

The human foot is a biomechanical masterpiece. Perfected by millions of years of evolution.

26 bones, 100 muscles, thousands of nerve endings. For sensory feedback with every connection.

Our feet enable us to feel.  
Closer to nature,  
closer to our own potential,  
closer to each other.  
Feet reconnect us with  
the natural world.

When you can't be barefoot,  
be Vivobarefoot.



VIVOBAREFOOT

# RECONNECT TO RESTORE

INTEGRATED REPORT 2020/2021

INTERIM REPORT 2021-2022



Galahad Clark | CEO  
Asher Clark | CDO  
E Foster-Geering | Regeneration  
M Arnold | Finance  
P Walker | Commercial  
Z Bayliss Wong | Growth  
B Clark | Kids  
L Noble | Active  
S Gilliam | Outdoor  
J Good | Operations  
C Beyer | Company Secretary

REGISTERED NUMBER:  
03474829

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Certified



Corporation



WHY  
**RECONNECT PEOPLE INTO  
THE NATURAL WORLD.**

HOW  
**CONNECT AND INSPIRE A  
PERSONALISED JOURNEY  
TO THRIVE WITHIN NATURE.  
AND IT STARTS WITH FEET.**

WHAT  
**CREATE REGENERATIVE FOOTWEAR  
AND EXPERIENCES THAT BRING US  
CLOSER TO NATURAL HEALTH.**



The 6 months from July 21 – December 21 were so much better and so much worse than we hoped!

The business grew excitingly on the top line (48% increase in gross profit) as we started to emerge from Covid. But then found ourselves locked in again and boundaries raised towards the end of the year. After flat growth in the year July 20 – June 21, we allowed the business to grow again and set the path to grow from £36m to £50m with meaningful investment across the business.

The first quarter was particularly exciting on the top line and we started to trade meaningfully ahead of an ambitious budget but as Covid started to spread across Asia we suffered supply chain blockages and delays along with dramatically increasing supply chain costs (5x like for like increases) along with big inflation in our semi variable expenses (7% more than budgeted) putting big pressure on our bottom line. Personnel issues around our marketing department also undermined our acts-not-ads progress, further putting pressure on our performance marketing dependence and we made a big decision to attend COP as the big brand halo campaign of the period.

Our view at COP was one of Hollywood celebrities, Amazonian Chiefs, climate delegates, negotiators and world leaders. It was the landscape from our stand inside the UNFCCC pavilion – or 'The Blue Zone' as they called it. COP26 was in full swing and the team from Vivobarefoot were right in amongst it, thanks to UN partners, Innovation 4.4. But why? What does COP26 have to do with Vivobarefoot?

All businesses have a vested interest in trading in ways that respect land, sea, people – and the interconnection of all creatures that create our world. But working regeneratively – mindfully, thoughtfully, compassionately – has been part of Vivo's vision, right from the start. Our footwear helps restore natural foot function and human health, and the way in which we do business aims to restore the environments in which we exist.

Only a select few British organisations were asked to showcase their innovations inside the official UNFCCC pavilion, the 'Blue Zone'. We were one of them. What better arena to share our developments in the world of 3D printing and bespoke footwear? This is the incredible setting in which we'll unveil VIVOBIONE.

We have always designed footwear that allows your feet to move freely, to expand and grow, as nature intended. We are the antidote to the habitual fashion of locking feet away, controlling them in narrow, heeled containers.

Our feet connect us to the earth. They are the root of our balance – if we're not feeling it, we can't care about it. We highlight how our bodies can adapt to improve our personal ecosystems and how our approaches can improve the ecosystem of the footwear business. Balance in all things – starting with our feet.

The VIVOBIONE vision goes further. 3D printing will allow us to tailor your footwear to your exact dimensions. No more, 'do these sizes run large or small', or worrying about the carbon footprint and freight miles your shopping has accumulated. When footwear is printed just for you, at local outlets, it's a vision that harks back to the days of cottage industry and indigenous cobbling. It's a model of local production, on a global scale.

Similarly, as we move towards advanced materials that are created with end-of-life in mind – built-in utility, not built-in obsolescence – we will be able to print products that can be returned, broken down and reassembled. Products that resemble nature's model – where everything is used, and everything can be disassembled and recreated. Over and over again.

It's a journey. We're not all the way there yet – but we hope you'll share our excitement.

COP26 was a vital opportunity for humanity to take climate conscious decisions and to live in far greater harmony with all biomes, all ecosystems. Here's to re-connection.

Galahad Clark, Chief Ecosystem Officer





# WE ARE NATURE AND SHE IS US

## REGENERATIVE COMMUNITY

We believe in nature. She gets us moving, connects us, makes us healthier and happier, keeps us alive. And when we ask her the right questions, she can solve most (if not all) of our problems.

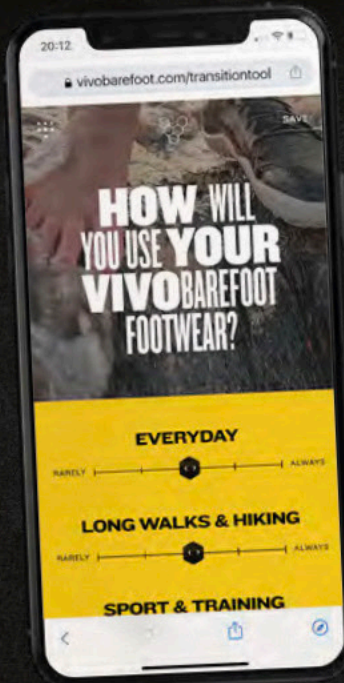
That's why we create nature-based products and services that literally bring people closer to nature and their natural potential. This is our business and the impact we want to have on the world.



## WITH YOU FOR EVERY STEP

The VHealth team was officially formed in January 2021. We are one year into a three-year roadmap to deliver this new customer-focused vision and our next major milestone is the launch of the VHealth Hub in January 2022.

VHealth will deliver online experiences, ground-breaking research projects, diagnostic tools and connect customers to leading health professionals and coaches from across the world.



"OUR VHEALTH STRATEGY IS ALL ABOUT CHANGING VIVOBAREFOOT FROM A FOOTWEAR BRAND SELLING SHOES TO ONE THAT HELPS PEOPLE BECOME HEALTHIER, HAPPIER HUMANS THAT MOVE MORE NATURALLY. BY JANUARY, WE WILL HAVE LAUNCHED THE NEW V HEALTH HUB THAT PROVIDES BAREFOOT TRANSITION ADVICE AND TIPS, NATURAL HEALTH COURSES, LEADING BAREFOOT SCIENCE AND A PLACE TO CONNECT WITH VIVO COACHES IN YOUR LOCAL AREA."

— NICK CHARLIER

NICK, HEAD OF HEALTH



LAST YEAR, OUR 1200 AMAZING AMAZING AMBASSADORS & PROFESSIONALS CREATED 3,500 PIECES OF CONTENT TO EDUCATE AND INSPIRE

**of barefoot evangelists:**  
Professional and influencer led the message from improving their clients' journey. The call to action encourage a more natural starts with your feet.

**coaching network:**  
In-store Coaching course network of barefooters and coaches.

**research strategy:**  
To the dots between research and how people benefit from it.

**research network:**  
Linked to seven research groups (three from Carlow which are focused on movement in kids.)

## HEALTH

**Why barefoot:**  
Building a consistent, evidence-based, multi-channel message for people new to barefoot.

**New Transition Tool:**  
A personalised service to ensure everyone has a safe and healthy transition to barefoot.

**The Vivo Health Broadcast:**  
High-quality evergreen video content that's already educated 250,000 citizens.

**The Natural Health Hub:**  
In January 2022, we'll launch the VHealth Hub to deliver online experiences that will help our customers start their natural health journey.

**Reconnect with your origins:**  
In partnership with Wild Human, we are offering rewilding experiences to reconnect people with the skills and knowledge of our ancestors.

