

A photograph of three runners on a grassy hill. The runner on the right is in the foreground, wearing a pink long-sleeved shirt and black shorts, with their arms outstretched. The other two runners are in the background, wearing grey leggings and orange shoes. The background is a hazy, mountainous landscape.

REGENERATIVE COMMUNITY

REGENERATIVE LEADERSHIP

HEARTS, MINDS AND BARE FEET

We continue our inner evolution as a business, walking our own path towards regenerative culture, values and behaviours.

Our transformation isn't just about making Vivo an amazing place to work, it's a critical step to how we achieve our mission. The evidence? ReVivo (p34), VIVOBIOOME (p36) and VIVOHEALTH (p25) all originated from our new self-managing, agile way of working.

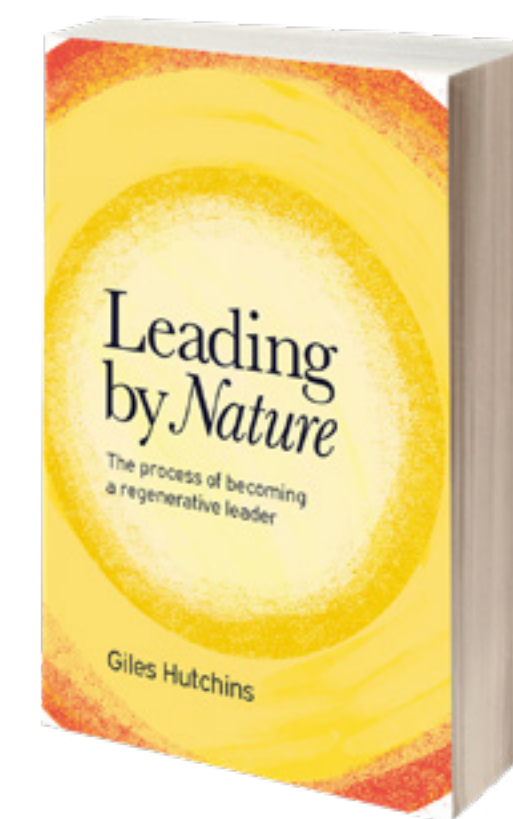
RADICAL RESTRUCTURE

Since last year's Unfinished Business, we've restructured from a traditional hierarchy to an increasingly interconnected and interdependent matrix (see fig. 1). This restructure gives people more agency to make decisions and invites them to bring more of themselves to work. Although some hierarchy remains, we're consciously shifting our individual and organisational relationship with power and control — from a parent-child to an adult-adult coaching culture.

So far, it seems to be working. Our good friend Giles Hutchins has been with us every step of the way, helping foster these changes across Vivobarefoot.

“Ultimately, Vivo has broken beyond the status quo amid a challenging and volatile business climate. Resisting a strong temptation to play it safe, the company is a beacon of light inspiring others to transform. It's telling that leaders of organisations across Vivo's ecosystem who have witnessed their transformation first hand often enquire about embarking on something similar for themselves.”

— GILES HUTCHINS



WE STARTED WORKING WITH GILES AFTER READING HIS BOOK REGENERATIVE LEADERSHIP. AND NOW WE FEATURE IN HIS NEW BOOK - LEADING BY NATURE!

