

Collector's sustainability work

Collector wishes to be a long-term partner to both companies and private individuals by operating in a way that is in keeping with business ethics and social and environmental responsibility in every respect.



As a bank, Collector has a great responsibility to contribute to a more sustainable economy for our customers and the society in which we operate. By offering financial services that are sustainable both now and over the long term we benefit both customers and the business.

In 2021, we took another important step when we signed up to both the UN Principles for Responsible Banking (PRB) and the UN Global Compact. This includes commitments that make clear our ambition to contribute to responsible growth and long-term value creation for all our stakeholders. 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.

Business ethics and responsibility

Collector's three core values of ethics, engagement and entrepreneurship are integrated in our policies and policy documents and are fundamental to the way in which we conduct our daily business. These core values put into words how we want to be and be perceived, and how we ought to act towards others, including customers, partners and colleagues.

Ethics are about being responsible and showing respect for one another, for example in our dealings with our customers and our partners. We must do business sustainably and responsibly. **Engagement** for

us means being involved and doing our utmost to find the best solution for all parties. **Entrepreneurship** means promoting change, being goal-oriented and daring to challenge accepted ways of doing things.

Our ambition is to always take each client's needs as a starting point and to meet them by offering financial services that are sustainable both now and over the long term, while drawing on our core values.

The development of Collector's sustainability strategy

In 2021, we continued our screening work to enhance Collector's activities in terms of sustainability and the current regulations under the EU Action Plan for Sustainable Finance. In 2022, work on formulating our strategic sustainability goals will continue and we will present our new sustainability framework with milestones up to 2030. In the new few years, this work will be carried out through both the continued integration of sustainability aspects in our operations and specific goals, such as reducing the impact of our operations on the environment, and improving the financial literacy of the general public.

Our three strategic focus areas

Collector wants to make a difference where the greatest difference can be made. This is why we've grouped our key sustainability aspects together into three strategic focus areas.



CREATING SUSTAINABLE FINANCES

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. By providing access to financing solutions, business support and smart savings options, we are able to help companies and people grow. We want to ensure, by following robust processes, that we make the right lending decisions and that loans can be repaid, to contribute positively to the development of society.



REDUCING ENVIRONMENTAL AND CLIMATE IMPACTS

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 goal is to be climate neutral by 2025. Our first step is to reduce emissions from our own operations, and then to look at how we can help our customers make the transition.



OFFERING A REWARDING WORKPLACE

We want to be an attractive industry employer. We endeavor to ensure that our current and future employees are able to develop, be challenged and evolve in a friendly, diverse and inclusive work environment. We work systematically on work environment and health issues and see this as an investment in the achievement of a high level of satisfaction, motivation and well-being.

Long-term value creation

Collector specializes in financing solutions for corporates and private individuals, with a particular focus on small and medium-sized companies. We are a complement to larger traditional banks for corporate customers. The Corporate offering includes real estate lending, corporate lending and factoring as well as payment solutions. Our services for private individuals include personal loans, invoicing and payment by instalment services, credit cards and savings accounts. 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. We strive to create long-term value from an economic, social and environmental perspective.

Collector's stakeholders and value creation

- ▶ **Customers:** Companies and private individuals have access to sustainable financing and payment solutions as well as savings products.
- ▶ **Investors:** Long-term return on invested capital that over time contributes to the ability to make new investments.
- ▶ **Employees:** A rewarding and stimulating workplace rich in skill development opportunities and challenges.
- ▶ **Society:** Responsible lending to corporates, payment solutions and consumer lending that contribute to socio-economic growth.

Basic governance of Collector's sustainability work

Collector is licensed by the Swedish Financial Supervisory Authority and is governed by laws and regulations at both national and EU levels. Our internal instructions, code of conduct and policies are reviewed on an ongoing basis. Collector adopted a new Code of Conduct in the course of the year that covers all employees, including directors and contractors. This summarizes the rules, values, guidelines and commitments that we must all work in line with and be guided by in our business relations. Employees are responsible for making sure that they are aware of the Code's contents, and every employee is expected to act and carry out their work accordingly. In 2021, 86% of the company's employees completed training in the new Code of Conduct.

At Collector, there is zero tolerance for any form of corruption or bribery. We also have a comprehensive control system designed to monitor transactions and detect non-compliant behavior in order to combat and prevent the business from being used for money laundering or terrorist financing. There were no incidents of corruption in our business operations in 2021.