Otilio Swimrun

## BAREFOOT TRANSITION

BEN, OUR HEAD COACH, STILL PROVIDES INSTORE COACHING TO CUSTOMERS

## EDUCATION & EXPERIENCES

VIVOHEALTH ENTERED ITS FINAL STAGES OF DEVELOPMENT AHEAD OF ITS 2022 LAUNCH. VIVOHEALTH WILL INITIALLY DELIVER ONLINE FOOT ASSESSMENTS, 2 ONLINE COURSES AND A HOST OF FREE TO ACCESS SCIENCE AND EDUCATION ON THE PLATFORM. THE TWO COURSES CONSIST OF:

**1. BAREFOOT FUNDAMENTALS:** A COURSE DESIGNED TO HELP YOU TRANSITION TO BAREFOOT AND NATURAL MOVEMENT

**2. BAREFOOT MOVEMENT COACH:** A CERTIFIED COACHING COURSE TO HELP PRACTITIONERS AND HEALTH PROFESSIONALS EDUCATE THEIR CLIENTS ON BAREFOOT SCIENCE AND FOOT HEALTH.

BY JUNE 2022 VIVOHEALTH WILL HAVE LAUNCHED A RANGE OF NEW CONTENT AND COURSES HELPING HUMANS ON THEIR JOURNEY TO NATURAL MOVEMENT AND HEALTH.



# RESEARCH NETWORK

Our research will provide evidence and add credibility for each of our product categories, while challenging conventional beliefs about feet, holistic health and our connection with nature.



## IMPROVING BALANCE AND PHYSICAL FUNCTION

— DR TOMASZ CUDEJKO & DR KRIS D'AOUT

Minimal footwear improves stability and physical function in middle-aged and older people compared to conventional shoes. The results show **balance in Vivobarefoot is improved by up to 40%** compared to regular padded shoes.

DATE: 2020  
FUNDED BY: VIVOBAREFOOT & INNOVATE UK

## DAILY ACTIVITY IN MINIMAL FOOTWEAR INCREASES FOOT STRENGTH

— DR RORY CURTIS & DR KRIS D'AOUT

Results show a **58.7% improvement in foot strength** after six months of wearing Vivobarefoot.

COMPLETED: 2021  
FUNDED BY: FUTURE FOOTWEAR FOUNDATION AND KASK & CONSERVATORIUM

## MINIMAL SHOES IMPROVE STABILITY AND MOBILITY IN PERSONS WITH A HISTORY OF FALLS

— DR TOMASZ CUDEJKO & DR KRIS D'AOUT

Participants were more stable during standing and walking in minimal shoes than in conventional shoes, independent of visual or walking condition. **Minimal shoes were more beneficial for mobility** than conventional shoes and barefoot.

DATE: 2020  
FUNDED BY: VIVOBAREFOOT

FALLS COST THE NHS  
£1.7BN EVERY YEAR

# WEARING VIVOBAREFOOT FOR 6 MONTHS INCREASES FOOT STRENGTH BY 60%



## CHILDREN'S FOOT DEVELOPMENT

— MAISEL SQUIBB, MSC, & DR PETER FRANCIS

Explore and evaluate how footwear habits affect foot structure and functional movement in children and adolescents. Compare foot structure and functional differences in adolescents with different footwear habits in the UK and New Zealand, and **test the effects of a minimalist footwear intervention.**

DATE: JUNE 2022  
FUNDED BY: VIVOBAREFOOT



## MUSCULOSKELETAL HEALTH-RELATED CONDITIONS

— HANNAH BLACKBURN, MSC, DR PETER FRANCIS, PROFESSOR MARK THOMPSON, DR CATHERINE TUCKER

The study will gather opinions from healthcare professionals in the UK and Ireland, on the use of **footwear for the management of osteoarthritis of the knee.**

DATE: JUNE 2022  
FUNDED BY: LEEDS BECKETT

## THE EXPERIENCE OF PARENTS AND CHILDREN IN RELATION TO THE FOOTWEAR USE OF CHILDREN WITH AUTISM SPECTRUM DISORDER

The study will identify the type of Autism Spectrum Disorder (ASD) most affected by traditional footwear. It will survey parents of children with ASD in relation to footwear difficulties. And it will determine **how traditional footwear affects the behaviour and movement skills of children with ASD.**

DATE: JUNE 2023  
FUNDED BY: VIVOBAREFOOT



## RESEARCHING PHYSICAL ACTIVITY IN CHILDREN

This research will identify equipment for testing strength and movement skills and use it to measure performance in 500 Irish schoolchildren. It will then explore **how performance is affected in 160 children by the presence or absence of footwear** using a games-based exercise intervention.

DATE: JUNE 2023  
FUNDED BY: VIVOBAREFOOT

RESEARCH  
PROPOSAL

VIVOBAREFOOT'S RESEARCH PROJECTS KICKED OFF WITH THE START OF THE NEW UNIVERSITY YEAR. WITH THE PRIMARY RESEARCH PARTNER THE INSTITUTE OF TECHNOLOGY CARLOW WORKING ACROSS 4 KEY STUDIES. THE INITIAL FINDINGS FROM THEIR FIRST YEAR WILL BE AVAILABLE IN THE SUMMER 2022, AND THE FULL STUDIES RELEASED IN 2023.





We want to help more kids grow up with healthy feet, bodies and brains.

80% of adolescents are not sufficiently physically active. 74% of British kids spend less than an hour a day playing outdoors. A fifth of 10 year-olds in the UK are obese (another 14% are overweight).

Our feet, bodies and brains are all connected, and the more time we spend barefoot, the better. Kids who grow up largely barefoot have stronger feet and better balance and motor skills than their shod counterparts.

- Habitually barefoot adolescents were **53 percentage points less likely to have lower-limb injuries** than the habitually shod.
- Habitually barefoot children were noticeably **better at jumping and balancing** compared to habitually shod children.
- After four years of participation in a daily school barefoot running program, habitual barefoot running children: had shorter contact times and longer flight times, used a more anterior Foot Strike Pattern in shod sprinting, and **jumped higher** with shorter contact time.

### BUT WE'RE GOING A STEP FURTHER.

We don't just want to raise a generation of children whose feet won't need fixing as adults, we want to help society get out of the way of kids' natural development — full stop. That's why our mission is to raise more rebels — wild and untamed — with feet on the earth, hands in the dirt and eyes on the horizon.

### EVERY CHILD HAS THE RIGHT TO GO BAREFOOT

We think children should spend as much time as possible without shoes on. When they have to wear shoes, we believe they should be wide, thin and flexible — i.e. as close to barefoot as possible. Our footwear is expensive compared to some conventional children's shoes. And because children's feet grow so fast, many parents simply can't afford to keep buying new VivoKids footwear.

To make 'going barefoot' more accessible (without compromising on either quality or sustainability), we're looking to ReVivo — our secondhand market and repair shop. In 2020, 1,153 pairs of kids Vivos were sold through ReVivo.

We're also te rental schem which would (and their ki

Of course, a about mone to feel as co in our footv we'll never — all our k for any chi

It also mea support Di research i shoes for Spectrum 2020 stu parents o buy Vivob



"I AM A MUM OF TWO AUTISTIC BOYS. I AM SO GRATEFUL FOR WHAT VIVOBAREFOOT SHOES HAVE MEANT FOR THEM! THEY HAVE HELPED STRENGTHEN A HYPER-MOBILE BODY, BY PLANTING FEET FIRMLY ON THE GROUND. THEY HAVE GIVEN THEM A SENSE OF INDEPENDENCE. BUT MOST OF ALL, THEY HAVE BEEN FAITHFUL & CONSTANT COMPANIONS ON OUR FOREST AND NATURE ADVENTURES."

— GRIZELDA FOURIE

THE VIVOKIDS TEAM HAS SUCCESSFULLY EXPANDED TO PROVIDE MORE SUPPORT FOR THE FUTURE GROWTH.

IN THE LAST SIX MONTHS WE HAVE BEEN PREPARING TO MOVE FROM OUR EXISTING MANUFACTURING SUPPLIER SHOEFABRIC TO NEW ONE (INNOLUX). DURING THIS TRANSITION WE HAVE EXPERIENCED DELAYS AND AS A RESULT DISRUPTED SALES, BUT WE'RE CONFIDENT ONCE THIS PROCESS IS COMPLETE WE WILL REACH A NEW LEVEL OF TRANSPARENCY AND THE DEDICATED APPROACH WE ARE AFTER.

WE'RE EXCITED ABOUT BEING ABLE TO HELP GROW MORE WILD KIDS IN THE COMING YEAR!



# OUR AMBASSADOR NETWORK

## A RECORD YEAR, BUT LET'S TAKE STOCK

We work with around 1200 partners, most of whom are in the active space. Last year, we were really pleased with the growth of our network.

