



NB Aurora

Portfolio ESG Spotlight

September 2020

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Neuberger Berman (“NB”) has longstanding experience in responsible investing, considering environmental, social and governance (“ESG”) factors as important drivers of long-term investment returns from both an opportunity and a risk mitigation perspective. NB also understands that for many of its clients the impact of their portfolio is an important consideration in conjunction with investment performance.

NB recognizes that ESG factors, like any other factor, should be incorporated in its investment decision-making process. ESG investing can be employed in a variety of ways to help generate enhanced returns as well as to implement non-financial objectives within a portfolio. NB believes its approach not only benefits its clients but can also support better-functioning capital markets and generate positive impacts for people and planet as a whole.

On this basis, NB has defined an ESG policy that provides a broad framework for its approach to ESG integration. The Policy is reviewed annually by the ESG Committee and Neuberger Berman’s Board of Directors, which is responsible for overseeing NB ESG integration efforts, setting goals, and reporting on the firm’s performance.

The ESG Policy is disclosed to the public on NB website at www.nb.com/esg.

NEUBERGER BERMAN ESG INTEGRATION FRAMEWORK



Neuberger Berman became a signatory of the UN Principles for Responsible Investment in 2012 and has reported to the PRI since 2014. In the most recent 2020 PRI Assessment, NB has obtained the highest score in every category, A+, for its overarching approach to ESG strategy and governance. In addition, NB has earned an A+ for ESG integration across each of the four asset classes that it manages as a firm. Neuberger Berman is also a member of the PRI Private Equity Advisory Committee, which is a collaborative group that advises the Principles for Responsible Investment on its private equity initiatives. The PEAC is a group of asset owners and managers at the forefront of exploring the possibilities of ESG integration within private equity investing and advises the development of industry knowledge-sharing and resources.

Building upon the firm-level commitment to ESG investing, NB Aurora (“NBA”) believes that integrating ESG considerations throughout the investment process has a relevant impact on long-term value it creates for its investors, portfolio companies and all stakeholders.

As long-term partner, NB Aurora believes it has the opportunity and responsibility to integrate ESG factors in its decision-making process in order to support responsible investing and to promote the best ESG integration practices not only within the investing industry, but also across its portfolio companies and the business community at large.

WHAT NB MEANS BY ESG

Environmental factors include organizations' contribution to **climate change** through **greenhouse gas emissions, along with waste management, energy efficiency, water consumption and biodiversity.** With renewed efforts to combat global warming, emissions reduction and decarbonisation become more important.



Social aspects include **human capital management** and development and retention of **talents**, as well as **health and safety.** It also includes aspects related the interaction with the **local community** and the **value chain** (e.g. human rights and labour conditions in the supply chain). It also relates to **research and development activities to foster innovation.**



Governance refers to a set of rules or principles that define **rights, responsibilities and expectations** among different stakeholders in corporate governance. In particular, it is important for organizations to have in place a **governance able to manage sustainability issues** in order to monitor and control such topics.



A COMMON GOAL: UNITED NATIONS GLOBAL COMPACT

Neuberger Berman is a signatory of the UN Global Compact and is committed to aligning its operations with universal principles on human rights, labor, environment and anti-corruption, and to taking actions that advance societal goals.

By incorporating the ten principles into the firm's business practices – including its corporate strategy, policies and procedures, and maintaining its culture of integrity – NB joins other companies in not only upholding its basic responsibilities to people and the planet, but also in setting the stage for long-term success.



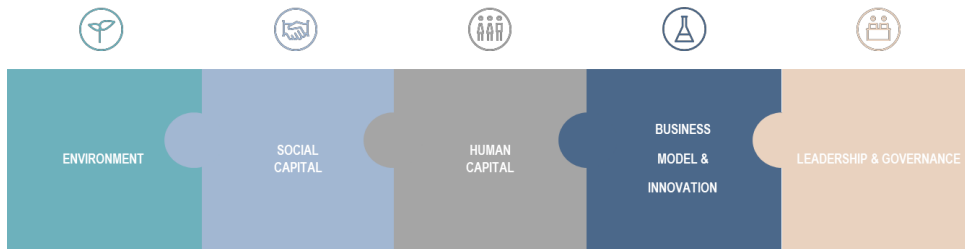
ESG principles are deeply rooted within NB Aurora operations, from a thorough due diligence process on potential investments, to the promotion and integration of ESG best practice in its investments. Deal teams are responsible for conducting the ESG analysis and the Investment Committee generally evaluates ESG considerations as a part of their overall investment evaluation.

