



# REGENERATIVE PRODUCT



ACTIVE

Humans have spent millions of years moving, and only the last few decades sitting still. Our footwear connects you with your body and the world around you, unlocking your innate potential to move as nature intended.

# WELCOME TO VIVOHEALTH



## MAKING EVERY BAREFOOT JOURNEY BETTER

We launched VIVOHEALTH in March 2022. So now, instead of (just) selling footwear, Vivobarefoot can better inspire, educate and support every member of our community on their natural health journey.

### WHAT IS VIVOHEALTH?

The VIVOHEALTH platform is an interactive hub of content and resources. It's home to our barefoot transition tool, as well as a growing collection of barefoot courses and coaching for customers and health professionals.

Everything we share through this hub is evidence-based – check out p27 to see our approach to research.

It starts with feet, but it doesn't end there. The VIVOHEALTH hub includes a wide range of inspiration and ideas from pioneering thought leaders in the natural health space. We want your gut biome to be as energised as your kinetic chain.

All this content supports and is shared by our incredible community of health professionals. Thanks to our network of ambassadors and influencers, we're helping more people than ever transform their foot health. See p23 to meet our community.

**1763** signups

to our barefoot movement courses in only a few months

**22k** customers

have asked for advice through our online barefoot transition tool (70% of which have yet to purchase our footwear)

**1m+** views

of our free foot health education content on YouTube

**£5.4m** net revenue

from our health professional network – that's 57,510 orders and 148% year-on-year growth!

All these numbers aside, it's the personal stories that matter most:

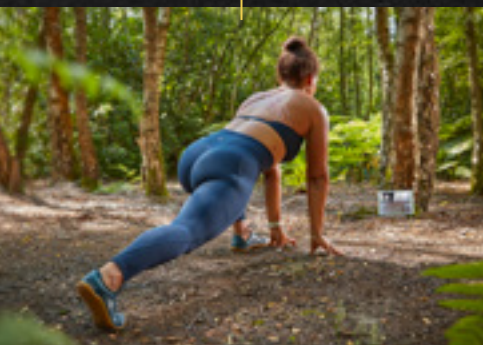
“The barefoot fundamentals course gave me the confidence and knowledge to begin running in Vivobarefoot shoes. As a personal trainer and runner, I'm really looking forward to sharing my experiences with my clients. I feel much more connected to the ground and lighter on my feet.”

— VIVOHEALTH GRADUATE

### WHAT'S NEXT?

We want to use VIVOHEALTH to change the way Vivobarefoot interacts with every single customer, providing bespoke and interest-based education alongside every footwear purchase. To do this, we will create online content and programs to directly support our loyal communities of Vivo wearers.

## VIVOHEALTH



ONLINE PLATFORM



COACHING



RESEARCH

AMBASSADOR: @THEOPTIMALBODY



Partnership started: 2020-2021

Join top-40 Physical Therapy influencer, Doc Jen, and her Physical Therapy husband Dr Dom, as they bring you the body tips and PT pearls you need to help you understand your body, relieve your pains and restrictions.

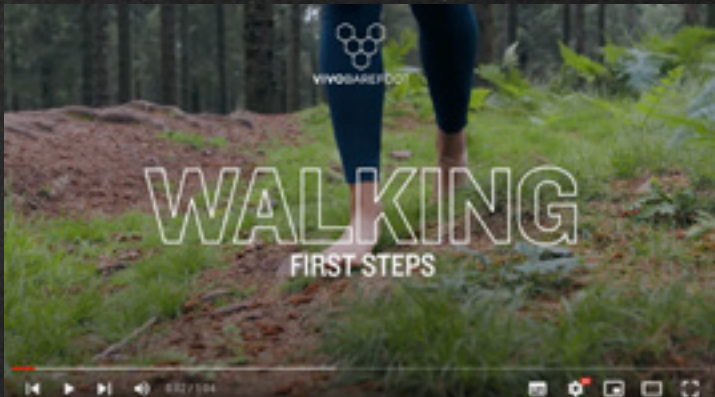


# EXPLORE THE VIVOHEALTH HUB

The VIVOHEALTH hub is all about taking people on a journey, whether they're at the start of their barefoot transition or are already evangelising about the benefits of barefoot.

## WALK, SQUAT, RUN

We want to make sure every customer transitions safely and confidently to barefoot movement. Our free three-part video series has had over one million views on YouTube in less than a year.



AN EXAMPLE OF THE COURSE CONTENT  
AT [VIVOBAREFOOT.COM/VIVO-COURSES](https://vivobarefoot.com/vivo-courses)

## OUR COACHING COMMUNITY

So far, 250 coaches have completed our barefoot coaching course. This is great, but it's just the beginning. We want to build a global community of barefoot experts who in turn can help more people reconnect with their bodies and the natural world. To achieve this, we will provide more courses and coaching to our health professional network, supporting them to share the benefits of barefoot with their communities.

## WHAT'S NEXT?

This year, we want 95,000 people to use our transition tool, and 4,000 of them to complete courses through the VIVOHEALTH platform. We also want to educate 600 more coaches via our workshops and courses. To achieve this, we need to:

- Improve how we support people after they've completed the transition tool
- Make our educational pages easier to access and interact with
- Convert more visitors into customers, so they get the full benefit of barefoot
- Create more content and courses, including launch of in-person coaching workshops



VENUS HAS BEEN WITH US FOR OVER 6 YEARS!

AMBASSADOR: @VENUS2BFAB



FAVOURITE PAIR: Primus IIs, and the Primus Trails.

SUPERPOWER: Sounds weird but I'd say it's recognizing patterns in energy and movement.

WHEN DID YOU START WORKING WITH VIVO? I honestly don't remember but I know I have been wearing them for the last six+ years.