In 2020/21, we paid our partners £170,000, with a further £120,000 investment in product to support their communities and interests. The gender split was 46% male/54% female.

These are part of our Vivobarefoot Health team rather than our marketing team because instead of selling products, they help us 'sell' barefoot movement. Through their credibility and creativity, we can reach and educate more people.

## HOW DO WE DEVELOP A REGENERATIVE AMBASSADOR NETWORK?

We really value our network and want to grow its influence in a way that creates a positive impact for people and the planet. That's why we're currently looking for more voices that are passionate about defending their environment.

We are also looking at how to manage the risks associated with our partners: if someone says or promotes something that conflicts with our values, what action should we take?

## A RESPONSIBLE PAYMENT STRUCTURE

The 'influencer sector' is spiralling out of control, with some people being paid tens of thousands (even millions!) for single social media posts pushing products that we, the customer, don't need.

Instead of a 'pay me for one post and move on' set up, we're trying to build long-lasting, meaningful and genuinely rewarding partnerships with our ambassadors and professionals. We're currently looking at tiering structures, which reward Vivobarefoot and the ambassador for successful partnerships. We will probably start with small and consistent fees within each tier, and scale partnerships when they're proven to work.

"WE WORK WITH AN INCREDIBLE NETWORK OF WONDERFUL, INSPIRING HUMANS WHO WE ARE PROUD TO CALL AMBASSADORS AND HAVE AS PART OF THE VIVO FAMILY. IT'S A PLEASURE TO WORK HAND IN HAND WITH THEM AND BUILD LONG LASTING, IMPACTFUL RELATIONSHIPS WITH THESE OUTSIDERS WHO SHARE OUR VISION OF RECONNECTING PEOPLE AND PLANET."

— PETE HILL, AMBASSADOR MANAGER



PETE HILL

## OUR 2021/21 METRICS

These big numbers help us see how many people our amazing network is reaching, but they don't give us much insight. We want to measure 'reach + impact' — i.e. how many people we're helping to live healthier, barefoot lives.

### ENGAGEMENT

anyone who directly engages with a post (like/comment/share)

6,048,795

### TOTAL IMPRESSIONS

number of people who we know have actually seen a post

102,442,350

### POTENTIAL REACH

the number of people who potentially could have seen a post

429,874,029

THESE STATS ALL RELATE TO AMBASSADOR CONTENT THAT FEATURES VIVOBAREFOOT

DR JEN MARRIED DR DOM (ANOTHER ONE OF OUR AMBASSADORS) AND THEY WORE VIVOS!

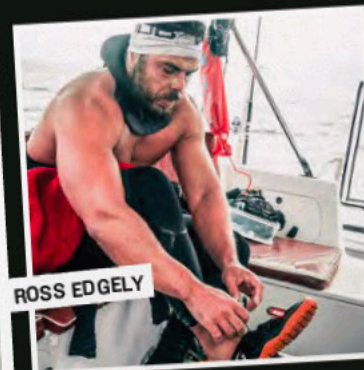


DR JEN FRABONI

@DOCJENFIT

Jen's an inspiring natural health practitioner and we're proud to call her a friend. After you've finished exploring her instagram, check out her podcast The Optimal Body.

20/21 'TOP PERFORMING' AMBASSADOR POST



ROSS EDGELY

@ROSSEDEGLEY

"Throwback to tree-athlons, fell runs and boat life as myself and @vivobarefoot are encouraging people to reconnect and rewild in the great outdoors again."



JAMES ARMOUR

@JAMESARMOUR\_

James ran, swam and cycled across the outer Hebrides to connect people to this incredible landscape while raising money for Hebridean Whale and Dolphin Trust.

@BLACKADVENTURECREW


Zenovia uses her account to show her family and their outdoor adventures in the USA, with the goal of normalising black families spending time outside.

AS ALWAYS, OUR AMBASSADORS WERE A HUGE PART OF ALL THINGS VIVO. THEY JOINED US AT OUR ANNUAL RETREAT, HELPED US LAUNCH NEW PRODUCTS AND WERE CENTRAL TO OUR CAMPAIGNS — INCLUDING REACHING OVER 1M PEOPLE WITH OUR ALTERNATIVE MESSAGE TO BLACK FRIDAY BY PROMOTING REVIVO.

WE CONTINUE TO GROW AND EVOLVE OUR AMBASSADOR COMMUNITY, ALL WHILE STRIVING TO DEVELOP IT IN A REGENERATIVE DIRECTION. CENTRAL TO THAT HAS BEEN THE REVAMP OF OUR AFFILIATE PLATFORM, MEANING OUR AMBASSADORS CAN BE FAIRLY COMPENSATED FOR REFERRING THEIR OWN COMMUNITIES TO TRY BAREFOOT LIVING.







# LESS SHOE MORE YOU

## REGENERATIVE PRODUCTS

We aspire to perfect barefoot-wear — regenerative to feet, human movement and planetary health. In comparison, conventional shoes are harmful every step of their often-short lives — in their creation, their use and their disposal. We want to make our products the same way nature does — test, learn, repeat, and never let anything go to waste. At Vivobarefoot, we are committed to transitioning to a fully circular business based on three principles: design out waste and pollution, keep products and materials in use, and regenerate natural systems.



# PRODUCT GOALS

These are our BHAGs  
(Big Hairy Audacious Goals).

We are going to keep improving the impact of our products along their lifecycle, and these goals help focus our trajectory. However, like most brands we don't own our own manufacturing and there's a very real limit to what we can promise to commit. Which is why long-term partnerships with our value chain partners are so crucial.

"IT STILL Baffles ME HOW  
OTHER BRANDS ARE CONFIDENT  
ENOUGH TO SET ABSOLUTE

2023

**EVERY PRODUCT REVIVO-ABLE**  
100% NEW DESIGN  
70% RANGE AVERAGE

2024

**NO PURE VIRGIN SYNTHETICS**  
85% NEW DESIGN  
65% RANGE AVERAGE

2025

**ALL NATURAL MATERIALS FROM  
REGENERATIVE AGRICULTURE**  
80% NEW DESIGN  
70% RANGE AVERAGE

2028

**ALL MAN-MADE SYNTHETIC  
SWAPPED TO BIO SOURCES**  
70% NEW DESIGN  
60% RANGE AVERAGE

2030+

**ALL PRODUCTS CERTIFIED (C)  
TO CRADLE-TO CRADLE STANDARD**  
100% NEW DESIGN  
100% RANGE AVERAGE

WE REVIEW OUR PROGRESS  
TOWARDS THESE GOALS  
ON A SEASONAL BASIS  
AND STRIVE TOWARDS  
CONTINUOUS IMPROVEMENT  
OF OUR ENTIRE PRODUCT  
RANGE. WE WERE  
HOWEVER A LITTLE OVER  
AMBITIOUS WITH THE  
TIMELINES HERE AND  
WILL BE PROVIDING A  
FULL UPDATE ON PROGRESS  
AND OUR SLIGHTLY  
TWEAKED TIMELINES IN  
OUR FULL ANNUAL REPORT  
LATER THIS YEAR.

# DESIGN PRINCIPLES

There are three evergreen concepts  
that underpin all design decisions:

1.  
ONLY DESIGN PRODUCTS THAT  
SOLVE IMPORTANT HEALTH AND  
ECOLOGICAL PROBLEMS
2.  
NO PRODUCT SHOULD BE ADDED TO  
THE RANGE FOR LESS THAN 3+ YEARS
3.  
PAYING MORE FOR REGENERATIVE  
SOLUTIONS SHOULD NEVER BE  
A BARRIER TO CREATION



Over the past few months we've been working on improving the VMatrix score of the Tracker, with the main area of focus being the leather as this makes up such a large portion of the upper materials we use, and to date, it is still Chrome tanned. We have worked closely with our partners at Interhides Leather in Thailand to remove Chrome from our process, while remaining true to our commitment of only using Wild Hide leather from free-roaming cattle and retaining all other properties of the material, including it being waterproof. We have also removed several layers of backers and internal reinforcements, whilst continuing to scrutinise the remaining components to see if they are really necessary. Waterproofing was a controversial topic and we did sample the Tracker without a waterproof bag, but the decision was made that at the moment, our customers still place a lot of value in the waterproof performance that comes with the Tracker and therefore we have decided to keep the bag, but will work with our supplier to use the lowest impact option they have.