ESG is incorporated into the due diligence process as one of the key factors that must be considered for identifying and understanding potential ESG risks and related opportunities. NB Aurora's due diligence process includes a review of a potential portfolio company's compliance with ethical business guidelines and sustainability framework as well as an assessment of material and industry-specific ESG factors.

In particular:

- **Environmental:** potential environmental issues are addressed; if potentially material risks are identified, a specific environmental due diligence is conducted, with the assistance of specialized environmental consultants. The scope of environmental due diligence is based on the nature of the business and the potential issues identified;
- **Social:** it is ascertained whether a company adheres to the CSR standards that are required, establishing and maintaining relationships based on mutual respect, loyalty and trust with all its stakeholders;
- **Governance:** the focus is on the systems, processes and practices governing a company’s interaction with all its constituencies to ensure that they enable adequate transparency, accountability and inclusiveness.

Below it is reported the 5 areas of the analysis included in NB Aurora’s Investment Evaluation Process:



From an investment standpoint, NB Aurora believes that ESG analysis should be based on materiality and customized by asset class and investment style. Neuberger Berman has a proprietary view of sustainability issues by industry, using the Sustainability Accounting Standards Board (SASB) as a starting point and leveraging the expertise and insights of its in-house sector experts, summarized in its NB Materiality Matrix. Many of its portfolio companies based in Europe use the Global Reporting Initiative (GRI) Sustainability Reporting Standards as the basis for their sustainability initiatives, and as such, NB Aurora factors in GRI guidance in its ESG efforts and communications as well.

NB Aurora believes that integrating ESG considerations throughout its investment process can lead to more consistent and better investment outcomes – by helping to identify both material risks and opportunities to drive value. NB Aurora is focused on long- term partnerships and engage with its partners to promote ESG integration best practices and resources. NB Aurora's commitment is rooted in the involvement and engagement with companies to strengthen their ESG commitment and help filling the gaps, with a view to continuous improvement. ESG criteria influence the investment decisions and critical issues and material unmitigated risk constitutes a “no-go” for an investment.

NB Materiality Matrix

FACTOR	ENVIRONMENTAL		SOCIAL		WORKFORCE		SUPPLY CHAIN		LEADERSHIP AND GOVERNANCE	
	Emissions	Water Management	Data Privacy & Security	Pricing Transparency	Health and Safety	Human Capital Development	Product Safety & Integrity	Materials Sourcing	Innovation	Policy & Regulation Risk
Consumer Goods										
Extractives/Minerals										
Financials										
Food & Beverage										
Health Care										
Infrastructure										

Represents a subset of factors for illustrative purposes only.

In 2019, NB Aurora committed to support its portfolio companies improve their ESG (Environmental, Social and Governance) and sustainability practices and communications through the disclosure of their environmental, social and governance performances.

In particular, NB Aurora supported a selected numbers of portfolio companies to prepare their first Sustainability Report, including:



Club del Sole S.p.A.
leader operator in Italy in the open-air hospitality sector



Dierre S.p.A.
leader in the production of machine guarding and safety systems and soundproofing solutions

