Two unrepairable Geo Courts from ReVivo, reimagined as an artistic exploration to reduce unrepairable waste and promote future nature-inspired design and connectedness. The older Geo Court styles used chrome tanned leather and virgin synthetic components. So while we’re trying to improve and understand better how we can truly design with nature, this concept demonstrates we’ve still got a long way to go.

Image by Aisha Kuijk.
OUR VISION is to reconnect people into the natural world and their natural potential by inspiring social and environmental change through regenerative business, communities and our footwear. And it starts with our feet.

But we’re not there yet - not even close. That’s why this report is called UNFINISHED BUSINESS 4.0. Welcome to the next chapter in our regeneration story.
We have built our modern way of life on the belief that we are separate from nature. As a result, our sedentary, cushioned, toxic lifestyles are making us and our planet sick. The truth is, We are nature. Nature is us.

We are recycled river and ocean water. We are thousands of bacteria in our gut. We are the air we breathe, the bees that pollinate our food, and the soil that fuels it.

The only way we can restore the health of humanity and the planet we call home is to recognise this truth. Instead of fighting nature, we need to let nature heal us.

It starts by respecting human nature and its deep connection to the environment.
Modern life has us living in boxes, closed off from our nature.

For most of human history, we’ve been wild. Deeply connected to our environment, immersed in its wonders, with our feet planted firmly on the ground.

It’s time to rewild our lives, and let nature free us.

You’re a super-organism packed with raw potential, and it all starts with your feet. 28 bones, 33 joints, and hundreds of muscles, tendons and ligaments.

Walking, running, jumping, dancing. Forget fancy fixes and give your feet a chance. You’ve already got everything you need.

It’s time to reclaim your super-natural potential and become a force of nature.

You are the trees that create the air you breathe. You are the bees that pollinate your food, and the soil that fuels it. You are water from rivers and the ocean.

You are many species of bacteria, fungi and microbes in your gut. You are the same as every other species on this planet, and you have been for millions of years.

Human beings aren’t separate to nature, we are nature.
We asked Charlotte, our Regeneration Lead, and Galahad, our Founder and Chief Ecosystem Officer, to unpack Vivobarefoot’s mission and explore some healthy tensions. Below are a few highlights from their in-depth conversation, and you can view the full version online.

**ON PERFECTION IN IMPERFECTION**

**CHARLOTTE:** Looking back over the past 12 months, what are some champagne moments and fantastic failures?

**GALAHAD:** Well, the global footwear industry is one of the most polluting and unhealthy industries in the world. So we’re starting from a place of total failure. Vivo’s mission is to make shoes that are actually healthy - even regenerative - to the human body, and then also regenerative to the environment. Now, we are arguably failing at every stage. But we’re also trying in every area. Really hard. If you’re not failing, you’re not trying hard enough.

So the greatest champagne moment for me is that we have tremendous enthusiasm for the next year, the next five years. My definition of success therefore is failing, but not losing any enthusiasm. What about you? Tell me about a highlight from the last month.

**“IF YOU’RE NOT FAILING, YOU’RE NOT TRYING HARD ENOUGH”**

**CHARLOTTE:** We ran an event last month with lots of sustainability leaders across various different industries. We sat around a campfire and discussed in the most transparent way that then show what can be done. We’re maybe not ready to sing from the spires yet, but once we can prove little models really effectively, then we can get out onto the pulpit more.

**ON THE VALUE OF DEMONSTRATION**

**CHARLOTTE:** Would you like to see us speak up more about how we could collectively change the system and create an environment where Vivo and other like-minded organisations live in harmony with communities?

**GALAHAD:** Yeah I think so. I’m really interested in open source, that balance between completely open sourcing and developing things for the common good. But equally, I think it could be quicker and better to ‘guinea pig’ systems in a small way that then show what can be done. We’re maybe not ready to sing from the spires yet, but once we can prove little models really effectively, then we can get out onto the pulpit more.

**ON OPEN SOURCING NATURE**

**CHARLOTTE:** There are a lot of secrets in our industry - in many industries. If everything was open sourced, it could really accelerate tackling some of these big challenges. What do you think?

**GALAHAD:** I think it’s one of the reasons we’re in the mess we’re in now. Companies have gotten completely carried away coming up with things they can patent and sell. Nearly always, these are technological solutions that take us further from our natural state.

So yeah, getting back to open sourcing nature would be a great thing. Something like 95% of medicines come from plants, but we have a $4 trillion global pharmaceutical industry that is patenting left, right and centre. Those solutions have come from nature.

Beyond that, we’re setting and marking our own homework because we’re not owned by impatient capital delivering targets. We set our own targets and build our own rods to beat ourselves with. We have to balance how big we build those rods and how hard we push each other.

**“THERE ARE A LOT OF BUSINESSES DOING THE WRONG THINGS RIGHTER, RATHER THAN JUST DOING THE RIGHT THING IN THE BEGINNING”**

**CHARLOTTE:** I totally agree. We’re very fortunate to have a very special growing group of people who are extremely passionate about what we’re trying to achieve - our natural health mission. And it very much shows in our daily decision making and the way we’re pushing and growing.
ON THE PARADOX OF REGENERATIVE GROWTH
CHARLOTTE: What advice would you give to other organisations looking to go on this kind of regenerative mission and journey?

GALAHAD: Why don’t you answer? What advice would you give? And I’ll riff off that.

CHARLOTTE: If I’ve found anything throughout my career so far, it’s that collaboration in its truest form is few and far between. My advice is to collaborate as far as possible with as many people as you possibly can.

GALAHAD: Yeah, I agree with that. All the best shoes I’ve ever been involved with have come from multifunctional or multidisciplinary collaboration. For sure. Anything we’ve created that is really meaningful has come from a diversity of minds working together.

ON THE FUTURE OF FOOTWEAR
CHARLOTTE: Vivobarefoot has this amazing vision of bespoke footwear that’s made locally, foot by foot, person by person. I think this plays a huge part in trying to reduce our impact as far as we possibly can. But what concerns me is, if we’re transitioning to this new business model, how do we support the people in our value chains that are currently making our products?

GALAHAD: The pyramid builders are not doing that well either these days. I don’t want to be flippant, but unfortunately, that’s the rhythm of the world. And yes, those jobs are important, but equally they’re part of the problem and they need to change. Rehoming those jobs into more regenerative directions is one of the big challenges our global society faces.

CHARLOTTE: I think the most important thing is conscious decision-making - making sure that we are taking accountability for the systems we operate in, and trying to support the communities that we work in. We can do that in different ways, including through the Live Barefoot Fund. Galahad: We’ve still arguably small enough to have quite profound interactions with the people in our value chain. But it becomes harder and harder as you grow, and then easier and easier to take a dispassionate view. But you can never forget the people in the value chain.

ON UNFINISHED BUSINESS
GALAHAD: For me, Vivobarefoot is Unfinished Business. As in, Vivobarefoot will be finished when there’s no longer any reason for it to exist. When we’ve all gone back to just making shoes for each other in small communities, and the shoe industry will no longer be a polluting or damaging part of society. What does Unfinished Business mean to you?

CHARLOTTE: It’s our diary of holding ourselves to account and showing everyone what’s beneath the surface of Vivo. I think people are often really quite scared to speak about failure, so I think it’s good that we talk about the things that haven’t gone so well and what we’ve learned from those. We also aspire for Unfinished Business to be a truly integrated report, which means incorporating both our financial and non-financial updates and legal disclosures. From my side, this year I’m particularly excited because of what we’re doing around the communication of the report. I think historically, it’s been quite inaccessible for people outside the industry, for our customers. I believe that true integration and true honesty goes beyond making information available - it has to be as accessible as well. So we’re really excited this time around to bring Unfinished Business to life digitally on Vivobarefoot.com.

ON INCREASING OUR PRICES
CHARLOTTE: We’ve recently put our prices up. How do we justify that?

GALAHAD: As we sit here right now, Vivobarefoot is a barely profitable business overall. We’re living in inflationary times, especially in warehousing and distribution logistics. We’ve seen some material inflation as well.

But, yes, our shoes are not cheap now. There’s no question about that. We’ve got to hang tough. We’ve got to stay true to the mission and the strategy and figure out how to apply the limited resources we have to the best effect. If we take money away from the margin of the shoes we’re making, that means taking money away from solutions that we need to create a future we believe in. The sustainable supply chain innovations, the end-of-life solutions, the digital health education programs, the Bione innovation.

We also proudly believe that our products are worth more now. We are investing more into the materials. We are constructing them better. The quality that we have had challenges in in certain areas has dramatically improved, especially in the last three years.

Our challenge is to get to that full value proposition to be valued, which is obviously one of the general challenges of sustainable business in society.

And then the other thing I was going to say is, get that upstream philosophy right. One of my favourite checkpoints is John Ehrenfeld, who said the only excuse for filling the world up with more stuff is if your product or service helps us connect more with nature, helps us feel more human and enhances human health, or helps ask and answer important environmental or ethical questions. If your business or service isn’t genuinely ticking most of those boxes, then should you really be doing it?

There are plenty of businesses that are doing just that and they need all the support and love in the world to flourish and grow. We need thousands of aspiring regenerative businesses to blossom in the next few years if we’re going to live in the world we want to live in as soon as possible.

I’M COMFORTABLE WITH VIVO TAKING A BIGGER SHARE OF - HOPEFULLY - A SHRINKING GLOBAL SHOE MARKET.”

The higher proportion of those shoes that are healthy and sustainable, the better. I’m comfortable with Vivo taking a bigger share of - hopefully - a shrinking global shoe market.

Similarly, I want to influence the rest of the industry as quickly as possible. One way to do that is to show that it can be done. A lot of people say to me, “Oh, if it was so good, then more people would be doing it”. So in order to be taken seriously as a new way of doing business, we need to be able to demonstrate that it’s possible on some kind of scale. What about you? How do you reconcile being part of a very fast growing business and being sympathetic to the degrowth narrative?

CHARLOTTE: It’s a real challenge! I think we’ve inevitably hit some barriers over the next few years with various aspects of resource scarcity, material scarcity, climate crises, mass migration, and so on. In fact, we’re already experiencing some of those issues in some shape or form across our value chains at Vivo. So I think we might be forced to look at our business model going forwards. And maybe those influences will force us into scaling back in some areas or being more targeted around what we’re prioritising.

“THE PEOPLE ARE OFTEN REALLY SCARED TO SPEAK ABOUT FAILURE, SO I THINK IT’S GOOD THAT WE TALK ABOUT THE THINGS THAT HAVEN’T GONE SO WELL AND WHAT WE’VE LEARNED FROM THOSE.”

THESE ANSWERS HAVE BEEN EDITED FOR READABILITY - YOU CAN WATCH THE FULL CONVERSATION ONLINE.
**VIVOBAREFOOT**

**UNFINISHED BUSINESS**

**REGENERATIVE BUSINESS**

**REGENERATIVE PRODUCT**

**REGENERATIVE COMMUNITY**

**APPENDIX**

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**CHAMPAGNE MOMENTS 2022-2023**

**MOTUS STRENGTH**
A new, super-durable strength training shoe, designed, manufactured and launched with the help of our Active community.

**BIG UP NEAL STREET**
100% year-on-year profit growth, double the team size and exceptional customer service in our London store.

**MORE VIVONISTAS**
Vivo is growing, fast. We’re chuffed to be bringing in so many new recruits.

**HIT OUR REVENUE GOAL**
Despite challenges, we hit our revenue goal for the year and delivered 49% year-on-year growth in the process.

**E-COMMERCE SMASHED IT**
Strong growth across e-commerce, particularly in the USA.

**CUSTOMER SERVICE TEAM**
Onboarded our new Customer Services team at Arvato to take our customer service to the next level.

**REGENERATIVE LEADERSHIP IMMERSIONS**
Hosted two sessions at Springwood for B Corp and for-purpose leaders. With more to come.

**ESC RESEARCH & DEVELOPMENT**
The team working on our Extreme Survival Collection (ESC) got truly uncomfortable in some of the world’s most inhospitable environments.

**DIGITAL VERSION OF UNFINISHED BUSINESS**
An online version of this report should reach a much wider audience.

**CLOSER TO PRODUCTION**
We expanded our team in Vietnam, so they’re closer to where production actually happens.

**VALUE CHAIN MAP LAUNCHED**
Live, interactive visibility of as much of our value chain as we know about. We’ll keep updating it.

**HYDRA ESC LAUNCH & BLUE HEATH CAMPAIGN**
A shoe that enables you to dive right in. Supported by a successful Blue Health campaign that highlighted the benefits of time spent in/near water.

**AWARD-WINNING**
We won Men’s Footwear Brand of the Year at Drapers Footwear Awards, Best Barefoot Weightlifting Shoe and Best Barefoot Hiking Shoe at Women’s Health Sneaker Awards.

**MATERIALS INNOVATION**
Our new material strategy has brought laser-like focus to our Supernatural and Polycircular roadmap.

**DIGITAL VERSION OF UNFINISHED BUSINESS**
An online version of this report should reach a much wider audience.
Last year’s restructure didn’t quite go to plan. We’ve learned from our mistakes, and have put practices in place to better communicate internal change.

Delayed launch of Vivobiome...but we’re there now and we couldn’t be more excited.

We put a lot into this campaign to launch our Decon style, but it failed to connect with our customers in the way we thought it would.

We’re still setting up our new US warehouse, so we’re still shipping everything from the EU. As a result, lead times for US customers are very delayed.

Poor scores for Vivobarefoot and ReVivo. Our customer service team is on it, plus our new cross-functional team is looking at how we communicate the ‘value of Vivo’.

We didn’t show up to support our beloved swimrun community as much as we wanted to. We’ll be there this year.

We’ve still got a lot of red crosses in our disclosure framework, which means we’re not even close to becoming the regenerative business we want to be.

We sent our materiality assessment to 60 stakeholders but only 16 people got back to us. We need to find out where we went wrong...

Although the team has been working super hard developing our ‘golden last’, we’ve still not managed to open source it. Soon... we hope.

Our repair business model is too focused on high-revenue styles, like the Tracker. By widening our focus (to include kids’ footwear), we repair more shoes.

We wanted to get this report out by October: three months after the end of our financial year is best practice.

We achieved a record profit this year but it was still short of what we know we need to fully progress with our mission.

We’re still not quite hitting the mark with our women’s footwear and marketing.

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WE'RE NOT REGENERATIVE.

We're not even sustainable. We want our business to grow because we believe the more people in barefoot footwear the better. But growth at any cost is not part of the deal.

We're trying to build a regenerative business in an industry infamous for exploitation, extraction, short-termism, and waste.

We're still a long way off doing that but we're moving in the right direction - toward meeting and exceeding the highest responsible standards for people and planet.
HOW WE DELIVER NATURAL HEALTH

We want to inspire natural health journeys and create regenerative footwear and experiences that bring us closer to nature.

We have identified key metrics within each of these pillars. By measuring them – and working hard to improve our performance – we will continue moving towards achieving our vision. However, we also acknowledge that even these metrics don’t reflect a truly regenerative business. Ultimately, they still focus on growth. They’re another step in the right direction towards fully integrated reporting and regenerative best practice. To do this, we focus on three key pillars of work:

WHAT’S COMING UP?

As well as our strategic metrics, we have four priority areas for the next year - we call these our foreground projects.

MYVIVO - creating a seamless customer experience that takes everyone on their own natural health journey, starting with their feet.

CIRCULAR VALUE CHAIN - delivering fully circular products across our range, starting with one 100% natural and one 100% recyclable product as soon as possible.

THE VALUE OF VIVO - figuring out how to communicate the broader value of our footwear so our customers understand our prices.

HYBRID WORKING - improving how we work across our organisation so that our globally distributed team and love of hybrid working is a strength rather than a weakness.

REGENERATIVE BUSINESS
is about generating profit whilst having a net positive impact on social and environmental health.

REGENERATIVE PRODUCT
is about creating footwear that is regenerative to feet, human movement and planetary health.

REGENERATIVE COMMUNITY
is about bringing people closer to nature and their natural potential, both within our business and in our wider community.

REGENERATIVE BUSINESS

REGENERATIVE PRODUCT

REGENERATIVE COMMUNITY

APPENDIX
## METRICS

### REGENERATIVE BUSINESS | Generate profit whilst having a net positive impact on social and environmental health

<table>
<thead>
<tr>
<th>METRIC</th>
<th>DEFINITION</th>
<th>READ MORE</th>
<th>PROJECTED 2023/2024</th>
<th>2022/2023</th>
<th>2021/2022</th>
<th>2020/2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>B Corp</td>
<td>Certification assessed through 200+ questions, with a minimum score of 80.</td>
<td>p 64</td>
<td>125</td>
<td>120</td>
<td>113</td>
<td>106</td>
</tr>
<tr>
<td>Revenue</td>
<td>Total income from distributors, e-commerce, marketplace, wholesale, ReVivo and Neal Street customers.</td>
<td>p 13</td>
<td>£94m</td>
<td>£77m</td>
<td>£50m</td>
<td>£36m</td>
</tr>
<tr>
<td>Ecommerce Free Contribution</td>
<td>Measures what we make from Vivobarefoot.com after covering all our direct costs.</td>
<td>p 13</td>
<td>31%</td>
<td>28%</td>
<td>29%</td>
<td>31%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>Earnings Before Interest, Taxes, Depreciation and Amortization.</td>
<td>p 13</td>
<td>4.5%</td>
<td>2.0%</td>
<td>0.9%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Lead Time</td>
<td>Average length of time in days between shoes being ordered, production, freight travel and arriving in our warehouse for distribution.</td>
<td>p 09</td>
<td>125</td>
<td>142</td>
<td>232</td>
<td>145</td>
</tr>
</tbody>
</table>

### REGENERATIVE PRODUCT | Be regenerative to feet, human movement and planetary health

<table>
<thead>
<tr>
<th>METRIC</th>
<th>DEFINITION</th>
<th>READ MORE</th>
<th>PROJECTED 2023/2024</th>
<th>2022/2023</th>
<th>2021/2022</th>
<th>2020/2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>ReVivo Repairs</td>
<td>Number of Vivos repaired, plus repair services sold.</td>
<td>p 47</td>
<td>75k</td>
<td>42k</td>
<td>31k</td>
<td>31k</td>
</tr>
<tr>
<td>Product VMatrix</td>
<td>YOY average aggregated VMatrix score as a percentage across product range.</td>
<td>p 26</td>
<td>55%</td>
<td>50%</td>
<td>47%</td>
<td>45%</td>
</tr>
<tr>
<td>Transparency of Value Chain</td>
<td>The number of mapped value chain partners of Tier 1 + Tier 2 on an annual basis (as a % of total partners by tier).</td>
<td>p 38</td>
<td>50% of T3</td>
<td>100%</td>
<td>50%</td>
<td>30%</td>
</tr>
<tr>
<td>VivoHealth Subscribers</td>
<td>Total number of users who have: Registered for a course, completed the transition tool, attended a workshop.</td>
<td>p 49</td>
<td>120k</td>
<td>63k</td>
<td>23k</td>
<td>N/A</td>
</tr>
<tr>
<td>VivoBiome Pairs Made</td>
<td>The number of pairs of 3D printed shoes made (but not necessarily sold).</td>
<td>p 51</td>
<td>4k</td>
<td>400</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### REGENERATIVE COMMUNITY | Bring people closer to nature and their natural potential, through healthy connections

<table>
<thead>
<tr>
<th>METRIC</th>
<th>DEFINITION</th>
<th>READ MORE</th>
<th>PROJECTED 2023/2024</th>
<th>2022/2023</th>
<th>2021/2022</th>
<th>2020/2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retained Customers</td>
<td>The proportion of last year’s customers who purchased again within the financial year.</td>
<td>p 60</td>
<td>58%</td>
<td>35%</td>
<td>45%</td>
<td>38%</td>
</tr>
<tr>
<td>Customer Happiness</td>
<td>Calculated by Net Promoter Score (NPS) - Positive respondents to happiness surveys over total respondents (customers).</td>
<td>p 60</td>
<td>55%</td>
<td>53%</td>
<td>69%</td>
<td>60%</td>
</tr>
<tr>
<td>Community Size</td>
<td>The combined total number of email subscribers plus number of followers across all social channels.</td>
<td>p 57</td>
<td>2.25</td>
<td>1.8m</td>
<td>1.3m</td>
<td>1.2m</td>
</tr>
<tr>
<td>Women’s Mix</td>
<td>Net women’s pairs as a proportion of the adult e-comm business.</td>
<td>p 09</td>
<td>33%</td>
<td>29%</td>
<td>31%</td>
<td>33%</td>
</tr>
<tr>
<td>Internal Happiness</td>
<td>Average score for respondents to The Happiness Index questionnaire.</td>
<td>p 55</td>
<td>8.0</td>
<td>7.6</td>
<td>7.0</td>
<td>7.7</td>
</tr>
</tbody>
</table>

---
1. Our total selling price, minus taxes and discounts. A sale counts when a shoe reaches an e-commerce customer or when a distributor takes ownership of it. We build in an assumption that % of shoes will be returned - this reduces our sales number.
2. EBITDA operates as a percentage of revenue (pre-interests, pre-taxes, pre-depreciation, pre-amortisation). EBITDA demonstrates our ability to generate business overheads (including interest “cash equivalent rate”) and other business overheads (excluding interest “cost of goods sold rate”).
3. In FY 22/23 we evolved the way we collect this data to get a more accurate assessment of Customer Happiness. Read more on page 60.
It’s a pleasure and a privilege to make my first contribution to our Unfinished Business report since taking over from Marc Arnold as Finance lead for Vivo.

My first year within our unique ecosystem has been an extraordinary experience and I’m enjoying the challenges of unpicking a lot of conventional corporate thinking on how businesses should operate in society today. Unfinished Business is a shining example of this in its authenticity and transparency.

One of our most treasured assets in Vivo is our independence. It allows us the freedom to advance our mission to reconnect people into the natural world on our own terms. And the best way to preserve and nurture our independence is by creating a strong and profitable financial foundation. And so this in its authenticity and transparency.

Our customers are broad-based in geography and sales channel and this diversification has helped us navigate the peaks and troughs of the past year. Our Ecommerce platforms grew by 56% this year to £47.5m, exceeding our total business revenue of the previous year. 80% of this growth came from our key markets of the US, UK, and Germany. Revivo, our re-commerce platform diverted 41,000 pairs of shoes from landfill whilst generating £3.4m commerce platform diverted 41,000 pairs of shoes from landfill whilst generating £3.4m

SUMMARY FINANCIAL PERFORMANCE
This year we sold just under 1 million pairs of barefoot shoes around the world, up 23% from last year. This translated to sales of £73.4m, 45% higher than last year’s record performance of £49.4m. We delivered EBITDA of £1.5m (2%), an increase of £1m vs last year and whilst this was short of our internal target, it has been our most profitable year to date and a significant step forward in delivering more consistent, profitable growth.

Our customers are broad-based in geography and sales channel and this diversification has helped us navigate the peaks and troughs of the past year. Our Ecommerce platforms grew by 56% this year to £47.5m, exceeding our total business revenue of the previous year. 80% of this growth came from our key markets of the US, UK, and Germany. Revivo, our re-commerce platform diverted 41,000 pairs of shoes from landfill whilst generating £3.4m commerce platform diverted 41,000 pairs of shoes from landfill whilst generating £3.4m

CASH IS KING
Working capital and cash is our financial lifeblood. We strive to manage the delicate balance between the cash needs of our continued growth and our financial resilience. Our primary source of funding is our Green Trade Loan Facility, which HSBC has supported us with for the past 6 years. This was increased from $7m to $9m this year in light of our growth and we are genuinely grateful for HSBC’s continued financial support and belief in our mission.

Net Assets increased by £3.3m to £4.4m driven mainly by increased inventory at year end and improved net cash.

LONG TERM SUSTAINABLE GROWTH
Looking to the future, this set of results gives us a strong platform from which we can continue to grow sustainably in the broadest sense of the world. We have a clear long-term plan in support of our mission that is rooted in ambitious but sensible growth ambitions, supported by a resilient P&L and Balance Sheet.

John Collins
Finance Lead
PROFIT AND LOSS ACCOUNT FOR THE 52 WEEKS ENDED 1 JULY 2023

<table>
<thead>
<tr>
<th>Note</th>
<th>52 weeks ended 1 July 2023 £</th>
<th>53 weeks ended 2 July 2022 £</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover</td>
<td>73,391,761</td>
<td>49,364,488</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>(39,648,880)</td>
<td>(25,991,034)</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>33,742,881</td>
<td>23,373,454</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>(32,860,611)</td>
<td>(23,301,855)</td>
</tr>
<tr>
<td>Other operating income</td>
<td>192,370</td>
<td>36,531</td>
</tr>
<tr>
<td>Operating profit</td>
<td>1,074,640</td>
<td>108,130</td>
</tr>
<tr>
<td>Interest receivable and similar income</td>
<td>349</td>
<td>3</td>
</tr>
<tr>
<td>Interest payable and similar expenses</td>
<td>(352,878)</td>
<td>(93,126)</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>722,161</td>
<td>15,007</td>
</tr>
<tr>
<td>Tax on profit</td>
<td>355,835</td>
<td>370,964</td>
</tr>
<tr>
<td>Profit for the financial 52 weeks/ 53 weeks</td>
<td>1,077,946</td>
<td>385,971</td>
</tr>
</tbody>
</table>

There are no items of other comprehensive income for 2023 or 2022 other than the profit for the 52/53 weeks. As a result, no separate statement of comprehensive income has been presented.

The notes on pages 133 to 138 form part of these financial statements.
STATEMENT OF CHANGES IN EQUITY FOR THE 52 WEEKS ENDED 1 JULY 2023

<table>
<thead>
<tr>
<th></th>
<th>Called up share capital</th>
<th>Share premium account</th>
<th>Share option reserve</th>
<th>Profit and loss account</th>
<th>Total equity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>At 1 July 2021</td>
<td>4,595,795</td>
<td>-</td>
<td>416,435</td>
<td>2,314,492</td>
<td>2,697,738</td>
</tr>
<tr>
<td>Profit for the 53 weeks</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>385,971</td>
<td>385,971</td>
</tr>
<tr>
<td>Share-based payment expense</td>
<td>-</td>
<td>-</td>
<td>4,892</td>
<td>-</td>
<td>4,892</td>
</tr>
<tr>
<td>At 2 July 2022</td>
<td>4,595,795</td>
<td>-</td>
<td>421,327</td>
<td>(1,928,521)</td>
<td>3,088,601</td>
</tr>
<tr>
<td>Profit for the 52 weeks</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,077,946</td>
<td>1,077,946</td>
</tr>
<tr>
<td>Shares issued during the 52 weeks</td>
<td>93,628</td>
<td>128,788</td>
<td>-</td>
<td>212,416</td>
<td></td>
</tr>
<tr>
<td>Transfer to/from profit and loss account</td>
<td>-</td>
<td>-</td>
<td>(150,474)</td>
<td>150,474</td>
<td></td>
</tr>
<tr>
<td>At 1 July 2023</td>
<td>4,679,423</td>
<td>128,788</td>
<td>270,853</td>
<td>(700,001)</td>
<td>4,378,963</td>
</tr>
</tbody>
</table>

The notes on pages 133 to 138 form part of these financial statements.

STATEMENT OF CASH FLOWS FOR THE 52 WEEKS ENDED 1 JULY 2023

<table>
<thead>
<tr>
<th></th>
<th>52 weeks</th>
<th>53 weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 July 2023</td>
<td>2 July 2022</td>
</tr>
<tr>
<td>Cash flows from operating activities</td>
<td>1,077,946</td>
<td>385,971</td>
</tr>
<tr>
<td>Adjustments for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortisation of intangible assets</td>
<td>170,965</td>
<td>173,330</td>
</tr>
<tr>
<td>Depreciation of tangible assets</td>
<td>206,658</td>
<td>166,218</td>
</tr>
<tr>
<td>Interest paid</td>
<td>352,878</td>
<td>93,126</td>
</tr>
<tr>
<td>Interest received</td>
<td>(348)</td>
<td>(3)</td>
</tr>
<tr>
<td>Taxation credit</td>
<td>(355,835)</td>
<td>(370,964)</td>
</tr>
<tr>
<td>Increase in creditors</td>
<td>3,200,567</td>
<td>3,750,530</td>
</tr>
<tr>
<td>Corporation tax received</td>
<td>492,262</td>
<td>265,306</td>
</tr>
<tr>
<td>Net cash generated from operating activities</td>
<td>1,807,271</td>
<td>(416,054)</td>
</tr>
<tr>
<td>Cash flows from investing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of intangible fixed assets</td>
<td>(466,889)</td>
<td>(653,643)</td>
</tr>
<tr>
<td>Purchase of tangible fixed assets</td>
<td>(229,090)</td>
<td>(309,119)</td>
</tr>
<tr>
<td>Net cash from investing activities</td>
<td>(695,630)</td>
<td>(462,759)</td>
</tr>
<tr>
<td>Cash flows from financing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issue of ordinary shares</td>
<td>90,319</td>
<td>-</td>
</tr>
<tr>
<td>Repayment of other loans</td>
<td>(83,393)</td>
<td>(389,291)</td>
</tr>
<tr>
<td>Interest paid</td>
<td>(352,676)</td>
<td>(93,126)</td>
</tr>
<tr>
<td>Net cash used in financing activities</td>
<td>(345,952)</td>
<td>(482,417)</td>
</tr>
<tr>
<td>Net increase/(decrease) in cash and cash equivalents</td>
<td>765,689</td>
<td>(1,361,230)</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of 52 weeks/53 weeks</td>
<td>2,077,351</td>
<td>3,438,581</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of 52 weeks/53 weeks</td>
<td>2,843,040</td>
<td>2,077,351</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of 52 weeks/53 weeks comprise:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>2,843,040</td>
<td>2,077,351</td>
</tr>
</tbody>
</table>

The notes on pages 133 to 138 form part of these financial statements.
BUSINESS REVIEW
The full details of this year’s performance can be found on pages 13 and if you’re really interested, detailed notes to the accounts are available from page 133.

BUSINESS ENVIRONMENT
We run our business from the United Kingdom, source our footwear from Ethiopia, Portugal, China and Vietnam and sell internationally via ecommerce platforms and through a network of distributors. Details of our value chain and of our product manufacturing are included in the Manufacturing and Value Chain Transparency section starting on page 37.

The footwear sector has continued to face challenges globally, with some elements faring better than others; formal wear continue to struggle post pandemic as people’s working arrangements have evolved. Inflationary pressures and the related cost of living crisis continue to create economic uncertainty, although we have demonstrated resilience to navigate these challenges throughout the course of the financial year and demand has remained robust.

STRATEGIC MANAGEMENT & FUTURE DEVELOPMENTS
We continue to believe that the resale market could be bigger than fast fashion before too much longer, with younger customers driving change. Details of ReVivo; our resale platform can be found on page 47 (we’re very proud of it!).

Our long-term sustainability and innovation goals are to invest in healthy products and experiences sold through healthy digital ecommerce, which continues to set Vivobarefoot up for strong, sustained success.

Further details about our plans to make our products healthier can be found in VIVDHEALTH (page p49), VIVOBIO (page 9) and Product goals (page 23).

Vivobarefoot has invested in Regenerative Leadership training for all staff, equipping the business to sense and respond to threats and opportunities as they arise and ensure agility in its actions. Details of this can be found on page 54.

PRINCIPAL RISKS AND UNCERTAINITIES
Our Strategic Risks are detailed on page 17. All policies are subject to Board approval and ongoing review by the Board and management. Compliance with regulation, legal and ethical standards is a high priority for Vivobarefoot and the Legal Board takes on an important oversight role in this regard, with input from expert third parties where necessary.

Our sustainability materiality assessment details the key environmental, social and governance risks that could affect Vivobarefoot in the future. This register details the perceived financial risks, as well as the level of impact Vivobarefoot has over these risks.

In addition to the formal risk register we maintain, the Board and the Leadership Team regularly discuss and debate potential risks to Vivobarefoot. The expertise and varied backgrounds of the Board members and the Leadership Team means that a variety of perspectives and opinions are brought to the risk assessment process.

FINANCIAL KEY PERFORMANCE INDICATORS
In case you missed them, our KPIs (Metrics) can be found on page 12.

This report was approved by the board and signed on its behalf.

G J D Clark
Director
Date: 16th November 2023
In July 2023, we carried out a materiality assessment with three objectives:

1) to identify material sources of environmental, social and governance (ESG) risk to the business,
2) to identify what risk Vivobarefoot posed to those topics specifically (double materiality), and
3) to engage key stakeholders in prioritising these topics to inform our future strategy and reporting.

This materiality assessment builds on our first one conducted in June 2021. 30 material risks were identified, consolidated and presented to stakeholders via an online questionnaire, and online meetings were conducted to support their assessment of relevance and perceived level of risk. An additional risk was identified post-assessment (US warehousing) and was deemed material enough to include with exception.

At present, the materiality assessment was conducted in isolation to the broader risk management process (currently owned by the audit committee). Whilst we engaged all stakeholders from the audit committee throughout the assessment, the scope of the committee and broader business risk and materiality process will need to evolve to include both financial and non-financial risks for FY23/24 processes and disclosure to ensure risk mitigation, monitoring and reporting is fully integrated. For full details of our materiality assessment, see our Policies page on our website.
OUR NEW TRANSFORMATION TEAM

GROWING WITH GRACE

We are pleased and proud that more and more people are choosing our footwear and getting closer to nature.

But rapid growth has its risks. We recently created the Transformation team to ensure we scale effectively, while staying true to our regenerative mission and values. This is particularly true given we have a hybrid team, working flexible hours from all corners of the world.

The team is cross-functional and focuses on whatever our organisation needs support or unblocking. Right now, Transformation is mainly looking at our people, with the following areas of focus:

• COMPANY ALIGNMENT - while we love a bit of healthy tension, we want everyone at Vivo to pull in the same direction. We are working to close the gap between top-line metrics, team and personal goals and KPIs.

• COMMUNICATION - we want to use internal communication to increase alignment, which includes quarterly company workshops and quarterly mid-level management alignment sessions.

• TALENT - we have some phenomenal people at Vivo and we need to do more to unlock and invest in their potential as future leaders.

• CLARITY - everyone should understand their role and how they contribute to our mission. We are working to provide clarity on structure, roles and responsibilities.
Can we create stores that bring the health benefits of nature indoors?

Vivobarefoot has stores in the UK, Switzerland, Austria, Denmark, South Africa, Canada and Japan. We also have multi-brand stores in the Netherlands and Israel.

**BIG YEAR FOR NEAL STREET**

We want to give a big shout out to the whole retail team, particularly those working at our Neal Street store in London. The store has seen 100% year-on-year growth in profit, and the team has more than doubled in size over the same period.

Having a physical store is a great way to interact face-to-face with our customers. And they seem to like it too: we’ve heard lots of stories of people travelling to London just to come see us. It’s also exciting to hear first hand how our footwear is helping people...

**WHAT’S NEXT FOR RETAIL?**

We’d love to open more shops. But - as a small, family business - investing in bricks and mortar isn’t always an easy decision. We have some exciting ideas about what new stores will look like though - see the concept image on the right.

In the meantime, we want to make everyone’s interaction with Vivobarefoot as seamless as possible - online and off. We’re introducing a new system by the end of 2023 that will allow in-store returns for online purchases, while also improving how we connect our customers with other Vivo services - like VivoHealth, ReVivo and VivoBiome.

One day, all our stores will look this beautiful.

For now, this is just a concept.

FIND A STORE
We can better support both long-term and short-term projects and each financial year by continuing to do this and adding in additional funding. Previously, we've allocated a finite amount at the beginning of the financial year to unlock additional funding for LBF each quarter depending on our financial performance. While we still support these, we now also use LBF to fund and scale internal innovation projects that originate within the business. We want to help good ideas get off the ground, so we provide time, energy and resources until they either get released or become commercialised.

Previously, LBF was focused almost exclusively on external social and environmental impact projects. While we still support these, we now also use LBF to fund and scale internal innovation projects that originate within the business. We want to help good ideas get off the ground, so we provide time, energy and resources until they either get released or become commercialised.

NURTURING INNOVATION

The Livebarefoot Fund (aka LBF) is an innovation incubation fund that we use to initiate, nurture and fund projects we believe in. Previously, LBF was focused almost exclusively on external social and environmental impact projects. While we still support these, we now also use LBF to fund and scale internal innovation projects that originate within the business. We want to help good ideas get off the ground, so we provide time, energy and resources until they either get released or become commercialised.

The table below shows an overview of the projects we supported through LBF last year. We have big ambitions for scaling the fund going forwards. We hope to unlock additional funding for LBF each quarter depending on our financial performance. Previously, we’ve allocated a finite amount at the beginning of the financial year and by continuing to do this and adding in additional funding quarterly we can better support both long-term and short-term projects and programmes.

VIVO INTERNAL INNOVATION PROJECTS

REVIVO ORGANIC DYES PILOT

If footwear is returned to ReVivo and can’t be cleaned for repair due to stains or marking, it is graded E for recycling. We funded a pilot to see if we could reduce the grade E styles by dyeing them with natural dyes. The pilot was extremely successful and we hope to scale these pairs over the next six months for resale on ReVivo.

MATERIAL INNOVATION

We’re always on the lookout for innovation partners and materials that will help us progress towards our north star product goals. This year, we funded material trials for natural materials, testing their durability and potential for application. Materials included mycelium-based foams, natural rubber foams, regenerative natural rubber cabling and laces, and leather alternatives.

INTERACTIVE VALUE CHAIN MAP

We have to be transparent about who is making our products, where they’re making them and what their social and environmental impacts are. In March 2023, we launched our interactive value chain map, an important first step towards transparency and something we’ll keep updating as we go.

ZACH BUSH

In 2023, we partnered with Zach Bush to create a holistic health course for our VivoHealth platform. The module covers the basics of natural movement, mindfulness, toxin-free lifestyles, regenerative business principles and ancestral knowledge. This was funded through LBF for launch; future modules will be funded through VivoHealth.

SOUL OF AFRICA

In February 2023 the Soul of Africa UK Ltd company (an entity under common control) was closed, the company was associated with our product manufacturing in Ethiopia. Upon reviewing the scope of LBF moving into the future, these modules will be closed due to loss of funding and will be covered by business-as-usual budgets.

EXTERNAL PROJECT FUNDING & DONATIONS

BAREFOOT AND BIOMECHANICS

Funding support across four PhD programmes with South East Technological University, exploring (1) hiking habits, injury and footwear choice, (2) Footwear in the lives of autistic children and their parents, (3) The importance of play for kids’ movement and health, and (4) Measurement of the developing feet in shoed and barefoot populations.

FASHION FOR GOOD

Fashion for Good is a global initiative to inspire change and drive the collective movement to make fashion a force for good. Our affiliate partnership enables us to identify and partner with material and manufacturing innovators to find new and less impactful solutions for our footwear.

RESEARCH GRANT

Vivobarefoot supports the Future Footwear Foundation, a mostly virtual future footwear centre that integrates cross-disciplinary studies and creates interaction between artisans, academics and the private sector to develop footwear that is sustainable for the environment and for the body. FFF is led by designer-researcher Dr Catherine Willems. See further projects below.

3D2Walk

We funded an FFF project called 3D2WALK, which involved creating a license agreement for the use of 3D printed interpretations of indigenous footwear designs. The license includes using 3D design files based off indigenous shoe models, and the use of refined design guidelines and steps towards automation of footwear.

NAMIBIAN SANDBAL WORKSHOP

We helped a new workshop for sandal making come into being in Namibia. This purposeful space preserves the ancestral knowledge of the Ju/’hoansi San cobblers, enabling them to produce their original barefoot shoes. We launched the hunting sandal, called Mhang n’osi. For our limited-edition drop in summer ’23, we adapted this ancient design for modern life, adding a new buckle system instead of laces.

TOEHOLD

Kholapuri shoemaking with the traditional cobbler in India. On hold till 2024 due to human resource/capacity to manage the project.

DEVON ENVIRONMENTAL FOUNDATION (DEF)

DEF channel funds to the most innovative and impactful grassroots projects protecting and restoring nature in Devon, UK. See more on page 22.

SOMERSET WILDLANDS

Somerset Wildlands is a charity aimed at restoring lost wildlife and wilderness in the Somerset Levels in the UK, through a process of distributed rewilding. See more on p22.

OPENING UP THE OUTDOORS (OUTO) AND IT’S GREAT OUT THERE

OUTO is a not-for-profit initiative from brands, organisations, community leaders and experts in the outdoors. The organisation strives to ensure that everyone, regardless of religion, gender, sexual identity or physical ability is welcomed and included when they step outside. See more on page 21.

GLOBAL WHITE LION PROTECTION TRUST

Global White Lion Protection Trust is working to reintroduce and support the flourishing of white lions within their natural ecosystem of UNESCO’s Kruger-to-Canyons Biosphere.

ONE EARTH MARKETPLACE

The One Earth Project Marketplace is an online database of global projects seeking funding for renewable energy, nature conservation and regenerative agriculture. We donated to: The Rainbow Fiber Co-operative, an Indigenous lead Navajo-Churro Wool Cooperative; the Agroecology Fund and MELGA, which is reviving Indigenous farming practices in Ethiopia; and Amazon Frontlines and the Ceibo Alliance, who pioneer a new model of Indigenous-led conservation.
OPENING UP THE OUTDOORS

Opening Up the Outdoors (OUTO) is an incubator program that supports changemakers from ethnically diverse backgrounds whose initiatives are helping create a more equitable and anti-racist outdoor community. Projects so far include Black Trail Runners, Muslim Hikers and Wave Wahines, a group that provides girls with affordable and supportive access to surfing.

We’re part of a collective of outdoor brands supporting OUTO, which is now in its second full year. We want to contribute more than money, and we want to be held accountable to our commitment.

Last year, nine groups graduated from the pilot programme. After invaluable feedback from participants, we’ve made a lot of improvements for this year’s cohort, developing a hands-on, actionable nine-module programme. Ultimately, we want to create a self-sustaining ecosystem, where the alumni from the previous year will help the new recruits.

FUTURE FOOTWEAR FOUNDATION

FFF exists to create footwear that is sustainable for the body and for the environment. As an FFF partner, we support their long-term collaboration with the Ju/’hoansi San people in Namibia as guided by the UN Declaration on the Rights of Indigenous People. Together, our goal is to support the regeneration of a lost craft and preserve ancient (barefoot) wisdom.

For summer ’23, we launched a limited edition updated version of the original hunting sandal, adding a new buckle system instead of laces. These barefoot San-dals are nearly identical to those our ancestors wore before us. All proceeds from San-dal purchases go towards material costs, management, salaries and capital for the local ecosystem. By connecting the San people with a global barefoot community, we hope to establish a thriving social enterprise for generations to come.

FIND OUT MORE
DEVON ENVIRONMENTAL FOUNDATION

We’ve supported the Devon Environmental Foundation (DEF) since they launched in 2020 and fully back their ambition to protect and restore at least 30% of Devon ‘for nature’ by 2030. The organisation protects and restores nature by channelling funds to innovative or impactful nature-based solutions.

Since launching in July 2020, DEF has supported 47 brilliant grassroots projects, awarding more than £630,000.

Here are a few highlights...

**REGENERATIVE AGRICULTURE**: Kick-starting a new School of Regenerative Land-Based Studies, training apprentices to fill a skills gap and grow the next generation of regenerative farmers.

**MYCELIUM AND BIOCHAR**: Trialling mycelium and biochar recipes to sequester carbon, enhance soil quality, and clean up river pollution via mycofiltration. The goal is to identify and demonstrate low-tech solutions that can be replicated widely - fast.

**PLASTIC CLEAN UP**: Supporting adventure beach cleans using ribs and kayaks to reach parts of the coast that other cleaners can’t reach, engaging the community and having fun while cleaning up plastic pollution.

**SEAWEED FARMING**: Funding a pioneering pilot to prove the economic, social, and environmental benefits of seaweed farming in the region. Benefits include carbon sequestration, bioremediation and increased marine biodiversity.

DEF also funds projects that are reintroducing beavers, regenerating peatlands, raising awareness of the dangers of pesticides, and providing a small grants pot to empower communities to take action for wildlife across Devon, UK.

SOMERSET WILDLANDS

The Somerset Levels were once a teeming sanctuary for wildlife, providing a home for pelicans, lynx, beavers and sturgeons. Somerset Wildlands is a charity working to restore some of that lost wildlife and wilderness through a process of distributed rewilding.

With their latest site at Athelney, the organisation is rewilding the ‘birthplace of England’, creating an outstanding space where nature can take the lead.

“THE FUNDING PROVIDED THROUGH THE LIVEBAREFOOT FOUNDATION HAS ENABLED US TO PURCHASE NEW LAND AND MAKE SPACE FOR NATURE. THIS IS JUST THE START THOUGH, AND WE LOOK FORWARD TO WORKING TOGETHER TO BUILD A COMMUNITY OF INTEREST AROUND REWILDING IN THE SOMERSET LEVELS AND CONTINUING TO SECURE MORE LAND FOR WILDLIFE.”

— ALASDAIR CAMERON, EXECUTIVE DIRECTOR OF SOMERSET WILDLANDS.
This is our stakeholder map. It's a diagram of all the people and organisations we have relationships with that are compensated by us in some way. We are required to share this information as part of our B Corp certification work. It's amazing to see how many different connections and interdependencies are required to make Vivo flourish. Just like in nature, there's always more going on behind the scenes.

MEET OUR SIGNIFICANT SUPPLIERS
The partners listed below represent approximately 80% of our purchases in currency terms. They are:

- Global-E NL BV
- Facebook
- Google Ireland Limited
- P2P Mailing
- Zencargo
- Ventrica Ltd
- Arvato CRM Ltd
- Awin Inc-USD
- FBLM Ltd
- Pablo Diablo’s Legitimate Business Firm Limited (Russell Brand)
- Safeguard World International Limited
- FedEx
- Optimising IT Ltd
- Become Rebel Limited
- Collette’s Travel Ltd.
- Privacy Business Group PLC
- Deloitte LLP
- New Economy Design LTD
THE HUMAN FOOT IS NATURE'S MASTERPIECE

28 bones, hundreds of muscles and thousands of nerve endings. Your foot is millions of years in the making and by far the cleverest thing to ever go into a shoe.

Modern footwear cuts off your natural potential, while Vivos are regenerative to feet and human movement.

We're working across every shoe's lifecycle to develop products that will eventually regenerate planetary health too – from circular design, to material innovation, to transparency that will eventually our value chain.
PRODUCT DEVELOPMENT

Over our 10 years of business, Vivobarefoot has developed hundreds of different styles of footwear.

Some have become iconic - the Tracker, the Primus - and have been with us for years. Each product is on its own unique development journey, and this section of the report explores how we are improving that process in order to inch ever-closer to our regenerative ambitions.

TEAM UPDATES
We've made some changes to how we run our product development team:

- INTEGRATING VMATRIX SCORES INTO JOB DESCRIPTIONS
  Everyone in the footwear circle now has VMatrix-related goals in their job description. This makes the team fully accountable for running with continuous improvement programs, and we anticipate this will help drive the average score up.

- NEW RECRUITS, NEW LOCATIONS, NEW FOCUS
  We've changed the shape of our development team. The team is now predominantly based in Vietnam, and almost doubled in size. We also have dedicated team members now focusing on materials and innovation.

- NEW FOOTWEAR LEAD
  Robert Perkins, a previous board advisor at Vivo, has stepped in as temporary footwear lead. With a wealth of experience, Robert is focused on stabilising the team, building cohesion, unblocking blockages and getting everyone moving in the same direction.

PRODUCT GOALS
We call these our North Star goals, and they guide all our product development work. This year, these goals brought particular clarity and focus to our newly refined material strategy, helping us zero in on our Supernatural and Polycircular programmes (see p. 30).

1. 100% TRANSPARENCY OVER OUR VALUE CHAIN

2. ALL PRODUCTS DESIGNED FOR CIRCULARITY

3. ELIMINATE OUR USE OF NON-REGENERATIVE VIRGIN MATERIALS

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

THE ELUSIVE GOLDEN LAST
A ‘last’ is a kind of foot-shaped mould that cobblers use to make a shoe around. Unfortunately, most lasts in the industry are more shoe shaped than foot shaped. We’re trying to make an anatomically-correct last from extensive foot scan data that accurately represents the dynamic human foot. We want to open source this once we have it - the more foot-shaped shoes that are made, the better!
WE KEEP THREE GOALS IN MIND:
1. AIM FOR COMPOSTABLE OR RECYCLABLE.
2. ENSURE MATERIALS AND PROCESSES HAVE THE LOWEST IMPACT POSSIBLE.
3. KEEP FOOTWEAR ON FEET FOR LONGER.

SCORES DEPEND ON END-OF-LIFE SOLUTIONS FOR UPPER AND OUTSOLE.
ALL UPPERS AND OUTSOLES ARE CURRENTLY DOWNCYCLED, STYLES SCORE MORE POSITIVELY IF/WHEN THEY HAVE BETTER END-OF-LIFE SOLUTIONS.

 HOW LOW CAN WE GO? THE LESS MATERIALS AND COMPONENTS WE USE OFTEN MEANS MORE EFFICIENT PROCESSING FOR OUR MANUFACTURING PARTNERS, LESS MATERIAL USED AND LESS MATERIALS TO DISASSEMBLE FOR REPAIR OR RECYCLING.

WE ASSESS SIX AREAS AND SCORE MATERIALS FROM UN-PREFERRED TO PREFERRED. THE WEIGHT MATTERS, APART FROM INTERNALS, LOGOS, PRINTS & STITCH (ILPS). SCORING IS BETWEEN 1-100% – THE HIGHER THE BETTER.

USING THE EXPERTISE OF REVIVO AND THE BOOT REPAIR COMPANY, WE SCORE EACH STYLE FROM 10% TO 100% ON DURABILITY, AND ONE TO FOUR ON HOW REPAIRABLE AND CLEANABLE IT IS.

**THE VMATRIX**

The VMatrix is our in-house tool for assessing how sustainable a style is on its journey to having regenerative impact.

Every year, we work to improve our average VMatrix score. This year, we wanted to achieve an average of 60%, but came in at 49%. Progress is steady, but a few key (popular) styles are slowing us down.

**LAUNCHING 3.0**

We are nearly ready to launch the next version of the VMatrix, built and run with Made2Flow, our impact analysis partner. The new version will be more extensive, more accessible and way more useful. It will automate a lot of data input and analysis, while adding a layer of environmental assessment.

The diagram opposite shows the new and improved VMatrix methodology. Working with Made2Flow, we’ve transitioned from Excel to an online platform that will soon provide VMatrix scores at three internal review stages for any new or evolved product styles. Atnel Guedj, Chief Product Officer at Made2Flow, is excited by what the VMatrix will bring to the wider industry:

"THE VMATRIX IS AN AMAZING TOOL THAT NOT ONLY MEASURES BEYOND LCA* BUT GUIDES DESIGNERS AND PRODUCT DEVELOPERS TOWARDS LOWER IMPACT CHOICES. MORE IMPORTANTLY, IT’S A TOOL THAT HELPS DRIVE DESIGN FOR DISASSEMBLY."