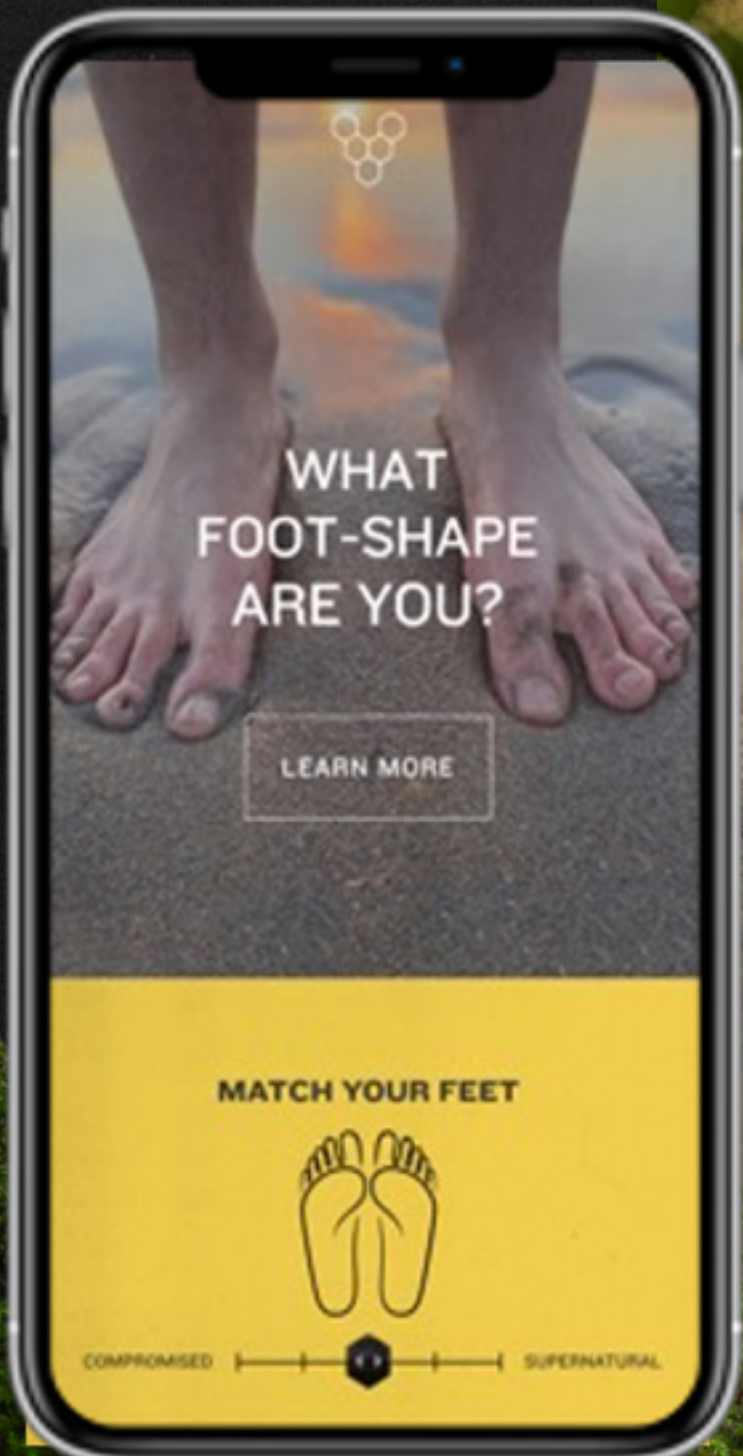
ANY HIGHLIGHTS? I've got to say being in the Vivo commercial! It was so amazing to be a part of a movement that I agree with and helps so many people move better and live better!

WHY HAVE YOU STAYED WITH VIVO? I love the sensation of connection to my feet. The comfort and high-quality of the shoes. The people who work for the company are incredible. I just love everything about the brand!

WHAT DOES THE FUTURE HOLD? My vision is just that more people find love and feel awesome within themselves so they can make an impact on the world around them.

## 2022/23 UPCOMING CONTENT

- Natural running program
- Breathwork Course with David Jackson
- Natural movement program
- Natural health course with Zach Bush MD
- In-person coaching workshops in LA, Austin, NYC, London, Berlin & Munich
- Intro to calisthenics course
- Training barefoot course
- Outdoor trail course
- Rewild your family



WANT TO FIND OUT?  
[VIVOBAREFOOT.COM/FOOT-ASSESSMENT-TOOL](https://vivobarefoot.com/foot-assessment-tool)





# RESEARCH IS KEY TO VIVOHEALTH

## We believe in an evidence-based approach to barefoot and natural health.

Research adds credibility to our core mission across each of our product categories, while helping to challenge conventional beliefs about feet, holistic health and our connection with nature.

We have already established strong evidence demonstrating the benefits of barefoot movement. One study at the University of Liverpool showed that balance in Vivobarefoots is improved by up to 40% compared to regular padded shoes, while another showed a 58.7% improvement in foot strength after just six months of wearing our footwear.

For a good introduction to the science of barefoot, check out [www.vivobarefoot.com/uk/science](http://www.vivobarefoot.com/uk/science)

## CONSOLIDATING EXISTING RESEARCH

Working with our partner, Peter Francis, at the Carlow Institute of Technology, we are putting together a plan to consolidate all existing research on barefoot health. There are hundreds of studies out there, we plan to help connect the studies and the researchers behind them to drive a global barefoot movement. This consolidation will help other academic institutions focus their research, while also starting to create the foundations for scientific consensus.

## INVESTIGATING NEW FIELDS OF RESEARCH

We have identified three 'knowledge gaps': research areas that are relevant to our business that have not yet been scientifically investigated. While it's too soon to share any results, we have commissioned studies in the following areas:

### Movement in children

- Two projects to explore how footwear habits affect children's feet and movement - both as young people and as they age.

### Autism and barefoot footwear

- An investigation into what type/s of Autism Spectrum Disorder are most effected by minimalist footwear, and how it can impact wellbeing, behaviour and movement in children.

### Barefoot outdoor footwear

- A direct comparison between traditional hiking boots, minimalist footwear and barefoot to explore the impacts on foot function and gait in the great outdoors.



WE FUND RESEARCH THROUGH THE LIVEBAREFOOT FUND - SEE P18.