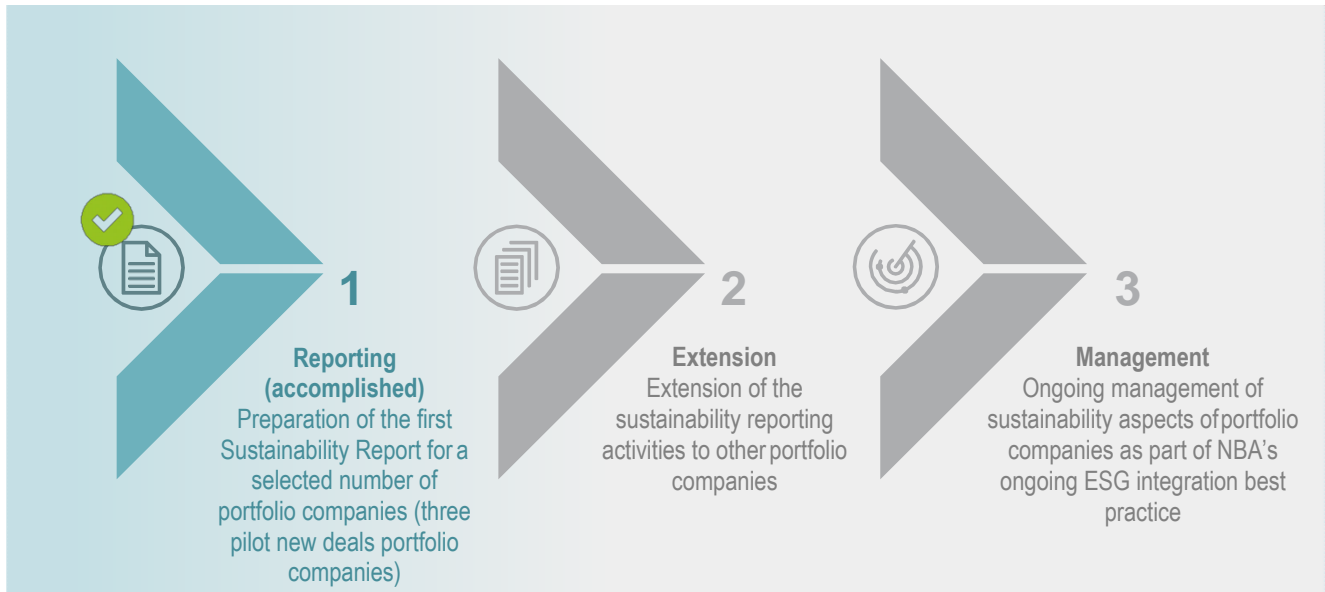


Rino Mastroto Group S.p.A.
leader in the tanning and leather industry



Engineering Ingegneria Informatica S.p.A.¹
Leader in IT services, software development and digital platforms

In its effort to support its portfolio companies to improve their ESG and sustainability practices and communications, NB Aurora is committed to a portfolio-wide ESG initiative that is summarized by a three-step roadmap:



NB Aurora expects that this ESG portfolio initiative will continuously enhance NB Aurora's ESG disclosure and improve transparency and accountability to its stakeholders.

After having successfully completed the first step, which consider the five pilot new deals portfolio companies that didn't have a Sustainability Report in place, NB Aurora will continue to pursue its ESG and sustainability commitment focusing on the other steps of its roadmap and sharing regular updates on its progress.

¹ Engineering already prepared CSR Report according to GRI standards before NB Aurora investment

STEP 1: REPORTING: MATERIALITY ANALYSIS

The abovementioned three pilot portfolio companies already had ESG related data and information available, but a consistent ESG-related reporting framework aligned with Neuberger Berman's standards was needed. Given its unique positioning in the private equity ecosystem, NB Aurora engages with its partners and portfolio companies to share and promote best practices and resources related to ESG integration and sustainability.

NB Aurora believes that by integrating ESG factors with a focus on materiality in its diligence, it may achieve a more consistent outcome and stronger financial returns. NB leverages industry standards for materiality of ESG factors, specifically utilizing the Sustainability Accounting Standards Board (SASB) as a starting point for its analysis, and leveraging the expertise and insights of its in-house sector experts, summarized into its NB Materiality Matrix. Many of NB's portfolio companies based in Europe use the Global Reporting Initiative (GRI) Sustainability Reporting Standards as the basis for their sustainability initiatives, and as such, NB Aurora factors in GRI guidance in its ESG efforts and communications as well.

The GRI Standards requires companies to identify the most relevant ESG topics by implementing a materiality analysis process. This process enables the company to determine the material topics, i.e. those economic, social and environmental aspects on which a company has a significant effect (positive or negative) and which could substantially influence stakeholders assessments and decisions. Moreover, the analysis has been integrated with a benchmarking activity on sustainability issues reported by the main sector peers. While Rino Mastrotto Group has carried out a more structured analysis in accordance with the GRI Standards, Club del Sole and Dierre undertook a first analysis using a simplified approach.

