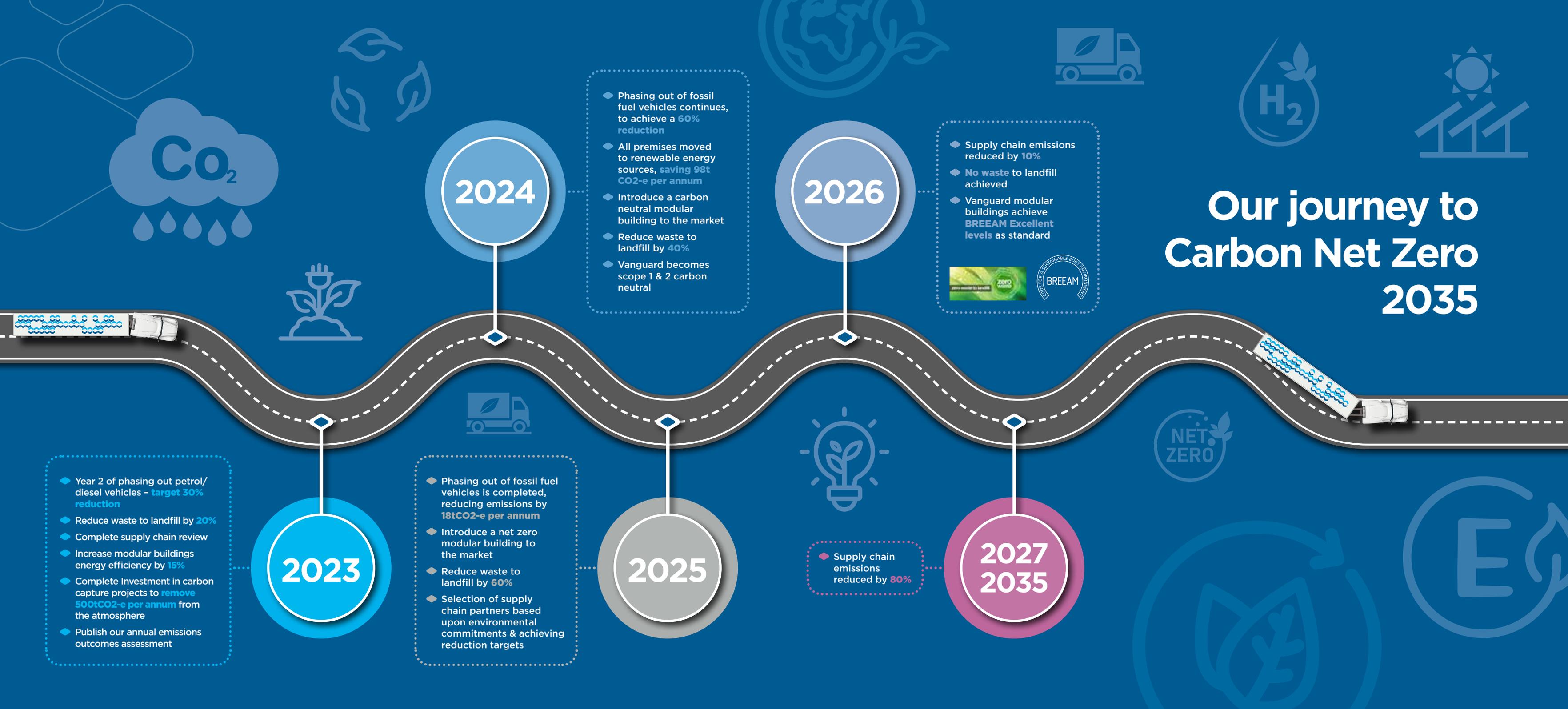


# Our journey to Carbon Net Zero 2035



2023

- ◆ Year 2 of phasing out petrol/diesel vehicles - **target 30% reduction**
- ◆ Reduce waste to landfill by **20%**
- ◆ Complete supply chain review
- ◆ Increase modular buildings energy efficiency by **15%**
- ◆ Complete Investment in carbon capture projects to **remove 500tCO2-e per annum** from the atmosphere
- ◆ Publish our annual emissions outcomes assessment

2024

- ◆ Phasing out of fossil fuel vehicles continues, to achieve a **60% reduction**
- ◆ All premises moved to renewable energy sources, **saving 98t CO2-e per annum**
- ◆ Introduce a carbon neutral modular building to the market
- ◆ Reduce waste to landfill by **40%**
- ◆ Vanguard becomes scope 1 & 2 carbon neutral

2025

- ◆ Phasing out of fossil fuel vehicles is completed, reducing emissions by **18tCO2-e per annum**
- ◆ Introduce a net zero modular building to the market
- ◆ Reduce waste to landfill by **60%**
- ◆ Selection of supply chain partners based upon environmental commitments & achieving reduction targets

2026

- ◆ Supply chain emissions reduced by **10%**
- ◆ **No waste to landfill** achieved
- ◆ Vanguard modular buildings achieve **BREEAM Excellent** levels as standard



2027  
2035

- ◆ Supply chain emissions reduced by **80%**