Employees who wish to anonymously report inappropriate behavior or threats can use Collector's whistleblowing mechanism.

See page 110 for more information about the governance of Collector's sustainability work.





Creating sustainable finances

As a bank, we want to be a natural part of our customers' finances. This ambition comes with a responsibility towards both our customers and society at large. A customer who experiences payment difficulties is a loss for Collector, our customers, and also society. Adopting a responsible lending approach is how we lay the foundations for a sustainable business for all parties. This is achieved through a rigorous lending process that ensures the customer's future repayment capacity and that our calculations are based on their actual financial circumstances.

A healthy lending culture and efficient processes

Through our lending, we help to make sure that companies and private individuals have access to financial capital when they need it. We ensure responsible lending through efficient decision-making processes, flexibility and a healthy lending culture. We adopt a different lending process for the Consumer and Corporate segments, but a common factor in both is that we use internal models and processes to determine each customer's repayment capacity. If the customer might be reasonably expected to fulfil their obligations, the loan is granted.

We work proactively to minimize credit risk and contact customers facing potential payment difficulties to help them manage their loans. Additional measures have been taken during the COVID-19 pandemic, resulting in customers being offered mortgage forbearance for a certain period if necessary.

200,000+

USERS HAVE VISITED OUR
EDUCATIONAL PAGES ON COLLECTOR.SE

Many more users have been reached through our social media channels.

Marketing focused on increasing knowledge

In 2021, we continued our work on actively disseminating financial knowledge and information with the goal of contributing 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. Through the Banksmart communication concept, we aim to explain complicated banking terms to make it easier to make informed financial decisions. Our website also includes a knowledge quiz with the same objective, of contributing to sustainable lending in society.





Reducing environmental and climate impacts

Climate change is a major societal challenge and affects every company, albeit to differing degrees. As part of our contribution to the achievement of the Paris Agreement, we have set ourselves a target of becoming a climate-neutral business by 2025. Using 2021 as the base year, our scope 1, 2 and 3 CO₂ emissions were calculated over the year.

The financial sector has a major responsibility to allocate capital flows in a way that helps companies adapt and make the necessary climate adjustments. Collector's environmental policy was updated and adopted by the Board of Directors in 2021. This guides our work on how we can reduce our impact through informed decisions that take climate and environmental issues into account. The company is able to make a direct impact in its own operations, where the energy consumed by servers, the heating of premises, and business travel, makes up the largest share. Indirectly, our impact can be channeled through the products and services that we offer our customers. We will also work to limit carbon emissions in our value chain by setting environmental requirements for our suppliers.

A carbon-neutral bank by 2025

By 2025, Collector will be climate neutral in terms of its own operations. This means that we should have net zero greenhouse gas emissions from energy consumption, company cars and business travel, as well as other related own emissions. Work focused on an emissions reduction roadmap for 2025 is ongoing, taking the measurement of our CO₂ emissions as a starting point.

Continued analysis of risks and opportunities

We support the TCFD's¹ recommendations. Work to take these into account, based on the risks and opportunities of climate change, will continue in 2022. This will include conducting scenario testing of the climate-intensive corporate clients in the bank's loan portfolio. We see increased transparency in climate-related information as important, as it creates a greater understanding of the efforts needed in terms of governance, risk management and business models to manage the required transition.



Collector welcomes the harmonization and clarification sought by the EU Commission, and we are closely monitoring the development of new regulations. Collector is not, however, currently subject to the Disclosure Regulation or the EU taxonomy's Green Asset Ratio (GAR) requirements.

Emissions from our own operations (tons of CO₂e)

SCOPE 1	SCOPE 2	SCOPE 3
0.2	32.2	97.9

See page 114 for more information about our emissions and calculations.

¹ Task Force on Climate-related Financial Disclosures



Offering a rewarding workplace

Collector's greatest strength is its employees, who together shape our corporate culture. Economists, IT developers, lawyers and analysts work side by side here, in a dynamic environment with a strong forward-thinking spirit. With our combined expertise and our products and services, we work to create the best possible conditions for companies to develop their operations and individuals to make wise decisions regarding their personal finances. It is our employees who build our customers' trust through good business ethics and compliance.

