

VACULUG:  
EUROPE'S LARGEST  
INDEPENDENT  
RETRADER PUTS  
SUSTAINABILITY IN  
MOTION

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## ABSTRACT

IN 2023, VACULUG WAS EUROPE'S LARGEST INDEPENDENT RETREADING ENTERPRISE. SERIAL ENTREPRENEUR HAARJEEV KANDHARI ACQUIRED THE BUSINESS IN 2018, AND UNDER HIS LEADERSHIP AS CHAIRMAN, THE COMPANY STARTED A NEW AND EXCITING JOURNEY.

A purpose-driven leader, Haarjeev's decision to acquire the business was driven by a single goal and mission: grow the size and profitability of the business to support the important work of the Zenises Foundation, the charity he established long before. The focus of the Foundation was to provide education and food security to people and communities in need.

In 2022, Haarjeev began transitioning Vaculug towards sustainability. He knew the path forward wouldn't be easy, however, as it was a complex time for SMEs who were facing immense economic pressures. Given the challenges, many questions lingered in Haarjeev's mind about the best way forward for the company, with the most pressing question being:

**Was this the right time to pursue the company's journey of sustainable transformation?**

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## INTRODUCTION

In 2023, Vaculug was Europe's largest independent retreading enterprise. A longstanding private and multi-generational family run entity, Vaculug was founded in 1950. The company's headquarters were based in Grantham, United Kingdom, with offices also in Leicester and London.

Built on a circular business model, Vaculug produced high-quality retreaded tyres for fleets across the UK and Europe and offered industry-leading fleet management solutions for its customers. The company also comprised of two additional divisions, Grumac and TEC. Grumac was Vaculug's business unit that sold manufacturing equipment parts and supplies, and TEC was an e-commerce store where customers could buy retreading parts.

In 2023 the company employed 163 people across the organisation, and processed over 230,000 tyres, up 6.5% compared to 2018. On the fleet management side of the business Vaculug managed the tyres of more than 33,000 commercial vehicles belonging to over 200 fleet operators in the UK.

In July 2018 Vaculug's ownership transitioned and the company became led by serial entrepreneur Haarjeev Kandhari – a man on a mission.

In 2022, Vaculug engaged sustainability consultants to help design an ambitious sustainable transformation plan that provided a road map for the company over the next 3 years. Yet, the financial challenges posed by the pandemic, the energy crisis and rising inflation rates were impacting the medium-to-long term plans Haarjeev envisioned for the business going forward.

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## PURPOSE-DRIVEN LEADERSHIP AND VISION

Born in India, Haarjeev grew up in a family business that was in the tyre business for four generations. After studying internationally and being involved in several different successful ventures, Haarjeev decided to devote himself and his business activities to make the world a better place (see Exhibit 1 for Haarjeev's biography).

Although he was living a successful entrepreneur life in London in the UK, he never forgot the reality of the quality of life back home, and with this in mind he established the Zenises Foundation, a charity organisation on a mission to provide education and food security to people and communities in need (see Exhibit 2 for the example of an impact story).

To fund the foundation, Haarjeev needed capital. He decided to invest part of his wealth to acquire Vaculug and grow the business, with the aim to fund the Zenises Foundation through the profits of the manufacturing business.

In many ways, Haarjeev's personal purpose was very much aligned with the corporate purpose of the company he acquired. Vaculug's core values of family culture, sustainability, and innovation characterised the business since its inception.

The company was built on a foundation that valued the connection it had with its people and surrounding communities. Haarjeev fervently believed that for

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the business to thrive, Vaculug needed to ensure the people and communities that surrounded it were also thriving.

“Our company is committed to fostering a culture that respects our employees, partners, customers, and communities. We are also committed to building a sustainable business that respects the environment.”

*Haarjeev Kandhari, Vaculug Chairman*

Haarjeev’s vision was built on the strong conviction and religious belief that business had the function to support a sustainable development of society and the life of future generations.

Impact initiatives through charitable work were not going to be enough. Haarjeev was also keen to transform Vaculug into the most sustainable organisation of the industry. Aware of growing global challenges, he could not accept running a carbon-intense operation at a time when climate-change was the most pressing challenge facing humanity.