Other changes made include moving the upper onto the new FG2 outsole, increasing the natural rubber content to 20% and significantly increasing grip and performance. Maximising on making the product more barefoot and enjoyable to wear and also updating the tongue construction so that the opening is wider for easier foot entry.

2021/22 FY

# VMATRIX SCORES

Our (re)new and improved footwear initiative has continued through the year.

Focusing on reinventing our design and manufacturing, with simplification and transparency as key motivators. With our company restructure into a category-led approach and overhaul of our Asian manufacturing value chain, progress has been frustratingly slow.

“THE REALITY IS THAT WE’VE NEVER SOLELY MADE A DECISION TO CANCEL A STYLE BASED ON A POOR VMATRIX SCORE. BUT THIS IS ALL ABOUT TO CHANGE AND FROM 2022 ONWARDS, IT WILL BE AN ESSENTIAL ASPECT OF WHAT WE CALL OUR INITIAL AND FINAL LINE REVIEWS. WE NEED TO BE TOUGHER AND MAKE SURE THE NEW CATEGORY TEAMS ARE 100% FULLY ALIGNED AND SUPPORTED, BUT I’M PROUD OF THE HARD WORK EVERYONE HAS PUT IN TO GETTING US HERE.”

— CHARLOTTE PUMFORD,  
HEAD OF REGENERATIVE IMPACT

# OUR BEST SHOE IS OUR WORST














## OUR BEST SHOE IS OUR WORST

We know the Tracker shows up badly but it's a hard concept for us to swallow. We believe a really important part of our design is helping people to connect to themselves, each other and with nature.

Vivobarefoot shoes uniquely achieve this. People connect to the natural world, be it through the soles of their bodies in every step and set off a sustainable mindset that impacts all areas of life. Still, we know there are some important things the Tracker we need to fix and we're working on doing just that.

“OUR MOST COMMERCIAL PRODUCTS ARE OUR TWO WORST OFFENDERS AND OUR MOST SUSTAINABLE PRODUCTS ARE THE ONES WE SELL AND MAKE THE LEAST FROM.”

— ASHER CLARK

	STYLE	VMATRIX SCORE	UNITS PURCHASED	UNITS SOLD	SELL THROUGH
OUTDOOR	 TRACKER FG	32%	46,881	28,821	61.5%
	 MAGNA	56%	13,374	3,235	24.2%
	 ULTRA	42%	6,745	6,677	9%
ACTIVE	 PRIMUS TRAIL	41%	69,200	31,493	41%
	 PRIMUS LITE	45%	134,758	62,233	46.2%
	 PRIMUS KNIT	60%	35,941	13,303	37%
	 GEO COURT	34%	73,417	35,624	48.5%
	 GEO RACER	37%	13,810	13,420	97.2%
	 OPANKA	61%	4,717	2,365	50.1%
	 ABABA	64%	11,026	9,553	86.6%
	 ABABA KIDS	64%	6,624	4,865	73.4%
KIDS			416,493	211,589	





FULLY TRANSPARENT.  
FULLY TRACEABLE  
MATERIALS, DISCLOSED TO  
TIER 5 (RAW MATERIAL)

SETS AN  
EXAMPLE.  
RAISING THE  
BAR FOR  
OUR PEERS

# WE DON'T WANT A SUPPLY CHAIN, WE'RE BUILDING A VALUE CHAIN

SUPPLY CHAIN  
EXTRACTIVE  
AND NO  
END-OF-LIFE  
PLAN

IS VALUE.  
GOING BACK WAY  
THAN WE TAKE

ALWAYS SEEKING  
OPPORTUNITIES  
FOR INNOVATION  
& DEVELOPMENT

WE'RE MAKING GOOD PROGRESS ON OUR VALUE CHAIN TRANSPARENCY MAPPING AND HELD OUR FIRST EVER VALUE CHAIN CONFERENCE IN OCTOBER 2021 WITH OUR FACTORY, MATERIAL, DISTRIBUTION AND PRODUCTION PARTNERS FROM ACROSS THE GLOBE. AS WE CONTINUE TO WORK CLOSELY WITH OUR NEW AND EXISTING PARTNERS ON TRANSPARENCY AND SOCIAL AND ENVIRONMENTAL IMPACT, WE'RE EXCITED TO SHARE FURTHER UPDATES IN OUR FULL REPORT AT THE END OF THE YEAR.

## PRODUCT MANUFACTURING

### OUR VALUE CHAIN CHANGES

The global footwear industry is characterised by exploitative employment, poor environmental practices and a lack of transparency across its many tiers of suppliers and factories.

Obviously, we don't want to either contribute to, or be complicit in, this extractive and destructive system.

But Vivobarefoot isn't just about doing less bad. Instead, we want our footwear and the way we do business to do more good. Every time we make and sell our footwear, we want the world to step towards a better place.

### WHERE WE'RE AT

Our products typically have between 30 and 40 individual parts, most of which come from single vendors. We are part of an extremely complex system of many moving parts and pieces across multiple countries. Each of these countries brings with it a different set of challenges, such as infrastructure and logistics, lack of localised materials, and technical capabilities.

In 2020, 85% of our shoes were made by one agent in Vietnam. Because this supplier doesn't own the factories making our shoes, we were always at least two steps away from knowing how most of our product was being made. Which is two steps too far to see what's really going on and affect any kind of change. The rest of our shoes came from one small supplier in China (Sheng Nuo for Ultra), one supplier in Ethiopia and another in Portugal.

Covid has been an amazing test of our supply chain resilience and served to clearly expose our areas of risk, lack of transparency and over-dependence on single sources for footwear and raw materials.

THIS GIVES US MORE  
CONTROL, TRANSPARENCY  
AND OPPORTUNITY  
TO INNOVATE

### WHERE WE'RE HEADING

The more we learn, the harder we're working towards a more resilient, agile and directly-operated value chain. We want to build long-term, transparent and trusting relationships with a small (but not too small) number of supply partners.

We want a more balanced global supply base with less reliance on Asia and a shift towards Portugal and Ethiopia. This will reduce risk, add even greater agility and accelerate our transition to regenerative manufacturing hubs (see page 47).

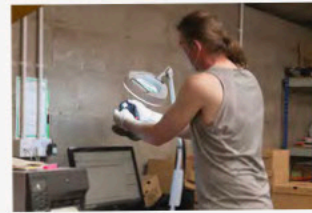
As we move to a new supplier in Vietnam, we're also increasing the share of production from Ethiopia and Portugal. Today, we source 90% of our product from Asia, 3% from Portugal and 7% from Ethiopia. By 2024, we're aiming for 70% from Asia, 15% from Portugal and 15% from Ethiopia.

IT'S BEEN EXTREMELY  
CHALLENGING TRYING TO  
ONBOARD NEW VENDORS WHILST  
UNDER A GLOBAL TRAVEL BAN



# REVIVO: OUR REUSE STRATEGY

BLAST FROM THE PAST  
— WE'VE HAD A PAIR  
RETURNED FROM 2008



## TAKEBACK SCHEME

We don't want our customers to leave their old Vivos at the back of a cupboard or – worse – throw them in the bin. We'll take back any old pair from the UK or the EU and deal with them responsibly. We'll cover the cost of the postage in the UK, and are looking for ways to scale this internationally.

2,500 SHOES  
COLLECTED  
SO FAR

## REVIVO.COM

A resale platform for second hand Vivobarefoots, reconditioned to perform like new. Most of the shoes on [revivo.com](https://revivo.com) come from either unsold stock (that's why we have a lot of small and large sizes), and customer returns. At the moment, because they're beyond repair, only about 10% of the shoes that come back to us via the takeback scheme make it onto [revivo.com](https://revivo.com).

## REPAIR SERVICE

We've partnered with The Boot Repair Company to offer a repair service to extend the life of our customers' Vivobarefoots. We have a few different packages – from a simple spruce up to a complete reconditioning. This service is only offered in the UK for now, but we're working on a plan for scaling to other regions.