EMPLOYEE INDEX

80%

EMPLOYEES

301

The results of the 2021 annual employee survey were very good, with high scores in several categories. According to its employees, Collector has a culture of high expectations, good leadership and an inclusive work environment. As in previous years' surveys, Collector's strength is shown to be all its committed, helpful and skilled employees.

Focus on well-being as employees work from home

2021 was largely notable for employees working from home as a result of the current pandemic. Our internal coordination team has continued to monitor the situation closely and work on preventive measures to limit the spread of infection in our offices and in the community. In 2021, guidelines on working from home were defined, following the lifting of restrictions by the authorities, at the request of our employees.

Through physical activity and simple behavioral changes, we want to create conditions that ensure that employees feel good, in everyday life and over the long term. Collector therefore introduced health initiatives during the year, in collaboration with the Institutet för Människor i Rörelse or IMR (Institute for People in Motion).

Focus on a good work environment

Occupational health and safety is a strategic issue that we are working on systematically and proactively. Our work environment management measures are an investment in achieving high levels of well-being, motivation and satisfaction. We apply systematic work environment management, which aims to control, investigate, deal with and follow-up on operations in order to prevent accidents and ill-health in the workplace.

At Collector, we also run an internal self-leadership program through which our employees study tools and methods for developing self-leadership within their teams.

All employees have the right to unionize. Collector also offers a developed package of conditions and

benefits as an alternative to the relevant collective agreements.

Greater inclusion and diversity contribute to a better workplace

Collector takes active steps to be a diverse and inclusive workplace. Our operations are best run when all employees contribute fully, drawing on their different experiences, backgrounds and skills.

All our employees are treated in accordance with our Inclusion and Human Rights Policy. The policy, revised in 2021, is based on the UN Universal Declaration of Human Rights and aims to set out how Collector will promote inclusion, diversity and equality, counter discrimination and foster an open and inclusive workplace.

Collector has zero tolerance for direct or indirect discrimination or harassment in the workplace. We have a responsibility to ensure that we take proactive measures as a natural part of our day-to-day operations. Each manager is responsible for ensuring that such work is undertaken and documented.

Training and continuous skills development

Collector dispensed several mandatory internal training programs 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. All new Collector employees take part in an induction session covering the bank's operations.

Collector conducts annual employee reviews with subsequent follow-up interviews. These address issues such as well-being, conditions, development, goals, performance and how the employee lives up to Collector's values of Ethics, Engagement and Entrepreneurship.

Sustainability report

in accordance with the Swedish Annual Accounts Act

GOVERNANCE

At Collector, ultimate responsibility for sustainability lies with the CEO. The sustainability strategy and the work of operationalizing it within the business is the responsibility of the Sustainability Manager.

Each segment then has delegated responsibility for ensuring that policies and processes are continuously updated, followed and complied with. In 2022, a new framework will be introduced for Collector's sustainability work and its governance, partly to clarify the sustainability strategy to 2030 and set measurable sustainability targets for the company, and partly due to the increased regulations and sustainable finance requirements. Collector is currently a member of the Swedish Bankers' Association, and a signatory to the UN Global Compact and the UNEP FI's Principles for Responsible Banking.

Processes, governance and principles

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 procedures and processes. We have a number of policies and policy documents that operationalize our key sustainability areas and aspects:

Aspect	Policy document
Working towards resource minimization	• Environmental policy
Reducing our carbon footprint from our own operations	• Environmental policy
Maintaining sustainable lending	• Credit policy • Risk policy
Responsible information advice and marketing	• Ethical guidelines
Ensuring sustainable remuneration models	• Risk policy
Including climate impact in risk appetite	• Credit policy • Risk policy
Building a sustainable product and service range	• Credit policy • Risk policy
Maintaining high data security	• Personal data policy • Information security policy
Safeguarding customer privacy	• Personal data policy • Information security policy
Ensuring active anti-corruption processes	• Anti-corruption policy • Ethical guidelines • Code of Conduct
Combating money laundering and terrorist financing	• Policy on actions against money laundering and terrorist financing • Ethical guidelines • Code of Conduct

Maintaining transparent tax planning and management	• Code of Conduct
Maintaining and developing a good work environment	• Code of Conduct • Ethical guidelines • Work environment policy • Policy on inclusion and human rights
Retaining and attracting talent	• Code of Conduct • Ethical guidelines • Work environment policy • Policy on inclusion and human rights
Maintaining and developing a sustainable supply chain	• Environmental policy
Ensuring gender equality in customer care	• Credit policy • Ethical guidelines
Strengthening local entrepreneurship	• Code of Conduct • Credit policy

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, to specify how climate and environmental risks should be managed in line with new EU regulations on sustainable finance. To ensure the implementation of, and compliance with, our policies, responsibility is given to a member of the management team of the relevant department(s) that the policy covers for the implementation of strategies, the training of employees and the follow-up of results. The results of the operationalization are reported using indicators linked to the respective sustainability area. In this way, we continuously monitor, evaluate and develop our sustainability work, basing it on the policies and procedures adopted.