At the beginning of 2022, Haarjeev contracted leading academics from University College London and decarbonisation experts from Tecno International with the goal of developing an ambitious sustainable transformation plan for his firm.

With the support of these experts, Vaculug developed a comprehensive sustainability strategy addressing economic, environmental, social and governance factors; and in September 2022, published its first Sustainability Report announcing important initiatives and targets.

To understand the significance of Vaculug’s decision to embark on a journey of sustainable transformation, it is important to consider the wider impact the industry was having on the environment up to 2023; as well as the important role it could play in reducing its impact.

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## THE TYRE INDUSTRY AND THE ENVIRONMENT

The transportation industry was responsible for most greenhouse gas emissions in the UK<sup>1</sup> producing 24% of the UK’s total emissions in 2020. For its part, the UK government had committed to a target of net-zero GHG emissions by 2050, yet in 2023 existing transport policy and regulations were not aligned with this commitment. In turn, swift and significant regulatory changes were going to be required to achieve the scale of transformation that was needed to meet this target<sup>2</sup>. According to UNECE, the transport industry represented 30% of GHG emissions in developed countries, and approximately 23% of a total man-made CO<sub>2</sub> emissions worldwide. For the world to meet the 1.5 degrees Celsius global target set by the United Nations (compared to pre-industrial levels), there was an urgent need for the transport industry to reduce CO<sub>2</sub> emissions by 50% by the year 2050<sup>3</sup>.

Carbon emissions wasn’t the only environmental impact of the transport industry. Transport also contributed to landfill waste on a massive scale. Each

<sup>1</sup> Source: [https://www.gov.uk/government/statistics/transport-and-environment-statistics-2022/transport-and-environment-statistics-2022#:~:text=Transport%20produced%2024%25%20of%20the,road%20vehicles%20\(89%20MtCO2e%20\),](https://www.gov.uk/government/statistics/transport-and-environment-statistics-2022/transport-and-environment-statistics-2022#:~:text=Transport%20produced%2024%25%20of%20the,road%20vehicles%20(89%20MtCO2e%20),) accessed January 2023

<sup>2</sup> Source: Source: <https://bettertransport.org.uk/transport-and-climate-change>, accessed May 2022.

<sup>3</sup> Source: Source: <https://unece.org/climate-change-and-sustainable-transport>, accessed May 2022.

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year in the UK approximately 55 million used tyres reached the end of their initial life cycle, at which point manufacturers or end users were required to dispose of the tyres in an environmentally responsible way. Consider the number of used tyres generated on a global scale, and this number increased exponentially.

Fortunately, not all end of use tyres ended up in landfill. The options available to manufacturers and end users looking to dispose of their tyres typically included recycling, retreading or direct to landfill, the latter being the least favourable option from an environmental perspective. When looking at the first two options - recycling and retreading - among many others there were three major environmental benefits:

- Reduction of the amount of material needed to manufacture new tyres or other products made from rubber.
- Reduction of the amount of energy needed to produce new tyres and rubber products, thereby reducing the greenhouse gases emissions.
- Reduction of air, land and water pollution caused by tyres dumped in landfills or in other natural locations.

It is worth noting that while the transport industry contributed to several global environmental challenges, it also played a vital role in generating and facilitating global trade and development. In many ways, the industry offered a lifeline to cities and villages in remote regions of the world who depend on the safe transportation of necessities to their communities. Given both the negative and the positive impacts of the sector, it was clear there was a pressing need for the industry to improve and optimise its practices through sustainable transformation.

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## THE RETREADING INDUSTRY

### - A CIRCULAR BUSINESS MODEL BY DEFINITION

The retreading industry, by its very nature, is a circular one. The practice of retreading extends the life cycle of used tyres, giving tyres a second and third life in some cases. Taking used tyres and manufacturing them to be used like new leads to significant savings, financially and in terms of carbon emissions. According to the British Tyre Manufacturing Association (BTMA), in 2023 85% of the used tyres were re-used in a retreaded tyre, significantly increasing resource productivity, and improving supply resilience<sup>4</sup>.