*Life Cycle Assessment
A lot of our impact comes from the materials we use to make our products. The more we know about our materials, the better choices we can make. The chart here shows the materials we used across eight key styles in 2022, styles that are representative of the materials used across our whole range. Over the following pages, we will dig a little deeper into our material use across these eight styles and share what this means for our overall materials strategy going forwards.

WHY WE USE VIRGIN MATERIALS
A lot of the components in modern footwear are made from virgin synthetic materials – mainly because of their availability, cost and technical performance. Different materials have different properties; the properties of natural materials differ from synthetic materials. Indeed, different synthetic materials vary enormously in function, look and feel - soft, hard, flexible, rigid etc.

We’re not proud that we still have so many virgin synthetic plastics in our footwear, and we’re working hard to find more sustainable materials that meet our performance requirements and are either fully natural or fully recycled and recyclable.

MATERIALS TOOLBOX
Our materials toolbox currently has 176 materials to choose from in our Asia manufacturing - all scored and validated (positively or negatively) according to our regenerative principles.

The toolbox provides a set of creative constraints for our design and development teams. It simplifies our product development because it forces us to choose from a selection of pre-validated materials rather than start each design project looking for new inputs. It also creates cohesion across our collection - everything looks like it’s coming from the same creative vision.

We’re constantly on the lookout for cool new materials: every time we find something that performs better than an existing material, we update our toolbox.

Our priority over the next few months is to consolidate the toolbox so that the validation process from a regenerative and end-of-life perspective is as good as it can be. We also want everything to link closely with the VMatrix, so we can access and share more detailed information about every product’s score. One day we’ll have an all-singing-all-dancing digital tool that the wider industry can tap into as well.
Excellent flexibility and good outsole minimal base thickness, but low mono materials score. Though some 100% recycled materials are included, there are many unpreferable materials used such as virgin PU, virgin TPU and conventionally sourced cotton. The outsole/hardware/trims are estimated to be repairable.

Excellent flexibility and good outsole minimal base thickness, but low mono materials score. Though some 100% recycled materials are included, there are many unpreferable materials used such as virgin PU, virgin TPU and conventionally sourced cotton. The outsole/hardware/trims are estimated to be repairable.

Great on flexibility and outsole minimal base thickness, but scoring zero for mono materials. It uses some 100% recycled materials, but also contains unpreferable materials, including virgin PU and TPU and conventionally coated cotton. Only the hardware and trims are likely repairable.

Excellent flexibility and outsole minimal base thickness, good for disassembly. Excellent materials include Wild Hide leather, Woolmark wool, organic cotton, and other recycled materials. The outsole/hardware/trims are estimated to be repairable.

Excellent flexibility, good outsole minimal base thickness, and low mono materials score. Though preferable Wild Hide leather is included, there are many unpreferable materials used, as well as unpreferable materials, including virgin PU and TPU and conventionally sourced cotton. Only the hardware and trims are likely repairable.

Excellent flexibility, good outsole minimal base thickness, though preferable Wild Hide leather is included, there are many unpreferable materials used. The outsole/hardware/trims are estimated to be repairable.
We cannot think of our business as a success if it is built on extractive, destructive linear production models.

Instead of take, make and dispose, we want (and need) a fully circular value chain.

In practice, that means we can’t start patting ourselves on the back until every material we use comes from a sustainable source, and every product our customers are finished with is collected and moved on to its next life – either to continue as footwear, or to be composted or recycled.

Just to reiterate, we are nowhere close to achieving this yet!
At Vivo, we think about our materials in terms of two pillars: one is natural (we call this Supernatural) and the other is based on recycled materials (we call this Polycircular).

We’ve developed an ambitious roadmap for the next few years of product development. This long-term plan moves us away from a reactive season-by-season approach. Taking a longer view means we get more of a heads up about new materials we need. For example, if we’re making a new running shoe, we need to find a material that meets all our circularity criteria while also delivering on weight, breathability and resistance to abrasion.

- **SPRING/SUMMER 2024**
  - 2% of product range is Supernatural or Polycircular. That’s one product per pillar.
- **AUTUMN/WINTER 2024**
  - 10% is Supernatural or Polycircular. That’s three or four products per pillar.
- **SPRING/SUMMER 2025**
  - 30% is Supernatural or Polycircular, a third of our entire range.
We’re stepping back to nature and reducing our dependence on virgin fossil fuels. Any shoe that sits in the Supernatural pillar will be made using natural materials that can be responsibly composted in an industrial facility.

We’ve identified and formed several exciting new material partnerships over the last 12 months, and we’re keen to push ahead with these pioneers to progress our Supernatural work.

**SUPER NATURAL PILLAR**

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**NATURAL FIBER WELDING (NFW)**

This new manufacturer uses plant fibres and other natural resources to create scalable, sustainable materials for fully circular production. The company makes Plant (a 100% natural sole), Clarus (a 100% recycled cotton) and Mirum (a 100% natural alternative leather). We’re using these materials in our supernatural sneakers - made in Portugal and coming out in 2024 - and we’re looking to take something similar to our Asian supply chain.

**EARTHFOAM**

Earthfoam creates a high-performance natural latex foam. The business built its own network of 323 small farms, each of which is certified organic. The rubber tree sap is collected and processed at Earthfoam’s living-wage factory in Sri Lanka. The foam is an environmentally friendly, mushroom-anchored, eco-friendly rubber that biodegrades fast.

**FLOCUS™**

Flocus™ make materials from the fibres of the kapok tree, which grows in tropical regions across the southern hemisphere. The plant’s fibres are harvested from its fruit rather than its trunk, and are either used as insulating padding or woven into materials with impressive natural properties. We are using the kapok for internal insulation and the outer shell of our Gobi style.

**BARKTEX®**

Organic handcrafted material made from the bark of the East African fig tree. Seasonally picked, this material has a deep texture, and each cloth is perfectly individual - no bit of bark sheet is ever going to either look, or feel the same. We’re exploring how we use this in our footwear uppers.

**BEYOND SURFACE TECHNOLOGIES**

Beyond Surface Technologies use micro algae, plant seed oil and plant waxes to create water-based wicking finishes and repellents. These applications are ideal bio-carbon based alternatives to the fossil fuel derived chemicals traditionally used on textiles.

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**UNFINISHED BUSINESS**

WE ARE VIVOBAREFOOT

REGENERATIVE BUSINESS

REGENERATIVE PRODUCT

REGENERATIVE COMMUNITY

APPENDIX
We use a few different types of leather to make our footwear, depending on the style and where it is made. Most of our leather is “Wild Hide”, which is a term we use to describe leather made from free-roaming cattle raised by independent smallholder farmers.

A QUICK HISTORY OF TANNING

A cattle’s hide – or skin - must be tanned (a kind of treatment) before it can be used to make clothes or shoes. Historically, hides were treated using natural dyes and processing agents from trees, plants and flowers.

However, as the demand for tanned hides increased, the industry started to use more efficient chemical processes. One of the most common chemicals used is Chromium III. Without controlled manufacturing processes, Chromium III can turn into Chromium VI, which is toxic to humans and wildlife.

Chrome-free leather is challenging to work with. It often decomposes faster than chrome-tanned hides, it takes up colour less easily, and the finish is often not something our customers are used to. There are solutions to all these challenges, but it takes time to get them working at scale.

WHERE WE’RE AT

In Asia, we source all of our leather from Interhides PLC in Thailand. In Ethiopia we source Wild Hide leather from Pittards PLC for all of our Ethiopian styles and in Portugal, we currently source conventional leather, this is something we’re working to find a better solution for. We continue to work with all of our tanneries in each region to implement environmental and social best practice.

WHERE WE’RE HEADING

In line with our ambition to create regenerative products, we want to use as little synthetic chemistry as possible. Starting with tanning our leather without the use of Chrome III.

Our big goal for this year is to ensure all the leather we source and use in our Asia value chain is made without the use of Chrome III.

The next step after that is to use chrome-free leathers across our range. And one day (we hope), we’ll be able to tell you we only use vegetable-tanned leathers – just like our ancestors did.
Shoes are tricky to recycle because they’re complex and made up of multiple materials, and because there’s a lack of mature recycling technology.

Conventional shoes usually have many layers of different materials, glued tightly together. Our goal is to create high-performance and durable footwear that uses a low number of materials that can be easily separated and recycled at end-of-life.

But the end-of-life solution is just part of the puzzle of creating a truly circular value chain. To fully close the loop, we need to use recycled materials to make our footwear, and we need to figure out how to get footwear from our customers’ feet to our recycling partners’ facilities.

“We can reduce your product’s impact by using more recycled or more natural materials, but if your product is still being incinerated or sent around the world to finish in a landfill, you just can’t claim to be regenerative.”

— Baptiste Lot, Materials Lead

**UPPER**

We’re focused on creating an upper (everything from the sole up) from polyester. Polyester has one of the most advanced recycling value chains around — see the pop out about our partnership with Circ.

We also favour polyester because it’s a flexible and high-performing material that we believe we can push to the next level. We’re already taking advantage of its strong, high-tenacity and durable fibres. We’re currently experimenting with how to create a good padding foam as well as a ‘hot melt’, which removes the need for stitching.

**OUTSOLE**

We use synthetic rubber to make our outsoles in the Polycircular pillar. We want to use more recycled rubber in our shoes, and we’re partnering with a company called Recircle — a UK startup — to help us do that.

We currently have 10% recycled rubber in our outsoles and are hoping to reach 30% initially and 50% in time. This is extremely challenging because the more recycled rubber we use, the lower the technical performance and durability. It’s also much harder for our manufacturing partners to work with in production. But, we keep evolving, testing and trialing! Ultimately, our goal is also to use end-of-life shoes from our customers or the repair centre as feedstock for the next generation of soles.

“Collaborating to design circular footwear represents a new frontier for Circ. Shoes are far more complex than your average garment, containing many more components, so we know it won’t be easy. We have already learned so much since the start of this program. I can honestly say that having a committed partner like VIVO is vital as we work towards a solution and collectively reshape the future of footwear design.”

— Luke Henning, Circ’s Chief Business Officer

**PARTNERSHIP WITH CIRC**

We are partnered with fellow B Corp and chemical recycling innovator, Circ. This industry-leading collaboration is the first time a brand has worked directly with a recycling partner to design and develop footwear from scratch to ensure the upper can be chemically recycled.

Circ are currently running tests to help us work out which materials can successfully pass through their recycling process — and which can’t.
THE TRUTH CAN BE TRANSFORMATIVE

TRANSPARENCY. Disclose everything - good and bad - in a way everyone can understand.

TRUST. Earn and keep the trust of value chain partners, collaborators and customers.

ACCOUNTABILITY. Act off insights with integrity and share consistent updates on progress.

APPENDIX

TRANSPARENCY

Disclose everything - good and bad - in a way everyone can understand.

TRUST

Earn and keep the trust of value chain partners, collaborators and customers.

ACCOUNTABILITY

Act off insights with integrity and share consistent updates on progress.
Brands use words like ‘eco-friendly’ and ‘sustainable’ all the time because they convey a lot of positive meaning in a quick and easy way. The problem is, claims like these are actually incredibly vague and can be misleading. Customers (and the planet) deserve better.

Fortunately, the Competition and Markets Authority (CMA) thinks so too, which is why they’ve brought out greenwashing guidelines that steer companies away from using imprecise and unsubstantiated claims and towards specific, fact-based environmental claims.

From a marketing perspective, this is really not sexy. We have to swap claims like ‘made from ethically-sourced, natural material’ to ‘the upper is made using leather from cattle reared in smallholder community farms in Thailand’. That’s a lot more words than we’re used to using!

Old habits die hard, and we’re still guilty of publishing copy on auto-pilot. Twice a year, we conduct a thorough web review to spot and fix up any greenwashing claims that have slipped through the net. Here are some of our greenwashing c*ck-ups from this year:

**OUR FOOTWEAR IS REGENERATIVE TO FOOT HEALTH - BUT NOT TO OUR PLANET (YET).**

**WE CANNOT CLAIM THAT BEING BAREFOOT IS THE BEST ANTI-AGEING PROGRAMME. IF WE HAD EVIDENCE COMPARING THIS OVER TIME TO OTHER ANTI-AGING MITIATIONS THEN WE MAY HAVE EVIDENCE TO MAKE A FAIR COMPARISON.**

**WE CLAIM THE PRIMUS LITE KNIT HAS REGENERATIVE MATERIALS. THIS IS NOT THE CASE.**

**WE CAN’T SAY “MADE FROM NATURAL MATERIALS” AS THIS SUGGESTS THE MAJORITY OF THE PRODUCT IS NATURAL, WHICH IT ISN’T. WE NEED TO SAY ‘MADE WITH’ OR ‘MADE USING’.**

**WHAT DOES LOCALLY MEANT AND IT’S NOT YET MADE TO BE REMADE - THAT’S THE AMBITION.**

**ECO-FRIENDLY IS VAGUE. CLAIMING THAT PRODUCTS ARE ECO-FRIENDLY OR SUSTAINABLE IS UNSUBSTANTIATED.**

**THE TRACKER DECON F02 JF MENS**

**THE BEST ANTI-AGING PROGRAM: MOVE MORE. MOVEMENT IS A SKILL.**

**WHY BAREFOOT IS THE BEST FOR KIDS**

Barefoot means thriving in nature, rejecting what’s become normal (sedentary, screened and disconnected) and embracing what’s natural (wild, outdoor, unrestricted and unhibited).

Barefoot is best for kids’ bodies, brains AND the planet, here’s how:

**01** Being barefoot stimulates the vital sensory feedback loop connecting feet to brains and bodies. Keeping this system sparkling and active helps bodies and brains, grow naturally strong and healthy.

**02** The Tracker Decon Firm Ground S is a lightweight, flexible men’s hiking boot. Made from natural materials with a thin but strong sole for multi-terrain grip, metal hardware for extra durability, and a Woolmark knitted sock for even more barefoot feeling and freedom of movement. Recommended by top surfer John John Florence for strong feet and sensory perception, vital for injury reduction and surfing with power.

"At Vivobarefoot, we’re on a journey to make the most regenerative footwear possible. Reconditioning our returned footwear to avoid sending the mountain of waste being generated by the shoe industry each year is an important part of that journey. Our shoes are revived and reconditioned by highly-skilled craftpeople using the most sustainable products available to extend their life as long as possible."
DOES REPORTING = ACCOUNTABILITY?
Reports like this one typically use a third-party framework to inform and guide what they publish. We have always reported against the World Economic Forum’s framework, as well as the B Corp impact assessment framework for our B Corp certification.

This year we asked ourselves: do these frameworks hold us to the highest standards of accountability? Are they helping us to develop the bold regenerative strategy we want to build? And if they don’t, what reporting framework does?

WHEN BEST PRACTICE ISN’T GOOD ENOUGH
We looked across several global frameworks, including some specific to fashion. We included those frameworks that we will soon be legally required to report against, such as the European Union’s European Sustainability Reporting Standards (ESRS).

Each of the frameworks we looked at had their own strengths, and we noticed that where some had gaps in social, governance, or environmental topics, other frameworks filled them in. So we decided to consolidate them all in one single voluntary framework we’re calling ReFrame. Check out the appendix if you want to get really nerdy about it. There are 384 indicators pulled from 9 frameworks.

However, we got some legal eyes over ReFrame as part of our due diligence process. Turns out - incorporating ESRS standards into a larger framework, and changing the language to make it more accessible, won’t hold up legally as and when we’re required to report under ESRS...

So, in order to have our cake and eat it, we’ve kept ReFrame as is, and included a separate section purely for the ESRS disclosures as implemented by the EU.

DO YOU GET IT?
For us, a big part of accountability isn’t just about disclosing information, but about making it easy to understand. Most existing frameworks are extremely confusing, so in our consolidation work we’ve tried to translate the indicators into sensible, everyday language.

That also means more of our customers will be able to hold us to account (so unless you’re a lawyer, read appendix 1, not 2, and you might have half a chance of understanding what we’re on about).

“REFRAME IS A WORK IN PROGRESS, BUT UNFINISHED BUSINESS IS ALL ABOUT SHOWING OUR WORKING. IN THE NEXT YEAR WE’D LOVE TO EVOLVE IT IN COLLABORATION WITH OTHERS, TAKE IT TO INDUSTRY AND MAYBE EVEN TO GLOBAL FRAMEWORK LEADS AND GOVERNING BODIES.

WE WANT TO OPEN UP AN ACCESSIBLE CONVERSATION ABOUT COLLECTIVE, HOLISTIC SUSTAINABILITY REPORTING THAT HELPS MOVE MORE BUSINESSES TOWARDS REGENERATION.”

— SOPHIE HARRISON
SUSTAINABILITY COMMUNICATIONS AND REPORTING MANAGER

KEY
BCORP Benefit Corporation
ESRS European Sustainability Reporting Standards (CSRD)
FTI Fashion Transparency Index
GRI Global Reporting Index (CSRD)
REI Recreational Equipment Inc.
TCFD Taskforce on Climate-related Financial Disclosures
TNFD Taskforce on Nature-related Financial Disclosures
VIVO Our KPIs, here to stay
WEF World Economic Forum

APPENDIX ONE OF OUR AWESOME WHOLESALE PARTNERS IN USA
OUR VALUE CHAIN MAP IS LIVE

If we ever want to be able to claim we’re making fully regenerative footwear, we have to know about every person, process and material that’s involved in creating our products. We talk about this in terms of our value chain transparency.

We published our value chain map this year. The map plots our partners. It records who they are, what they do, how we work with them and presents an initial overview of their business, social and environmental data.

The map is interactive and we’re constantly updating it with new information and updates as we collect them. We’ve made a solid start and will keep adding to the map until we have full transparency of our entire value chain. But in the meantime, we’ve left lots of gaps so everyone knows what’s missing.

THE TIME FOR SECRETS IS OVER

Sharing information about our value chain means we’re telling the truth about the impact of our business. Being transparent also allows customers to make informed choices.

Historically, our industry has been secretive. We encourage other businesses to open up. In light of the climate and biodiversity emergency we all find ourselves within, the time for collaboration, sharing, learning, testing, failing and evolving together is now!
We can only fully understand and therefore reduce our impact if we have full visibility of our value chain.

Last year, we showed you everything we knew about the partners involved in the creation of our Tracker Decon style. We’ve updated the ‘transparency tree’ to show you what information we’ve tracked down in the last year. As you can see, we’ve made the most progress on our leather value chain - tracing our partners right back to the farm. We started here as leather is the main material for the Decon. We tell the full story on this over the page.

There is still so much we don’t know about our value chain across our product range, from Tier 3 downwards. At the moment, we use our partner Code of Conduct to work with our Tier 1 and 5 partners on their sourcing practices. This stipulates certain minimum standards across social and environmental indicators. When we visit suppliers - which we do regularly - we use the Code of Conduct as a starting point to discuss current practices, areas of concern and plans for improvement.

**FILLING IN THE BLANKS**

We are working to make our value chain as transparent as possible:

- We are prioritising which materials to focus on first based on volume (how much we use) and risk (how risky it is).
- We are building our team in Asia, and hiring someone who will be solely focused on mapping and visiting tiers 3 to 5.

We anticipate these actions will help us fill lots of gaps over the next year. We'll keep our online value chain map updated as we go.
Wild Hide comes from a rural region in Bangkok, Thailand that contains many different independent smallholdings raising cattle. The leather can’t yet be traced back to individual farms as hides are not tagged, but they can all be traced to the region we’ve stated for Tier 5.

400k pairs of shoes made with Wild Hide leather in FY22-23

1,000,000 ft² leather ordered over the past two years with Interhides

*These are snapshots from our value chain map and visit dates were correct at time of update and reporting period. Teams continue to visit across 2023/24.
Our First Strength Training Shoe

We wanted to show you how we take a shoe from an initial idea, to design and development, right through to launch. The Motus Strength is a great example of this because Vivo has never designed a shoe specifically for strength training before.

The Dream Design and Development Process

We're really proud of how we designed and developed the Motus.

- **Invaluable Community Input** - We had our target audience in the room from day one, and they were invaluable in helping us test and improve the Motus’ design and development throughout the whole process.

- **Constantly Improving Materials** - We worked collaboratively with our partners to increase the number of preferred materials used across the Motus style. Partners often start off safe with, for example, 10% recycled content. When that performs well in tests, we ask for more: can we get to 20%, 30% or even higher? As the shoe progresses down the line, we aim to get it closer to a higher VMatrix score.

We created a brief based off insights from the ambassador workshop, our own design team's experience and competitor benchmarking.

Lots of back and forth between these processes. No Asia travel permitted. Braving this time, go working with the factory remotely.

Lots of back and forth between these processes. No Asia travel permitted. Braving this time, go working with the factory remotely.

Design: Worked through the pattern, identifying areas that were important for stability, grip and resistance, while ensuring the barefoot values are maintained.

Development: Development team investigating whether design ideas could be realised in construction.

Materials: Lots of work on material sourcing. How can we achieve a high VMatrix score? How many preferred materials can we use? How can we ensure strength without sacrificing end-of-life solutions?

We invited a group of personal trainers, strength trainers and powerlifters to a gym in London to chat about their needs. During the workshop, we used an old shoe sample to prompt conversation and identify features that needed work.

We presented the full Motus Strength assortment at our Autumn Conference.

Amazing to work with Obi Vincent and Sophia Ellis (four times European & British powerlifting champion!) to help launch the Motus Strength.

Lots of back and forth between these processes. No Asia travel permitted. Braving this time, go working with the factory remotely.

Design: Redesign based on testing insight and feedback internally. Propose launch colours.

Development: Rework based on insights from prototype testing.

Materials: Consultation with Regeneration team and changes made as a result.
INTRODUCING THE MOTUS STRENGTH

STRENGTH AND STABILITY
A 57% bio-based TPU heel clip locks your heel, while a 20% recycled content synthetic rubber in the mid and forefoot provides a strong, stable workout.

THIN, WIDE AND FLEXIBLE
Thin base with raised lugs for feeling and grip on different surfaces, with a flexible 99% bio-based KPU upper and a breathable mesh for hardcore workouts.

ULTRA HIGH RESISTANCE
Super strong cords made from recycled polyester, plus tough overlays ideal for impactful training moves from box jumps to rope climbing. When (if) it wears out, the outsole can be removed and repaired.

UNFINISHED BUSINESS | WE ARE VIVOBAREFOOT | REGENERATIVE BUSINESS | REGENERATIVE PRODUCT | REGENERATIVE COMMUNITY | APPENDIX
Forests, grasslands, desert, tundra and the aquatic environment. In their infinite variety, these five biomes, defined by climate, flora and fauna, are the building blocks of our planet.

ESC was born from the need for footwear that allows you to thrive in the world’s wildest places, without compromising connection. For our ESC collection, we’ve tweaked that list of biomes, working with experts in these environments to create incredibly high-performance footwear that works in harmony with the natural world.

**RESEARCH & DEVELOPMENT**

ESC looks to the traditional footwear and materials used in each biome, and seeks to develop them for the modern day using the benefits of modern design and material innovation. We take this stuff seriously, which is why our ESC design and development team spend time in these environments, testing each product to its limits.

**TRADITIONAL ECOLOGICAL KNOWLEDGE**

We want each product in the ESC collection to work in harmony with its environment. One of the best ways for us to do that is to go back to first principles, and to learn from those living or working in each biome.

All indigenous footwear is barefoot-footwear, and uses minimal materials, carefully selected and perfected over generations to deliver optimal protection without sacrificing natural movement. For example, conventional snow boots work by creating a thick, rigid barrier between feet and the ground. However, it’s easier to keep your feet warm if you have space to move your toes. The warmest and lightest boots for frozen lands aren’t those developed by the military, but the native footwear of the Sami people. Our new design, the Tundra, is being developed according to these principles.

“NOWHERE DO WE FEEL MORE CONNECTED TO OUR TRUE NATURE AND ONENESS WITH THE NATURAL WORLD, THAN IN WILD PLACES. ESC SEeks TO HONOUR THIS RELATIONSHIP AND HEIGHTEN OUR CONNECTION.”

— OLI CULCHETH, OUTDOOR BRAND LEAD

**TRADITIONAL ECOLOGICAL KNOWLEDGE**

| FOREST | LAUNCHED IN SPRING ’21 |
| HYDRA | LAUNCHED IN SPRING ’23 |
| JUNGLE | LAUNCHING SPRING ’24 |
| DESERT | LAUNCHING AUTUMN ’24 |
| TUNDRA | LAUNCHING AUTUMN ’24 |

**UNFINISHED BUSINESS**

WE ARE VIVOBAREFOOT | REGENERATIVE BUSINESS | REGENERATIVE PRODUCT | REGENERATIVE COMMUNITY | APPENDIX

WE ARE FOCUSED ON AN UNDULATING OR FLATLAND COLD WEATHER BOOT.
WHAT GOES INTO OUR BOOTS

We want to make footwear that can thrive in the world’s most inhospitable places. The technologies and material innovation that come out of our ESC goals feeds into a lot of the development of the rest of our range.

Ben McNutt is one of our ambassadors. He’s a wilderness skills instructor and expedition leader, and he’s recognised as one of the UK’s leading bushcraft and survival experts. Ben was foundational to the ESC project, in particular our Jungle boot – coming Spring 2024. Here, we speak to him about the R&D process.

WEAR TESTING WILDERNESS BOOTS

Testing the wilderness boots involves wearing prototypes in the harshest environmental conditions – seeing what features of the boot begin to fail, identifying why, and then working with the designers on how to remedy the issue. Repeat until they are virtually indestructible.

The core features of the perfect wilderness boot are:

• SIMPLE – less complexity, like seams or synthetic membranes, means less to go wrong.
• ENVIRONMENT-SPECIFIC – adopting principles from indigenous experience.
• ROBUST – in deep wilderness, your boots can’t fail.

Barefoot boots provide proprioceptive feedback that improves your balance and increases dexterity. Things like traversing logs or moving along narrow trails becomes easier. Barefoot soles don’t ‘ball’ mud like standard boots, so they have better traction on mud and snow. Flexible soles also allow you to move with greater stealth - ideal for wildlife spotting!

On expeditions, we have to teach people how to look after their feet. On one recent trip, after ten days of jungle living with 100+ river crossings, my feet still looked normal, but several of my clients were starting to develop trench foot - their boots were failing them.

THE ESC JUNGLE BOOT

STRETCHY TONGUE GUSSETS KEEP LEECHES OUT.

SPACER MESH LINER CIRCULATES AIR AND IS BRIGHT ENOUGH TO SPOT CREEPY-CRAWLIES.

RUST-FREE LACE HARDWARE.

LIGHT & STRONG.

KICK-OFF LIP FOR HANDS-FREE BOOT REMOVAL.

RANGE OF GRIPS CUT STEPS TRAVERSING MUDDY SLOPES.

FLEXIBLE FINS GRIP MUDDY ROCKS.

STRETCHY TONGUE GUSSETS KEEP LEECHES OUT.

BEN MCNUTT
SURVIVAL EXPERT

BEN’S FOOT (RIGHT) AFTER A WEEK IN THE JUNGLE WEARING THE JUNGLE BOOT. HIS MATE’S FOOT (LEFT) AFTER THE SAME WEEK IN THE SAME JUNGLE, WEARING A ‘NORMAL’ BOOT.
We wanted a shoe that lets people swim, run and scramble in an unpredictable and diverse aquatic environment. The Hydra is a pioneering, barefoot take on amphibious performance footwear, created alongside elite athletes to glide, grip, drain and dry quickly.

Swimrun blends trail running and open water swimming, demanding footwear that allows you to skip over rocks, flow along technical trails, and glide through water as efficiently as possible.

The Hydra has received rave reviews from the swimrun community, which is a relief given our first amphibious shoe was something of a fantastic failure. In standard tests conducted by swimrun.com, the Hydra gained only 32% weight after immersion, making it 3.4 times more efficient than one of its closest competitors. It also drains four times quicker. These are critical attributes for a product designed to take you in and out of water, repeatedly, without slowing you down.

As a side note, many of the design features of the Hydra came from the research and development for our Jungle ESC shoe, as the challenges are so similar, letting water in and out, but always keeping debris out; non-absorbent, non-rubbing and a low wet weight.

THE HYDRA
ESC

Scientists have proven what many of us have known all our lives - being close to or in water is good for us. In early 2023, we ran a Blue Health campaign to celebrate our world's remarkable abundance of rivers, lakes, seas and oceans, and to get the word out about the Hydra ESC.

It was a huge success. We sold out of Hydras within three weeks, and reached a lot of new people with our message. The campaign's creative content was designed to inspire, enable and educate our audience, and it received great engagement metrics.

HEALTHY DIGITAL

The Hydra is about getting offline and literally diving into nature, so it made sense to put a mindful moment in our social marketing campaign. Set to a calming seascape, we created a one minute guided meditation with David Jackson, Master Instructor with The Oxygen Advantage, that invited people to stop scrolling and to reconnect with their breath and their inner nature. No call to action other than... breathe.

We want to learn from the success of this campaign. How can we genuinely deliver meaningful moments to people's days, so we leave them better than we found them?
HELPING MORE KIDS BE MORE BAREFOOT

For a lot of kids, going barefoot is second nature. We want more kids to grow up with a deeper connection to nature, and to their bodies and what they are capable of.

Children who spend most of their time barefoot (or in minimalist shoes) have stronger feet, better balance and motor skills than kids who wear conventional, restrictive footwear. Helping more kids be more barefoot is therefore about unleashing their natural potential as they grow up into wonderful, well-grounded, well-rounded humans.

Last year, our kids team did a fantastic job reaching new customers and improving their experience. Looking ahead, we want to share even more educational and inspiring content for kids and parents.

A DEDICATED PARTNER

Last year, we successfully switched to a new partner and manufacturing facility for our kids footwear. Going forwards, 80% of our kids product line will be produced by this dedicated factory, improving our product range and availability.

EVEN MORE NATURE-READY

We are designing new outdoor-friendly products for next year. We want our footwear to help more kids get outdoors and then spend more time there.

22/23 PERFORMANCE

UNITS: 112.5k (-4% YoY)
REVENUE: £4.48M (+10%)

Kids volume reduced from Business to Business (B2B) because of factory delays. We saw strong year-on-year revenue improvement as we grow our direct-to-customer (DTC) market and increased our average selling price.

DIRECTION OF TRAVEL 23/24

FORECAST UNITS: 112.7k (flat YoY)
FORECAST REVENUE: £5.5M (+23%)

Significant DTC growth as we meet increasing demand for barefoot shoes (+39% increase). A reduction in B2B volume comes from bringing our German business back in house, and from our current partners working through previous overstocks.

RENTAL REVELATIONS

We started renting kids shoes through our partner Bundlee about 18 months ago. There are five styles available so far, and we’re hoping to test more soon— including winter footwear.

The idea was for Bundlee to return the rented footwear once it showed signs of wear so we could refurbish and sell it on ReVivo. But the anticipated nine months (three families for three months) has long since passed and we haven’t had anything back yet.

DESIGNING FOR RENTAL

Through the trial, we’ve learned which colours and materials work better for rental. For example, we’ve seen how a gum-coloured outsole (as opposed to a white one) is easier to clean and therefore useful in the rental market.

We’re now also developing footwear specifically for the rental market. Launching next year, the Extreme Playground Collection will feature an upgraded mesh upper.

We’re also exploring how to use RFID tags to tell the story of each shoe. Many partners require these tags and we hope to put a system in place that allows us to learn more about rental with this technology.

OUR TODDLER RANGE RENTAL STATS

<table>
<thead>
<tr>
<th>PRIMUS SPORT II</th>
<th>PRIMUS KNIT II</th>
</tr>
</thead>
<tbody>
<tr>
<td>COLOUR: Obsidian</td>
<td>COLOUR: Midnight</td>
</tr>
<tr>
<td>MONTHS RENTED: 232</td>
<td>MONTHS RENTED: 102</td>
</tr>
<tr>
<td>PRIMUS SPORT II</td>
<td>PRIMUS BOOTIE</td>
</tr>
<tr>
<td>COLOUR: Gold</td>
<td>COLOUR: Zinc</td>
</tr>
<tr>
<td>MONTHS RENTED: 94</td>
<td>MONTHS RENTED: 7</td>
</tr>
</tbody>
</table>
NEW DESIGNS, BETTER FEATURES

COLOURED BY KIDS
Last year, we asked kids to design a shoe inspired by nature. The winning design, pictured below, was made into a Primus Sport for Autumn 2023. We ran this campaign in partnership with Malcolm Campbell and his children’s book Malcolm the Weaver.

THE GAIA
We launched the Gaia in May ’23. Made from two natural materials, cotton and rubber, the Gaia has the highest VMatrix score across the entire business, beating the highest scoring adult’s style in autumn/winter ’23 by 5%. Over half of the people buying the Gaia were new customers, and it’s a great entry shoe for toddlers.

THE PLUMA
The Pluma, designed in collaboration with Jasmine Hemsley is a simple knitted sock with our most flexible outsole yet. Kids can start walking from size 18, but our previous smallest shoe didn’t start until size 20. Customers told us they wanted to be able to put their kids straight into Vivos, and - from October ’23 - they’ll be able to.

THE PRIMUS SPORT
This is our best selling kids shoe, making up about 35% of total sales. We’ve evolved its design for ’23, switching to a tongue opening to make it easier to put on. We learned this was important thanks to feedback from neurodiverse communities, and we hope it will encourage independent dressing in kids.
ReVivo is our refurbishment and repair solution for Vivobarefoot footwear. Through revivo.com, anyone can purchase pre-loved, reconditioned Vivos at a lower price.

**IF YOU CAN’T REPAIR OR RECYCLE IT, YOU SHOULDN’T MAKE IT**

ReVivo is in its third full year of business. In that time, there’s been a mindset shift around how we design our products, making sure that repairability is there from the drawing board onwards. The Boot Repair Company (who do our repairs) are now involved in all design kick off conversations and the ongoing design process.

We can clean and do minor repairs on 70% of our 356 different shoe styles, although just 17% of these styles can be resoled. We are trying to increase that percentage. It’s worth noting that because some of these styles are very old, we don’t know if we can repair them because we’ve never had the chance to try! For now, we’re focused on figuring out how to repair our top sellers - like the Primus Lite III and the Primus Trail II.

We are also working hard to improve the customer experience around repairs. We will start offering repairs in more regions soon, and we’re getting better at communicating what can and can’t be repaired. In the meantime, you can always email us to ask.

*Repairs currently only available in the UK

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**REVIVO THE YEAR IN NUMBERS**

**£3.4M**

Gross sales

**2,133**

Customer repairs, up from 500 the previous year.

**56%**

Of ReVivo customers were new to both Vivo and ReVivo.

**98K**

Pairs sold over 3 years. 41K pairs in FY 22/23.

**42K**

Total pairs refurbished in FY 22-23; 35% more repairs than FY21/22.

**2-3%**

2-3% of people who make a first purchase on ReVivo go on to make a purchase on Vivo, which contributed £400k to the bottom line last year.

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**103K**

Refurbishments and repairs over the last three years.

**<1%**

Takeback in inventory, 60-70% customer returns, 20-25% partner returns, and aged stock <5%.

**10K**

Pairs collected this year. 18K total since 2020.

**10%**

Total repairs from FY 20-21; 20% higher than FY21/22.

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**WORTH THE WAIT: A NEW RECYCLING PARTNER**

There are currently 16,281 pairs of Vivos sitting in a warehouse that we cannot refurbish or resell. We’ve been holding on to these shoes until we found someone who could recycle them... and the wait might finally be over!

Earlier this year, we sent 200 pairs of Vivobarefoots to Fast Feet Grinded, a footwear recycling company based in the Netherlands. FFG’s process works by separating all the materials (rubber, foam, fluff, textile and leather), which they then either use to produce their own circular footwear or sell to partners in other industries.
We want all our ReVivo services to be available globally, but served locally. Ultimately, this will help us reduce the number of shoes we move around the world.

We’re doing some exciting work on an organic dying project, which we think is really going to move the needle on the amount of product we can refurbish and resell. The shoes we want to dye are in perfect condition, they just happen to be white or light coloured and therefore show every blemish.

At the moment, we’re just talking to dyers in the UK, taking a local-first approach and sticking to using locally sourced natural dyes. One day, we’ll have the partners in place to provide regional fulfilment for Vivo-lovers around the world.

We’re also excited about the idea of creating exclusive ReVivo products - footwear that’s unique because of its refurbishment. For example, colouring two different shoe styles with the same dye will create totally unique products - one-offs that can’t be replicated.

ORGANIC DYE HOUSE TRIAL
We currently have several thousand pairs of light-coloured shoes that can’t be resold because they’re marked. We’re collaborating with an amazing UK-based organic dye house so the colours we end up using will reflect the plant dyes that are available in the UK. The initial trial will colour 500 pairs of Primus Light IIs and Asanas in two or three different shades. Watch this space!
EDUCATION FIRST

Over the last few years, education has moved higher and higher up our agenda. We want to help more people learn about and transition to naturally healthy lifestyles.

As a result, the VivoHealth team now plays a key role in delivering our brand mission and wider impact goals. And we’re pleased to report they’ve risen to the challenge.

KPIS

63,135
people reached, hitting our target of 62k subscribers*  
213,670
engagements with educational content

LEARN THE BAREFOOT FUNDAMENTALS

Looking ahead, we will continue to build a proper content hub on the Vivobarefoot website, with cross-links through to our product pages. We are making sure our knowledge is disseminated across all our channels, including externally. Ultimately, we want a holistic framework of educational content, which will include our key pillars of natural health.

*someone who has fully engaged and signed up.

EXPLORE COURSES
We are building a real-world community of health professionals, which we define as people who study, treat and practise preventative measures to build natural health.

With an approach that’s grounded in science and research, we want to challenge conventional wisdom in the health space. To do this, we are talking to osteopaths, physiotherapists, chiropractors and personal trainers, as well as education businesses, podiatrists and physicians.

ONLINE -> OFFLINE

We have launched our face-to-face workshop programme, coaching more than 1,500 health pros across the US, UK and Germany. Our goal is to educate as many coaches as possible, making them aware of our approach and bringing some into our community programme.

We are also training up regional coaches to deliver online webinars, face-to-face workshops and attend conferences and events.

BAREFOOT ATHLETES

Professional athletes are ahead of the curve on the benefits of natural health, and we’re always proud to see the best of the best wearing our footwear.

VIVOBAREFOOT HAS BEEN A GAME CHANGER FOR A LOT OF MY TRAINING FROM BODYBUILDING TO FUNCTIONAL TRAINING”

— OBIVINCENT

OBIVINCENT

@obi_vincent

An incredible athlete and trainer, and one of our top health pro ambassadors.

I wear Vivobarefoot to improve my foot health and strength. It has been a game changer for a lot of my training, from bodybuilding to functional training. I predominantly work out in my Vivo’s as well as when i go on my daily walks.

My top three pieces of advice to improving health are:
1. Have a plan and set realistic goals that can be measured over time.
2. Nutrition is KEY, so learn the basics.
3. Don’t be afraid to ask for help.

This last one is very important because we tend to try and do everything ourselves, but there are qualified professionals who are willing to help and guide you. For example, if you are unsure about nutrition even after research, find a coach to guide you. (YouTube is also a great FREE resource for health and fitness tips.)
We are proud and excited to have launched VivoBiome. This represents a big step towards our vision for a radical scan-to-print circular bare-footwear system that reimagines how footwear is designed and made.

Bespoke to every individual, each VivoBiome product will be created using a 3D foot scan which can then be personalised. The platform creates an AI enabled model using photoreal visuals so the customer can have a virtual try-on. They can then choose to further customise the design and colour before sending it to print.

WEAR-TESTING PROGRAMME

Earlier this year, we launched a wear testing programme to trial VivoBiome in the wild. The Biome Pioneers has 40 inspiring founding members - conscious mavericks and digital creators from the barefoot natural movement world and beyond. Everyone gets an initial footscan and barefoot MOT before their shoes are printed to order.

We are also working with 100 customers who applied to be part of the pioneering Biome community, and we're busy gathering valuable feedback about their first-hand experience of VivoBiome.

MADE-TO-ORDER, MADE-TO-MEASURE, MADE ON SHORE AND MADE TO BE RE-MADE.

THIS IS BARE-FOOT-WEAR THAT ENABLES US TO RECONNECT WITH OUR NATURAL POTENTIAL.
UNDERSTANDING NATURE’S SECRETS

VivoHealth supports and commissions research into feet and movement. We want to drive systemic change and challenge conventional wisdom in the health space, but we wouldn’t dream of doing that without the evidence to back up our claims. Research builds credibility in everything we do.

We currently have PhDs researching

- Kids foot development
- A comprehensive review of 250 years of barefoot research
- Investigation into physio’s treatment of Knee Pain and Knee Osteoarthritis
- Hiking habits, injury & footwear choice
- Footwear in the lives of autistic children and their parents
- The importance of play for kid’s movement & health
- Measurement of the developing feet in shod and barefoot paediatric populations
- Walking on ageing feet: heel impact and forefoot deformation throughout the life course.

In May of this year, we invited 150 scientists to a conference at South East Technical University (SETU) in Ireland, and are funded by our LiveBarefoot Fund.

**GETTING THE WORD OUT:**

PODCASTS AND EDUCATORS

We take an education-first approach with our ambassador network, supporting health thought leaders to put barefoot and natural health into the broader health conversation.

Through our network, we will reach 2.25 million people by the end of the financial year, 28% up on last year. And our message is landing: the top five best performing content on social came from our educators last year.

These are all at South East Technological University (SETU) in Ireland, and are funded by our LiveBarefoot Fund.

This is at Liverpool University, also funded by the LiveBarefoot Fund.

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WE'RE IN THIS TOGETHER

Our community is growing bigger every day.

Whether someone is an employee, an ambassador, a value chain partner or a customer, we want to empower everyone in our community to fulfil their potential and embrace a more human and natural way of living, working and everything in between.
OUR PEOPLE STRATEGY

Our ‘live barefoot’ principles of dance, diversity and simplicity are the key to delivering our mission and making Vivo a great place to work.

We’re an open-minded and creative community that challenges the status quo, seeks to live naturally and believes in the powerful connection between human and planetary health.

Central to our people strategy is retaining this culture as we grow - finding the right balance between yin and yang across everything we do. We anchor this in the Livebarefoot Model, which is based on barefoot movement principles. For 23/24, our focus is the following:

• POSTURAL ALIGNMENT: attracting and hiring talented people connected to our mission
• RELAX AND FLOW: ensuring our employee value proposition is truly aligned to living barefoot, and that people are rewarded and recognised for awesome work.
• SENSORY FEEDBACK: building effective circles, nailing our onboarding experience, continuously learning from each other and developing talented regenerative leaders.
• AGILE RHYTHM: elevating how we work together and connect, especially in a hybrid working world.

Over the last year, there have been a few bumps in the road, with a couple of restructures and a fair amount of coming and going as a result. We know this is tough for our team, and we hope we’ve emerged from these challenges stronger and more self-aware.

THE EVOLUTION COUNCIL

We announced the formation of our Evolution Council in last year’s report. Its purpose is to ensure fairness and transparency of salary increase proposals and outcomes across the Vivo ecosystem, acting as a non-hierarchical conduit between Board, Round Table and the wider Vivo team. Our Evolution strategy is designed to inspire our people to live and work according to regenerative principles, which we do through rewards and remuneration, and through our awesome benefits.

We increased salaries in July of this year with those on lower salaries receiving a higher percentage of increase, as you can see in the table. We adopted this approach to support our commitment to pay fairness and equity, and to narrow any pay gaps. Furthermore, 30 employees received further salary increases to recognise and reward career evolution and brilliant impact.

The Evolution Council is a cross-functional team, and now contains our Finance Lead, our CEO, the head of our People team and our Company Secretary. We’ve also invited a third party to support - one of our non-executive board members, Indira Thambiah.

<table>
<thead>
<tr>
<th>SALARY BAND</th>
<th>INFLATION</th>
</tr>
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<tbody>
<tr>
<td>24-33,999</td>
<td>11%</td>
</tr>
<tr>
<td>34-39,999</td>
<td>9.5%</td>
</tr>
<tr>
<td>40-59,999</td>
<td>8.5%</td>
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<tr>
<td>60-89,999</td>
<td>7.5%</td>
</tr>
<tr>
<td>90-120,000</td>
<td>6.5%</td>
</tr>
<tr>
<td>&gt;120k</td>
<td>5%</td>
</tr>
<tr>
<td>AVERAGE</td>
<td>8%</td>
</tr>
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</table>
We work with the Happiness Index to understand how people at Vivo are really doing.

The Happiness Index is an external, anonymous feedback platform that measures employee engagement and wellbeing, and helps us understand what’s going well and where we need to improve. Our last full survey results are from February 2023. As you can see in the snapshot below, we have incredibly high participation rates, which indicates people trust the programme, and believe their views will be listened to and acted upon.

We saw a really positive overall result of 7.6 for happiness & engagement this year, continuing a positive trend (over 7 points) from the last four surveys. However, our mean score across all questions went down. We know that was a lot to do with the company restructure described above, but there are other factors to consider as well. Some of these are external to Vivo - like the cost of living crisis - but that doesn’t mean we don’t have a responsibility to act.

The survey results provided us with lots of useful feedback, particularly around the need to better communicate changes. We need to make sure people know the right things at the right time, and we need to learn when face-to-face conversations are better than a general company update. We also received useful feedback around career progression.

We’ve been working with our internal, cross-functional team of proprioceptors to make sure we understand this feedback and continue to bring regenerative leadership principles to life across the ecosystem. We’ll be using the insights gathered throughout this process to continue to evolve and set strategy for the next 12 months.

RESPONSE RATE
96%
93 employees took part

TOP RESPONSES

<table>
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<tr>
<th>MOST POSITIVE CHANGES</th>
<th>FEB 2020</th>
<th>OCT 2020</th>
<th>JUL 2021</th>
<th>JAN 2022</th>
<th>AUG 2022</th>
<th>FEB 2023</th>
<th>SCORE CHANGE (AUG 22-FEB 23)</th>
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<tbody>
<tr>
<td>How able are you to manage your workload?</td>
<td>6.6</td>
<td>6.0</td>
<td>7.0</td>
<td>7.5</td>
<td>7.5</td>
<td>7.5</td>
<td>+0.2</td>
</tr>
<tr>
<td>How satisfied are you with the amount of challenge in your role?</td>
<td>6.4</td>
<td>7.2</td>
<td>7.7</td>
<td>8.1</td>
<td>7.6</td>
<td>7.7</td>
<td>+0.1</td>
</tr>
<tr>
<td>To what extent do you have access to the resources you need to support your role?</td>
<td>-</td>
<td>-</td>
<td>7.1</td>
<td>7.3</td>
<td>7.0</td>
<td>7.1</td>
<td>+0.1</td>
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<table>
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<th>MOST NEGATIVE CHANGES</th>
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<th>OCT 2020</th>
<th>JUL 2021</th>
<th>JAN 2022</th>
<th>AUG 2022</th>
<th>FEB 2023</th>
<th>SCORE CHANGE (AUG 22-FEB 23)</th>
</tr>
</thead>
<tbody>
<tr>
<td>How much do you trust your organisation</td>
<td>5.6</td>
<td>6.6</td>
<td>7.3</td>
<td>7.8</td>
<td>7.6</td>
<td>7.0</td>
<td>-0.8</td>
</tr>
<tr>
<td>How satisfied are you with the opportunity to progress your career here?</td>
<td>5.4</td>
<td>6.1</td>
<td>7.1</td>
<td>7.3</td>
<td>7.3</td>
<td>6.8</td>
<td>-0.5</td>
</tr>
<tr>
<td>How free do you feel to be your true self at work?</td>
<td>6.9</td>
<td>7.5</td>
<td>7.8</td>
<td>8.2</td>
<td>8.4</td>
<td>8.0</td>
<td>-0.4</td>
</tr>
<tr>
<td>How inspired are you by your organisation?</td>
<td>6.1</td>
<td>7.9</td>
<td>8.3</td>
<td>8.6</td>
<td>8.4</td>
<td>8.0</td>
<td>-0.4</td>
</tr>
</tbody>
</table>
We believe that getting offline and spending time together in real life is really powerful, and this time is strengthened by being outdoors and moving around in nature.

In our relentlessly digital world, getting together 'IRL' isn't always easy, but we do our best, hosting, facilitating, convening and sponsoring a range of community-focused events both externally and internally.

**REGENERATIVE LEADERSHIP IMMERSIONS**

In the last year, we've held several different sessions for various groups from our external community. Most of these took place at Springwood, a beautiful woodland just south of London.

During these sessions, we aim to inspire and educate each other about the shift to regenerative leadership, creating wider ripples beyond Vivo. Crucially, we also use the group’s feedback and insights to inform business decisions and our direction of travel.

Last September, we facilitated a get together with 35 leaders from B-Corps and for-purpose businesses, while this spring we were joined by 25 Head of Culture and People Directors for a workshop. Meanwhile, in June, we ran an immersive onboarding for eight of our new Customer Services team, as well as hosting one of our quarterly gatherings of external proprioceptors - our ambassadors from the world of health, wellbeing and athletics.

When it comes to our internal community, we hosted almost every one of our UK Vivo staff at Springwood for full day immersions in nature. For our global staff who can’t always meet us IRL, we set up two online PODs. We mainly run three types of nature days:

- **NEW JOINER POD IMMERSIONS** – we run these four times a year to introduce new hires to our LiveBarefoot culture.

- **LIVEBAREFOOT IMMERSIONS** – we invite everyone to take a day out in nature with us at least once a year to connect and reflect, balancing the outer ‘doing’ with inner ‘being’. We invite all levels along, which helps create a richer day for deeper learning.

- **TEAM IMMERSIONS** – we invite teams ‘to the woods’ to connect more deeply. These events can be for new teams trying to find their way, existing teams to recalibrate, or to address tensions head on if it needs be.

**WE DO LOVE A PARTY**

- **SUMMER SOLSTICE 2023** – wonderful locally sourced food, great awards, shoutouts and a party that went on ‘til late. We ran workshops on foraging, visible-mending, forest bathing and yoga - all of which went down a treat.

- **PRODUCT SHOWCASE** – We hosted our most recent sales conference in a theatre, with new shoe displays to really show off our creations.

"I FIND IMMENSE VALUE AND ENJOYMENT IN THE E-PROPRIO DAYS. THEY ARE HELPING US BUILD A ROBUST AND ADAPTABLE SYSTEM AND COMMUNITY TO HELP BETTER INFORM DECISION MAKING IN Vivo [AND] THEY FOSTER A COLLABORATIVE AND INCLUSIVE APPROACH, ENCOURAGING TRULY DIVERSE PERSPECTIVES."