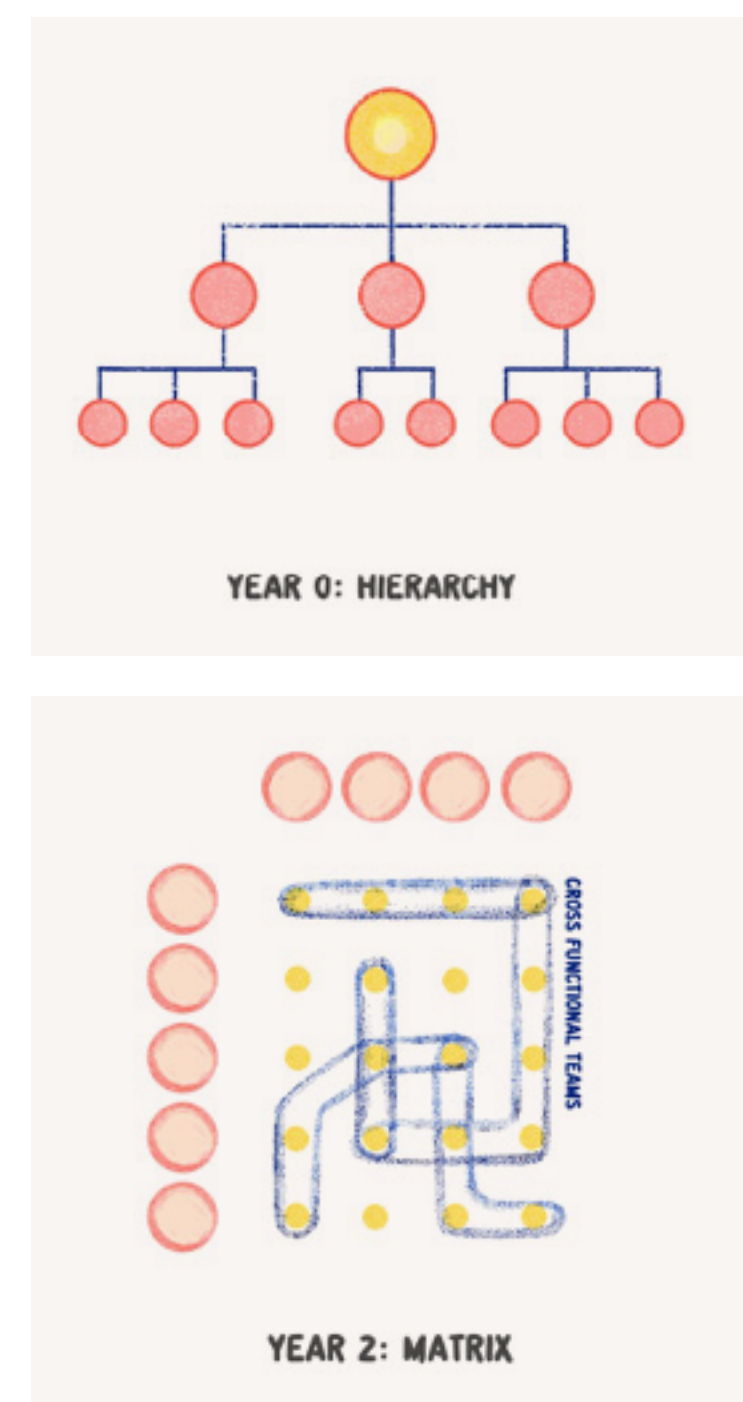


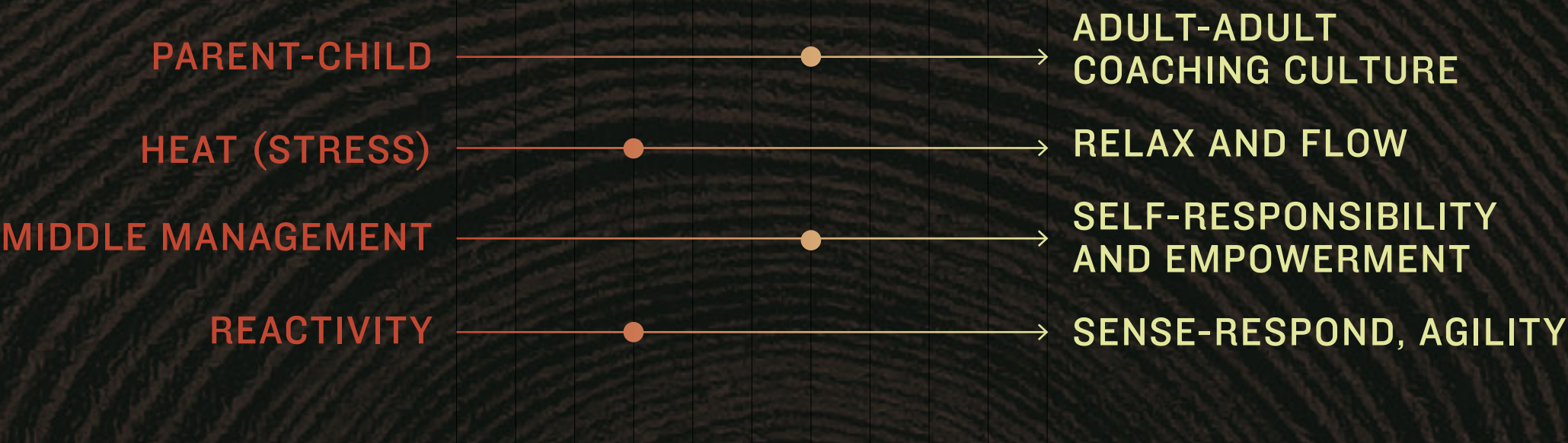
fig. 1 The organisational restructure

WANT MORE ON ALL OF THIS? PLEASE SEE LAST YEAR'S UNFINISHED BUSINESS FOR A DEEPER DIVE ON OUR REGENERATIVE LEADERSHIP PROCESSES AND PRINCIPLES.

OUR 2022/23 PEOPLE STRATEGY

WE ARE NOT PERFECT IN ANY OF THIS. BUT AIM FOR THE STARS AND LAND ON THE MOON, RIGHT?

THRIVING CULTURE



*WHAT IS EVOLUTION?

The growth, development, reward and recognition of our people is very close to our hearts. We call this Evolution. Our new approach is managed by a cross-functional multi-level 'Evolution Council'.

We've structured our rewards, roles and remuneration around inspiring our people to truly live barefoot. This is broken down into two key areas:

1. Our awesome benefits
2. Rewards and remuneration

Our new approach to Evolution is designed to avoid restrictive, 'make or break' narrow rules, and instead inspire us to innovate, develop and progress in a meaningful way.

WHAT WE'VE DONE

Proprioceptor Feedback Circles:

Our 'proprios' are now helping resolve issues (as well as identify them).

Onboarding PODs with Giles: New joiners get onboarding time with Giles & Ash, who help them settle into Vivo's 'livebarefoot' culture.

Coaching Cohort: We successfully

launched our first cohort of coaches, and we're now launching a second round.

Round Table Feedback Circles:

Our leaders went to the woods to share some honest feedback, and define their learning edges.

