



# YELLOW BOOK

A roadmap for the **job of your lifetime**

# ABOUT THIS YELLOW BOOK

## **This is a roadmap for the job of your lifetime.**

We want your life at Glovo to be your **best professional experience ever**. Yes, we know it sounds ambitious! We believe this is possible because Glovo is a place where things move ultra-fast and there is a big focus on talent.

The company was built upon a belief, a conviction, of the difference that we can make in people's lives. Our vision is to give everyone easy access to anything in their city.

## **This guide will walk you through your entire experience of working at Glovo.**

It will allow you to understand the rationale behind each process, honouring our principle of transparency, and it will enable you to take *Glowership* over your career development.



It doesn't matter if you are a new joiner or have been here for years, if you are an individual contributor or a leader of leaders. If you want to better understand our roots and who we are, our identity and culture, our purpose... or simply find access to tools, policies and day to day useful tips... Look no further. **You will find everything about life at Glovo here.**

**| WELCOME TO THE GLOVO WORLD**

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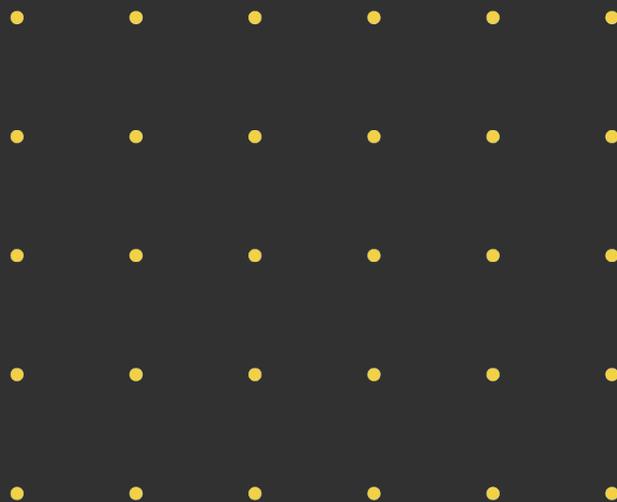
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Click on a section to be redirected to it.

01



**THE  
STORY  
OF US**



# INTRODUCTION TO GLOVO

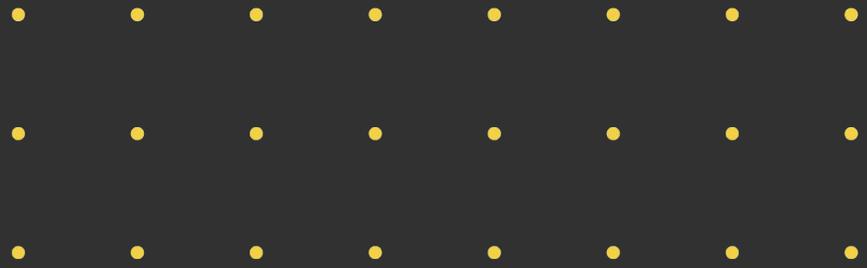
## | OUR HISTORY

We are super proud of our origins and every milestone that led us to where we are today.

Join us, as Oscar Pierre narrates Glovo's epic journey.

**Care to join?**

Glovo<sup>!</sup>



# OUR HISTORY

**By Oscar Pierre,**

CEO & Co-Founder



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“Glovo has been a crazy  
adventure since Day 1.

**Let me tell you the story of  
how it all came to be...”**

---

A handwritten signature in black ink, consisting of stylized, overlapping letters that appear to be 'OP'.

**Oscar Pierre**  
CEO & Co-Founder

# 2014



The story starts with me graduating from Georgia Tech (Atlanta, U.S.A) in Aerospace Engineering and getting an internship at Airbus' Aerodynamics department, in Toulouse.

---



I wasn't enjoying the job and decided to go back to my parent's house, in Barcelona, and build something from scratch. **I wanted to become an entrepreneur and knew that I had little to lose at 22 years old.** I had built two projects during my college years: Zikkomo, an NGO to improve access to secondary education for kids in Malawi, and LoveltLocal.es, a marketplace of goods made by local artisans.

I spent the rest of my time in Toulouse thinking about the *what*. Inspired by the first versions of Uber and Postmates in the USA, **I decided on the first slogan of the company:**

**“We deliver anything you want in under an hour”**



I called it Globo, balloon in Spanish, and changed it at the last minute to Glovo, to make it more **unique**.



I connected online with a mobile development company in Eastern Siberia, that charged me €10k for a first Glovo app MVP. **The first product barely worked, but at least it was something to start showing to investors.**

Back in Barcelona, I started pitching the idea to a few angel investors via LinkedIn, with good results. **I then met Sacha Michaud**, who was actually exploring the same business idea after 9 years working at Betfair, where he was the Managing Director of Iberia.





# 2015

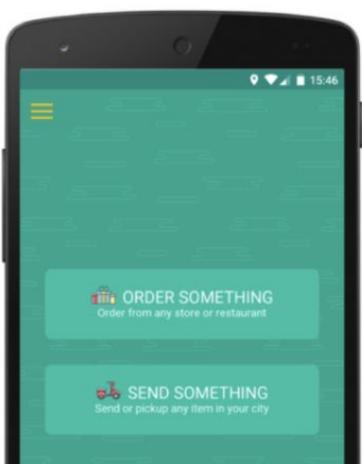


Right after Xmas holidays, I closed the first round of financing. **The company was created, with 140k€ of funding, and valued at less than €0.5M.**

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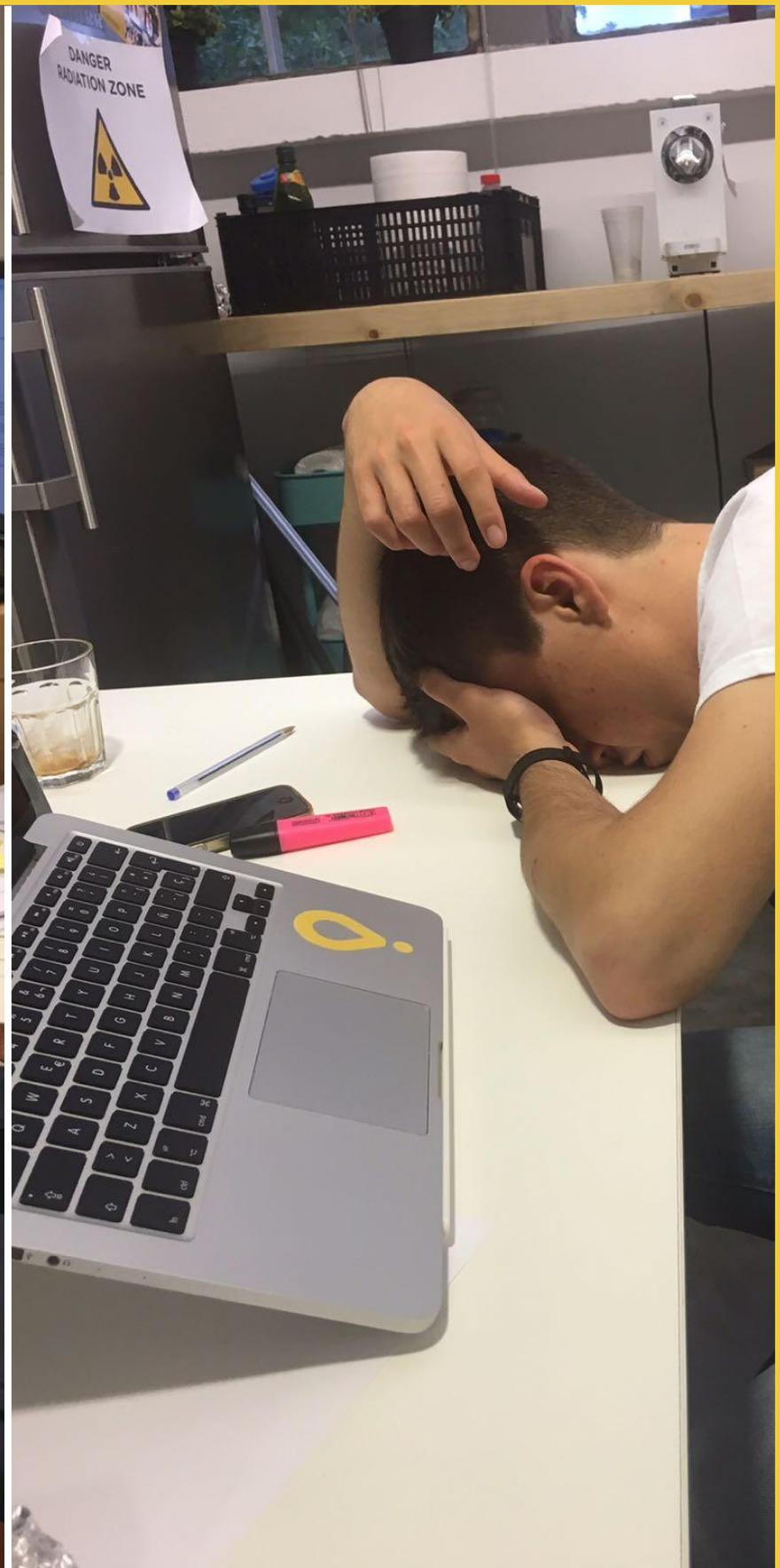
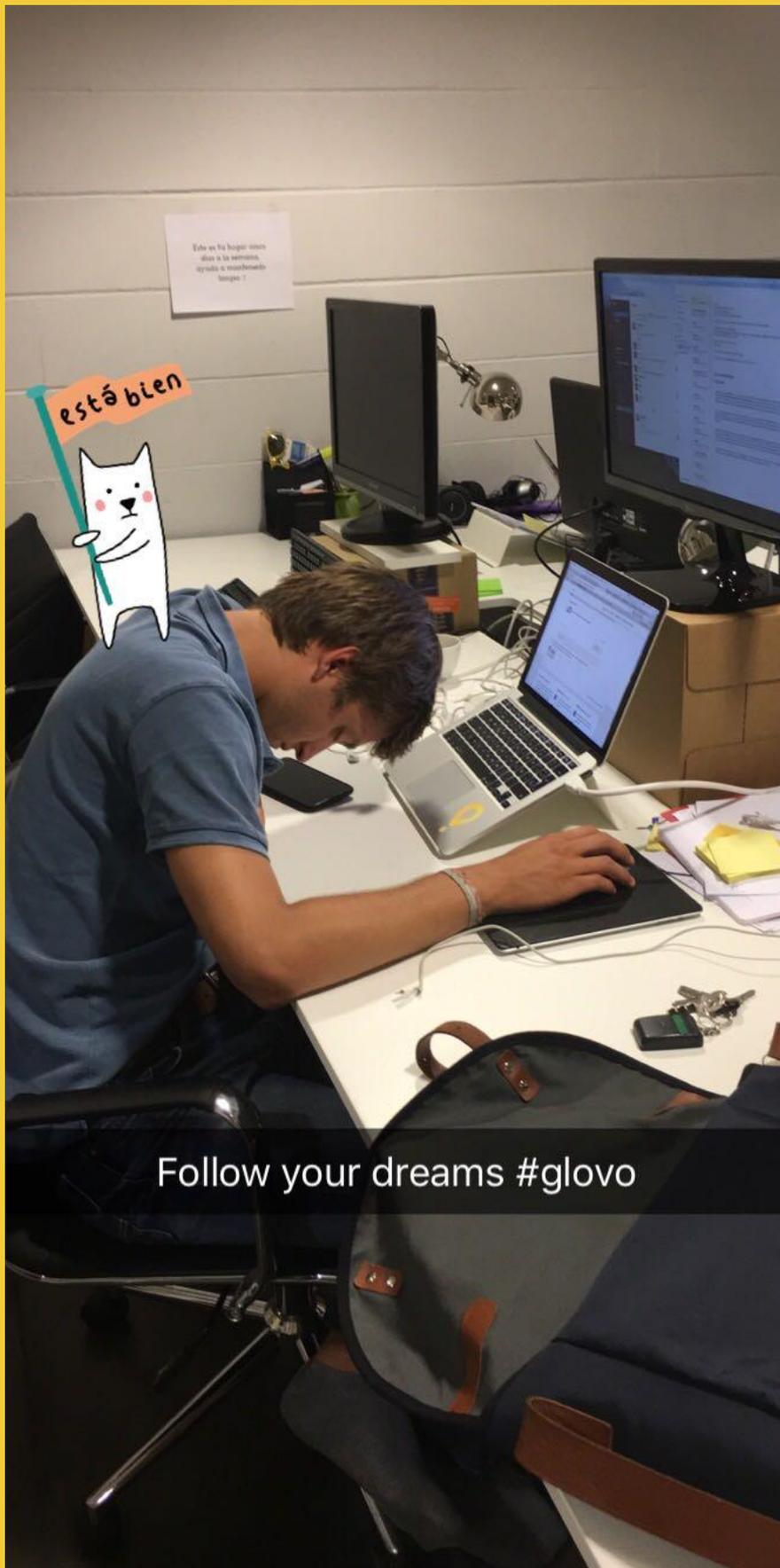
Sacha invested in this first round (he has always been a gambler! 😊), and a few weeks later **decided to join the company full time as a co-founder**. Sacha's experience complemented my profile very well and helped giving confidence to the early investors.