— ADAM DANIEL MBA
HUMAN PERFORMANCE AND LEADERSHIP COACH, AND BAREFOOT MOVEMENT COACH

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**KEEPING IT REAL**

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We’re about 18 months into our coaching programme and we love where it’s taking us. After an (intentionally) slow start, the programme is now really flying. In two groups, eight Vivonistas have completed their training, and are currently coaching 32 of their colleagues across the business. In total, the team has coached over 50 people, providing well over 200 hours of one-to-one support.

WHY WE COACH

For us, running this programme isn’t about driving performance, although that’s often an unavoidable and happy byproduct. Instead, it’s about helping us create a thriving internal culture.

For example, we’ve seen how coaching helps with giving and receiving feedback, having better conversations (including tricky ones), negotiating salaries, and getting more from your day-to-day role.

Coaching creates a different way of communicating with each other – it’s more respectful, and creates space. The transition to a regenerative business has its challenges, like breaking down entrenched silos and hierarchies, and coaching gives us the means to navigate this. It also helps us retain our unique culture as we grow.

WHAT’S NEXT?

We are over capacity - more people want coaching than we can cater for. So we’re currently looking for our third cohort of coaches to train up and release into the business. We are also exploring the possibility of offering coaching beyond our HQ, potentially to B2B partners and suppliers.

“COACHING SITS BETWEEN THE GAPS IN VIVO’S ECOSYSTEM. ALL THE SKILLS AND SUPPORT YOU GET FROM COACHING IS LIKE A KIND OF NOURISHMENT THAT HELPS THE WHOLE BUSINESS THRIVE.”

— DAMIEN PEAT, COACHING LEAD
We believe everyone should be able to see themselves in our shoes. We are working hard to make sure our network and content is truly diverse and inclusive. It’s still a work in progress, but we are doing better than we were. Every campaign strategy we create now has diversity measures baked in.

REGIONAL NETWORKS

THE USA
We’ve been investing in growing our network in the US, and it’s been exciting to see such strong progress. We’ve hired a local community manager to further focus our efforts, and we’re looking to diversify beyond our current gym and fitness community into outdoors, wellness and natural health.

THE UK
We’ll be investing more energy into our UK network over the next 12 months so that it can really fulfil its potential. We’re expecting a lot of action around our VivoBiome testing programme, which has 200 ambassadors - a mix of 100 founding pioneers, and 100 members of the public. We’ll be calling on this diverse and representative crowd for feedback and input as we expand the programme.

GERMANY
The big news from Germany is that we decided to take it back as an owned and operated market (as opposed to a distributor set up). We’ve just hired an amazing social manager who’s going to be documenting her barefoot journey as part of her role.

Our Most Successful Ambassador Campaign, Ever

The launch of our Primus Lite Knit was our most successful ambassador campaign ever. Our network created 117 pieces of original content, which earned 7.1m impressions and 495k engagements. That’s the power of community, right there.

Jjf Collab

@john_john_florence

We’re so excited to welcome two-times world surf champion John John Florence into the Vivo family with a new collaboration. John John adventures far beyond the ocean. From hiking trails to snowboarding the backcountry and growing in his garden, nature is where he finds awe, health, gratitude and mana – an indigenous Hawaiian term for spiritual strength. Nature guides him.

We shot the campaign on location in Hawaii. Asher, our Creative Director, reflects: “With anyone we work with, it’s important there’s a connection that runs deeper than a business relationship. We finished up our trip enjoying a signature Mahi Mahi steak cooked by John and his wife Lauren, and talking about growing up barefoot, the importance of being close to nature and how not cramming kids’ feet into shoes is a cause worth fighting for.”

Find Out More

<table>
<thead>
<tr>
<th>Ambassador Network</th>
<th>2,354</th>
<th>11,715</th>
<th>17.8M</th>
<th>249M</th>
<th>£6.5M</th>
</tr>
</thead>
<tbody>
<tr>
<td>total members (up 22%)</td>
<td>posts (up 6%)</td>
<td>social media engagements (up 56%)</td>
<td>impressions (up 30%)</td>
<td>revenue (up 22%)*</td>
<td></td>
</tr>
</tbody>
</table>

*Revenue numbers just reflect ambassadors, not educators.
Adventurer, explorer and all round hero, we’re delighted to be working with Jenny Tough. And yes, that's her real name.

**WHY DO YOU WEAR BAREFOOT?**
I'm a big believer in doing everything the natural way, and after nearly two decades of running and balancing the injuries that come with, I realised my body operates better barefoot. Since making the full-time switch, I haven’t had a running-related injury. Barefoot running is the gateway that pulled me into this world of natural movement and ethical consumption.

**HOW WOULD YOU DESCRIBE YOUR PARTNERSHIP WITH VIVO?**
I don’t work with any brands that I don’t wholeheartedly believe in, and Vivo is a relationship that I’m genuinely quite proud of. It’s a real relationship based on mutual authenticity and support. I’m excited to tell people about the brand I love so much, and I also feel incredibly supported by Vivo to pursue my goals and mission in return.

**YOU HELPED SHOOT THE CONTENT FOR OUR BAREFOOT TRAIL RUNNING COURSE - WHAT WERE SOME OF THE HIGHLIGHTS OF THAT EXPERIENCE?**
Getting people out on trails, exploring nature, and achieving their own challenges is something I’m so passionate about. We had a brilliant team of creatives to bring the course together and although I was leading the instruction, I learned so much from the team. I hope the finished product encourages more people to take their running off-road!

**WHERE’S THE MOST EPIC PLACE YOUR VIVOS HAVE TAKEN YOU THIS YEAR?**
At the start of the year I spent a couple months in South Africa, travelling by my gravel bike. One amazing benefit of barefoot - they take up so little room! I was riding around the Cape Fold Mountains. I’d find a town to stay in for a few days and go for some amazing long runs. I got to see some really amazing South African nature and wildlife in my little Primus shoes.

@jennytough
AMBASSADOR: LAURA KUMMERLE
@paradigmede perfection
Laura is a physical therapist based in the US, sharing high-quality and accessible mobility workouts via her social channels. We love her philosophy of imperfection as perfection!

1. WHY DO YOU WEAR BAREFOOT FOOTWEAR?
I've preferred being barefoot for as long as I can remember. I grew up doing gymnastics, and would play barefoot outside and on walks. I never liked working out in shoes, but some gyms require them. I stumbled across barefoot footwear and fell in love. I could feel the ground again and react to the environment around me while still protecting my feet.

2. WHAT HAS BEEN YOUR EXPERIENCE OF SHARING YOUR BAREFOOT STORY WITH YOUR COMMUNITY?
I've loved it. I'm typically barefoot while working out and will sometimes get questions about it. One of my passions is empowering people with knowledge about their body, and I've truly enjoyed sharing the current evidence around wearing barefoot footwear - what impact it has, why one may choose it, how to transition safely, etc.

AMBASSADOR: TONY RIDDLE
@thenaturallifestyle
Tony is a record-breaking barefoot endurance athlete, as well as Natural Lifestyle Coach and Movement Specialist. We're very proud to work with him, and we're chuffed he's one of our VivoBiome wear testers.

“VIVOBIOME REPRESENTS A GROUNDBREAKING LEAP IN SUSTAINABLE FOOTWEAR, Merging cutting-edge technology with the principles of natural movement. This innovative solution embraces the essence of our human design and reconnects us with the earth. It's a game-changer, revolutionising the way we approach footwear and paving the way for a more sustainable and regenerative future.”
CUSTOMER EXPERIENCE

Our Customer Service team responded to 118,873 customer contacts across email, phone and social this financial year.

We receive regular feedback from our customers, via direct contact with our Customer Service team and through surveys sent off the back of an order or interaction with our team. This feedback informs business strategy and helps us prioritise what we invest in.

Recently, we’ve learned we need to do better across:

- **THE PURCHASE EXPERIENCE** - we get the most feedback about getting shoes on time, order tracking, returns, refunds and exchanges.
- **PRODUCT VALUE** - customers are telling us our prices are high. We need to do a better job communicating why that’s the case.
- **GUIDANCE ON FIT** - 69% of our returns happen because of sizing. We need to better support customers to get the fit right first time.

CUSTOMER HAPPINESS

We first introduced Net Promoter Score (NPS) as our strategic measure of Customer Happiness in 2020. Year by year, we’ve improved the accuracy of this measurement through a few key changes. We removed survey incentives to reduce influencing responses. We switched to a new survey provider so we could capture feedback more regularly, accounting for any operational or brand sentiment peaks and troughs. And we linked survey responses to customer profiles so we can see regional performance, product insights and customer loyalty.

This increase in accuracy both explains the slight dip in customer happiness scores, and provides the insights we need to improve.

DEDICATED SERVICE TEAM

In December ’22, we moved to a new customer service partner to support us delivering our strategy and help more customers on their natural health journey. This fantastic team of 45 is based in Slough, and were chosen after a lengthy process to find a partner well aligned to our brand values.

WHAT OUR CUSTOMERS THINK OF US

Last financial year, 60% of Vivo customers came to us through word of mouth. Of course, we love hearing stories directly from our customers, but we really love that they’re sharing their stories with the wider world as well.
SWIMRUN

We’re big fans of the swimrun community and have supported ÖTILLÖ, the main organiser of events, for the last seven years.

The community has helped us in return, providing invaluable input into product development. Check out the Hydra on page 44 - we couldn’t have made such a high-performing shoe without the wisdom and experience of our swimrun ambassadors.

The sport was started by four Swedish friends who challenged each other to a race across the archipelago - running and swimming as the terrain demanded. Today, swimrun is known as a friendly and diverse community that’s working hard to make itself as accessible as possible.

We dropped the ball a bit last year, and didn’t show up in the way we usually do. We’ll do better this year.

“SWIMRUN IS A GREAT OPPORTUNITY TO GET OUT IN THE NATURAL ENVIRONMENT. THE MENTAL HEALTH BENEFITS OF SWIMMING AND RUNNING ALONG THE UK COASTLINE, WHICH ARE ACCESSIBLE TO MANY OF US, ARE HIGHLIGHTED IN “BLUE HEALTH” CONCEPTS. EXERCISE AND TIME IN NATURE IS SOMETHING I AM ALWAYS KEEN TO PROMOTE TO MY PATIENTS.”

— DR RANGAN CHATTERJEE
APPENDIX

This is our longest appendix ever. And (quiet at the back!) that's a good thing. The appendix includes ReFrame, a new framework we’ve built that consolidates hundreds of indicators from different global ESG reporting frameworks. Going forwards, we hope to use ReFrame to keep us more accountable than ever before. Although they’re included in ReFrame, we’ve also voluntarily included the European Sustainability Reporting Standards separately.
## FRAMEWORK KEY

<table>
<thead>
<tr>
<th>B CORP</th>
<th>BENEFIT CORPORATION</th>
<th>WEF</th>
<th>WORLD ECONOMIC FORUM</th>
<th>FTF</th>
<th>FASHION TRANSPARENCY INDEX</th>
<th>REI</th>
<th>RECREATIONAL EQUIPMENT INC.</th>
<th>VIVOBAREFOOT'S OWN KPIs</th>
<th>TCFD</th>
<th>TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES</th>
<th>TNFD</th>
<th>TASKFORCE ON NATURE-RELATED FINANCIAL DISCLOSURES</th>
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</thead>
</table>

## PROGRESS KEY

<table>
<thead>
<tr>
<th>SEDENTARY</th>
<th>DATA: Not collected</th>
<th>ACTION: None</th>
<th>DISCLOSURE: None</th>
<th>INTEGRATED INTO Vivo: No</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMALL STEPS</td>
<td>DATA: Started to collect</td>
<td>ACTION: Some, but we've got more to do.</td>
<td>DISCLOSURE: Limited</td>
<td>INTEGRATED INTO Vivo: Limited</td>
</tr>
<tr>
<td>BAREFOOT RUNNING</td>
<td>DATA: Continues collection</td>
<td>ACTION: Adequate</td>
<td>DISCLOSURE: Yes</td>
<td>INTEGRATED INTO Vivo: Yes</td>
</tr>
<tr>
<td>NORTH STAR</td>
<td>DATA: Full data (continuous)</td>
<td>ACTION: Best practice</td>
<td>DISCLOSURE: Best practice</td>
<td>INTEGRATED INTO Vivo: Best practice</td>
</tr>
</tbody>
</table>

## FRAMEWORK

### PURPOSE & OVERVIEW

#### I.1 COMPANY DETAILS

<table>
<thead>
<tr>
<th>B CORP</th>
<th>ESRS</th>
<th>GRI</th>
<th>SENSE</th>
<th>OTHER</th>
<th>ANSWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Legal name</td>
<td>a. Vivobarefoot Limited</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Nature of ownership and legal form</td>
<td>b. Private Limited Company</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Location of company headquarters</td>
<td>c. Registered office address 28 Britton Street, London, EC1M 5UE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Countries of operation</td>
<td>d. UK, Vietnam, China, Portugal, Ethiopia</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

#### I.2 MEANINGFUL PURPOSE STATEMENT

Does Vivobarefoot have a defined purpose statement that:

- a. Contributes to a significant positive impact on economic, social and environmental issues
- b. Is incorporated into your strategy, policies and goals?

**C** | **N** | **SBM-1** | **WEF** | See page 12 (company metrics) |

#### I.3 PROGRESS AGAINST PURPOSE

- a. How does Vivobarefoot make progress towards its purpose statement and strategic milestones?
- b. Do you share (publicly) the significant economic, environmental and social milestones you expect to achieve in the coming year?
- c. Do you share (publicly) the milestones achieved from the previous year, and how those milestones are expected (or have) contributed to long-term value?

**C** | **N** | **SBM-1** | **WEF** | See page 12 (company metrics) |

#### I.4 COMMITMENT TO REGENERATION

Share a statement from the Legal Board about the relevance of sustainable development to Vivobarefoot, and its strategy for contributing to sustainable development.

Include:

- a. The role of the Legal Board and of the Round Table in developing, approving, and updating your sustainability-related purpose/ value/ mission statements, strategies, policies, and goals.
- b. The role of the Legal Board in overseeing your due diligence and other processes to identify and manage your impacts on the economy, environment, and people, including: i. whether and how the Legal Board engages with stakeholders to support these processes; ii. how the Legal Board considers the outcomes of these processes; iii. Describe the role of the Legal Board in reviewing the effectiveness of the processes described in (b), and report the frequency of this review.

**C** | **N** | **GOV-2, SBM-2** | **2-12** | **2-22** |

#### I.5 INTEGRATING SOCIAL & ENVIRONMENTAL PERFORMANCE INTO DECISION MAKING

How does Vivobarefoot integrate social and environmental performance into decision making?

**C**

- a. See CEO & Regeneration Lead opening conversation (page 06)
- b. The Legal Board review progress against Vivo's regeneration strategy on a quarterly basis. Vivobarefoot's Head of Regeneration is a Legal Board observer and attends all 6 annual board meetings.
- c. The Legal Board and Round Table review key performance indicators on Vivo's social and environmental performance (see page 12 company metrics).
- d. The Legal Board advise accordingly, the Round Table is responsible for the delivery of the strategy and the integrated reporting metrics.
- e. The Regeneration team give quarterly updates to the Legal Board on the progress of the regeneration strategy and programme (which includes due diligence). The bi-monthly board pack also contains key updates on strategic metrics. The Round Table and Legal Board also review the annual materiality assessment and prioritise material topics for monitoring financial and non-financial risks.
- f. These processes have only been formalised in the past 12 months, so a review of their effectiveness will take place before the next annual report.

#### I.6 OVERVIEW OF ACTIVITIES, VALUE CHAIN AND OTHER BUSINESS RELATIONSHIPS

- a. What sector(s) is Vivobarefoot active in?
- b. Describe your value chain, including: i. activities, products, services, and markets served; ii. supply chain; iii. your downstream partners and their activities;
- c. Share other relevant business relationships;
- d. If there have been any significant changes in the above compared to the previous reporting period, share these.

**SBM-1** | **2-6** |

- a. Footwear
- b. See stakeholder map on page 23 and link to Value Chain Map on page 37
- c. See stakeholder map on page 25 and link to Value Chain Map on page 37
- d. None material to reporting

## INDICATOR

### GOVERNANCE
## I.1.7 MISSION LOCK

Separate from the mission statement, what has Vivobarefoot done to legally ensure that its social or environmental performance is a part of its decision making over time regardless of company ownership?

### 1.2.2 OVERVIEW OF GOVERNANCE STRUCTURE

a. Describe Vivobarefoot’s governance structure, including Legal Board committees;

b. List the Legal Board committees that are responsible for making decisions on, and overseeing the management of, Vivobarefoot’s impacts on the economy, environment, and people;

b) Describe the composition of the Legal Board and its committees by:

i. executive and non-executive members;
ii. independence;
iii. time each member has been in post;
iv. number and nature of other significant positions and commitments held by each member;
vi. gender;
vii. gender-represented social groups;
ii. competencies relevant to Vivobarefoot’s impacts;
iv. stakeholder representation.

### 1.2.2 OVERVIEW OF GOVERNANCE SYSTEM

a. Describe the nomination and selection of the Legal Board and its committees;

i. describe the criteria used for nominating and selecting Legal Board members, including whether (and how) the following are taken into consideration:

   - views of stakeholders (including shareholders);
   - diversity;
   - independence;
   - competencies relevant to Vivobarefoot’s impacts;

b. Which of the following apply to Vivobarefoot’s Board of Directors?

i. Meets at least twice annually.
ii. Meets at least quarterly.
iii. Includes at least one independent member.
iv. Includes at least 50% independent members.

### I.2.3 STAKEHOLDER REPRESENTATION ON THE BOARD

Does Vivobarefoot’s Board of Directors have voting seats representing:

i. Executive employees.
ii. Non-executive employees.
iii. Community expertise.
iv. Environmental expertise.
v. Customers

---

**APPENDIX**

- **Legal Board of Directors** (made up of three non-executive directors, three directors, company secretary and internal Legal Board observer). Committees include an audit committee, and remuneration committee.
  - i. M
  - v. None of the above.
  - vi. Under B-Corp regulations, the Legal Board is qualified as a ‘Diverse Board’ due to diversity of gender, faith, indigenous culture and disability.
  - vii. The Vivobarefoot Legal Board has a range of competencies related to economic, environmental and social topics, including formal qualifications and industry experience. The Chairperson was previously a senior executive at two major fashion brands, as well as for Totoa, and has experience building brands across the globe. Personally, he is passionate about family, sports, adventure, the outdoors and business as a force for good. Between them, the Non Executive Directors have many years’ experience in founding, leading and advising multichannel, digital and direct to consumer businesses across a range of industries. The three company executive members have significant experience related to their roles in the business.
  - viii. Stakeholders represented: Vivobarefoot staff.
### I.2.4 BOARD CHAIRPERSON

- Is the chair of the Legal Board a senior executive?
- If yes, explain the function within Vivobarefoot’s management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B-CORP</th>
<th>GRI</th>
<th>OTHER</th>
<th>ANSWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2-4</td>
<td></td>
<td></td>
<td></td>
<td>Chair of the Legal Board is not a senior executive</td>
</tr>
</tbody>
</table>

### I.2.5 SHAREHOLDERS IN THE EXEC TEAM

Do the CEO and other executive committee members hold shares in the company?

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B-CORP</th>
<th>GRI</th>
<th>OTHER</th>
<th>ANSWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2-5</td>
<td></td>
<td></td>
<td></td>
<td>CS A Yes, see investor relations page on Vivobarefoot.com</td>
</tr>
</tbody>
</table>

### I.2.6 CONFLICTS OF INTEREST DISCLOSURE

- Do all Legal Board members and officers complete an annual conflict of interest questionnaire?
- Describe the processes for evaluating the board to ensure conflicts of interest are prevented and mitigated.
- Report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to:
  - cross-board membership;
  - cross-shareholding with suppliers and other stakeholders;
  - existence of controlling shareholders;
  - related parties, their relationships, transactions, and outstanding balances.

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<tr>
<th>INDICATOR</th>
<th>B-CORP</th>
<th>GRI</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1-2-6</td>
<td></td>
<td></td>
<td></td>
<td>a. Yes. b. We have a standing agenda item at each board meeting on anti-bribery and corruption c. Yes, as required</td>
</tr>
</tbody>
</table>

### I.2.7 Raising Awareness and Literacy of Sustainability Issues at Board Level

Share any measures taken to advance the collective knowledge, skills, and experience of the Legal Board on sustainable development.

<table>
<thead>
<tr>
<th>INDICATOR</th>
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<tbody>
<tr>
<td>1-2-7</td>
<td></td>
<td></td>
<td></td>
<td>Regular Regeneration updates are delivered to the Legal Board through the Regeneration Lead’s position as Legal Board Observer. However, there is still more we could do here in terms of training and integration.</td>
</tr>
</tbody>
</table>

### I.2.8 Evaluating the Board’s Oversight of Regeneration Initiatives

- Describe the processes for evaluating the Legal Board’s performance in overseeing the management of Vivobarefoot’s impacts on the economy, environment, and people.
- Report whether the evaluations are independent or not, and the frequency of the evaluations.
- Describe actions taken in response to the evaluations, including changes to the composition of the Legal Board and business practices.

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<tr>
<th>INDICATOR</th>
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<th>ANSWER</th>
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<tbody>
<tr>
<td>1-2-8</td>
<td></td>
<td></td>
<td></td>
<td>We haven’t yet defined a process for evaluating Legal Board performance in overseeing the management of Vivobarefoot’s impacts on the economy, environment, and people.</td>
</tr>
</tbody>
</table>

### I.2.9 Responsibility for Managing Sustainability Impacts

- Describe how the Legal Board delegates responsibility for managing Vivobarefoot’s impacts on the economy, environment, and people, including:
  - whether it has appointed any senior executives with responsibility for managing these impacts;
  - whether it has delegated this responsibility to other employees;
  - describe the process and frequency for Round Table or other employees to report back to the Legal Board on the management of Vivobarefoot’s impacts on the economy, environment, and people.

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B-CORP</th>
<th>GRI</th>
<th>OTHER</th>
<th>ANSWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2-9</td>
<td></td>
<td></td>
<td></td>
<td>Whilst this happens in practice it isn’t yet documented.</td>
</tr>
</tbody>
</table>

### I.2.10 Managers with Sustainability in Their Job Description

What percentage of full-time managers have social or environmental mission-related responsibilities or expectations in their job descriptions?

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B-CORP</th>
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<th>ANSWER</th>
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<tbody>
<tr>
<td>1-2-10</td>
<td></td>
<td></td>
<td></td>
<td>58%</td>
</tr>
</tbody>
</table>

### I.2.11 Performance Evaluation for Managers with Sustainability Goals in Their Job Description

What percentage of full-time managers have a formal written performance evaluation in the last year that included social or environmental goals?

<table>
<thead>
<tr>
<th>INDICATOR</th>
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<th>OTHER</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1-2-11</td>
<td></td>
<td></td>
<td></td>
<td>27%</td>
</tr>
</tbody>
</table>

### I.2.12 Non Accredited Investor Ownership

What % of Vivobarefoot is owned by individuals who would quality as non-accredited investors?

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B-CORP</th>
<th>GRI</th>
<th>OTHER</th>
<th>ANSWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2-12</td>
<td></td>
<td></td>
<td></td>
<td>9-9%</td>
</tr>
</tbody>
</table>

### I.2.13 Locally Independently Owned Business

- Is Vivobarefoot locally and independently owned?
- Is the majority (over 50%) of its ownership located locally to at least 2/3 of the company’s workforce?

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B-CORP</th>
<th>GRI</th>
<th>OTHER</th>
<th>ANSWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2-13</td>
<td></td>
<td></td>
<td></td>
<td>a. Yes b. No</td>
</tr>
</tbody>
</table>

### I.2.14 Partner-Owned Cooperative Business Model

Does Vivobarefoot use a partner-owned cooperative structure to empower partners by organizing production, decision making, and profit distribution? If yes, answer required questions.

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B-CORP</th>
<th>GRI</th>
<th>OTHER</th>
<th>ANSWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2-14</td>
<td></td>
<td></td>
<td></td>
<td>We don’t currently use a partner cooperative model.</td>
</tr>
</tbody>
</table>
1.3.1 APPROACH TO ENGAGING STAKEHOLDERS

Describe Vivobarefoot’s approach to engaging with stakeholders, including:

i. the categories of stakeholders it engages with, and how they are identified;
ii. the purpose of the stakeholder engagement;
iii. how Vivobarefoot seeks to ensure meaningful engagement with stakeholders;
iv. what mechanisms are in place to receive and adequately respond to, remediate, and provide access to remedy for complaints / grievances from stakeholders.

1.3.2 STAKEHOLDER ENGAGEMENT IN SOCIAL AND ENVIRONMENTAL PERFORMANCE

Has Vivobarefoot done any of the following to engage stakeholders about your social and environmental performance:

a. We have an advisory board that includes stakeholder representation;

b. We have a formal stakeholder engagement plan or policy that includes identification of relevant stakeholder groups;

c. We have created mechanisms to identify and engage traditionally underrepresented stakeholder groups or demographics;

d. We have formal and regular processes in place to gather information from stakeholders (focus groups, surveys, community meetings, etc.);

e. We have formal procedures to address results from stakeholder engagement, with a designated individual or team responsible for appropriate follow up;

f. We report the results of stakeholder engagement on social and environmental performance to the highest level of oversight in the company, such as the Board;

g. We publicly report on stakeholder engagement mechanisms and results;

h. Other - please describe;

i. No formal stakeholder engagement

1.3.3 ADVANCING SOCIAL AND ENVIRONMENTAL PERFORMANCE WITH STAKEHOLDERS

How has Vivobarefoot worked with its stakeholders (including competitors) to improve behaviour or performance on social and environmental issues in the past 2 years?

1.3.4 ENGAGING WORKERS IN THE VALUE CHAIN

Describe actions taken to manage the topic and related impacts, including:

i. actions to prevent or mitigate potential negative impacts;

ii. actions to address actual negative impacts, including actions to provide for/cooperate in their remediation;

iii. actions to manage actual and potential positive impacts;

iv. How do you track the effectiveness of the actions taken above? Include:

i. the goals, targets, and indicators used to evaluate progress;

ii. the effectiveness of the actions, including progress toward the goals and targets;

iii. lessons learned and how these have been incorporated into Vivo's operational policies and procedures;

iv. Describe how engagement with stakeholders has informed the actions taken above, and how it has informed whether the actions have been effective.
**I.4.3 MEASURING THE IMPACT OF MATERIAL TOPICS**

Share any measures Vivobarefoot uses to assess environmental impacts, risks, or opportunities. These measures can come from standard guidelines or be created by the Vivobarefoot. For each measure:

- a. Explain if a third party has checked the accuracy, and if so, who.
- b. Give each measure a clear and easy-to-understand name and description.
- c. If the measure is in money terms, use the same currency as the company’s financial statements.

**I.4.4 FIXING PROBLEMS**

- a. Describe how Vivobarefoot deals with complaints, including the systems and mechanisms in place.
- b. Describe how Vivobarefoot measures and analyzes complaints and feedback.
- c. Describe how Cross-border complaints are handled and resolved.
- d. Describe how Vivobarefoot tackles any negative impacts identified.

**I.4.5 INTERNAL AWARENESS OF HUMAN RIGHTS ISSUES**

- a. Describe whether and how critical concerns are communicated to the board.
- b. Report the number and nature of critical concerns that were shared with the board during the reporting period.

**I.4.6 COMMUNICATING CONCERNS**

- a. Describe all critical concerns raised by stakeholders.
- b. Explain how Vivobarefoot deals with complaints, including the systems it has set up.
- c. Describe how Vivobarefoot tackles any negative impacts identified.
- d. Describe how Vivobarefoot measures and analyzes complaints and feedback.
- e. Report the total number and the nature of critical concerns that were shared with the board during the reporting period.

**IMPACT REPORTING**

- **I.5.1 UNFINISHED BUSINESS OVERVIEW**
  - a. Is the Board responsible for reviewing and approving Vivobarefoot's annual impact report (including the material topics contained within it)?
  - b. If so, describe this process; if the Board is not responsible for reviewing and approving the reported information, explain why.

- **I.5.2 UNFINISHED BUSINESS CONTENT**
  - List of all entities included in sustainability reporting, and of the topics that have been omitted as not material, as a result of the materiality assessment.

- **I.5.3 REPORTING PERIOD, FREQUENCY, AND LEAD TIME**
  - a. Specify the period for reporting, and the frequency of sustainability reporting.
  - b. If the period for sustainability reporting does not align with the period for financial reporting, explain why.
  - c. Report the publication date of the report or reported information.
  - d. Specify the contact point for questions about the report or reported information.

- **I.5.4 EXTERNAL ASSURANCE**
  - b. Blick Rothenberg provide assurance of our financial statements (see page 132). A description of the assurance provided in respect of the pages of the annual report is provided within the Independent Auditor's Report itself. In the future, we want to have holistic non-financial assurance for our integrated reporting.

- **I.5.5 IMPROVING OUR B CORP SCORE**
  - We're in the process of recertifying this year and although we haven't received our official new score at the time of publication, we're optimistic we've come close to our 120 target. Our initial certification score was 113 (out of B Corp's possible 200 points).

**ECONOMICS**

- **I.6.1 AUDITED FINANCIALS**
  - Vivobarefoot produces financials that are verified annually by an independent source through an audit or review.
1.6.2 ECONOMIC CONTRIBUTION

a. Share the direct economic value generated and distributed (EVG&D) on an accruals basis, including the basic components for Vivobarefoot’s global operations as listed here:
   i. direct economic value generated: revenues;
   ii. economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments;
   iii. economic value retained: ‘direct economic value generated’ less ‘economic value distributed’.

b. Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B CORP</th>
<th>GRI</th>
<th>OTHER</th>
<th>ANSWER</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.6.2</td>
<td></td>
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</tbody>
</table>

Re-allocation of P&L costs from NetSuite, example below:

**ECONOMIC VALUE GENERATED (£'000)**

- Revenue: 73,584
- Other income: 192

**ECONOMIC VALUE DISTRIBUTED**

- Employee wages and benefits: 7,490
- Operating expenses: 23,323
- Interest payable: 353
- Taxes payable: 56
- Payments to government: 1,419
- Payments to community: 0
- Total: 72,862

**ECONOMIC VALUE RETAINED**

722

1.6.3 E-COMMERCE CONTRIBUTION MARGIN

Free Contribution for Vivobarefoot.com

1.6.4 EARNINGS BEFORE INTEREST, TAXES, DEPRECIATION, AND AMORTISATION (EBITDA)

Share the last financial year’s operating profit as a percentage of revenue (operating profit defined as revenue left after taking out: direct costs of selling (including cost of shoes, postage & storage, transaction and marketing), and other business overheads (excluding interest and depreciation costs)).

1.6.5 FINANCIAL INVESTMENT CONTRIBUTION

Share the total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company’s investment strategy. Share buybacks plus dividend payments, supported by narrative to describe the company’s strategy for returns of capital to shareholders.

**EFIT**

- Taken from NetSuite when numbers finalised, example below:
  - Additions: £695,979
  - Depreciation/Amortisation: £377,623
  - Net: £318,356

1.6.6 INDIRECT ECONOMIC IMPACTS

- Examples of significant identified indirect economic impacts of Vivobarefoot, including positive and negative impacts.
- Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.

203-2 WEF

We do not currently calculate this data.
### 1.6.7 SOCIAL INVESTMENTS

Total Social Investment (TSI) sums up your resources used for ‘S’ in ESG efforts defined by CECP Valuation Guidance.

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B CORP</th>
<th>ESG</th>
<th>GRS</th>
<th>OTHER</th>
<th>WEBSITE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.6.7 SOCIAL INVESTMENTS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 1.6.7.1 SOCIAL INVESTMENTS

- Donate funds
- Soul of Africa spend
- University sponsorships
- Regenerative experiences
- Regenerative value chain
- Barefoot Research & Education
- Rewilding & Indigenous support
- Overheads

#### 1.6.7.2 SOCIAL INVESTMENTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Social Investment (TSI)</th>
<th>UK VAT</th>
<th>Dutch VAT</th>
<th>Employers NI</th>
<th>Other EU</th>
<th>California Sales Tax</th>
<th>Business Taxes</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>22-23</td>
<td>21-22</td>
<td>20-21</td>
<td>19-20</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>346,975</td>
<td>647,448</td>
<td>327,501</td>
<td>258,739</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Note:** WEF Taken from P&L costs from Netsuite, example below.

#### 1.6.8 IMPACTFUL BANKING SERVICES

What characteristics apply to the financial institution that provides the majority of Vivobarefoot’s banking services?

**B CORP:**

- HSBC represents the majority of our banking services; all of our bank accounts are held with them. We also have a HSBC UK Green Trade Loan, find out more [here](#).

**WEBSITE:**

- Vivobarefoot doesn’t currently have a tax strategy and isn’t required to publish one due to the turnover levels.
- Not applicable
- Vivobarefoot has an open relationship with tax authorities, enabling them with compliance discussions/investigations when necessary.

#### 1.6.10 TOTAL TAX PAID

The total additional tax collected by the company on behalf of other taxpayers, including VAT and employee-related taxes that are remitted by the company on behalf of customers or employees, by category of taxes.

**B CORP:**

- Vivobarefoot has an open relationship with tax authorities, supporting investigations with speed and concise data as required.
- Not applicable
- There is currently no process for this.

**WEBSITE:**

- Vivobarefoot doesn’t currently have a tax strategy and isn’t required to publish one due to the turnover levels.
- Not applicable
- Vivobarefoot has an open relationship with tax authorities, enabling them with compliance discussions/investigations when necessary.

**WEBSITE:**

- There is an open relationship with tax authorities, supporting investigations with speed and concise data as required.
- Not applicable
- There is currently no process for this.
## 1.6.13 TAX GOVERNANCE AND RISK MANAGEMENT

a. A description of the tax governance and control framework, including:
   i. the governance body or executive-level position within Vivobarefoot accountable for compliance with the tax strategy;
   ii. how the approach to tax is embedded within Vivobarefoot;
   iii. the approach to tax risks, including how risks are identified, managed, and monitored; iv. how compliance with the tax governance and control framework is evaluated.

b. A description of the mechanisms to raise concerns about Vivobarefoot’s business conduct and its integrity in relation to tax.

c. A description of the assurance process for disclosures on tax including, if applicable, a link or reference to the external assurance report(s) or assurance statement(s).

### Answer

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>CORP</th>
<th>GRI</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td>207-2</td>
<td>i.</td>
<td></td>
<td>John Collins, OFD, supported by Hollie Cook, Tax and Compliance</td>
</tr>
<tr>
<td></td>
<td>ii.</td>
<td></td>
<td>We have a Tax and Compliance manager</td>
</tr>
<tr>
<td></td>
<td>iii.</td>
<td></td>
<td>We take a proactive approach to tax risk, attending seminars and discussions with other retail businesses on incoming tax laws. There currently is no documented tax risk process.</td>
</tr>
<tr>
<td></td>
<td>iv.</td>
<td></td>
<td>There is currently no process for this.</td>
</tr>
<tr>
<td></td>
<td>v.</td>
<td></td>
<td>There are currently no documented mechanisms for this.</td>
</tr>
<tr>
<td></td>
<td>vi.</td>
<td></td>
<td>There is currently no process for this.</td>
</tr>
</tbody>
</table>

## 1.6.14 PENSIONS

If Vivobarefoot operates a defined benefit plan, how is the plan’s funding sustained and sustainable? Include:

a. If the liabilities from Vivobarefoot’s defined benefit plan are met by Vivobarefoot’s general resources, the estimated value of those liabilities.

b. If a separate fund exists to pay the plan’s pension liabilities:
   i. the extent to which the scheme’s liabilities are estimated to be covered by the assets that have been set aside to meet them;
   ii. the basis on which that estimate has been arrived at;
   iii. when that estimate was made.

b. If a fund set up to pay the plan’s pension liabilities is not fully covered, explain the strategy, if any, adopted by Vivobarefoot to work towards full coverage, and the timescale, if any, by which it hopes to achieve full coverage.

c. If a fund set up to pay the plan’s pension liabilities is not fully covered, explain the strategy, if any, adopted by Vivobarefoot to work towards full coverage, and the timescale, if any, by which it hopes to achieve full coverage.

d. Percentage of salary contributed by employee or employer.

e. Level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional, or country-based schemes, or those with financial impact.

### Answer

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>CORP</th>
<th>GRI</th>
<th>OTHER</th>
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</thead>
<tbody>
<tr>
<td>201-3</td>
<td></td>
<td></td>
<td>Not applicable, Vivobarefoot does not have a defined benefit plan</td>
</tr>
</tbody>
</table>

## 1.6.15 FINANCIAL ASSISTANCE FROM GOVERNMENT

a. Total monetary value of financial assistance received by Vivobarefoot from any government during the reporting period, including:
   i. tax relief and tax credits;
   ii. subsidies;
   iii. investment grants, research and development grants, and other relevant types of grant;
   iv. awards;
   v. royalty holidays;
   vi. financial assistance from Export Credit Agencies (ECAs);
   vii. financial incentives;
   viii. other financial benefits received or receivable from any government for any operation.

b. The information in 201-4-a by country.

c. Whether, and the extent to which, any government is present in the shareholding structure.

### Answer

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>CORP</th>
<th>GRI</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td>201-4</td>
<td>WEF</td>
<td></td>
<td>We submitted a Research and Development tax claim in the UK for FY 22/23, however at the time of publication the final amount of relief has yet to be confirmed.</td>
</tr>
</tbody>
</table>

## 1.6.16 INFRASTRUCTURE INVESTMENTS

a. Extent of development of significant infrastructure investments and services supported.

b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant.

c. Whether these investments and services are commercial, in-kind, or pro bono engagements.
1.6.17 INFORMATION ABOUT OTHER TAX JURISDICTIONS

- All tax jurisdictions where the entities included in Vivobarefoot’s audited consolidated financial statements, or in the financial information filed on public record, are resident for tax purposes.
- For each tax jurisdiction reported in Disclosure 207-4:
  - i. Names of the resident entities;
  - ii. Primary activities of the organization;
  - iii. Number of employees, and the basis of calculation of this number;
  - iv. Revenues from third-party sales;
  - v. Revenues from intra-group transactions with other tax jurisdictions;
  - vi. Profit/loss before tax;
  - vii. Tangible assets other than cash and cash equivalents;
  - viii. Corporate income tax paid on a cash basis;
  - ix. Corporate income tax accrued on profit/loss;
  - x. Reasons for the difference between corporate income tax accrued on profit/loss and the tax due if the statutory tax rate is applied to profit/loss before tax.
- The time period covered by the information reported in Disclosure 207-4.

Vivobarefoot is only tax resident in the UK.

1.6.18 SUSTAINABILITY IN MAJOR CAPITAL ALLOCATIONS

Describe how the highest governing body considers economic, environmental and social issues when overseeing major capital allocation decisions, such as expenditures, acquisitions and divestments.

The Legal Board considers economic, environmental and social issues when reviewing major capital allocation, expenditures, acquisitions and divestments. This review and sign off process happens as necessary, across 6 Legal Board meetings annually.

BUSINESS ETHICS

1. Business Ethics Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>B Corp</th>
<th>CEN</th>
<th>ESB</th>
<th>GRI</th>
<th>OTHER</th>
<th>Answer</th>
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<tbody>
<tr>
<td>2.1.1 POLICIES</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>a.</td>
<td>Vivobarefoot’s policy commitments</td>
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<tr>
<td>b.</td>
<td>the intergovernmental agencies or bodies that the commitments reference (such as the International Labour Organisation, UN Framework Convention on Climate Change (FCCC), or Paris Agreement);</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>c.</td>
<td>whether the commitments require due diligence to be carried out;</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>d.</td>
<td>whether the commitments apply the precautionary principle (where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent social and environmental degradation. In other words, uncertainty does not justify inaction);</td>
<td></td>
<td></td>
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<tr>
<td>e.</td>
<td>whether the commitments stipulate respecting human rights;</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>f.</td>
<td>Describe its specific policy commitment to respect human rights, including:</td>
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<tr>
<td>g.</td>
<td>i. the internationally recognised human rights that the commitment covers; the categories of stakeholders, including at-risk or vulnerable groups, that Vivobarefoot gives particular attention to in the commitment;</td>
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<tr>
<td>h.</td>
<td>ii. whether the policy commitments are communicated to workers, business partners, and other relevant parties.</td>
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</tbody>
</table>

2.1.2 SUSTAINABILITY DUE DILIGENCE

a. Vivobarefoot conducts due diligence to ensure we’re compliant with emerging ESG legislation. We conduct regular engagement with value chain partners through conferences, meetings and site visits. We score every product each season for sustainability reduction strategies. We also conduct best practice due diligence across all our internal events, office management and community engagement activities.

2.1.3 ANIMAL WELFARE POLICY

Does Vivo have an animal welfare policy?

Vivobarefoot conducts due diligence to ensure we’re compliant with emerging ESG legislation. We conduct regular engagement with value chain partners through conferences, meetings and site visits. We score every product each season for sustainability reduction strategies. We also conduct best practice due diligence across all our internal events, office management and community engagement activities.

We can conduct an annual risk and materiality assessment (see Policies page on vivobarefoot.com). We conduct risk assessment and scoring across all mapped value chain partners, conducted bi-annually. We conduct legal landscaping due diligence to ensure we’re compliant with emerging ESG legislation. We conduct regular engagement with value chain partners through conferences, meetings and site visits. We score every product each season for sustainability.

See Wild Hide and Woolmark content on the Vivobarefoot website (materials page) - we have guiding principles and values that inform what material providers we choose to work with, but have no formal policy as yet.
2.1.4 NON-DISCRIMINATION AND ANTI-HARASSMENT POLICY

Does Vivo Barefoot have a public group-wide non-discrimination and anti-harassment policy, and what are the measures in place to effectively deal with discrimination and harassment in the workplace?

C, CSA

- Internal policy contained in our Barefoot Code for staff; Policy for suppliers contained in code of conduct.

2.1.5 ANTI-CORRUPTION AND BRIBERY POLICY

Which of the following aspects are covered by your anti-corruption and bribery policy at a group level (including subsidiaries)?

a. Bribes in any form (including kickbacks) on any portion of contract payments or soft dollar practices
b. Direct or indirect political contributions (Political contributions publicly disclosed. Please attach supporting evidence and/or provide a web link)
c. Charitable contributions and sponsorship publicly disclosed.

C, CSA

- Employees who seek to take a short-term leave or sabbatical will have their jobs guaranteed upon return
- Our company will make an effort to find a place for employees who seek to take a long-term leave or sabbatical upon their return
- Employees are able to make lateral moves or change career direction or pace when possible

2.1.6 CAREER DEVELOPMENT POLICY

What are your company’s policies and practices around career development and promotion?

C

- All employees have access to career development programmes and training opportunities.
- Career development plans are individually tailored and aligned with business and personal goals.
- Regular performance reviews and feedback sessions are in place to support career progression.

2.1.7 CYBERSECURITY

Has Vivo Barefoot implemented policies and procedures for all employees in order to ensure that they are aware of threat issues and the importance of information security/cybersecurity?

C, CSA

- Online CyberSecurity training is sent to all staff with a [Vivobarefoot.com]email address, regardless of location.
- The syllabus for training is curated and refreshed each quarter to keep relevant to emerging threats and changing cyber security landscapes.

2.1.8 MAKING SURE POLICY COMMITMENTS HAPPEN

Describe how Vivo Barefoot embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including:

i. how it allocates responsibility to implement the commitments across different levels in the business;
ii. how it integrates the commitments into strategies, operational policies, and operational procedures;
iii. how it implements commitments with and through business relationships;
iv. the training provided on implementing the commitments.

C

- Every individual policy is owned by a member of the Round Table and is integrated into the overall organisational strategy and individual circle strategies.
- Owners are responsible for implementation, monitoring and continuous improvement.

2.1.9 SEEKING ADVICE AND RAISING CONCERNS

Describe the mechanisms for individuals to:

i. seek advice on implementing Vivo Barefoot’s policies and practices for responsible business conduct;
ii. raise concerns about Vivo Barefoot’s business conduct.

C, CSA

- Advice on policy implementation would be available from policy leads, or from external consultancy support.
- Employees are able to make lateral moves or change career direction or pace when possible.

2.1.10 CODES OF CONDUCT

Which of the following aspects are covered by Vivo’s codes of conduct at a group level (including subsidiaries)?

i. corruption and bribery
ii. discrimination
iii. confidentiality of information
iv. conflicts of interest
v. antitrust/anti-competitive practices
vi. money-laundering and/or insider trading/dealing
vii. environment, health and safety
vii. whistleblowing

C, CSA

- Our office and store managers are responsible for occupational health and safety at both of Vivo’s leased sites (London). They are responsible for carrying out health and safety assessments as required, reporting any incidents or risks to relevant persons, and communicating these to staff. We don’t yet conduct quality checks.

2.1.11 OCCUPATIONAL HEALTH SERVICES

For employees, and for workers who are not employees but whose work and/or workplace is controlled by Vivo:

a. Describe the occupational health services, functions that help identify, minimize and eliminate hazards and risks,
b. Explain how Vivo ensures the quality of these services and helps workers to access to them.

C

- Our office and store managers are responsible for occupational health and safety at both of Vivo’s leased sites (London). They are responsible for carrying out health and safety assessments as required, reporting any incidents or risks to relevant persons, and communicating these to staff. We don’t yet conduct quality checks.

2.2.1 BREAKING THE LAW

a. Report the total number of instances during the reporting period that Vivo Barefoot has broken the law, or failed to comply with regulations, and a breakdown of this total by:
   i. instances for which fines were incurred (report the total number and the monetary value of fines and break this down by: fines in the current reporting period and fines in previous reporting periods);
   ii. instances for which non-monetary sanctions were incurred.

b. Describe the significant instances of non-compliance with regulations, and how you define this;

C

- No significant instances to report.
### POLITICAL CONTRIBUTIONS

#### 2.4.1 POLITICAL CONTRIBUTIONS

| a. | Share the total monetary value of financial and in-kind political contributions made directly and indirectly by Vivobarefoot, by country and recipient/beneficiary. | Qi-5 | 415-1 | No political contributions. | ✓ |

#### 2.4.2 LOBBYING

- Are Vivobarefoot’s lobbying positions contrary to the company’s purpose or do they benefit the company in a way that jeopardizes an equitable, inclusive, and regenerative economy.

- Discuss any initiatives and stakeholder engagement aimed at improving the broader operating environment and culture, in order to combat corruption.

| N | Qi-5 | WEF | We have not engaged in political lobbying. We have advocated widely for rewilding and the protection of indigenous cultures, and advocated for measures to support SMEs on due diligence at the OECD. We engage with multiple stakeholders on similar topics affecting our industry. | ✓ |

#### 2.4.3 POLICY ADVOCACY FOR SOCIAL AND ENVIRONMENTAL STANDARDS

Has Vivobarefoot worked with policy makers to develop or advocate for policy changes explicitly designed to improve social or environmental outcomes in the past 2 years?

| C | YES | We have offered support in name and/or signed petitions, provided active staff time or financial support, directly introduced, testified, made recommendations or provided expertise to advance standards. | ✓ |

### DISCRIMINATION, CORRUPTION, BRIbery AND ANTI-COMPETITIVE BEHAVIOUR

#### 2.5.1 MONITORING ETHICS AND CORRUPTION

Which of the following has Vivobarefoot put in place with regard to monitoring and reporting on your anti-corruption programme?

| a. | Responsibility for the monitoring has been clearly assigned and resources have been made available | Qi-1 | a. Responsibility for the monitoring has been clearly assigned and resources have been made available | ✓ |
| b. | Mechanisms are in place for continuous monitoring (internal employee self-evaluations, automated controls monitoring) | 205-2 | WEF | b. Mechanisms are in place for continuous monitoring (internal employee self-evaluations, automated controls monitoring) | ✓ |
| c. | Management review the results of internal and external reviews and ensure that required changes are implemented in an appropriate and prompt manner | Qi-3 | 205-2 | c. Management review the results of internal and external reviews and ensure that required changes are implemented in an appropriate and prompt manner | ✓ |
| d. | External independent assurance is conducted to provide further security to management and stakeholders regarding the effectiveness of the anti-corruption programme | | | d. External independent assurance is conducted to provide further security to management and stakeholders regarding the effectiveness of the anti-corruption programme | ✓ |
| e. | Regular reporting announcements about the program are made at least annually to relevant internal and external stakeholders (workshops, CEO announcement, newsletter) | | | e. Regular reporting announcements about the program are made at least annually to relevant internal and external stakeholders (workshops, CEO announcement, newsletter) | ✓ |
| f. | None of the above | | | f. None of the above | |

#### 2.5.2 ANTI-CORRUPTION TRAINING AND PROCEDURE

- Total number and percentage of board members that Vivo’s anticorruption policies and procedures have been communicated to, broken down by region,

- Total number and percentage of employees that Vivo’s anti-corruption policies and procedures have been communicated to, broken down by employee category and region.

| a. | Total number and percentage of board members that Vivo’s anticorruption policies and procedures have been communicated to, broken down by region, | Qi-1 | 415-1 | a. 100% | ✓ |
| b. | Total number and percentage of employees that Vivo’s anti-corruption policies and procedures have been communicated to, broken down by employee category and region. | Qi-3 | WEF | b. All staff | ✓ |
| c. | Total number and percentage of business partners that Vivo’s anticorruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the anti-corruption policies and procedures have been communicated to any other persons or organisations. | | | c. All Tier 1 manufacturing partners - Vietnam, Portugal, China (through the code of conduct.) All contracted stakeholders operating on behalf of Vivobarefoot (customer services team - UK). | ✓ |
| d. | Total number and percentage of governance body members that have received training on anti-corruption, broken down by region. | | | d. None this reporting year. | ✓ |
| e. | Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region. | | | e. None this reporting year. | Ĵ |

#### 2.5.3 ENGAGING STAKEHOLDERS IN ANTI-CORRUPTION

Discuss any initiatives and stakeholder engagement aimed at improving the broader operating environment and culture, in order to combat corruption.

| ☑ | Most employees have received training on Anti-Bribery and Corruption in the last two years. | WEF | ✓ |

#### 2.5.4 DISCRIMINATION

| a. | Share: | 415-1 | WEF | | ✓ |
| b. | Status of the incidents and actions taken with reference to the following: | | | | |
| i. | Incident reviewed by Vivo; | | | | |
| ii. | Remediation plans being implemented; | | | | |
| iii. | Remediation plans that have been implemented, with results reviewed through routine internal management review processes; | | | | |
| iv. | Incident no longer subject to action. | | | | |
## 2.5.5 Incidents of Corruption

<table>
<thead>
<tr>
<th>Share:</th>
<th>G2-4</th>
<th>205-3</th>
<th>WEF</th>
<th>None to report</th>
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### 2.5.6 Legal Action for Anti-Competitive Behaviour, Anti-trust and Monopoly Practices

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<tr>
<th>Share:</th>
<th>206-1</th>
<th>None to report</th>
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### 2.5.7 Monetary Losses from Unethical Behaviour

| What, if any, is the total amount of money lost as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behaviour, market manipulation, malpractice or other related industry laws or regulations? |
| WEFA | None to report |

### 2.5.8 Sharing Information on Sensitive Practices

| Does Vivobarefoot transparently share information regarding sensitive or controversial practices and stakeholder concerns and pass a specific review with either i. no further action, ii. demonstrated remediation, ii. and/or public disclosure? |
| N | No sensitive or controversial practices to report. |

## Security

### 2.6.1 Contingency Plans

| Does Vivobarefoot have business continuity / contingency plans and incident response procedures in place and how often are they tested? |
| CSA | From an IT perspective we have full Disaster Recovery (DR) plans in place for systems managed ‘in-house’ most of which are reliant upon data backups and co-locational servers. For third party provided software we are reliant upon their DR plans. We also have incident report templates for priority 1 issues which are completed by the Technology team and shared to relevant stakeholders. |

### 2.6.2 Breaches of Information Security

| Has Vivobarefoot experienced breaches of information security? |
| CSA | No major breaches in the reporting period. Our outsourced customer service team occasionally miscommunicate details to the wrong customer, these are always incidents involving only 2 customers and are reported to Vivobarefoot each time. Due to the size of these incidents we have never deemed them worthy of reporting to the Information Commissioner’s Office. |

### 2.6.3 Ensuring the Privacy Policy is Implemented

| What mechanisms are in place to ensure effective implementation of your privacy policy? |
| CSA | Privacy policy is accessible on vivobarefoot.com and data security policies within Vivobarefoot employee contracts, there are systemic measures in place to ensure we are adhering to these policies, these are held within the configuration of the systems delivering the services. |

### 2.6.4 Financial Security

| Does Vivobarefoot maintain any of the following financial controls: |
| CSA | a. IT systems have different password protection systems that are changed periodically with different access levels according to the position of the staff member accessing the data. b. Fraud risk assessment is conducted at least annually with any identified internal control deficiencies communicated to Board of Directors and senior management. c. Lines of financial reporting, responsibilities, and limits for the authorization, approval, and verification of disbursements are all documented in writing. d. Financial control activities are documented, and at a minimum, cover controls around cash disbursement, accounts receivable, accounts payable, and inventory management. |

| a. | IT systems have different password protection systems that are changed periodically with different access levels according to the position of the staff member accessing the data. |
| b. | Fraud risk assessment is conducted at least annually with any identified internal control deficiencies communicated to the Legal Board and senior management. |
| c. | Lines of financial reporting responsibilities and limits for the authorisation, approval and verification of disbursement are all documented in writing. |
### 3.1.1 BOARD OVERSIGHT ON CLIMATE CHANGE RISKS AND OPPORTUNITIES
Describe the board's oversight of climate-related risks and opportunities.