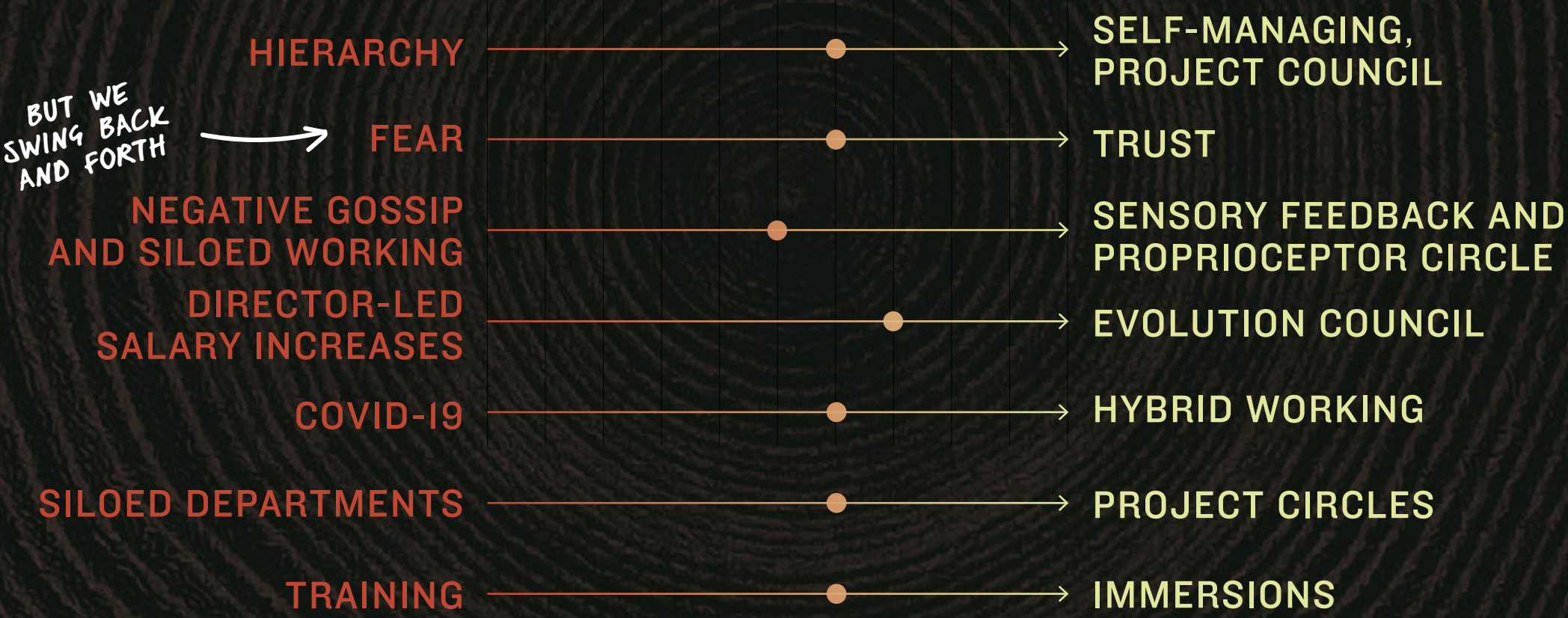
External Proprioceptors: We've

launched a small group of external proprioceptors to help us understand how we show up 'out there', and how to better collaborate and change.

Access to Regenerative Leadership expertise: Anyone can now get time with Giles, whether in a 121 coaching format or a team immersion at Springwood.

MOST OF THESE SESSIONS HAPPEN IN THE WOODS WITH BARE FEET

HIGH PERFORMING TEAMS



WHAT WE'VE DONE

Evolution* Guidelines: Our Barefoot Code (on Trello) now contains guidelines for meaningful personal development.

Evolution Process: We're using OpenBlend (an online tool), plus new processes and training, to embed evolution across our system.

Evolution Council: We've formed a new cross-functional team to steer company-wide pay decisions.

Hybrid Working & Job Title Guidelines: We've removed traditional job titles and created (ever-evolving) hybrid working guidelines to embed the change. They are all available on the Barefoot Code.

Self-Management Guidelines:

We reimagined our guidelines on making decisions, how and when to seek advice, and giving and receiving epic feedback.

WE'RE STILL FAR FROM PERFECT HERE - LOTS OF WORK TO DO!