Relevant ESG topics have been translated into common Key Performance Indicators (KPIs) for all selected portfolio companies ("cross portfolio KPIs") and in customized metrics for each portfolio company ("company-specific KPIs"). Both cross portfolio KPIs and company-specific KPIs are included in the Sustainability Reports of each pilot portfolio company.

The cross portfolio KPIs related to the ESG topics identified within the materiality analysis process are:

Environmental:

- Energy (GRI 302-1 Energy consumption)
- Emissions (GRI 305-1; GRI 305-2 Direct and indirect GHG emissions)

Social:

- Information on employees and other workers (GRI 102-8)
- Occupational health and safety (GRI 403-9 Work-related injuries)
- Diversity and equal opportunities (GRI 405-1b Employees diversity)
- Employment: (GRI 401-1 New employee hires and employee turnover)

Governance:

- Diversity and equal opportunities (GRI 405-1a Board diversity)

The following are extracts from the Sustainability Reports of the three pilot portfolio companies (Club del Sole, Dierre and Rino Mastrotto Group) in addition to the portfolio company that already had its Sustainability Report (Engineering). This set of four portfolio companies represents ca. 80% of NB Aurora's invested capital.



Club del Sole is the main operator in Italy in the open-air hospitality sector, with 15 camping-villages in 6 Italian regions and an accommodation capacity of over 20,000 beds.

The Group offers its guests the experience of a holiday in contact with nature in the most renowned Italian tourist and naturalistic locations.

The Group's accommodation facilities consist of mobilhomes, bungalows, tent lodges and pitches for tents, campers and caravans. The campsites offer services including swimming pools, water parks, sports facilities, fitness centres, theatres and other free services, as well as restaurants, bars, minimarkets and bathing establishments.

The Group

Relevant ESG Topics

MISSION

Club del Sole aims to become one of the leader in the en plain air European industry, combining the style and the eco-sustainability of a traditional campsite holiday with the comfort, the level of services and quality of a modern village resort.

STRATEGY



Relevant ESG topics:



ECONOMIC RESPONSIBILITY

- Economic performance
- Governance
- Ethics and compliance



RESPONSIBILITY TOWARDS CUSTOMERS

- Quality and reliability of services
- Customer relationship
- Sustainable tourism eco-design



RESPONSIBILITY TOWARDS PEOPLE

- Health and safety of employees
- Diversity and inclusion
- Welfare in the work-place



ENVIRONMENTAL RESPONSIBILITY

- Energy Consumption and emission
- Water consumption
- Protection of land and biodiversity



SOCIAL RESPONSIBILITY

- Supply chain management
- Development of social initiatives and partnership



2019 ESG KPIs

ENVIRONMENTAL



38,344 GJ energy consumption (37% from natural gas)

GRI 302-1



2,907 tCO₂ emissions (scope1 + scope2 Location Based)

GRI 305-1
GRI 305-2



311 megalitres of water withdrawal

GRI 303-3



1,577 mobilhomes with low environmental impact and no cementification

SOCIAL



389 average FTE employees
23% with permanent contract
43% Women
40% under 30

GRI 102-8
GRI 405-1b.



46% rate of new employees hires
24% rate of employees turnover

GRI 401-1



3,900 training hours
88% voluntary, not required by law

GRI 404-1



4.2 rate of employees' recordable work-related injuries
No fatalities
No high-consequence work-related injuries

GRI 403-9

GOVERNANCE



100% of board members are men
40% of board members are 30-50 years old

GRI 405-1a.



Ethic Code and Organization and management model ex decree 231/01



No confirmed incidents of corruption
No legal actions for anti-competitive behavior, anti-trust and monopoly practices.
No fines and non-monetary sanctions for non-compliance with social and environmental laws

GRI 205-3
GRI 206-1
GRI 307-1
GRI 419-1



Potential improvements

- Extension of the company's welfare and incentive plan, implemented for first and second level management, to other employees.
- Continue replacing traditional lodge and pitches with new mobilhomes.

Dierre is a Group composed of 15 manufacturing companies, located in Emilia Romagna, Lombardy, Veneto and Tuscany, whose common mission is to protect lives in the industrial environment through their products and systems. 88% of sales are generated in Italy.

Dierre designs, manufactures and sells technologically advanced protections and components with high aesthetic impact for industrial automation in the most diverse sectors.