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.

Goals:

In 2021, we continued our work to scrutinize and update how sustainability is integrated in our operations. In 2022, Collector will continue to develop internal frameworks and policies both proactively and in line with new regulations. We will work to reduce our negative impact on the environment and climate, both directly through our own operations, and indirectly through our value chains. We will continue to work to improve the financial literacy of the general public and make a positive contribution to social development. Strategic sustainability objectives will be defined and a new sustainability framework will be presented.

Follow-up of the goals set in 2020

In this sustainability report, Collector states that the company is developing and following up on the goals set in the 2020 report as follows: (1) All employees have been offered training in our updated Code of Conduct, and 86% of employees have completed this training. We continue our work with on-going training and ensuring that those who were not able to complete the training in 2021 will be able to do so in 2022; (2) No incidents of corruption were reported in our operations during the year; (3) The roundtables with corporate clients focused on climate-related risks from a financial perspective that should have taken place in 2021 were postponed due to continued restrictions because of COVID-19; (4) Through informative and educational articles on personal finances that we have marketed to our customers and informed them about, we have worked to improve the financial literacy of the general public; (5) We have counted 12 languages spoken by our customer service teams where customers' demographic needs must clearly be met; (6) Our goal of being climate neutral by 2025 has been launched by measuring our carbon footprint for 2021 so as to have a base year to start from.

MATERIAL SUSTAINABILITY ASPECTS FOR COLLECTOR

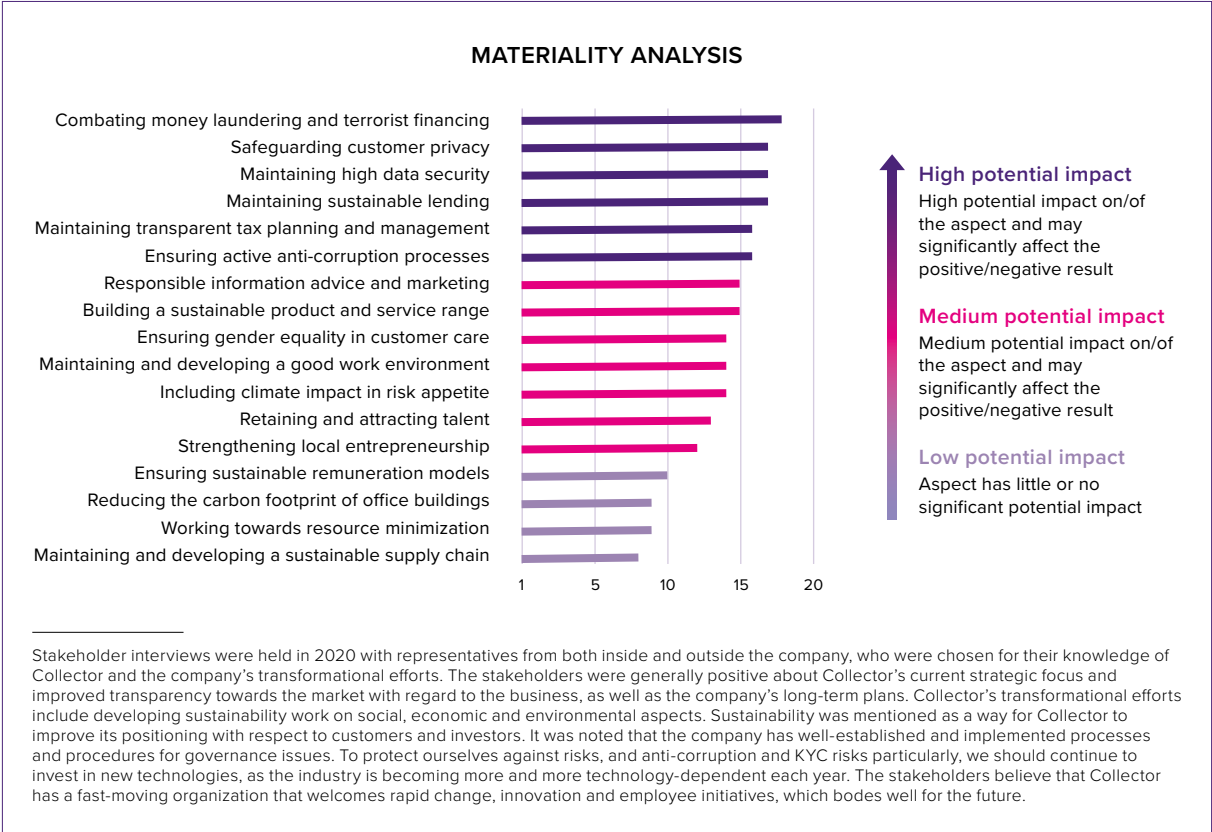
A materiality analysis was performed in accordance with the Swedish Annual Accounts Act and identifies the primary impacts of and on the company's operations in accordance with relevant sustainability parameters, general scientific opinion, and Collector's link to the area and obligation to take action. The analysis takes into account legislation, governance, external and internal impacts, the possibility of commercial value creation and stakeholder views. The analysis resulted in a list of sustainability aspects that are ranked by order of priority according to the extent of the impact on and of the company, in accordance with the principle of the double materiality concept.