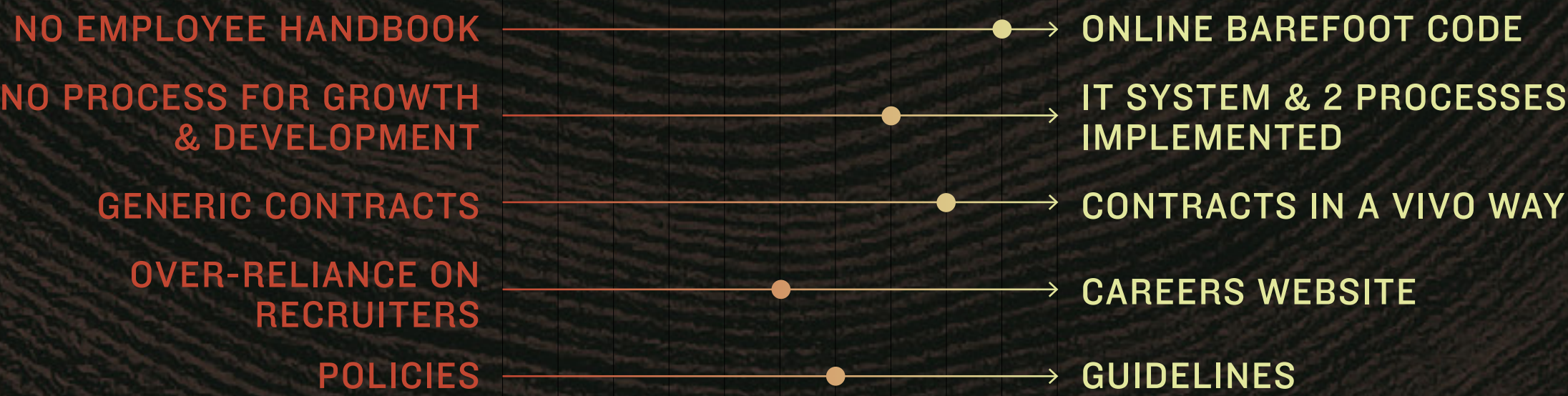
Evolution Lead Immersions: Immersive workshops and training at Springwood for our Evolution Leads ('line managers').

Project Circles: We encourage everyone at Vivo to be a part of at least one XF team ('Project Circle') to diversify their exposure and keep them connected.

Project Council: We started this new XF team to help prioritise projects and resource across the system.

WE DIDN'T QUITE CRACK IT, BUT WE'RE LOOKING TO REINVIGORATE IT NEXT YEAR.

SYSTEM WORKFLOW



WHAT WE'VE DONE

People Guidelines Update: We've updated our people guidelines to better support our team - all in the Barefoot Code.

THIS LIVES IN TRELLO BUT WE'RE THINKING OF DEVELOPING OUR OWN INTRANET. LET'S SEE HOW THAT ONE GOES ;)

People Resource Map: We've started mapping our salaries and people resources to improve decision-making in a fiercely volatile economic environment.

Rewilding our People Ecosystem:

We've partnered with new lawyers and updated our contracts so employee engagement is a lot more 'human'.

Careers Platform: We've built our own applicant tracking system on Team Tailor so we can access our talent pool directly.

THE HAPPINESS INDEX

We work with the Happiness Index to understand how all this transformation is really affecting people at Vivo.

This external, anonymous feedback platform measures employee engagement and wellbeing and helps us understand where we need to improve.

Since 2020, our loyalty and satisfaction score has risen from -25 to +26, and overall employee happiness has increased 36%, from 5.9 to 8.0. Part of this improvement comes from us taking action on issues raised, such as personal development and internal communication.

ALTHOUGH WE STILL HAVE A FAR WAY TO GO ON INTERNAL COMMS!