## THE VIVOBAREFOOT SCHOLARSHIP

We want to inspire the next generation of footwear designers to embrace barefoot from the start of their careers.

This year's Vivobarefoot scholarship was awarded to Sahil Doshi, a third-generation shoemaker from India who's using his time at the London College of Fashion to explore how commercial footwear can be made from production leftover and offcuts.





OUTDOOR

Our footwear helps people connect with nature. Being outdoors restores and regenerates us. And the closer we feel to our natural world, the more we'll do to protect it.



OUR BETTER NATURE

THE GREAT OUTDOORS SHOULD WELCOME EVERYONE



Read more at [www.openinguptheoutdoors.com/the-changemaker-programme](http://www.openinguptheoutdoors.com/the-changemaker-programme)

THE CHANGEMAKERS

We're part of a collective of outdoor brands supporting the Opening Up the Outdoors (OUTO) Changemaker Programme.

This pilot project supports changemakers from ethnically diverse backgrounds whose initiatives are helping create a more equitable and anti-racist outdoor community.

The project is run by HATCH, a BAME female founders incubation program we support through the Livebarefoot Fund.

Read more at: [www.openinguptheoutdoors.com/the-changemaker-programme](http://www.openinguptheoutdoors.com/the-changemaker-programme)



Yvette Curtis

Wave Wahines' mission is to provide girls with affordable and supportive access to surfing. The group is tackling the lack of diversity in women's surfing. They also provide surf therapy for women experiencing trauma as a result of domestic violence. Wave Wahines uses the ocean to help reconnect and empower women and girls from a diverse range of communities.

@wave\_wahines



Sonny Peart

Black Trail Runners is a community and campaigning charity seeking to increase participation, inclusion and representation of Black people in trail running. The group is breaking down barriers - access, skills and representation - and sharing the joy they have found in trail running, and empowering new communities to do the same.

@blacktrailrunners  
@runnysonny



Soraya Abdel-Hadi

All The Elements CIC is a non-profit network for people creating change with diversity and accessibility for underrepresented groups in outdoor spaces across the UK. The group's work includes running networking events, offering one-to-one calls for support from community group leaders, and facilitating connections between those with similar goals.

@alltheelements\_



Haroon Mota

Muslim Hikers is a grassroots initiative under the umbrella of Active Inclusion Network CIC. It was created to help empower Muslim communities to get outdoors. The platform seeks to inspire through innovative digital content and by creating community. Their events attract hundreds of people from across the UK and promote safety, confidence, and awareness of the outdoors.

@muslimhikers  
@active.inclusion



Marlon Patrice

We Go Outside Too's mission is to bring the rawness and authenticity of nature to the Black community, by aligning mental and physical wellbeing with outdoor activities. The group provides opportunities for intergenerational Black community members across Birmingham, Black Country, and West Midlands to participate in walking, nature based learning, and holistic workshops.

@wegooutsidetoo



Marie Uri

United We Climb is a JEDI (Justice, Equity, Diversity and Inclusion) organisation within climbing and the outdoors. The platform is creating new experiences and opportunities designed specifically for, and with, people currently underrepresented and under-served in climbing and the outdoors. They're creating a community where everybody has equal opportunities to experience and gain from the many benefits of climbing and the outdoors.

@unitedweclimb



Frit Tam

Passion Fruit Pictures has one aim: to add colour and diversity to the outdoors and adventure industries through filmmaking and photography.

@passionfruitpictures\_  
passionfruitpictures.co







AMBASSADOR: @JENNYTOUGH



Adventurer, writer, mountain lover and yes, it is her real name. Jenny's enthusiasm for all things endurance has led her to the furthest corners of the world.

Jenny is on a mission to get more people outdoors and challenging their own comfort zones, particularly women and girls.





# TRACKER DECON-STRUCTED

LAUNCHED IN  
SEPTEMBER 2022

The Tracker Decon FG2 is one of the newest styles in our Outdoor range.

Technical footwear requires complex constructions, components and materials to reach high levels of performance. From a sustainability perspective, this is challenging because the more components and materials we use, the harder it (usually) is to disassemble, repair and recycle.

Performance materials are often made from virgin synthetics - something we're actively trying to find both recycled and natural alternatives for. Here's a full component-deconstruction of the Decon so you can see what we're dealing with - the good, the bad and the ugly!

- 1. INTERNAL HEEL WEBBING**  
100% recycled polyester
- 2. LACE CABLE**  
90% virgin polyester + 10% elastane  
Like our wool knit blended materials, we want to eliminate the need for synthetic elastane in laces and find a better solution.
- 3. HEEL WEBBING**  
100% recycled polyester
- 4. TONGUE WEBBING**  
100% recycled polyester
- 5. TURNED FOOTBED**  
100% organic cotton  
If we're using cotton, we only want to use organic cotton and in future, cotton from certified regenerative agricultural sources.
- 6. SIZE LABEL**  
100% virgin polyester  
We're exploring options for size labels that aren't made from synthetic materials.
- 7. LACE**  
100% recycled polyester
- 8. VAMP**  
100% wildhide cow leather  
Our wildhide leather from Asia comes from smallholder farmers in Thailand.
- 9. VAMP LINING**  
70% polyester, 30% wool
- 10. HEEL LINING**  
100% wildhide cow leather
- 11. COLLAR WING LINING FOAM PADDING**  
100% polyurethane
- 12-28. TOP HOOK + EYELETS**  
95% zinc + 5% aluminum  
We've worked on our hardware to make it as durable as possible. However, we still want to analyse the metals we're using to make sure they're the most sustainable material possible and have full value chain traceability.
- 29. OUTSOLE**  
100% synthetic rubber
- 30. TONGUE/COLLAR KNITTING**  
OUTSIDE: recycled yarn  
INSIDE: 68% spandex + 32% wool  
Our wool is Woolmark® certified from Australia. We're trying to make our knits 100% natural, but durability and the stretch needed from the spandex are making this tricky. We're trialling a few natural alternatives at the moment, watch this space!
- 31. VAMP LINING**  
100% virgin polyester
- 32. COLLAR WING LINING**  
100% wildhide cow leather
- 33. PUNCTURE PROOF LAYER**  
100% virgin polyester
- 34. COUNTER WING LINING**  
100% wildhide cow leather
- 35. COUNTER WING LINING FOAM PADDING**  
100% virgin polyurethane
- 36. HEEL COUNTER BACKER**  
100% virgin cotton
- 37. HEEL REINFORCEMENT**  
85% virgin olefin polymers + 11% eva adhesive + 4% polyester
- 38. HEEL OVERLAY**  
100% wildhide cow leather
- 39. TOE REINFORCEMENT**  
39% virgin olefin polymers + 11% eva adhesive + 4% polyester  
Reinforcements are perhaps the most challenging for us in terms of material improvements - they're nearly always made from virgin synthetics. We've tried to reduce our number of reinforcements, only using them where absolutely necessary. We're exploring recycled and natural options, but at the moment they're nowhere near good enough!
- 40. EYELET REINFORCEMENT**  
100% virgin polyester
- 41. TURNED FOOTBED BACKER**  
75% polyester + 25% cotton