In a short time Dierre has been able to renew itself by creating a network of companies, sharing the same passion for quality and excellence with the aim for the future to continue to grow, diversifying the offer to gain new market shares abroad and be recognized as the main player in the field of protections and components for automatic machines.

The constant attention to safety, combined with creativity and innovation, has made the Group a leader in the production of safety protections, conveyor systems and industrial robotics.

MISSION

Dierre aims to become one of the leader in Europe for the production of protection systems for industrial automation.

STRATEGY



Relevant ESG topics:



PRODUCT RESPONSIBILITY

- Product quality and safety
- Innovation, research and development
- Responsible marketing
- Brand Identity



SOCIAL RESPONSIBILITY

- Supply chain management



ETHICS & COMPLIANCE

- Ethics, integrity and transparency
- Compliance
- Value creation



ENVIRONMENTAL RESPONSIBILITY

- Energy Consumption
- Emissions and climate change
- Waste and packaging



RESPONSIBILITY TOWARDS PEOPLE

- Health and safety of employees
- Human resources management and development
- Employees' rights

2019 ESG KPIs

ENVIRONMENTAL

12,972 GJ energy consumption (40% from natural gas)
GRI 302-1

935 tCO₂ emissions (scope1 + scope2 Location based)
No emissions of ozone-depleting substances (ODS)
GRI 305-1
GRI 305-2
GRI 305-6
GRI 305-7
66.88 kg of Particulate Matter

264 t of waste (**60% recycled**)
1.35% hazardous waste
GRI 306-2

2,778 t of steel
1,325 t of aluminium
GRI 301-1

SOCIAL

280 employees
GRI 102-8
GRI 405-1b. **97%** with permanent contract
16% women
24% under 30

18.2% rate of new employees hires
12.5% rate of employees turnover
GRI 401-1

5,065 training hours
49% of employees receiving a regular performance reviews
GRI 404-1
GRI 404-3

27.4 rate of employees' recordable work-related injuries
No fatalities
No high-consequence work-related injuries
GRI 403-9

GOVERNANCE

100% of board members are men
20% of board members are 30-50 years old
GRI 405-1a.

Ethic Code and Organization and management model ex decree 231/01

No confirmed incidents of corruption
No legal actions for anti-competitive behavior, anti-trust and monopoly practices.
GRI 205-3
GRI 206-1
GRI 307-1
GRI 419-1
No fines and non-monetary sanctions for non-compliance with social and environmental laws

Potential improvements

- Use of recycled materials and certified suppliers
- Installation of 3 photovoltaic systems to meet the energy needs of Fiorano and Bologna offices
- Obtaining the ISO 9001:2015 standard for all the companies of the Group and, in the medium-long term, the ISO 45001 and ISO 14001 standard
- Increase employees welfare by implementing conventions for services
- Strengthen research and development



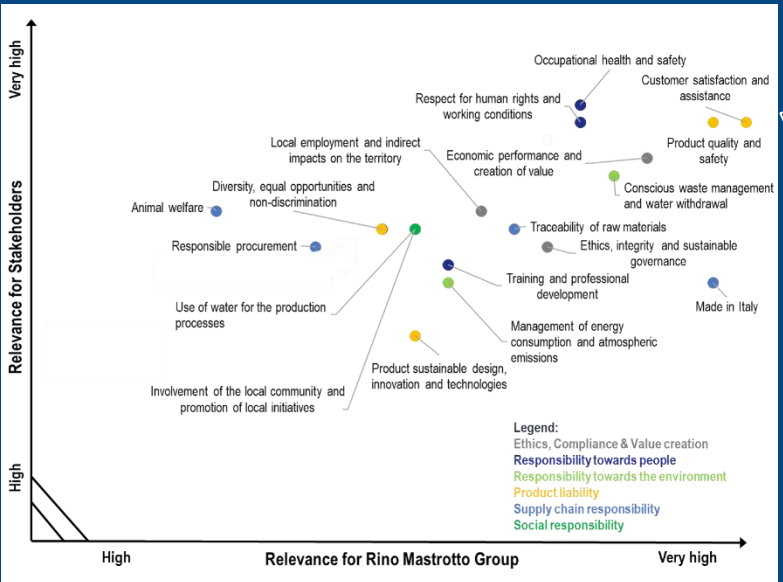
Over its seventy years of history, **Rino Mastrotto Group** has established itself as a renowned brand in the field of tanning hides. With a well-organized and sustainable production, it satisfies the complete cycle of tanning from the purchasing of selected raw materials to the wide and specialized production of customized products for the leather good, footwear, furniture and car upholstery segments.