**A team of 6 got created:** a marketing specialist, a designer, an Ops agent, a tech lead, and 2 Co-Founders; together we moved to an accelerator co-working space.



In March, Glovo started delivering real orders with two options on the app: "Buy something" and "Send something". At this point, this was a premium service as the only income was the customer's delivery fee (a fix 5.5€ x order).

**This is what we called Glovo 1.0**





**The beginnings were tough**, with less than 10 daily orders for several months. It was hard to keep a balanced supply of couriers and demand of orders, and the entire team was connected 24/7 to take pending orders and jump into our bikes to deliver them.

Glovo got a lot of press coverage for its “magic service”, but the company was failing to acquire and retain customers after four months of operations. **We were starting to run out of money.**



**In summer, we decided to acquire JustBell**, a new business launched by Antai (a local Venture Builder), whose mission was to build an on-demand online personal assistance.

JustBell's product was in a very early stage but we knew their co-founders were well connected to local investors and could help us fundraise.

.....



Bartek was collaborating with JustBell and joined Glovo to lead Product development. **After the merger and with little cash left, we worked together on the next fundraise and achieved 2M€**, led by Antai and other Spanish business angels.

# 2016



Glovo moved to a bigger space inside coworking Barcelona Activa. The team was now close to 20 people, with only 5 engineers. Growth was still the main concern and money was running out again



**A big strategic decision was made:**

**To build a marketplace of local stores/restaurants and charge them a revenue commission per order.**

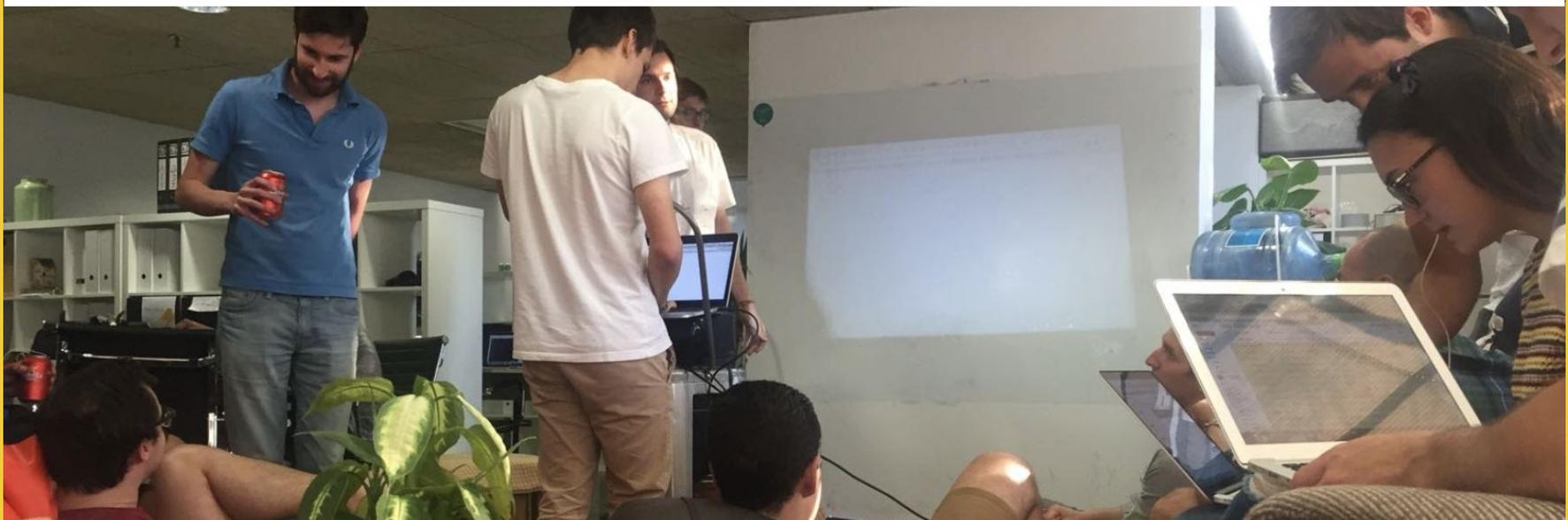
This would allow Glovo to grow better by charging lower delivery fees and show relevant content to the user, with menus and prices.

**This became Glovo 2.0: unlocking local inventory in cities.**

**FIRST OFFICE: CARRER CALABRIA**



**SECOND OFFICE: BCN ACTIVA**







.....

We hired Glovo's first Head of Sales, Gonzalo, to start building a network of **"partners"** (restaurants, pharmacies, stores, etc.).

.....



**Sindur**  
Indian Cuisine

**The first restaurant to sign a partnership contract was Sindur**, an Indian restaurant in Barcelona, with a 15% commission.

**As partners were getting signed, Glovo could afford to lower the delivery fees and growth results improved significantly.** Unit economics, still negative, also started to improve.

.....

With this new value proposition, **Glovo convinced the first VC (Seaya) to lead our Series A** of €5M at a valuation of approx €9M before summer.

.....



**Glovo expanded its service to a total of 6 cities in Spain and bought Foodinho**, a Milan-based food delivery business, to start its international expansion.

Towards the end of the year, **Glovo also expanded to Paris** 🇫🇷

# 2017

With ten operating cities and still unable to make a positive operational margin, our losses started to grow very fast. In January, the company started working on a €10M Series B that would become its most difficult fundraiser in its history.



By April, and with two months of cash left, I had **pitched to 100 european VC's, and was declined by all of them.** Sacha and I had to put some money in the company to cover salaries until the rounds were finalized.



