



YELLOW BOOK

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

ABOUT THIS YELLOW BOOK

Here is a roadmap for the job of your lifetime

We want your life at Glovo to be your **best professional experience ever**. Glovo 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 is Glovo's way of doing the same for you as an employee.

We will walk you through your **entire experience of working at Glovo**: the whys and ways for you to know and understand the rationale behind each process, honouring our principle of transparency and also enabling you to take Glownership over your career development at Glovo.



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

Notice anything missing? Let us know! Contact internal.comms@glovoapp.com

This is a live document and keeping it complete and updated is everyone's responsibility and a collaborative job.

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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 has been a crazy adventure since Day 1.

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

Oscar Pierre
CEO & Co-Founder



Click **here** to
immerse yourself
into our full history!

2014



Graduation, an entrepreneurial dream, pitching to investors...

2015



Glovo's creation, assembling the first team, fundraising and acquisitions...

2016



Growth, building a marketplace, partnerships...

2017



Challenges, losses, and big risks...

2018



Backpacking, International expansions, Darkstores & Groceries...

2019



Bottlenecks, competition, wins, sustainability, Glopi's birth...

2020



Market consolidation, world pandemic, massive growth, social purpose...

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!”



This is our Senior Leadership Team.

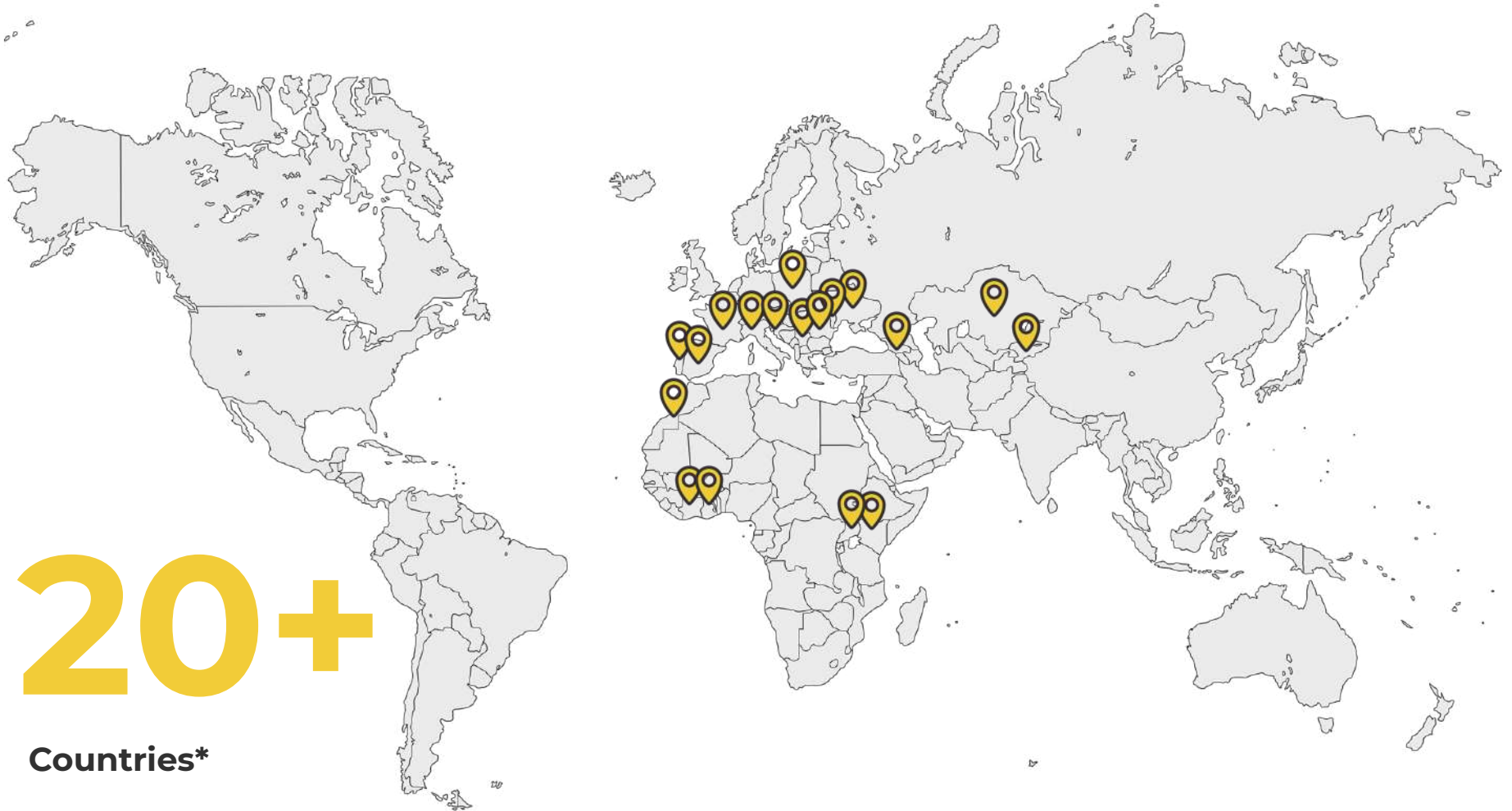
Our structure is composed of a strategic set of departments and teams that have varying tasks, but that **work together towards a common goal:**