In addition to the many environmental benefits that come with retreading, there was also an economic benefit to customers and end-users. The cost of a retreaded tyre was 40% less than the cost of a new tyre. In 2023, at a time when costs of living and inflation rates were rising in the UK and around the globe, these savings enabled Vaculug to offer its customers exceptional value and savings over time.

Built on a circular model, Haarjeev believed the retreading industry had to be credited more for the emissions that were being avoided altogether. 'Avoided emissions' refers to the positive impact of GHG (greenhouse gas) emissions, relative to the situation where a product or service does not exist<sup>5</sup>. In the case of the retreading industry, every retreaded tyre that goes back into circulation takes the place of a new higher-carbon emitting tyre.

<sup>4</sup> Source: <https://btmauk.com/tyres-and-the-environment/resource-efficiency/#1589453319635-7478031e-1ab4>, accessed January 2023.

<sup>5</sup> Source: [https://ghgprotocol.org/sites/default/files/standards/18\\_WP\\_Comparative-Emissions\\_final.pdf](https://ghgprotocol.org/sites/default/files/standards/18_WP_Comparative-Emissions_final.pdf), accessed January 2023.

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*“No doubt tyre manufacturing, including the retreading sector, is a carbon intensive industry. At the same time, with every tyre that is retreaded in place of a new tyre, a significant amount of CO<sub>2</sub> is not being produced or emitted into the atmosphere. Currently the impact of avoided emissions on the part of the industry is not being considered by industry regulators, and it’s one I believe the industry should be credited for going forward.”*

*Haarjeev Kandhari, Vaculug CEO and Chairman*

According to the British Tyre Manufacturing Association, each time a truck or bus tyre was retreaded, approximately 30kg of rubber, up to 20kg of steel and 60kgs of CO<sub>2</sub> were saved in the process<sup>6</sup>.

Considering that in 2022 alone Vaculug processed a total of 230,000 tyres - the amount of rubber, steel, and CO<sub>2</sub> the company saved was significant. Furthermore, most Vaculug retreaded truck tyres offered a total life expectancy of over 603,000 kilometres – the equivalent of 15 trips around the world<sup>7</sup>.

While avoided emissions in 2023 were not yet factored into standard reporting frameworks or practices, the topic was beginning to gain traction. The CDP, a not-for-profit charity that run the global disclosure system, had announced in 2021 that it was considering factoring in avoided emissions (also referred to as “Scope 4 emissions”), into future sustainability reporting standards<sup>8</sup>. And while the change would have been welcomed by many organisations, some industry experts cautioned that a clearer set of guidelines was going to be needed to mitigate greenwashing and misleading claims.

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## ECONOMIC CHALLENGES FACING SMEs

Small and medium-sized enterprises (SMEs) represent the backbone of society. They provide employment, drive innovation and contribute significantly to economic sustainability in communities. In 2022 in the UK alone, SMEs represented 99.9% of private sector businesses, with an estimated 5.5 million SMEs across the nation<sup>9</sup>.

Faced with several economic challenges in 2023, many SMEs were struggling to keep their doors open. Supply chain disruptions caused by the Covid-19 pandemic and the war in Ukraine were continuing to be felt across industries, driving costs of goods and operations globally. Rising inflation and interest rates were also putting pressure on businesses, significantly impacting day-to-day operations and production capabilities.

In this context, as was the case with many SMEs, Vaculug was faced with making difficult fiscal decisions, such as deciding whether to honour fixed-rate contracts with customers, even if those agreements would result in a loss for the company. Deciding whether to stay the course with the company’s sustainability agenda during this complex time for businesses, was another key financial decision for the company. To meet the company’s target of becoming net-zero by 2030, Vaculug needed to invest in educating, training and upskilling

<sup>6</sup> Source: <https://btmauk.com/retreading/>, accessed January 2023.

<sup>7</sup> Source: <https://btmauk.com/retreading/>, accessed January 2023.

<sup>8</sup> Source: <https://www.eco-business.com/news/explainer-avoided-emissions-and-how-not-to-overclaim-them/>, accessed January 2023.