**TCFD** Started but by no means finished, full documentation and a formal process needs to be defined.

### 3.1.2 MANAGEMENT’S ROLE IN MANAGING CLIMATE CHANGE RISKS AND OPPORTUNITIES
Describe management’s role in assessing and managing climate-related risks and opportunities.

**TCFD** Started but by no means finished, full documentation and a formal process needs to be defined.

### 3.1.3 CLIMATE CHANGE RISKS AND OPPORTUNITIES
Explain the risks and opportunities related to climate change that could lead to significant changes in how Vivobarefoot operates, earns money, or spends money. This includes:

a. Describing the nature of the risk or opportunity and whether it’s related to physical impacts, regulations, or other factors.
b. Explaining how Vivo identifies and evaluates these climate-related risks and opportunities.
c. Describing how these risks or opportunities could impact Vivo’s operations.
d. Discussing the financial effects of those risks or opportunities before any actions are taken.
e. Explaining how the company manages these risks or opportunities and the costs involved.
f. Assessing how well the company’s strategy can handle different climate scenarios, including a 2°C or lower warming scenario.
g. Explaining how climate-related risk management is integrated into overall risk management.

**TCFD** See our 2023 materiality assessment document on the policies page of vivobarefoot.com

### 3.1.4 CULTURE AND CLIMATE CHANGE

| a. Does Vivo have a track record of climate action? | N     |   |   |   |   |
| b. Do Vivo employees and relevant workers know the company’s (potential) impact on the environment? |   |   |   |   |   |
| c. Does Vivo take joint action with other stakeholders to advance positive collective social and/or environmental impact at policy, industry, and/or business community level? |   |   |   |   |   |

- We support environmental campaign charities through Vivobarefoot’s Livobarefoot Fund (LBF) (for example Arctic Angels) and through various other climate advocacy charities (One Earth) and environmental charities (Devon Environment Foundation).
- We are conducting regeneration literacy training across the business, and in 2024 will have survey data to assess the impact of this training.
- Beyond LBF partners, we currently do not do this.

### 3.1.5 TCFD IMPLEMENTATION
Does Vivobarefoot follow the suggestions from the Task Force on Climate-related Financial Disclosures (TCFD)? If not, provide a timeline of up to three years for when it plans to fully adopt them.

**WEF** We are voluntarily reporting against TCFD, but this reporting is not yet assured.

### 3.1.6 GREEN BUILDING
What % of Vivo’s facilities (by area, both owned by company or leased) is certified to meet the requirements of an accredited green building programme?

| C | E3-1 |

- No owned or leased facilities.

### 3.1.7 OFFICE IMPROVEMENTS
If Vivo leases any facilities, has it worked with the landlord to implement or maintain any of the following:

| i. energy efficiency improvements |   |   |   |
| ii. water efficiency improvements |   |   |   |
| iii. waste reduction programs (including recycling) |   |   |   |
| iv. none of the above |   |   |   |
| v. N/A - Company does not lease majority of facilities |   |   |   |

- None of the above. We hope to do all of these things in future when we get a new office and store spaces.
### 3.1.8 ETHICAL PURCHASING

**Does Vivo have a written and circulated environmentally preferable purchasing (EPP) policy that covers any of the following?**

- building and construction
- carpets
- cleaning
- electronics
- fleets
- food or food services
- landscaping
- meetings and conferences
- office supplies
- paper
- product input materials
- other - please describe
- we don’t have an environmentally preferable purchasing policy

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<th>CIR</th>
<th>Other</th>
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<td>3.1.8</td>
<td>C</td>
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**Answer**

- Yes we do, it covers the following:
  - building and construction
  - carpets
  - cleaning
  - electronics
  - fleets
  - food or food services
  - landscaping
  - meetings and conferences
  - office supplies
  - paper
  - product input materials

### 3.1.9 ENVIRONMENTAL MANAGEMENT SYSTEMS

**Does Vivobarefoot have an environmental management system (EMS) covering waste generation, energy usage, water usage and carbon emissions that includes any of the following?**

- Policy statement documenting a commitment to the environment
- Assessment undertaken of the environmental impact of business activities
- Stated objectives and quantifiable targets for environmental aspects of operations
- Programming designed, with allocated resources, to achieve these targets
- Periodic compliance reviews and auditing to evaluate programmes conducted
- Third-party auditing and certification of EMS
- We have no environmental management system

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<td>3.1.9</td>
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**Answer**

- Policy statement documenting a commitment to the environment (see page 12)
- Assessment undertaken of the environmental impact of business activities
- Stated objectives and quantifiable targets for environmental aspects of operations
- Programming designed, with allocated resources, to achieve these targets
- Periodic compliance reviews and auditing to evaluate programmes conducted
- We have no environmental management system

### 3.1.10 REDUCING THE IMPACT OF TRAVEL/COMMUTING

**Does Vivo have any programmes or policies in place to reduce the environmental footprint caused by travel/commuting?**

- No.

### 3.1.11 VIRTUAL OFFICE STEWARDSHIP

**How does Vivo encourage good environmental stewardship in how employees manage their virtual offices?**

- We have a written policy encouraging environmentally preferred products and practices in employee virtual offices (e.g. recycling)
- Our company shares resources with employees regarding environmental stewardship in home offices (e.g. energy efficiency)
- We have a policy in place for the safe disposal of e-waste and other hazardous materials purchased for employee home offices
- Employees are provided with a list of environmentally-preferred vendors for office supplies

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### 3.1.12 CHEMICAL REDUCTION

**In the reporting period, has Vivobarefoot bought any of these environmentally preferred products for company buildings?**

- Non toxic cleaning products.
- Paper products without harsh chemicals.
- Soy-based inks or other low VOC inks
- Recycled/environmentally preferred office supplies (paper, pens, notebooks, etc.)
- Other - please describe
- None of the above

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<td>E2-5</td>
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**Answer**

- a, b, c, d

---

**UNFINISHED BUSINESS**
**WE ARE VIVOBAREFOOT**
**REGENERATIVE BUSINESS**
**REGENERATIVE PRODUCT**
**REGENERATIVE COMMUNITY**
**APPENDIX**
3.2 SCOPE 1

Share:

a. Gross Scope 1 GHG emissions (from sources that are controlled or owned by Vivo directly) in metric tons of CO2 equivalent (the number of metric tons of CO2 emissions with the same global warming potential as one metric ton of another greenhouse gas).

b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent.

c. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.

d. Base year for the calculation, if applicable, including:

   i. the rationale for choosing it;
   ii. emissions in the base year;
   iii. the context for any significant changes in emissions that triggered recalculation of base year emissions.

e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.

f. Consolidation approach for emissions; whether equity share, financial control, or operational control.

g. Standards, methodologies, assumptions, and/or calculation tools used.

---

3.2.2 SCOPE 2

Share:

a. Gross Scope 2 GHG emissions (emissions caused indirectly from the energy used in buildings) in metric tons of CO2 equivalent.

b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent.

c. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.

d. Base year for the calculation, if applicable, including:

   i. the rationale for choosing it;
   ii. emissions in the base year;
   iii. the context for any significant changes in emissions that triggered recalculation of base year emissions.

e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.

f. Consolidation approach for emissions; whether equity share, financial control, or operational control.

g. Standards, methodologies, assumptions, and/or calculation tools used.

---

3.2.3 GREENHOUSE GAS EMISSIONS INTENSITY

Share:

a. GHG emissions intensity ratio for Vivobarefoot (used to derive estimates of air pollutant or greenhouse gas emissions based on the amount of fuel combusted)

b. Vivo-specific metric (the denominator) chosen to calculate the ratio.

c. Types of GHG emissions included in the intensity ratio; whether Scope 1, Scope 2, and/or other indirect Scope 3.

d. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.

---

3.2.5 OZONE DEPLETING SUBSTANCES

Share:

a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent.

b. Substances included in the calculation.

c. Source of the emission factors used.

d. Standards, methodologies, assumptions, and/or calculation tools used.

---
3.2.6 ENERGY CONSUMPTION

a. Total fuel consumption within Vivobarefoot from non-renewable sources, in joules or multiples, and including fuel types used.
b. Total fuel consumption within Vivobarefoot from renewable sources, in joules or multiples, and including fuel types used.
c. In joules, watt-hours or multiples, the total:
   i. electricity consumption, ii. heating consumption, iii. cooling consumption, iv. steam consumption
d. In joules, watt-hours or multiples, the total:
   i. electricity sold, ii. heating sold, iii. cooling sold, iv. steam sold
e. Total energy consumption within the organization, in joules or multiples.
f. Standards, methodologies, assumptions, and/or calculation tools used.
g. Source of the conversion factors used.

3.2.7 ENERGY CONSUMPTION OUTSIDE VIVOBAREFOOT

For energy used outside Vivo, like transportation, travel, and product disposal (not including previous energy use):
a. Report the amount of energy used in joules or similar measurements.
b. Explain the methods and tools used to calculate this energy use.
c. Share where you got the conversion factors used for calculations.

3.2.8 PARIS-ALIGNED GHG EMISSIONS TARGETS

Set and share goals for reducing greenhouse gas emissions that align with the Paris Agreement’s aim to keep global warming below 2°C, and ideally limit it to 1.5°C. This means outlining when Vivo plans to reach net-zero emissions before 2050 and setting smaller targets along the way, following the methods recommended by the Science Based Targets initiative if possible. If a different method is used, explain how it still supports the Paris Agreement’s goals.

3.2.9 POLLUTION REDUCTION TARGETS

Discuss the pollution-related targets Vivobarefoot has adopted:

a. Indicate whether and how these targets relate to the prevention and control of:
   i. air pollutants; ii. emissions to water; iii. pollution to soil; and iv. substances of concern and substances of very high concern.

b. Specify whether (local) ecological thresholds (e.g., the biosphere integrity, stratospheric ozone-depletion, atmospheric aerosol loading, soil depletion, ocean acidification) and entity-specific allocations were taken into consideration when setting targets. If so:
   i. the ecological thresholds identified, and how they were identified;
   ii. whether or not the thresholds are entity-specific and if so, how they were determined; and
   iii. how responsibility for respecting identified ecological thresholds is allocated at Vivobarefoot.

c. Specify as part of the contextual information, whether the targets adopted and presented are mandatory (based on legislation) or voluntary and if and how legal requirements were taken into account when considering ecological thresholds.

d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).
e. Standards, methodologies, assumptions, and/or calculation tools used.

3.2.10 REDUCTION IN GREENHOUSE GAS EMISSIONS

Share:

a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO2 equivalent.
b. Guess included in the calculations: whether CO2, CH4, N2O, HFCs, PFCs, SF6, N2F5, or all.
c. Base year or baseline, including the rationale for choosing it.
d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).
e. Standards, methodologies, assumptions, and/or calculation tools used.
3.2.11 REDUCTION IN ENERGY CONSUMPTION
Share:
a. Reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples.
b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all.
c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it.
d. Standards, methodologies, assumptions, and/or calculation tools used.

3.2.12 GREENHOUSE GAS EMISSION OFFSET
If Vivo purchased certified carbon credits in the reporting period, what % of GHG emissions were offset?

3.2.13 NATURE LOSS

3.2.14 INTERNAL CARBON PRICING
Does Vivo apply internal carbon pricing schemes? If so, how do these support decision making and incentivise the implementation of climate-related policies and targets? Include:
a. the type of internal carbon pricing scheme
b. the specific scope of application of the carbon pricing schemes;
c. the carbon prices applied according to the type of scheme and critical assumptions made to determine the prices, including the source of the applied carbon prices and why these are deemed relevant for their chosen application.
d. the current year approximate gross GHG emission volumes by Scopes 1, 2 and 3 in metric tonnes of CO2eq covered by these schemes, as well as their share of the undertaking’s overall GHG emissions for each respective Scope.

3.2.15 RENEWABLE ENERGY USE
What % of energy use is produced from renewable sources?

3.3.1 BOARD OVERSIGHT ON NATURE-RELATED IMPACTS
Describe the board’s oversight of nature-related dependencies, impacts, risks, and opportunities.

3.3.2 MANAGEMENT’S ROLE IN MANAGING NATURE-RELATED IMPACTS
Describe the management's role in the assessment and management of nature-related dependencies and impacts.

3.3.3 NATURE-RELATED IMPACTS
a. Describe the actual or likely nature-related dependencies, impacts, risks, and opportunities Vivofoot has identified over the short, medium and long term.
b. Describe the effect nature-related risks/ opportunities have had on your business, strategy and financial planning.
c. Describe how processes of identifying, assessing and managing nature-related risks are integrated into Vivo’s overall risk management processes.
d. Describe the resilience of your strategy to nature-related risks/ opportunities, taking into consideration different scenarios.
e. Describe Vivo’s processes for identifying and assessing nature-related dependencies, impacts, risks and opportunities through direct operations.
f. Describe Vivo’s approach to identifying nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain and financed activities and assets.
g. Describe Vivo’s processes for managing nature-related dependencies, impacts, risks and opportunities in its upstream and financed activities and assets.
h. Disclose the potential financial effects of material risks and opportunities arising from biodiversity- and ecosystem-related impacts and dependencies.

3.3.4 MEASURING MATERIAL IMPACTS ON NATURE
a. Disclose the metrics used to assess and manage material nature-related risks and opportunities in line with strategy and risk management processes.
b. Disclose the metrics used to assess and manage dependencies and impacts on nature.
3.3.5 INCORPORATING NATURE INTO THE BUSINESS STRATEGY

What is Vivo’s strategy to ensure its business is compatible with protecting the environment, focusing on biodiversity and ecosystems? When sharing this plan:

- a. Explain how Vivo will adjust its strategy to respect environmental boundaries, biodiversity goals, and EU targets.
- b. Cover its own operations and how it addresses impacts throughout its value chain as identified in the materiality assessment.
- c. Describe how its business strategy affects achieving the transition plan.
- d. Show how Vivo is making a difference and taking action to reduce harm. Explain the steps it’s taking to fix problems, following guidelines and using resources wisely, such as plants and raw materials, that are connected to changes in nature and ecosystems.
- e. Are biodiversity offsets part of the plan? If so, where are they used, and explain whether they follow mitigation hierarchy.
- f. Confirm if the plan is approved by governing bodies.
- g. Describe how the plan’s implementation and updates are managed.
- h. Share metrics and tools for measuring progress.

3.3.6 NATURE-RELATED TARGETS

Describe the biodiversity and ecosystem-related targets Vivo has adopted. Include:

- a. whether targets relate to material topics;
- b. whether targets have set dates and milestones;
- c. whether targets were set based on conclusive scientific evidence (e.g. ecological thresholds and allocations of impacts to Vivo).

If so, specify:

i. the ecological thresholds identified, and how they were identified;
ii. whether or not the thresholds are entity-specific and if so, how they were determined; and
iii. how responsibility for respecting the identified ecological thresholds is allocated within Vivo.

- d. whether the targets are informed by, and / or aligned with the Post-2020 Global Biodiversity Framework, the EU Biodiversity Strategy for 2030 and other biodiversity and ecosystem-related national policies and legislation, as well as authoritative intergovernmental instruments like the IPBES.
- e. whether or not biodiversity offsets were used in setting targets.
- f. whether the threshold is an absolute or relative threshold.
- g. which layer of the mitigation hierarchy each target can be allocated (avoidance, minimisation, restoration and rehabilitation, compensation or offsets).

*Respecting planetary boundaries on the biosphere integrity and land-system change, and relevant targets outlined in the Post-2020 Global Biodiversity Framework of no net loss by 2030, net gain from 2030, full recovery by 2050, and the EU Biodiversity Strategy for 2030.

3.3.7 ENGAGING STAKEHOLDERS IN NATURE-RELATED IMPACTS

Describe how affected stakeholders are engaged in the assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.

- a. the size of each operation (office, manufacturing or production or extractive);
- b. the type of operation (office, manufacturing or production, or extractive);
- c. the operating potential in km2;
- d. the biodiversity value characterized by the attribute of the protected area or area of high biodiversity value outside the protected area (terrestrial, freshwater, or marine ecosystem);
- e. the biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation).

3.3.8 DIRECT OPERATIONS IN NATURE

For each site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, share:

- i. Geographic location;
- ii. Subsurface and underground land that may be owned, leased, or managed by Vivo;
- iii. Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas;
- iv. Type of operation (office, manufacturing or production, or extractive);
- v. Size of operational site in km2;
- vi. Biodiversity value characterized by the attribute of the protected area or area of high biodiversity value outside the protected area (terrestrial, freshwater, or marine ecosystem);
- vii. Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation).

3.3.9 INCORPORATING NATURE INTO THE BUSINESS STRATEGY

What is Vivo’s strategy to ensure its business is compatible with protecting the environment, focusing on biodiversity and ecosystems? When sharing this plan:

- a. Explain how Vivo will adjust its strategy to respect environmental boundaries, biodiversity goals, and EU targets.
- b. Cover its own operations and how it addresses impacts throughout its value chain as identified in the materiality assessment.
- c. Describe how its business strategy affects achieving the transition plan.
- d. Show how Vivo is making a difference and taking action to reduce harm. Explain the steps it’s taking to fix problems, following guidelines and using resources wisely, such as plants and raw materials, that are connected to changes in nature and ecosystems.
- e. Are biodiversity offsets part of the plan? If so, where are they used, and explain whether they follow mitigation hierarchy.
- f. Confirm if the plan is approved by governing bodies.
- g. Describe how the plan’s implementation and updates are managed.
- h. Share metrics and tools for measuring progress.

3.3.6 NATURE-RELATED TARGETS

Describe the biodiversity and ecosystem-related targets Vivo has adopted. Include:

- a. whether targets relate to material topics;
- b. whether targets have set dates and milestones;
- c. whether targets were set based on conclusive scientific evidence (e.g. ecological thresholds and allocations of impacts to Vivo).

If so, specify:

i. the ecological thresholds identified, and how they were identified;
ii. whether or not the thresholds are entity-specific and if so, how they were determined; and
iii. how responsibility for respecting the identified ecological thresholds is allocated within Vivo.

- d. whether the targets are informed by, and / or aligned with the Post-2020 Global Biodiversity Framework, the EU Biodiversity Strategy for 2030 and other biodiversity and ecosystem-related national policies and legislation, as well as authoritative intergovernmental instruments like the IPBES.
- e. whether or not biodiversity offsets were used in setting targets.
- f. whether the threshold is an absolute or relative threshold.
- g. which layer of the mitigation hierarchy each target can be allocated (avoidance, minimisation, restoration and rehabilitation, compensation or offsets).

*Respecting planetary boundaries on the biosphere integrity and land-system change, and relevant targets outlined in the Post-2020 Global Biodiversity Framework of no net loss by 2030, net gain from 2030, full recovery by 2050, and the EU Biodiversity Strategy for 2030.

3.3.7 ENGAGING STAKEHOLDERS IN NATURE-RELATED IMPACTS

Describe how affected stakeholders are engaged in the assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.

- a. the size of each operation (office, manufacturing or production or extractive);
- b. the type of operation (office, manufacturing or production, or extractive);
- c. the operating potential in km2;
- d. the biodiversity value characterized by the attribute of the protected area or area of high biodiversity value outside the protected area (terrestrial, freshwater, or marine ecosystem);
- e. the biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation).

3.3.8 DIRECT OPERATIONS IN NATURE

For each site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, share:

- i. Geographic location;
- ii. Subsurface and underground land that may be owned, leased, or managed by Vivo;
- iii. Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas;
- iv. Type of operation (office, manufacturing or production, or extractive);
- v. Size of operational site in km2;
- vi. Biodiversity value characterized by the attribute of the protected area or area of high biodiversity value outside the protected area (terrestrial, freshwater, or marine ecosystem);
- vii. Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation).
3.3.9 IMPACTS ON BIODIVERSITY

a. What are the significant direct and indirect impacts on biodiversity from one or more of the following:
   i. construction or use of manufacturing plants, mines, and transport infrastructure;
   ii. pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources);
   iii. introduction of invasive species, pests, and pathogens;
   iv. reduction of species;
   v. habitat conversion;
   vi. changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level).

b. Share the significant direct and indirect positive and negative impacts with reference to the following:
   i. species affected;
   ii. extent of areas impacted;
   iii. duration of impacts;
   iv. reversibility or irreversibility of the impacts.

d. The lease sites in London (for our store and office) are not in areas of high biodiversity, and no manufacturing operations take place on these sites. We deem biodiversity impacts immaterial in London, but see ‘PRODUCT’ section for biodiversity impacts in our value chain.

3.3.10 IMPACT ON THREATENED SPECIES

a. What is the total number of IUCN Red List species and national conservation list species with habitats in areas affected by Vivo’s operations, by level of extinction risk:
   i. critically endangered
   ii. endangered
   iii. vulnerable
   iv. near threatened
   v. least concern

This is specific to our own activities

3.3.11 PROTECTING AND RESTORING HABITATS

a. Share the size and location of all habitat areas protected or restored, and whether the success of the restoration measure was or is approved by independent external professionals.

b. Do partnerships exist with third parties to protect or restore habitat areas distinct from where Vivo has supported restoration or protection measures?

c. Share the status of each area based on its condition at the close of the reporting period.

d. Share standards, methodologies, and assumptions used.

3.4.1 IMPACT OF WASTE

a. What activities and outputs load, or could load, to Vivobarefoot’s waste impacts?

b. Do those impacts relate to waste generated Vivo’s own activities or to waste generated upstream or downstream in the value chain?

3.4.2 MANAGING WASTE IMPACTS

a. What actions, including circularity measures, are taken to prevent waste generation upstream and downstream in the value chain, and how are the significant impacts from this waste managed?

b. What is the process used to collect and monitor waste-related data?

c. Approximately by what % has Vivo reduced solid and hazardous waste generation in the value chain (normalized for revenue changes) over the past two years?

3.4.3 WASTE DISPOSAL

a. What is the total weight of the waste that is thrown away in tons? Split it by what’s in it.

b. What is the total weight of the hazardous waste that is thrown away in tons? Break it down by how it’s disposed of (e.g. burning or burying).

c. How does Vivobarefoot ensure hazardous waste is always disposed of safely?

Waste is removed by our third party partner.

3.4.4 WASTE DISPOSAL

a. Average General Waste Collection (= 0.059 tonnes x 12 = 0.708 tonnes per year). We have only recently started to collect data for volume of general waste.

b. No hazardous waste outside of normal office outputs (e-waste and sanitary waste).

This is specific to our own activities

b. Vivobarefoot does not own any sites - all currently leased.
### 3.4.4 REUSE/ RECYCLING

<table>
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<tr>
<th>INDICATOR</th>
<th>E &amp; B CORP</th>
<th>E &amp; B GRR</th>
<th>OTHER</th>
<th>ANSWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. What is the total weight of waste diverted from disposal in metric tons, split by what's in it.</td>
<td>C</td>
<td>306-4</td>
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<tr>
<td>b. What is the total weight of hazardous waste diverted from disposal in metric tons, split by how it's recovered, like being reused or recycled.</td>
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<tr>
<td>c. What is the total weight of non-hazardous waste diverted from disposal in metric tons, split by how it's recovered, like being reused or recycled.</td>
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<tr>
<td>d. For each recovery operation listed: share a breakdown of the total weight in metric tons of hazardous and non-hazardous waste diverted from disposal:</td>
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<tr>
<td>i. onsite;</td>
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<tr>
<td>ii. offsite.</td>
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<tr>
<td>e. Share any extra information about how the data was put together.</td>
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</table>

#### 3.5.1 MEASURING WATER CONSUMPTION

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<th>INDICATOR</th>
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<th>E &amp; B GRR</th>
<th>OTHER</th>
<th>ANSWER</th>
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</thead>
<tbody>
<tr>
<td>a. Does Vivo monitor and manage its water usage?</td>
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<tr>
<td>b. Total water consumption from all areas in megalliters.</td>
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<tr>
<td>c. Total water consumption from all areas with water stress in megalliters.</td>
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<tr>
<td>d. Change in water storage in megalliters, if water storage has been identified as having a significant water-related impact.</td>
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<tr>
<td>e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used, including whether the information is calculated, estimated, modeled, or sourced from direct measurements, and the approach taken for this, such as the use of any sector-specific factors.</td>
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#### 3.5.2 CONSERVING WATER

What water conservation practices have been implemented at the majority of Vivo’s corporate offices or plant facilities?

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</thead>
<tbody>
<tr>
<td>a. Have any water conservation practices been implemented at Vivo’s corporate offices or plant facilities?</td>
<td>C</td>
<td>E1-3</td>
<td>E1-2</td>
<td>We do not currently do this. Our direct operations are such a small fraction of our impact, we’re prioritising our energy elsewhere for now.</td>
</tr>
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</table>

### 4.1 CONSIDERED GIVE

If Vivo has a formal standing commitment to donate significant portions of company profits, revenue, equity, or time to charitable causes:

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<tr>
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<tbody>
<tr>
<td>a. Are any of the following true regarding the charitable giving structure?</td>
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<tr>
<td>i. 20% or more of my company is owned by a nonprofit organization.</td>
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<tr>
<td>ii. We are formally committed to donate more than 20% of profits to charity each year.</td>
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<td>iii. We are formally committed to donate the equivalent of 2% of revenue to charity each year. (including in-kind product donations).</td>
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<td>iv. We are formally committed to donate the equivalent of 5% or more of our time through pro-bono services.</td>
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<td>v. We have created and provide the majority of funding for a nonprofit foundation, of which at least 10% of company profits (or 2% of sales) are donated each year.</td>
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<tr>
<td>vi. None of the above</td>
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<td>b. How much was donated during the last fiscal year?</td>
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<tr>
<td>c. What is the equivalent % of company revenue that was donated or distributed to nonprofit partners in the last fiscal year?</td>
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<td>d. Does Vivo have a formal standing commitment to donate significant portions of company profits, revenue, equity, or time to charitable causes?</td>
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<tr>
<td>i. Play a leadership role with recipient charitable organizations (e.g. board or advisory board participation).</td>
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<td>ii. Use a third-party screen to ensure that recipient organizations meet specific guidelines for qualified donation.</td>
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<td>iii. Use a third-party screen to ensure that recipient organizations are efficiently allocating resources (e.g. Guiltmeter, Charity Navigator).</td>
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<tr>
<td>iv. Company screens charitable partners based on their own criteria.</td>
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<tr>
<td>v. None of the above</td>
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### 4.2 GIVING TO CHARITY AND COMMUNITY

Does Vivo have a formal written standing policy to donate to charitable causes each year? What are its practices regarding donations or community investment?

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<tr>
<td>i. We have a formal statement on the intended social or environmental impact of our company’s philanthropy.</td>
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<td>ii. We match individual workers’ charitable donations.</td>
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<tr>
<td>iii. We have screening practices for charitable contributions or impact measurement mechanisms for our community investments.</td>
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**Notes:**

- **E & B CORP:** Environmental & Business
- **GRR:** Green R&R
- **OTHER:** Other
- **PROGRESS:** ✔️ indicates completion of specific requirements.
**INDICATOR** | B CORP | GRI | OTHER | PROGRESS
--- | --- | --- | --- | ---
4.3 COMMUNITY ORIENTATED IMPACT BUSINESS MODEL | C | | | ✔

Does Vivo’s business model create a specific positive benefit for stakeholders such as charitable partners, vendors or suppliers in need or the local community?

Yes, our Livebarefoot Fund allows us to provide funding and donations to programmes both internally within Vivo and externally, where it support positive outcomes. We focus on priority areas with our chosen partners and/or our projects internally and define positive outcomes and deliverables at the start of each funding round. (See vivobarefoot.com)

4.4 RESPONSIBILITIES TOWARD SOCIETY | C | | | ✔

How does Vivobarefoot engage in societal issues?

- Financial or in-kind donations (excluding political causes)
- Community investments
- Community or pro-bono service
- Advocacy for adopting improved social or environmental policies or performance
- Partnerships with charitable organizations or membership with community organizations
- Discounted products or services to qualified underserved groups

4.5 COMMUNITY SERVICE | C | | | ✔

How does Vivo manage employee community service?

- The company offers paid time off for community service
- 20 hours or more a year of paid time off
- Our company monitors and records total volunteer hours

4.6 EMPLOYEE VOLUNTEERING | C | | | ✔

a. What % of employees took paid time off for volunteer service last year?

b. Number of hours volunteered by full and part time employees of the organisation during the last FY?

c. What was the % of per capita worker time donated as volunteer, community service, or pro-bono time in the reporting period?

- 1-24%
- 92 hours
- 0.1-0.5% of time

4.7 REVENUE DEDICATED TO COMMUNITY INVESTMENT | C | | | ❎

If an independent methodology was used to measure total commitment to community investment, what is the equivalent % of revenue contributed in the form of community investment?

None.

4.8 LOCAL COMMUNITY-BASED BUSINESS | C | | | ❎

a. Is Vivobarefoot a community based business, focused on serving your local economy?

b. Will Vivo’s locally-focused practices be preserved regardless of company growth or scale through a formal commitment or the design of your business model?

- No, we're global.

4.9 LOCAL ECONOMIC DEVELOPMENT | C | | | ❎

If Vivobarefoot is designed to strengthen the local economy by committing a significant portion of procurement and/or sales to remain local:

Rest of question not included as this does not apply to Vivobarefoot

C | N/A
### 5.1 TRANSPARENT VALUE CHAIN

What is the increase in the number of mapped value chain partners (as a % of total partners by tier) compared to last FY?

**Answer:**
- C

### 5.2 SIGNIFICANT SUPPLIER INFORMATION

- a. What types of companies represent Vivo’s significant suppliers:
  - i. product manufacturers
  - ii. professional service firms (consulting, legal, accounting)
  - iii. independent contractors
  - iv. marketing and advertising
  - v. office supplies
  - vi. benefits providers
  - vii. technology
  - viii. raw materials
  - ix. farms
  - x. other - please describe

- b. What % of significant suppliers (on a currency basis) are made transparent on the website?

**Answer:**
- C

### 5.3 WAYS OF WORKING WITH SUPPLIERS

- a. Share a standard agreement for suppliers that explains common order and payment terms.
- b. Evidence a published responsible purchasing Code of Conduct
- c. What percentage of the purchase order is given upfront to suppliers before production starts?
- d. Share, on average, how long it takes to pay suppliers, with a maximum of 60 days.
- e. Share, on average, how quickly orders are paid in full after they’re delivered.
- f. What percentage of orders get changed after the terms are set?
- g. Share feedback from suppliers on purchasing practices, collected through formal processes like surveys or events.

**Answer:**
- G2-6

### 5.4 CODE OF CONDUCT ROLL OUT

- a. Share how Vivo makes sure its supply chain rules are followed at different facilities:
  - i. Explain how suppliers are encouraged to follow good work and environmental rules (like long contracts, bigger orders, better prices, fewer checks).
  - ii. Explain how the environment is checked, who does it, and if they’re approved.
  - iii. Explain how new facilities are chosen to ensure they follow policies and standards before they start.
  - iv. Share how many workers are interviewed offsite during checks.
  - v. Share how Vivo team to support this, they will be based in Asia.
  - vi. What percentage of checks included a representative from a worker’s union.
  - vii. What percentage of suppliers are accountable to the Code of Conduct?

**Answer:**
- FTI 4.2

### 5.5 LENGTH OF SUPPLIER RELATIONSHIP

What is the average length of Vivo’s relationships with suppliers?

**Answer:**
- C

### 5.6 FACTORY ASSESSMENTS

- a. Give a short summary of findings, or a score for groups of facilities without naming individual facilities (at Tier 1, beyond Tier 1, and at raw material level).
- b. Rate each facility separately by name (at Tier 1, beyond Tier 1, and at raw material level).
- c. Share audit findings or reports by named facility (at Tier 1, beyond Tier 1, and at raw material level).
- d. Full audit reports naming individual facilities (at Tier 1, beyond Tier 1, and at raw material level).

**Answer:**
- FTI 4.3

### 5.7 TRANSPARENT VALUE CHAIN LANDING PAGE

- This is available on request
- This is available on request
- This is available on request
- This is available on request
- This is available on request
- This is available on request
- This is available on request
- This is available on request
- This is available on request

**Answer:**
- G1-6
6.7 ACTION WHEN CODE OF CONDUCT IS BROKEN
a. How does Vivobarefoot fix things when facilities don’t follow the rules
b. Explain how Vivo engages with workers, unions, and others when fixing things
c. What happens when Vivo stops working with a supplier (like making sure you have responsibly, checking for human rights problems, and giving notice).
d. Share plans and progress for fixing things at each place by name (if they’re open, doing well, slow, or done)
e. Share details about what went wrong and why, at each place by name (like problems, observations, and good examples).

5.8 THIRD PARTY CERTIFICATION OF TRADE PRACTICES
Are Vivo’s trade practices or purchases certified by a third party?

5.9 SOCIAL OR ENVIRONMENTAL CERTIFICATION OF PURCHASED MATERIALS/PRODUCTS
What % of materials or products purchased have third party social or environmental certifications, or approval, or are from significant suppliers that are purpose driven or have third party company level certification or approval?

5.10 SOURCING WITHIN THE COUNTRY OF OPERATION
What % of Vivo’s cost of goods sold (including value adding activities) was spent within the country of operations from in-country registered companies or national citizens.

5.11 FREE ON BOARD PRICING
% that Vivo’s Free On Board (FOB) prices have increased or decreased on average in the past 12 months.

5.12 PRODUCER COOPERATIVE
Is Vivo a producer cooperative where owners are small supplier members (<50 workers) who organize production?

VALUE CHAIN: PLANET

6.1.1 ENVIRONMENTAL IMPACT MONITORING
How many T1 facilities is Vivo working with to monitor environmental impact data (calculated by % of production they represent for Vivo).

6.1.2 ENVIRONMENTAL FOOTPRINT ASSESSMENTS
Has Vivo’s footprint assessments included any of the following?
- Assessment conducted for supply chain only
- Assessment conducted for only a portion of value chain
- Formal life cycle assessments conducted internally
- Formal life cycle assessments conducted or verified by a third party
- Use of third party frameworks or methodologies (such as Ellen Macarthur Foundation Circularity Indicators, Product Environmental Profiles, GHG Protocol or Carbon Disclosure Project)
- Company has a life cycle based certification or equivalent (Cradle to Cradle)
- Other
b. What % of your products have undergone the specific types of environmental footprint assessment selected in the previous question?
### 6.1.3 Tracking Environmental Metrics

Which of the following environmental metrics does Vivo track regarding the environmental impact of its footwear?

| a. | CO₂ saved/offset by product/service (metric tons) |
| b. | Liters of water saved/offset by product/service |
| c. | The average % water reduction achieved by the product or service |
| d. | kWh saved/offset |
| e. | The average % energy reduction achieved by the product or service |
| f. | Metric tons of waste saved from landfill or incineration |
| g. | None of the above |

We are working to collect and analyze primary data on the environmental impact of our products, but have not yet formalised.

### 6.1.4 Working with Suppliers for Nature

Does Vivo have a plan to work with suppliers to support its environmental objectives and traceability in the supply chain?

| a. | How Vivo works to identify and prioritise environmental risks, impacts and violations in its supply chain |
| b. | Number of suppliers identified as having significant actual and potential negative environmental impacts |
| c. | Significant actual and potential negative environmental impacts identified in the supply chain. |
| d. | Explain how workers, farmers, and others are involved in the environmental due diligence process |
| e. | What percentage of new suppliers are screened for their effects on the environment? |
| f. | Evidence steps taken to stop, prevent, and fix any environmental problems found. |
| g. | The average % energy reduction achieved by the product or service |
| h. | Waste from manufacturing processes, energy use from facilities, water use for tanning and dyeing, chemical management and wastewater impacts, impacts on land and biodiversity from raw materials, emissions from shipping and transport. |
| i. | How workers, farmers, and others are involved in the environmental due diligence process |

Through identifying process type, materials used, location, and adherence to our code of conduct. These things are assessed through an initial desk-based review and then an onsite visit.

We’ve been initially focusing on tanning partners to identify actual and potential negative environmental impacts as this is deemed high risk. However, once we get greater visibility over our Tier 3 partners (material dyeing, washing and processing) we expect a large proportion of our environmental impacts to become clear.

We are in the initial stages of collecting primary impact data from manufacturing operations. Once we have this we can put in place reduction targets for long term impact and remediation measures to alleviate short term risks.

100% (for those we know)

Checks and onsite visits still ongoing. We haven’t found anything so critical that it has required urgent remediation. See (b). All of our tannery partners adhere to Leather Working Group certification standards.

### 6.1.5 Environmental Management System

How is Vivo’s Environmental Management System (EMS) certified / audited / verified? Indicate the coverage of this verification for the selected standard.

CSA It isn’t. We’re building an internal EMS that hasn’t been certified, audited or verified yet.

### 6.1.6 Sourcing from Local Suppliers

What % of the following was spent with suppliers located within 200 miles (or 322 km) of where the end product was used during the last fiscal year?

| a. | Sourcing of COGS Local to Customers |
| b. | Raw materials (in currency terms) grown or harvested by company or local independent suppliers. |

C 19.3%

C 0.06%
INDICATOR

6.1.7 INNOVATIVE MANUFACTURING/DISTRIBUTION PROCESSES THAT REDUCE ENVIRONMENTAL FOOTPRINT

If Vivo has an innovative manufacturing or distribution processes that significantly reduce its environmental footprint compared to past performance or industry benchmarks:

a. Are your distribution processes or your products’ manufacturing processes designed to be innovative by either (1) substantially reducing your environmental footprint compared to past performance, OR (2) having a significantly lower environmental footprint than the norms of your industry? (Please note: this question is specifically asking about your distribution processes or your products’ manufacturing processes, NOT the sustainability of your product ingredients, input materials, product design, or usage of your product. These practices are captured other sections of the Environment Impact Area.)

b. Do you have an environmental management system that tracks the material aspects of your environmental impact (e.g., wastes produced, energy or emissions data, water use, etc.) and includes objectives and targets to improve environmental impact over time?

c. Have you benchmarked or researched your environmental performance compared to peer companies or your industry in general?

   i. We have benchmarked or researched our environmental performance to other similar companies or industries in order to compare our performance.
   ii. We have researched sustainability practices to determine best practices and identify how our practices compare to other companies in our industry.
   iii. No

d. Which of the following are material environmental impacts of concern in the distribution or manufacturing process for your industry? (Please exclude environmental impact outside of your manufacturing process, such as input materials used, supply chain impact, or use of product):

   i. Waste production or usage of materials.
   ii. Water usage or water quality.
   iii. Chemical usage.
   iv. Energy usage or GHG emissions.
   v. Other - please describe.

Emissions:

f. For which material environmental impacts have you implemented processes that substantially reduce the environmental footprint of your distribution or manufacturing?

   i. Waste production or usage of materials.
   ii. Water usage or water quality.
   iii. Chemical usage.
   iv. Energy usage or GHG emissions.
   v. Other - please describe.

f. Of those practices that you’ve selected above, which of the following is the primary method in which you’ve materially reduced the environmental footprint of your industry?

g. Beyond your primary method indicated above, which other practices do you also have in place?

h. What results has your company seen from your environmentally-focused distribution or manufacturing processes?

i. If tracked, what were the number of metric tons of carbon (CO₂) offset by your environmental practices?

j. What were your total revenues last fiscal year from products manufactured or distributed using the previously selected environmental practices?

6.2.1 SCOPE 3 EMISSIONS

Share:

a. The total amount of indirect greenhouse gas emissions (Scope 3) in tons of CO₂ equivalent

b. If possible, list the gases used for the count, like CO₂, CH₄, N₂O.

c. Amount of biogenic CO₂ emissions in tons of CO₂.

d. List other indirect emissions types and activities counted.

e. Tell the year used for counting, why it was picked, and the emissions that year, and explain big changes that needed a recount.

f. Explain where the numbers for emissions and global warming potential came from.

g. Describe how the counting was done, including rules and tools used.

6.2.2 GREENHOUSE GAS EFFECTS

a. Share where in the value chain (GHG Protocol Scopes 1, 2 & 3) the greenhouse gas emissions have a significant impact.

b. Discuss the estimated cost to society and where this number comes from.

c. Did VIVOBarefoot do anything to track and manage the greenhouse gas emissions from its supply chain (like reducing the total)?

6.2.3 INNOVATIVE MANUFACTURING/DISTRIBUTION PROCESSES THAT REDUCE ENVIRONMENTAL FOOTPRINT

If Vivo has an innovative manufacturing or distribution processes that significantly reduce its environmental footprint compared to past performance or industry benchmarks:

a. Are your distribution processes or your products’ manufacturing processes designed to be innovative by either (1) substantially reducing your environmental footprint compared to past performance, OR (2) having a significantly lower environmental footprint than the norms of your industry? (Please note: this question is specifically asking about your distribution processes or your products’ manufacturing processes, NOT the sustainability of your product ingredients, input materials, product design, or usage of your product. These practices are captured other sections of the Environment Impact Area.)

b. Do you have an environmental management system that tracks the material aspects of your environmental impact (e.g., wastes produced, energy or emissions data, water use, etc.) and includes objectives and targets to improve environmental impact over time?

c. Have you benchmarked or researched your environmental performance compared to peer companies or your industry in general?

   i. We have benchmarked or researched our environmental performance to other similar companies or industries in order to compare our performance.
   ii. We have researched sustainability practices to determine best practices and identify how our practices compare to other companies in our industry.
   iii. No

d. Which of the following are material environmental impacts of concern in the distribution or manufacturing process for your industry? (Please exclude environmental impact outside of your manufacturing process, such as input materials used, supply chain impact, or use of product):

   i. Waste production or usage of materials.
   ii. Water usage or water quality.
   iii. Chemical usage.
   iv. Energy usage or GHG emissions.
   v. Other - please describe.

Emissions:

f. For which material environmental impacts have you implemented processes that substantially reduce the environmental footprint of your distribution or manufacturing?

   i. Waste production or usage of materials.
   ii. Water usage or water quality.
   iii. Chemical usage.
   iv. Energy usage or GHG emissions.
   v. Other - please describe.

f. Of those practices that you’ve selected above, which of the following is the primary method in which you’ve materially reduced the environmental footprint of your industry?

g. Beyond your primary method indicated above, which other practices do you also have in place?

h. What results has your company seen from your environmentally-focused distribution or manufacturing processes?

i. If tracked, what were the number of metric tons of carbon (CO₂) offset by your environmental practices?

j. What were your total revenues last fiscal year from products manufactured or distributed using the previously selected environmental practices?
<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B • C • O • R • S • I • N • OTHER</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6.2.3 EMISSION OF OZONE DEPLETING SUBSTANCES</strong></td>
<td>E2-4 30S-6</td>
<td></td>
</tr>
<tr>
<td>a. How much ODS like CFC-11 (trichlorofluoromethane) were made, brought in, and sold out in tons?</td>
<td></td>
<td></td>
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<tr>
<td>b. List the substances counted.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Explain where the numbers came from.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Describe how the counting was done, including rules and tools used.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>6.2.4 OTHER SIGNIFICANT AIR EMISSIONS</strong></td>
<td>E2-4 30S-7 WEF</td>
<td></td>
</tr>
<tr>
<td>a. Disclose, where significant along the value chain, important air pollutants like nitrogen oxides (NOx), sulfur oxides (SOx), and particulates, and say how much might be in or near crowded areas if you can.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Share the actual cash impact or the cash impact that would reasonably be expected of air pollution, including NOx, SOx, particles, and other significant pollutants.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>6.2.5 ENERGY USED OUTSIDE OF Vivo</strong></td>
<td>C 30S-2</td>
<td></td>
</tr>
<tr>
<td>a. How much energy is used outside of Vivo’s own direct operations, for example for transportation, traveling, or dealing with products after they’re done being used.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Explain how you counted this energy, including rules and tools used.</td>
<td></td>
<td></td>
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<tr>
<td>c. Say where the conversion numbers came from.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>6.2.6 REDUCING GHG EMISSIONS</strong></td>
<td>C 30S-5</td>
<td></td>
</tr>
<tr>
<td>a. What did Vivo do to help most suppliers lower greenhouse gas emissions in the supply chain?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. How much less greenhouse gas did Vivo create because of these efforts, in tons of CO2?</td>
<td></td>
<td></td>
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<tr>
<td>c. List the gases counted, like CO2, CH4, N2O, and more.</td>
<td></td>
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<tr>
<td>d. Explain why a certain year was picked</td>
<td></td>
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<tr>
<td>e. Share which parts of emissions were reduced, like things directly produced (Scope 1), energy-related (Scope 2), or other related (Scope 3).</td>
<td></td>
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</tr>
<tr>
<td>f. Explain how you counted, including rules and tools used.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>6.2.7 CARBON OFFSETTING</strong></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>How many metric tons of CO2 were saved/off-set from the use of Vivo products/services in the last 12 months?</td>
<td>We do not collect this data</td>
<td></td>
</tr>
<tr>
<td><strong>6.2.8 OFFSETTING SUPPLIER EMISSIONS</strong></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>What % of Vivo’s Scope 3 greenhouse gas emissions were offset by certified carbon credits?</td>
<td>We don’t know this.</td>
<td></td>
</tr>
<tr>
<td><strong>6.2.9 REDUCING CARBON EMISSIONS FROM TRANSPORT</strong></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>a. Does Vivo use any of these ways to reduce carbon emissions from transportation?</td>
<td>Company policy and practice that requires inbound freight or shipping to be transported via lowest impact methods (such as avoiding shipment by air transport)</td>
<td></td>
</tr>
<tr>
<td>i. Making sure inbound freight and shipping is lowest impact (e.g., not air).</td>
<td>Company policy and practice that requires outbound freight or shipping is transported via lowest impact methods</td>
<td></td>
</tr>
<tr>
<td>ii. Making sure outbound freight and shipping is lowest impact (e.g., not air).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. None of the above.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Has Vivo implemented any of those things to make transportation better for the environment?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Using clean or low-pollution vehicles (like hybrids or electric).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Using smart planning to save fuel and reduces shipping impact.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Training drivers to save fuel.</td>
<td></td>
<td></td>
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<tr>
<td>iv. Picking lower-impact shipping methods (like avoiding air transport).</td>
<td></td>
<td></td>
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<tr>
<td>v. Something else - please describe</td>
<td></td>
<td></td>
</tr>
<tr>
<td>vi. None of the above.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>6.2.10 REDUCING TON MILES</strong></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Has Vivo reduced the tonne miles (relevant to revenue) of its distribution and supply chain and if so, by how much?</td>
<td>Not tracked/unknown.</td>
<td></td>
</tr>
<tr>
<td><strong>6.2.12 SAVING ENERGY AT FACTORIES</strong></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Which systems did Vivo work on to save energy in most of your buildings (based on the size) during the last year?</td>
<td>Not tracked/unknown.</td>
<td></td>
</tr>
</tbody>
</table>
### 6.2.13 USE OF RENEWABLE ENERGY

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B CORP</th>
<th>C GRI</th>
<th>OTHER</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. What % of energy use in the value chain is produced from renewable sources?</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. What % of energy use in the value chain is produced from low impact renewable sources?</td>
<td>C</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Note:** We have collected energy use data from some Tier 1 and Tier 2 partners, but we don’t yet have a consolidated view point across all partners. Those we do have energy mix information for are disclosed on our partner map on vivobarefoot.com. We don’t yet have visibility over renewable vs low impact renewable.

### 6.2.14 ENERGY REDUCTION

What is the average % energy reduction achieved by the product or service?

**Answer:**

C

N/A

### 6.3.1 IMPACT OF DIRECT OPERATIONS IN NATURE

For each place Vivo works that is near or next to protected nature areas or areas with high biodiversity value, share:

| a. Location.                                                                 |                                          |                                          |
| b. If Vivo also own land underneath it.                                   |                                          |                                          |
| c. How close it is to the protected area or high biodiversity area.       |                                          |                                          |
| d. Type of operation there (like offices, manufacturer, or extracting resources). |                                          |                                          |
| e. Size in square-kilometers (or another measure if needed).             |                                          |                                          |
| f. Biodiversity value characterised by the area's attributes (terrestrial/ freshwater/ maritime). |                                          |                                          |
| g. Any official protections it has (like IUCN categories, Ramsar, or local laws). |                                          |                                          |

**Note:**

TNFD WEF Vivobarefoot have no owned or leased sites in or adjacent to protected areas.