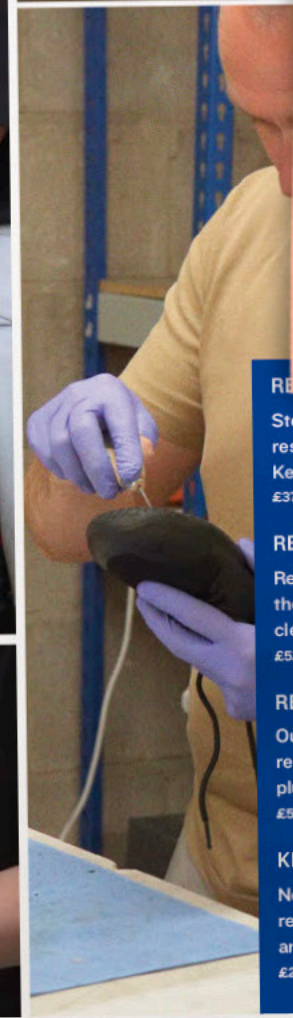
19,308 SHOES  
SOLD SO FAR



PAUL WALKER, COMMERCIAL DIRECTOR

"WE HAVE A 100-DAY RETURN POLICY AT VIVO, ANY CONDITION. BEYOND 100 DAYS WE WILL REPAIR ANYONE'S SHOES. THEN AT THE END OF THEIR LIFE, WE'LL TAKE THEM BACK, RECONDITION AND RESELL."

— PAUL WALKER, COMMERCIAL DIRECTOR



THE EXPECTED NUMBER OF PAIRS SOLD ON REVIVO THIS FINANCIAL YEAR (21-22), ABOUT 38,000, WILL BE DOUBLE WHAT WAS SOLD LAST YEAR. THIS INCREDIBLE GROWTH, PARTICULARLY IN THE US AND UK, IS THANKS TO A TARGETED MARKETING STRATEGY THAT HAS IMPROVE BRAND AWARENESS, AS WELL AS SALES OF BOTH PRODUCTS AND REPAIRS SERVICES. THE REPAIRS SERVICES ALTHOUGH ONLY AVAILABLE IN THE UK, HAVE EXPANDED TO INCLUDE ONE OF OUR MOST POPULAR STYLES, THE PRIMUS LITE, GREATLY INCREASING THE AMOUNT OF PRODUCTS THAT CAN BE REPAIRED. AROUND 10,000 CUSTOMERS WILL HAVE PURCHASED A REPAIR DURING THIS FY, IN ADDITION, TO ANOTHER 30,000 REPAIRS DONE FOR STOCK TO BE SOLD ON REVIVO.

- REPAIR  
Steams, cleans, replaces and restitches where needed. Keep your Vivos moving. £37
- RECONDITION  
Resole your Vivos and have them Micro-Fresh & steam cleaned throughout. £52
- REVIVE  
Our most complete option: replace/repair sole/elements plus Micro-Fresh clean. £57
- KIDS REFRESH  
New lease of life for VivoKids: refurbish, replace elements and Micro-Fresh clean. £25



# EVOLUTION

# REVOLUTION



VIVOBIOIME

## BIOME IS OUR OF THE FUTURE FOOTWEAR

ed in nature. Rooted in  
ary science. Learning  
r ancestors. Realising the  
l of technology.

r footwear is designed,  
experienced, taken back and  
ed is a radically different  
to the century-old industrial  
f today. We've been working  
or over three years and  
balition of partnerships led  
ery own V-labs innovation  
e set to turn this idea into a  
2022.

## ING FROM PRINCIPLES

are our foundation  
te the one constant  
on we have with Mother  
at most shoes separate  
he ground beneath,  
structing our natural  
nt and stealing our natural  
balance and mobility.

onal shoes are over-  
and don't fit. They're  
ong, complex supply  
creating vast volumes  
oduction waste, plus a  
product that is barely worn  
destined for landfill.

## DO WE GO FROM HERE?

o retrace our steps.  
rom our ancestors; when  
was made person-by-  
ot-by-foot and with locally-  
ustainable materials. At the  
we must look to the future  
ce the new technologies  
reate change at scale.

## WHAT IS VIVOBIOIME?

This is not just a new product.  
This is a new system. Made to  
measure. Designed by you,  
for you. With no excess.  
No waste. No dead stock.

The future of regenerative footwear  
will be a democratised circular  
system with people and planetary  
health at the centre. It's not  
about the next 3D printed shoe.  
It's about your personal barefoot  
transformation and reconnecting  
communities into their natural biome  
— feet first!

## THE FUTURE OF OUR PLANET WILL BE DECIDED AT COP26

Hosted in Glasgow in the UK,  
Vivobarefoot is just one of a handful  
of British brands chosen to be at the  
heart of this critical UN conference.

We launched VivoBiome at COP  
because we believe being reunited  
with the earth is the only path  
forward to human and planetary  
wellbeing. A reconnection with  
nature that kickstarts the reparation  
of ourselves and the restoration of  
our earth.

OUR BIOME EXHIBITION  
AT COP26 IN GLASGOW



It's been a wonderful start to the year as  
we move towards our MVP 'minimum viable  
product' and big customer facing marketing  
launch VIVOBIOIME 1.0 in September ; where  
we will launch 200 VIP pairs of the most  
regenerative footwear we have ever made.  
Test the digital value chain and new platform  
with data driven fit and impact measuring  
optimized for Feet - human health & the  
future of our business


## VIVOBIOIME

**MISSION:** Create a made to order 'circular  
& digital' bare-footwear platform and value  
chain fit for the future.

**HOW:** Using data and digital tools to  
disrupt business as usual and accelerate  
our regenerative business, products and  
community mission for future resilience

**WHAT:** A value chain collation enabled by  
technology to re-imagine manufacturing and  
the customer experience ; enabling best in  
class footwear made locally, for individuals –  
not mass markets and destined for landfill.





# **BUSINESS IS BROKEN**

## **REGENERATIVE BUSINESS**

Humans are incredible problem solvers, but we've become focused on the wrong issue — making money instead of creating value.

This is decimating our economy, our environment and the wellbeing of people — even those 'succeeding' within the system.

Vivobarefoot seeks to restore and heal the health of people, our communities and mother earth, while acting with radical transparency, integrity and inclusivity in everything we do.





How has Vivobarefoot performed as a business in the past 6 months:

The first six months of this (financial) year have seen significant growth year on year, yet we are always setting ourselves ambitious targets and as such we are not quite where we wanted to be.

We were transparent about our ambitions for this and future years in our last Unfinished Business report, we want to turnover £100m in 2023/24. To do so, we need to grow. We sold over 20% more units in the last 6 months compared to the same period last year. Increased demand in our Outdoor range meant that revenue was up nearly 40% over the same period.

This underlying performance meant that for the second year in a row we did not need to run a Black Friday promotion. We are conscious of our impact on the planet and the effect of consumerism, billions of shoes are produced every year globally with the majority ending up in landfill. Black Friday encourages items to be brought on mass, instead this year we pushed our recommence site ReVivo. Where pre-loved shoes are reconditioned and given a second shot at life and saved from the scrap heap.

We have struggled with stock levels in previous years. The first six months of this year we can't say we have always got it right. Factory closures and Covid related pressures on logistics have meant that there have been periods where keys styles have been unavailable, however this is something we are starting to better manage. The second half of the year we are in the best stock position we have been for a long while, if ever.

FINANCIAL CAPITAL

As Covid-19 marches on, we are in a very different place to 12 months ago. While a version of 'normality' returns to some countries, there are still so many uncertainties and challenges to face.

Because we believe we must address these issues holistically, rather than in silos, we present an integrated report of our impact, which includes an account of our financial performance.

This is our second integrated report. We believe it's an improvement but, like last year, this is Unfinished Business. We will go further: for example, we want to audit all our non-financial data too.



Covid-19 continued to impact our business, not least keeping our flagship store closed for most of the year. We also experienced production delays due to lockdowns in Vietnam, where our main supplier is based. This was compounded by global distribution challenges, including those caused by the blockage of the Suez Canal. And yet, this year — in many ways — has been our most successful to date.

BAREFOOT SALES

In 2016, we offered 7% of the business to Crowdcube investors. We told these investors that sales would be £28M by the end of the 2020/21 financial year. In fact, we reached £36M, exceeding our target by more than 25% — an increase on last year of over 6%. However, this year our EBITDA\* was £0.6m, quite a way short of our expected EBITDA of £2.5m. In part (c£0.3m), this was due to the forced closure of Neal Street this year. Additionally, there was an increase in our holiday pay accrual (c£0.2m) as staff were allowed to carry over unused holiday due to Covid restrictions. More importantly, we have invested more than our original Crowdcube plan in marketing and product development to build upon the momentum we have shown over the past years.