<sup>9</sup> Source: [https://www.gov.uk/government/statistics/business-population-estimates-2022/business-population-estimates-for-the-uk-and-regions-2022-statistical-release-#:~:text=SMEs%20\(small%20and%20medium%2Dsize,4.1%20million%20had%20no%20employees,](https://www.gov.uk/government/statistics/business-population-estimates-2022/business-population-estimates-for-the-uk-and-regions-2022-statistical-release-#:~:text=SMEs%20(small%20and%20medium%2Dsize,4.1%20million%20had%20no%20employees,) accessed March 2023.



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employees across the organisation; and each initiative required an investment in terms of both time and resources, neither of which was infinite. Amidst this challenging time, Haarjeev was not surprised when Vaculug's sustainability agenda came into question by stakeholders, both internally and externally.

Astute to the economic pressures facing businesses, Haarjeev was keen to explore ways to overcome these challenges. Focused on building a responsible business that would fuel his vision for a better future, Haarjeev believed the company's sustainability agenda would not only see the company through the short-to-medium challenges of the day, but also set it up for a long and prosperous future. Moreover, he steadfastly believed the cost of not investing in sustainability would present even greater challenges in the future. To realise his vision, though, Haarjeev knew he needed to garner the support of his stakeholders on this journey.

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## APPROACH TO BUILDING A SUSTAINABLE BUSINESS

Retreading and recycling tyres was key to Vaculug's responsible business practices, but these activities were only a part of the company's approach to building a sustainable business.

In line with its vision and values, in 2021 Vaculug joined the [UN Global Compact](#). By joining the UN Global Compact, Vaculug reinforced its commitment to help address the many environmental, social, and economic challenges facing the world today. The move also enabled Vaculug to share its commitments with key stakeholders.

In support of its pledge to be part the global sustainable development movement, Vaculug's leadership team supported by the experts contracted by Haarjeev, set out to develop a business strategy in alignment with the [UN Sustainable Development Goals \(SDGs\)](#).

*"While governments have been slow to act up until now, it's only a matter of time before industries will be required to move towards more sustainable and transparent business practices. With increased regulations looming, organisations that are not looking at how to improve their ESG practices today will be left behind. At Vaculug, we view sustainability as more than a way of doing business; it's also an opportunity to gain a competitive edge. More than this though, our sustainability strategy enables us to contribute to the global SDGs which, put simply, is the right thing to do."*

*Haarjeev Kandhari, Vaculug CEO and Chairman*

In 2022, Vaculug developed its first Sustainability Strategy which served as a road map for the next 3 years (see Exhibit 3 for an overview of the guiding principles). To share the company's plans, commitments, and progress with key stakeholders, at the end of 2022 the company also published its first [Sustainability Report](#) (based on 2021 year). Not only was the report a first for the company, but it was also the first sustainability report published by any independent retreader in the world, positioning Vaculug as a leader of responsible business practices for the industry.

As part of the company's Sustainability Strategy, Vaculug committed to align with the [Tire Sector SDG Roadmap](#), becoming the first independent retreader

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to do so. The move positioned Vaculug, a small business, among the largest tyre manufacturing companies that were leading sustainable transformation for the industry. Vaculug was a small business thinking big (see Exhibit 4).

Among the many commitments and targets outlined in Vaculug's 2021 Sustainability Report there was its ambitious commitment to achieving net-zero (scopes 1 and 2) carbon emissions by 2030. To achieve this goal, in 2022 Vaculug began working with Tecno International to measure the company's carbon footprint and design a decarbonisation plan. This initiative was complex, and called for significant financial investments to improve the energy efficiency of the manufacturing operations and possibly for carbon offsetting.

While Vaculug's leadership team understood more work needed to be done to achieve its goals, through its day-to-day operations the company was focused on adopting practices that would improve operations and minimise its impact on the environment. One example of this was seen in the company's zero truck-tyre and zero non-rubber waste to landfill policy. With this policy, over 200,000 end-of-life tyres were diverted from landfill and recycled annually. When tyres reached the end of their life cycle and were not fit for retreading, through Vaculug's partnership with Murfitts Industries, rubber was re-used to create sports surfaces and children's playgrounds. In 2022 alone over 5,500 tonnes of rubber were re-purposed with Murfitts Industries.

The circular business model of Vaculug was proving to be beneficial for the planet and communities, with a significant amount of rubber being kept out of landfills and repurposed in local community projects.