### 6.3.2 IMPACT ON BIODIVERSITY

**a. Describe the nature of Vivo’s significant direct or indirect impacts on biodiversity:**

i. Building factories, mines, or roads.
ii. Pollution
iii. Introduction of invasive species, pests, and pathogens;
iv. Reducing the number of species.

v. Habitat conversion

vi. Interfering with natural processes (outside their normal range of variation) such as changes in water levels.

b. Explain positive and negative impacts caused, considering:

i. Which and how many species are affected.

ii. How big the area impacted is

iii. How long the changes last.

iv. If the effects can be fixed or not.

**Note:**

TNFD WEF We don’t evaluate our value chain impact on biodiversity.

### 6.3.3 THREATENED SPECIES IN OPERATING AREAS

Total number of IUCN Red List species and national conservation list species with habitats in areas affected by Vivo’s operations, by level of extinction risk:

| i. Critically endangered        |                                          |                                          |
| ii. Endangered                 |                                          |                                          |
| iii. Vulnerable                |                                          |                                          |
| iv. Near threatened            |                                          |                                          |
| v. Least concern               |                                          |                                          |

**Note:**

304-4 We’ve yet to do an assessment on this.

### 6.3.4 LAND USED FOR MATERIAL PRODUCTION

Report for operations (if applicable) and full supply chain (if material): Area of land used for the production of basic plant, animal or mineral commodities (e.g. the area of land used for forestry, agriculture or mining activities).

**Note:**

WEF Over the course of 2021 & 2022 we moved some of our manufacturing operations in Asia to new Tier 1 manufacturing partners and subsequent Tier 2 material partners. This has meant that our material toolboxes have been reviewed, changed and are still being defined in areas. We are currently in the process of confirming our global material toolboxes, to define a standard set of materials with varying levels of sustainable content e.g. recycled, organic etc. which will then allow us to better trace our value chain partners back to Tier 5 (raw material) level and analyze/disclose our land use, material and value chain impacts moving forwards.

### 6.3.5 LAND USE CHANGE FOR RAW MATERIALS

Report for operations (if applicable) and full supply chain (if material): Year-on-year change in the area of land used for the production of basic plant, animal or mineral commodities (e.g. the area of land used for forestry, agriculture or mining activities).

**Note:**

WEF This is one of the Life Cycle Analysis metrics we’re working on with Made2Flow (see page 26).

### 6.3.6 SUSTAINABILITY CERTIFICATION

What percentage of land area (or total materials used) is certified as sustainable? Give details of the certification standards or programs, and the percentage covered by each one.

**Note:**

WEF We do not yet collect this data.
### WATER (VALUE CHAIN)

#### 6.4.1 WATER USE

<table>
<thead>
<tr>
<th>Indicator</th>
<th>E3-1</th>
<th>E3-3</th>
<th>E3-4</th>
<th>E3-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water use from all areas in megaliters.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total water use from all areas with water stress in megaliters.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changes in water storage in megaliters (if water storage has been identified as having a significant water-related impact)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water use from all areas with water stress in megaliters.</td>
<td></td>
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</tbody>
</table>

#### 6.4.2 WATER DISCHARGE

<table>
<thead>
<tr>
<th>Indicator</th>
<th>E3-1</th>
<th>E3-3</th>
<th>E3-4</th>
<th>E3-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water discharge in millions of liters, split by where it goes:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Rivers or lakes.</td>
<td></td>
<td></td>
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<tr>
<td>ii. Below the ground.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. The sea.</td>
<td></td>
<td></td>
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<tr>
<td>iv. Sent to others.</td>
<td></td>
<td></td>
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<tr>
<td>Breakdown of water discharge in millions of liters, based on its quality:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Clean water (less than 1,000 mg/L of dissolved stuff).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Other water (more than 1,000 mg/L of dissolved stuff).</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Water sent away in millions of liters to areas where water is scarce, split by quality:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Clean water (less than 1,000 mg/L of dissolved stuff).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Other water (more than 1,000 mg/L of dissolved stuff).</td>
<td></td>
<td></td>
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<tr>
<td>Harmful stuff in water discharges, including how it's defined, limits set, and any cases of breaking the limits.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Any extra info about how the numbers were collected, like methods and rules used.</td>
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</tr>
</tbody>
</table>

#### 6.4.3 IMPACT OF FRESHWATER USE

<table>
<thead>
<tr>
<th>Indicator</th>
<th>E3-1</th>
<th>E3-3</th>
<th>E3-4</th>
<th>E3-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share the actual cash impact or the cash impact that would reasonably be expected of freshwater use in the value chain, including where water is taken, used, and put back, and how it affects things like operations, products, and relationships (like runoff problems).</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Describe the approach used to figure out the water impacts, including what areas and timeframes were looked at and the tools used.</td>
<td></td>
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<tr>
<td>Explain any lowest quality limits for water that's released, and how they are decided. This includes areas without local rules, your own rules, industry standards, and the water's natural state.</td>
<td></td>
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</tr>
<tr>
<td>Share how water impacts are addressed, including working with others to take care of water resources and talking to suppliers or customers with significant water-related impacts.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Explain how Vivobarefoot sets goals for water use and what it wants to achieve, and how these match up with public rules and local water conditions.</td>
<td></td>
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</tbody>
</table>

#### 6.4.4 WATER POLLUTION

<table>
<thead>
<tr>
<th>Indicator</th>
<th>E3-1</th>
<th>E3-3</th>
<th>E3-4</th>
<th>E3-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share the actual cash impact or the cash impact that would reasonably be expected of water pollution in the value chain, including excess nutrients, heavy metals and other toxins.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 6.4.5 FERTILISER USE

<table>
<thead>
<tr>
<th>Indicator</th>
<th>E3-1</th>
<th>E3-3</th>
<th>E3-4</th>
<th>E3-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report metric tonnes of nitrogen, phosphorus and potassium in fertilizer consumed.</td>
<td></td>
<td></td>
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</tbody>
</table>

#### 6.4.6 WATER IMPROVEMENT

<table>
<thead>
<tr>
<th>Indicator</th>
<th>E3-1</th>
<th>E3-3</th>
<th>E3-4</th>
<th>E3-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>What practices has Vivo implemented for a majority of suppliers (on a cost basis) to reduce the water footprint of its supply chain?</td>
<td></td>
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</tbody>
</table>

#### 6.4.7 WATER CONSERVATION

<table>
<thead>
<tr>
<th>Indicator</th>
<th>E3-1</th>
<th>E3-3</th>
<th>E3-4</th>
<th>E3-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>What water conservation practices have been implemented at the majority of Vivo's offices or plant facilities?</td>
<td></td>
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</tbody>
</table>

### CHEMICALS

#### 6.5.1 TRACKING CHEMICALS IN THE SUPPLY CHAIN

<table>
<thead>
<tr>
<th>Indicator</th>
<th>E2-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does Vivo do any of the following for the majority of materials?</td>
<td></td>
</tr>
<tr>
<td>a. Does not track chemicals in the supply chain</td>
<td></td>
</tr>
<tr>
<td>b. Requires suppliers to disclose specified chemicals of concern</td>
<td></td>
</tr>
<tr>
<td>c. Asks suppliers if they know all the chemical ingredients intentionally added to their product and all residuals of high concern present in the product (asking if they know only, not to provide the data to you)</td>
<td></td>
</tr>
<tr>
<td>d. Discloses all by-products, contaminants or trace materials to the public</td>
<td></td>
</tr>
<tr>
<td>• Require suppliers to disclose specified chemicals of concern</td>
<td></td>
</tr>
<tr>
<td>• Ask suppliers if they know all the chemical ingredients intentionally added to their product and all residuals of high concern present in the product (asking if they know only, not to provide the data to you)</td>
<td></td>
</tr>
<tr>
<td>• Require suppliers to provide chemical information to a third party</td>
<td></td>
</tr>
</tbody>
</table>
6.5.2 ELIMINATING HAZARDOUS CHEMICALS
a. Does Vivobarefoot have a time-bound commitment/roadmap to eliminate the use of hazardous chemicals (as aligned with international standards such as ZDHC and Bluesign)?
b. Does Vivobarefoot disclose measurable progress towards eliminating the use of hazardous chemicals in the value chain, as aligned with international standards such as ZDHC MRSL e.g., via Bluesign or STeP by Oekotex?

6.5.3 REMOVING/REDUCING HARMFUL TOXINS
a. Does Vivobarefoot’s product or service help with toxins or pollution? Pick the ones that fit:
- iv. Does your product affect the environment?
  - iv. No
  - iv. Yes
- ii. Does your product have any known or potential effects on the environment?
  - ii. No
  - ii. Yes
- i. Does your product have any known or potential impacts on the environment?
  - i. No
  - i. Yes

6.6 WASTE (SUPPLY CHAIN)
6.6.1 WASTE CREATED
a. How much pre-production waste is generated annually (e.g., offcuts, scraps, threads, end of roll fabrics)?
b. How much post-production/pre-consumer waste generated annually (e.g., deadstock, overstock, samples)?
c. How much (in percentage or tonnes) pre-consumer waste is reused or recycled?
d. How many (in percentage or tonnes) textiles or items are destroyed (typically incinerated) during the annual reporting period?

6.6.2 WASTE DISPOSAL
a. What is the total weight of the waste disposed of in tons?
b. What is the total weight of the hazardous waste disposed of in tons?
c. How does Vivobarefoot ensure hazardous waste is always disposed of safely?
d. How much (in percentage or tonnage) pre-consumer waste generated annually (e.g., deadstock, overstock, samples)?
e. Does Vivobarefoot have a time-bound commitment/roadmap to eliminate the use of hazardous chemicals (as aligned with international standards such as ZDHC and Bluesign)?
f. Does Vivobarefoot disclose measurable progress towards eliminating the use of hazardous chemicals in the value chain, as aligned with international standards such as ZDHC MRSL e.g., via Bluesign or STeP by Oekotex?

6.6.3 IMPACT OF SOLID WASTE DISPOSAL
Report the impact of trash disposal (including plastics and other waste types) on people’s lives across the value chain.

6.6.4 WASTE GENERATION
a. Describe how Vivobarefoot’s significant waste impacts happen, including:
- i. the inputs, activities, and outputs that lead or could lead to these impacts:
  - i. No
  - i. Yes
- ii. the impacts from Vivobarefoot’s own activities or from others its works with:
  - ii. No
  - ii. Yes

WASTE (SUPPLY CHAIN)
6.6.1 WASTE CREATED

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B CORP</th>
<th>CRS B</th>
<th>DUN</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.6.1</td>
<td>C</td>
<td>E2-5</td>
<td>FTI 5.5</td>
<td>N/A</td>
</tr>
</tbody>
</table>

We conduct an analysis of our value chain, including suppliers, services, and materials, to identify material risks of toxins and/or production of hazardous waste.
### 6.6.5 MANAGING WASTE IMPACTS

- **a.** What actions, including circularity measures, are taken to prevent waste generation upstream and downstream in the value chain, and how are the significant impacts from this waste managed?
  - C

- **b.** What is the process used to collect and monitor waste-related data?
  - C

- **c.** Approximately by what % has Vivo reduced solid and hazardous waste generation in the value chain (normalized for revenue changes) over the past two years?
  - C

- **7.1.3 SUPPLIER DIVERSITY POLICIES OR PROGRAMMES**

#### WHAT PERCENTAGE OF NEW SUPPLIERS WERE SCREENED USING SOCIAL CRITERIA?

- C

#### WHAT PERCENTAGE OF SUPPLIERS IDENTIFIED AS HAVING SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE SOCIAL IMPACTS HAD THEIR CONTRACTS WITH Vivo TERMINATED AS A RESULT OF THE ASSESSMENT, AND WHY?

- C

#### WHAT PROGRESS ARE THE SIGNIFICANT IMPACTS FROM THIS WASTE MANAGED?

- C

### 6.6.6 REUSE/ RECYCLING

- **a.** What is the total weight of waste diverted from disposal in metric tons, split by what’s in it.
  - C

- **b.** What is the total weight of hazardous waste diverted from disposal in metric tons, split by how it’s recovered, like being reused or recycled.
  - C

- **c.** What is the total weight of non-hazardous waste diverted from disposal in metric tons, split by how it’s recovered, like being reused or recycled.
  - C

- **6.6.7 SPILLS**

#### WHAT IS THE TOTAL NUMBER AND TOTAL VOLUME OF RECORDED SIGNIFICANT SPILLS?

- C

#### WHAT ARE THE SIGNIFICANT IMPACTS IN THE VALUE CHAIN?

- C

#### WHAT ACTIONS, INCLUDING CIRCULARITY MEASURES, ARE TAKEN TO PREVENT WASTE GENERATION UPSTREAM AND DOWNSTREAM IN THE VALUE CHAIN, AND HOW ARE THE SIGNIFICANT IMPACTS FROM THIS WASTE MANAGED?

- C

### VALUE CHAIN: PEOPLE

### SOCIAL IMPACT

#### 7.1.1 SOCIAL IMPACTS ON SUPPLY CHAIN

- **a.** How many suppliers were assessed for social impacts?
  - C

- **b.** How many suppliers were identified as having significant actual and potential negative social impacts?
  - C

- **c.** What are the significant actual and potential negative social impacts in the value chain?
  - C

- **d.** What percentage of suppliers who were identified as having significant actual and potential negative social impacts have agreed to make improvements as a result of the assessment?
  - C

- **e.** What percentage of suppliers identified as having significant actual and potential negative social impacts had their contracts with Vivo terminated as a result of the assessment, and why?
  - C

#### 7.1.2 SUPPLIER ENGAGEMENT ON SOCIAL OBJECTIVES

- **What percentage of new suppliers were screened using social criteria?**
  - C

#### 7.1.3 SUPPLIER DIVERSITY POLICIES OR PROGRAMMES

- **Does Vivo have any of the following policies or programmes in place to promote diversity within the supply chain?**
  - C

**a.** We track diversity of ownership among our suppliers.

**b.** We have a policy to give preferences to suppliers with ownership from underrepresented populations.

**c.** We have formal targets to make a specific percentage of purchases from suppliers with diverse ownership.

**d.** We use an internal tool (the V-Matrix) to assess the complexity and types of materials used across each style on a seasonal basis. This assessment allows us to improve styles by reducing their complexity and/or using materials that allow for circularity opportunities. We have begun to assess the manufacturing impact (including wastes) of each style in our range and are identifying opportunities to minimize waste across our manufacturing operations.

**e.** The V-Matrix (product design and development) and third party partner (Made2Flow) working directly with our largest manufacturing partner Stella to collect primary data.

**f.** We don’t know this yet.

#### We don’t have any reported spill incidents from our manufacturing partners, but as we gain greater transparency across the value chain we’ll be able to report to this more accurately.
### INDICATOR 7.1.4 LOCAL BUYING AND HIRING

**What written local purchasing or hiring policies are in place?**

- We have a formal grievance mechanism to address complaints and resolve disputes.
- We review suppliers for potential training needs.
- We provide small scale suppliers the same contracts, prices, and payment terms (such as days payable outstanding) as other suppliers.
- We pay 30 days payable outstanding to small scale suppliers.
- We have a written preference at each facility to purchase from local suppliers.

### INDICATOR 7.1.5 PROPORTION OF SPENDING ON LOCAL SUPPLIERS

**What % of your significant suppliers are located in low-income communities or create employment opportunities for other chronically underemployed populations?**

- Ethiopia (Pittards 3% of 2023 Sourcing)
- Namibia (<1% of 2023 Sourcing)
- Mongolia (<1% of 2023 Sourcing)

### INDICATOR 7.1.6 SUPPLIERS IN LOW INCOME COMMUNITIES

**What percentage of Vivo’s workforce is low-income or does not have a college degree AND is also employed in company facilities located in low-income communities?**

- 3% (London).

We are using local as defined by the B Corp Impact Assessment - where "local" is defined as being part of the same community (generally based on a small-scale economically and culturally connected area, as well as its surrounding vicinities (usually within 50 miles / 80 km)).

### INDICATOR 7.1.7 SUPPORTING UNDERSERVED SUPPLIERS

**Does Vivo source from and/or provide support to populations in low income or very poor markets through its value chain buying practices?**

- We provide small scale suppliers the same contracts, prices, and payment terms (such as days payable outstanding) as other suppliers.
- We review suppliers for potential training needs.
- We pay 30 days payable outstanding to small scale suppliers.
- We have a written preference at each facility to purchase from local suppliers.
- We don’t yet track this.

### INDICATOR 7.1.8 SUPPORT FOR IN-NEED SUPPLIERS

**Does Vivo do any of the following to support small-scale or other in-need suppliers?**

- We don’t provide micro-entrepreneurship opportunities for underserved people through a distribution network of independent sales representatives.
- We do not currently work with any micro entrepreneurs.
- We do not provide micro-entrepreneurship opportunities for underserved people through a network of independent sales representatives.

### INDICATOR 7.1.9 FACILITIES IN LOW INCOME COMMUNITIES

**What percentage of Vivo’s workforce is low-income or does not have a college degree AND is also employed in company facilities located in low-income communities?**

We are using local as defined by the B Corp Impact Assessment - where "local" is defined as being part of the same community (generally based on a small-scale economically and culturally connected area, as well as its surrounding vicinities (usually within 50 miles / 80 km)).

### INDICATOR 7.1.10 LOW INCOME OR Chronically UNDEREMPLOYED MICRO-ENTREPRENEURS

**Are any of the micro-entrepreneurs Vivo works with verified to be from low-income areas or chronically underemployed populations?**

We do not currently work with any micro entrepreneurs.

### INDICATOR 7.1.11 MICRODISTRIBUTION POVERTY ALLEVIATION

**For companies that provide micro-entrepreneurship opportunities for underserved people through a distribution network of independent sales representatives:**

We do not provide micro-entrepreneurship opportunities for underserved people through a network of independent sales representatives.
7.12 SUPPLIER PREMIUMS

- Does Vivo track the premium paid to suppliers?
  - Yes
  - No

- If yes, what is the average premium paid to suppliers in the last fiscal year (either on product or wage)? Please report the premium as a % of the price paid per product or per hour.
  - Yes
  - No

- Describe the methodology used to calculate producer price premium.
  - A producer-owned cooperative structure in which suppliers share control and benefits of company operations (e.g. farmer cooperative, artisanal cooperative)
  - A micro-distribution or micro-franchising model that provides economic opportunities to underserved groups in your supply chain
  - A formal standing commitment to donate a significant portion of sales, profits, or ownership to charitable causes (>2% sales, >20% profits/ownership)
  - A community-focused business model that supports and builds the economic vitality of local communities
  - None of the above

7.13 SUPPORT FOR SMALL SCALE SUPPLIERS

- Does Vivo provide or participate in support services for underserved suppliers?
  - Yes
  - No

- What % of your total cost of materials in the last fiscal year came from underserved suppliers that have received the above capacity building support?
  - Yes
  - No

7.14 MICROFRANCHISE MODEL

- Does Vivo sell products or services through a microfranchise or microdistribution model that provide income generation opportunities for low-income individuals or individuals from chronically underemployed populations?
  - Yes
  - No

7.15 COMMUNITY ORIENTED BUSINESS MODELS

- Is Vivostructured to benefit community stakeholders in any of the following ways? (see below):
  - Yes
  - No

- Describe the methodology used to calculate producer price premium.
  - A producer-owned cooperative structure in which suppliers share control and benefits of company operations (e.g. farmer cooperative, artisanal cooperative)
  - A micro-distribution or micro-franchising model that provides economic opportunities to underserved groups in your supply chain
  - A formal standing commitment to donate a significant portion of sales, profits, or ownership to charitable causes (>2% sales, >20% profits/ownership)
  - A community-focused business model that supports and builds the economic vitality of local communities
  - None of the above

7.16 TRACKING IMPACT ON WORKERS

- Does Vivo track the impact of your work with small-scale suppliers on the lives of suppliers’ employees?
  - Yes
  - No

- If your company tracks the impact of your work with small-scale suppliers on the lives of suppliers’ employees, please explain how.
  - Yes
  - No

7.17 INNOVATIVE VALUE CHAIN POVERTY ALLEVIATION

- Is there something different or innovative about the company’s approach to sourcing from small-scale suppliers that has changed the industry? Is this something replicable, unique at the time it was created, and that has been emulated by other organizations? Please explain.
  - Yes
  - No

7.18 GENDER-BASED DISCRIMINATION

- What is the prevalence of gender-based labour violations in supplier facilities? (e.g. sexual harassment and other forms of gender-based violence; treatment and firing of pregnant workers; maternity pay; bathroom breaks during periods, etc.; women in supervisory/middle management roles; gender pay gap; women on Worker Participations Committees and in unions; etc.)
  - We have a grievance mechanism in place to allow workers to anonymously flag instances of discrimination, we have not received any grievance reports from value chain partners to date. However, we recognise that this doesn’t go far enough, and we’ll begin to conduct worker interviews and collaborative workshops across our Tier 1 partner facilities this year.

- Describe the any actions that focus on the promotion of gender equality in supplier facilities (like steps taken to address instances of gender-based violence or initiatives to promote women workers into leadership positions).
  - Whilst we have a grievance mechanism in place to allow workers to anonymously flag instances of discrimination, we have not received any grievance reports from value chain partners to date. However, we recognise that this doesn’t go far enough, and we’ll begin to conduct worker interviews and collaborative workshops across our Tier 1 partner facilities this year.

7.19 RACIAL AND ETHNIC EQUALITY IN SUPPLIER FACILITIES

- Share any actions focused on the promotion of racial and ethnic equality in supplier facilities (like steps taken to address instances of racial and ethnic discrimination or initiatives to promote racial or ethnic equality).
  - There are no material negative impacts on local communities from our own operations.

7.20 POTENTIAL NEGATIVE IMPACT TO LOCAL COMMUNITIES

- Share any activities that could negatively impact local communities, including:
  - Where these activities happen.
  - How they might actually or potentially harm the communities.
### HEALTH, SAFETY AND WELL-BEING

<table>
<thead>
<tr>
<th>Indicator</th>
<th>B CORP</th>
<th>S1-14</th>
<th>OTHER</th>
<th>PROGRESS</th>
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</thead>
<tbody>
<tr>
<td><strong>7.2.1 MANAGEMENT COMMITMENT TO HEALTH &amp; SAFETY</strong></td>
<td>C</td>
<td>Si-14</td>
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</tr>
<tr>
<td>Share Vivobarefoot’s commitment to health &amp; safety:</td>
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<tr>
<td>a. We have a written safety and health policy to minimize on-the-job employee accidents and injuries</td>
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<tr>
<td>b. Safety and health is integrated into our overall management planning process, and workers are involved in safety planning, resource allocation, audits, etc.</td>
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<tr>
<td>c. Safety and health concerns are communicated through regular safety and health trainings</td>
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<tr>
<td>d. We have specific safety and health program goals and objectives, with specific indicators to measure progress</td>
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<tr>
<td>e. Senior management addresses safety issues through written communications or in company gatherings at least quarterly</td>
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<tr>
<td>f. We have a formal safety reporting system for employees to submit their safety concerns</td>
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<tr>
<td>g. Our safety procedures are easily accessible for all on-site personnel, including workers, non-managerial staff, and visitors</td>
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<tr>
<td>h. We participate in an external program demonstrating commitment and excellence in safety and health (e.g. Voluntary Protection Program)</td>
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<tr>
<td>i. N/A - No manufacturing or wholesale facilities</td>
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<tr>
<td>j. None of the above</td>
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<tr>
<td><strong>7.2.2 HEALTH &amp; SAFETY AUDIT PRACTICES</strong></td>
<td>C</td>
<td>Si-14</td>
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<tr>
<td>What are Vivo’s practices related to health and safety inspections and audits:</td>
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<tr>
<td>a. A written procedure for performing safety and health inspections</td>
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<tr>
<td>b. Routine safety and health inspections at least quarterly</td>
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<tr>
<td>c. Use of information discovered through analyses to improve safety processes (e.g., baseline hazards analysis, incident analysis, employee concerns, sampling results from inspections)</td>
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<tr>
<td>d. Documentation of the results of the routine inspections</td>
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<td>e. Inspection reports that clearly indicate what needs to be corrected, with documented accountability for closure</td>
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<tr>
<td>f. N/A - No manufacturing or wholesale facilities</td>
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<td>g. None of the above</td>
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<tr>
<td><strong>7.2.3 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT</strong></td>
<td>Si-14</td>
<td>403-1</td>
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</tr>
<tr>
<td>For employees and for workers who are not employees but whose work and/or workplace is controlled by Vivobarefoot:</td>
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<tr>
<td>a. Share a statement on whether an occupational health and safety management system is in place, including whether:</td>
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<tr>
<td>i. This is because it’s a legal requirement - list those laws;</td>
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<td>ii. The system has been implemented based on recognized risk management and/or management system standards/guidelines - list those standards/guidelines.</td>
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<td>iii. Whether the system has been externally audited or certified</td>
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<tr>
<td>iv. Whether the system has been certified or certified by an external party</td>
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<td>b. Describe who and what the safety system covers, and explain if there are any exceptions and why</td>
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<tr>
<td><strong>7.2.4 RISK MANAGEMENT AND INCIDENT INVESTIGATION</strong></td>
<td>403-2</td>
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<tr>
<td>For employees and for workers who are not employees but whose work and/or workplace is controlled by Vivobarefoot:</td>
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<tr>
<td>a. Describe how Vivo identifies hazards at work, and assesses risk on a routine and non-routine basis. Explain how Vivo ensures this process is fit for purpose, and that the people carrying it out know what they’re doing. Also, explain how Vivo uses the results to improve occupational health and safety.</td>
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<tr>
<td>b. Explain how workers can report dangers at work without getting into trouble for it.</td>
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<td>c. Describe how workers can leave a risky work situation without being punished.</td>
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<tr>
<td>d. Describe how accidents are investigated, and how improvements are made to enhance long-term safety.</td>
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<tr>
<td><strong>7.2.5 WORKER PARTICIPATION IN OCCUPATIONAL HEALTH AND SAFETY</strong></td>
<td>403-4</td>
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</tr>
<tr>
<td>For employees and for workers who are not employees but whose work and/or workplace is controlled by Vivobarefoot:</td>
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<tr>
<td>a. Explain how workers take part in creating, applying, and reviewing safety plans. Also, describe how they get important safety information.</td>
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<tr>
<td>b. If there are official worker-management safety committees, tell what they do, how often they meet, and why some workers might not be in them.</td>
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<tr>
<td><strong>7.2.6 INDOOR AIR QUALITY MONITORING</strong></td>
<td>C</td>
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<tr>
<td>Does Vivo monitor indoor air quality to ensure a healthy and comfortable workspace and avoid sick building syndrome?</td>
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</table>

**INDICATOR**

**TITLE LORUM IPSUM**

**7.2.1 MANAGEMENT COMMITMENT TO HEALTH & SAFETY**

**7.2.2 HEALTH & SAFETY AUDIT PRACTICES**

**7.2.3 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT**

**7.2.4 RISK MANAGEMENT AND INCIDENT INVESTIGATION**

**7.2.5 WORKER PARTICIPATION IN OCCUPATIONAL HEALTH AND SAFETY**

**7.2.6 INDOOR AIR QUALITY MONITORING**
7.3.1 LIVING WAGES
What is Vivobarefoot’s approach to achieving living wages for workers in the value chain, include:

a. % of number of supply chain workers paid living wage rate
b. Explain the step-by-step plan to ensure all workers earn living wages
c. Report annual updates on progress toward paying living wages
d. Share what living wage estimates Vivobarefoot uses to track and benchmark wages for workers in its value chain
e. Share % of workers that are receiving their wages digitally
f. Share what % above the minimum wage workers are paid in the value chain

7.3.2 RECRUITMENT FEES
a. What is Vivo’s approach to recruitment fees in the value chain? Include whether it adopts the Employer Pays Principle and/or reimburses any costs workers have incurred during recruitment processes
b. How many workers in the value chain are affected by the payment of recruitment fees or related costs?

7.3.3 LABOUR COSTS
a. Explain how labour costs are calculated (including wage rate + overtime, social security, sick leave, holidays and other leave as well as the cost of indirect labour and wage increases) in price talks
b. Share the % of orders/volume where labour costs are isolated for consideration

7.3.4 END OF EMPLOYMENT SUPPORT
What are the formal company policies regarding employee termination and layoffs?

7.4.1 WORKER EMPOWERMENT
How does Vivo engage and empower workers?

7.4.2 TRAINING
What was the average amount of training that a newly hired worker received in the past 12 months?

7.4.3 LIFE SKILL TRAINING
Excluding newly hired workers, what % of full-time and part-time workers received the following types of formal training during the last 12 months?

7.4.4 TRADE UNIONS AND COLLECTIVE BARGAINING
a. Describe checks on suppliers where the freedom of association and bargaining rights are at risk for workers, and steps taken to address these risks.
b. What is the number or % of supply chain workers under collective bargaining agreements.
c. What percentage of suppliers have independent trade unions chosen by workers.
d. How many collective bargaining agreements ensure wages above those required by local law for supply chain workers?

7.5 HUMAN RIGHTS
7.5.1 HUMAN RIGHTS STRATEGY
Explain Vivobarefoot’s strategy and action plan to manage its human rights impacts, and how it strives for positive impact. Explain how Vivo works to identify and prioritise human rights risks, impacts and violations in its supply chain (its approach to conducting human rights due diligence).

7.5.2 MITIGATING HUMAN RIGHTS RISKS
a. Evidence steps taken to stop, prevent, mitigate and fix the identified human rights risks, impacts and violations
b. Disclose the outcomes or results of the steps above
### 7.5.3 SUPPLIER ENGAGEMENT
Evidence a supplier engagement framework that supports Vivo’s human rights objectives and promotes traceability in the value chain.

<table>
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<tr>
<th>INDICATOR</th>
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<th>Other</th>
<th>PROGRESS</th>
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<tbody>
<tr>
<td>7.5.3 SUPPLIER ENGAGEMENT</td>
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<tr>
<td>Partner code of conduct, site visits, and all mapped partners are invited to our annual value chain partner conference.</td>
<td>FTI</td>
<td>Other</td>
<td>✓</td>
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</table>

### 7.5.4 DUE DILIGENCE PROCESS
a. Disclose how worker/producer/farmer representatives, unions and other affected stakeholders are involved in the due diligence process.
b. Disclose how women-workers, women’s organisations, women human rights defenders and gender experts are involved in all stages of human rights due diligence.

<table>
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<tr>
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<tr>
<td>Partner code of conduct, site visits, and all mapped partners are invited to our annual value chain partner conference.</td>
<td>FTI</td>
<td>Other</td>
<td>✓</td>
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</tbody>
</table>

### 7.5.5 MODERN SLAVERY RELATED VIOLATIONS AND RISKS
Share any data on the prevalence of modern slavery related violations and risks (like excessive and forced overtime, restricted freedom of movement, retaining workers’ passports or other identity/personal documents, withholding wages, debt bondage, grievances related to recruitment practices).

<table>
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<tr>
<th>INDICATOR</th>
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<tbody>
<tr>
<td>7.5.5 MODERN SLAVERY RELATED VIOLATIONS AND RISKS</td>
<td>FTI.S1</td>
<td>Other</td>
<td>✓</td>
</tr>
<tr>
<td>We manage this through our code of conduct and site visits (for value chain) and publish an annual modern slavery statement with key updates (This is available on vivobarefoot.com).</td>
<td>FTI</td>
<td>Other</td>
<td>✓</td>
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</table>

### 7.5.6 CHILD LABOUR
a. How many, and what percentage of operations and suppliers, are considered to have significant risk for incidents of child, forced or compulsory labour. Risks could be related to: a) type of operation or supplier; or b) countries or areas with operations and suppliers considered at risk.
b. Share the operations and suppliers considered to have significant risk for incidents of young workers exposed to hazardous work.
c. What measures were taken by Vivobarefoot in the reporting period to contribute to the effective abolition of child labor?

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<tr>
<td>7.5.6 CHILD LABOUR</td>
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<tr>
<td>We have not found any red flags for child and/or forced labour in our value chain at Tier 1 level. We have continued to enforce and monitor our updated Code of Conduct across all manufacturing regions and have strengthened our in-country resources to monitor compliance on the ground, including increased site visits by our head office team. Tier 2 mapping is now complete, and site visits are active. A formalised plan to map partners across Tier 3 - Tier 5 has been confirmed.</td>
<td>FTI</td>
<td>Other</td>
<td>✓</td>
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</table>

### 7.5.7 FORCED OR COMPULSORY LABOUR
a. What operations and suppliers are considered to have significant risk for incidents of forced or compulsory labor? Either in terms of: i. type of operation or supplier; ii. countries or areas with operations and suppliers considered at risk.
b. What measures were taken by Vivobarefoot in the reporting period to contribute to the elimination of all forms of forced or compulsory labor?

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<tr>
<td>7.5.7 FORCED OR COMPULSORY LABOUR</td>
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<tr>
<td>See above.</td>
<td>FTI</td>
<td>Other</td>
<td>✓</td>
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</tbody>
</table>

### 7.5.8 WHISTLEBLOWING AND HUMAN RIGHTS REVIEWS
a. For direct employees: describe the published confidential whistleblowing or grievance mechanism e.g. web form, email, hotline.
b. For suppliers and vendors:
   i. Describe the confidential whistleblowing or grievance mechanism e.g. web form, email, hotline (the mechanism itself must be published)
   ii. How the whistleblowing or feedback mechanism is implemented, i.e. how Vivobarefoot responds to complaints and/or reported violations of policies and standards
   iii. How the whistleblowing or feedback mechanism is implemented.
   iv. How workers are informed of the whistleblowing or grievance mechanism.
   v. If the whistleblowing procedure or grievance mechanism is included in the supplier policies.
   vi. How many of the reported violations or grievances filed related to a salient human rights issue in the reporting period? What were the impacts, (how) were these addressed and resolved?
c. What is the total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country.

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<tr>
<th>INDICATOR</th>
<th>FTI</th>
<th>Other</th>
<th>PROGRESS</th>
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</thead>
<tbody>
<tr>
<td>7.5.8 WHISTLEBLOWING AND HUMAN RIGHTS REVIEWS</td>
<td>FTI</td>
<td>Other</td>
<td>✓</td>
</tr>
<tr>
<td>Please see above for human rights and grievance impacts, and see modern slavery statement on vivobarefoot.com.</td>
<td>FTI</td>
<td>Other</td>
<td>✓</td>
</tr>
</tbody>
</table>

### 7.5.9 INCIDENTS, COMPLAINTS AND SEVERE HUMAN RIGHTS IMPACTS AND INCIDENTS
Share the number of work-related incidents and/or complaints and severe human rights impacts and incidents in Vivobarefoot’s own workforce and any related fines or sanctions for the reporting period.

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<thead>
<tr>
<th>INDICATOR</th>
<th>FTI</th>
<th>Other</th>
<th>PROGRESS</th>
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</thead>
<tbody>
<tr>
<td>7.5.9 INCIDENTS, COMPLAINTS AND SEVERE HUMAN RIGHTS IMPACTS AND INCIDENTS</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>No issues reported.</td>
<td>FTI</td>
<td>Other</td>
<td>✓</td>
</tr>
</tbody>
</table>

### 7.5.10 INCIDENTS OF VIOLATIONS INVOLVING THE RIGHTS OF INDIGENOUS PEOPLES
a. How many identified incidents of violations involving the rights of indigenous peoples occurred during the reporting period?
b. What is the status of the incidents and actions:
   i. Incident reviewed by Vivo;
   ii. Vivobarefoot fixed/are fixing the issue;
   iii. Vivobarefoot made right the incident, and the outcomes of this activity were reviewed through internal management review processes;
   iv. Incident no longer subject to action.

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<thead>
<tr>
<th>INDICATOR</th>
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<th>Other</th>
<th>PROGRESS</th>
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<tbody>
<tr>
<td>7.5.10 INCIDENTS OF VIOLATIONS INVOLVINGS THE RIGHTS OF INDIGENOUS PEOPLES</td>
<td>FTI</td>
<td>Other</td>
<td>✓</td>
</tr>
<tr>
<td>No issues reported.</td>
<td>FTI</td>
<td>Other</td>
<td>✓</td>
</tr>
</tbody>
</table>
7.5.11 LOCAL COMMUNITY ENGAGEMENT

What percentage of operations are engaged in local community impact assessments or development programs? Including:

i. Participatory social impact assessments.
ii. Environmental impact assessments.
iii. Public disclosure of the social and environmental assessment results.
iv. Community development programs tailored to local needs.

b. Through a product or service that preserves, conserves, or restores the environment or resources:
   - Our VMatrix tool assists us in scoring each of our products seasonally to identify sustainability continuous improvements e.g., recycled materials, complexity reduction, maximising on the ability to clean and/or repair a product.
   - % recycled/organic style and packaging components for 2022: 28%.
   - ReVive: 2,133 customer repairs FY22/23, up from 500 the previous year. 103K pairs refurbished so far.
   - Our VMatrix tool assists us in scoring each of our products seasonally to identify sustainability continuous improvements e.g., recycled materials, complexity reduction, maximising on the ability to clean and/or repair a product.
   - Bloom’s RISE foam enables us to utilise processed algae in our Ultra product, helping to remove harmful algae blooms from waterways.

8.1 QUANTITY OF PRODUCTS PRODUCED

What is the quantity of products produced during the annual reporting period?

<table>
<thead>
<tr>
<th>Indicator</th>
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<th>CERBS</th>
<th>CEN</th>
<th>OTHER</th>
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<tbody>
<tr>
<td>FTI 5.4</td>
<td>962,851 pairs</td>
<td></td>
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</table>

8.2 ENVIRONMENTAL BUSINESS MODEL

Are Vivo’s products or processes structured to restore or preserve the environment in any of the following ways?

a. Through a manufacturing, wholesale or agriculture process which is designed to significantly reduce environmental impact compared to typical practices for the industry.

b. Through a product or service that preserves, conserves, or restores the environment or resources:
   - % recycled/organic style and packaging components for 2022: 28%.
   - ReVive: 2,133 customer repairs FY22/23, up from 500 the previous year. 103K pairs refurbished so far.
   - Our VMatrix tool assists us in scoring each of our products seasonally to identify sustainability continuous improvements e.g., recycled materials, complexity reduction, maximising on the ability to clean and/or repair a product.
   - Bloom’s RISE foam enables us to utilise processed algae in our Ultra product, helping to remove harmful algae blooms from waterways.

8.3 ENVIRONMENTAL IMPACT OF PRODUCT OR SERVICE

a. Describe the positive outcomes for the environment created by Vivo’s product/service.

b. Is the environmental impact described part of your products or service impact or is it a part of the way your company operates?

c. In what way or ways does your product/service conserve the environment?

d. Is resources conservation a direct positive environmental impact of your product or service?

8.4 ENVIRONMENTAL STRATEGY

Does VIBO Barefoot have an environmental strategy pursuing circularity and environmental stewardship?

8.5 ENVIRONMENTAL EDUCATION & INFORMATION

a. Does VIBO Barefoot’s product or service education, or provides strategic advice to solve environmental problems? If so, which of the following product or service descriptions apply?

b. Offer or promote access to general knowledge about environmental sustainability and resource use for individuals or organizations.

c. Offer access to highly specialized information on environmental science topics or pursue rigorous scientific inquiry.

d. These descriptions do not apply.

b. If environmental education a direct and revenue generating product or service?

c. How does Vivo measure and manage the results, outcomes, effects or impact of your product or service (in relation to Environmental Education & Information)?

i. We have formally identified the outcomes sought by our product or service and have developed a theory of change for them.

ii. We have based our impactful product or service business model on established secondary research that demonstrates potential impact.

iii. We have directly and formally engaged stakeholders in understanding their desires and needs when developing, refining, and/or delivering our products or services.

iv. We are verified to meet third-party standards for impact (e.g., we have impact-related product certifications).

v. We measure near-term outcomes of the product or service to determine whether it is meeting the needs and expectations of our beneficiaries.

vi. We have identified and measured the unintentional or potential negative impacts of the product or service in addition to intentional positive effects.

vii. We have identified and managed potential causes that could lead to a failure to deliver the positive outcome, to do so less efficiently than possible, or to produce other negative effects.

d. Does your outcome measurement demonstrate that your company is creating long-term or permanent outcomes for your beneficiaries (in relation to Environmental Education & Information)?

• Yes - see company metrics on page i2.

• None (yet)
<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>KPI</th>
<th>N/A</th>
<th>ANSWER</th>
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<tbody>
<tr>
<td><strong>8.6 TRACKING ENVIRONMENTAL METRICS (RESOURCE)</strong></td>
<td></td>
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<tr>
<td>Which of the following environmental metrics does Vivo track regarding the environmental impact of your product or service?</td>
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<td></td>
</tr>
<tr>
<td>a. CO2 saved/offset by product/service</td>
<td>C</td>
<td>N/A</td>
<td>What are the total costs related to research and development?</td>
</tr>
<tr>
<td>b. Litters of water saved/offset by product/service</td>
<td>C</td>
<td>N/A</td>
<td>What is the YOY increase in number of VivoHealth subscribers?</td>
</tr>
<tr>
<td>c. kW/h saved</td>
<td>C</td>
<td>N/A</td>
<td>What is the weight and percentage of used/offset by product/service?</td>
</tr>
<tr>
<td>d. Metric tons of waste saved from landfill or incineration</td>
<td>C</td>
<td>N/A</td>
<td>What is the weight and percentage of reusable and recycled materials in the products and services (including packaging)?</td>
</tr>
<tr>
<td>e. The average % water reduction achieved by the product or service</td>
<td>C</td>
<td>N/A</td>
<td>What is the total weight of products and materials used during that time?</td>
</tr>
<tr>
<td>f. None of the above</td>
<td>C</td>
<td>N/A</td>
<td>What is the weight and percentage of materials that come from renewable sources used to make products and services (including packaging)?</td>
</tr>
<tr>
<td><strong>8.7 RESOURCE CONSERVATION</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>a. Describe how the product or service conserves or diverts resources. Rest of question not included as this does not apply to Vivobarefoot products/services</td>
<td>C</td>
<td>N/A</td>
<td>What is the weight and percentage of reused and recycled materials in the products and services (including packaging).</td>
</tr>
<tr>
<td><strong>8.8 RESOURCE INFLOWS</strong></td>
<td></td>
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</tr>
<tr>
<td>a. Share details about the inflow of materials and machinery Vivo brings in to the manufacturing process, include:</td>
<td>ES-4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Products (including packaging).</td>
<td>a. See materials transparency page 27. We have only conducted this across 8 key styles, but we believe this is representative of the whole range. We are working to understand the percentage split by material type and total overall material volumes for our whole range.</td>
<td></td>
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<tr>
<td>ii. The materials it uses.</td>
<td>b. As above, we are calculating this data.</td>
<td></td>
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<tr>
<td>iii. The places and tools it uses in its own work and throughout its production process.</td>
<td></td>
<td></td>
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<tr>
<td>b. For businesses where the material inflow is significant, and those involved in specific product paths defined in the EU Circular Economy plan, provide the following information for a specific time period, measured in tons or kilos:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>i. The total weight of products and materials used during that time</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>ii. The weight and percentage of materials that come from renewable sources used to make products and services (including packaging).</td>
<td></td>
<td></td>
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<tr>
<td>iii. The weight and percentage of reused and recycled materials in the products and services (including packaging).</td>
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<tr>
<td><strong>8.9 LAND/WILDLIFE CONSERVATION</strong></td>
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<tr>
<td>If Vivo's products/services preserve or restore natural environments and/or protect animals (e.g., reforestation, sustainably harvested agriculture, protected parks): Rest of question not included as this does not apply to Vivobarefoot products/services</td>
<td>C</td>
<td>N/A</td>
<td>What is the weight and percentage of used/offset by product/service?</td>
</tr>
<tr>
<td><strong>INNOVATION</strong></td>
<td></td>
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<tr>
<td>9.1 EXTEND OFFERING BEYOND FOOTWEAR</td>
<td></td>
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<tr>
<td>What is the YoY increase in number of VivoHealth subscribers?</td>
<td>KPI</td>
<td></td>
<td>See company metrics on page 12.</td>
</tr>
<tr>
<td>9.2 VMATRIX</td>
<td>KPI</td>
<td></td>
<td>See company metrics on page 12.</td>
</tr>
<tr>
<td>What is the YoY average aggregated VMATRIX score as a percentage across the product range?</td>
<td></td>
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<tr>
<td>9.3 LAUNCH VIVOBIOME</td>
<td>KPI</td>
<td></td>
<td>See company metrics on page 12.</td>
</tr>
<tr>
<td>How many pairs of 3D printed shoes were made in the reporting period?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>9.4 TOTAL RESEARCH AND DEVELOPMENT COSTS</td>
<td>WEF</td>
<td></td>
<td>In FY 22/23 we identified spending of approximately £3.2 million on research and development, as defined by the UK HMRC's definition.</td>
</tr>
<tr>
<td>What are the total costs related to research and development?</td>
<td></td>
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<tr>
<td>9.5 SOCIAL VALUE GENERATED</td>
<td>WEF</td>
<td></td>
<td>0.1%. This refers to our product partnership with Made In Mongolia.</td>
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<tr>
<td>What is the percentage of revenue from these products and services designed to deliver specific social benefits, or to address specific sustainability changes?</td>
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<td></td>
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<tr>
<td>9.6 INNOVATIVE HEALTH PRODUCTS</td>
<td>C</td>
<td></td>
<td>Vivobarefoot was the first patented, ultra-thin, puncture-resistant soled shoe and is designed specifically to address health outcomes produced by conventional shoes, including plantar fasciitis, bunions, balance issues, bunionsettes, sensory feedback, heel pain, and morton's neuroma. It is replicable, unique at the time it was created, which was 2004, and has been emulated by other organizations such as Vikerum, Merrell, Xero, Joe Nokoke, Grounds, Feelgrounds. Vivobarefoot footwear is now sold together with Vivo's innovative VivoHealth courses, in order to provide both the benefits of wearing barefoot footwear and educational content across a wide range of natural health and movement practices.</td>
</tr>
<tr>
<td>Is there something different or innovative about Vivobarefoot’s health product/service that has changed the industry? Is this something that is replaceable, unique at the time it was created and that has been emulated by other organisations?</td>
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<tr>
<td>9.7 PRODUCT LINES ADDED TO ADDRESS SUSTAINABILITY ISSUES</td>
<td>WEF</td>
<td></td>
<td>£2.22m in gross revenue from our Ultra-foorwear, which uses Bloom’s RESE foam. This contains algae blooms removed from waterways.</td>
</tr>
<tr>
<td>What is the percentage of gross revenue from product lines added in the last three (or five) years? Calculated as the sales from products that have been launched in the past three (or five) years divided by total sales, supported by narrative that describes how the company innovates to address specific sustainability challenges.</td>
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<tr>
<td>10.1 MATERIALS BY WEIGHT AND VOLUME</td>
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<tr>
<td>10.2 RECYCLED - RECLAIMED MATERIALS</td>
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<tr>
<td>10.3 FIBRES</td>
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<tr>
<td>10.4 SUSTAINABLE MATERIALS</td>
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<tr>
<td>10.5 TEXTILES FROM FOSSIL FUELS</td>
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<tr>
<td>10.6 PER-AND POLYFLUOROALKYL SUBSTANCES</td>
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<td>10.7 WOOL</td>
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<tr>
<td>10.8 SOURCE REDUCTION</td>
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<tr>
<td>10.9 REGENERATIVE FARMING</td>
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<tr>
<td>10.10 PACKAGING POLICIES AND TARGETS</td>
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<tr>
<td>10.11 SINGLE USE PLASTICS IN PACKAGING</td>
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</tbody>
</table>

**10.1 MATERIALS BY WEIGHT AND VOLUME**
What is the total weight or volume of materials that were used to produce and package Vivo’s primary products and services during the reporting period, by:
1. non-renewable materials
2. renewable materials.

**10.2 RECYCLED - RECLAIMED MATERIALS**
a. What percentage of the materials used to manufacture Vivo’s primary products and services is recycled? b. What percentage are reclaimed products and their packaging materials for each product category.

**10.3 FIBRES**
a. Break down (as a % or tonnes) the types of fibres sourced annually (i.e. the fibre mix) b. What is VivoBarefoot doing to minimise the impact of microfibres?

**10.4 SUSTAINABLE MATERIALS**
a. Share clear goals for using sustainable materials with set timeframes. b. Report yearly on progress toward sustainable material goals. c. Describe Vivo’s definition of ‘sustainable’ materials and the process/tool used.

**10.5 TEXTILES FROM FOSSIL FUELS**

**10.6 PER-AND POLYFLUOROALKYL SUBSTANCES**
Does Vivo have a formal policy/target in place regarding the presence of PFAS in its products? If yes, is this publicly available?

**10.7 WOOL**
Does Vivo have a means of ensuring products that contain virgin wool meet standards that safeguard the wellbeing of sheep in the wool supply chain and prohibit mulesing?

**10.8 SOURCE REDUCTION**
Have any Vivo products been source reduced in the last FY? This includes reducing the volume of material needed for a product through material selection, production process, product design, etc.

**10.9 REGENERATIVE FARMING**
Has VivoBarefoot implemented regenerative farming practices in one or more raw material sources? Share evidence.

