

10 YEAR ANNIVERSARY EDITION

UNFINISHED BUSINESS

INTEGRATED ANNUAL REPORT 2021/2022



In 2022, our tenth year as a standalone business, Vivobarefoot continued its shift from a footwear company to a natural health lifestyle brand, in pursuit of our purpose to reconnect people into the natural world. Here’s a snapshot of 2022’s highs and lows – head to this year’s UNFINISHED BUSINESS for the full story.

READ FULL REPORT



SUMMER SOLSTICE CELEBRATION IN BANTHAM



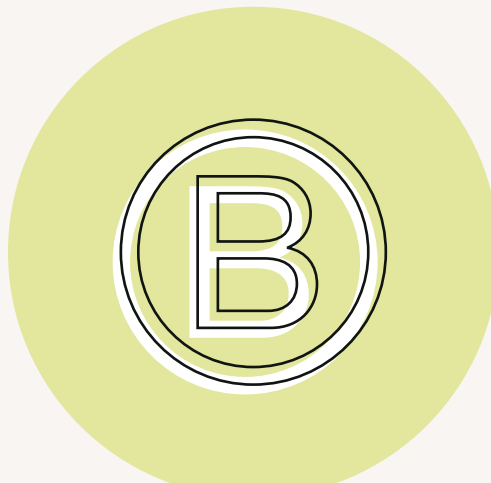
REGENERATIVE BUSINESS

Generate profit whilst having a net positive impact on societal and environmental health.

SOME OF OUR CHAMPAGNE MOMENTS



THE LIVEBAREFOOT FUND
Thousands invested in research, innovation and good causes, such as our rewilding projects, our One Earth partnership and our research into barefoot movement in children.



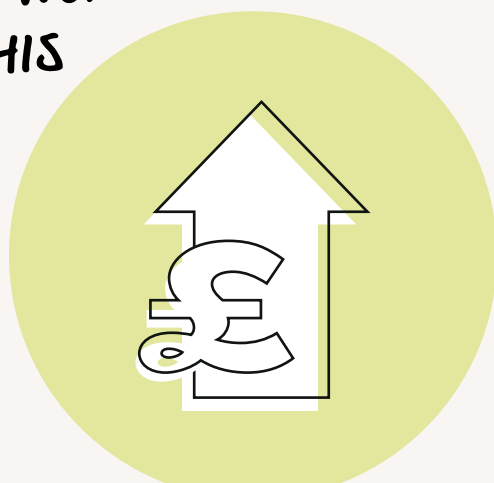
B CORP SCORE
Our B Corp score this year was 113.3, up from 106 last year. These were both self-assessments using B Corps Impact Assessment tool, so check back in next year for the next officially certified score.



BIG NUMBERS
We sold 773k pairs of shoes, grew our community to over one million people and hit almost £50m of sales (36% growth despite low stocks).



LEAD TIMES AND AIR FREIGHT
Stock issues remain frustrating - we often have too many of one thing and not enough of another. We sometimes air freight to overcome this, but that’s not ideal – for obvious reasons.



GROWTH
We’ve seen great growth in revenue (36%) and units (2%). We weren’t as profitable as we’d planned (but we’ve got an exciting growth plan for 22/23).

REVENUE	
FY21/22	£49m
FY20/21	£36m
FY19/20	£34m

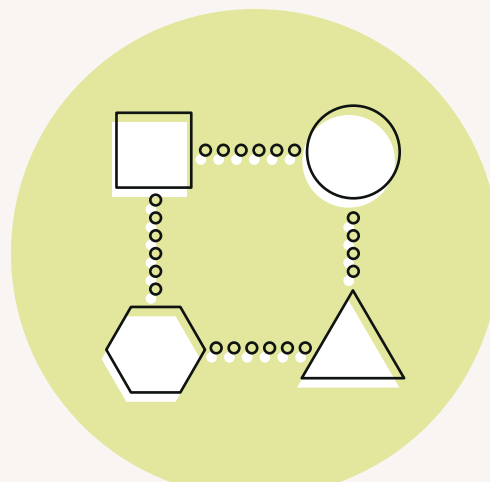
SALES UNITS	
FY21/22	773k
FY20/21	639k
FY19/20	682k

“Although we could have had stronger financial results, we remain in a strong financial position. We are the same independent, private and largely self-funded family business and remain committed to help more people reconnect with their feet, their bodies and the natural world.”

— MARC ARNOLD, FINANCE DIRECTOR

REGENERATIVE COMMUNITY

Bring people closer to nature and their natural potential, through healthy connections.



SUCCESSFUL RESTRUCTURE
Shift to categorisation has been a big success – allowing teams to become much more expert, and ultimately make better footwear.



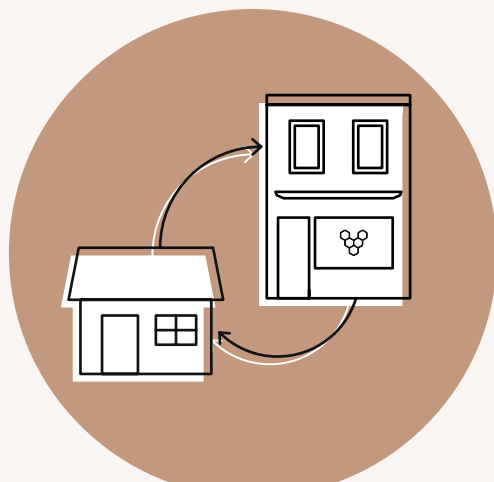
REGENERATIVE LEADERSHIP
Our Regenerative Leadership self-management (y)evolution is working. Our people are fixing problems themselves.