While *sustainable thinking* was at the heart of Vaculug's approach to business, Haarjeev acknowledged that across the industry, sustainability was still not at the top of the agenda. For sustainability to be taken seriously, and for the industry to do its part to contribute to the global SDGs, a cultural shift was needed. Reinforcing Vaculug's commitment to making the business, and the retreading industry more sustainable, a key part of Vaculug's journey included sharing best practices and insights with stakeholders. In addition to putting initiatives in place aimed at training and upskilling employees, suppliers, and customers on the topic of sustainability, Haarjeev regularly shared his *sustainability thinking* perspective at industry events and through various articles published on Vaculug's social channels. An example of Haarjeev's many sustainability-focused articles was a piece titled "Green Guilt Is Just a Convenient Distraction", which was published January 2023<sup>10</sup>.

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## MAKING A DIFFERENCE WITH THE ZENISES FOUNDATION

Vaculug's sustainable transformation strategy focused on building a competitive and responsible business, that could grow in a profitable way to support the social impact initiatives led by the Zenises Foundation.

Each year since the company changed ownership in 2018, Vaculug had donated a portion of profits to the Zenises Foundation. Vaculug's contribution supported two clear goals of the foundation: providing education and food security to people and communities in need.

<sup>10</sup> Source: <https://www.linkedin.com/pulse/green-quilt-just-convenient-distraction-haarjeev-singh-kandhari/?trackingId=u8SDKM1dQ12ZVBpGsHSerA%3D%3D>, accessed January 2023.



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Both goals aligned with Vaculug's overarching efforts to support the global SDGs, namely: SDG 1 (no poverty), SDG 2 (zero hunger); SDG 4 (quality education); SDG 8 (decent work and economic growth); and SDG 17 (partnerships for the goals).

To provide education to those in need, Vaculug had invested in several initiatives over the years such as funding over 100 scholarships and education opportunities for youth in India, South Africa, Spain; and 12 scholarships at the University of Oxford in the UK.

In 2022, as part of its many education-focused programmes with the Zenises foundation, Vaculug established the Oneness Education Initiative. Among its many projects, the programme donated more than 200,000 textbooks to children in India<sup>11</sup>.

*"Children are some of the most imaginative people on the planet. We need to help them find a passion or purpose that is uniquely theirs. Once they do that then they can imagine the world they want to live in. Their passionate mind will then help them create that world."*  
Haarjeev Kandhari, Vaculug CEO and Chairman

To support the foundation's second goal of food security, among the Zenises Foundation's many initiatives was an annual event in India that fed more than 125,000 people in a single day in 2022.

The important work that Vaculug supported through the Zenises Foundation was the driving force behind the company's sustainability focused approach to business, and a source of pride for everyone working at Vaculug.

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## DRIVEN BY A CULTURE OF INNOVATION

With a more than 70-year history, innovation had always been key to Vaculug's growth and approach to business. Since its inception, Vaculug had been committed to continuously improving retreading processes and delivering products at the highest level of quality and safety for customers.

Vaculug's team of specialised experts played a pivotal role in driving innovation and R&D initiatives that improved and advanced manufacturing processes, improving practices not only for the company but for the industry.

One example of how Vaculug led in the area of R&D was seen with the introduction of the 5-rib PROTEKT+ dual sidewall protection system, which the company introduced in April 2021. Vaculug's team of experts was set out to experiment with a common practice in the industry, which was the application of grooves to the sidewall of a tyre to protect it from kerbside wear and tear. Up until that point, grooves were only applied to one side of a tyre. Focused on improving performance and longevity of truck tyres, Vaculug's team of experts applied grooves to both sides of a tyre. The new and improved process expanded the lifecycle of the tyre, making it more resistant to kerbside damage. The addition of the grooves also allowed for heat to dissipate more effectively, again extending the durability and longevity of the tyre. An industry first,

<sup>11</sup> Source: <https://www.retreadingbusiness.com/latest-news/posts/2023/january/vaculug-donates-text-books-in-education-initiative/>, accessed January 2023

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Vaculug's invention once again reaffirmed its position as an innovative retreading leader.