VALUE CHAIN PARTNERS:

Interhides

Hai Wei

Kairui

Rhenoflex

Hua Nan

Baofa (Dongguan Yu Shen)

Ortholite

Ruide

Fufeng

Woolmark/Weiya

Tryon

Zhuyi

Liqin

Ruiling

Guoxing





# THE TRACKER DECON TRANSPARENCY TREE

In pursuit of radical transparency, we wanted to show you ‘behind the scenes’ of the value chain that manufactures and supplies our materials, and constructs our finished products.

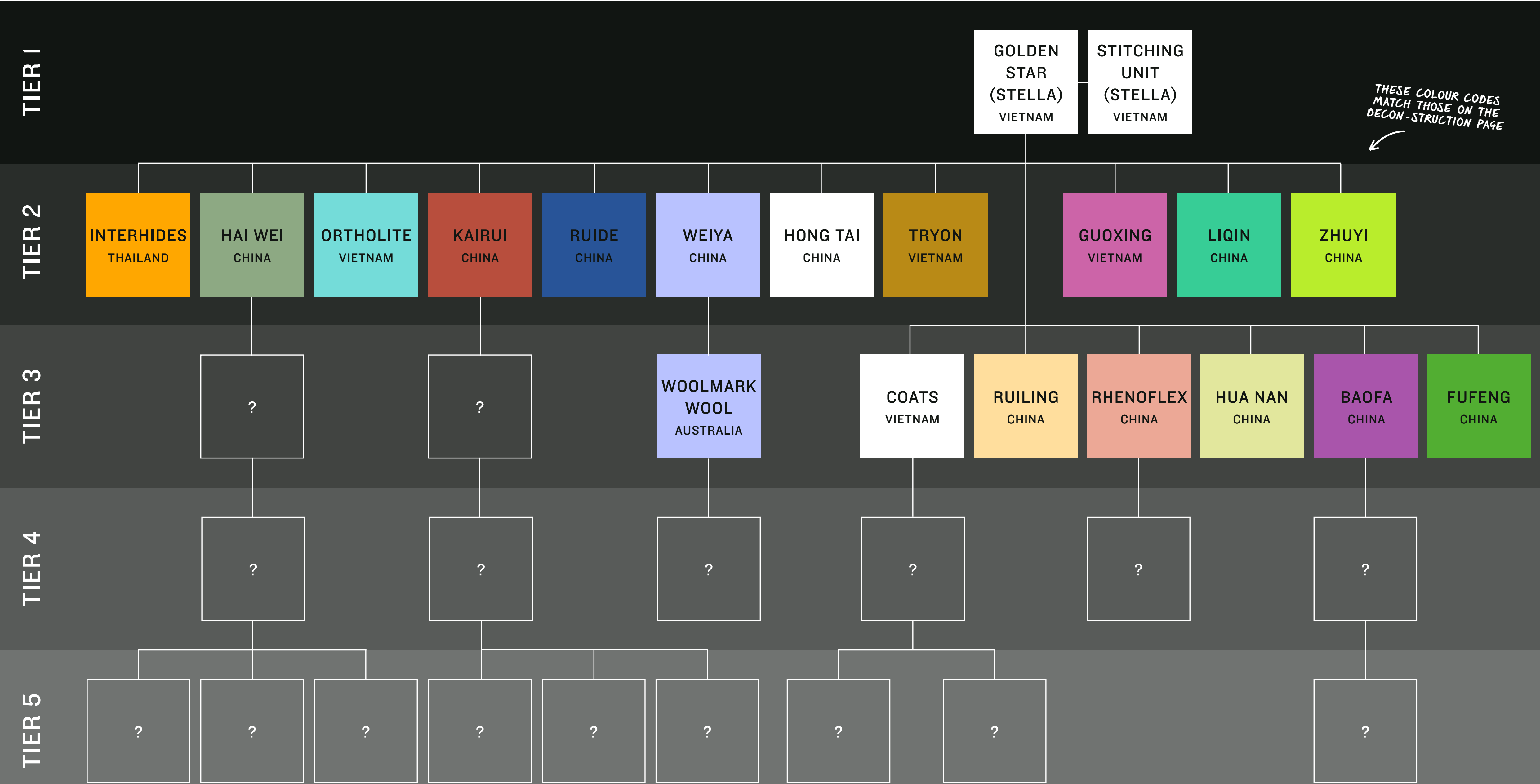
As you can see, information about where raw materials come from and are processed becomes increasingly obscure the deeper you go into the value chain.

This transparency problem is endemic across the footwear and apparel industry.

We’re asking our partners for 100% transparency about where all our raw materials come from, back to Tier 5.

Like most other brands, we have more work to do. We have full transparency of Tiers 1 & 2 partners, but little of Tiers 3 to 5.

We’ve validated material certificates and tested our products and materials for chemical compliance, but we’ve got a way to go before we can remove all the question marks on this tree.





KIDS

We believe that wild, curious kids who play outside with healthy, bare feet won't just flourish as individuals, they'll grow up into the adults our planet really, really needs.