The materiality analysis also includes a review of the societal impact of and on Collector in the four sustainability areas of the environment, social and personnel-related issues, respect for human rights and the combating of corruption. The analysis takes into account Collector's specific product and service offerings, scientific evidence, and priority current societal issues in order to define and rank sustainability aspects. This is so that we can prioritize, evaluate and continuously manage this in our sustainability work.

The report complies with the GRI principles of stakeholder inclusiveness, sustainability context, materiality and completeness. Stakeholder interviews were conducted and included in the materiality analysis and the definition of the list of sustainability aspects. The company's aspects and risks were assessed from a broader sustainability perspective, the aspects were defined and prioritized according to their materiality, and the principle of completeness was applied by including economic, social and environmental influencing factors and defining where the company has the greatest impact in these areas.

The materiality analysis was not updated in 2021, given that Collector's new sustainability framework is being developed, but it will be updated in 2022 and will form the basis of the new framework.

Aspect	Description
Working towards resource minimization	• Working, above all, to minimize paper use through digitization and reducing water use in offices.
Reducing our carbon footprint from our own operations	• Reducing our scope 1 CO2 emissions and use of electricity and heating.
Maintaining sustainable lending	• Complying with KYC legislation and implementing climate and environmental risk in the lending process.
Responsible information advice and marketing	• Number of cases of non-compliant product and service information, labeling or marketing communications.
Ensuring sustainable remuneration models	• Striving for remuneration models that are consistent with the integration of sustainability risks.
Including climate impact in risk appetite	• Developing processes to include climate and environmental risks in the risk appetite for the whole business.
Building a sustainable product and service range	• Exploring products with sustainability aspects or a sustainability focus.
Maintaining high data security	• Number of data intrusions and security breaches.
Safeguarding customer privacy	• Number of cases of fraud, hijacked identities and complaints regarding customer ID and loss of customer data.
Ensuring active anti-corruption processes	• Number of corruption incidents (for example bribery, extortion or anti-competitive behavior) and measures taken.
Combating money laundering and terrorist financing	• Number of cases of money laundering and/or terrorist financing and measures taken.
Maintaining transparent tax planning and management	• Non-compliance with rules, laws and international standards regarding taxation.
Maintaining and developing a good work environment	• Sick leave (short term/long term), employees benefiting from evaluations/monitoring, diversity at every level, cases of discrimination and measures taken, number of development courses/participants, use of health insurance, proportion of employees working from home/working from the office, efforts to promote mental health and curb the spread of infection.
Retaining and attracting talent	• Number of new employees and staff turnover rate.
Maintaining and developing a sustainable supply chain	• Number of high-risk suppliers (based on the country, size, link to the company's reputation) and risk management processes.
Ensuring gender equality in customer care	• Number of cases of discrimination, complaints concerning discrimination and subsequent handling.
Strengthening local entrepreneurship	• Number of loans granted to local businesses, number of loans (and total amount) that saved businesses during the pandemic.