Meanwhile, **the business was growing fast in users - and also in losses.** The team convinced McDonalds Spain & Italy to start doing delivery in an exclusive partnership with Glovo, which boosted downloads and new customers.



At this point, **Glovo became the first delivery company in the world to break the Uber-McDonalds global delivery exclusive deal** they had signed a year ago.





Glovo, still with a small tech team, put a lot of focus on improving margins to reduce burn and increase the company's life runway. Before summer, with only a few weeks of cash left and having been declined by 117 investors, Glovo got introduced to Rakuten, the Japanese Amazon, who quickly showed interest in leading Glovo's Series B.

**Rakuten, Cathay and Seaya led a 25M€ round at a pre money valuation of €45M.**

The team could finally breathe and started to think big. ....

**Glovo had the opportunity to become one of the biggest european tech companies.**

This is when we defined the first version of our core values during a VP's summit. In the back-to-school Culture Day, I presented to the team an aggressive international expansion, starting with Latam. **Big risk, big upside, and big speed needed to succeed.**

.....



Arnau, then VP of Operations, packed up his things in November and moved to Santiago de Chile to start the Latam expansion. Carles took his role as VP Ops. **In less than 12 months, we operated in most of South America countries.**

# 2018

**Time-to-market** was crucial in Latam, with other players like Rappi, UberEats and DeliveryHero expanding across the region. Glovo starts with Chile, Peru, Argentina, Uruguay, Ecuador, Costa Rica and a big bet: Brazil 🇧🇷



**Glovo's yellow playbook worked well and Latam growth was very impressive.** Brazil, though, was not taking off due to local competition.

The team started traveling a lot but always trying to be super **lean** (maybe too much?): sharing bedrooms and booking the cheapest hotels and hostels! **Backpacking 100%**. There's so many stories and we lived through many adventures... In Madrid, we even converted one small office room into a mattress for 3 people to avoid the hotels cost!



Back in Barcelona, we built an **EMEA expansion team**, and launched markets like Romania, Ukraine, Turkey, Morocco and Egypt. During 2018...



**Glovo grew from 4 to 21 countries, launching a new city every two days. To support this expansion, our teams grew a lot too: from 200 to 1000 employees.**

.....

**From July 2017 to July 2018 total orders grew by 675%!** In the same period, we were seeing more than half a million monthly active users worldwide. We had 7 times the Glovers we had a year ago (11.8K).



In 2018 we also signed a new round of 115M€, onboarding to the shareholder base Amrest, Delivery Hero and Idinvest. **In September, we acquired Foodora Italy. In October, we launched our first CookRoom in Barcelona.**



We got to know Getir, a Istanbul based start-up delivering convenience groceries in <10min from small warehouses in the city; aka “darkstores”. The service was amazing and we decided to test it out in Madrid. Two months later, **Glovo launched its first Darkstore.**

Around the same time, Groceries team was also launched with a double mission: **to build a marketplace of grocery chains (à la Instacart) and complement it with our ultra-fast convenience delivery through darkstores.**





Glovo realized that it had a **huge bottleneck: engineering capacity.** With only 20 engineers, the complexity of the business was skyrocketing and Tech couldn't keep up with the business requirements to keep scaling.

Our unit economics were still negative and we needed tech to fix it. **We set ourselves a big goal: growing from 20 to 300 engineers in two years.**

Towards the end of the year, things became more challenging. With only one market in positive operational margin, losses crossed the 10M€/month. In Spain, our most valuable market, **a new aggressive competitor launched...**

**Uber Eats** - challenging our path to a sustainable leadership.



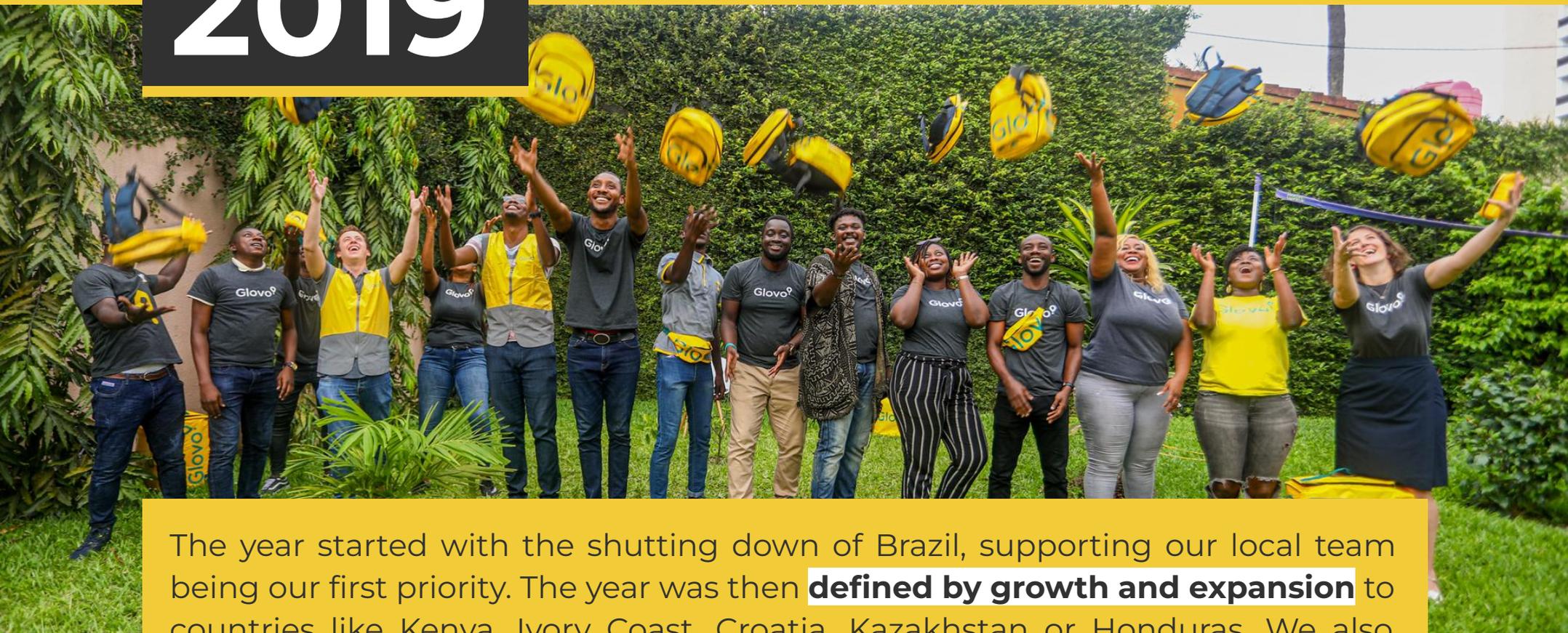
The team realized we had spread ourselves too thin across too many markets, and now we didn't have enough resources to win everywhere. Some markets were growing very well, but not all.

Brazil, with 20 cities launched and over 100 local employees, was a black-hole. In December, the management team, loyal to the "Go fast, fail fast" mantra, took its toughest decision since starting Glovo: **shutting down Brazil.**

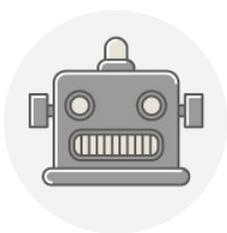
Glovo **cares** ❤️

By the end of the year **we launched Glovo Cares!**

# 2019



The year started with the shutting down of Brazil, supporting our local team being our first priority. The year was then **defined by growth and expansion** to countries like Kenya, Ivory Coast, Croatia, Kazakhstan or Honduras. We also acquired Domicilios.com in Ecuador and Peru, and decided to sell Chile to Pedidos Ya.



**The tech team was also growing.** We decided to prioritize our Glovers cluster first to build a better product and logistics efficiency for our couriers.

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This was also the first year we experienced big media noise in Spain and Italy around our relationship with Glovers.

We achieved break-even operational margin towards the end of December - **meaning the company wasn't losing money on a per order basis anymore (wohooo!)**. We bought PizzaPortal, a gen1 player owned by Amrest in Poland for 35M€. We also raised 2 rounds of financing: €160M in April and €140M in December led by Lakestar and Mubadala.



**The Social & Sustainability team was built** and led by Sacha.

**A new star was born:** .....



**Glopi , our mascot.**

A giant Pineapple that cheered us up and actively participated in our day to day lives!