RAISING  
REBELS

VIVOKIDS

Our mission is to raise more rebels — wild and untamed — with feet on the earth, hands in the dirt and eyes on the horizon.

When we limit our kids, we limit their future. The science shows that children who grow up largely barefoot have stronger feet, and better balance and motor skills than their shod counterparts. What's more, we believe that when we support children to play naturally in the great outdoors, they grow up into wonderful humans who take better care of our world.

AMBASSADORS:  
@THEWELLFAM / @RAISINGWELLKIDS

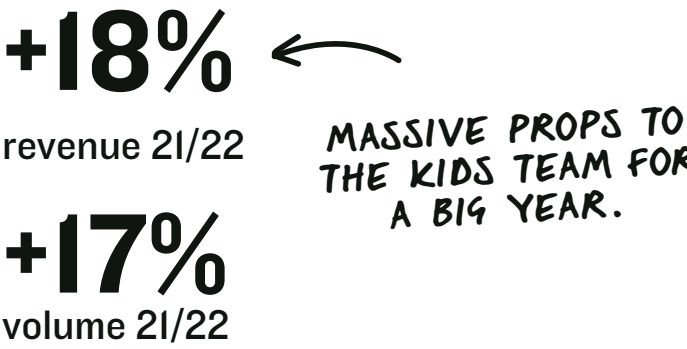


Two chiropractors and their young boys sharing educational, accessible advice about a nomadic, barefoot lifestyle for the whole family.

OUR KIDS' PRODUCT LINE  
WASN'T GOOD ENOUGH  
(WE'RE FIXING THAT!)

We're in the process of moving to our first ever kids-only factory. It's a huge amount of work, but 100% worth it.

The move means we can recreate all our kids' product lines. From summer 2023, our kids' footwear will be even more barefoot, sustainable, accessible, inclusive, profitable and recognisable.



“We’re not easy to work with. Factories are used to making shoes in a particular way - backing every material with heaps of canvas and glue - it’s easier to handle on the production line, and makes shoes stand up exactly as a designer’s drawing (stiff!). Instead, we want them to make us deconstructed, soft shoes that move with your feet. It’s the opposite request to most other brands!

- KATY FORSTER



# MORE FOR KIDS

Before we restructured to bring dedicated focus to our kids’ product range, we were making kids’ footwear using the same outsole compound as our adult range. That’s crazy when you think about it.

By reducing the use of shoe stiffeners and switching to a new softer outsole compound, we’ve significantly increased the flexibility and bare-footed-ness of our kids’ footwear.

## MORE REGENERATIVE

The factory move and product redesign will improve our VMatrix scores from 46% in 2022 to 60% for our 2023 product line. By using more sustainable materials and simplifying our constructions, we’re scoring better on waste and complexity, end of life, durability and repair consideration.

LESS STUFF OFTEN  
MEANS MORE  
REGENERATIVE

## NEW PRIMUS SPORT



## MORE ACCESSIBLE

We believe every child has the right to natural movement. Our kids’ footwear is expensive compared to some conventional shoes, and we’re working hard to make it more accessible to more families.

We’re introducing a new product range – the Gaia. This is our most regenerative sneaker yet – and it’ll cost £15 less than our next cheapest kids’ trainer. We made it that cheap by ruthlessly reducing its complexity – it’s literally made out of rubber and cotton (which also means it gets a great Vmatrix score!)

We’re also partnering with Bundlee, an online platform for renting children’s clothes. We’re the first footwear company to partner with Bundlee and the trial has been very successful.

THANKS TO TANDI  
FROM REVIVO (P34)  
FOR LEADING ON  
THIS!

## MORE INCLUSIVE

Off the back of customer feedback and a research study commissioned by Vivobarefoot, we’ve redesigned all our kids’ footwear with autism and neurodiversity in mind.

There are two key changes. First, we’re moving from ankle sock pull-on’s to soft tongue designs that open right up. This makes it easier for kids to put their shoes on themselves, which is often important to children with autism. And second, we’re using a wider, flatter closure to reduce pressure points on the top of the foot – something children with autism can find difficult to deal with.

## MORE PROFITABLE

Always a tricky one to talk about. Kids footwear has never been (and will never be) about making lots of money for Vivobarefoot. Profitability is important for other reasons. Not least, it means we can invest in this category and increase the number of kids wearing and benefitting from barefoot.

For our two highest volume kids’ styles, Primus Sport and Primus Trail, we’ve reduced product costs by -9.5%, which averages out at \$0.82 less per pair. The factory move meant we could be more efficient and less wasteful with our patterns and designs, finding new ways to reduce the layers of canvas and glue.

IN THE WORKS FOR 2023...

3  
NEW  
PRODUCTS

2  
PRODUCT  
UPGRADES



## MORE RECOGNISABLE

We’re really excited to be launching new designs that align with our adult styles. From 2024, we’ll be selling Tracker FGs and Magna Trail FGs... for kids!

This is our first ever kid’s hiking boot, and we think it’s the only barefoot hiking boot for kids on the market. Both styles were chosen to help fulfil our mission to get more kids outdoors.

## STOCK PROBLEMS

Due to the ongoing challenge of supply chain issues largely beyond our control, we keep having the wrong products in stock at the wrong times. It’s frustrating, and it reduces our profitability and our customer experience. We’re still on the backfoot a bit, but we’re working hard to fix it so we can get our amazing new designs out there and on to little feet.

# MAKING FOOTWEAR BETTER FOR KIDS WITH AUTISM

We’re still supporting Dr Sharon Kinsella with her research into the impact of barefoot shoes for children with Autism Spectrum Disorder (ASD).

As part of this, we sent shoes to eight families for them to try with their children (via an organisation called Hands on Play). We’ve received good feedback so far, with insights we can use to make our footwear even better for kids.

“G was thrilled to receive his Vivobarefoot shoes. He quickly got used to the different feel and now chooses them over any other shoe. He likes the shape, style and colour, and can put them on himself easily. The shoes are used indoors and out, up trees and over uneven terrain. G is surefooted and confident, he can feel what is going on under his feet more and seems to trip and stumble less. Before having these shoes G complained of foot and ankle pain often, but has not complained at all since getting these shoes. They seem to have helped build up the muscles to support his ankles better.”