The Group's headquarter is located in Trissino, in one of the main leather processing districts nationwide. Made up of several production divisions (Calbe-Brusarosco, Basmar, Pomari, Area Fashion) and with two production sites in Brazil and Sweden, Rino Mastrotto Group satisfies the entire tanning cycle and serves the international market. In particular, 69% of sales are generated in Europe and this percentage further increases on a see-through basis as many clients are fashion brands which produce in Italy, but sell most of their goods in the global market.

The Group

Materiality Analysis

STRATEGY



- Relevant ESG topics:**
- ENVIRONMENTAL**
 - Conscious waste management and water withdrawal
 - Management of energy consumptions and atmospheric emissions
 - Deforestation in the supply chain
 - SOCIAL**
 - Occupational health and safety
 - Customer satisfaction and assistance
 - Product quality and safety
 - Training and professional development
 - GOVERNANCE**
 - Ethics, integrity and sustainable governance

2019 ESG KPIs

ENVIRONMENTAL

- GRI 302-1** 411,842 GJ energy consumptions (-3% vs 2018)
- GRI 305-1** **GRI 305-2** 24,902 tCO_{2e} scope 1 and scope 2 (-2% vs 2018)
- GRI 303-4** 1,369 MI of water discharged (in line with 2018)
- GRI 306-2** 20,178 t of waste (-25% vs 2018)
- ISO 14001:2015** for all Italian divisions and Elmo Sweden AB
- Traceability Policy** (Basmar Division only)
- Chemical Management project by Zero Discharge Hazardous Chemicals**

SOCIAL

- GRI 102-8** **GRI 405-1** 873 employees of which 23% women of which 19% under 30
- GRI 401-1** 16% rate of new employee hires 15% rate of employee turnover
- GRI 404-1** 4,418 training hours
- GRI 403-9** 14.3 rate of employees' recordable work-related injuries
- + 15 innovation projects

GOVERNANCE

- GRI 405-1** 14% of board members are women 57% of board members are 30-50 years
- Code of Ethics and Code of Conduct applied** to all entities within Rino Mastrotto Group
- Organisation and Management Model ex decree 231/01** for Italian companies
- No confirmed incidents of corruption
- No legal actions for anti-competitive behavior, anti-trust, and monopoly practices
- GRI 205-3** **GRI 206-1** **GRI 307-1** **GRI 419-1** No fines and non-monetary sanctions for non-compliance with social and environmental laws

Potential improvements (before 2022)

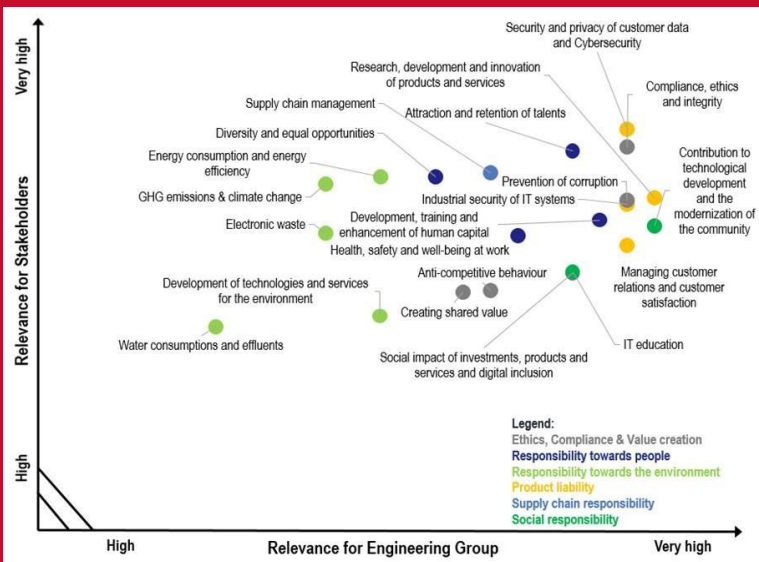
- Implement the Chemical Management project by Zero Discharge Hazardous Chemicals to the whole Group.
- Traceability system to all divisions.
- Consume energy only from renewable sources.
- Upgrade the canteen, bathrooms and changing rooms in Pomari division as already implemented for the Area Calbe-Fashion and Basmar divisions.