**We love Glopi's good vibes!**

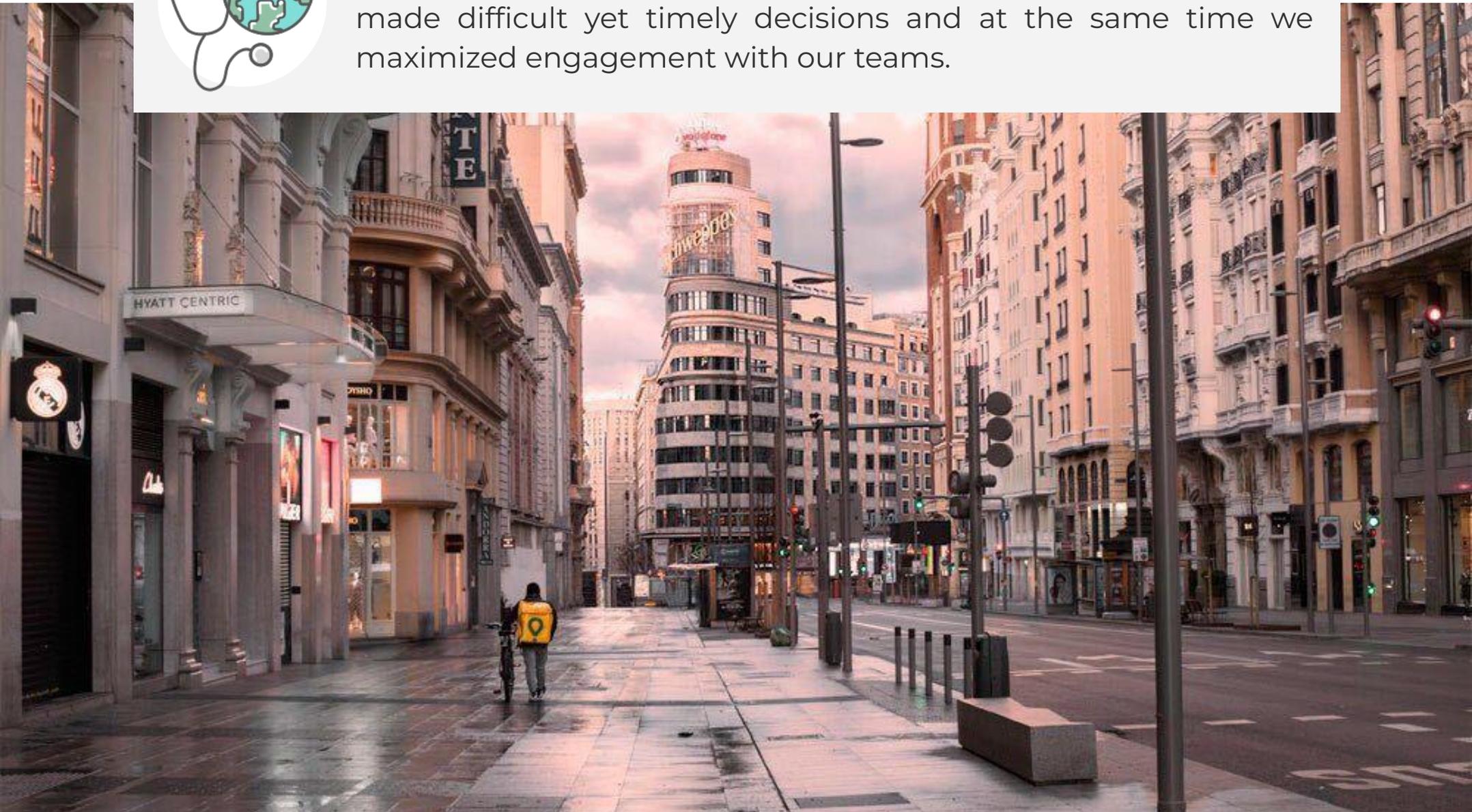


# 2020

We started 2020 with more consolidation efforts with the objective to focus on markets that were working well. For this reason, we shut down Egypt, Turkey, Uruguay and Puerto Rico.



Then followed a difficult period worldwide, marked by a **pandemic crisis**. We entered into a remote working dynamic, made difficult yet timely decisions and at the same time we maximized engagement with our teams.





After the first months of lockdown, **Business and especially Groceries** experienced significant growth.

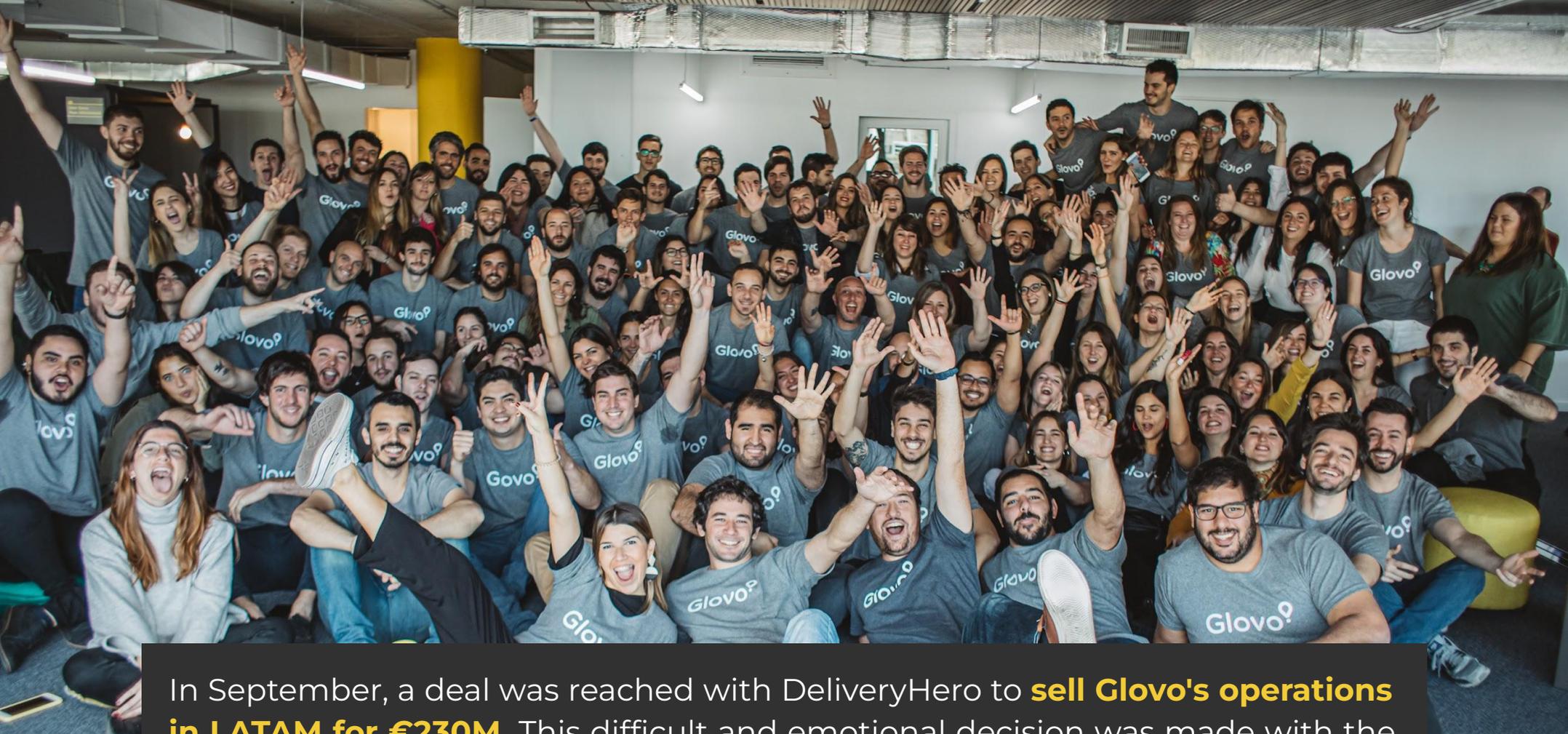
Groceries % of Glovo's Sales grew from 2% to 12%, and the team managed to sign hundreds of grocers including Dia, Silpo, Biedronka, Marjane... **Meanwhile, we kept on launching darkstores** to serve our customers faster, and had 18 operating.



**Geographic expansion continued,** especially towards the long tail of cities inside our markets, but also to some new markets like Uganda, Moldova and Kyrgyzstan.



Our social impact projects gained more importance and weight, as we became essential in helping our communities. We committed to **10% of Glovo's orders having a social purpose** within the following 3 years.



In September, a deal was reached with DeliveryHero to **sell Glovo's operations in LATAM for €230M**. This difficult and emotional decision was made with the strategy of achieving a portfolio of markets with strong leadership.

During 2020, we fixed our margins, and now as we enter into 2021, the company is generating close to 10M€/month in operational margin.

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## The sky's the limit!

**Oscar Pierre**  
CEO & Co-Founder

## A FEW WORDS FROM OSCAR & SACHA

Welcome aboard Glovo's  
rocketship!

Over the past few years, we have  
learned how to walk and now it's  
time to run.