— PARENT





ReVivo is an ideal way to purchase pre-loved, reconditioned Vivos at a lower price, as well as some returned footwear and unsold stock from previous seasons – we certainly don't want these gathering dust in our warehouse.

WHY OUR CUSTOMERS LOVE REVIVO

1. CHEAPER
2. BACK CATALOGUE
3. (EVEN MORE) SUSTAINABLE

# REPAIR REFURBISH REIMAGINE REVIVO



 **REVIVO**  
BY VIVOBAREFOOT

## LONG LIVE THE REVIVO-LUTION!

In 2022, ReVivo doubled its sales from 19k to 38k pairs, reaching our 37k goal and contributing £2.9m to our top line – strong early growth!

It's exciting to see ReVivo reaching new audiences, helping more people discover the benefits of barefoot. As we learn to tell the ReVivo story better, we hope our new-to-barefoot numbers will keep growing.

As ReVivo grew, so did our take back scheme, which is now up and running in the UK, the EU and the US. About one in every seven 'take back' pairs can be refurbished and ReVivo'd. An acceptable ratio, but we'd like to improve it. One way we do that is supporting customers to take good care of their shoes, which we'll continue to do through education and repairs.

And what about the six-out-of-seven pairs that can't be refurbished and resold? If they can't be recycled, we're storing them in a big warehouse until we figure out the most responsible end-of-life solution. We have an inkling of a new partner to help with this... we'll keep you posted.

### MAKING CIRCULARITY REALITY

Last year, we sold a lot of aged stock through ReVivo – great quality, never worn. But we didn't start ReVivo to sell shoes that have never left the warehouse. Instead, ReVivo is about circularity – building the systems and mindsets that eliminate landfill waste, keep footwear in use for longer, all while increasing access to barefoot.

So, as ReVivo moves into its third year, we're looking at creative ways to leverage circular business models (like rental) to reduce the amount of aged stock on ReVivo, and increase the number of wears for each pair. Short term, we want to increase used stock on ReVivo from 25% to 60%. That will mean there's a better range of options (and prices) on ReVivo.com – great for our customers. The benefits of this mindset shift are already evident across Vivobarefoot. We're much more joined up, distributing information about repairs to various internal teams, from design to retail and customer service.

### TRIALLING RENTAL

We're proud of the successful pilot we ran with Bundlee, an online platform for renting children's clothes. As the first footwear company to work with Bundlee, we're excited by the possibilities of this partnership – and others like it.



“Shoes are often the most expensive and rapidly outgrown product you can buy for a toddler, which is why I always wanted to introduce shoes to our rental platform. With Vivobarefoot's commitment to circularity and care for children's feet, it felt like the perfect partner.”

- EVE KEKEH, BUNDLEEE FOUNDER

AMBASSADOR: @SERENALEECHUA



Serena is a wellness blogger based in London, focused on advocating a low waste, conscious lifestyle. Serena firmly believes that living a life aligned with our values brings happiness like no other.



# THE REVIVO STORY HAS ONLY JUST BEGUN

## STAYING ON OUR TOES

Over the last year, several footwear brands have started offering both repairs and reconditioned products. That means we're doing something right and that fewer shoes will end up in landfill. We're keen for industry collaboration. We all need partners to deliver a circular economic system – there's no way we can do it on our own.

## CIRCULAR SERVICES

It's been wonderful to see the customer interest in repairs, and we have so many shoes to refurbish for ReVivo inventory. To fulfil this potential and keep growing, we need to increase our repair capacity.

Our excellent partner, the Boot Repair Company, is moving to new premises, hiring new staff and training apprentices. Due to Brexit, we can only offer repairs to our UK customers, so we're looking for ways to increase repair capacity in other markets. We hope this will help other brands too!

“Resale and repairs will continue, but we're thinking about what's next. What do our customers want to see from us? What do we want to see from ourselves, as leaders? A lot of other brands are entering this space now, how are we pushing the boundaries?”

- Tandi Tuakli, Head of ReVivo

## MORE AND BETTER DATA

Working with the Boot Repair Company, we've built a database summarising the repairability of all the styles we've produced over the years. By making this accessible to our team, we can improve the customer experience, especially with repairs.

Ultimately, we want every pair of shoes to have data about its repairability, product name, original RRP, etc. – and for that data to be easily available. We're still figuring out how to do all this in a way that will best serve our business and our customers in the transition to a circular economy.

## UPCYCLING

We're still looking for ways to upcycle Vivo footwear that can't be refurbished and resold. We ran a pilot scheme with students last year, which taught us a lot about what is and isn't feasible. We're now exploring options to paint older stock (primarily white shoes that are in great nick apart from a few marks), and an upcycling project using offcuts from the factory floor.

## REPAIR VS RECYCLE???

With footwear, there's often a trade-off between repairability and recyclability. Focusing on durability can in turn make it more difficult for a product to be recycled – and vice versa.

If you were us, would you focus your innovation on REPAIR or RECYCLE?

### REPAIR:

Durable and easy to repair, but (eventually) harder to recycle.

### RECYCLE:

Less durable and less repairable, but can be recycled into new products.







# THE FUTURE IS AT YOUR FEET

VIVOBIONE | A radical vision for a scan-to-print circular footwear system

01.05.23



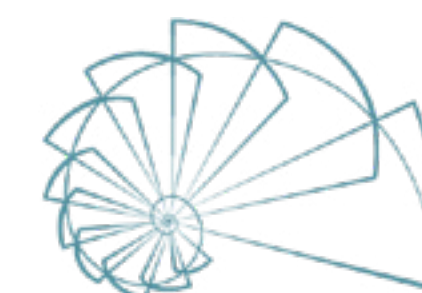


# OCEANS PRIZE 2022

In collaboration with Innovation 4.4, we are offering \$50,000 funding for the most viable 3D-printable, non-toxic biosynthetic alternative to oil-based plastics.