Committed to providing industry leading fleet management service for its customers, in 2022 Vaculug also invested in optimising its digital systems and technology. In addition to improving its systems to better service its customers, the transition also improved productivity and the work experience for employees in this area of the business.

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## THE WAY FORWARD

In 2023, the rising inflation in the UK and the increase in energy and oil costs were cinching away at already tight margins. Amidst the rising costs and pressures, the company's business model, which was based on long-term pricing strategies and establishing fixed-rate contracts with clients, was under pressure. At the same time, Haarjeev knew that during this decade of action - where businesses were increasingly being called upon to address the rising threats of climate change - opting out of the company's sustainability goals was not an option.

Finding ways to minimising costs and grow the business, while also supporting the company's sustainability goals, were the biggest challenges facing Haarjeev and his leadership team as they looked ahead.

### **Was Vaculug going to be able to deliver on the ambitious sustainability targets set, or did the strategy need to be revised given the exceptional times?**

This question was on Haarjeev's mind every day; but he was not the kind of man that liked giving up in hard times. With this in mind, on the early morning of February 16<sup>th</sup> he sent an email to his sustainability consultants asking them three very important questions:

- 1) We are financially stretched, and my management team is asking me why we are investing so much on ESG initiatives at a time when margins are thin. Do you think we should revise the plan we developed?
- 2) I do not like the idea of revising the ambition of our sustainable transformation plan, but in case we decide to downsize the investment, what approach do you suggest?
- 3) By publishing our first Sustainability Report, we made a public commitment to achieve specific targets. Don't you think that revising the initiatives and objectives could backfire and set us back?

# EXHIBITS

## EXHIBIT 1

### HAARJEEV KANDHARI'S BIOGRAPHY



Harjeev Kandhari is an entrepreneur, businessman, tyre expert, and luxury travel enthusiast. An ardent believer in giving back to disadvantaged communities, he combines years of business experience and a deep commitment to philanthropy to fuel charitable initiatives in India, Africa, and Europe.

Mr. Kandhari is the Founder and CEO of Zenises, the premier global tyre company that focuses on the fusion of technical advances, aesthetical beauty, and the balance of precision, safety, customer service, and style. Mr. Kandhari currently lives between London and Dubai with his family.

Harjeev Kandhari earned a diploma from the London School of Economics and a BA Honors and MA from the University of Oxford, all by the age of 21. He later went on to garner an MBA from INSEAD in France.

After Oxford, Mr. Kandhari entered the world of investment banking at Merrill Lynch, where he did corporate finance and mergers and acquisitions in the telecommunications and technology sector in the London office. He then went on to help manage the UAE Corporate Finance and Advisory practice of the firm based out of London. After garnering extensive experience in the finance, telecom, and tech sectors, Mr. Kandhari was one of the first people to join in the founding of technology private equity firm New Media Spark in the UK, where he was instrumental in setting up one of the first platforms to do IPOs online – EO.com.

While in the UK, Mr. Kandhari was called to return to Dubai to revive his family's business from near bankruptcy. He focused on recapitalizing the company through building relationships with 14 banks. He then changed the business model to focus on contract manufacturing from China for his own private brand as opposed to only localized and regional distribution of other's brands. This private brand allowed him to expand the business into the global market – with a focus on Europe – as he got "tired of being local". Finally continuing with a vision to globalize the business he built one of the world's most technologically advanced industrial battery plants and helped transform the company from a local tyre distributor to a formidable worldwide player. He then finally sold his interest in the business to allow him to pursue his more entrepreneurial spirit, leading him to acquire Vaculug in 2018.

*[harjeevkandhari.com](http://harjeevkandhari.com)*

## EXHIBIT 2

### IMPACT STORY EXEMPLARY OF THE WORK OF THE ZENISES FOUNDATION



#### **Nurturing the next generation case study: Gurpreet's story**

The Foundation has had many stories of its little successes. One of those stories is that of Gurpreet Kaur.

Her father abandoned her and her little sister as children because he could no longer afford to look after them. She was split up from her sister and went to live with an aunt. She had no hope

or future as her family could not afford to feed her.