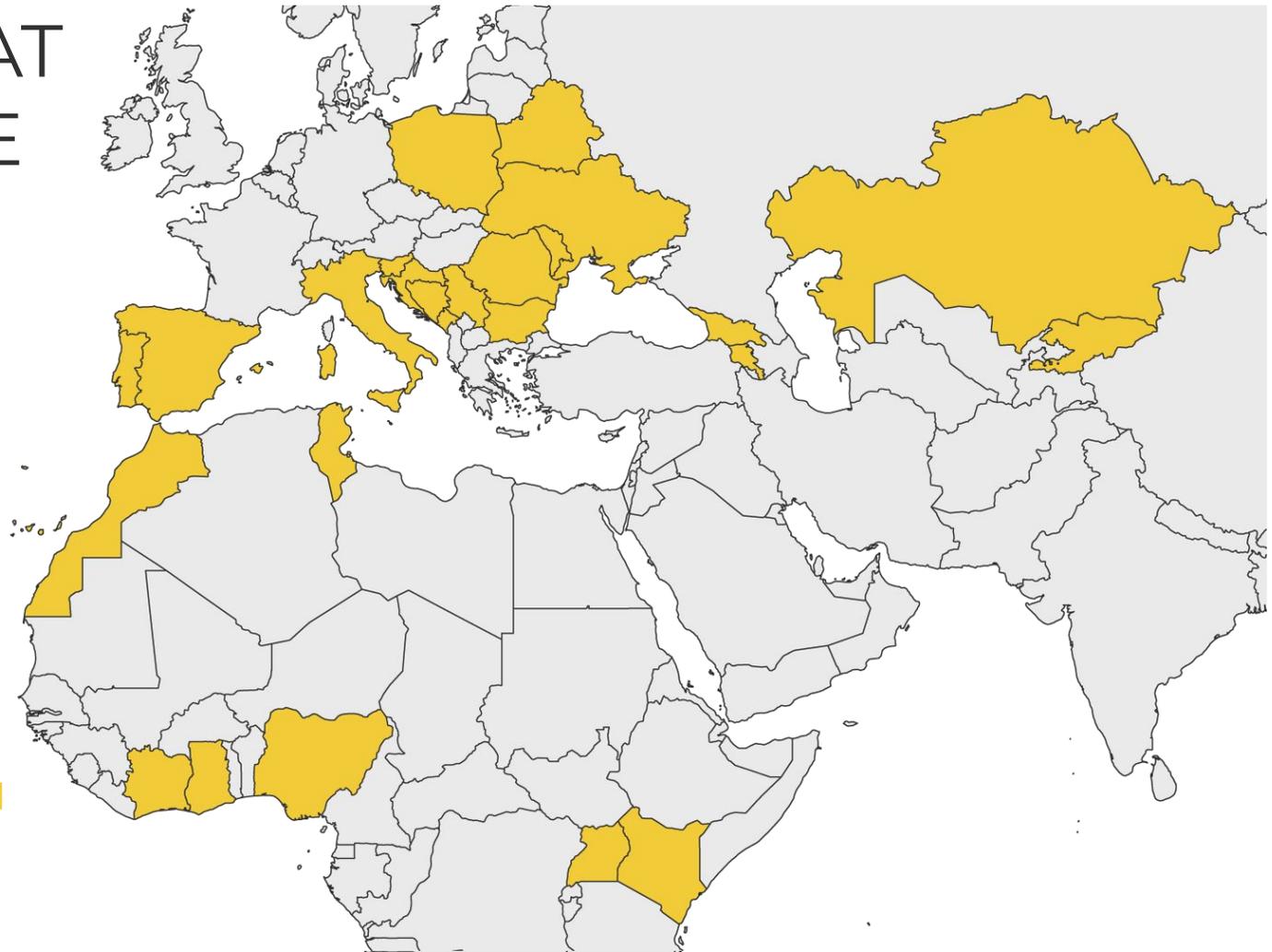
Glovo is a unique lifetime  
opportunity to create massive  
positive impact and disrupt how  
everyone accesses anything in their  
city easily.

We feel extremely thankful and  
proud to be part of this adventure  
with you.

Remember that we are still tiny but  
that sky's the limit!



# GLOVO AT A GLANCE



# 22+

**Countries\***

Considered the **biggest** gig-economy platform in Europe

**1080+** **Cities**



**60K+** Glovers

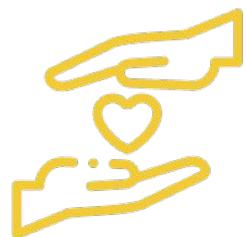


**13M+** Customers



**115K+** Stores

**Check out all the countries directly on our intranet.** Hungry for more info about us? Visit our website and continue exploring! <https://about.glovoapp.com/en/>



At Glovo, we are committed to all of our communities.

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We have special teams that

**work for our users, partners  
and glovers satisfaction**

during the time they are connected to the platform and collaborate with us.



# COURIERS

Our Glover Experience team (GX) is entirely dedicated to **improving the platform operation and working alongside couriers** to make sure the experience fulfills their expectations and needs as much as possible.

**Amongst other things, we are working on:** .....



### **Glover Satisfaction:**

Surveys and monthly meetings with the Glovers Committee



### **Benefits program for couriers:**

from Job Boards to language or coding courses, technology or vehicles discounts, specially tailored for couriers.



### **Fair payment:**

Glovo has partnered with **WageIndicator** to ensure that we are paying a fair and decent wage to make a living, using objective criteria. Check average earnings per hour per country [here!](#)

# GLOVO BUSINESS MODEL

Glovo's business model - being **on-demand** - needs **flexibility**



**Labour regulation varies a lot from country to country**, and so we adapt to the type of figure that provides for more flexibility. In most of the countries, these are **freelancers**. Flexibility is the most valued by couriers - in fact, on our latest survey, **65% of the couriers mentioned they prefer a flexible model**.



On the other hand, new business models such as the on demand economy usually don't fit in existing regulations, creating what we call **frictions**; this is, the impossibility of completely adapting.



**That's why we work together with the governments and the couriers to find innovative solutions** that can better fit the activity and benefit all of its ecosystem. Solutions that allow for more protections and benefits. The on-demand economy will be in constant evolution **there's always room for improvement** — new ways of looking at a problem and new solutions — and we're a company that always strives to do more, where we can.

**Want to know more?** You can check Glovo's FAQ **here** and Glovo's corporate website **[here](#)**.

## This is our Senior Leadership Team.

Our structure is composed of a strategic set of departments and teams that have varying tasks, but that **work together towards a common goal:**

**TO GIVE EVERYONE EASY ACCESS TO ANYTHING IN THEIR CITY.**

It's all these departments' contributions that makes up Glovo the well-oiled machine you see operating today!

# GLOVO LEADERSHIP



**OSCAR PIERRE**  
Co-Founder & CEO



**SACHA MICHAUD**  
Co-Founder & VP  
of Public Affairs



**BARTEK KUNOWSKI**  
VP of Product



**ARNAU CORTÉS**  
VP International



**CARLES ROSAS**  
VP of Operations



**EDU ROS**  
VP of Finance



**ALEX MENAL**  
VP of Marketing

# GLOVO LEADERSHIP



**ANA CHAMPETIER**  
VP of Food Innovation



**DANIEL ALONSO**  
VP of Q-commerce



**PETER KAINEDER**  
VP of Corporate  
Development & Partnership



**MAURICIO GOMEZ**  
VP of Strategy &  
New Business



**NAREK VERDIAN**  
VP of Technology



**RODRIGO ADANYA**  
VP of People

# GLOVO MANAGEMENT

South Western Europe (SWE) + South Eastern Europe (SEE)



**DIEGO NOUET**  
GM Iberia



**JOAQUIN VAZQUEZ**  
GM Portugal



**ELISA PAGLIARANI**  
GM Italy



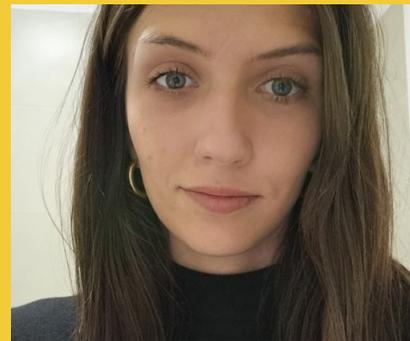
**CARLOS SILVAN**  
GM Poland



**VICTOR RACARIU**  
RGM SEE



**BORUT MARKELJ**  
Country Lead Slovenia



**ESTER WEINGARTNER**  
Interim GM Croatia



**IVAN LAKETA**  
Interim Country  
Lead Bosnia



**BRANIMIR DJUROVIC**  
GM Serbia



**BOJANA RADOVIC**  
Country Lead  
Montenegro



**ALEX JORDANOV**  
GM Bulgaria



**ALEXANDRU  
MIHALACHE**  
Country Lead Moldova

# GLOVO MANAGEMENT

Europe & Central Asia (ECA) + Africa

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**CRISTINA DE LA ROSA**  
RGM ECA + Africa



**DMITRY RASNOVSKY**  
GM ECA



**AIKANYSH  
SAPARALIEVA**  
GM Kyrgyzstan



**PRISCILLA MUHIU**  
GM Kenya



**KARIM BOGUSPAYEV**  
GM Kazakhstan



**WILLIAM BENTHALL**  
GM Sub Saharan Africa



**TONI PEREZ**  
GM Morocco

# GLOVO MANAGEMENT

Europe & Central Asia (ECA) + Africa

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**PEARLYN BUDU**  
GM Ghana



**SAQIB MUNIR**  
GM Uganda



**CHRISTINA  
GORNOSTAYEVA**  
GM Ivory Coast



**NATALYA TARASEVICH**  
GM Belarus



**BERTA MORERA**  
GM Amenia



**HAMZA  
NACIRI BENNANI**  
GM Tunisia



**LORENZO MAYOL**  
GM Nigeria

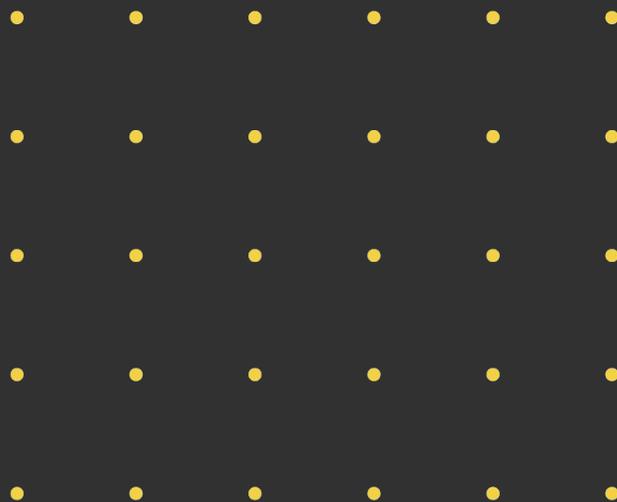
We're still tiny but we have lots to do  
We keep our feet on the ground, and  
don't forget our origins

**We continue to look ahead for  
All the things we can achieve**

We want you to share our values and  
our vision, to feel thrilled by a fast paced  
and challenging environment to be  
excited to learn and contribute...