\*Earnings before interest, taxes, depreciation, and amortisation

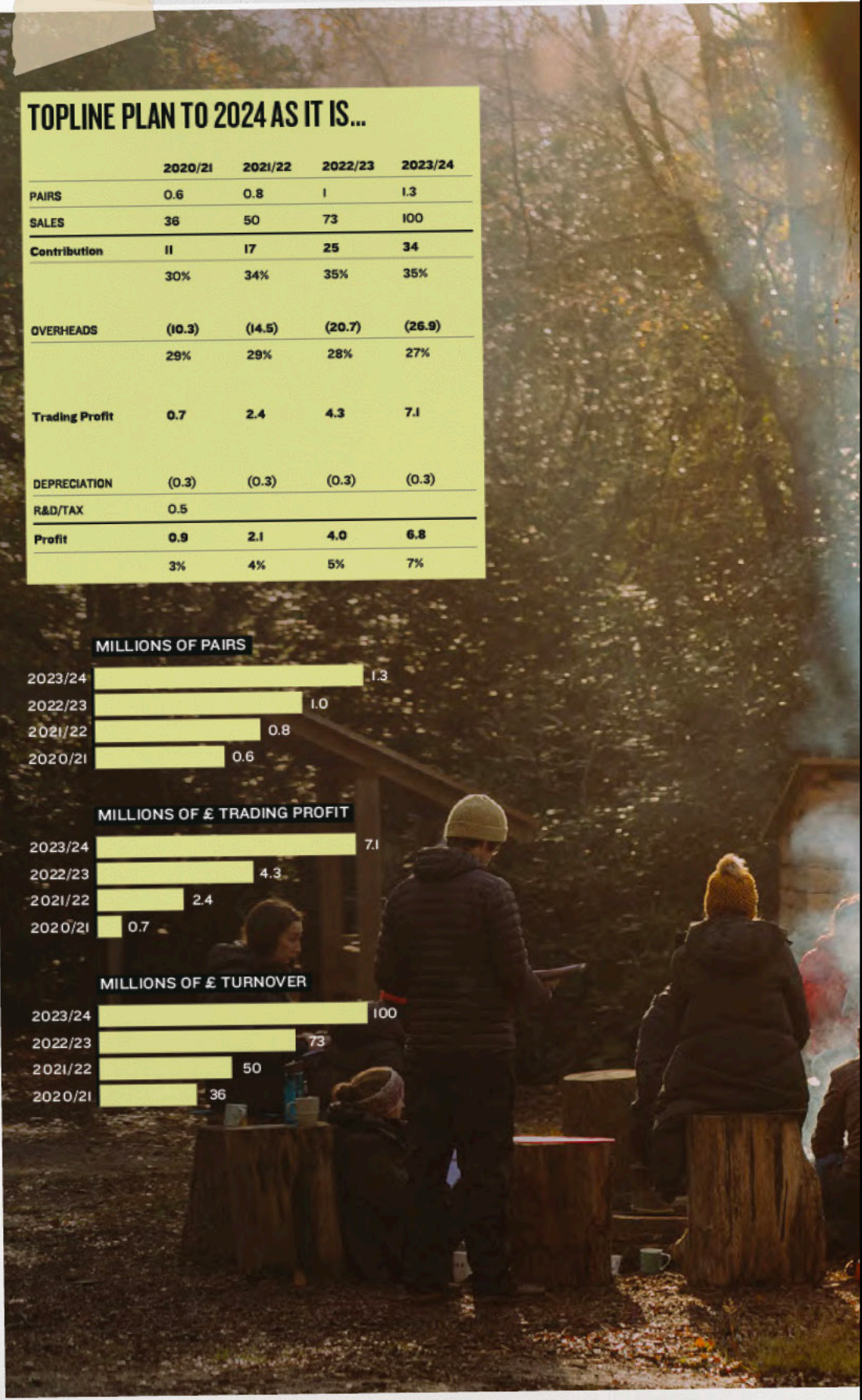
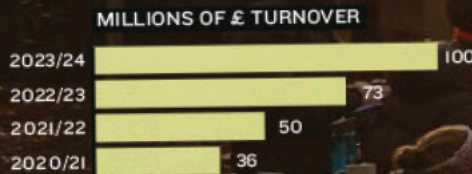
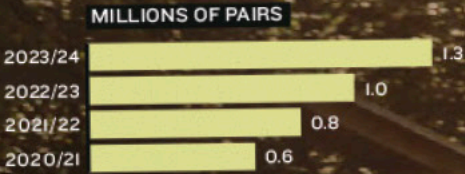
It should be noted that has held back profit growth short term when compared to Crowdcube plans, we achieved record levels the coming year, we are to continue to invest in marketing and product but the team is committed to growing profits each year.

Our business is split between Consumer (DTC) e-commerce, retail and marketplace and Business to Business wholesale and distribution. This year our e-commerce grew 5% to £20.6M. Our re-commerce platform while saving over 19k from landfill. Our Neal saw a decline in sales — down 54% on the previous year, which was down year before that. Meanwhile distributors have grown with sales up 6% to £

As our barefootprint spread, sales grew by in the UK and by 8% the US and the rest of Sales contracted by in the EU.

TOPLINE PLAN TO 2024 AS IT IS...

	2020/21	2021/22	2022/23	2023/24
PAIRS	0.6	0.8	1	1.3
SALES	36	50	73	100
Contribution	11	17	25	34
	30%	34%	35%	35%
OVERHEADS	(10.3)	(14.5)	(20.7)	(26.9)
	29%	29%	28%	27%
Trading Profit	0.7	2.4	4.3	7.1
DEPRECIATION	(0.3)	(0.3)	(0.3)	(0.3)
R&D/TAX	0.5			
Profit	0.9	2.1	4.0	6.8
	3%	4%	5%	7%





# FINANCIAL STATEMENTS

## UNAUDITED PROFIT AND LOSS

	Half Year 2021/22	Half Year 2020/21	Full Year 2020/21	Full Year 2019/20	Full Year 2018/19	Full Year 2017/18	Full Year 2016/17	Full Year 2015/16
Turnover	22,259,831	16,042,225	36,209,560	34,075,034	26,175,858	19,422,081	12,958,999	8,845,170
Cost of sales	(11,561,508)	(8,796,946)	(19,948,114)	(20,246,807)	(14,379,722)	(10,773,898)	(7,624,475)	(5,274,035)
Gross Profit	10,698,323	7,245,279	16,261,446	13,828,227	11,796,136	8,648,183	8,648,183	3,571,135
Administrative Expenses	(10,906,561)	(7,087,279)	(15,910,441)	(13,986,854)	(11,230,564)	(8,061,313)	(5,440,637)	(3,602,342)
Other Income	(208,238)	70,155	101,054	463,561	159,847	132,565	88,368	99,670
Operating Profit/Loss		228,155	452,059	304,934	725,419	719,435	(17,745)	68,463
Interest Receivable	(46,916)	(17,405)	(59,652)	(12,772)	(15,439)	(63,913)	(35,441)	(57,564)
Interest Payable	(255,154)	210,750	392,409	292,207	710,015	655,535	(53,108)	11,237
Profit/(Loss) before Tax			542,724	443,245	80,993	655,535	126,164	730,56
Tax on Profit	(255,154)	210,750	935,133	735,452	791,008		730,56	730,56
Profit after Tax								

## BALANCE SHEET AS AT 26 JUNE 2021

	Note	26 June 2021 £	27 June 2020 £
Fixed assets			
Intangible assets	12	644,288	390,524
Tangible assets	13	341,674	558,550
Investments	14	101	101