**10.10 PACKAGING POLICIES AND TARGETS**
How does VivoBarefoot minimise the environmental impact of its product packaging? Is there a formal policy/target in place regarding the use of more sustainable product packaging? Select all that apply and state whether policy is publicly available:
1. FSC certified packaging materials
2. Recycled packaging materials
3. Recyclable packaging materials
4. Reduced packaging by volume
5. How2Recycle logo on packaging
6. Primary plastic packaging elimination

**10.11 SINGLE USE PLASTICS IN PACKAGING**
Has Vivo been able to phase out the use of single-use plastics across any noteworthy areas of primary or secondary product packaging? Describe.
## MARKETING AND LABELLING

### II.1 INFORMATION AND LABELLING

<table>
<thead>
<tr>
<th>INDICATOR</th>
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<th>B CORP</th>
<th>OTHER</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Do Vivobarefoot's rules for product information and labels include:</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>i. Where components come from;</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>ii. Content, especially for substances that might have an environmental or social impact;</td>
<td>407-1</td>
<td>Information and labelling is compliant with legislation across manufacturing and sale regions.</td>
<td></td>
<td></td>
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<tr>
<td>iii. Safety usage;</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>iv. Disposal &amp; impacts;</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>v. Other (specify).</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>b. What % of product or service categories follow and meet these rules?</td>
<td></td>
<td>407-2</td>
<td>None.</td>
<td></td>
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</tbody>
</table>

### II.2 INCIDENTS OF NON-COMPLIANCE

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<tr>
<th>INDICATOR</th>
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<tbody>
<tr>
<td>a. How many incidents of non-compliance with regulations and/or voluntary codes have occurred concerning product information and labelling, including:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Fines;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Warnings;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Not following voluntary codes.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>b. How many incidents of non-compliance with regulations and/or voluntary codes have occurred concerning marketing communications, including advertising, promotion, and sponsorship, including:</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Fines;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Warnings;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Not following voluntary codes.</td>
<td></td>
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## PRODUCT HEALTH, SAFETY AND QUALITY

### II.1 HEALTH AND SAFETY IMPACTS OF PRODUCTS

<table>
<thead>
<tr>
<th>INDICATOR</th>
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<tbody>
<tr>
<td>What percentage of significant products are assessed for health and safety impact improvement?</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
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</table>

### II.2 QUALITY ASSURANCE

<table>
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<tr>
<th>INDICATOR</th>
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<th>OTHER</th>
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</thead>
<tbody>
<tr>
<td>Does Vivobarefoot use an established 3rd party methodology to manage quality assurance for products? What % of products have been reviewed and certified by an accreditation body focused on quality?</td>
<td>C</td>
<td>Yes.</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

### II.3 SUPPLIER QUALITY ASSURANCE REVIEWS

<table>
<thead>
<tr>
<th>INDICATOR</th>
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</thead>
<tbody>
<tr>
<td>What % of significant suppliers (on currency basis) are subjected to regular quality assurance reviews or audits?</td>
<td>C</td>
<td>63-75%</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

### II.4 INCIDENTS OF NON COMPLIANCE REGARDING PRODUCT HEALTH AND SAFETY

<table>
<thead>
<tr>
<th>INDICATOR</th>
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<th>B CORP</th>
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<th>PROGRESS</th>
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<tbody>
<tr>
<td>How many incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products occurred during the reporting period, including:</td>
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<tr>
<td>i. Fines;</td>
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<tr>
<td>ii. Warnings;</td>
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<tr>
<td>iii. Not following voluntary codes.</td>
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## CIRCULARITY

### 13.1 REVIVO

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</thead>
<tbody>
<tr>
<td>Number of Vivos repaired, including all grade B or lower e.g. non new pairs, plus repair services sold.</td>
<td>KPI</td>
<td>See company metrics on page 12.</td>
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<td>✓</td>
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### 13.2 CIRCULAR SOLUTIONS

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<tbody>
<tr>
<td>Evidence the development of circular solutions that enable textile to textile recycling beyond reuse and downcycling (e.g. closed loop textile recycling; nb. use of recycled materials not sufficient)</td>
<td>C</td>
<td>ES-5</td>
<td>FTI 5.4</td>
<td>a. See page 30 for the latest updates on our circularity ambitions b. None yet, watch this space!</td>
</tr>
<tr>
<td>What percentage of products are designed to enable closed loop or textile to textile recycling at end of life?</td>
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### 13.3 TAKE BACK AND RECYCLING

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<tbody>
<tr>
<td>a. Does Vivobarefoot offer, permanent, year-round take-back schemes/in-store recycling?</td>
<td>C</td>
<td>ES-5</td>
<td>FTI 5.4</td>
<td>a. Yes we do - through ReVivo b. We’re piloting recycling solutions for those styles that cannot be repaired through ReVivo - watch this space!</td>
</tr>
<tr>
<td>b. What happens to products received through the take-back scheme (e.g. how much is resold locally, resold into other markets, downcycled, upcycled, recycled into new textiles)?</td>
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### 13.4 RENT/ REPAIR/ RESSELL

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<tbody>
<tr>
<td>a. Does Vivobarefoot offer new business models that support product longevity and slow down consumption of new products, such as renting and reselling?</td>
<td>C</td>
<td>FTI 5.4</td>
<td>a. Bundles, resale through ReVivo, visible mending workshops and commms around caring for shoes (longevity) b. We offer repair through ReVivo</td>
<td>✓</td>
</tr>
<tr>
<td>b. Does Vivobarefoot offer repair services in order to increase product longevity and slow down consumption of new product?</td>
<td></td>
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</table>
**13.5 PROGRAMS TO REDUCE END OF LIFE WASTE**

Is there an active end-of-life product/component reclamation programme to increase the useful life of product parts and components?

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<tr>
<td>C</td>
<td></td>
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<tr>
<td>Yes - ReVivo.</td>
<td>WEF</td>
<td>See page 27 (overview of all our materials).</td>
<td>✔</td>
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</table>

**PROGRESS**

13.6 RESOURCE CIRCULARITY

a. What is the right metric for resource recycling for the whole company or specific products/materials/sites?:
   i. Circular Transition Indicators (WBCSD).
   ii. Ellen MacArthur Foundation indicators, or
   iii. company-developed metrics.
   b. Explain how chosen recycling metric(s) were calculated and why they were chosen.

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<td>WEF</td>
<td>See page 27 (overview of all our materials).</td>
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**PROGRESS**

13.7 SINGLE USE PLASTICS

Report the amount of single-use plastic used in metric tonnes across the value chain. Describe the main uses of single-use plastic, how you measured the amount, and the definition of single-use plastic used for this.

**INDICATOR**

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**PROGRESS**

13.8 ACTIONS AND RESOURCES RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

a. Share information about resource use circular economy goals, including the resources dedicated to these actions.
   b. What resource use and circular economy targets have been adopted?

**INDICATOR**

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**PROGRESS**

**DIVERSITY AND INCLUSION**

14.1 PREVENTING CULTURAL APPROPRIATION

a. Does Vivo take measures to avoid cultural appropriation, like ensuring originality and respectful use of designs, materials, and names from underrepresented communities?
   b. How does Vivo address cultural appropriation?
      i. Hiring BIPOC creatives or design collectives
      ii. Partnering with Native/Indigenous consultants or organisations to ensure appropriate use of cultural designs
      iii. Philanthropy/grantmaking to Native/Indigenous causes
      iv. Transparency about the source of a design’s inspiration (on product labelling, website etc)
      v. Clarify around source of product names that are derived from cultural traditions, places, or language
      vi. Use of marketing channels to elevate Native artists, issues impacting tribal communities etc.
      vii. Reviewing potential product concerns with REI merchandising and/or Inclusion Marketing contacts
      viii. Other (describe)

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**PROGRESS**

14.2 INCLUSIVE COPY

a. Does Vivo have policies to ensure inclusive language in product names, descriptions, and marketing materials, avoiding harmful impact on underrepresented groups?
   b. How does Vivo promote inclusive copy?
      i. D&I guidance in the style guide
      ii. Use of other diversity style guides (e.g. NABJ Style Guide, GLAAD Media Guide)
      iii. Diverse pool of product testers
      iv. Feedback from employee resource groups or similar
      v. Designers’ design team education on inclusion topics
      vi. Diversity/inclusion reviews within product development/creative process
      vii. Participating in communities of practice related to inclusive copy
      viii. Other (describe)

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**PROGRESS**

14.3 PROGRAMS TO INCREASE CIRCULARITY OF MATERIALS

a. What is the right metric for material recycling for the whole company or specific products/materials/sites?:
   i. Circular Transition Indicators (WBCSD).
   ii. Ellen MacArthur Foundation indicators, or
   iii. company-developed metrics.
   b. Explain how chosen recycling metric(s) were calculated and why they were chosen.

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**PROGRESS**

14.4 PROGRAMS TO MANUFACTURE BAREFOOT FOOTWEAR MEETING SPECIFIC CRITERIA

a. How are your products manufactured to meet specific technical, performance, or lifestyle criteria while making progress against our regenerative ambitions?

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**PROGRESS**
### REGENERATIVE COMMUNITY

#### VIVO PEOPLE: OVERVIEW

<table>
<thead>
<tr>
<th>FRAMEWORK</th>
<th>ANSWER</th>
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<tbody>
<tr>
<td><strong>15.1 NUMBER OF EMPLOYEES</strong></td>
<td></td>
</tr>
<tr>
<td>a. Report the total number of:</td>
<td></td>
</tr>
<tr>
<td>i. permanent employees, and a breakdown by gender and by region;</td>
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<tr>
<td>ii. temporary employees, and a breakdown by gender and by region;</td>
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<tr>
<td>iii. employees on zero hour contracts, and a breakdown by gender and by region;</td>
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<tr>
<td>iv. full-time employees, and a breakdown by gender and by region;</td>
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<tr>
<td>v. part-time employees, and a breakdown by gender and by region;</td>
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</tr>
<tr>
<td>b. share any contextual information necessary to understand the data</td>
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<tr>
<td>c. explain any significant changes in the data, during the reporting period and between reporting periods</td>
<td></td>
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<tr>
<td><strong>15.1 EMPLOYEE OWNERSHIP</strong></td>
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</tr>
<tr>
<td>a. Are all employees formally eligible to participate in the ownership structure of Vivo?</td>
<td></td>
</tr>
<tr>
<td>b. Does Vivo have an employee ownership plan in which I) employees (not including executives and founders) own more than 40% of the company and 2) all tenured employees participate?</td>
<td></td>
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<tr>
<td>c. What % of all FT employees have been granted stock, stock options, or stock equivalents (including participation in an ESOP or other qualified ownership plans) in Vivo?</td>
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<tr>
<td>d. What percentage of the company is owned by employees who are not executives or founders?</td>
<td></td>
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<tr>
<td>e. Using the most recent valuation of shares, what is the average holding of an employee-owner as compared to average salary (not including executives and founders)?</td>
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<tr>
<td>f. What percentage of working owners received a profit share, dividend, or other cash benefits related to their ownership in the last fiscal year?</td>
<td></td>
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<tr>
<td>g. Please explain how Vivo tracks this data to ensure that the desired outcomes of ownership (e.g. income and asset increases) are achieved.</td>
<td></td>
</tr>
<tr>
<td>h. Is there something different or innovative about Vivo’s worker ownership structure that changed the industry? Is this something that is replicable, unique at the time that it was created, and that has been emulated by other organizations?</td>
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<tr>
<td><strong>15.1.2 WORKERS</strong></td>
<td></td>
</tr>
<tr>
<td>a. Report the total number of workers who are not employees (e.g. volunteers, contractors, agency workers, those working for Vivosbaretfoot’s suppliers, customers, or other business partners) and describe:</td>
<td></td>
</tr>
<tr>
<td>i. the most common types of worker and their contractual relationship with Vivo</td>
<td></td>
</tr>
<tr>
<td>ii. the type of work they do</td>
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<tr>
<td>b. Share any necessary context to understand the data, and explain any significant changes during the reporting period and between reporting periods.</td>
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<tr>
<td><strong>15.1.3 EMPLOYEE EMPOWERMENT BUSINESS MODEL</strong></td>
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<tr>
<td>Is Vivo designed to benefit employees in either of these ways:</td>
<td></td>
</tr>
<tr>
<td>a. through ownership structures with significant equity (more than 40%) and empowerment for all employees;</td>
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<tr>
<td>b. by offering high-quality jobs or professional development to individuals facing barriers to employment;</td>
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<tr>
<td>c. by having processes in place to provide input from employees prior to operational and/or strategic policy or practice changes</td>
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<tr>
<td>d. We have formalized feedback and complaint mechanisms beyond direct reporting lines to address concerns and improve company practices</td>
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<tr>
<td>e. We have processes in place to provide input from employees prior to operational and/or strategic policy or practice changes</td>
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<tr>
<td>f. We have adopted open book management or self-management principles within the workplace</td>
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<tr>
<td><strong>15.1.4 EMPLOYEE HANDBOOK INFORMATION</strong></td>
<td></td>
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<tr>
<td>What is written in Vivo’s employee handbook?</td>
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### UNFINISHED BUSINESS | | WE ARE VIVOBAREFOOT | REGENERATIVE BUSINESS | REGENERATIVE PRODUCT | REGENERATIVE COMMUNITY | APPENDIX
15.1.8 PARENTAL LEAVE
a. What is the total number of employees that took parental leave, by gender?
  b. What is the total number of employees that took parental leave, by gender?
  c. What is the total number of employees that returned to work after parental leave ended, by gender?
  d. What is the total number of employees that returned to work after parental leave ended, that were still employed 12 months after their return to work, by gender?
  e. What is the return to work and retention rates of employees that took parental leave, by gender?

15.1.9 SUPPLEMENTARY BENEFITS
What supplementary benefits are provided to the majority of non-managerial workers?
   a. On-site childcare
   b. Off-site subsidised childcare
   c. Free or subsidised meals
   d. Policy to support breastfeeding mothers
   e. Other - please describe

15.2.1 TRAINING AND UPSKILLING
a. How many hours of training did employees complete in the reporting period, categorized by gender and employee type?
   b. Explain the types and extent of training programs aimed at enhancing employee skills.
   c. Describe any programs that assist employees in transitioning to new roles or preparing for retirement or termination.
   d. How does Vivo incorporate social and environmental principles into employee training?
   e. On average, how much training did newly hired workers receive in the past year?

15.2.2 PAID PROFESSIONAL DEVELOPMENT DAYS
How many paid days of professional development are provided to most full-time workers annually?

15.2.3 CAREER DEVELOPMENT
What percentage of employees, categorized by gender and employee type, underwent regular performance and career development reviews during the reporting period?

15.2.4 MANAGEMENT TRAINING
Describe the training and coaching regularly provided to both new and existing managers.

15.2.5 LIFE SKILL TRAINING
Excluding new hires, what percentage of full-time and part-time workers received formal training on life skills (e.g., literacy, personal financial planning) in the past 2 months?
What percentage of the workforce lives in poor/very poor or low-income areas or does not have college degree?

15.3.9 LOW INCOME WORKERS

b. Does Vivobarefoot take effective measures to prevent or reduce wage disparities? Include:

15.3.8 EQUAL PAY

How many of Vivo's managers identify as women?

15.3.7 FEMALE MANAGEMENT

How many of Vivo's managers identify as from another under-represented social group?

b. 15.3.5 JOB ROLES

a. 15.3.4 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

How does Vivobarefoot create an equitable and inclusive workplace for employees?

15.3.3 INCLUSIVE WORK ENVIRONMENTS

How does Vivo collect and track diversity and inclusion data about your workforce in a respectful manner?

i. 15.3.2 GATHERING JEDI DATA

What percentage of Vivo's board are diverse in terms of gender, age groups (under 30 years old, 30-50 years old, over 50 years old), and other relevant indicators (such as minority or vulnerable groups)?

C

i. We anonymously survey employees on gender identity, race/ethnicity, disability status, and other demographic factors to track the diversity of our workforce

ii. We have conducted a pay equity analysis by gender, race/ethnicity, or other demographic factors and, if necessary, implemented equal compensation improvement plans or policies

iii. We analyze job categories, satisfaction, promotion, retention rates, or benefits by different demographic groups, and if necessary, have implemented corrective actions for inequitable results

iv. We specifically analyze diversity, equity, and inclusion data for individuals who are part of multiple underrepresented groups

v. None of the above

What is the racial/ethnic breakdown of job roles within Vivo by gender and job levels?

C

a. We don’t have this data yet.

b. We have this data yet.

c. We don’t have this data yet.

d. We don’t have this data yet.

How is effective training measured to demonstrate its impact?

15.3.6 MONETISED IMPACTS OF TRAINING. AN INCREASED EARNING CAPACITY AS A RESULT OF TRAINING INTERVENTION (% , £)

a. 13.4% managers (M). 12.5% managers (F)

b. 7.5% managers (M). 6.5% managers (F)

c. 4.5% managers (M). 3.5% managers (F)

d. 2.5% managers (M). 1.5% managers (F)

What is the overall effectiveness of various customer education initiatives?

15.3.7 EQUAL PAY

Does Vivobarefoot take effective measures to prevent or reduce wage disparities? Include:

a. Annual publication of the gender pay gap within the company, categorized by job roles.

b. Annual publication of the ethnic/racial pay gap within the company, categorized by job roles.

What percentage of full-time workers engaged in external professional development or lifelong learning opportunities in the past fiscal year?

15.3.2 EXTERNAL PROFESSIONAL DEVELOPMENT PARTICIPATION

What percentage of full-time workers received support or reimbursement for continuing education opportunities in the last fiscal year?

15.3.1 MANAGEMENT OF DIVERSITY, EQUITY AND INCLUSION

How does Vivo collect and track diversity and inclusion data about your workforce? 1.5% managers (M). 1.5% managers (F)

a. 2.5% managers (M). 2.5% managers (F)

b. 1.5% managers (M). 1.5% managers (F)

c. 0.5% managers (M). 0.5% managers (F)

We do not have this data yet.

We do not have this data yet.

We do not have this data yet.

We do not have this data yet.

How many of Vivo’s managers identify as from another under-represented social group?

C

a. 13.4% managers (M). 12.5% managers (F). 37.5% non-managers (M). 27.7% non-managers (F)

b. 37.5% managers (M). 37.5% managers (F)

c. 27.7% managers (M). 27.7% managers (F)

d. 18.7% managers (M). 18.7% managers (F)

How many of Vivo’s managers identify as from another under-represented social group?

C

a. 50%+ managers (M)

b. 0-10% managers (M)

c. 11-20% managers (M)

d. 21-30% managers (M)

How much of Vivo’s managers identify as from another under-represented social group?

C

a. 1-9%

b. 10-19%

c. 20-29%

d. 30-39%

How many of Vivo’s managers identify as from another under-represented social group?

C

a. 50%+ managers (M)

b. 0-10% managers (M)

c. 11-20% managers (M)

d. 21-30% managers (M)
15.4.1 PAY DISCLOSURES

a. For board members and senior executives: Share fixed pay and variable pay details, including performance-based pay, stock-based pay, bonuses, vested shares, sign-on bonuses, termination payments, clawbacks, and retirement benefits. Include the differences between benefit schemes and contribution rates.

b. What is the ratio between the annual total compensation increase for the highest-paid individual at Vivo and the median annual total compensation increase for all employees (excluding the highest-paid individual). Provide context to understand the data and its compilation.

c. What is the ratio (as a percentage) of basic salary and remuneration of women to men for each employee category, by significant locations of operation.

d. What is Vivo’s lowest paid wage, calculated on an hourly basis.

e. What percentage of employees on a full-time equivalent basis are paid at least the equivalent of a living wage for a family?

15.4.2 LIVING WAGE

a. Does Vivo pay workers in its own operations a living wage?

b. What percent above the legal minimum wage does the lowest paid hourly employee earn?

c. Are the majority (greater than 50%) of employees paid on a fixed salary or a daily or hourly wage?

d. What are the current wages against the living wage (as a percentage) for employees and contractors in states and localities where Vivo is operating?

15.4.3 SOCIAL PROTECTION

Does Vivo Barefoot provide social protection for its employees to safeguard against income loss during significant life events? If not, please specify the countries where this protection is lacking and the corresponding percentages of employees in those countries without such coverage.

15.4.4 PAY AND INCENTIVES

Explain how the performance criteria in the remuneration policies for the board and senior executives align with the economic, environmental, and social factors tied to the company’s purpose, strategy, and long-term value.

15.4.5 PROCESS TO DETERMINE PAY

Explain how Vivo Barefoot decides on compensation policies and determines pay. This includes:

- Whether an independent governance body or committee oversees pay decisions.
- How stakeholders’ opinions, including shareholders’, are collected and considered.
- If independent remuneration consultants are involved, and whether they’re separate from Vivo’s leadership, i.e., report any stakeholder votes on remuneration policies and proposals if relevant.
15.4.6 COMPENSATION POLICIES AND PRACTICES

Does Vivo offer any of the following additional financial benefits to non-executive workers?

i. Cost of living adjustments that match inflation rates of the country.
ii. Bonuses or profit-sharing.
iii. Employee ownership opportunities.

- if None of the above.

15.4.7 BONUSES

a. What percentage of full-time and part-time employees (excluding founders and executives) received a monetary bonus in the last fiscal year?

- 0%  
- See 15.4.1

b. What was the equivalent percentage of profits that were distributed as bonuses to non-executive workers in the last fiscal year?

- Government-sponsored pension or superannuation plans
- Private Pension or Provident Funds
- Plan that specifically includes Socially-Responsible Investing option
- None of the above

15.4.8 RETIREMENT

Do employees have access to any of the following savings programmes for retirement?

- Government-sponsored pension or superannuation plans
- Private Pension or Provident Funds
- Plan that specifically includes Socially-Responsible Investing option
- None of the above

15.4.9 PAID SECONDARY CAREGIVER LEAVE

What secondary parental leave policies are available to your workers either through your company or a government programme?

- Workers receive greater than 5 weeks (or full pay equivalent) paid leave. Policy does not distinguish between primary and secondary caregiving or provides equivalent time and pay to both.

15.4.10 PAID PRIMARY CAREGIVER LEAVE FOR SALARY WORKERS

Which of the following describe the primary parental leave policies for salaried workers either through the company or government programme?

- Primary caregivers receive 4-12 weeks of time off for parental leave (including unpaid and paid leave)
- Primary caregivers receive 12 weeks to 6 months of time off for parental leave (including unpaid and paid leave)
- Primary caregivers receive 6 months or more of time off for parental leave (including unpaid and paid leave)
- 5-12 weeks of primary parental leave (or equivalent) is fully paid
- 12-18 weeks of primary parental leave (or equivalent) is fully paid
- 18-24 weeks of primary parental leave (or equivalent) is fully paid
- 24+ weeks of primary parental leave (or equivalent) is fully paid
- Primary caregivers receive no time off for parental leave

- 12-18 weeks of primary parental leave (or equivalent) is fully paid
- 5-12 weeks of primary parental leave (or equivalent) is fully paid
- Primary caregivers receive no time off for parental leave

15.4.11 PAID DAYS OFF

What is the annual minimum number of paid days off (including holidays) for full time employees?

- 36+ work days.

15.4.12 FINANCIAL SERVICES FOR EMPLOYEES

What financial products, programmes or services does your company provide that help to meet financial health needs of hourly employees?

- Direct deposit
- Access to free or affordable banking services or payroll cards (e.g. free ATM debit card)
- Financial management tools or coaching
- Paychecks issued off-schedule on a need basis
## 15.5.2 INCLUSIVE HIRING PRACTICES

How does Vivo create an inclusive recruiting and hiring process?

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- We include a statement in all our job postings with a commitment to diversity, equity, and inclusion
- We don’t ask about incarceration history during our application process
- We conduct anonymous or “blind” reviews of applications or resumes without attaching names or identifiable characteristics
- We conduct analyses of our job description language and requirements to ensure they are inclusive and equitable

## 15.5.3 JOB GROWTH RATE

What was Vivo’s net job growth rate for full-time and part-time positions over the last 12 months?

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- 202-2%

## 15.5.4 NEW JOBS ADDED IN THE LAST YEAR

How many full-time and part-time jobs that have been added to Vivo’s payroll in the reporting period?

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## 15.5.5 USE OF CONTRACTED LABOUR

Is any of Vivo’s labour performed by subcontracted organisations or individuals such as outsourced staffing services or independent contractors?

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- Yes, some of our labor is contracted to third party subcontractors that manage staff on our behalf
- Yes, we hire individual independent contractors who are contracted to work 20+ hours per week for the company indefinitely, or for longer than a 6 month period

## 15.5.6 PROPORTION OF SENIOR MANAGEMENT HIRED FROM LOCAL COMMUNITY

What percentage of senior management are hired from the local community?

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- We do not have an intentional training programme to improve career opportunities for workers from chronically underemployed populations.

## 15.5.7 INTERNAL PROMOTION

What % of employees have been internally promoted within the last 12 months?

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- 20-25%

## 15.5.8 INTERNS

How does Vivobarefoot manage the hiring and treatment of interns?

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- We pay interns a living wage
- Interns have a formal opportunity to provide feedback on experience

## 15.5.9 END OF EMPLOYMENT SUPPORT

What are the formal policies regarding employee termination and layoffs?

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- We have a policy to provide written notice of employee performance prior to termination
- We have a policy to provide performance improvement plans or stated corrective time periods prior to termination
- We have a policy to provide at least 2 weeks of severance per year of employment
- We provide outplacement services for terminated employees

## 15.5.10 WORKERS FROM CHRONICALLY UNDEREMPLOYED POPULATIONS

Does Vivobarefoot hire workers that can be verified to be from chronically underemployed populations? If so, please report the number of individuals employed during the last 12 months that were classified as “chronically underemployed” based on the following factors (do not double count):

- Homelessness
- Physical or mental disability
- Low-income, poor or very poor
- Drug or alcohol dependency
- Violence—excluding political, gang, or domestic
- Immigrants, displaced persons or refugees
- Incarceration or Criminal History
- Chronically discriminated against based on gender, race, color, disability, political opinion, sexual orientation, age, religion, social or ethnic origin.

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- We don’t specifically support workers hired from chronically underemployed populations, but we do offer above market wages, benefits and professional development support to all employees.

## 15.5.11 JOB QUALITY FOR WORKERS FROM CHRONICALLY UNDEREMPLOYED POPULATIONS

Does Vivobarefoot provide above market wages, benefits, and/or professional development and support to workers hired from chronically underemployed populations?

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- We don’t specifically support workers hired from chronically underemployed populations, but we do offer above market wages, benefits and professional development support to all employees.

## 15.5.12 WORKFORCE DEVELOPMENT

If Vivobarefoot has targeted hiring and training programs for chronically underemployed populations:

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- We do not have targeted hiring and training programmes for chronically underemployed populations.

## 15.5.13 TRAINING PROGRAM FOR UNDEREMPLOYED WORKERS

Does Vivobarefoot have an intentional training program to improve career opportunities for workers from chronically underemployed populations, leading either to permanent employment with your company or placement with other businesses?

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- We do not have an intentional training programmes to improve career opportunities for workers from chronically underemployed populations.

## 15.5.14 INNOVATIVE WORKFORCE DEVELOPMENT

Is there something different or innovative about Vivo’s workforce development or job creation model that has changed the industry? Is this something replicable, unique at the time that it was created, and that has been emulated by other organizations?

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- N/A
### SENSING IN

#### 15.6.1 INTERNAL HAPPINESS

**What is the average score for respondents to The Happiness Index questionnaire?**

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#### 15.6.3 SURVEYING, BENCHMARKING, ENGAGEMENT AND ATTIRITION

**How does Vivo monitor and evaluate your worker satisfaction and engagement?**

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- We calculate employee attrition rate
- We regularly (at least once a year) conduct employee satisfaction or engagement surveys
- We benchmark employee satisfaction to relevant industry benchmarks
- We disaggregate calculations based on different demographic groups to identify trends

#### 15.6.4 NOTICE OF OPERATIONAL CHANGES

**What is the minimum weeks’ notice given to employees and their representatives before any significant changes that could greatly impact them?**

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- Specify the minimum weeks’ notice given to employees and their representatives before any significant changes that could greatly impact them.
- If Vivobarefoot has collective bargaining agreements; are notice periods and consultation/negotiation terms outlined in these agreements?

#### 15.6.5 INTERNAL COMMUNICATIONS

**How does Vivo keep workers informed?**

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- Regular company updates each week, internal newsletters, company gatherings four times a year, and feedback opportunities.

#### 15.6.6 FINANCIAL TRANSPARENCY WITH EMPLOYEES

**How does Vivobarefoot formally share financial information with full-time employees?**

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- Our company discloses all financial information (except salary info) at least yearly
- Our company discloses all financial information (except salaries) quarterly
- In addition to sharing financial our company also has an intentional education programme around shared financials
- In addition to sharing financials with employees, our company publicly reports its financial statements

### HEALTH, SAFETY AND WELL-BEING

#### 15.7.1 HEALTHCARE COVERAGE

**What % of employees are eligible for healthcare benefits either through company or Government plans?**

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- Over 95%.

#### 15.7.2 SUPPLEMENTARY HEALTH BENEFITS

**What benefit does Vivo provide for all FT tenured workers to supplement Government programmes?**

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- Disability coverage or accident insurance
- Life insurance
- Private dental insurance
- Private supplemental health insurance
- Other – Up to 4 nature/wellbeing days per year

#### 15.7.3 SUPPLEMENTARY HEALTH BENEFITS ELIGIBILITY FOR PART-TIME WORKERS

**When do part-time workers become eligible to participate in the supplementary benefits offered Vivo?**

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- Part-time workers are eligible to participate at time of hire
- Part-time workers are eligible even if they work less than 20 hours a week

#### 15.7.4 EMPLOYEE WELL-BEING

**What health and wellness initiatives or policies does Vivo offer beyond insurer provided programmes?**

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- A Personal allowance of £1000 is awarded to all permanent employees, which can be used toward developing new skills or hobbies, as well as natural health and wellbeing – supporting employees with their mental and physical health journeys to access gym memberships, nutritionists, health and wellness retreats, and mindfulness courses or subscriptions.
- Nature, Wellbeing and Volunteering leave – 4 additional days per year are given to employees to support them connecting to nature, taking time out to volunteer or for their community or general wellbeing days to support stress reduction and mental wellness.
- EAP services – 24/7 support for all employees to counselling services; including career, financial, relationship or family advice or stress management.
- Two trained Mental health First Aiders within Vivo available for support.
- Quarterly company events in line with the seasons to promote reflection and togetherness in nature. These events are an opportunity for all employees to spend time together outside of the office and engage in nature-based activities (seaweed foraging, swim-runs, forest bathing, medicinal foraging; sound baths, yoga).
15.7.5 WORK-RELATED INJURIES

a. For all employees:
   i. What is the number and rate of fatalities as a result of work-related injury?
   ii. What is the number and rate of high-consequence work-related injuries (excluding fatalities)?
   iii. What is the number and rate of recordable work-related injuries?
   iv. What are the main types of work-related injury?
   v. How many hours were worked?

b. For all workers who are not employees but whose work and/or workplace is controlled by Vivo:
   i. What is the number and rate of fatalities as a result of work-related injury?
   ii. What is the number and rate of high-consequence work-related injuries (excluding fatalities)?
   iii. What is the number and rate of recordable work-related injuries?
   iv. What are the main types of work-related injury?
   v. How many hours were worked?

c. What are the work-related hazards that pose a significant injury risk, including:
   i. how these hazards have been determined;
   ii. which of these hazards have caused or contributed to high-consequence injuries during the reporting period;
   iii. actions taken or underway to eliminate these hazards and minimize risks.

d. What actions have been taken/are underway to eliminate other work-related hazards and minimize risks?

e. Explain whether the rates have been calculated based on 200,000 or 1,000,000 hours worked.

f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.

g. Any information necessary to understand how the data have been compiled

15.7.6 WORK-RELATED ILL HEALTH

a. For all employees, during the reporting period:
   i. How many fatalities occurred as a result of work-related ill health?
   ii. How many cases of recordable work-related ill health were there?
   iii. Actions taken or underway to eliminate these hazards and minimize risks.

b. For all workers who are not employees but whose work and/or workplace is controlled by Vivo:
   i. How many fatalities occurred as a result of work-related ill health?
   ii. How many cases of recordable work-related ill health were there?
   iii. Actions taken or underway to eliminate these hazards and minimize risks.

15.7.7 FINANCIAL IMPACTS OF WORK-RELATED INCIDENTS

a. No work-related fatalities
   b. None recorded
   c. See IS.75 above

15.7.8 PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS

- Clear disposal guidelines for potential hazardous waste products.
- Descriptions and possible risk level for each cleaning product stored in the office, with storage temperature noted, and stored location within the office.
- All cleaning products with a medium or high risk rate are in a locked storage box that only professional cleaners have access to.
- Clear markings and signage on each floor or the nearest fire exit, with fire extinguishers placed on each floor and regular fire alarm testing undertaken.
- Stairwell, handrail available for use when walking up or down
- Storage all stock and boxes to be stored down in the basement or ground floor storage room, out of any stairwells or hallways.
- For stress management, all employees have access to full healthcare insurance that includes access to therapy, mindfulness apps and practices, counselling, and additional time-off to support mental wellness and stress management.

15.7.9 FLEXIBLE WORKING OPTIONS

- Job flexibility options are offered to employees, but it varies by role and team.
- Flexible working is available, including part-time work, job-sharing, telecommuting, and remote work options.
- Employees can work from home or remote locations.

15.7.10 FLEXIBLE WORKING IN PRACTICE

- Which of the following flexible workplace practices have been used in the past 12 months?
  a. Managers or executives worked part-time or in a job-share
  b. Managers or executives are in a telecommuting position
  c. We hired new people into permanent positions that are telecommuting
  d. We hired new people into permanent positions that are part-time or job-share
  e. We have transitioned staff into part-time, job-share, or telecommuting positions
  f. Other - please describe

- None of the above

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**ANSWER**

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<td>ii.</td>
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<td>iii.</td>
<td>0%</td>
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<td>iv.</td>
<td>Main work-related injury would be related to stress and stress management.</td>
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<td>v.</td>
<td>The vast majority of employees are on 40 hours per week.</td>
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<td>c.</td>
<td>Possible hazards in the office identified as: cleaning products, waste that contains substances or properties that could make it harmful to human health on the environment, office layout – stairs, walls, fumes, dust, smoke &amp; noise, hygiene and considerations for expressers/breather/breathing mothers. These hazards have been determined by a walk through of the office space and recorded on a health and safety risk register. None of the above hazards have contributed to a high-consequence work-related injury. Actions taken to minimise risk include:</td>
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<tr>
<td>i.</td>
<td>Clear disposal guidelines for potential hazardous waste products.</td>
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<td>ii.</td>
<td>Description and possible risk level for each cleaning product stored in the office, with storage temperature noted, and stored location within the office.</td>
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<td>iii.</td>
<td>All cleaning products with a medium or high risk rate are in a locked storage box that only professional cleaners have access to.</td>
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<td>iv.</td>
<td>Clear markings and signage on each floor or the nearest fire exit, with fire extinguishers placed on each floor and regular fire alarm testing undertaken.</td>
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<td>v.</td>
<td>Stairwell, handrail available for use when walking up or down</td>
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<td>vi.</td>
<td>Storage all stock and boxes to be stored down in the basement or ground floor storage room, out of any stairwells or hallways.</td>
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<td>vii.</td>
<td>For stress management, all employees have access to full healthcare insurance that includes access to therapy, mindfulness apps and practices, counselling, and additional time-off to support mental wellness and stress management.</td>
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<td>c.</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

**PROGRESS**

- ✔️
- ✗
- ✔️
- ✔️
- ✔️
### 15.7.1 INDOOR AIR QUALITY MONITORING

Does Vivo monitor indoor air quality to ensure a healthy and comfortable workspace and avoid sick building syndrome?

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B CORP</th>
<th>EDRS</th>
<th>CHG</th>
<th>OTHER</th>
<th>ANSWER</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Yes. We conduct Weekly Air Quality Monitoring in our London office. We have Sick Building Syndrome Assessment Parameters.</td>
<td>✔</td>
</tr>
</tbody>
</table>

### 15.7.2 WORKER HEALTH SERVICES

Explain how Vivo helps both employees and workers access medical care outside of work (non-occupational). Include:

a. What non-occupational medical care is provided.

b. Any voluntary health promotion services and programs offered to workers to address major non-work-related health risks, including the specific health risks addressed.

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B CORP</th>
<th>EDRS</th>
<th>CHG</th>
<th>OTHER</th>
<th>ANSWER</th>
<th>PROGRESS</th>
</tr>
</thead>
</table>
| 403-6       |        |      |     |       | a. Every Vivo member of staff is offered private health care (including physical and mental health services)

b. We have events and courses that promote natural health and are free for employees to attend. We host regular gatherings in nature to promote green and blue health, and offer employees access to health and wellbeing workshops at these events.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ✔        |

---

### Vivo Community

**Impact**

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>B CORP</th>
<th>EDRS</th>
<th>CHG</th>
<th>OTHER</th>
<th>ANSWER</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.1.1 CUSTOMER HAPPINESS</td>
<td>C</td>
<td>KPI</td>
<td>53</td>
<td></td>
<td>Vivo’s Net Promoter Score</td>
<td>✔</td>
</tr>
<tr>
<td>15.1.2 COMMUNITY SIZE</td>
<td>C</td>
<td>KPI</td>
<td>1.8 million.</td>
<td></td>
<td>What is the combined total: number of email subscribers, total number of followers across Instagram, Facebook, LinkedIn and Twitter for Vivobarefoot, Vivobarefoot Kids and ReVivo.</td>
<td>✔</td>
</tr>
<tr>
<td>15.1.3 TOTAL CUSTOMER INDIVIDUALS</td>
<td>C</td>
<td>KPI</td>
<td>338,996 (ecommerce individual customers).</td>
<td></td>
<td>How many customers/individuals were served in the last 12 months?</td>
<td>✔</td>
</tr>
<tr>
<td>15.1.4 TOTAL CUSTOMER ORGANISATIONS</td>
<td>C</td>
<td>KPI</td>
<td>(wholesalers and distributors).</td>
<td></td>
<td>How many customers organizations were served in the last 12 months?</td>
<td>✔</td>
</tr>
<tr>
<td>15.1.5 CLIENT TRACKING METHODS</td>
<td>C</td>
<td>KPI</td>
<td>(wholesalers and distributors).</td>
<td></td>
<td>Describe how Vivo tracks customer figures.</td>
<td>✔</td>
</tr>
<tr>
<td>15.1.6 % RETAINED CUSTOMERS</td>
<td>C</td>
<td>KPI</td>
<td>85%</td>
<td></td>
<td>What is the proportion of last years customers who purchased again within the financial year?</td>
<td>✔</td>
</tr>
<tr>
<td>15.1.7 POSITIVE IMPACT OF PRODUCT/SERVICE</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td>Describe the positive outcome for customers created by Vivo’s product?</td>
<td>✔</td>
</tr>
<tr>
<td>15.1.8 CUSTOMER FOCUS OF PRODUCT OR SERVICE</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td>Is the social or economic problem addressed by the product one that is faced directly by Vivo’s customers?</td>
<td>✔</td>
</tr>
<tr>
<td>15.1.9 PRODUCT BENEFITS</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td>Which of the following most closely matches the outcome and/or problem solved for customers?</td>
<td>✔</td>
</tr>
<tr>
<td>a. Access to products/services that fulfill basic human needs for individuals who didn’t have access to these things before</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>b. Improved or maintained health and wellness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Improved education or skills development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Increased economic opportunity for underserved groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Increased operational success or capital for purpose driven or underserved enterprises</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>f. Increased social and/or environmental impact for businesses or other organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>g. Increased access to arts, media, or culture</td>
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<tr>
<td>h. Improves market access through physical or technological infrastructure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. None of the above</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
</tr>
</tbody>
</table>
## 16.1.10 MANAGING PRODUCT IMPACTS

Does Vivo do any of the following to manage the potential impact its products have on customers/beneficiaries?

1. Regularly monitors customer outcomes and well-being
2. Has formal programs to incorporate customer testing and feedback into product design
3. Has formal programs in place to continuously improve outcomes produced for customers (including reducing negative effects or increasing positive effects)
4. Other
5. None of the above

### C • Company regularly monitors customer outcomes and well-being
### C • Company has formal programmes to incorporate customer testing and feedback into product design
### C • Company has formal programme in place to continuously improve outcomes produced for customers (including reducing negative effects or increasing positive effects).

## 16.1.11 HEALTH AND ENVIRONMENTAL IMPACT

Does the health impact of the product/service also have a significant positive environmental impact?

### C No.

## 16.1.12 SEVERITY OF HEALTH ISSUE ADDRESSED

What is the severity of the health issue or issues addressed by Vivo's product/service?

### C Product/service does not address a particular ailment, it contributes to overall positive health outcomes.

## 16.1.13 POSITIVE HEALTH OUTCOMES

### a. Which of the following best describes the extent to which Vivo's product/service contributes to the positive health outcome?

1. My product/service has been demonstrated to effectively and substantially address the stated health problem, independent of other factors
2. My product contributes to the stated positive health outcome, but does so dependent upon other resources/circumstances outside of our control
3. How does your company measure and manage the results, outcomes, effects or impact of your product or service?

### C a.
### C We surveyed beneficiaries to understand outcomes created. We used randomized control groups to determine the level of causality of our product or service. We used aggregated third-party data to benchmark and compare impact performance. Our selected methods determined that the product or service contributed to the outcome.

## 16.1.14 HEALTH PRODUCT DESCRIPTION

### a. Which of the following best describes the health related product or service?

1. Our product reduces health risk, such as by producing healthy alternatives to products that are traditionally unhealthy or toxic to consumers (healthy food alternatives that meet rigorous government standards, BPA free, etc.)
2. Our product/service contributes to the positive development of individual health and well-being (wellness programs, sporting equipment)
3. Our product/service supports healthcare through improving the efficiency or access to healthcare systems (health insurance, drug tracking, hospital equipment, etc.)
4. Our product/service directly provides healthcare that cures or prevents illness/disability
5. None of the above

### b. How has Vivo measured outcomes or determined whether the product or service contributes to the positive outcomes identified?

### C Our product/service contributes to the positive development of individual health and wellbeing (wellness programmes, sporting equipment).

## 16.1.15 CUSTOMER IMPACT BUSINESS MODEL INTRODUCTION

Do any of Vivo’s products/services address a social or economic problem for customers?

### C Yes. Vivobarefoot footwear is designed to restore foot strength and rewild feet*. Our service is the method to teach people about this barefoot science and physical benefit, we do this through barefoot science and content for our community.

*Foot strength study [https://www.runnersworld.com/uk/news/a36661787/minimalist-footwear-foot-strength/ - Wearing minimalist footwear increases foot strength by 60 per cent]

## 16.1.16 ARTS, MEDIA & CULTURE OVERVIEW

Does Vivobarefoot’s product or service promote the arts, sciences or media?

### C • ReVivo partnership with Climate Illustrated - A communication and art project - for the #MakeArtNotWaste campaign; inspiring people to repurpose old shoes and unleash creative potential.
### C • Partnered with artists and makers to host visible mending workshops and create related content for our community.
### C ViroHealth courses - see page 49.
### Indicator: Arts, Media & Culture Product Description

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.1.17</td>
<td>If Vivo's products/services promote or preserve art, cultural heritage, or civic engagement (e.g., independent journalism, artisanal crafts, photography):</td>
<td></td>
</tr>
<tr>
<td>a.</td>
<td>Which of the following product or service descriptions fit?</td>
<td></td>
</tr>
<tr>
<td>i.</td>
<td>Product or service supports or preserves culture (e.g., creation of artisanal handicrafts, supporting cultural events, preserving historic production methods)</td>
<td></td>
</tr>
<tr>
<td>ii.</td>
<td>Product or service offers, creates, or enables the creation of original art</td>
<td></td>
</tr>
<tr>
<td>iii.</td>
<td>Product or service has a core purpose of independent journalism</td>
<td></td>
</tr>
<tr>
<td>iv.</td>
<td>Product or service has a core purpose of civic-engagement or civil-society focused media</td>
<td></td>
</tr>
<tr>
<td>v.</td>
<td>These descriptions do not apply to our company's product/service</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>How many beneficiaries from the beneficiary category listed below received access to arts, media, and/or cultural preservation through the provision of Vivo's products/services in the last 12 months? Do not double count.</td>
<td></td>
</tr>
<tr>
<td>i.</td>
<td>Households</td>
<td></td>
</tr>
<tr>
<td>ii.</td>
<td>Communities</td>
<td></td>
</tr>
<tr>
<td>iii.</td>
<td>Governments</td>
<td></td>
</tr>
<tr>
<td>iv.</td>
<td>Organizations</td>
<td></td>
</tr>
<tr>
<td>v.</td>
<td>Individuals</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>Please provide a brief description of how you track your customer/client/beneficiary figures.</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>How does Vivo measure and manage the results, outcomes, effects or impact of your product or service?</td>
<td></td>
</tr>
<tr>
<td>i.</td>
<td>We have formally defined the outcomes sought by our product or service and have developed a theory of change for them</td>
<td></td>
</tr>
<tr>
<td>ii.</td>
<td>We have based our impactful product or service business model on established secondary research that demonstrates potential impact</td>
<td></td>
</tr>
<tr>
<td>iii.</td>
<td>We have directly and formally engaged stakeholders in understanding their desires and needs when developing, refining, and delivering our products or services</td>
<td></td>
</tr>
<tr>
<td>iv.</td>
<td>We are verified to meet third-party standards for impact (e.g., we have impact-related product certifications)</td>
<td></td>
</tr>
<tr>
<td>v.</td>
<td>We measure near-term outcomes of the product or service to determine whether it is meeting the needs and expectations of our beneficiaries</td>
<td></td>
</tr>
<tr>
<td>vi.</td>
<td>We measure long-term outcomes in order to assess whether the results of our product produce lasting positive impacts for our beneficiaries</td>
<td></td>
</tr>
<tr>
<td>vii.</td>
<td>We have identified and measured the unintentional or potential negative impacts of the product or service in addition to intentional positive effects</td>
<td></td>
</tr>
<tr>
<td>viii.</td>
<td>We have identified and managed potential causes that could lead to a failure to deliver the positive outcome, to do so less efficiently than possible, or to produce other negative effects</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>How has Vivo measured outcomes or determined whether the product or service contributes to the positive outcomes previously identified in (a)</td>
<td></td>
</tr>
<tr>
<td>f.</td>
<td>What percentage of beneficiaries experience the outcome stated above?</td>
<td></td>
</tr>
<tr>
<td>g.</td>
<td>Does your outcome measurement demonstrate that your company is creating long-term or permanent outcomes for your beneficiaries?</td>
<td></td>
</tr>
<tr>
<td>h.</td>
<td>Is there something different or innovative about the company’s arts, media or knowledge-focused product/service that has changed the industry? Is this something that is replicable, unique at the time that it was created, and that has been emulated by other organizations?</td>
<td></td>
</tr>
</tbody>
</table>

### Indicator: Impact on Underserved Populations

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.1.18</td>
<td>Does Vivo's product or service benefit underserved populations either directly or by supporting organisations that directly serve them?</td>
<td></td>
</tr>
<tr>
<td>16.1.19</td>
<td>Does Vivo's product or service benefit underserved populations, either directly or by supporting organisations that directly serve them?</td>
<td></td>
</tr>
</tbody>
</table>

### Indicator: Serving Underserved Populations

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.1.20</td>
<td>If Vivobarefoot has qualified for a previous Customer Impact Business Model under BCORP, and it can verify the positive product/service impact directly benefits low income or traditionally underserved populations: Rest of question not included as this does not apply to Vivobarefoot</td>
<td></td>
</tr>
</tbody>
</table>

### Indicator: Customer Stewardship

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.1.21</td>
<td>Does Vivo do any of the following to manage the impact and value created for customers?</td>
<td></td>
</tr>
<tr>
<td>i.</td>
<td>We offer product / service guarantees, warranties, or protection policies.</td>
<td></td>
</tr>
<tr>
<td>ii.</td>
<td>We have third party quality certifications or accreditations.</td>
<td></td>
</tr>
<tr>
<td>iii.</td>
<td>We have formal quality control mechanisms.</td>
<td></td>
</tr>
<tr>
<td>iv.</td>
<td>We have feedback / customer service feedback or complaint mechanisms.</td>
<td></td>
</tr>
<tr>
<td>v.</td>
<td>We monitor customer or consumer satisfaction.</td>
<td></td>
</tr>
<tr>
<td>vi.</td>
<td>We assess the outcomes produced for our customers through the use of our product or service.</td>
<td></td>
</tr>
<tr>
<td>vii.</td>
<td>We have written policies in place for ethical marketing, advertisement, or customer engagement.</td>
<td></td>
</tr>
<tr>
<td>viii.</td>
<td>We manage the privacy and security of client / customer data.</td>
<td></td>
</tr>
<tr>
<td>ix.</td>
<td>None of the above.</td>
<td></td>
</tr>
<tr>
<td>INDICATOR</td>
<td>B CORP</td>
<td>C ORS</td>
</tr>
<tr>
<td>-----------</td>
<td>--------</td>
<td>-------</td>
</tr>
<tr>
<td><strong>16.1.21 ETHICAL MARKETING AND ADVERTISING</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does Vivo have any of the following practices with regard to ensuring accurate, ethical, and positive marketing and advertising?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Company makes transparent potential risks and negative impacts of products, including, when appropriate ingredient lists.</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>ii. Company has formal policies to review the accuracy and ethics of marketing and advertising.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Company complies with independent marketing and advertising standards relevant to their sector or industry.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv. Company has programs in place to promote social and or environmental causes through its marketing and advertising.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>v. Company gets input of the communities that are featured on the company’s messaging and advertising campaigns and is inclusive of the culture of those communities.</td>
<td></td>
<td></td>
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<tr>
<td>vi. Other.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>vii. None of the above.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>16.2.1 WARRANTIES AND GUARANTEES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What % of products or services are covered by a formal warrantee or guarantee?</td>
<td></td>
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<tr>
<td>viii.</td>
<td></td>
<td></td>
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<tr>
<td>vii.</td>
<td></td>
<td></td>
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<tr>
<td>vi.</td>
<td></td>
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<tr>
<td>v.</td>
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<tr>
<td>iv.</td>
<td></td>
<td></td>
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<tr>
<td>iii.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>16.3.1 CUSTOMER COMMUNICATION ON PRIVACY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does Vivo have any of the following practices to ensure security of private data?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Nature of information captured</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Use of the collected information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Possibility for customers to decide how private data is collected, used, retained and processed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv. Opt-out option is available</td>
<td></td>
<td></td>
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<tr>
<td>v. Opt-in consent is required</td>
<td></td>
<td></td>
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<tr>
<td>vi. Request access to data held by the company</td>
<td></td>
<td></td>
</tr>
<tr>
<td>vii. Request their data to be transferred to other service providers</td>
<td></td>
<td></td>
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<tr>
<td>viii. Request their data to be corrected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ix. Request their data to be deleted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>x. How long the information is kept on corporate files</td>
<td></td>
<td></td>
</tr>
<tr>
<td>xi. How the information is protected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>xii. Third-party disclosure policy (private and public entities)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Does Vivo monitor the percentage of users whose customer data is used for secondary purposes? Please indicate the percentage of customers whose data is used for secondary purposes and provide publicly available evidence.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>csa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. No</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>16.3.2 DATA SECURITY MANAGEMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does Vivo have any of the following practices to ensure security of private data?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Data privacy is included in company wide risk management compliance processes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. All employees with access to data are trained on data privacy policies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Company has a formal code of conduct that defines unauthorized uses of data.</td>
<td></td>
<td></td>
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<tr>
<td>iv. Internal audits of data security.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>v. External audits of data security.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>vi. Simulated hacks on data security.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>vii. Other.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>viii. None of the above.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ix. N/A - Company does not collect sensitive data.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>16.3.3 COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What is the total number of substantiated complaints received concerning breaches of customer privacy, categorized by:</td>
<td>480-1</td>
<td></td>
</tr>
<tr>
<td>a. i.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. ii.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. iii.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. What is the total number of identified leaks, thefts, or losses of customer data?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### FEEDBACK AND COMPLAINT CHANNELS

Are any of the following true regarding mechanisms for customers to provide feedback, ask questions or file complaints?