**We invite our employees to  
help us write the future  
chapters of this amazing  
history!**

02



**WHAT WE  
STAND  
FOR**

# OUR CULTURE



**Vanilla is a  
flavor we **don't**  
like at Glovo.**

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## | A NON-VANILLA CULTURE

Most people like vanilla... and we are okay with things that not everyone likes. As a company, we like to take risks and move fast.

We are not vanilla in the way we relate to each other, share feedback and make decisions. **We are honest and transparent with each other without compromising on good vibes along the way.**

As you explore this culture, we want you to love every step of the experience! Our goal is for you to **identify with the core values and for your purpose to be aligned with ours.**



## VALUES, PRINCIPLES & BEHAVIOURS

- + Our values represent our history and are naturally evolving with it.
- + They support our vision and reflect what we value the most.
- + They reflect who we are, what guides our decisions & behaviours.



## **GAS**

Driven to deliver quality results quickly

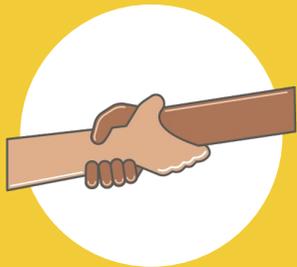
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## **GOOD VIBES**

Bring positivity and communicate openly

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## **STAY HUMBLE**

Self-aware and open to learning

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## **CARE**

Uplift people and the planet

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## **GLOWNERSHIP**

Act as proud owners

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## **HIGH BAR**

Focus on top performance

# GLOVO'S VISION

**We believe that life is better when you can have what you want, when you want it.**

Our vision, our long-term goal, is:

**TO GIVE  
EVERYONE  
EASY ACCESS  
TO ANYTHING  
IN THEIR CITY**



Read Glovo's Vision playbook [here](#).



## DIVERSITY & INCLUSION

**At Glovo, diversity is part of our DNA.**

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We actively work to create a more inclusive environment that reflects the richness of the world around us. A place where everyone can bring their true authentic self to work.

**We want to bring everyone in,  
and lift everyone up!**

## WE AIM TO CREATE

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An environment where  
**we can all be ourselves**

---



Teams of talented people from  
**a wide range of backgrounds**

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A place where  
**we can all perform to the best of our abilities**

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Working in a  
**supportive and flexible environment led by  
inclusive and effective leaders**

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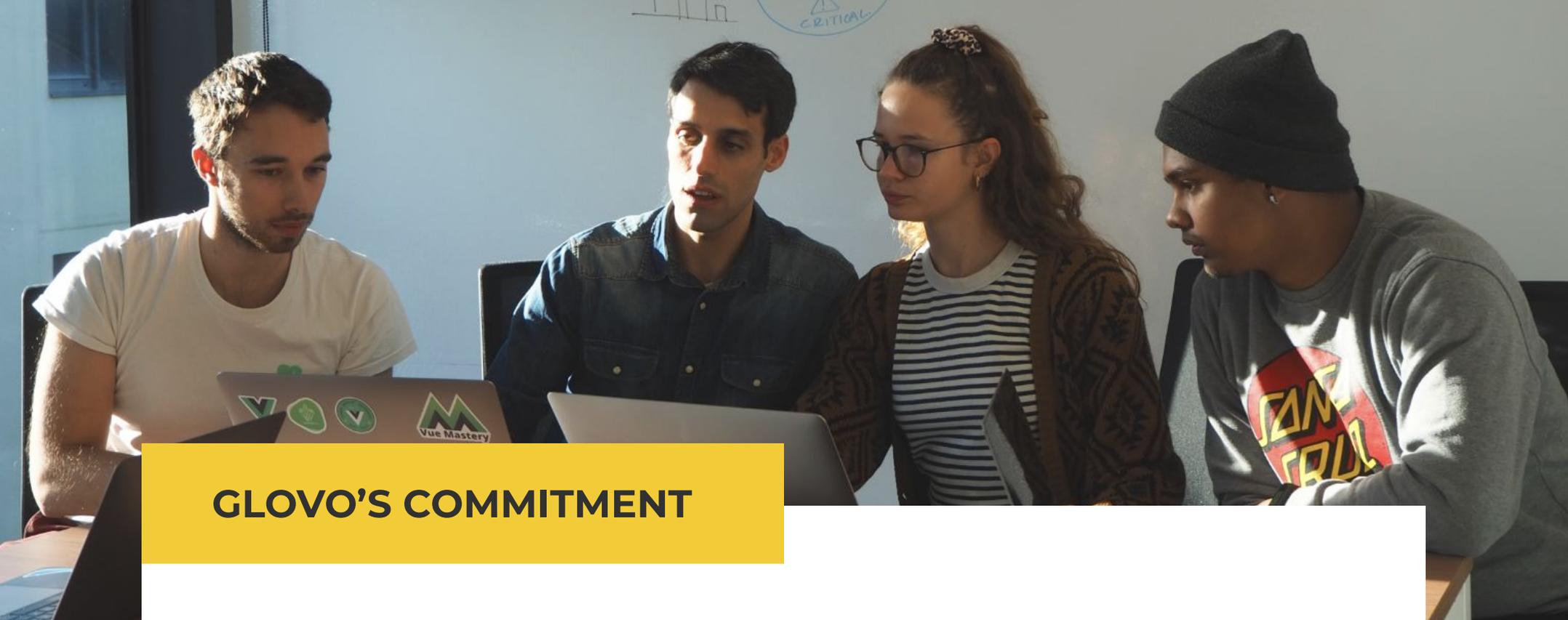


A culture where  
**we can raise ideas and challenge one another  
in a respectful way**  
to arrive at the best decisions

---



A place where  
**we understand and respect differences**



## GLOVO'S COMMITMENT

Glovo will encourage diversity and make sure everyone has the same opportunities regardless of their gender, ethnicity, nationality, sexual orientation, political or religious beliefs, etc. We will never condone any discriminatory action.

## YOUR COMMITMENT

### **As an Employee:**

Work on your self awareness to identify your unconscious biases and manage them to make sure you contribute to an open minded, inclusive work environment. Don't engage in unequal treatment and raise your hand if you see any of that happen.

### **As a Leader:**

Work towards creating genuine diverse teams in which difference is not just "tolerated" but embraced to create competitive advantages from it. Make sure all voices are heard and take corrective action if anyone in your team acts against this premises.



# SOCIAL IMPACT



At Glovo, we are committed to **generating a positive impact** on society and the environment.



In 2020, we identified **our Social Impact Dreams**: the things we believe we can be the best at by leveraging our technology and catalyzing impact within our community.



We have also identified **our Social Impact Musts**, which are the things we need to do in order to become a responsible company.

You can learn more about our social impact vision by going through Oscar and Sacha's letter to Glovo's community [here](#).

# DREAMS

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## LOGISTICS FOR ALL

**We aim at making last-mile logistics accessible to NGOs and social entities that are supporting vulnerable individuals and communities.**

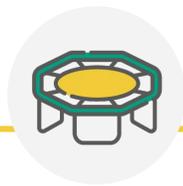
**How?** Scaling the Glovo Access project and making essential goods available for the most vulnerable collectives. Learn more about our projects [here](#).



## FOOD FOR ALL

**We aim to contribute to reduce hunger in our cities by leveraging our network of partners restaurants and supermarkets.**

**How?** Designing and scaling-up different initiatives such as placing fridges with free food around our cities, facilitating food donations for our partners' restaurants, etc.



## TRAMPOLINE FOR COURIERS

**We aim to ensure that being a glover is a way to access more qualified jobs through upskilling, employability and entrepreneurship programs.**

**How?** Offering Glovers with learning opportunities, CV-building support, support to business creation, a job board to apply to open positions in partner restaurants, etc.



## WOMEN IN TECH

**We aim to impact the next generation of women so that more of them end up pursuing a career in tech.**

**How?** Hosting sessions in secondary school classes with female tech role models, doing a 2 days in-office event, creating an orientative doc for parents, teachers and students, etc.

# Glovo!

## MUSTS

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### CULTURE OF IMPACT

**We aim at making Glovo an exemplary company in terms of environmental, social and governance standards and eventually join the B-Corp community.**

**How?** Ensuring continuous stakeholder dialogue to take into account our community's expectations in our decision-making process, disclosing every year an impact report etc.



### ECO-IMPACT

**We aim to reduce and compensate the CO2 emissions from our entire value chain.**

**How?** Offsetting 100% of our delivery emissions through an agreement with Pachama ([Read more here](#)), selling sustainable packaging to partners at discounted prices, helping them reducing food waste, etc.



## WHO CAN GET INVOLVED

**Anyone with the desire to have an impact!**

### HOW?

#### **Become a Social Impact Ambassador**

In every country, a Social Ambassador was appointed by the GM to lead social impact initiatives locally. When a position gets vacant, we'll open applications internally!

#### **Participate in the Glovo Citizens Program**

Every year, you will have the opportunity to apply to Glovo Citizen, our internal program aiming at co-creating social impact projects with people from our community of users (partners, couriers, and customers).

#### **Volunteering to help the Social Impact team**

If you have any social impact project idea, or if you want to volunteer to give support to any ongoing projects, you can write to [socialimpact@glovoapp.com](mailto:socialimpact@glovoapp.com) and we will get back to you!