We will work with the winner to turn the material into a key part of our vision for the future of footwear: VIVOBIONE.

Application deadline is March 2023, and three finalists and a winner will be announced on 8<sup>th</sup> June 2023 – World Oceans Day.



INNOVATION 4.4





# PRODUCT GOALS

## A LESSON IN GOAL SETTING

Last year, Vivobarefoot transitioned to a new category structure – outdoors, active and kids. As a result, we re-evaluated our big, hairy and audacious product goals. Turns out the timelines were a bit too big and hairy.

We’ve learned this doesn’t serve our team or our mission. So we’ve recalibrated a bit, to keep momentum and motivation, and provide internal clarity on the next realistic steps.

“To align our product categories with our regenerative ambitions we had to revisit our goals and collectively come up with tangible actions that we all feel committed to. Of course, it’s important to have overarching North Star ambitions, but we also needed to lay out annual steps that we can realistically achieve.”

— CHARLOTTE

## NORTH STAR GOALS

- 1 All products designed for circularity
- 2 Eliminate our use of non-regenerative virgin materials
- 3 100% transparency over our value chain
- 4 All products certified to meet best practice standards
- 5 All natural materials from regenerative sources
- 6 Use bio-based materials over synthetics where possible
- 7 Achieve true regenerative impact for all products we manufacture

# A QUICK VMATRIX UPDATE

The VMatrix is our in-house tool to guide and assess our products against our design and continuous improvement principles.

We score our products seasonally, which informs our decision-making about where to make improvements.

The more data we can get about each component and material, the better that decision-making process becomes. Our suppliers have been helping us gather this information, and STELLA in Vietnam have made the transparency in our Asia supply chain better than ever before. See the transparency tree on p31.

## OUR VMATRIX GOALS

We set yearly average VMatrix goals. This year, we wanted to achieve 60% across all categories. We fell short. Style by style, we can still see continuous improvement, but a few key offenders are dragging our average down.

The challenging styles are those that sit in our performance range because they require more complex constructions to perform at the highest level - hyper durable materials for longevity and often a mix of materials for functionality. Currently, there's a shortage of high-performing recycled materials or materials from bio-based sources, so we need to keep driving innovation in this space. See Materials on p40.

## LAUNCHING VMATRIX 3.0

We’re excited to have launched a partnership with impact measurement experts Made2Flow, to figure out how best to get our VMatrix into a software solution and transform it from an incredibly nerdy excel file, into something that’s easy to use. This new system will automate a lot of our data input and analysis, while adding an extra layer of environmental impact assessment, which we currently struggle to measure.

We’ll blog about the 3.0 launch in full when it happens – hopefully in the next couple of months.

[www.vivobarefoot.com/blog](http://www.vivobarefoot.com/blog)





# THE TRUTH WILL SET YOU FREE

← (\*BUT FIRST IT WILL P\*SS YOU OFF)

## TRANSPARENCY IS HARD, BUT SO IS EVERYTHING WORTH DOING

We're on a mission to find the truth about our value chain, from tip to toe. Our long-term goal is full transparency of all materials, value chain partners, processes and facilities from raw materials to finished product. Even one gap in our supplier map is one too many.

We're not the only brand struggling with the transparency challenge - it's an industry wide problem. For a long time, the apparel and footwear industry operated with very little global regulation. There were minimal requirements to legally know who and where products and materials came from. Trust was shown through the financial transactions of 'order and supply' between brands and manufacturing partners, with transparency often seen as a mechanism for the brand to bypass a partner and cut costs.

In the last decade, people have started to really question where their materials come from - to minimise their social and environmental risks, work collaboratively with their value chain partners and identify areas to reduce their impact.

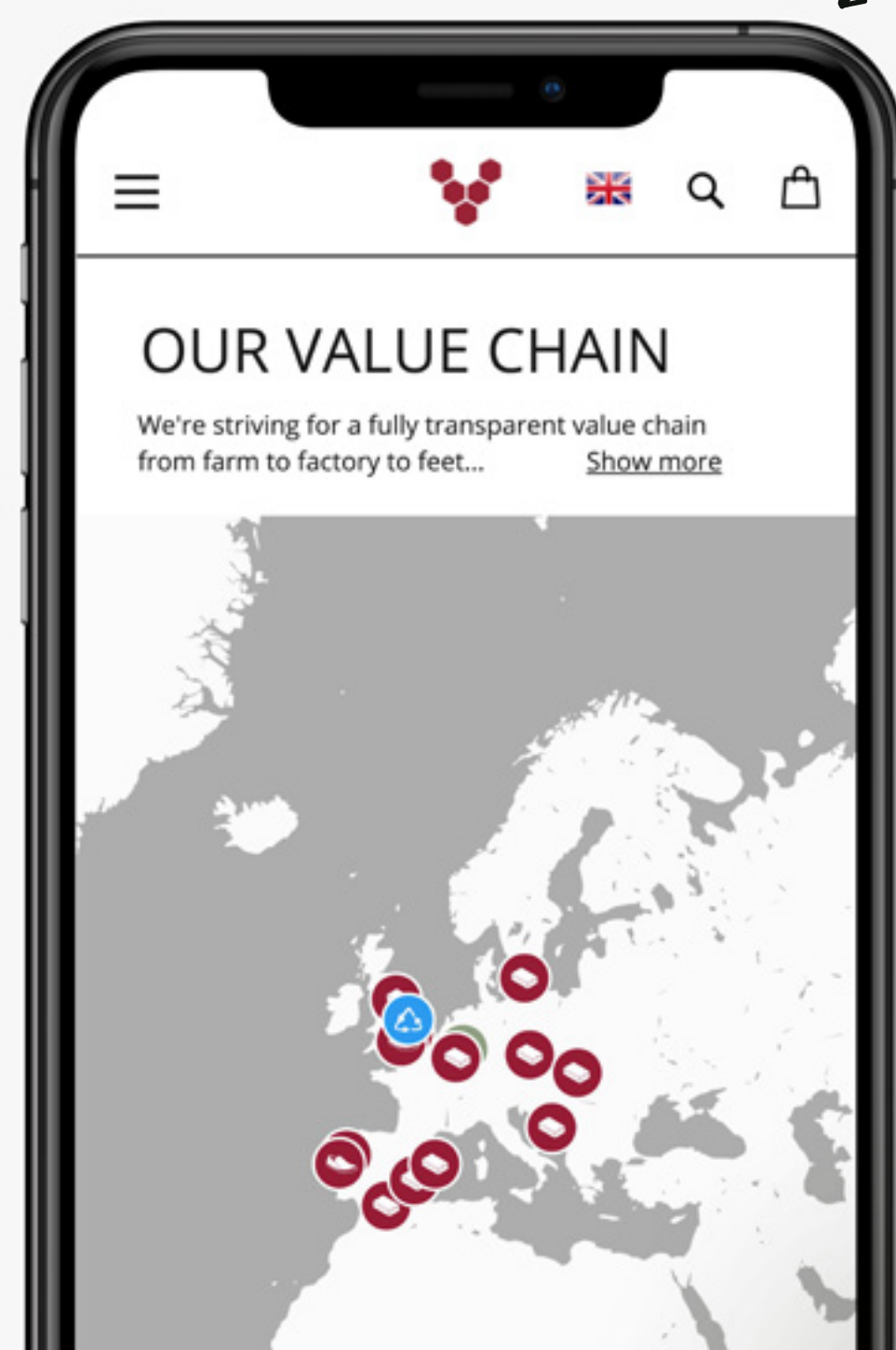
Historically, brands have kept their value chain, manufacturing and materials information secret to protect their 'intellectual property'. We think this practice is outdated and the key to unlocking true industry change is through brand collaboration. Sustainability and ultimately (we hope) regeneration is everyone's business and we'll get there much faster if we work together.

