating financial knowledge and information intending to contribute to sustainable lending in society. Among other things, we have produced informative and educational articles about personal finances, which we have promoted and informed our clients about.

https://www.collector. se/globalassets/docu ments/pdf/investorrelations/2021/collect or-ab-annual-report-2021.pdf

By being a trusted partner and advisor, we can support our customers to mitigate risks but also guide them and increase their awareness about sustainability and hence brining by new business opportunities.

Principle 4: Stakeholders



We will proactively and responsibly consult, engage, and partner with relevant stakeholders to achieve society's goals.

4.1 Stakeholder identification and consultation

4.1 Stakeholder identification and consultation			
Does your bank have a process to identify and regularly consult, engage, collaborate and partner with stakeholders (or stakeholder groups ¹¹) you have identified as relevant in relation to the impact analysis and target setting process?			
□ Yes			□ No
Please describe which stakeholders (or groups/types of stakeholders) you have identified, consulted, engaged, collaborated or partnered with for the purpose of implementing the Principles and improving your bank's impacts. This should include a high-level overview of how your bank has identified relevant stakeholders, what issues were addressed/results achieved and how they fed into the action planning process.			
Response			Links and references

Annual report 2021

⁹ A client engagement process is a process of supporting clients towards transitioning their business models in line with sustainability goals by strategically accompanying them through a variety of customer relationship channels.

10 Sustainable economic activities promote the transition to a low-carbon, more resource-efficient and sustainable economy.

¹¹ Such as regulators, investors, governments, suppliers, customers and clients, academia, civil society institutions, communities, representatives of indigenous population and non-profit organizations

Page 110

Long-term financial value creation must be based on a sustainable business model, and we want our activities and operations to contribute to creating long-term value for our stakeholders, namely our customers, investors, employees, and society. Stakeholder interviews were held in 2020 with representatives from both inside and outside the company, who were chosen for their knowledge of Collector and the company's transformational efforts.

se/globalassets/docu ments/pdf/investorrelations/2021/collect or-ab-annual-report-2021.pdf

https://www.collector.

The stakeholders were generally positive about Collector's current strategic focus and improved transparency towards the market regarding the business, as well as the company's long-term plans. Collector's transformational efforts include developing sustainability work on social, economic, and environmental aspects. Sustainability was mentioned as a way for Collector to improve its positioning with respect to customers and investors.

With upcoming regulations like CSRD the stakeholder dialogues will be more structured to meet the requirements.

Principle 5: Governance & Culture



We will implement our commitment to these Principles through effective governance and a culture of responsible banking

5.1 Governance Structure for Implementation of the Principles

Does your bank have a governance system in place that incorporates the PRB?

☐ Yes
☐ No

Please describe the relevant governance structures, policies and procedures your bank has in place/is planning to put in place to manage significant positive and negative (potential) impacts and support the effective implementation of the Principles. This includes information about

- which committee has responsibility over the sustainability strategy as well as targets approval and monitoring (including information about the highest level of governance the PRB is subjected to),
- details about the chair of the committee and the process and frequency for the board having oversight of PRB implementation (including remedial action in the event of targets or milestones not being achieved or unexpected negative impacts being detected), as well as
- remuneration practices linked to sustainability targets.

Response

At Collector, to support effective implementation of the principles, the ultimate responsibility for sustainability lies with the CEO as we recognize how executive management need to be engaged and knowledgeable about these issues into integrate the same in the organization. However, the sustainability strategy and the work of operationalizing the principles within the business is the responsibility of the Sustainability Manager. Further, each segment of Collector then has delegated responsibility for ensuring that policies and processes are continuously updated, followed, and complied with. In 2022, an updated strategy will be introduced for Collector's sustainability work and its governance, partly to clarify the sustainability strategy to 2030 and to set measurable sustainability targets for the company, and partly due to the increased regulations and sustainable finance requirements.

Links and references

Annual report 2021 Page 110

https://www.collector. se/globalassets/docu ments/pdf/investorrelations/2021/collect or-ab-annual-report-2021.pdf

5.2 Promoting a culture of responsible banking:

Describe the initiatives and measures of your bank to foster a culture of responsible banking among its employees (e.g., capacity building, e-learning, sustainability trainings for client-facing roles, inclusion in remuneration structures and performance management and leadership communication, amongst others).

Response	Links and references
	Annual report 2021
Collector dispensed several mandatory internal training programs	Page 30
for all employees in 2021. These included annual compliance	

training, e-learning training in our updated Code of Conduct and IT security-related nano learning. In-house training was offered to managers in the Work Environment and Rehabilitation, Recruitment, Difficult Conversations and Being a New Leader. This continuous skills development will support our organisation to gain the necessary skills required to meet our stakeholders sustainability expectations.

https://www.collector. se/globalassets/docu ments/pdf/investorrelations/2021/collect or-ab-annual-report-2021.pdf

Further, occupational health and safety is a strategic issue to foster a balanced work-environment. At Collector, we apply systematic work environment management, which aims to control, investigate, deal with and follow-up on operations 'to prevent accidents and ill-health in the workplace. The overarching principles, standards and norms that all company employees and management are expected to adhere to are 'trust', 'sustainability', 'competence', 'openness', 'respect', 'reliability' and 'honesty', which are defined and described in our Code of Conduct.