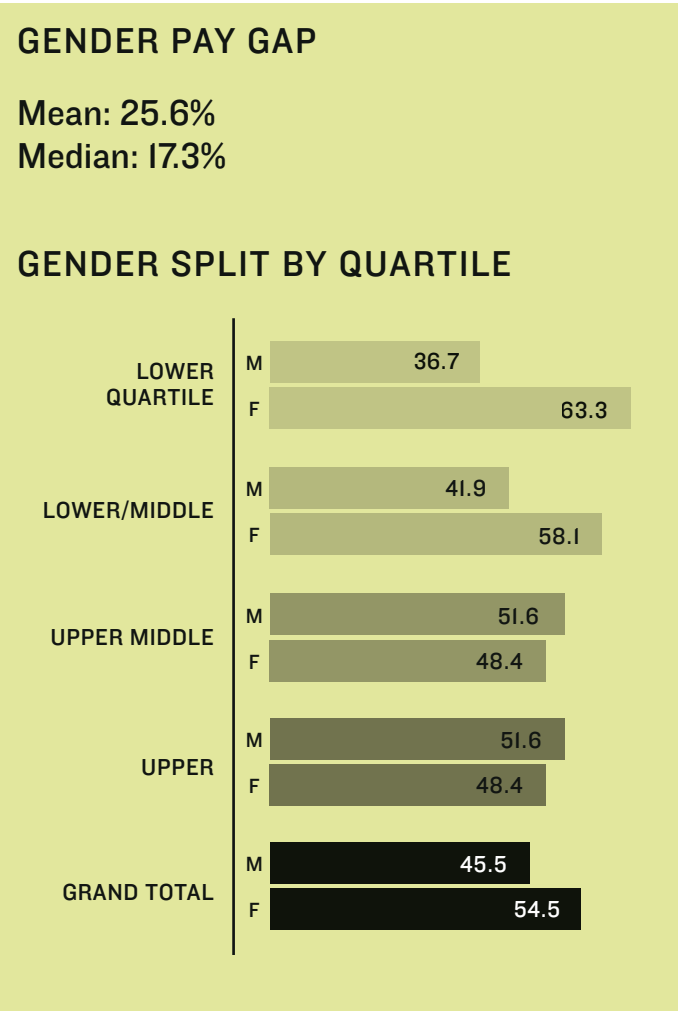
DIVERSITY, EQUALITY AND INCLUSION

We’re working hard to create the culture, systems and frameworks to make sure everybody feels part of the team and that they get to fulfil their potential.

Our Happiness Index scores indicate these efforts aren’t in vain. However, we haven’t yet done enough to make sure we’re getting a diverse and representative range of applicants and therefore new people coming into our business. We know we have more work to do.

GENDER PAY GAP

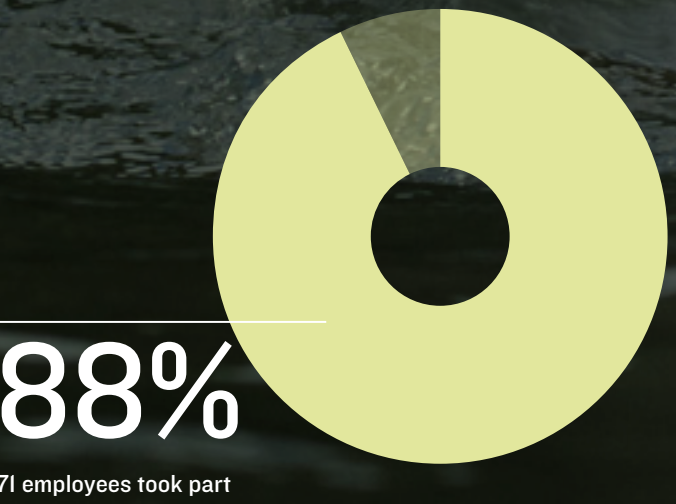
We’re making a few changes to the way we calculate our diversity, equity and inclusion data, including moving toward the UK Government guidelines on calculating gender pay gap data. Unfortunately we missed the snapshot date, so this year our data is based on full year averages. On this page we’ve included just the gender pay gap calculations and as you can see, we’ve still got work to do to reduce the gap. More data is included in our disclosure index in the appendix.



“We want to build an entrepreneurial company that’s resilient to a fast-changing world. To develop this entrepreneurship, we need our teams to find their own flow and to create a culture that allows everyone to flourish in a psychologically safe, yet developmentally challenging, environment. This is what we call *living barefoot*—our own way of moving beyond our traditional “ego-cushioned” lives, courageously showing up as ourselves while aligning with Vivo’s mission. Unfinished Business indeed.”

– ASH POLLOCK,
PEOPLE AND CULTURE LEAD

RESPONSE RATE



AVERAGE SCORE



SERVING OUR COMMUNITY

Our new category structure is a perfect fit.

Vivobarefoot is transitioning from a footwear brand to a natural lifestyle brand, reconnecting people into the natural world by inspiring natural health journeys.