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Products and/or websites feature customer service contact information</td>
<td>C</td>
<td>✔</td>
</tr>
<tr>
<td>ii. Product / service reviews are made available in their entirety to public.</td>
<td>C</td>
<td>✔</td>
</tr>
<tr>
<td>iii. Company responds to all direct inquiries or complaints within a month of receipt</td>
<td>C</td>
<td>✔</td>
</tr>
<tr>
<td>iv. Company offers live time support to customers</td>
<td>C</td>
<td>✔</td>
</tr>
<tr>
<td>v. Other.</td>
<td>C</td>
<td>✔</td>
</tr>
<tr>
<td>vi. None of the above.</td>
<td>C</td>
<td>✔</td>
</tr>
</tbody>
</table>

---

### DIVERSITY AND INCLUSION

#### 16.5.1 MARKETING DIVERSITY

<table>
<thead>
<tr>
<th>a. Which option best describes Vivo's status in addressing diverse and inclusive representation in its marketing and photo casting?</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. We have successfully implemented guidelines and targets to ensure inclusive representation across a range of identities/ diversity dimensions.</td>
</tr>
<tr>
<td>ii. We have some practices in place, but do not yet have formal guidelines or targets in place.</td>
</tr>
<tr>
<td>iii. We do not currently have guidelines or targets related to D&amp;I within our marketing or photography.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>b. What strategies is Vivo currently using as part of its guidelines?</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Representation targets.</td>
</tr>
<tr>
<td>ii. Inclusive intake process.</td>
</tr>
<tr>
<td>iii. Casting calls to specific diverse talent.</td>
</tr>
<tr>
<td>iv. Outreach to/partnerships with diversity organisations.</td>
</tr>
<tr>
<td>v. “behind the camera” recruitment initiatives (photographers/ producers etc.).</td>
</tr>
<tr>
<td>vi. Designers/ design team education on inclusive topics.</td>
</tr>
<tr>
<td>vii. Diversity/ inclusion reviews within product development/ creative process.</td>
</tr>
<tr>
<td>viii. Other (describe)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>c. What dimensions of diversity or other topics do your guidelines address?</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Race.</td>
</tr>
<tr>
<td>ii. Gender.</td>
</tr>
<tr>
<td>iii. LGBTQ+.</td>
</tr>
<tr>
<td>iv. Disability.</td>
</tr>
<tr>
<td>v. Military status.</td>
</tr>
<tr>
<td>vi. Faith traditions/ religion.</td>
</tr>
<tr>
<td>vii. Body size.</td>
</tr>
<tr>
<td>viii. Age.</td>
</tr>
<tr>
<td>ix. Other (describe)</td>
</tr>
</tbody>
</table>
This appendix is purely the disclosures from the European Sustainability Reporting Standards.

**WE ARE REPORTING TO ESRS?**

Non-EU companies with a annual turnover of more than EUR 40 million (but less than EUR 150 million in the European Union) will be required to report under ESRS, provided that at least EUR 20 million was generated in a high-risk sector (Group 2 Companies). As in the Commission Draft, the Council Draft considers the manufacture and wholesale of basic metal products as the so-called “high-risk sectors”. As in the Commission Draft, the Council Draft considers the manufacture and wholesale that at least EUR 20 million was generated in a high-risk sector (Group 2 Companies).

This appendix is purely the disclosures from the European Sustainability Reporting Standards.

**GENERAL INFORMATION**

**BP-1 GENERAL BASIS FOR PREPARATION OF THE SUSTAINABILITY STATEMENTS**

The undertaking shall disclose the general basis for preparation of its sustainability statements.

The undertaking shall disclose the following information:

(a) Whether the sustainability statements have been prepared on a consolidated or individual basis;

(b) For consolidated sustainability statements, a confirmation that the scope of consolidation is the same as for the financial statements and, where applicable, an indication of which subsidiary undertakings included in the consolidation are exempted from annual or consolidated sustainability reporting;

(c) To what extent the sustainability statements cover the undertaking’s upstream and downstream value chain;

(d) Whether the undertaking has used the option to omit a specific piece of information corresponding to intellectual property, know-how or the results of innovation (see [draft] ESRS I section 7.7 Information on intellectual property, know-how or results of innovation); and

(e) Whether the undertaking has used the option to report on a sector-average level.

**BP-2 DISCLOSURES IN RELATION TO SPECIFIC CIRCUMSTANCES**

When it has deviated from the medium- or long-term time horizons defined by [draft] ESRS I section 6.4 Definition of short-, medium- and long-term for reporting purposes, the undertaking shall describe:

(a) its definitions of medium- or long-term time horizons;

(b) the reasons for applying those definitions;

(c) identify the metrics; and

(d) when there is significant uncertainty, disclose information about the assumptions it makes about the future and other sources of significant uncertainty related to the information it discloses.

Value chain estimation. When metrics include value chain data estimated using indirect sources, such as sector-average data or other proxies, the undertaking shall:

(a) describe the basis for preparation, the resulting level of accuracy and, where applicable, the planned actions to improve the accuracy in the future (see [draft] ESRS I chapter 5 Value chain);

(b) Where estimated or indirect value chain data has been referenced, disclose the identity of the associated metric, its basis for preparation, level of accuracy, and actions to improve accuracy in the future if feasible.

Sources of estimation and outcome uncertainty. When significant uncertainty or significant outcome uncertainty exists (see [draft] ESRS I section 7.2 Sources of estimation and outcome uncertainty), the undertaking shall:

(a) disclose metrics it has disclosed that have significant estimation uncertainty, disclose the sources and nature of the estimation uncertainties and the factors affecting the uncertainties; and

(b) when there is significant outcome uncertainty, disclose information about the assumptions it makes about the future and other sources of significant uncertainty related to the information it discloses.

The undertaking shall disclose, where relevant, metrics or outcomes with significant uncertainty, the sources and nature of the estimations, any factors affecting the uncertainties, and any assumptions made in this process.

Changes in preparation or presentation of sustainability information. When changes in the preparation and presentation of sustainability information occur compared to the previous reporting period(s), such as the redefinition or replacement of a metric or target (see [draft] ESRS I section 7.4 Changes in preparation or presentation in sustainability information), the undertaking shall:

(a) explain the changes;

(b) explain the reasons for those changes, including why the replaced metric provides more useful information; and

(c) provide restated comparative figures, unless it is impracticable to do so. When it is impracticable to adjust comparative information for one or more prior periods, the undertaking shall disclose that fact.

Reporting errors in prior periods. When material prior period errors exist (see [draft] ESRS I section 7.5 Reporting errors in prior periods), the undertaking shall disclose:

(a) the nature of the prior period material error;

(b) to the extent practicable, the correction for each prior period disclosed; and

(c) if the correction is not practicable, the circumstances that led to the existence of that condition and a description of how and when the error has been corrected.

Disclosures stemming from local legislations or generally accepted sustainability reporting pronouncements. When the undertaking includes its sustainability statements information based on local legislations on generally accepted sustainability reporting pronouncements (see [draft] ESRS I section 8.2 Content and structure of the sustainability statements), in addition to the information prescribed by [draft] ESRS, it shall disclose this fact. In case of partial application of other reporting pronouncements, the undertaking shall provide a precise reference to the paragraphs of the standard applied, incorporation by reference.

**APPENDIX**

**GOV-I THE ROLE OF THE ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES**

19. The undertaking shall disclose the composition of the administrative, management and supervisory bodies, their roles and responsibilities and access to expertise and skills with regard to sustainability matters. The undertaking shall disclose the following information about the composition and diversity of the members of the undertaking’s administrative, management and supervisory bodies:

(a) classification of members between executive and non-executive;

(b) representation of employees and other workers;

(c) experience relevant to the sectors, products and geographic locations of the undertaking;

Legal Board:

• Willem Hatting (Non Executive Director). Chairman. Experience in running and advising several Businesses. Holds several NED positions. Gender: Male

This appendix is purely the disclosures from the European Sustainability Reporting Standards.
Remuneration Committee:
(a) Percentage of independent board members:
(b) how each body's responsibilities for impacts, risks and opportunities are reflected in the undertaking's terms of reference, board mandates and other related policies;
(c) whether dedicated controls and procedures are applied to the management of impacts, risks and opportunities and, if so, how they are integrated with other internal functions; and
(d) how the administrative, management and supervisory bodies and senior executive management oversee the setting of targets related to material impacts, risks and opportunities, and how they monitor progress towards them.

The undertaking shall disclose the following information about the roles and responsibilities of the administrative, management and supervisory bodies, where they exist:
(a) the sustainability-related expertise of the bodies, as a whole, either directly possess or can leverage, for example through access to experts or training; and
(b) how it relates to the undertaking's material impacts, risks and opportunities.

We have a dedicated sustainability team made up of staff with 21+ years of relevant sustainability-related expertise. This team is responsible for conducting management’s annual materiality assessment. The company’s Head of Sustainability is also a Board Observer, to ensure sustainability-related matters are integrated in top-level decision-making. Where knowledge and expertise gaps are present within the team, relevant external third-party experts are contracted.

The undertaking shall disclose the following information:
(a) whether, by whom and how frequently the administrative, management and supervisory bodies, including their relevant committees, are informed about material impacts, risks and opportunities (see Disclosure Requirement 10 -1 Description of the processes to identify and assess material impacts, risks and opportunities in this [draft] Standard), the implementation of sustainability due diligence and the results and effectiveness of policies, actions, metrics and targets adopted to address them, as well as any other sustainability-related concern that may arise and would require their attention;
(b) the board review progress against Vivo’s regeneration strategy on a quarterly basis. Vivo barefoot’s Head of Regeneration is a legal board observer and attends all 6 annual board meetings. The Board and Round Table (Executive Team) review key performance indicators on the Vivo’s social and environmental performance (see page 26). The Board advises accordingly, the Round Table is responsible for the delivery of the strategy and the integrated reporting metrics. They report to the board on the progression of the regeneration strategy and programmes (which includes diligence), and more frequently to the Round Table (executive team).
(c) the bi-monthly board pack also contains key updates on strategic metrics. The Round Table and Board also review the annual materiality assessment and prioritise material topics for monitoring financial and non-financial risks.

Governance:

Section on Sustainability:

UNFINISHED BUSINESS

WE ARE VIVOBAREFOOT

REGENERATIVE BUSINESS

REGENERATIVE PRODUCT

REGENERATIVE COMMUNITY

APENDIX

III

GOV-3 INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

The undertaking shall disclose information about the integration of its sustainability-related performance in incentive schemes. The undertaking shall disclose the following information about the incentive schemes of members of the undertaking's administrative, management and supervisory bodies, where they exist:
(a) whether performance is being assessed against specific sustainability-related targets and/or impacts and if so, which ones. And whether and how sustainability-related performance metrics are being considered as performance benchmarks or included in remuneration policies;
(b) a description of the key characteristics of the incentive schemes including the proportion of variable compensation dependent on such metrics; and
(c) the responsibility level in the undertaking that approves and updates the terms of incentive schemes.

GOV-4 STATEMENT ON SUSTAINABILITY DUE DILIGENCE

The undertaking shall disclose a mapping of the information provided in its sustainability statements about the sustainability due diligence processes it carries out:
(a) We conduct an annual risk and materiality assessment (see the Policies page on vivobarefoot.com). We conduct risk assessment and scoring across all mapped value chain partners, stakeholders and issues. We conducted a materiality assessment in 2023, which included improvement (see V-Matrix on page 26), and we’re beginningconducting impact assessments across key styles to inform future impact reduction strategies. We also conducted best practice due diligence across all our internal offices, office management and community engagement activities.
(b) Due diligence mapping for each material topic disclosed is included in materiality assessment document on the policies page of the website.

GOV-5 RISK MANAGEMENT AND INTERNAL CONTROLS OVER SUSTAINABILITY REPORTING

The undertaking shall disclose the main features of its risk management and internal control system in relation to the sustainability reporting process:
(a) the scope, main features and components of the risk management and internal control processes and systems in relation to sustainability reporting;
(b) the risk assessment approach followed, including the risk prioritisation methodology;
(c) the main risks identified, actual and potential, and their mitigation strategies including related controls;
SBM-1 MARKET POSITION, STRATEGY, BUSINESS MODEL(S) AND VALUE CHAIN

38. The undertaking shall disclose its market position, the elements of its strategy that relate to or impact sustainability matters, its business model(s) and its value chain. The undertaking shall disclose the following information about the undertaking’s market position and the key elements of its general strategy that relate to or affect sustainability matters:

(a) a description of:
   • significant groups of products and/or services offered, including changes in the reporting period (new/removed products and/or services);
   • Vivoban children sold footwear products (22 styles) across e-commerce, stores, wholesale and distribution partner platforms and marketplace platforms in the fiscal year 2022/2023.
   • All products manufactured directly by Vivobanfoot with global manufacturing partners.
   • Vivobanfoots products are sold through Vivobanfoot’s own e-commerce channels (£45,489,764). Vivobanfoot’s own store (£2,160,773), a number of distribution and wholesale partners (both e-commerce and stores) (£20,399,195), marketplace platforms e.g. Amazon (£1,981,015) and our resale platform (e-commerce) (£33,362,005).
   • New product sales account for 9.5% of revenue.
   • Vivohakhs accounts for 0.2% of revenue.
   • Rvivo accounts for 4.8% of revenue.
   • Significant markets and/or customer groups served, including changes in the reporting period (new/removed markets and/or customer groups);
   • Vivobanfoots sells products globally, but most significantly: UK, US, Germany.
   • Vivobanfoots sells products globally, but most significantly: UK, US, Germany.
   • Vivobanfoots sells products globally, but most significantly: UK, US, Germany.
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   • Vivobanfoots sells products globally, but most significantly: UK, US, Germany.

(b) a breakdown of total revenue, as included in its financial statements, by significant ESRs sectors;

(c) a description of the periodic reporting of the findings to the administrative, management and supervisory bodies.
   • See materiality assessment document on the policies page of the website.
   • We have used the materiality assessment and our KPIs on page 12 to inform our regeneration strategy. 2023 was the first year we completed a double materiality assessment, so controls and procedures will be reviewed for FY 23/24, including how they are integrated with other internal functions and how the administrative, management and supervisory bodies and senior executive management oversee the setting of targets related to material impacts, risks and opportunities, and how they monitor progress towards them.

(d) activities falling under Division 20.2 of Annex I to Regulation (EC) No 1893/2006: ii. controversial weapons such as anti-personnel mines, cluster munitions and biological weapons; and/or: iv. the cultivation and production of tobacco;

(e) the undertaking’s sustainability-related impacts in terms of groups of products and services, customer categories, geographical areas and relationships with stakeholders;
   • See company metrics and KPIs on page 12.

(f) an assessment of its current market position in relation to its goals;
   • We have not conducted an in-depth market analysis in relation to our sustainability goals.

(g) a statement of the intended direction of the elements of the undertaking’s strategy that relate to or impact sustainability matters, including the main challenges ahead, critical solutions or projects to be put in place, when relevant for sustainability reporting.
   • See company metrics and KPIs on page 12.

The undertaking shall disclose a description of its business model(s) and value chain, including:

(a) its inputs and its approach to gathering, developing and securing those inputs;
   • EES E5-4

(b) its outputs and outcomes in terms of current and expected benefits for customers, investors and other stakeholders;
   • We measure outputs and outcomes of both our product’s environmental impact and the social health-related impacts of our products for customers and other stakeholders.

(c) the undertaking’s strategy and business model(s) to the extent that these were analysed during the development process, as well as other materially relevant stakeholders. From an ESG perspective, we are yet to formalise a mechanism to incorporate the views of customers and other stakeholder interest groups in our decision-making.
   • See our 2023 materiality assessment document on the policies page of the website.

SBM-2 INTERESTS AND VIEWS OF STAKEHOLDERS

43. The undertaking shall disclose how the interests and views of its stakeholders are taken into account by the undertaking’s strategy and business model(s). The undertaking shall disclose a summarised description of:

(a) the undertaking’s stakeholders, whether engagement with them occurs and for which categories of stakeholders, how it is organised, its purpose and how its outcome is taken into account by the undertaking;
   • The undertaking shall disclose how it engages with and views of stakeholders; and
   • Vivobanfoots also work collaboratively with our value chain partners on continuous improvement of our sustainability-related impacts.

(b) the undertaking’s understanding of the interests and views of stakeholders as they relate to the undertaking’s strategy and business model(s), to the extent that these were analysed during the undertaking’s sustainability diligence processes and/or materiality assessment process (see Disclosure Requirement IRO-1 of this [draft] Standard);
   • The undertaking shall disclose how it engages with and views of stakeholders; and
   • Other stakeholder interest groups in our decision-making.

(c) where applicable, how the undertaking has amended or expects to amend its strategy and/or business model(s) to address the interests and views of its stakeholders, including any further steps that are being planned and, if applicable, whether and when these steps are likely to modify the relationship with and views of stakeholders; and
   • Effective energy deployment; and (d) other.

(d) whether and how the administrative, management and supervisory bodies are informed about the views of affected stakeholders with regard to the undertaking’s sustainability-related impacts.
   • We also work collaboratively with our value chain partners on continuous improvement of our products and manufacturing processes.

(e) other.
   • See our 2023 materiality assessment document on the policies page of the website.

(f) the undertaking’s strategy and business model(s) to the extent that these were analysed during the development process, as well as other materially relevant stakeholders.
   • See our 2023 materiality assessment document on the policies page of the website.

ENVIRONMENTAL INFORMATION

E1-1 TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION

IV. The undertaking shall disclose its transition plan for climate change mitigation.
   • None yet.

In case the undertaking does not have a transition plan in place, it shall indicate whether and, if so, when it will adopt a transition plan.
   • We will draft our first climate change mitigation plan in 2025, after prioritising the collection of baseline data and the formalisation of a strategy in FY 24/25.

E1-2 POLICIES RELATED TO CLIMATE CHANGE MITIGATION AND ADAPTATION

22. The undertaking shall disclose the policies it has adopted to manage its material impacts, risks and opportunities related to climate change mitigation and adaptation. The disclosure required by paragraph 22 shall contain the summarised information on the policies implemented by the undertaking to manage its material impacts, risks and opportunities related to climate change mitigation and adaptation (see [draft] ERS 2 DC-P Policies adopted to manage material sustainability matters).
   • The undertaking shall indicate whether and how its policies address the following areas: climate change mitigation; (b) climate change adaptation; (c) energy efficiency; (d) renewable energy; and (e) other.

E1-3 ACTIONS AND RESOURCES IN RELATION TO CLIMATE CHANGE POLICIES

The undertaking shall disclose its climate change mitigation and adaptation actions and the resources allocated for their implementation.
   • N/A, see E1-2.

E1-4 TARGETS RELATED TO CLIMATE CHANGE MITIGATION AND ADAPTATION

The undertaking shall disclose the climate-related targets it has set.
   • See E1-2.

E1-5 ENERGY CONSUMPTION AND MIX

The undertaking shall provide information on its energy consumption and mix. The disclosure required shall include the total energy consumption in MWh related to open operations disaggregated by:

(a) total energy consumption from fossil sources;
   • TOTAL 3948 kWh + 571 Gigajoules
   • 3948 kWh + 24.5% of total energy consumption

(b) total energy consumption from nuclear sources;
   • None
(c) total energy consumption from renewable sources disaggregated by:
  i. fuel consumption for renewable sources including biomass (also comprising industrial and municipal waste of biologic origin), biofuels, biogas, hydrogen from renewable sources, etc.;
  ii. 2024 kWh = 76.7%.
  iii. consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources; and
  iv. 2024 kWh = 76.7%.
  iv. consumption of self-generated non-renewable energy.
  • None

The undertaking with operations in high climate impact sectors shall further disaggregate their total energy consumption from fossil sources by:

(a) fuel consumption from coal and coal products;
  • Unknown
(b) fuel consumption from crude oil and petroleum products;
  • Unknown
(c) fuel consumption from natural gas;
  • Unknown
(d) fuel consumption from other fossil sources;
  • Unknown
(e) consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources;
  • Unknown

In addition, where applicable, the undertaking shall disaggregate and disclose separately its non-renewable energy production and renewable energy production in MWh.

40. Energy intensity based on net revenue. The undertaking shall provide information on the energy (total energy consumption per net revenue) associated with activities in high climate impact sectors. The disclosure on energy intensity required by paragraph 40 shall only be derived from the total energy consumption and net revenue from activities in high climate impact sectors.
The undertaking shall specify the high climate impact sectors that are used to determine the energy intensity required by paragraph 40. The undertaking shall disclose the reconciliation to the relevant line item or notes in the financial statements of the net revenue amount from activities in high climate impact sectors required by paragraph 40. The undertaking shall disclose its pollution-related actions and the resources allocated to their implementation. The disclosure required by paragraph 12 shall contain the information on the policies the undertaking has in place to manage its pollution-related impacts, risks and opportunities related to pollution in accordance with EFRS 2 MDR-P Policies adopted to manage material sustainability matters. The undertaking shall indicate, with regard to its own operations and its upstream and downstream value chain, whether and how its policies address impacts, risks and opportunities related to pollution in accordance with ESRS 2 MDR-P Policies adopted to manage material sustainability matters. The undertaking shall disclose its pollution-related actions and the resources allocated to their implementation. The disclosure required by paragraph 12 shall contain the information on the policies the undertaking has in place to manage its pollution-related impacts, risks and opportunities related to pollution in accordance with EFRS 2 MDR-P Policies adopted to manage material sustainability matters. The undertaking shall disclose its pollution-related actions and the resources allocated to their implementation.

(a) anticipated financial effects from material physical risks;
(b) anticipated financial effects from material transition risks; and
(c) potential to benefit from material climate-related opportunities.

The undertaking shall disclose:

(a) anticipated financial effects from material physical risks;
(b) anticipated financial effects from material transition risks; and
(c) potential to benefit from material climate-related opportunities.

E2-1 POLICIES RELATED TO POLLUTION
I2. The undertaking shall describe its policies adopted to manage its material impacts, risks and opportunities related to pollution prevention and control. The disclosure required by paragraph I2 shall contain the information on the policies the undertaking has in place to manage its pollution-related impacts, risks and opportunities related to pollution in accordance with EFRS 2 MDR-P Policies adopted to manage material sustainability matters. The undertaking shall indicate, with regard to its own operations and its upstream and downstream value chain, whether and how its policies address impacts, risks and opportunities related to pollution in accordance with EFRS 2 MDR-P Policies adopted to manage material sustainability matters. The undertaking shall disclose its pollution-related actions and the resources allocated to their implementation. The disclosure required by paragraph 12 shall contain the information on the policies the undertaking has in place to manage its pollution-related impacts, risks and opportunities related to pollution in accordance with EFRS 2 MDR-P Policies adopted to manage material sustainability matters. The undertaking shall disclose its pollution-related actions and the resources allocated to their implementation. The disclosure required by paragraph 12 shall contain the information on the policies the undertaking has in place to manage its pollution-related impacts, risks and opportunities related to pollution in accordance with EFRS 2 MDR-P Policies adopted to manage material sustainability matters. The undertaking shall disclose its pollution-related actions and the resources allocated to their implementation.

(a) anticipated financial effects from material physical risks;
(b) anticipated financial effects from material transition risks; and
(c) potential to benefit from material climate-related opportunities.

The undertaking shall disclose:

(a) anticipated financial effects from material physical risks;
(b) anticipated financial effects from material transition risks; and
(c) potential to benefit from material climate-related opportunities.

E2-2 ACTIONS AND RESOURCES RELATED TO POLLUTION
The undertaking shall disclose its pollution-related actions and the resources allocated to their implementation. The description of the pollution-related action plans and resources shall contain the information prescribed in EFRS 2 MDR-A Actions and resources in relation to material sustainability matters. In addition to EFRS 2 MDR-A, the undertaking may specify to which layer in the following hierarchy an action or resource can be allocated:

(a) avoid pollution including any phase out of materials or compounds that have a negative impact (prevention of pollution at source);
(b) reduce pollution, including any phase-out of materials or compounds; meeting enforcement requirements such as Best Available Techniques (BAT) requirements; or meeting the Do Not Assist principle (prevention of pollution at source);
(c) restore, regenerate and transform ecosystems where pollution has occurred (control of the impacts both from regular activities and incidents).

• While ‘chemicals’, ‘wastewater’ and ‘waste’ were identified as two of our 30 material risks (see materiality matrix) they were not prioritised in the top right hand quadrant; the most significant material financial risks to Virofarefoot AND those risks over which Virofarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS I General Requirements, 4. Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”).

Therefore, as per Appendix E: Flowchart for determining disclosure under EFRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

E2-3 TARGETS RELATED TO POLLUTION
The undertaking shall disclose the pollution-related targets it has set. The description of targets shall contain the information required defined in EFRS 2 MDR-T Tracking effectiveness of policies and actions through targets. The disclosure required by paragraph 20 shall indicate whether and how its targets relate to the prevention and control of:

(a) air pollutants and respective specific loads;
(b) emissions to water and respective specific loads;
(c) pollution of and respective specific loads; and
(d) substances of concern and substances of very high concern.

• While ‘chemicals’, wastewater’ and ‘waste’ were identified as two of our 30 material risks (see materiality matrix) they were not prioritised in the top right hand quadrant; the most significant material financial risks to Virofarefoot AND those risks over which Virofarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS I General Requirements, 4. Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”).

Therefore, as per Appendix E: Flowchart for determining disclosure under EFRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

E2-4 POLLUTION OF AIR, WATER AND SOIL
The undertaking shall disclose the pollutions that it emits through its own operations, as well as the microplastics it generates or uses. The undertaking shall disclose the amounts of:

(a) each pollutant listed in Annex II of Regulation (EU) No 1016/2006 of the European Parliament and of the Council (European Pollutant Release and Transfer Register “EPRTR”) emitted to air, water and soil, with the exception of emissions of GHGs which are disclosed in accordance with EFRS I Climate Change

Therefore, as per Appendix E: Flowchart for determining disclosure under EFRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

E2-5 SUBSTANCES OF CONCERN AND SUBSTANCES OF VERY HIGH CONCERN
The undertaking shall disclose information on the production, use, distribution, commercialisation and import/export of substances of concern and substances of very high concern, on their own, in mixtures or in articles.

• N/A. An assessment conducted of all chemicals used on site was conducted and no products contain any substances of concern or very high concern

E2-6 POTENTIAL FINANCIAL EFFECTS FROM POLLUTION-RELATED IMPACTS, RISKS AND OPPORTUNITIES
The undertaking shall disclose the anticipated financial effects of material pollution-related risks and opportunities. The disclosure shall include:

(a) gross Scope 1 GHG emissions;
(b) gross Scope 2 GHG emissions;
(c) gross Scope 3 GHG emissions; and
(d) substances of concern and substances of very high concern.

...
E3-2 ACTIONS AND RESOURCES RELATED TO WATER AND MARINE RESOURCES

The undertaking shall disclose its water and marine resources-related actions and the resources allocated to their implementation.

The description of the actions and resources shall follow the principles defined in ERS 2 MDR-A: Actions and resources in relation to material sustainability matters. In addition to ERS 2 MDR-A, the undertaking may specify to which layer in the mitigation hierarchy an action and Resources can be allocated to:

- avoidance of the use of water and marine resources;
- reduce the use of water and marine resources such as through efficiency measures;
- reusing and reusing of water and marine resources:
- restoration and regeneration of aquatic ecosystem and water bodies. The undertaking shall specify actions and resources in relation to areas at water risk, including areas of high-water stress.
- While ‘water scarcity’ was identified as one of our 30 material risks (see materiality matrix) it was not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot AND those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS 1 General Requirements, 4. Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”).
- Therefore, as per Appendix E: Flowchart for determining disclosures under ERS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

E3-3 POLICIES RELATED TO WATER AND MARINE RESOURCES

The undertaking shall describe its policies adopted to manage its material impacts, risks and opportunities related to water and marine resources. The description required by paragraph 9 shall contain the information on the policies the undertaking has in place to manage its material impacts, risks and opportunities related to water and marine resources. In addition to ERS 2 MDR-P: Policies adopted to manage material sustainability matters. The undertaking shall indicate whether and how its policies address the following matters where material:

- water management including: i. the use and sourcing of water and marine resources in its own operations; ii. water treatment as a step towards more sustainable sourcing of water; and iii. the prevention and abatement of water pollution resulting from its activities.
- product and service design in view of addressing water-related issues and the preservation of marine resources; and
- commitment to reduce material water consumption in areas at water risk in its own operations and along the upstream and downstream value chain.

If at least one of the sites the undertaking is located in is an area of high-water stress and it is not covered by a policy, the undertaking shall state this to be the case and provide reasons for not having adopted such a policy. The undertaking may disclose a timeframe in which it aims to adopt such a policy. The undertaking shall specify whether it has adopted policies or practices related to sustainable sourcing and use of water.

- While ‘water scarcity’ was identified as one of our 30 material risks (see materiality matrix) it was not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot AND those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS 1 General Requirements, 4. Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”).

E3-4 WATER CONSUMPTION

The undertaking shall disclose information on its water consumption performance related to its material impacts, risks and opportunities.

(a) total water consumption in m³;
(b) total water consumption in m³ in areas at high-water stress; and
(c) total water recycled and reused in m³;
(d) total water stored and changes in storage in m³;
(e) any contextual information necessary

E3-5 ANTICIPATED FINANCIAL EFFECTS FROM MATERIAL WATER AND MARINE RESOURCES-RELATED RISKS AND OPPORTUNITIES

The undertaking shall disclose the anticipated financial effects of material water and marine resources-related risks and opportunities. The disclosure shall include:

(a) a quantification of the anticipated financial effects in monetary terms before considering water and marine resources-related actions or where such an assessment would not be practicable or cost or effort, quantitative information. For financial effects arising from opportunities, a quantification is not required if it would result in disclosure that does not meet the qualitative characteristics of information (see ERS 1 Appendix B Qualitative characteristics of information); (b) a description of the effects considered, the impacts and dependencies to which they relate, and the time horizons in which they are likely to materialise; and
(c) if critical assumptions are used to quantify the anticipated financial effects, a description of the assumptions used to quantify the anticipated financial effects.

- ‘water scarcity’ was identified as one of our 30 material risks (see materiality matrix) it was not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot AND those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS 1 General Requirements, 4. Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”).
- Therefore, as per Appendix E: Flowchart for determining disclosures under ERS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

E4-1 TRANSITION PLAN ON BIODIVERSITY AND ECOSYSTEMS

The undertaking shall disclose how its biodiversity and ecosystem impacts, dependencies, risks and opportunities originate from and trigger adaptation of its strategy and business model. The undertaking shall describe the resilience of its strategy and business model in relation to biodiversity and ecosystems. The description shall include:

(a) an assessment of the resilience of the current business model and strategy to transition and systemic risks; (b) the scope of the resilience analysis in relation to the undertaking’s own operations and its upstream and downstream value chain and in relation to the risks considered in that analysis; (c) the key assumptions made by the undertaking; (d) the time horizons used; and
(e) the results of the resilience analysis; and
While ‘biodiversity loss’ was identified as one of our 30 material risks (see materiality matrix) it was not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot AND those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS E1 General Requirements, 4. Due Diligence: ‘Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts’).

Therefore, as per Appendix E: Flowchart for determining disclosures under ESRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

The undertaking shall disclose the biodiversity and ecosystems-related targets it has set. The description of the targets shall follow the mandatory content defined in ESRS MDR-T Tracking related to biodiversity and ecosystems:

• The undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

The undertaking shall report metrics related to its material impacts on biodiversity and ecosystems along the value chain; (a) production sourcing or consumption from ecosystems that are managed to maintain or enhance conditions for biodiversity, as demonstrated by regular monitoring and reporting of biodiversity status and gains or losses; and (b) address socio-economic and biodiversity-related risks and dependencies.

The undertaking shall report metrics related to its material impacts on biodiversity and ecosystems along the value chain; (a) production sourcing or consumption from ecosystems that are managed to maintain or enhance conditions for biodiversity, as demonstrated by regular monitoring and reporting of biodiversity status and gains or losses; and (b) address socio-economic and biodiversity-related risks and dependencies. The description of the targets shall follow the mandatory content defined in ESRS MDR-T Tracking related to biodiversity and ecosystems:

20. The undertaking shall describe its adopted policies to manage its material impacts, risks, dependencies, and opportunities related to biodiversity and ecosystems. The description required by paragraph 20 shall contain the information on the policies the undertaking has in place to manage its material risks, impacts related to biodiversity and ecosystems in accordance with ESRS 2 MDR-P (Policies adopted to manage material sustainability matters).

In addition to the provisions of ESRS 2 MDR-P, the undertaking shall describe whether and how its biodiversity and ecosystems-related metrics specified in ESRS 2 MRE-P (b) relates to its biodiversity and ecosystems-related impacts; (c) relate to material dependencies and material physical and transition risks and opportunities; (d) provide traceability of products, components and raw materials with material actual or potential impacts on biodiversity and ecosystems along the value chain; (e) address production, sourcing or consumption from ecosystems that are managed to maintain or enhance conditions for biodiversity, as demonstrated by regular monitoring and reporting of biodiversity status and gains or losses; and (f) address socio-economic and biodiversity-related risks and dependencies.

24. The undertaking shall specifically disclose whether and to what extent it: (a) biodiversity and ecosystem protection policy covering operational sites owned, leased, or managed in or near biodiversity sensitive areas; (b) sustainable agriculture policies or practices; (c) sustainable oceans / seas practices or policies; and (d) policies to address deforestation.

While ‘biodiversity loss’ was identified as one of our 30 material risks (see materiality matrix) it was not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot AND those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS E1 General Requirements, 4. Due Diligence: ‘Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts’).

Therefore, as per Appendix E: Flowchart for determining disclosures under ESRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

5. Due Diligence: ‘Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts’).

Therefore, as per Appendix E: Flowchart for determining disclosures under ESRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

33. The undertaking shall report metrics related to its material impacts on biodiversity and ecosystems. If the undertaking identifies biodiversity-sensitive areas in or near biodiversity-sensitive areas that it is negatively affecting (see paragraph IB4a), the undertaking shall disclose the number and area (in hectares) of sites owned, leased or managed in or near those protected areas or key biodiversity areas. If the undertaking identifies biodiversity-sensitive areas that directly contributes to the impacts on the extent and condition of ecosystems, it may also disclose their land-use based on a Life Cycle Assessment. For datasets specified in paragraphs 38 to 41, the undertaking shall consider its own operations. 38. If the undertaking identifies biodiversity-sensitive areas that it is negatively affecting (see paragraph IB4a), the undertaking shall disclose the number and area (in hectares) of sites owned, leased or managed in or near those protected areas or key biodiversity areas. If the undertaking identifies biodiversity-sensitive areas that directly contributes to the impacts on the extent and condition of ecosystems, it may also disclose their land-use based on a Life Cycle Assessment. For datasets specified in paragraphs 38 to 41, the undertaking shall consider its own operations.

If the undertaking identifies biodiversity-sensitive areas that it is negatively affecting (see paragraph IB4a), the undertaking shall disclose the number and area (in hectares) of sites owned, leased or managed in or near those protected areas or key biodiversity areas. If the undertaking identifies biodiversity-sensitive areas that directly contributes to the impacts on the extent and condition of ecosystems, it may also disclose their land-use based on a Life Cycle Assessment. For datasets specified in paragraphs 38 to 41, the undertaking shall consider its own operations.
ES-2 ACTIONS AND RESOURCES RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

The undertaking shall disclose its resource use and circular economy actions and the resources allocated to their implementation. The description of the resource use and circular economy-related actions and resources allocated shall follow the principles defined in ERS2 MDR-A* Actions and resources in relation to material sustainability matters. In addition to ERS2 MDR-A, the undertaking may specify whether and how an action and resource cover:

(a) higher levels of resource efficiency in use of technical and biological materials and water, particularly in relation to critical raw materials and rare earths as listed in the Raw Materials Information System;

(b) higher rates of use of secondary raw materials (recyclates);

(c) application of circular design, leading to increased product durability and optimisation of use, and higher rates of: Reuse, Repair, Refurbishing, Remanufacturing, Component harvesting, Upgrading and Reverse Logistics, Closed Loop Systems;

(d) application of circular business practices such as: (i) value retention actions (maintenance, repair, refurbishing, remanufacturing, component harvesting, upgrading and reverse logistics, closed loop systems, extended producer responsibility), (ii) value maximisation actions (product-service systems, collaborative and sharing economy business models), (iii) end-of-life actions (recycling, upcycling, extended producer responsibility), and (iv) systems efficiency actions (industrial symbiosis);

(e) actions taken to prevent waste generation in the undertaking’s upstream and downstream value chains;

(f) optimisation of waste management in line with the waste hierarchy.

While ‘waste’ was identified as one of our 30 material risks (see materiality matrix) it was not prioritised in the top right hand quadrant; the most significant material financial risks to Voonishare AND those risks over which Voonishare has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ERS1 General Requirements, 4. Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impact”).

Therefore, as per Appendix E: Flowchart for determining disclosures under ERS1 (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time, and we do not have the relevant formal action plans, targets, policies, scenario analysis and transition plans in place to report against.

We are however assessing, collecting data, and implementing circularity and resource conservation measures across our products and manufacturing operations e.g. assessing footwear styles for their durability, desirability, reusability, reparability, remanufacturing or refurbishment, recycling and reirculation by the biological cycle.

ES-3 TARGETS RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

21. The undertaking shall disclose the resource use and circular economy-related targets it has set. The description of the targets shall contain the information defined in ERS52 MDR-T* Tracking effectiveness of policies and actions through targets. The undertaking shall apply the requirements for the content of disclosures in this provision when it describes the actions through which it manages each material sustainability matter including action plans and resources allocated and/or, when the implementation of a policy requires actions, or a comprehensive action plan, to achieve its objectives, as well as when actions are implemented without a specific policy, the undertaking shall disclose the following information:

(a) the list of key actions taken in the reporting year and planned for the future, their expected outcomes and, where relevant, how their implementation contributes to the achievement of policy objectives and targets;

(b) the scope of the key actions (i.e., coverage in terms of activities, upstream and/or downstream value chain, geographical and, where applicable, affected stakeholder groups);

(c) the scope of our product development goals (see page 25) to help guide key actions and strategic decision making towards our product and material circularity ambitions. They are explicit in their expected outcomes.

(d) the baseline value and base year from which progress is measured;

(e) the time horizons under which the undertaking intends to complete each key action;

(f) if applicable, key actions taken (along with results) to provide for and cooperate in or support the provision of remedy for those harmed by actual material impacts;

(g) if applicable, quantitative and qualitative information regarding the progress of actions or action plans disclosed in prior periods;

(h) V-Matrix assessment (see page 28) provides quantitative data and continuous improvement benchmarking across our product range by season.

Where the implementation of an action plan requires significant operational expenditures (Opex) and/or capital expenditures (Capex) the undertaking shall:

(a) provide the amount of future financial resources (including if applicable, the relevant terms of sustainable finance instruments, such as green bonds, social bonds and green loans, the environmental or social objectives, and whether the ability to implement the actions or action plan depends on specific preconditions, e.g., granting of financial support or public policy and market developments;

(b) Voonishare resource specific regeneration and specification expertise internally and allocates funding to product continuous improvement and innovation on an annual basis.

(c) provide the amount of current financial resources and explain how they relate to the most relevant amounts presented in the financial statements; and

(d) if applicable, the amount of future financial resources

Not calculated

(i) any changes in targets and corresponding metrics or underlying measurement methodologies, significant assumptions, limitations, sources and processes to collect data adopted within the defined time horizon. This includes the rationale for the changes and their effect on comparability (see Disclosure Requirement BP-2 Disclosures in relation to specific circumstances of this Standard); and

(j) the performance against its disclosed targets, including information on how the target is monitored and reviewed and the metrics used, whether...
If the undertaking has not set any measurable outcome-oriented targets: (a) it may disclose whether such targets will be set and the timeframe for setting them, or the reasons why the undertaking does not plan to set such targets; (b) it shall disclose whether it specifically links its policies and actions in relation to the material sustainability-related impact, risk and opportunity, and if so i.e. any processes through which it does so; if the defined level of ambition to be achieved and any quantitative or qualitative indicators it uses to evaluate progress, including the base period from which progress is measured.

See above

ES-4 RESOURCE INFLOWS
28. The undertaking shall disclose information on its resource inflows related to its material impacts, risks and opportunities. This information is required by paragraph 27.

(a) the overall total weight of products and technical and biological materials used during the reporting period;
(b) the percentage of biological materials (and biofuels used for non-energy purposes) used to manufacture the undertaking’s products and services (including packaging) that is sustainable sourced, with the information on the certification scheme used and on the application of the cascading principle; and (c) the weight in both absolute value and percentage, of secondary reused or recycled components, secondary intermediary products and secondary materials used to manufacture the undertaking’s products and services (including packaging).

The undertaking shall provide information on the methodologies used to calculate the data. It shall specify whether the data is sourced from direct measurement or estimations, and disclose the key assumptions used:

• While ‘waste’ was identified as one of our 30 material risks (see materiality matrix) it was not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot are classified under Innovation and Strategy.
• We do not have the relevant data to report against.

ES-5 RESOURCE OUTFLOW
The undertaking shall disclose information on its resource outflows, including waste, related to its material impacts, risks and opportunities.

Products and Materials: The undertaking shall provide a description of the key products and materials that come out of the undertaking’s production process and that are designed along circular principles, including durability, reusability, reparability, disassembly, remanufacturing, refurbishment, recycling, the circularisation by the biological cycle, or optimisation of the use of the product or material through other circular business models.

Waste: Undertakings for which outflows are material shall disclose:
(a) The expected durability of the products placed on the market by the undertaking, in relation to the industry average for each category of material;
(b) The reparability policies, using an established rating system, where possible;
(c) The roles of recyclable content in products and their packaging;
(d) The total amount and percentage of non-recycled waste.

The undertaking shall disclose whether and how its policies with regard to its own workforce are material in relation to, as well as its general approach to:
(a) measures to prevent human rights impacts;
(b) engagement with people in its own workforce; and (c) measures to provide and/or enable remedy for human rights impacts.

The undertaking shall disclose the following information about the materials used to manufacture the undertaking’s products and services during the reporting period, in tonnes or kilograms:

(a) the total amount of waste generated;
(b) the type and average generation of waste and non-hazardous waste and a breakdown by the following recovery operation types: i. pre-treatment for reuse; ii. recycling; and iii. other recovery operations.

The undertaking shall provide contextual information on the methodologies used to calculate the data and in particular the criteria and assumptions used to determine and classify products designed along circular principles under paragraph 28. It shall specify whether the data is sourced from direct measurement or estimations; and disclose the key assumptions used.

ES-6 POTENTIAL FINANCIAL EFFECTS FROM RESOURCE USE AND CIRCULAR ECONOMY-RELATED IMPACTS, RISKS AND OPPORTUNITIES
The undertaking shall disclose the anticipated financial effects of material risks and opportunities arising from resource use and circular economy-related impacts. The disclosure shall include:

(a) A quantification of the anticipated financial effects in monetary terms before considering resource use and circular economy-related actions, or where not possible without undue cost or effort, qualitative information. For financial effects arising from material opportunities, a quantification is not required if it would result in disclosure that does not meet the qualitative characteristics of information (see ESRS I Appendix B Qualitative characteristics of information).
(b) A description of the effects considered, the impacts and dependencies to which they relate and the time horizons in which they are likely to materialize;
(c) The critical assumptions used to quantify the anticipated financial effects, as well as the sources and (if applicable) uncertainties of the information used.

• ‘Waste’ was identified as one of our 30 material risks (see materiality matrix) it was not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot are classified under Innovation and Strategy.
• We do not have the relevant data to report against.

SOCIAL INFORMATION
SI-1 POLICIES RELATED TO OWN WORKFORCE
17. The undertaking shall describe its policies adopted to manage its material impacts on its own workforce, as well as associated material risks and opportunities.

The disclosure required by paragraph 17 shall contain the following information on the undertaking’s policies to manage its material impacts, risks and opportunities related to its own workforce in accordance with ESRS I 2.1.2.2: (a) the undertaking’s policies and procedures to manage material sustainability-related impacts, (b) the undertaking shall specify if such policies cover specific groups within its own workforce or all of its own workforce. The undertaking shall describe its human rights policy commitments that are relevant to its own workforce, including those processes and mechanisms to monitor compliance with the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises. In its disclosure it shall focus on those matters in relation to its own workforce, as well as its general approach to:
(a) respect for the human rights, including labour rights, of people in its own workforce;
(b) engagement with people in its own workforce; and (c) measures to provide and/or enable remedy for human rights impacts.

The undertaking shall disclose whether and how its policies with regard to its own workforce are aligned with relevant internationally recognized instruments, including the UN Guiding Principles on Business and Human Rights. The undertaking shall state whether its policies in relation to its own workforce explicitly address trafficking in human beings, forced labour or compulsory labour and child labour. The undertaking shall state whether it has a workplace accident prevention policy or management system. The undertaking shall disclose: (a) whether it has specific policies aimed at the elimination of discrimination, including harassment, promoting equal opportunities and other ways to advance diversity and inclusion; and (b) whether the following grounds for discrimination are specifically covered in the policy: racial and ethnic origin, colour, sex, sexual orientation, gender identity, disability, age, religion, political opinion, national extraction or social origin, or other forms of
discrimination covered by Union regulation and national law; (c) whether the undertaking has specific policy commitments related to inclusion or positive action for people from groups at particular risk of discrimination covered by Union regulation and national law; (d) whether and how these policies are implemented; (e) whether the undertaking has a grievance system or procedures in place that it has mitigated and acted upon once detected, as well as to advance diversity and inclusion in general.

While ‘human rights violations’ and ‘modern slavery’ and ‘low employee happiness’ were identified within our 30 material risks (see materiality matrix) they were not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot AND those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS 1 General Requirements).

Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”.

Therefore, as per Appendix E: Flowchart for determining disclosures under ESRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

**SI-2 PROCESSES FOR ENGAGING WITH OWN WORKERS AND WORKERS’ REPRESENTATIVES ABOUT IMPACTS**

The undertaking shall disclose its general processes for engaging with its own workforce and workers’ representatives about material potential impacts on its workforce. The undertaking shall disclose whether and how the perspectives of its own workforce inform its decisions or activities aimed at managing the actual and potential impacts on its own workforce. This shall include, where relevant, an explanation of:

(a) whether engagement occurs directly with the undertaking’s own workforce or workers’ representatives; (b) the stages of engagement and frequency of the engagement; (c) the function and the most senior role within the undertaking that has operational responsibility for ensuring that this engagement happens and that the insights gained can inform decision making; (d) whether the undertaking has a process in place for workers’ representatives to raise concerns or issues directly with the undertaking and have them addressed, including whether these are established by the undertaking itself and/or through participation in third-party mechanisms; (e) where applicable, how the undertaking supports the availability of such channels in the workplace of its own workforce; and (f) how it tracks and monitors issues raised and addressed, and, how it ensures the effectiveness of the channels, including through involvement of stakeholders that are intended to participate.

The undertaking shall disclose whether and how it assesses that its own workforce is aware of, and trust, these systems as a way to raise concerns (see materiality matrix) and have them addressed. In addition, the undertaking shall disclose whether it has policies in place regarding the protection of individuals that use them, including workers’ representatives, against retaliation. If such information has been disclosed in accordance with ESRS 8.1, the undertaking may refer to that information.

While ‘human rights violations’ and ‘modern slavery’ and ‘low employee happiness’ were identified within our 30 material risks (see materiality matrix) they were not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot AND those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS 1 General Requirements).

Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”.

Therefore, as per Appendix E: Flowchart for determining disclosures under ESRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

**SI-3 PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR OWN WORKERS TO RAISE CONCERNS**

The undertaking shall disclose the processes it has in place to provide for or cooperate in the remediation of negative impacts on its own workforce in its own workforce; that the undertaking is connected with, as well as channels available to its own workforce to raise concerns and have them addressed.

(a) its general approach to processes for providing or contributing to remedy where it has caused or contributed to a material negative impact on its own workforce, including whether and how the undertaking will address complaints; (b) any specific channels it has in place for its own workforce to raise their concerns or needs directly with the undertaking and have them addressed, including whether these are established by the undertaking itself and/or through participation in third-party mechanisms; (c) whether or not the undertaking has a grievance/claims handling mechanism related to employee matters; and (d) the processes through which the undertaking supports the availability of such channels in the workplace of its own workforce; and (e) how it tracks and monitors issues raised and addressed, and, how it ensures the effectiveness of the channels, including through involvement of stakeholders that are intended to participate.

The undertaking shall disclose whether and how it assesses that people in its own workforce are aware of, and trust, these systems as a way to raise concerns (see materiality matrix) and have them addressed. In addition, the undertaking shall disclose whether it has policies in place regarding the protection of individuals that use them, including workers’ representatives, against retaliation. If such information has been disclosed in accordance with ESRS 8.1, the undertaking may refer to that information.

While ‘human rights violations’ and ‘modern slavery’ and ‘low employee happiness’ were identified within our 30 material risks (see materiality matrix) they were not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot AND those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS 1 General Requirements).

Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”.

Therefore, as per Appendix E: Flowchart for determining disclosures under ESRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

**SI-5 TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES**

The undertaking shall disclose any targets that it will report on and operate in relation to: (a) reducing negative impacts on its own workforce; and/or (b) advancing positive impacts on its own workforce; and/or (c) managing material risks and opportunities related to its own workforce. In relation to paragraph 36, the undertaking shall describe the processes through which the undertaking shall describe: (a) what actions are planned or underway to mitigate material risks for the undertaking arising from its impacts and dependencies on its own workforce and how it tracks effectiveness in practice; and (b) what action is planned or underway to pursue material opportunities for the undertaking. The undertaking shall describe how the remedy or mitigation ensures that its own practices do not cause or contribute to material negative impacts on own workforce, including, where relevant, its practices in relation to procurement, sales and data use.

This may include disclosing what actions are taken to prevent or mitigate material negative impacts and other business pressures. When disclosing the information required under paragraph 40, the undertaking shall consider ESM 2 MDTR Tracking effectiveness of policies and actions through targets if it evaluates the effectiveness of an action by setting a target. The undertaking shall disclose what resources are allocated to the management of its material impacts, where information that allows users to gain an understanding of how the material impacts are managed.

While ‘human rights violations’ and ‘modern slavery’ and ‘low employee happiness’ were identified within our 30 material risks (see materiality matrix) they were not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot AND those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS 1 General Requirements).

Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”.

Therefore, as per Appendix E: Flowchart for determining disclosures under ESRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

**SI-4 TAKING ACTION ON MATERIAL IMPACTS ON OWN WORKFORCE, AND APPROACHES TO MITIGATING MATERIAL RISKS AND PURSUING MATERIAL OPPORTUNITIES RELATED TO OWN WORKFORCE, AND EFFECTIVENESS OF THOSE ACTIONS**

The undertaking shall disclose how it takes action to address material negative and positive impacts, and to manage material risks and pursue material opportunities related to its own workforce, and the effectiveness of these actions as a result of its performance. This shall include, where relevant, how the undertaking will address complaints; action plans and resources to manage its material impacts, risks, and opportunities related to its own workforce in accordance with ESM 2 MDTR: Actions and resources in relation to material sustainability matters. In relation to paragraph 36, the undertaking shall describe the processes through which it identifies what action is needed and appropriate in response to a particular actual or potential negative impact on its own workforce. In relation to material risks and opportunities, the undertaking shall describe:

(a) what action is planned or underway to mitigate material risks for the undertaking arising from its impacts and dependencies on its own workforce and how it tracks effectiveness in practice; and (b) what action is planned or underway to pursue material opportunities for the undertaking. The undertaking shall describe how the remedy or mitigation ensures that its own practices do not cause or contribute to material negative impacts on own workforce, including, where relevant, its practices in relation to procurement, sales and data use.