Sustainability risks

Working to identify, manage and prevent sustainability risks is important from an economic and legal perspective, and also for Collector's actions as a community stakeholder. It is also crucial for public trust and our relationship with customers, investors and employees. The dual materiality concept, based on how we are affected by external factors and how we affect society, the environment and business ethics in our turn, is the basis for understanding Collector's sustainability-related risks. Failing to manage our sustainability risks could ultimately have serious financial consequences for the company, and could also damage our reputation. Acting responsibly is therefore a prerequisite for long-term value creation at Collector.

Sustainability risk is the risk of Collector not acting in accordance with the policies, guidelines, commitments and ambitions that form the basis of our sustainability work. It is about how we act and manage issues in the identified areas where we are able to make the biggest contribution to more sustainable development, for instance through responsible financing and lending, by acting as a responsible employer, by combating financial crime, and by taking into account and acting on climate risks. Through a risk analysis, we have identified the critical risks from a sustainability perspective for our business and value chain. Different risks have varying degrees of probability and will affect the business and customers differently.

Collector works continuously to both mitigate sustainability risks in our business and to minimize damage to the world around us. We are seeing an increased level of 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.

In all financial activities, there is a risk of corruption, which is therefore strongly regulated by law and practice for banking activities. We have a solid system for the combating of bribery, fraud, terrorist financing, money laundering and other forms of corruption within the company.

In addition, continuous efforts are maintained to ensure data security and strong privacy protection for all customers. All our customers are treated equally, and respect for human rights guides our treatment of the people we deal with. Our openness and open-minded culture create opportunities to make the financial community more inclusive. At the same time, it is important to minimize the risk of over-indebtedness, not having enough financial information about borrowers and over-spending. We manage this daily in our contacts with customers through responsible lending and a strict KYC process. During the COVID-19 pandemic, we have also had extensive discussions with a number of customers and have taken greater account of customers' repayment capacities.

For Collector, and for the world in general, climate risk is an obvious risk for long-term business, particularly for our

corporate customers and their ability to continue to grow and operate successfully. We want to minimize our own carbon footprint from direct operations wherever possible and have set a target of carbon neutrality by 2025. We also intend to contribute to the transformation of society required to manage climate risks, by taking environmental criteria into account when granting loans and selecting suppliers.

To safeguard our main asset, which is our employees, Collector has taken proactive steps to prevent work

environment-related problems and promote good health. The year 2021 continued to be marked by the COVID-19 pandemic, with employees working from home and the continuous providing of information and assuring of a pleasant and safe work environment, to minimize the risk of spreading infection and of employees falling ill. We recognize that there is a risk of discrimination and harassment in every workplace and we keep these issues under constant review and take immediate action if we suspect irregularities in the workplace.

Creating sustainable finances

We see it as our responsibility to get involved in contributing to a more sustainable economy for our customers and the society in which we operate. With our business segments, we play an important role in society when we help companies and people grow. At the same time, we are working proactively to increase the general public's knowledge of personal finance and contribute to more sustainable finances.

Combating of corruption	2021	2020
Number of incidents of corruption	0	0

Marketing and labeling	2021	2020
Number of cases of non-compliant product and service information and labeling	0	0
Number of cases of non-compliance in marketing communications	1	0

In one case, the Swedish Consumer Agency found that Collector's credit marketing was excessive due to the frequency of this marketing. Measures taken: Collector has stopped marketing as frequently and new frequency assessment procedures and working methods have been introduced. The Swedish Consumer Agency has closed the case without taking any action.

Customer privacy	2021	2020
Number of confirmed incidents of fraud	0	0
Number of privacy breaches *	7	2
Number of complaints reported (<i>materially important incidents</i>)	3	2

Applies to breaches verified internally, such as customer data leaks, theft or losses. In every case, the mistakes are due to human error. Measures taken: Procedures have been clarified and/or reiterated. Technological solutions have also been put in place to prevent the incidents from being repeated, and the relevant suppliers have been contacted.

Socio-economic compliance	2021	2020
Number of cases of significant fines or penalties for breaches of the laws and regulations applicable to the organization	0	0

Reducing environmental and climate impacts

Collector's climate and environmental strategy is based on the precautionary principle and fulfilling commitments to sustainable finances while taking account of climate risks. We have measured our carbon footprint for 2021 and will use this as a basis for working towards climate neutrality by 2025. We are aware that much of the climate impact that we contribute to is in our value chain, and will work systematically to help achieve the climate transition within society by setting environmental requirements and establishing climate criteria for suppliers and corporate customers. The national objectives, regional legislation and regulations that are relevant to Collector in this area include the Agenda 2030, the Sustainable Development Goals and EU regulations.