## WHERE'S OUR DATA?

Vivobarefoot has continued to gather data and map our material suppliers from tier 2 and beyond. Our suppliers are invaluable to this process, and STELLA has been particularly helpful in understanding our Asia supply chain - where most of our manufacturing happens.

We're close to publishing a live, interactive map of all our supplier data. But we've been saying that for almost two years - what's the hold up? With our supplier move came changes to our material toolbox and to some of the suppliers we're working with. We're now in a position to share more. It's not complete, but it's a good start and we'll keep updating it every six months.

← COMING SOON (LIKE, REALLY SOON).



# TRUST US

We get it.

Sharing supplier information with competitors feels risky. And the bigger you are, the less incentive you have to open up. But unless we face that fear, we're complicit in the consequences.

Human rights abuses.

Exploitation.

Environmental degradation.

We have to do better.

## HOW DO WE DO BETTER?

First and foremost, proactive collaboration. We have to start working together to share information and collaborate along the value chain.

Our value chain partners will be the glue that holds these collaborations together. We don't just want to share information about our suppliers, we want to be actively engaging our suppliers in conversations with these other brands to accelerate transparency and reduce our shared environmental impacts.



# THE MATERIALS INNOVATION RACE

## A SLOW AND CHALLENGING YEAR

To achieve our goal of regenerative footwear, we need to keep replacing conventional materials with regenerative ones.

The more regenerative our materials, the more regenerative our footwear. Our industry desperately needs new materials, but getting innovation to market can seem dishearteningly slow. We're learning to resist announcing exciting breakthroughs before they're ready. Instead, this year, we've invested in research and building strong foundations, and are now in a better position to support delivery on new and existing projects.

That said, we have started sampling with two very exciting bio-material companies across a few different product applications, and plan to add to this next year. This included working on mycelium foam trials.

We also have a functioning material toolbox up and running (thank you Crystal!), which means we can define a standard set of materials to construct our products from.

## WHY IT'S SO HARD

It's a bit of a jungle out there. There's a lot going on, everyone is competing, and the most promising materials are often well camouflaged!

As a smaller company, we can move and pivot quickly. But we also don't have endless time and money to make mistakes like larger brands in this space. One solution is to form consortiums with larger brands, which is facilitated by Fashion for Good. However, this can also slow things down because bigger brands tend to have more convoluted legal processes.



## PRESS RELEASE

### THE NEXT GENERATION OF MATERIALS... FROM WASTE

FASHION FOR GOOD'S LATEST PROJECT TRANSFORMS AGRICULTURAL WASTE INTO FIBRES

22 FEBRUARY 2022



## WHAT WE'VE LEARNED

We need to forge our own path, rather than trying to fit someone else's. Over the last year, we've taken a close look at all the key suppliers in our material supply chain, with a particular focus on Asia. We now have a much clearer picture of what we're using and how we're using it.

Alongside this, we've been sorting through company-wide hopes and dreams for material innovation and identifying what will feasibly work for us. We've mapped these desires against what's available (or will be soon), which has involved reviewing seaweed as a feedstock, vegan leathers, regen leather, mycelium foams and other bio innovations. We've now identified a shortlist of material suppliers we would like to develop with.

## PLAYING TO OUR STRENGTHS

Looking ahead, we're going to split our time and money between 'concept' and 'compromise'. This will get more materials over the line and into our supply chain. We'll renew our focus on natural and mono materials, and we're seeking ways to collaborate and share knowledge with other brands (in a way that doesn't slow us down).

## CONCEPT MATERIALS:

Innovative regenerative materials that require development and fine-tuning. Projects can run up to 18 months before being ready to feed into product development.

Rather than committing to one brand or material type, we'll test as we go, reviewing multiple swatches and only proceeding with the most promising results. This will save time, avoid dead ends and means we'll spend less on sampling with materials that aren't fit for purpose.

## COMPROMISE:

Market-ready and more (but not fully) sustainable or regenerative. These materials can be implemented with continuous improvement.

"Any time we speak to a new supplier we have to sign NDAs because bio-companies are worried a competitor will steal their 'secret science' and get it to market first. It feels so at odds with trying to make the world a better place, yet that's the price to pay to even have a conversation with most new material innovators."

- CAMILLA, OPERATION PARTNERSHIPS