This may include disclosing what actions are taken to prevent or mitigate material negative impacts and other business pressures. When disclosing the information required under paragraph 40, the undertaking shall consider ESM 2 MDTR Tracking effectiveness of policies and actions through targets if it evaluates the effectiveness of an action by setting a target. The undertaking shall disclose what resources are allocated to the management of its material impacts, where information that allows users to gain an understanding of how the material impacts are managed.

While ‘human rights violations’ and ‘modern slavery’ and ‘low employee happiness’ were identified within our 30 material risks (see materiality matrix) they were not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot AND those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS 1 General Requirements).

Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”.

Therefore, as per Appendix E: Flowchart for determining disclosures under ESRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

**SI-6 CHARACTERISTICS OF THE UNDERTAKING’S EMPLOYEES**

The undertaking shall describe key characteristics of employees in its own workforce.

(a) the total number of employees by head count, and breakdowns by gender and by country for countries in which the undertaking has 50 or more employees representing at least 10% of its total number of employees; (b) the total number by head count or full time equivalent (FTE) of 125 permanent employees (as of June 2022).
SI-7 CHARACTERISTICS OF NON-EMPLOYEE WORKERS IN THE UndertAKING’S OWN WORKFORCE

53. The undertaking shall describe key characteristics of non-employees in its own workforce. The disclosure required by paragraph 53 shall include: (a) a disclosure of the total number of non-employees in the undertaking’s own workforce, i.e., either people with contracts with the undertaking to supply labour (“self-employed people”) or people provided by undertakings primarily engaged in “employment activities” (NACE Code N78). (b) an explanation of the methodologies and assumptions used to compile the data, including whether the number of non-employees is reported i. headcount or full-time equivalent (FTE) (including a definition of how FTE is defined); and ii. at the end of the reporting period, as an average across the reporting period, or 166 using another methodology. (c) where applicable, a provision of contextual information necessary to understand the data (for example, to understand fluctuations in number of employees during the reporting period); and (d) a cross-reference of the information reported under (a) above to the most representative number in the financial statements.

See financial statements on page 14.

SI-8 COLLECTIVE BARGAINING COVERAGE AND SOCIAL DIALOGUE

The undertaking shall disclose information on the extent to which the working conditions and terms of employment of its employees are determined or influenced by collective bargaining agreements and on the extent to which its employees are represented in social dialogue in the European Economic Area (EEA) at the establishment and European level.

(a) the percentage of its total employees covered by collective bargaining agreements;
(b) the number of its own employees covered by collective bargaining agreements by region;
(c) the percentage of its own employees covered by collective bargaining agreements by gender;
(d) the percentage of people in its own workforce who are covered by the undertaking’s health and safety management system based on legal requirements and/or recognised standards or guidelines;
(e) the number of fatalities as a result of work-related injuries and work-related ill health;
(f) the number and rate of recordable work-related accidents;
(g) the number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health.

SI-9 DIVERSITY INDICATORS

The undertaking shall disclose the percentage of its own employees covered by collective bargaining agreements by region. The undertaking shall disclose whether its employees are covered by social protection against loss of income due to any of the following major life events:

(a) sickness;
(b) unemployment; and
(c) parental leave; and
(d) parental leave.

SI-10 ADEQUATE WAGES

The undertaking shall disclose whether or not its employees are paid an adequate wage, and if they are not all paid an adequate wage, the countries and percentage of employees concerned.

SI-11 SOCIAL PROTECTION

The undertaking shall disclose whether its employees are covered by social protection against loss of income due to major life events, and, if not, the reasons why this is the case. The undertaking shall disclose whether or not its employees are covered by social protection through public programs or benefits offered by the undertaking, against loss of income due to any of the following major life events:

(a) sickness;
(b) unemployment;
(c) employment injury and acquired disability;
(d) parental leave;
(e) retirement; and
(f) death in service.

SI-12 PERSONS WITH DISABILITIES

The undertaking shall disclose the percentage of its own employees with disabilities. We are in the process of collecting this data through an EDI survey.

SI-13 TRAINING AND SKILLS DEVELOPMENT INDICATORS

The undertaking shall disclose the extent to which training and skills development is provided to its employees.

(a) the percentage of employees that participated in regular performance and career development reviews; such information shall be broken down by gender;
(b) the percentage of employees that participated in regular performance and career development reviews; such information shall be broken down by gender and by location; and
(c) the average number of training hours per employee and by gender.

SI-14 HEALTH AND SAFETY INDICATORS

The undertaking shall disclose information on the extent to which its own workforce is covered by its health and safety management system and the number of incidents associated with work-related injuries, ill health and fatalities of its own workforce. In addition, it shall disclose the number of fatalities as a result of work-related injuries and work-related ill health of other workers working on the undertaking’s sites.

(a) the percentage of people in its own workforce who are covered by the undertaking’s health and safety management system based on legal requirements and/or recognised standards or guidelines; and
(b) the percentage of people in its own workforce who are covered by the undertaking’s health and safety management system based on legal requirements and/or recognised standards or guidelines.

SI-15 WORK-LIFE BALANCE INDICATORS

The undertaking shall disclose the extent to which employees are entitled to and make use of family-related leave.

The disclosure required by paragraph shall include:

(a) the percentage of employees entitled to take family-related leave;
(b) the percentage of entitled employees that took family-related leave, and a breakdown by gender; and
(c) the annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees excluding the highest-paid individual.

SI-16 REMUNERATION METRICS (PAY GAP AND TOTAL REMUNERATION)

The undertaking shall disclose the percentage gap in pay between its female and male employees and the ratio between the remuneration of its highest paid individual and the median remuneration for its employees.

(a) the gender pay gap, defined as the difference of average pay levels between female and male employees, expressed as percentage of the average pay level of male employees;
(b) the annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees excluding the highest-paid individual; and
(c) annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees excluding the highest-paid individual.

SI-17 INCIDENTS, COMPLAINTS AND SEVERE HUMAN RIGHTS IMPACTS AND INCIDENTS

The undertaking shall disclose the number of work-related incidents and/or complaints and severe human rights impacts within its own workforce, and any related material fines, sanctions or compensation for the reporting period.

(a) the total number of incidents of discrimination, including harassment, reported in the reporting period;
(b) the number of complaints filed through channels for people in the undertaking’s own workforce to raise concerns (including grievance mechanisms) and, where applicable, to the National Contact Points for OECD Multinational Enterprises related to the matters defined in paragraph 2 of this Standard, excluding those already reported in (a) above; and
(c) the total amount of fines, penalties, and compensation for damages as a result of the incidents.
S2-2 PROCESSES FOR ENGAGING WITH VALUE CHAIN WORKERS ABOUT IMPACTS

The undertaking shall disclose its general processes for engaging with value chain workers and their representatives about actual and potential impacts on them. The undertaking shall disclose whether and how the perspectives of value chain workers inform its decisions or activities aimed at managing the actual and potential impacts on value chain workers. This shall include, where relevant, an explanation of:

(a) whether engagement occurs with value chain workers or their legitimate representatives directly, or with credible proxies that have insight into their situation;
(b) the stage(s) at which engagement occurs, the type of engagement, and the frequency of the engagement;
(c) the function and the most senior role within the undertaking that has operational responsibility for ensuring that this engagement happens, and that the results inform the undertaking’s approach;
(d) where applicable, Global Frameworks Agreements or for agreements that the undertaking has with global union federations related to respect of human rights of workers in the value chain, including their right to bargain collectively; and
(e) where applicable, how the undertaking assesses the effectiveness of its engagement with workers in the value chain, including, where relevant, any agreements or outcomes with workers.

Where applicable, the undertaking shall disclose the steps it takes to gain insight into the perspectives of workers that may be particularly relevant to material topics (for example, women workers, migrant workers, workers with disabilities). If the undertaking cannot disclose the above information because it has not adopted a general process to engage with workers in the value chain, it shall disclose worked.

While ‘human rights violations’, ‘code of conduct breach’ and ‘modern slavery’ were identified as material topics within our 30 material risks (see materiality matrix) they were not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot AND those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS I General Requirements, 4. Due Diligence: “Where the undertaking cannot address an impact at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”).

Therefore, as per Appendix E: Flowchart for determining disclosures under ESRs (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

However, our Code of Conduct with suppliers contains requirements to adhere to human rights, working conditions, wages and employment, and modern slavery.

S2-3 PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR VALUE CHAIN WORKERS TO RAISE CONCERNS

The undertaking shall describe the processes it has in place to provide for or cooperate in the remediation of negative impacts on value chain workers that the undertaking is connected with, as well as channels available to value chain workers to raise concerns and have them addressed.

The undertaking shall disclose:

(a) its general approach to and processes for providing or contributing to remedy where it has caused or contributed to a material negative impact on value chain workers, including whether and how the undertaking assesses that the remedy provided is effective;
(b) any specific channels it has in place for value chain workers to raise their concerns or needs and how it ensures the effectiveness of such actions and initiatives in delivering intended outcomes for value chain workers;
(c) how it tracks and monitors issues raised and addressed, and how it ensures the effectiveness of the channels, including through involvement of stakeholders who are the intended recipients.

The undertaking shall disclose whether and how it assesses that value chain workers are aware of and trust these structures or processes as a way to raise their concerns or needs and have them addressed. In addition, the undertaking shall disclose whether it has policies in place regarding the protection of individuals that use such mechanisms. If such policies have not been disclosed in accordance with ERSs Q-I, the undertaking may refer to relevant material.

If the undertaking cannot disclose the above required information because it has not adopted a channel for the value chain workers it does not support the availability of such a channel in the workplace of value chain workers, it shall disclose this to the be. It may disclose a timeframe in which it aims to have such a channel or processes in place.

While ‘human rights violations’, ‘code of conduct breach’ and ‘modern slavery’ were identified as material topics within our 30 material risks (see materiality matrix) they were not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot AND those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS I General Requirements, 4. Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”).

Therefore, as per Appendix E: Flowchart for determining disclosures under ESRs (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

However, our Code of Conduct with suppliers contains requirements to adhere to human rights, working conditions, wages and employment, and modern slavery.

S2-4 TAKING ACTION ON MATERIAL IMPACTS ON VALUE CHAIN WORKERS, AND APPROACHES TO MITIGATING MATERIAL RISKS AND PURSUING MATERIAL OPPORTUNITIES RELATED TO VALUE CHAIN WORKERS, AND EFFECTIVENESS OF THOSE ACTIONS

The undertaking shall disclose how it takes action to address material impacts on value chain workers, and to manage material risks and pursue material opportunities related to value chain workers and the effectiveness of those actions. In relation to material impacts, the undertaking shall describe:

(a) any actions taken, planned or underway to prevent or mitigate material negative impacts on value chain workers;
(b) whether and how it has taken action to provide or enable remedy in relation to an actual material impact;
(c) any additional actions or initiatives it has in place with the primary purpose of delivering positive impacts for value chain workers; and
(d) how it tracks and monitors the effectiveness of such actions and initiatives in delivering intended outcomes for value chain workers.

In relation to paragraph 30, the undertaking shall describe:

(a) the processes through which it identifies what action is needed and appropriate in response to a particular actual or potential negative impact on value chain workers;
(b) the approach workers take to specification on specific material impacts on value chain workers, including any action in relation to its own purchasing or other internal practices, as well as capacity- building or other forms of engagement with entities in the value chain, or forms of collaborative action with industry peers or other relevant parties; and
(c) how it ensures that processes to provide or enable remedy in the event of material negative impacts are available and effective in their implementation and outcomes.

In relation to material risks and opportunities, the undertaking shall describe:

(a) what action is planned or underway to mitigate material risks for the undertaking arising from its impacts on value chain workers and how these actions are monitored and managed; and
(b) what action is planned or underway to pursue material opportunities for the undertaking in relation to value chain workers.

The undertaking shall disclose whether and how it takes action to avoid causing or contributing to material negative impacts on value chain workers through its own practices, including, where relevant, • the undertaking shall disclose whether it has policies, plans or processes to manage actual and potential material risks to value chain workers, and how these policies are aligned with internationally recognised standards related to value chain workers; and • the undertaking shall disclose whether it has policies, plans or processes to manage actual and potential material opportunities related to value chain workers, and how these policies are aligned with internationally recognised standards related to value chain workers;
in relation to procurement, sales and data use. This may include disclosing what approach is taken to

The undertaking shall also disclose whether human rights issues and incidents connected to its upstream and downstream value chain have been reported, and, if applicable, disclose these. When disclosing the incident under paragraph 32 (c), the undertaking shall consider ESR 2 (see ESR 2 MDR-T: Tracking effectiveness of policies and actions through targets) if it evaluates the effectiveness of an action by setting a target. The undertaking shall disclose what resources are allocated to the management of its material impacts, with information that enables users to gain an understanding of how the material impacts are managed.

While ‘human rights violations’, ‘code of conduct breach’ and ‘modern slavery’ were identified as material topics within our 30 material risks (see materiality matrix) they were not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot and those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS I General Requirements, 4. Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”).

Therefore, as per Appendix E: Flowchart for determining disclosures under ESR 8 (the undertaking can omit all disclosure requirements in a topical standard if it is assessed that the topic in question is not material) this disclosure requirement is not material at this time.

S2-5 TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES

The undertaking shall disclose the time-bound and outcome-oriented targets it may have set to:

(a) reducing negative impacts on value chain workers; and/or
(b) advancing positive impacts on value chain workers; and/or
(c) managing material risks and opportunities related to value chain workers.

The summarised description of the targets to manage its material impacts, risks and opportunities related to value chain workers is available in the information that accompanies this report on pages 21-22. The undertaking shall disclose the time-bound and outcome-oriented targets it may have set in relation to material risks and opportunities related to value chain workers.

The undertaking shall disclose whether and how the perspectives of affected communities inform its material risk and opportunity management. We use the Code of Conduct as a baseline for engagement (which covers human rights, responsible sourcing and environmental issues), and have a policy in place to manage this. We use our Code of Conduct as a baseline for engagement (which covers human rights commitments), and we work with third party experts to support us in this work.

We have an ongoing engagement with the San people in Namibia, facilitated through a third party expert (the Future Footwear Foundation). We meet collaboratively (Vivobarefoot, Future Footwear and the community) ad hoc. We have improved our engagement with the San people in Namibia, facilitated through a third party expert (the Future Footwear Foundation). We meet collaboratively (Vivobarefoot, Future Footwear and the community) ad hoc. We have improved our engagement with the San people in Namibia, facilitated through a third party expert (the Future Footwear Foundation). We meet collaboratively (Vivobarefoot, Future Footwear and the community) ad hoc.

The undertakings shall disclose whether and how its policies with regard to affected communities are aligned with internationally recognised standards relevant to communities and indigenous peoples specifically, including the United Nations (UN) Guiding Principles on Business and Human Rights. The undertaking shall also disclose the extent to which non-respect of the UN Guiding Principles on Business and Human Rights, and other international human rights principles and rights at Work in OECD Guidelines for Multinational Enterprises that involve affected communities have been reported in its own operations or in its upstream and downstream value chain and, if applicable, an indication of the nature of such cases.

While ‘indigenous community exploitation’ was identified as a material topic within our 30 material risks (see materiality matrix) it was not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot and those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS I General Requirements, 4. Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”).

Therefore, as per Appendix E: Flowchart for determining disclosures under ESR 8 (the undertaking can omit all disclosure requirements in a topical standard if it is assessed that the topic in question is not material) this disclosure requirement is not material at this time.

S3-3 PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR AFFECTED COMMUNITIES TO RAISE CONCERNS

The undertaking shall disclose the processes it has in place to provide for or cooperate in the remediation of negative impacts on affected communities that the undertaking is connected with, as well as channels available to affected communities to raise concerns and have them addressed.

The undertaking shall describe:

(a) its general approach to and processes for providing or contributing to remedy when it has identified that it has caused or contributed to a material negative impact on affected communities, including whether and how the undertaking assesses that the remedy provided is effective;
(b) any specific channels it has in place for affected communities to raise their concerns or misleadingly with the undertaking and have them addressed, including whether these are established by the undertaking itself and/or through participation in third-party mechanisms;
(c) its processes through which the undertaking supports the availability of such channels by its business relationships; and
(d) how it tracks and monitors issues raised and addressed, and how it ensures the effectiveness of the channels, including through involvement of stakeholders who are the intended users of these channels.

While ‘indigenous community exploitation’ was identified as a material topic within our 30 material risks (see materiality matrix) it was not prioritised in the top right hand quadrant; the most significant material financial risks to Vivobarefoot and those risks over which Vivobarefoot has the highest levels of perceived influence. We conducted this prioritisation exercise due to capacity and resource constraints (ESRS I General Requirements, 4. Due Diligence: “Where the undertaking cannot address all impacts at once, the due diligence process allows for action to be prioritised based on the severity and likelihood of the impacts”).

Therefore, as per Appendix E: Flowchart for determining disclosures under ESR (the undertaking can omit all disclosure requirements in a topical standard if it is assessed that the topic in question is not material) this disclosure requirement is not material at this time.

We have not conducted a formal assessment of the potential positive or negative material impacts of our engagement with the San people.

S3-4 TAKING ACTION ON MATERIAL IMPACTS ON AFFECTED COMMUNITIES, AND APPROACHES TO MITIGATING MATERIAL RISKS AND PURSUING MATERIAL OPPORTUNITIES RELATED TO AFFECTED COMMUNITIES, AND EFFECTIVENESS OF THOSE ACTIONS

The undertaking shall disclose whether it takes action to materialise material impacts on affected communities, and to manage material risks and pursue material opportunities related to affected communities and the effectiveness of those actions.

See S3-3.
S4-2 POLICIES RELATED TO CONSUMERS AND END-USERS

13. The undertaking shall describe its policies adopted to manage its material impacts of its products and/or services on consumers and end-users, as well as associated material risks and opportunities. The disclosure required by paragraph 13 shall contain the information on the undertaking’s policies to manage its material impacts, risks and opportunities related to consumers and/or end-users in accordance with EPRS 2 MDR-P Policies adopted to manage material sustainability matters. In addition, the undertaking shall specify if such policies cover specific groups or all consumers and/or end-users.

The undertaking shall describe its human rights policy commitments that are relevant to consumers and/or end-users, including those processes and mechanisms to monitor compliance with the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises. In its disclosure it shall focus on those matters that are material, as well as the general approach in relation to:

- (a) respect for the human rights of consumers and/or end-users;
- (b) engagement with consumers and/or end-users; and
- (c) measures to provide and/or enable remedy for human rights impacts.

The undertaking shall disclose whether and how its policies with regard to consumers and/or end-users are aligned with internationally recognised instruments relevant to consumers and/or end-users including United Nations (UN) Guiding Principles on Business and Human Rights. The undertaking shall also disclose the extent to which to cases of non-compliance of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises that involve consumers and/or end-users have been reported in its downstream value chain and, if applicable, an indication of the nature of such cases.

- Impacts on consumers and end-users was not identified as a material topic within our 30 material risks (see materiality matrix).

Therefore, as per Appendix E: Flowchart for determining disclosures under EPRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

S4-3 PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR CONSUMERS AND END-USERS TO RAISE CONCERNS

The undertaking shall describe the processes it has in place to provide for or cooperate in the remediation of negative impacts on consumers and end-users that the undertaking is connected with, as well as channels available to consumers and end-users to raise concerns and have them addressed.

The undertaking shall describe:

- (a) its general approach to and processes for providing or contributing to remedy where it has identified that it has contributed or contributed to a material negative impact on consumers and/or end-users, including whether and how the undertaking assesses that the remedy provided is effective; and
- (b) specific channels it has in place for consumers and/or end-users to raise their concerns or needs directly with the undertaking and have them addressed, including whether these are established by the undertaking itself and/or through participation in third-party mechanisms; and
- (c) the processes through which the undertaking requires or requires the availability of such channels by its business relationships; and
- (d) how it tracks and monitors issues raised and addressed, and how it ensures the effectiveness of the channels, including through involvement of stakeholders that are the intended users.

The undertaking shall disclose whether and how it assesses that consumers and/or end-users are aware of and trust the processes in place to raise their concerns or needs and have them addressed. In addition, the undertaking shall disclose whether it has policies in place to protect individuals from retaliation when they use such structures or processes. If such information has been disclosed in accordance with EPRS 1/1, the undertaking may refer to that information.

If the undertaking cannot disclose the above required information because it has not adopted a channel for raising concerns and/or does not support the availability of mechanisms by its business relationships, it shall disclose this to be the case. It may disclose a timeframe in which it aims to have such a channel or processes in place.

- Impacts on consumers and end-users was not identified as a material topic within our 30 material risks (see materiality matrix).

Therefore, as per Appendix E: Flowchart for determining disclosures under EPRS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

S4-4 TAKING ACTION ON MATERIAL IMPACTS ON CONSUMERS AND END-USERS, AND APPROACHES TO MANAGING MATERIAL RISKS AND PURSUING MATERIAL OPPORTUNITIES RELATED TO CONSUMERS AND END-USERS, AND EFFECTIVENESS OF THOSE ACTIONS

The undertaking shall disclose how it has taken action to address material impacts on consumers and end-users, and to manage material risks and pursue material opportunities related to consumers and end-users, and effectiveness of those actions.

The undertaking shall provide a summarised description of the action plans and resources to manage its material impacts, risks, and opportunities related to consumers and end-users as per EPRS 2 MDR-A Actions and resources in relation to material sustainability matters.

In relation to material impacts, the undertaking shall describe:

- (a) actions taken, planned or underway to prevent, mitigate or remediate material negative impacts on consumers and/or end-users;
- (b) whether and how it has taken action to provide or enable remedy in relation to an actual material impact;
- (c) any additional actions or initiatives it has taken with in the primary purpose of positively contributing to improved social outcomes for consumers and/or end-users; and
- (d) how it tracks and assesses the effectiveness of these actions and initiatives in delivering intended outcomes for consumers and/or end-users.

In relation to material risks and opportunities, the undertaking shall describe:

- (a) what action is planned or underway to mitigate material risks for the undertaking arising from its impacts and dependencies on consumers and/or end-users and how it tracks effectiveness in relation to these;
- (b) what action is planned or underway to pursue material opportunities for the undertaking in relation to consumers and/or end-users.

The undertaking shall describe whether and how it takes action to avoid causing or contributing to material negative impacts on consumers and end-users through its own practices, including, where relevant, in respect of marketing, selling, sales and data use. This may include disclosing when a specific action is taken when tensions arise between the prevention or mitigation of material negative impacts and other business pressures.

When preparing this disclosure, the undertaking shall consider whether relevant human rights issues and incidents connected to its consumers and/or end-users have been reported and, if applicable, disclose these.

Where the undertaking evaluates the effectiveness of an action by setting a target, in disclosing the information required under paragraph 32 (ii), the undertaking shall consider EPRS 2 MDR-T Tracking effectiveness of policies and actions through targets.

The undertaking shall disclose what resources are allocated to the management of its material impacts with information that enables users to gain an understanding of how the material impacts are managed.
TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES

The undertaking shall disclose the time-bound and outcome-oriented targets it may have set related to:

(a) reducing negative impacts on consumers and/or end-users; and/or
(b) advancing positive impacts on consumers and/or end-users; and/or
(c) managing material risks and opportunities related to consumers and/or end-users.

The summarised description of the targets to manage its material impacts, risks and opportunities related to consumers and/or end-users shall contain the information requirements defined in ESRS 2 MDR-E.

The undertaking shall disclose the process for setting the targets, including whether and how the undertaking engaged directly with consumers and/or end-users, their legitimate representatives or with credible press that have insight into their situation in:

(a) setting any such targets; (b) tracking the undertaking’s performance against them; and (c) identifying, if any, lessons or improvements as a result of the undertaking’s performance.

• Impacts on consumers and end users was not identified as a material topic within our 30 material risks (see materiality matrix).

• Therefore, as per Appendix E: Flowchart for determining disclosures under EERS (the undertaking can omit all disclosure requirements in a topical standard if it assessed that the topic in question is not material) this disclosure requirement is not material at this time.

GOVERNANCE INFORMATION

GI-1 CORPORATE CULTURE AND BUSINESS CONDUCT POLICIES

(a) a description of the mechanisms for identifying, reporting and investigating concerns about unlawful behaviour or behaviour in contradiction of its code of conduct or similar internal rules; and whether it communicates reporting from internal and/or external stakeholders;

• We have a written employee whistle-blowing policy with confidentiality policy

• We have an anti-bribery and corruption standing item for all legal board meetings

• We also have a conflict of interest policy

• The company communicates the whistle-blowing policy to all employees and business partners

• Staff are encouraged to provide constructive feedback regularly.

• We also have an anonymous platform for people to raise concerns about Vivo’s business conduct (Employee Voice).

• We have a whistleblowing hotline for all employees, the details of which are in the staff handbook.

(b) where the undertaking has no policies on anti-corruption or anti-bribery consistent with the United Nations Convention Against Corruption, it shall state this and whether it has plans to implement them and the timetable for implementation;

• N/A

(c) how the undertaking protects whistleblowers, including: i. details on the establishment of internal whistleblowing reporting channels, including whether the undertaking provides for information and training to its own workers and information about the designation and training of staff receiving reports; and ii. measures to protect against retaliation against whistleblowers in accordance with the applicable law transposing Directive (EU) 2019/877 of the EU Parliament and of the Council.

• We have a written employee whistle-blowing policy with confidentiality policy

• We have no policies on the protection of whistle-blowers, it shall state this and whether it has plans to implement them and the timetable for implementation;

• N/A

• beyond the procedures to follow-up on reports by whistleblowers in accordance with the applicable law transposing Directive (EU) 2019/877, whether the undertaking has procedures to investigate business conduct incidents, including incidents of corruption and bribery, promptly, independently and objectively;

• See (a)

• Where applicable, whether the undertaking has in place policies with respect to animal welfare;

• Whether the undertaking has procedures to investigate business conduct incidents, including incidents of corruption and bribery, promptly, independently and objectively;

• N/A

• The undertaking’s policy for training within the organisation on business conduct, including target audience, frequency and depth of coverage; and

• There is no formal training in place for employees on business conduct, but relevant guidance is communicated through weekly all-company updates as required.

(h) the functions within the undertaking that are most at risk in respect of corruption and bribery;

• Functions with direct interactions with stakeholders

GI-2 MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS

(a) the undertaking’s approach to its relationships with its suppliers, taking account of risks to the undertaking related to its supply chain and of impacts on sustainability matters; and

• Our Heads of Terms contractual agreements are written in collaboration with our Tier 1 value chain partners upon commencing a business relationship. The Heads of Terms include requirements around general business operations, business operations specific to each individual partner, and the processes they are conducting for VivoBarefoot, value specific requirements and social and environmental specific requirements.

(b) whether and how it takes into account social and environmental criteria for the selection of its suppliers;

• All suppliers need to agree to our Heads of Terms for us to consider working with them. Scouring and pre-engagement assessments include both social and environmental criteria.

GI-3 PREVENTION AND DETECTION OF CORRUPTION OR BRIBERY

(a) a description of the procedures in place to prevent, detect, and address allegations or incidents of corruption and bribery;

• See EERS GI-1

• Whether the investigator or investigating committee are separate from the chain of management involved in the matter; and

• Yes

• The process, if any, to report outcomes to the administrative, management and supervisory bodies.

• Bribery and corruption is a standing item on the board agenda

• Weekly executive team meetings

• We also have an anonymous platform for people to raise concerns about Vivo’s business conduct (Employee Voice).

• We have a whistleblowing hotline for all employees, the details of which are in the staff handbook.

(b) any actions taken to address breaches in procedures and standards of anti-corruption and anti-bribery training programmes offered or required by the undertaking;

• No formal training procedures are in place this reporting year. This is schedules to begin again FY 23/24.

• See above - this applies to all partners. All payments align to these standard terms.

• N/A

• The extent to which training is given to members of the administrative, management and supervisory bodies;

• N/A

• The nature, scope and depth of anti-corruption and anti-bribery training programmes offered or required by the undertaking;

• None

• Whether and how it is informed of, or aware of, actions taken to address allegations or incidents of corruption or bribery;

• N/A

• The number of convictions and the amount of fines for violations of anti-corruption and anti-bribery laws;

• N/A

• Whether the undertaking takes into account the environmental and social impact of the actions taken to address allegations or incidents of corruption or bribery;

• N/A

GI-4 CONFIRMED INCIDENTS OF CORRUPTION OR BRIbery

The undertaking shall disclose:

(a) the number of convictions and the amount of fines for violation of anti-corruption and anti-bribery laws;

• None

• The extent to which training is given to members of the administrative, management and supervisory bodies;

• N/A

• The nature, scope and depth of anti-corruption and anti-bribery training programmes offered or required by the undertaking;

• None

• The number of convictions and the amount of fines for violations of anti-corruption and anti-bribery laws;

• N/A

• Whether the undertaking takes into account the environmental and social impact of the actions taken to address allegations or incidents of corruption or bribery;

• N/A

GI-5 POLITICAL INFLUENCE AND LOBBYING ACTIVITIES

(a) if applicable, the representative(s) responsible in the administrative, management and supervisory bodies for the oversight of these activities;

• None

• If applicable, the representative(s) responsible in the administrative, management and supervisory bodies for the oversight of these activities;

• None

• The monetary value of financial and in-kind contributions made directly and indirectly by the undertaking aggregated by country or geographical area where relevant, as well as type of recipient/beneficiary; and

• Where appropriate, how the monetary value of in-kind contributions is estimated.

• The total monetary value of in-kind contributions made directly and indirectly by the undertaking aggregated by country or geographical area where relevant, as well as type of recipient/beneficiary; and

• Where appropriate, how the monetary value of in-kind contributions is estimated.

• The total monetary value of in-kind contributions made directly and indirectly by the undertaking aggregated by country or geographical area where relevant, as well as type of recipient/beneficiary; and

• Where appropriate, how the monetary value of in-kind contributions is estimated.

• The total monetary value of in-kind contributions made directly and indirectly by the undertaking aggregated by country or geographical area where relevant, as well as type of recipient/beneficiary; and

• Where appropriate, how the monetary value of in-kind contributions is estimated.

• The total monetary value of in-kind contributions made directly and indirectly by the undertaking aggregated by country or geographical area where relevant, as well as type of recipient/beneficiary; and

• Where appropriate, how the monetary value of in-kind contributions is estimated.

• The total monetary value of in-kind contributions made directly and indirectly by the undertaking aggregated by country or geographical area where relevant, as well as type of recipient/beneficiary; and

• Where appropriate, how the monetary value of in-kind contributions is estimated.
DIRECTORS’ RESPONSIBILITIES STATEMENT

FOR THE 52 WEEKS ENDED 1 JULY 2023

The directors are responsible for preparing the strategic report, the directors’ report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the company’s financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company’s transactions and disclose with reasonable accuracy at any time the financial position of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors present their report and the financial statements for the 52 weeks ended 1 July 2023.

PRINCIPAL ACTIVITY

We make barefoot shoes. See pages 3-7 for the details of why, and see our value chain map on vivobarefoot.com for the details of where.

RESULTS AND DIVIDENDS

The profit for the 52 weeks, after taxation, amounted to £1,077,946 (2022 - £385,971).

The directors do not recommend the payment of a dividend.

DIRECTORS

The directors who served during the 52 weeks were:

- G J D Clark
- A M Clark
- J E Roebeck (resigned 3 November 2022)
- W H Nazir
- J G Sung
- I Thambiah (appointed 1 October 2022)
- J Collins (appointed 30 January 2023)

MATTERS COVERED IN THE STRATEGIC REPORT

As permitted by s414c(11) of the Companies Act 2006, the directors have elected to disclose information, required to be in the directors’ report by Schedule 7 of ‘Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008’, in the strategic report.

DISCLOSURE OF INFORMATION TO AUDITOR

Each of the persons who are directors at the time when this directors’ report is approved has confirmed that:

so far as the director is aware, there is no relevant audit information of which the company’s auditor is unaware, and

the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the company’s auditor is aware of that information.

POST BALANCE SHEET EVENTS

In November 2023 the company issued two tranches of unsecured convertible loan notes. One tranche of convertible loan notes was issued to an existing shareholder of the company for $3.0m. The second tranche of convertible loan notes was issued to a new investor for £1.5m. The convertible loan notes have been issued to help facilitate the growth plans of the company.

This report was approved by the board and signed on its behalf.

G J D Clark
Director
Date: 16th November 2023

DIRECTORS’ REPORT

FOR THE 52 WEEKS ENDED 1 JULY 2023

UNFINISHED BUSINESS | WE ARE VIVOBAREFOOT | REGENERATIVE BUSINESS | REGENERATIVE PRODUCT | REGENERATIVE COMMUNITY | APPENDIX

APPENDIX
INDEPENDENT AUDITOR’S REPORT

FOR THE 52 WEEKS ENDED 1 JULY 2023

OPINION
We have audited the financial statements of Visionboss Limited (the ‘company’) for the 52 weeks ended 1 July 2023, which comprise the profit and loss account and balance sheet on page 14, the statement of cash flows and the statement of changes in equity on page 15, and the related notes on pages D3 to D9, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: ‘The Financial Reporting Standard applicable in the UK and the Republic of Ireland’ (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
- give a true and fair view of the state of the company’s affairs as at 1 July 2023 and of its profit for the 52 weeks then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council’s Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN
In auditing the financial statements, we have concluded that the directors’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION
The other information comprises the information included in the annual report other than the financial statements and our auditor’s report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise expressly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006
In our opinion, based on the work undertaken in the course of the audit:
- the information given in the strategic report (page 18) and the directors’ report (page 19) for the financial 52 weeks for which the financial statements are prepared is consistent with the financial statements;
- the strategic report and the directors’ report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION
In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors’ report.

We have nothing to report in respect of the following matters to which the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors’ remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF DIRECTORS
As explained more fully in the directors’ responsibilities statement set out on page 13, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

AUDITOR’S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENT
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of such irregularities, if they exist.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:
- the engagement team ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the company’s sector;
- we focused on specific laws and regulations which we considered may have a direct impact on the financial statements or the operations of the company, including the Companies Act 2006 and taxation legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company’s financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:
- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:
- performed analytical procedures to identify any unusual or unexplained relationships;
- tested a sample of journal entries to identify unusual transactions;
- assessed whether judgments and assumptions made in determining the accounting estimates set out in note 3 on page 159 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:
- agreeing financial statement disclosures to underlying supporting documentation;
- review of materiality levels of those charged with governance;
- engaging management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence. If any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council’s website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor’s report.

USE OF OUR REPORT
This report is made solely to the company’s members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company’s members those matters we are required to state to them in an auditor’s report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Thomas Dickinson (senior statutory auditor) for and on behalf of Blick Rothenberg Audit LLP Chartered Accountants & Statutory Auditor 16 Great Queen Street, Covent Garden, WC2B 5AH Date: 16th November 2023
NOTES TO THE FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE 52 WEEKS ENDED 1 JULY 2023

I. GENERAL INFORMATION
Vivobarefoot Limited is a private company limited by shares and registered in England and Wales. The company’s registered office is 28 Britton Street, London, EC1M 5SY.

2. ACCOUNTING POLICIES
2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS
The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the company’s accounting policies (see note 3).

The company is exempt from the requirement to prepare consolidated financial statements as all of its subsidiaries are required to be excluded from consolidation by section 402 of the Companies Act 2006.

The following principal accounting policies have been applied:

2.2 GOING CONCERN
Having considered post year-end trading, financial results, cash flow forecasts, cash reserves and committed borrowing facilities, and after making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence and will continue to be supported by its bankers and shareholders to meet its liabilities as they fall due for the foreseeable future, being a period of at least twelve months from the date those financial statements are approved. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

2.3 FOREIGN CURRENCY TRANSLATION
Functional and presentation currency
The company’s functional and presentation currency is GBP.

Transactions and balances
Foreign currency transactions are translated into the functional currency using a prevailing standard rate throughout the period. Prevailing standard rates used for translation are reviewed periodically.

At each period end foreign currency monetary items are translated using the closing rate. Both non-monetary items measured at historical cost and non-monetary items measured at fair value are translated using the periodically reviewed prevailing standard rate.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss except when deferred in other comprehensive income as qualifying cash flow hedges.

All foreign exchange gains and losses are presented in the profit and loss account within administrative expenses.

2.4 REVENUE
Revenue is recognised to the extent that it is probable that the economic benefits will flow to the company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Sale of goods
Revenue from the sale of goods is recognised when all of the following conditions are satisfied:
- the company has transferred the significant risks and rewards of ownership to the buyer;
- the company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the company will receive the consideration due under the transaction; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Revenue from online sales is recognised on delivery of the goods to the customer.

Revenue from the sales of goods through the company’s retail store is recognised at the point of sale to the customer which is considered the point of delivery. Retail sales are usually by cash, credit or payment card.

It is the company’s policy to sell goods to customers with a right of return. Accumulated experience is used to estimate and provide for returns at the time of sale.

2.5 OPERATING LEASES: THE COMPANY AS LESSEE
Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the leasee’s benefit from the use of the leased asset.

2.6 RESEARCH AND DEVELOPMENT
In the research phase of an internal project it is not possible to demonstrate that the project will generate future economic benefits and hence all expenditure on research shall be recognised as an expense when it is incurred. Intangible assets are recognised from the development phase of a project if and only if certain specific criteria are met in order to demonstrate the asset will generate probable future economic benefits and that its cost can be reliably measured. The capitalised development costs are subsequently amortised on a straight-line basis over their useful economic lives, which range from 3 to 6 years.

If it is not possible to distinguish between the research phase and the development phase of an internal project, the expenditure is treated as if it were all incurred in the research phase only.

2.7 GOVERNMENT GRANTS
Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the profit and loss account in the same period as the related expenditure.

2.8 INTEREST INCOME
Interest income is recognised in profit or loss using the effective interest method.

2.9 FINANCE COSTS
Finance costs are charged to profit or loss over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.10 BORROWING COSTS
All borrowing costs are recognised in profit or loss in the 52 weeks in which they are incurred.

2.11 PENSIONS
Defined contribution pension plan
The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the balance sheet. The assets of the plan are held separately from the company in independently administered funds.
2.12 INTANGIBLE ASSETS
Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses. Amortisation is provided on the following bases:

| Intellectual property | 10 years straight line |
| Computer software | 3 years straight line |

Amortisation is provided on the following bases:

- Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditures that are directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.
- Unfinished business is measured at the present value of the future payments discounted at a market rate of interest. Financing transactions are those in which payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.
- Working capital balances, and intercompany financing are initially recognised at transaction price.
- Debt instruments are subsequently measured at amortised cost, using the effective interest method, less any impairment.

Impairment of financial assets
Basic financial liabilities, including trade and other creditors, bank loans, leases, and long-term loans, are measured at amortised cost, using the effective interest method, less any impairment. The impairment reversal is such that the current carrying amount of the asset is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

2.15 STOCKS
Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchased on a weighted average basis. Work in progress and finished goods include labour and attributable overheads. At each balance sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

2.16 FINANCIAL INSTRUMENTS
The company has elected to apply Sections II and II of FRS 102 in respect of financial instruments.

Financial assets and financial liabilities are recognised when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidence a residual interest in the assets of the company after deducting all of its liabilities.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years. Amortisation is provided on the following bases:

- Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditures that are directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.
- Unfinished business is measured at the present value of the future payments discounted at a market rate of interest. Financing transactions are those in which payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.
- Working capital balances, and intercompany financing are initially recognised at transaction price.
- Debt instruments are subsequently measured at amortised cost, using the effective interest method, less any impairment. The impairment reversal is such that the current carrying amount of the asset is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

Impairment of financial assets
Basic financial liabilities, including trade and other creditors, bank loans, leases, and long-term loans, are measured at amortised cost, using the effective interest method, less any impairment. The impairment reversal is such that the current carrying amount of the asset is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

Derogation of financial assets and financial liabilities
Financial assets are derogated when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of ownership of the asset are transferred to another party (or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Financial liabilities are derogated when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires. Offsetting of financial assets and financial liabilities
Financial assets and financial liabilities are offset and the net amount reported in the balance sheet when there is an enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.17 CASH
Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

In the statement of cash flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the company’s cash management.

2.18 HOLIDAY PAY ACRUAL
A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

2.19 CURRENT AND DEFERRED TAXATION
The tax expense for the year comprises current tax. Tax is recognised in the profit and loss account, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

Current tax is the amount of income tax payable in respect of taxable profit for the year or prior years.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the company operates and generates income.

Deferred tax arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the financial statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that:
- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

The company’s policies for its major classes of financial assets and financial liabilities are set out below.

Financial assets
- Basic financial assets, including trade and other debtors, cash and bank balances, intercompany working capital balances, and intercompany financing are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Financing transactions are those in which payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.

Such assets are subsequently carried at amortised cost using the effective interest method, less any impairment.

Impairment of financial assets
- Financial assets measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the profit and loss account.
- For financial assets measured at cost loss impairment, the impairment loss is measured as the difference between the asset’s carrying amount and the best estimate of the amount the company would receive for the asset if it were to be sold at the reporting date.
- For financial assets measured at amortised cost, the impairment loss is measured as the difference between the asset’s carrying amount and the present value of estimated cash flows discounted at the asset’s original effective interest rate. If the financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.
- If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not been previously recognised. The impairment reversal is recognised in profit or loss.

Debt instruments
- Basic financial liabilities, including trade and other creditors, bank loans, leases, and long-term loans, are measured at amortised cost, using the effective interest method, less any impairment. The impairment reversal is such that the current carrying amount of the asset is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

The tax expense for the year comprises current tax. Tax is recognised in the profit and loss account, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

Current tax is the amount of income tax payable in respect of taxable profit for the year or prior years.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the company operates and generates income.

Deferred tax arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the financial statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that:
- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.
Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

20 SHARE CAPITAL
Ordinary shares are classified as equity.

3.0 JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY
The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company’s accounting policies.

In the application of the company’s accounting policies, which are described in note 2, the following judgements and key estimates have been made by the directors:

Stock provisioning
The carrying value of stock, at the lower of cost and net realisable value, is dependent on key judgements and estimates that are made by management. The judgements relating to stock include an estimate of future expected average sales prices and volume of sales based on the ageing of stock. A provision is made to stock based on historical data and future expectations. Actual outcomes could differ from the assumptions used in determining the estimates.

Sales with right of return
It is the company’s policy to sell goods to customers with a right of return. Accrued experience is used to estimate and provide for returns at the time of sale.

Deferred tax asset
The company recognises a deferred tax asset in respect of brought forward tax losses. The asset is recognised to the extent that the directors believe that it is probable that the brought forward losses will be recovered and offset against future taxable profits. The value of the asset is calculated by reference to the applicable corporation tax rate at the date the losses are expected to be utilised.

4. TURNOVER
An analysis of turnover by class of business is as follows:

<table>
<thead>
<tr>
<th>Class of Business</th>
<th>52 weeks</th>
<th>53 weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 July 2023</td>
<td>2 July 2022</td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td></td>
<td>£ 6,763,949</td>
</tr>
<tr>
<td></td>
<td></td>
<td>£ 6,763,949</td>
</tr>
</tbody>
</table>

Analysis of turnover by country of destination:

<table>
<thead>
<tr>
<th>Country of Destination</th>
<th>52 weeks</th>
<th>53 weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 July 2023</td>
<td>2 July 2022</td>
<td></td>
</tr>
<tr>
<td>United Kingdom</td>
<td></td>
<td>£ 2,409,038</td>
</tr>
<tr>
<td>Rest of Europe</td>
<td></td>
<td>£ 2,012,518</td>
</tr>
<tr>
<td>Rest of the world</td>
<td></td>
<td>£ 1,232,637</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>£ 5,654,202</td>
</tr>
</tbody>
</table>

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

4. TURNOVER
An analysis of turnover by class of business is as follows:

<table>
<thead>
<tr>
<th>Class of Business</th>
<th>52 weeks</th>
<th>53 weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 July 2023</td>
<td>2 July 2022</td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td></td>
<td>£ 6,763,949</td>
</tr>
<tr>
<td></td>
<td></td>
<td>£ 6,763,949</td>
</tr>
</tbody>
</table>

Analysis of turnover by country of destination:

<table>
<thead>
<tr>
<th>Country of Destination</th>
<th>52 weeks</th>
<th>53 weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 July 2023</td>
<td>2 July 2022</td>
<td></td>
</tr>
<tr>
<td>United Kingdom</td>
<td></td>
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<td>Total</td>
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10. TAXATION

The tax assessed for the 52 weeks/53 weeks is lower than the standard rate of corporation tax in the UK of 20.5% (2022 - 19%). The differences are explained below:

Factors affecting tax charge for the 52 weeks/53 weeks

Factors that may affect future tax charges

There were no factors that may affect future tax charges.

Deferred tax

The company has carried forward tax losses of £764,061i (2022: £728,082) resulting in a potential deferred tax asset (at the post April 2023 corporation tax rate of 25%) of £1,930,153 (2022: £1,822,020). The directors have considered the relief of these losses against future profits. Due to inherent uncertainties regarding future performance, the directors consider it prudent for the amounts to be only partially recognised in the current period. At 1 July 2023, a deferred tax asset of £314,486 (2022: £395,665) has been recognised.

I. INTEREST PAYABLE AND SIMILAR EXPENSES

II. TAXATION

III. INTANGIBLE ASSETS

IV. FIXED ASSET INVESTMENTS

V. STOCKS

There is no difference between the replacement cost of the stock and its carrying amount.
19. Other creditors
72,000
Other loans
571,614

Of the shareholder loans in issue £316,117 (2022: £399,501) are interest free. The remaining balance of shareholder loans incur interest at a rate of LIBOR +2% per annum.

20. Deferred Taxation

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>£</td>
</tr>
<tr>
<td>At beginning of year</td>
<td>£365,665</td>
</tr>
<tr>
<td>Charged to profit or loss</td>
<td>£(51,217)</td>
</tr>
<tr>
<td>Deferred tax asset made up as follows:</td>
<td>£344,448</td>
</tr>
<tr>
<td>- Fixed asset timing differences</td>
<td>£(177,439)</td>
</tr>
<tr>
<td>- Tax losses carried forward</td>
<td>£439,354</td>
</tr>
<tr>
<td>- Short term timing differences</td>
<td>£52,533</td>
</tr>
<tr>
<td>Total</td>
<td>£365,665</td>
</tr>
</tbody>
</table>

The deferred tax asset is made up as follows:

- Fixed asset timing differences: £(177,439)
- Tax losses carried forward: £439,354
- Short term timing differences: £52,533

21. Share Capital

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>£</td>
</tr>
<tr>
<td>Allotted, called up and fully paid</td>
<td>£4,679,423</td>
</tr>
<tr>
<td>Ordinary B shares of £0.001 each</td>
<td>£3,950</td>
</tr>
<tr>
<td>Ordinary shares of £0.25 each</td>
<td>£2,421,423</td>
</tr>
</tbody>
</table>

The holders of the Ordinary shares have the right to vote and to participate in the distribution of dividends.

22. Reserves

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>£</td>
</tr>
<tr>
<td>Share premium account</td>
<td>£4,679,423</td>
</tr>
</tbody>
</table>

The share premium reserve includes any premiums received on issue of share capital. Any transaction costs associated with the issuing of shares are deducted from share premium.

Other reserves

The other reserve comprises the equity recognised in respect of the company’s share-based payments. Please see note 24 for details.

23. Analysis of Net Debt

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 3 July 2023</td>
<td>£</td>
</tr>
<tr>
<td>Cash flows</td>
<td>£</td>
</tr>
<tr>
<td>Outstanding at the beginning of the year</td>
<td>£58,836,285</td>
</tr>
<tr>
<td>Granted during the year</td>
<td>£73,822,690</td>
</tr>
<tr>
<td>Exercised during the year</td>
<td>£64,334,514</td>
</tr>
<tr>
<td>Outstanding at the end of the year</td>
<td>£58,836,285</td>
</tr>
</tbody>
</table>

During the 52 week period 334,514 (2022: nil) share options were exercised. There were 501,771 (2022: 836,285) share options exercisable at the end of the 52 week period.

24. Share-based Payments

Vivobarefoot Limited has a share option scheme for key employees. The vesting period is either 2 or 3 years. Options are exercisable at a price equal to £0.54 for options vesting over 2 years, and £0.73 for options vesting over 3 years. Vesting of the options is subject to continued employment by the company. If the options remain unexercised after a period of 10 years from the date of grant, the options expire. Options are forfeited if the employee leaves the company before the options vest.

The fair value of the options at the grant date was calculated using the Black-Scholes model, which is considered to be the most appropriate generally accepted valuation method of measuring fair value.

Details of the number of share options and the weighted average exercise price (WAEP) outstanding during the year are as follows:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 1 July 2023</td>
<td>£58,836,285</td>
</tr>
<tr>
<td>At 1 July 2022</td>
<td>£58,836,285</td>
</tr>
</tbody>
</table>

25. Profit and Loss Account

The profit and loss account includes all current and prior period retained profits and losses.
25. **PENSION COMMITMENTS**

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £263,272 (2022: £211,804). Contributions totalling £50,601 (2022: £44,750) were payable to the fund at the balance sheet date and are included in creditors.

26. **COMMITS UNDERR OPERATING LEASES**

At 1 July 2023 the company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

<table>
<thead>
<tr>
<th>Period</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than 1 year</td>
<td>114,623</td>
</tr>
<tr>
<td>Later than 1 year and not later than 5 years</td>
<td>482,000</td>
</tr>
<tr>
<td>Later than 5 years</td>
<td>28,173</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>594,796</strong></td>
</tr>
</tbody>
</table>

27. **RELATED PARTY TRANSACTIONS**

At the balance sheet date, directors and shareholders of the company were owed £571,614 (2022: £655,007) by Vivobarefoot Limited. These loans are unsecured. During the year the company made repayments of the loans totalling £83,384 (2022: £389,291). Of the loans outstanding at the balance sheet date, £316,117 (2022: £399,501) are interest free. The remainder incur interest at a rate of LIBOR +2% per annum.

During the period the company made purchases totalling £13,773,406 (2022: £4,785,343) from Stella International Trading (Macao Commercial Offshore) Limited, a company owned by the Stella Group who are shareholders of Vivobarefoot Limited. At the balance sheet date the company owed Stella International Trading (Macao Commercial Offshore) Limited £3,229,640 (2022: £1,175,036) in respect of trading activity in the company’s ordinary course of business.

28. **POST BALANCE SHEET EVENTS**

In November 2023 the company issued two tranches of unsecured convertible loan notes. One tranche of convertible loan notes was issued to an existing shareholder of the company for $3.0m. The second tranche of convertible loan notes was issued to a new investor for £1.5m. The convertible loan notes have been issued to help facilitate the growth plans of the company.

29. **CONTROLLING PARTY**

In the opinion of the directors there is no ultimate controlling party.