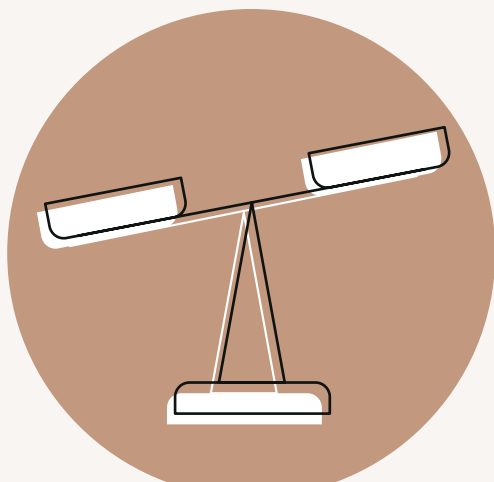
SORTING SALARIES
We now have a MUCH more transparent salaries progression.



HAPPINESS ON THE UP
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.



HYBRID WORKING
How do we increase connection, while adapting to the new normal? No seriously, does anyone know?



TOO MUCH WORK
We’re still struggling to manage workload within our team, and provide priorities and clarity.

“To create an entrepreneurial company, we need our teams to find their own flow and create a culture that allows everyone to flourish in a psychologically safe, yet developmentally challenging, environment. We call this **living barefoot**.”

— ASH POLLOCK, PEOPLE & CULTURE LEAD

A FEW THINGS WE'RE STILL WORKING ON

REGENERATIVE PRODUCT

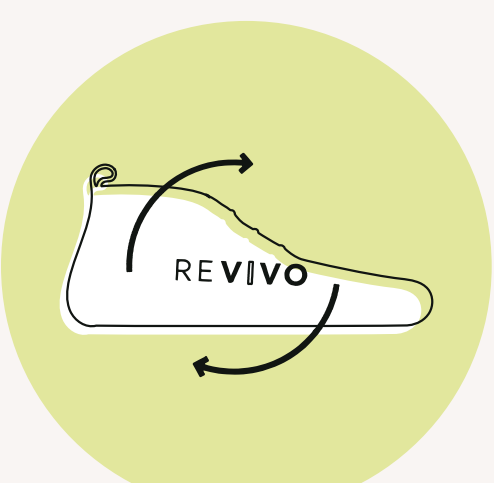
Regenerative to feet, human movement and planetary health.



VIVOHEALTH IS LIVE!
1000s have engaged with our assessment tool, courses and other VIVOHEALTH hub content. We’ve seen 1,763 sign-ups to our barefoot movement courses, and 22k customers have asked for advice through our transition tool (70% of whom have yet to buy from us).



BETTER FOR KIDS
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 will help us keep reaching more kids with better bare-footwear – we saw 18% revenue growth and 17% volume growth last year!



BRING ON 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.



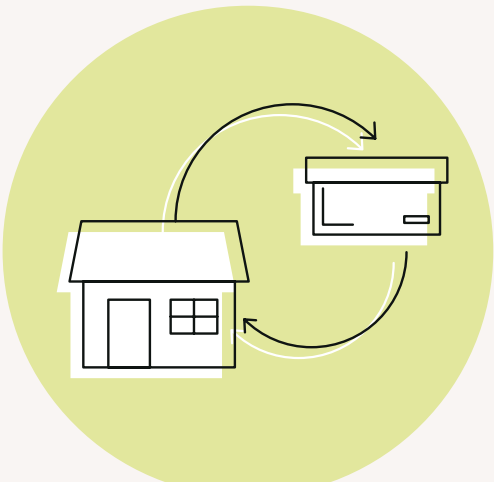
THE LONG ROAD TO MATERIALS INNOVATION
Although we didn’t launch any materials innovations this year, we put in a lot of good foundations and are sampling with two exciting bio-material companies.



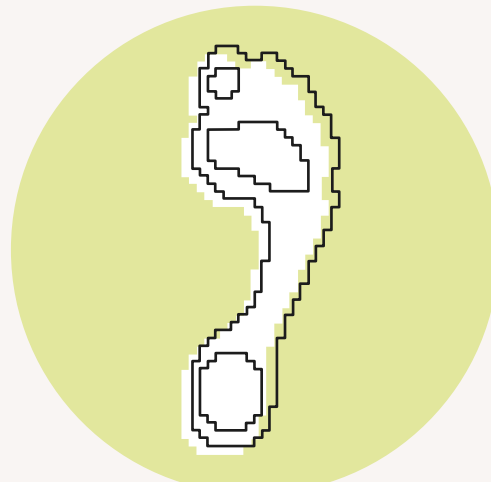
VMATRIX SCORE
The VMatrix is our internal product sustainability scoring system. We didn’t quite meet our scoring goals last year – but we’ll keep working on it.



IMPROVING OUR TRANSPARENCY
We’re building a transparent, collaborative relationship with Stella, our key supplier in Asia... but there’s still much we don’t know.



TAKING BACK MORE
ReVivo expanded free shipping for the Take Back scheme from the UK to the EU and US.



VIVOBIO ME
A radical vision for a scan-to-print circular footwear system. Launching May 2023.

PRODUCT GOALS

THESE ARE OUR 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