## UNAUDITED BALANCE SHEET

	As at 25/12/21 £	As at 25/12/21 £	As at 26/12/20 £	As at 26/12/20 £
<b>FIXED ASSETS</b>				
Investments		101		101
Intangible assets		279,463		388,532
Tangible assets		631,440		678,194
		911,004		1,066,827
<b>CURRENT ASSETS</b>				
Stock	5,839,190		3,902,319	
Trade Debtors	1,072,493		403,816	
Other Debtors	737,991		463,135	
Cash & Bank	3,378,505		2,151,925	
Prepayments	348,236		306,190	
Intercompany	0		0	
Creditors due within one year	11,376,416		7,227,386	
Trade Creditors	(3,659,703)		(1,448,481)	
Other Creditors	(3,289,526)		(1,401,499)	
Accruals	(3,323,355)		(2,299,207)	
Salaries	44,746		(253,153)	
Taxation	137,361		419,570	
<b>NET CURRENT ASSETS</b>	(9,090,478)		(4,982,770)	
Creditors due after one year		2,285,939		2,244,615
Creditors >1 year		0		0
<b>NET ASSETS</b>		3,196,943		3,311,442
<b>CAPITAL AND RESERVES</b>				
Share Capital		4,595,795		4,595,795
Share Premium		(0)		(0)
Reserves		(1,898,055)		(2,889,400)
Shareholders Loans		754,357		1,394,297
Retained (Deficit) / Profit		(255,154)		210,750
<b>SHAREHOLDERS' FUNDS</b>		3,196,943		3,311,442



## Evolution

We're evolving the way we grow, develop, inspire and reward our teams. This is foundational to the work we're doing and lies at the core of our people's happiness and engagement at Vivo. We've evolved the way we structure one on one conversations, how we reward people (more personalised!) and we've created ways to celebrate our people on the fly. We're also developing our own 'Vivobarefoot Immersions' (our version of training/workshops), where we're going to take all Vivoers out of the office for a day a year to fully immerse them in our culture, how we show up, what rhythms and rituals we have and how best to navigate our wild system. It's a journey, and we're going to test and learn as we go.

We're working on our coaching culture, and now have 6 of our very own home-grown 'Barefoot' Coaches coaching at least 2 Vivoers each, plus one external person from outside of Vivo. It's been a pretty epic success – our coaches have gone on profound development journeys and they are helping support the system in a far more regenerative way. Our next cohort of 9 coaches is due to start their 'training' this summer.

We've made this progress by initiating regular sharing circles and cross-functional teams to ensure people feel more listened to and connect more across our vibrant ecosystem. We're trying to build more trust and openness by spending more time outdoors (come rain or shine) reconnecting with ourselves and each other. And we're having a better crack at radical candor about what we want to do, are doing and could do better. This is very much work in progress!

## THE LIVEBAREFOOT MODEL

Our Head of Culture and Transformation, Ash Pollock, has 'Vivo-fied' Regenerative Leadership to create our own model.

Using the core elements of barefoot movement, this model summarises how we want to show up as a business – in our values, behaviours, rhythms, rituals, recruitment, on-boarding, coaching-culture, project-prioritisation and agile ways of working.

**POD & PROPRIOCEPTOR EVOLUTION**  
- OUR PODS AND PROPRIOCEPTORS ARE STARTING TO TAKE ON LIVES OF THEIR OWN, EACH WITH THEIR OWN PERSONALITIES. IT'S BEEN A REWARDING ROAD TO WALK WITH OUR TEAMS, AND THEY ARE ALL MOVING ONTO THE NEXT VERSION OF THEMSELVES. OUR PODS ARE EVOLVING INTO THREE DISTINCT SUB-PODS – 1. NEW JOINERS (WHO NEED SOCIALISING INTO THE 'VIVO WAY') 2. THOSE WHO HAVE BEEN AROUND FOR 6-12 MONTHS, AND 3. OUR PROPRIOCEPTORS. THESE GROUPS ARE NATURALLY CURIOUS ABOUT DIFFERENT AREAS OF OUR SYSTEM AND NEED BESPOKE TYPES OF SUPPORT – GILES AND I ARE WORKING ON HOW BEST TO SERVICE THESE PODS IN THEIR OWN RIGHT. WE'RE ALSO ENGAGING, FOR THE VERY FIRST TIME, OUR VERY ONE E-PROPRIOCEPTORS, A GROUP OF EXTERNAL PARTNERS WE WANT TO WORK MORE CLOSELY WITH AND SENSE IN TO BE TRULY REGENERATIVE.

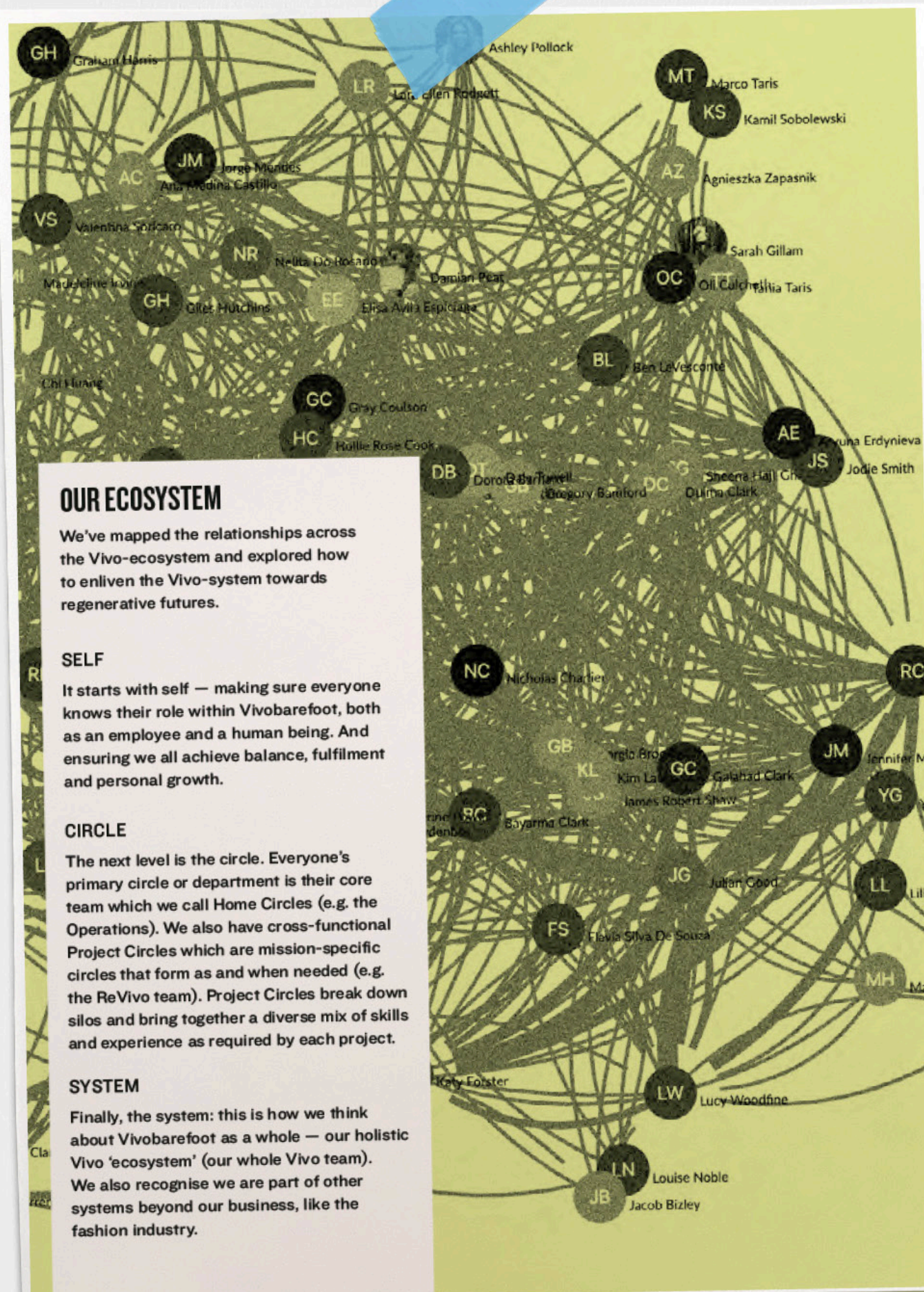
**DAYS IN NATURE**  
- ALL TEAMS ARE USING SPRINGWOOD MORE AND MORE, AND GILES IS SEEING OUR TEAMS SPENDING MORE TIME TOGETHER IN HIS MAGICAL WOODLAND. IT'S HELPING US ALL SHOW UP AS OUR BEST LIVES, LETTING GO OF WHAT NO LONGER SERVES US AND INVITING IN WHAT WE NEED TO SHIFT TO THE NEXT STEP.