Energy consumption, kWh	2021	Greenhouse gas emissions, CO ₂ e	2021
Electricity	288,102	Scope 1	0.2
District heating	257,127	Scope 2 (market-based)	32.2
Air conditioning	8,417	Scope 2 (location-based)	13
Total energy use	553,646	Scope 3	97.9
		Total greenhouse gas emissions	130.4

The calculations cover the energy consumption for all offices.
The electricity contracts are mostly for renewable energy.

The greenhouse gas emission calculations for 2021 constitute Collector's base year and are based on the Greenhouse Gas Protocol (GHG Protocol) framework. Greenhouse gas emissions are broken down into scope 1 (company cars), scope 2 (electricity, district heating and district air conditioning for all offices) and parts of scope 3 (data centers, business travel and hotel stays). The method used to calculate greenhouse gas emissions from data centers is based on life-cycle analyses. No greenhouse gas emissions are generated from energy use in data centers. Information about usage and conversion factors is mainly directly obtained from Collector's providers. The other sources of conversion factors are: The Swedish Transport Agency, NTM and Taxi Stockholm.

Offering a rewarding workplace

We maintain an ongoing dialogue with our employees to gauge their interest in collective agreements. In terms of gender equality, we score relatively highly on equal pay (Equal Pay Index excluding the Board: 94.3). The banking and finance industry has traditionally been male-dominated, and we are therefore working proactively and intensively to achieve equal pay levels, and on the proportion of women/men in the management, on the Board, and in the company's workforce.

Training and skills development	2021	2020	Number of employees (FTE)*	2021	2020	2019
Average number of hours of training per employee	4.5	1.5	Sweden	262	266	304
Percentage of employees benefiting from regular performance and career development evaluations and follow-up	89%	88%	Norway	27	19	29
			Finland	12	36	40
			Total number of employees	301	321	373

Non-discrimination	2021	2020
Cases of discrimination, and measures taken	0	0

FTE means Full-Time Employed. In 2021, the proportion of permanent employees was 80% (82%).

Composition of the company	2021	2020	2021	2020	2021	2020
Number of employees at different levels within the company	The Board of Directors		Management		Other employees	
Less than 30 years old	0	0	0	8	35	35
30 to 50 years old	33	33	83	77	56	56
More than 50 years old	67	67	17	15	9	9
Percentage of women (%)	33	33	33	38	45	43

Breakdown of women and men (%)	2021	2020	2019
Women	44	43	52
Men	56	57	48

Staff movement (including general fixed-term and hourly employees)	2021	2020	2019
Number of new hires during the year	103	80	125
Number of people who left employment during the year	114	114	140
Staff turnover	19%	17%	24%

Health and well-being	2021	2020	2019
Sick leave	4.3	3.8	4.1
<i>of which short-term sick leave</i>	2.5	2.5	3.5

This report is Collector's annual sustainability report, covering the calendar year 2021. The previous report can be downloaded at www.collector.se and was published on April 2, 2020.

More information about this report and sustainability at Collector is available from the Sustainability Manager Sarah Olofsson, whose email address is sarah.olofsson@collectorbank.se.

Auditor's opinion on the statutory sustainability report

To the AGM of Collector AB (publ), corporate registration number 556560-0797.

ENGAGEMENT AND DISTRIBUTION OF RESPONSIBILITIES

The Board of Directors is responsible for the Sustainability Report for 2021 on pages 110-115 and for its preparation in accordance with the Annual Accounts Act.

THE FOCUS AND SCOPE OF THE REVIEW

Our review was conducted in accordance with FAR's recommendation RevR 12 The auditor's opinion on the statutory sustainability report. This means that our review of the sustainability report has a different focus and a significantly smaller scope compared to the focus and scope of an audit in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that this review provides us with a sufficient basis for our opinion.

We believe that this review provides us with a sufficient basis.

OPINION

A sustainability report has been prepared.

Stockholm, 31 March 2022
Ernst & Young AB

Daniel Eriksson
Authorized public accountant
Auditor in charge