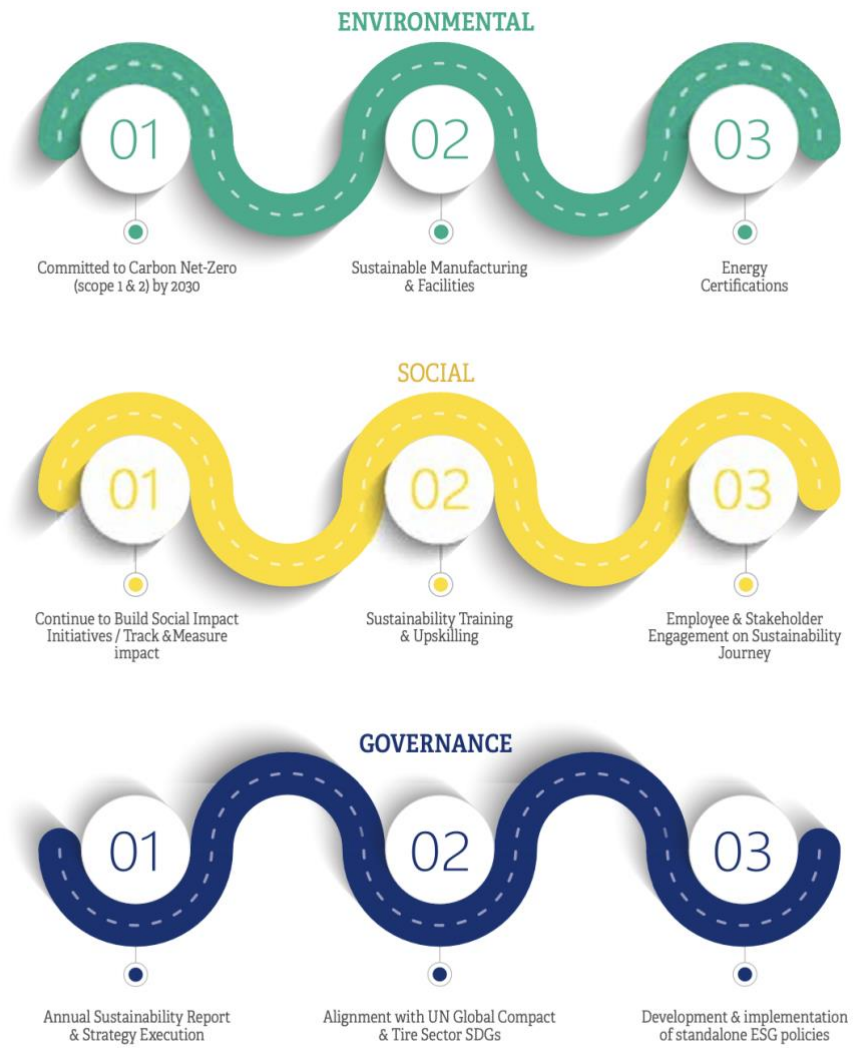
The Z Aspire team met her and adopted her and mentored her. Through the strength of her spirit, Gurpreet pushed herself on and graduated not only from school and university but is now also completing a Masters degree.

She has established a career in the IT industry and is now a young lady of independent means. In her spare time she writes poetry, pursues her passion for photography and also blogs on a variety of subjects.

Being the first person from her village to attend university, Gurpreet now acts as an inspiration to other youngsters in the value of education to break the cycle of poverty. Being the first person from her village to attend university, Gurpreet now acts as an inspiration to other youngsters in seeking to better their own lives and that of their family network.