Engineering is one of the leading players in the **digital transformation of companies and public and private organisations**, with an innovative offer targeted at the main market segments. With about 11,500 professionals in 65 locations (in Italy, Belgium, Germany, Norway, Republic of Serbia, Spain, Sweden, Switzerland, Argentina, Brazil and the USA), the Engineering Group designs, develops and manages innovative solutions for the business areas where digitalization is having the biggest impact, including Digital Finance, Smart Government & E-Health, Augmented City, Digital Industry, Smart Energy & Utilities, Digital Media & Communication. One of the group's key strategic assets is its employees' know-how, to whose training it dedicates a multidisciplinary School, which provided 17,235 days of training last year.

MISSION

The Group aims to help change the way in which the world lives and works, by combining technological infrastructures organized in a single hybrid multicloud, the capability to interpret new business models and specialist competences in all next-generation technologies: Artificial Intelligence, Advanced Data Analytics, Cyber Security, Robotics, Digital Twin, IoT, Blockchain.

STRATEGY



Relevant ESG topics:

ENVIRONMENTAL

- Emissions & climate change
- Energy efficiency

SOCIAL

- Cybersecurity
- Social impacts of services
- Diversity and equal opportunities
- Clients relationship and customer satisfaction
- Development of human resources
- Research, Development & Innovation
- Supply Chain management

GOVERNANCE

- Compliance, ethics & integrity
- Anti-corruption

2019 ESG KPIs

ENVIRONMENTAL

- GRI 302-1** 20.13 GJ/person energy consumptions per employee (+0.2% vs 2018)
- GRI 302-1** 1.68 Power Usage Effective (+2% vs 2018)
- GRI 305-1** 1.72 t CO₂/person scope 1 and scope 2, Location based, per employee (-1.3% vs 2018)
- GRI 305-2**
- GRI 303-4** 1,070 MI of water discharged (- 4% vs 2018)
- GRI 303-4**
- GRI 306-2** 4.1 t of electronic waste
- GRI 306-2**
- ISO 14001** certificate (Engineering Ingegneria Informatica, Municipia, Engineering D.HUB, Nexen, Webresults)

SOCIAL

- GRI 102-8** 11,445¹ employees (+7% vs 2018) of which 31% women
- GRI 405-1**
- GRI 401-1** 16%¹ rate of new employee hires
- GRI 401-1** 10%¹ rate of employee turnover
- GRI 403-9** 4.97 rate of employees' recordable work-related injuries [included commuting incident]
- GRI 403-9**
- GRI 416-2** No incidents of non-compliance concerning the health and safety impacts of products and services
- GRI 416-2**
- GRI 404-1** 137,880 training hours
- GRI 404-1**
- ISO 45001** certificate (Engineering D.HUB)

1. Data refers to the Group at worldwide level.

GOVERNANCE

- GRI 405-1** 33% of Board of Statutory Auditors and Supervisory Board members are women; 45% of Board of Directors members are 30-50 years
- GRI 205-3** No confirmed incidents of corruption, any legal actions for anti-competitive behavior, anti-trust, and monopoly practices
- GRI 206-1** No fines and non-monetary sanctions for non-compliance with social and environmental laws
- GRI 307-1**
- GRI 419-1**
- ISO 37001** anti-bribery management system certificate, **ISO/IEC 27001** and **ISO/IEC 20000** Information Security Management S.
- Ethic Code, Organisation and Management Model ex decree 231/01** for Italian companies

Potential improvements

- Extension to the whole Group companies of the ISO 45001:2018 standard.
- Increase the integration of Corporate Social Responsibility into the policies, processes and activities of our company as an essential element to ensure the competitiveness and sustainability of our business.
- Increase in the number of smart working days per week granted to employees.
- Increase in female hiring.
- Strengthen research areas in the sustainability field (Environmental, Energy Waste, etc).