So far, it's going really well – and a big reason for this is because of our company restructure into categories.

With smaller, more agile, and more focused teams, we can better meet the needs of the OUTDOOR lovers, ACTIVE movers and wild KIDS that cross our path.

As a result, our products - and the services that support them - will keep becoming more regenerative, in line with our mission.

We're also nurturing VIVOBIOIME, an emerging category that we hope will bring the next level of regenerative energy to our own business and the global shoe industry, It's all to play for.

ACTIVE

RECONNECT TO YOUR NATURAL POTENTIAL

OUTDOOR

RECONNECT TO NATURE

KIDS

GROW WILD KIDS

VIVOBIOIME

THE FUTURE IS AT YOUR FEET

MEET THE FAMILY

The Vivobarefoot ambassador and health professional network continues to go from strength to strength, helping us launch new products, share our campaigns and educate on barefoot lifestyle.

With the expansion of our category footwear offering, online education through VIVOHEALTH and a growing community team we have seen a growth of Vivo advocates across the world. We saw a huge rise in community-related revenue, which saw an annual increase of 148%.

10,980
pieces of content created by Vivo network

UP 92.8%!

190,440,915
impressions

UP 85.9%!

11,348,526
engagement

UP 87.62%, EVEN THOUGH ENGAGEMENT RATES HAVE DROPPED ACROSS THE INDUSTRY

WE'VE BEEN WORKING ON...

- Building a regenerative network**
- The influencer model is traditionally 'one and done'. Instead of this transactional relationship, we prefer to build something long-term – it's better for us, and it's better for our community.
- Increasing our Outdoors community**
- Our health professionals' network lacks partners who spend most of their time outdoors. Which is a shame because nature is fundamental to Vivobarefoot. We've started fixing this, and we'll continue bringing more amazing outdoors experts into our family.
- Diversifying our channels**
- We love Instagram, but we don't want to rely on it too heavily. We're promoting more content on YouTube and are exploring how we can grow on TikTok, as well as other channels.
- Learning is a two-way street**
- Vivobarefoot works hand in hand with experts and specialists in their field to inform product design or development – most notably with the Tracker Forest ESC. We've been working closely with elite athletes and experts to develop the next evolution of our swimrun footwear, and have some incredible projects in the pipes with ambassadors helping us develop next level footwear.
- Proprioceptor ambassador network**
- Building off the success of our internal team of proprioceptors, we've launched a pilot for an external equivalent. In June, we invited a small group of ambassadors to the woods (our offline space) to 'sense in' to what they're picking up about Vivobarefoot's strengths and opportunities for improvement. It was a hugely valuable exercise, and we'll do it again soon!

JOSH HAS BEEN WITH US SINCE 2009

AMBASSADOR: @JOSHUAJHOLLAND



FAVOURITE PAIR: Primus Trail. Or Stealth. Or Tempest.

SUPERPOWER: Empathy. By helping others become more self-aware, they can heal and optimize themselves.

WHEN DID YOU START WORKING WITH VIVO? I became a certified Vivobarefoot Coach back in 2009. I learned about our feet as our foundation and the big toe as our anchor. Much of my career today stems from my education at Vivobarefoot.

ANY HIGHLIGHTS? Getting certified because it led to hosting workshops and seminars. I also love spotting people with Vivos on, and sharing a look that says, 'if you know, you know'.

WHY HAVE YOU STAYED WITH VIVO? I love that you actually care about foot health and function. And I love your overall mission of sustainability.

WHAT DOES THE FUTURE HOLD? I just want to help as many people as possible, leading by example and walking the talk.

MORE PARTNERSHIPS!

With the launch of VIVOHEALTH we have been able to create content and education-led partnerships with other brands and businesses. As a result, we've built some brilliant new VIVOHEALTH education collabs in the last six months and have a number lined up for the coming year, including with XPT, the Bloom Method and Movement for Modern Life.