**KEY LEARNINGS:**  
LIKE ANY GOOD WINE, THINGS TAKE TIME TO SETTLE INTO THEIR OWN AND FIND THEIR TRUE NATURE  
THROW THE RULEBOOK OUT – IT'S NO LONGER FIT FOR PURPOSE  
IT'S A JOURNEY, NOT A DESTINATION. SO IT'S ALWAYS GOING TO BE UNFINISHED BUSINESS.  
JUST KEEP COURAGEOUSLY PUSHING THE BOUNDARIES.

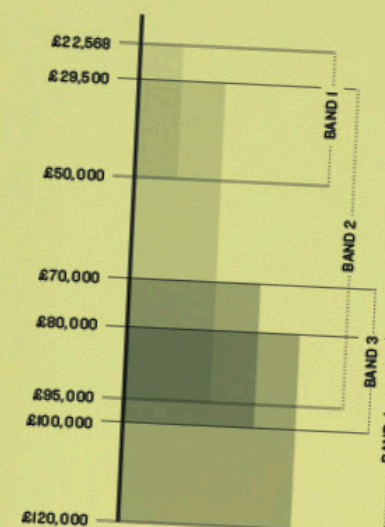
## LIVEBAREFOOT MODEL



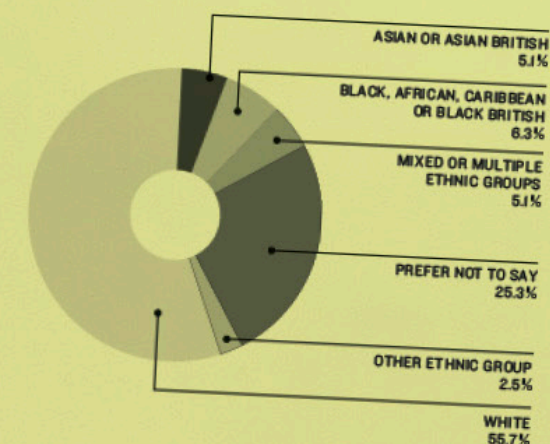




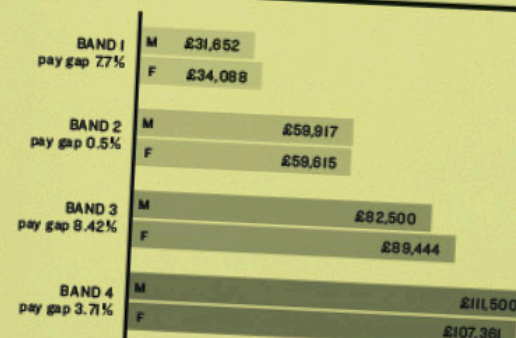
### VIVOBAREFOOT PAY GRADES BY TIER



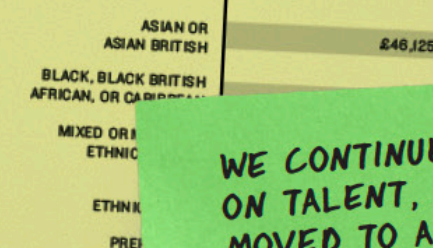
### ETHNICITY



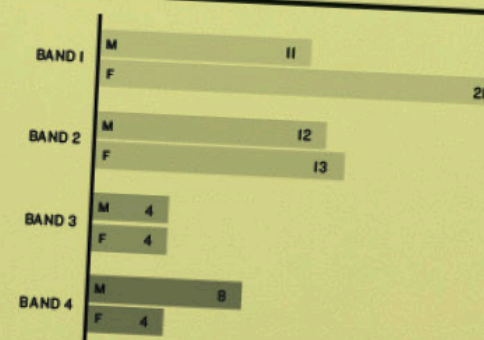
### AVERAGE PAY BY TIER AND GENDER



### AVERAGE PAY BY ETHNICITY



### GENDER SPLIT BY TIER



"THE GREAT  
TO THE W  
THE PEAK  
THEN WHA  
ALSO BE TR  
— SADHGURU

WE CONTINUE TO RECRUIT BASED ON TALENT, AND WE HAVE JUST MOVED TO A NEW PLATFORM CALLED TEAMTAILOR WHICH IS ALREADY HELPING US RECRUIT DIRECTLY (INSTEAD OF USING AGENCIES), WHICH WILL HELP FIND PEOPLE THAT ARE REALLY ALIGNED WITH OUR VALUES. EVOLUTION GUIDELINES AND A NEW EVOLUTION MATRIX WILL HELP TO ASSESS SALARY CONSISTENCY ACROSS THE WHOLE ECOSYSTEM WHICH IN TURN MIGHT HELP WITH THE GENDER PAY GAP.



# THE HAPPINESS INDEX

## AN UPDATE ON DEI

We conducted a Diversity, Equality and Inclusion survey in April 2020.

The results helped us see the work we had to do, and we decided to focus on inclusivity. As you've seen over the previous few pages, we've invested in our company culture, making sure everyone at Vivobarefoot is engaged, fulfilled and looked after.

We know we need to do more on diversity, but we also believe it shouldn't be a box-ticking exercise. It's far too easy to send everyone on a half day's training and report progress – but that's not our style. Instead, as our journey to Regenerative Business continues to take us to new places, we'll invest in action that genuinely shifts the dial on diversity.

**"THE ESSENCE OF AN ECOSYSTEM IS DIVERSITY. IT IS ALSO THE ESSENCE OF CREATIVITY."**

— GALAHAD CLARK

For now, here's what we're doing to progress our diversity score:

- Various chats around how to tackle this in the next year with Ash and Giles
- Looking at creating a diversity project circle
- Pay captain – we'll be analysing ethnicity, nationality and religion pay gaps and taking action accordingly

## RESPONSE RATE

Only one person didn't complete the survey

**85%**

71 employees took part

## AVERAGE SCORE

7.1

7.7

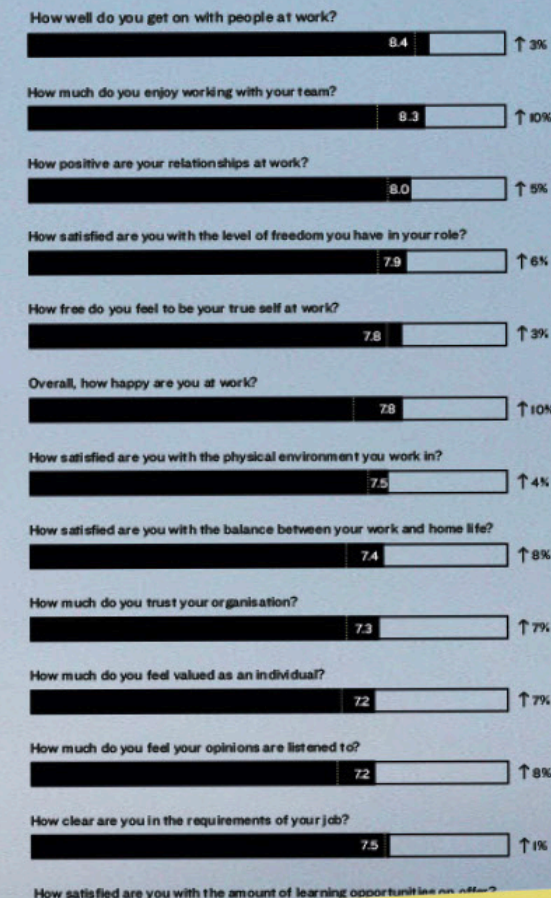
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NOV 2020

NOV 2021

2023 GOAL

## HAPPINESS INDEX RESULTS



OUR LATEST HAPPINESS INDEX SURVEY WAS CONDUCTED IN FEBRUARY 2022 WITH A RESPONSE RATE OF 88% AND AN AVERAGE SCORE OF 8. HIGHEST SCORING QUESTIONS WERE AROUND BEING COMMITTED TO THE ORGANISATION AND INSPIRED BY VIVO AS WELL AS WORKING WITHIN THE TEAM AND POSITIVE RELATIONSHIPS. LOWEST SCORING QUESTIONS WERE AROUND TOOLS AND SUPPORT TO DO WORK AND CAREER PROGRESSION. WE ARE ADDRESSING THIS THROUGH A NEW EVOLUTION MATRIX – OUR VERSION OF THE TRADITIONAL PERSONAL DEVELOPMENT PLAN, PLUS EVOLUTION GUIDELINES.