5.3 Policies and due diligence processes

Does your bank have policies in place that address environmental and social risks within your portfolio?¹² Please describe.

Please describe what due diligence processes your bank has installed to identify and manage environmental and social risks associated with your portfolio. This can include aspects such as identification of significant/salient risks, environmental and social risks mitigation and definition of action plans, monitoring and reporting on risks and any existing grievance mechanism, as well as the governance structures you have in place to oversee these risks.

Response

Collector works continuously to mitigate sustainability risks in our business and minimize damage to the world around us. We are seeing increased regulatory and governance-related risks, such as increased requirements relating to ESG compliance, the information requested, adequate governance, and the development of employee expertise in sustainability. We have established an ethics committee to improve our positive impact while continuing to mitigate possible adverse effects. The committee evaluates cases where it is difficult to assess from a sustainability risk perspective or is covered by Collector Bank's sustainability-related sector guidelines; the ethics committee must be consulted before decisions on business proposals are made by the relevant business area.

Links and references

Annual report 2021 Page 112

https://www.collector. se/globalassets/docu ments/pdf/investorrelations/2021/collect or-ab-annual-report-2021.pdf

Self-assessment summ	ary	
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Does the CEO or other (C-suite officers have re	egular oversight o	over the imple	ementation of	of the
Principles through the ba	ank's governance syst	em?			

	⊠ Yes	□ No
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¹² Applicable examples of types of policies are: exclusion policies for certain sectors/activities; zero-deforestation policies; zero-tolerance policies; gender-related policies; social due diligence policies; stakeholder engagement policies; whistle-blower policies etc., or any applicable national guidelines related to social risks.

Does the governance system entail structures to oversee PRB implementation (e.g. incl. impact analysis and target setting, actions to achieve these targets and processes of remedial action in the event targets/milestones are not achieved or unexpected neg. impacts are			
detected)?			
☐ Yes		⊠ No	
	ank have measures in place to promote a culture of susta as described in 5.2)?	inability among	
□ Yes	⊠ In progress	□ No	
	△ III progress		
	ciple 6: sparency & Accountabilit	у	
	We will periodically review our individual and collective Principles and be transparent about and accountable for negative impacts and our contribution to society's goals	or our positive and	
6.1 Assu	rance		
Has this pub independent	licly disclosed information on your PRB commitments bee assurer?	en assured by an	
□ Yes	☐ Partially ⊠ No		
If applicable,	, please include the link or description of the assurance st	atement.	
	as this is our first report, we have not used an t assurance statement. We aim to do this year four.	Links and references	
6.2 Repo	rting on other frameworks		
•	ank disclose sustainability information in any of the listed	below standards and	
	GRI		
	SASB		
	CDP		
	IFRS Sustainability Disclosure Standards (to be published)	ed)	
	TCFD		
	Other:		
account acts CSRD and v	ability report is in accordance with the Swedish annual s, we follow the regulatory updates according to will report according to those requirements.	Links and references	
6.3 Outlo	nok		

What are the next steps your bank will undertake in next 12 month-reporting period (particularly on impact analysis ¹³ , target setting ¹⁴ and governance structure for implementing the PRB)? Please describe briefly.		
Response		Links and references
We will set smart goals, include ESG aspects in our lending processes and develop an exclusion list to improve our ESG work.		
6.4 Challenges		
Here is a short section to find out about challenges your bank is possibly facing regarding the implementation of the Principles for Responsible Banking. Your feedback will be helpful to contextualise the collective progress of PRB signatory banks.		
What challenges have you prioritized to address when implementing the Principles for Responsible Banking? Please choose what you consider the top three challenges your bank has prioritized to address in the last 12 months (optional question).		
If desired, you can elaborate on challenges and how you are tackling these:		
☐ Embedding PRB oversight into governance	⊠ Customer engagement	
☐ Gaining or maintaining momentum in the bank	☐ Stakeholder engagement	
☐ Getting started: where to start and what to focus on in the beginning	□ Data availability	
	□ Data quality	
☐ Conducting an impact analysis	□ Access to resources	
☐ Assessing negative environmental and social impacts	□ Reporting	
☐ Choosing the right performance measurement methodology/ies	☐ Assurance	
	☐ Prioritizing actions internally	
☐ Setting targets		
□ Other:		
If desired, you can elaborate on challenges and how you are tackling these:		

 ¹³ For example outlining plans for increasing the scope by including areas that have not yet been covered, or planned steps in terms of portfolio composition, context and performance measurement
 ¹⁴ For example outlining plans for baseline measurement, developing targets for (more) impact areas, setting interim targets,

developing action plans etc.