# VOLUNTEERING AT GLOVO



As a responsible fast-growing company, Glovo is committed to contributing to social (diversity, inclusion and belonging), environmental (sustainability) and emergency (humanitarian crisis and natural disaster) causes in a meaningful way.

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**We want to provide the opportunity to all of us - as a company and as individuals - to come together and make an impact in our communities while contributing to the causes that are most meaningful to each of us.**

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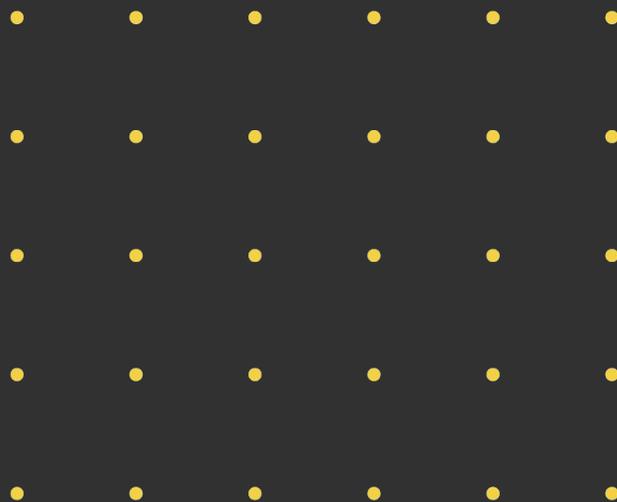


At Glovo, there's different ways in which employees can engage with the local community and help make it more inclusive: We can contribute our time by volunteering on the field, either individually or as part of a team, or volunteer with our skills (remotely, too!). Also, we can contribute financially, by making a donation, or starting a fundraiser.

Apart from doing good, volunteering is also about expanding our horizons, learning new perspectives and bringing them back to Glovo.

**Let's get started!**

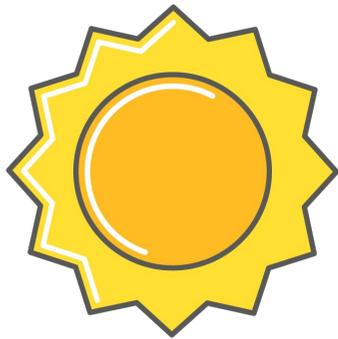
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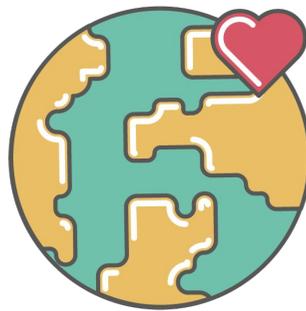
**CREATING  
MEMORIES**

# EMPLOYEE REWARDS & BENEFITS

**We want Glovo to be the job of our employees' life.** It will be fun, challenging and full of learnings. From helping you experience each day to the fullest, sharing memorable moments along the way, to investing in your future... **We've got it covered!**



Experience  
each day



Care for  
the future



Share  
moments

\* Benefits may vary by country or office location.

# EVENTS, TALKS & TEAM-BUILDING

As part of our **Glovo Culture**, we host various events and talks on a **regular basis**. They allow us to learn and collaborate together, to share our progress and challenges in full transparency, and of course to proudly celebrate our many milestones and achievements!



## Stand Up

Weekly Monday company-wide webinar led by our CEO, Oscar to share business and company updates.



## Q&A Sessions

Monthly sessions to foster our culture of transparency, where you can ask your questions or voice your concerns to Oscar or members of the executive team in live.



## Culture Day

Bi-annual get-togethers to learn about important news, projects, discuss global strategy and celebrate everyone's accomplishments.



## **Glovo Festival**

Annual global event where you have a wide variety of live sessions happening simultaneously to choose from. Topics range from self-development workshops, to business deep-dive, to various challenges. The event closes with a company-wide session and a concert.



## **Internal & External Talks**

Invited speakers for a wide variety of topics, ranging from business deep dives, tech talks, to motivational personal journeys. Get ready to be inspired!



## **Team building & bonding activities**

Teams can organize their own events to share a different working day or activities to strengthen their bonds! You can learn more about it on this [\*\*link\*\*](#).

04

**YOUR  
EMPLOYEE  
JOURNEY**



## THE RULES OF THE GAME

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ARE YOUR EXPECTATIONS HIGH?

**They certainly are, we aim for the best**

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IS THE ROAD TOUGH?

**Most definitely, we still have lots to do and learn**

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WILL IT BE WORTH IT?

**Without a doubt!**

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At Glovo you **will navigate the way you perform and your career development** through different venues. You will have many opportunities to learn and grow; we will provide all tools and resources to help you take **ownership** and thrive.

# HIRING AT GLOVO



Working with **talented, passionate and high-performing** people is our key to success and therefore hiring right is fundamental. Keeping our bar high is also your commitment.

You might be conducting interviews, referring someone, applying to an internal position, representing our brand at an event or just talking to some colleague about your job at Glovo. All of these are ways of expressing **GLOWNERSHIP** in our **HIRING SUCCESS**.

## OUR HIRING PRINCIPLES ARE:

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- + Every new hire will increase our **talent density**.
- + We will hire **top-notch talent** in the market.
- + **High culture fit** will be key to succeed at Glovo.

# ONBOARDING AT GLOVO

The onboarding isn't just a few days deal for us. It's a continuous process that we don't take lightly!

Making sure that you are immersed into our values, culture, and expected behaviours from Day 1 **will guarantee your happiness and productivity at Glovo.**

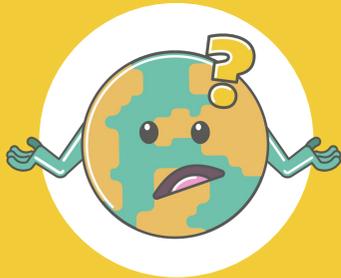


**Joining remotely?** No problem! We've adapted our ways of welcoming and integrating you to the Glovo family, and maximizing engagement with your team in this virtual context.

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We have **training sessions and materials** that introduce you to our company, values, and ongoing projects, so that you are ready to carry out your job and be an active member of our community.

# POST ONBOARDING & PROBATION



## SO... WHAT HAPPENS AFTER THE ONBOARDING?

We care about your journey past your first few days and we want to see how you've been doing!

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## 60 DAY SELF-ASSESSMENT

Two months after your start date, you will receive this assessment where you tell us how things are going and if there's something your Manager and/or People Partner can do to improve how you are living your new job.

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## ARE YOU ALIGNED WITH GLOVO'S CULTURE, VALUES, HIGH STANDARDS AND VISION?

The **Probation Period** helps managers determine this about each new joiner and to see we're a good fit for each other! If you are a Manager, you will get a **Manager Assessment Questionnaire Tool** to assess continuity.

**Remember:** Non-vanilla culture aims for transparency and honesty!

# PERFORMANCE STANDARDS

Performance is very important to us: we know it is the key for us to achieve our ambitious goals. Also, we drive versus measure performance, with a **continuous feedback** based approach, to ensure we continue moving towards a more successful future at Glovo.

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## “RAISE” - Our performance believes:



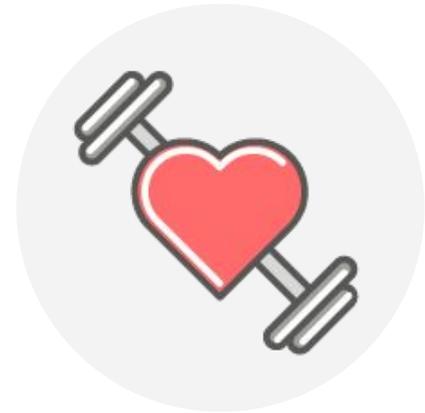
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**Talent is our biggest asset**



2

**Talent is equal to culture fit and results achievements**



3

**Great talent brings great talent - and the opposite is also true**



## OUR FOUR PILLARS

<b>Performing Lean &amp; Creative</b>	<b>Hire to Perform</b>	<b>Feedback To Perform</b>	<b>Managing Performance</b>
<p>Teams will operate lean, resourcefully and creatively</p>	<p>Every new hire will increase our talent density</p>	<p>Feedback will be asked for at every moment and embraced when provided</p>	<p>Performance will be assessed and acted upon through the whole lifecycle of the employee</p>
<p>Headcount planning will take place every semester</p>	<p>We will hire top-notch talent in the market</p>	<p>Feedback will be provided with radical transparency and candor</p>	<p>Our Top Talent will be developed and recognized</p>
<p>Off cycle headcount requests will go through a strict approval process</p>	<p>High culture fit will be key to succeed at Glovo</p>	<p>Non confidential 360 feedback will be the norm</p>	<p>Generous exit terms will make departure smooth</p>



## GLOVO'S COMMITMENT

Led by strong leaders, we aim to define, foster and drive a high performance culture through a very high hiring bar, and impactful, best-in-class performance management tools to foster feedback and manage employee development and performance.

## YOUR COMMITMENT

### **As an Individual contributor:**

Drive your own high performance in an environment of trust and **Glowership**, carrying out regular performance check-ins with your manager, providing radically transparent feedback and actioning on any received.

### **As a Leader:**

Work with discipline to manage talent and performance: hold regular check-ins with your team to provide timely, impactful and tailored feedback; coach team members on how to improve and lift their performance and act fast in cases where it is clearly not working!