# EXHIBIT 3

## VACULUG SUSTAINABILITY IN MOTION ROAD MAP



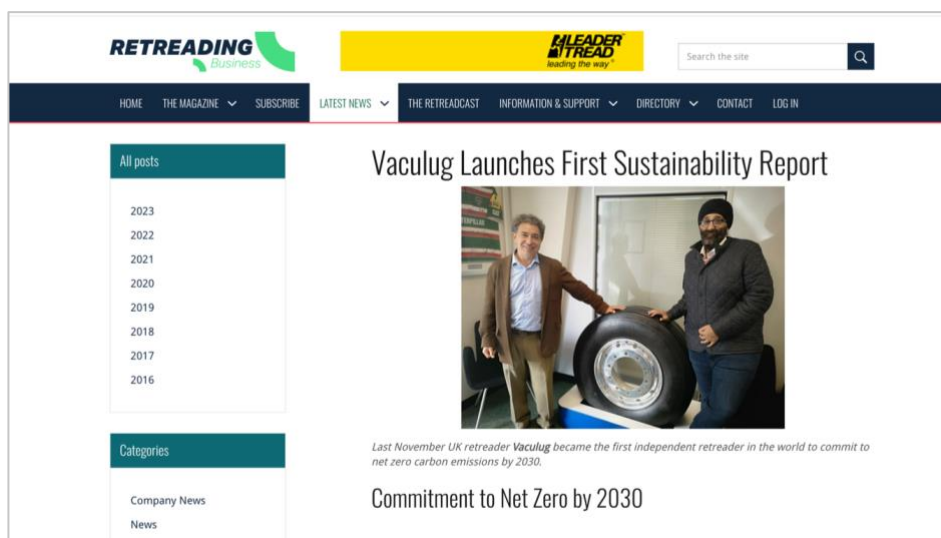
Source: <https://webzines.avalonprplus.com/VACULUG/pageflip/index.html#p=1>, accessed January 2023.



# EXHIBIT 4

## VACULUG IN THE NEWS

In 2022 Vaculug was featured by industry website “Retreading Business” for being the first independent retreader in the world to commit to net-zero carbon emissions by 2030, and for publishing its first Sustainability Report.



Source: [Retreading Business website](#) (last accessed January 2023)

Source: <https://webzines.avalonprplus.com/VACULUG/pageflip/index.html#p=1>, accessed January 2023.

# PROFESSOR PAOLO TATICCHI, OMRI

## PROFESSOR & SCHOOL DEPUTY DIRECTOR

### Biography

Paolo Taticchi is Professor in Strategy and Sustainability & School Deputy Director (MBA, Global Engagement, Executive Education) at UCL School of Management.

Highly active in executive education, Paolo has trained thousands of managers and executives of Fortune Global 500 companies; and is a sought-after speaker regularly invited to give keynote talks at world-class academic, governmental and industry events.

Paolo's research on corporate sustainability and performance measurement is internationally recognized. Paolo's latest books include "Corporate Sustainability in Practice", which was published in January 2021, and "Sustainable Transformation Strategy", published in June 2023.

Outside of the academy, Paolo has significant consultancy experience in the fields of strategy, education, and sustainability. He has worked in this capacity for firms of various sizes, and in a range of different industries. Today, he advises (or serves in the advisory board) influential organizations and is one of the scientific advisors of the Ministry for the Ecological Transition in Italy.

He has received numerous awards for the impact of his work. His projects, quotes and opinions have been featured over 350 times in international media outlets. In 2021, Paolo was indicated by Italian's leading business daily Sole 24 Ore as the most influential Italian under the age of 40.

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# MELINA CORVAGLIA-CHARREY

## RESEARCH ASSISTANT

### Biography

Melina is a Research Assistant at UCL School of Management, where she supports various projects focused on business strategy and sustainability, including case studies and white papers. Melina is also a consultant supporting organisations with their marketing and business communications needs, and sustainability reporting.

In collaboration with Professor Taticchi and Melissa Demartini, Melina co-authored a book titled "Sustainable Transformation Strategy", published in June 2023.

Previously, Melina worked in the Media Sponsorship & Marketing field for 15+ years in Canada, where she collaborated with various Fortune 500 companies

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and brands to develop strategic partnership marketing initiatives, including several programmes that garnered awards from the Sponsorship Marketing Council of Canada. More recently, Melina worked as a Sustainable Content Marketing Strategist for a UK based consulting agency specialising in the sports and sustainability field.

Passionate about the field of sustainability in sport, Melina is a current member and volunteer with Sport and Sustainability International, a not-for-profit organisation that is focused on accelerating sustainability in and through sport. A mother of two young girls, Melina is motivated to support, learn from, and collaborate with individuals and organisations that are striving to create a better world for future generations.

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## ACKNOWLEDGEMENT

The authors would like to thank Haarjeev Khandari for sharing his insights and Vaculug's journey for this case study.