# TALENT DEVELOPMENT



At Glovo we strongly believe **our people are our greatest asset.**

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We work hard to create the job of your life and we know that means providing a meaningful talent development framework which promotes **career development, competency mapping and internal job moves.**

Of course, you will be the main owner and driver of your growth opportunities, by seeking feedback and acting upon it, being attentive to and jumping into new challenges that defy and ultimately expand your comfort zone.



## GLOVO'S COMMITMENT

To provide the resources and tools to ensure you have the the job of your life at Glovo. We will design and deliver tools, information, talent mobility opportunities and support so that you can reach ambitious professional development within Glovo.

## YOUR COMMITMENT

### **As an Individual Contributor:**

Speak with your manager about your career ambitions. Study the competency models for your areas of interest. Build a comprehensive career development plan: you create and own your career path at Glovo.

### **As a Leader:**

Provide coaching, guidance and support to your teams to help them realise their professional ambitions and make the best of their own potential. Talent does not belong to you or your team, but is part of a much larger Glovo.

# LEADING @ GLOVO



Leaders are key for Glovo to achieve its purpose by driving all employees towards our goals and representing our core values; we believe in providing these leaders with all the necessary management tools to facilitate that mission.

## GLOVO'S COMMITMENT

Drive leadership capability to ensure our teams are motivated, engaged and organized to perform to the best of their ability. Provide support through experienced People Partners in the “moments of truth” each leader will have with their employees.

## YOUR COMMITMENT

### **As a Leader:**

Commit to your own development actions, accepting that as a leader, you never stop learning. Be self aware and resort to bottom-up feedback from your employees, keeping an open mind and go-get attitude to identify how you can do better as a manager, then acting upon it, to make a real difference to your leadership impact.

# GLOVOICE



## WHAT IT IS FOR?

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Glovoice is our custom engagement survey sent to all employees 3 times a year. The aim is to assess how motivated and engaged you are to perform your best at work each day.

### **As an Individual Contributor:**

Please provide honest feedback to the GloVoice survey. Participate and engage in action plans derived from your team's survey results.



## WHAT IS ASSESSED?

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- Employee's motivation to work.
- Teamwork efficiency.
- Support received from manager.
- Overall personal experience.



## WHAT WE DO WITH THE RESULTS?

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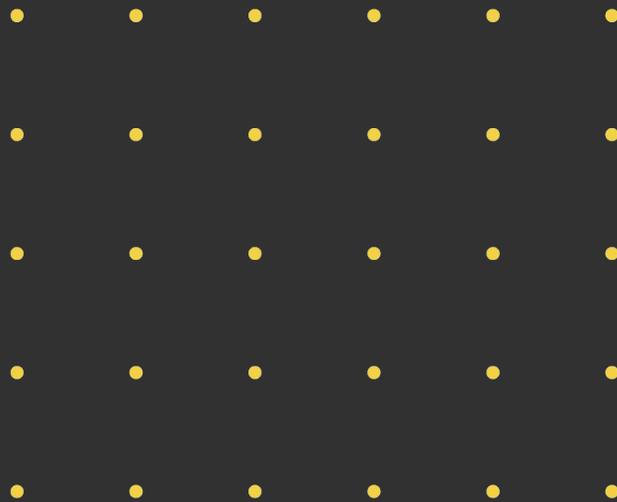
Each team meets and defines action plans to improve areas with low scores and to keep highest ones, as needed.

### **As a Leader:**

Please provide honest feedback to the GloVoice survey. Participate and engage in action plans derived from your team's survey results.

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05



**OUR  
WAYS OF  
WORKING**

# FLEXIBLE WORKING

Empowering employees to continue to deliver amazing results

## **WHEREVER & WHENEVER**

We commit to start from a **position of Trust**. We will be measuring your **performance based on your delivered results and the value you create**, not on the amount of hours you are connected.

### **OUR FLEXIBLE WORKING POLICY COVERS:**

- Working from home **up to 3 days a week**
- Flexible time-off with **uncapped vacation days**



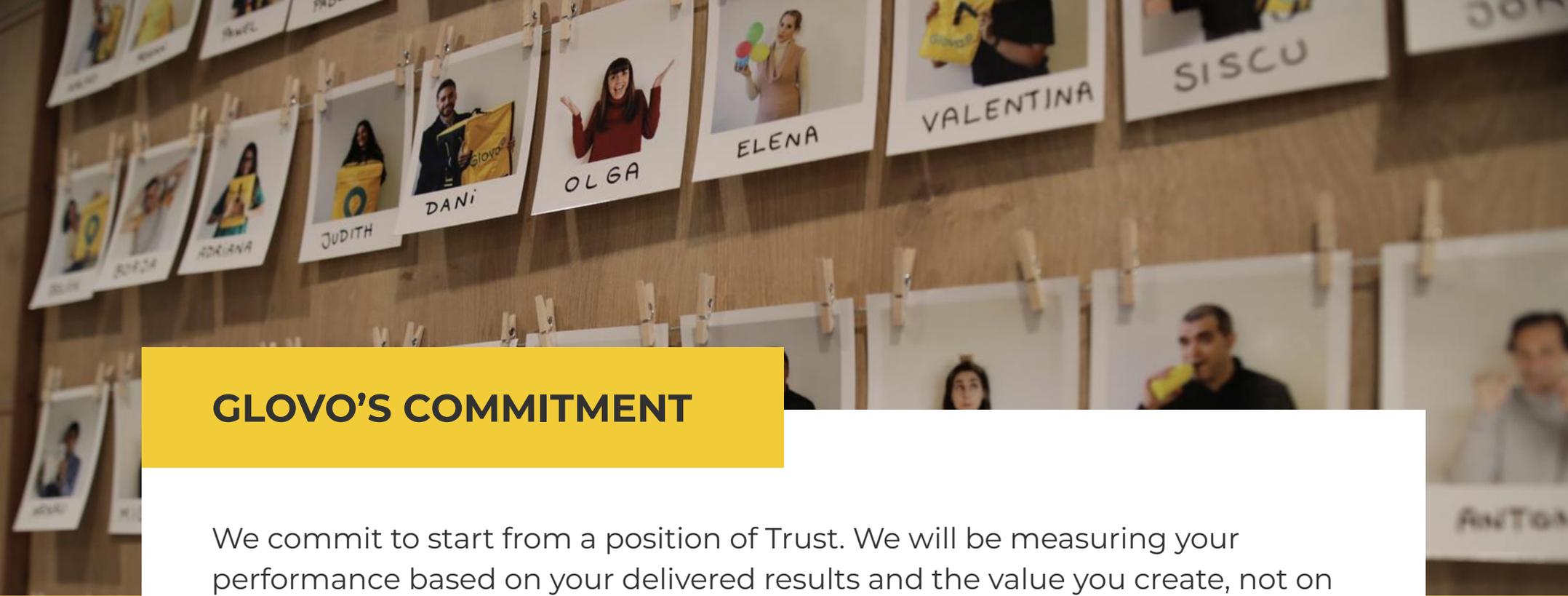
### **| USE OF OFFICES HQ**

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**We want you to feel that Glovo is your second home. This is why we aim to provide a great working place for all!**

In return, we ask from you to follow some coexisting rules to make the best use of the offices so that everyone can **enjoy and feel safe in these common spaces**.

As these are unprecedented times, make sure to adhere to our **new temporary security measures**.



## GLOVO'S COMMITMENT

We commit to start from a position of Trust. We will be measuring your performance based on your delivered results and the value you create, not on the amount of hours you are connected. We will provide you with monitors to be used at home if needed. We will keep you engaged through FUN & informative online and face to face events

## YOUR COMMITMENT

### **As an Employee:**

Make a responsible use of this flexibility. Keep an open communication with your manager, team and People Partner to organize your workload in a way that makes sense. Whilst working remotely, make sure you have access to a reliable and safe network connection.

### **As a Leader:**

Make sure you are evaluating your employees' performance, not the hours connected. Be very clear on expectations regarding flexibility best practices and goal achievement. Pay close attention to your employees - Is everyone engaged & motivated? Is someone struggling? Encourage your team members to take time off to rest and recharge.

# COMPLIANCE



We want our employees to **feel safe** at their workplace and at the same time, to **actively participate in the creation of such environment**. Glovo has a **strong commitment to combat irregularities**, so we have designed some internal policies, ethical standards and compliance with the law procedures, to guideline the prevention and treatment of cases.

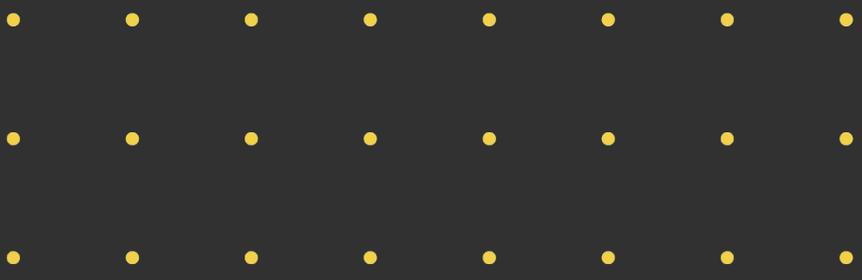
Our main policies: \_\_\_\_\_



- Code of Ethics and Business Conduct
- Whistleblower Policy Protection
- Disciplinary Policy & Procedure

**The importance of these documents is to establish a transparent procedure for everyone and keep building trust!**

Glovo<sup>!</sup>



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**THANK  
YOU!**