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!

You can access all of Glovo's organizational charts and find out about our structure here on [Cornerstone](#)

| GLOVO AT A GLANCE



20+

Countries*

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

700+

Cities



60K+ Glovers



30M+ Customers



70K+ 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/>

GLOVO LEADERSHIP



OSCAR PIERRE
Co-Founder & CEO



SACHA MICHAUD
Co-Founder & Chief Public
Affairs Officer (CPAO)



BARTEK KUNOWSKI
Chief Product Officer (CPO)



ARNAU CORTÉS
Chief Revenue Officer
(CRO)



CARLES ROSAS
Chief
Customer Officer (CCO)



EDU ROS
Chief Finance Officer (CFO)



ALEX MENAL
Chief Marketing Officer
(CMO)



RODRIGO ADANYA
Chief People Officer
(CHRO)



IDRISS ALRIFAI
Chief Strategy & Data
Officer (CSDO)



NAREK VERDIAN
Chief Technology Officer
(CTO)



ANA CHAMPETIER
VP Food Innovation



DANIEL ALONSO
VP Q-Commerce

GLOVO MANAGEMENT

WE & EEMEA



DIEGO NOUET
GM Iberia



RICARDO BATISTA
GM Portugal



ELISA PAGLIARANI
GM Italy



CARLOS SILVAN
GM Poland



RODRIGO ALIER
RGM EEMEA



TEO SIROLA
GM Croatia



BRANIMIR DJUROVIC
GM Serbia



KARIM BOGUSPAYEV
GM Kazakhstan



VICTOR RACARIU
GM CEE



TONI PEREZ
GM Morocco



GIGA KERKADZE
GM Georgia



WILLIAM BENTHALL
GM SSA

GLOVO MANAGEMENT — WE & EEMEA



PRISCILLA MUHIU
GM Kenya



MAGUELONE BIAU
GM Ivory Coast



DMITRY RASNOVSKY
GM CIS



PEARLYN BUDU
GM Ghana



**AIKANYSH
SAPARALIEVA**
GM Kyrgyzstan

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 you 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.**

| A NON-VANILLA CULTURE

At least not for 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 land into 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.

Check out our Values Page [here](#)



GAS

We are
quick to
deliver
value

We are
passionate

We are
ambitious

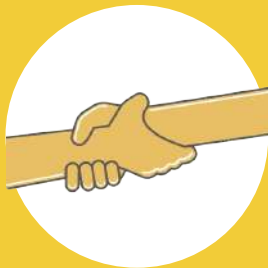


GOOD VIBES

We are
optimistic

We are
**not
assholes**

We are
**trust
builders**



STAY HUMBLE

We are
self-aware

We are
grounded



CARE

We are
**user -
centered**

We are
**global
citizens**



GLOWNERSHIP

We are
Glowners

Each of these principles set the behaviours that we incarnate on a day-to-day basis at Glovo. **We want you live them to the fullest!**

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.

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



An environment where
we can all be ourselves



Teams of talented people from
a wide range of backgrounds



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



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

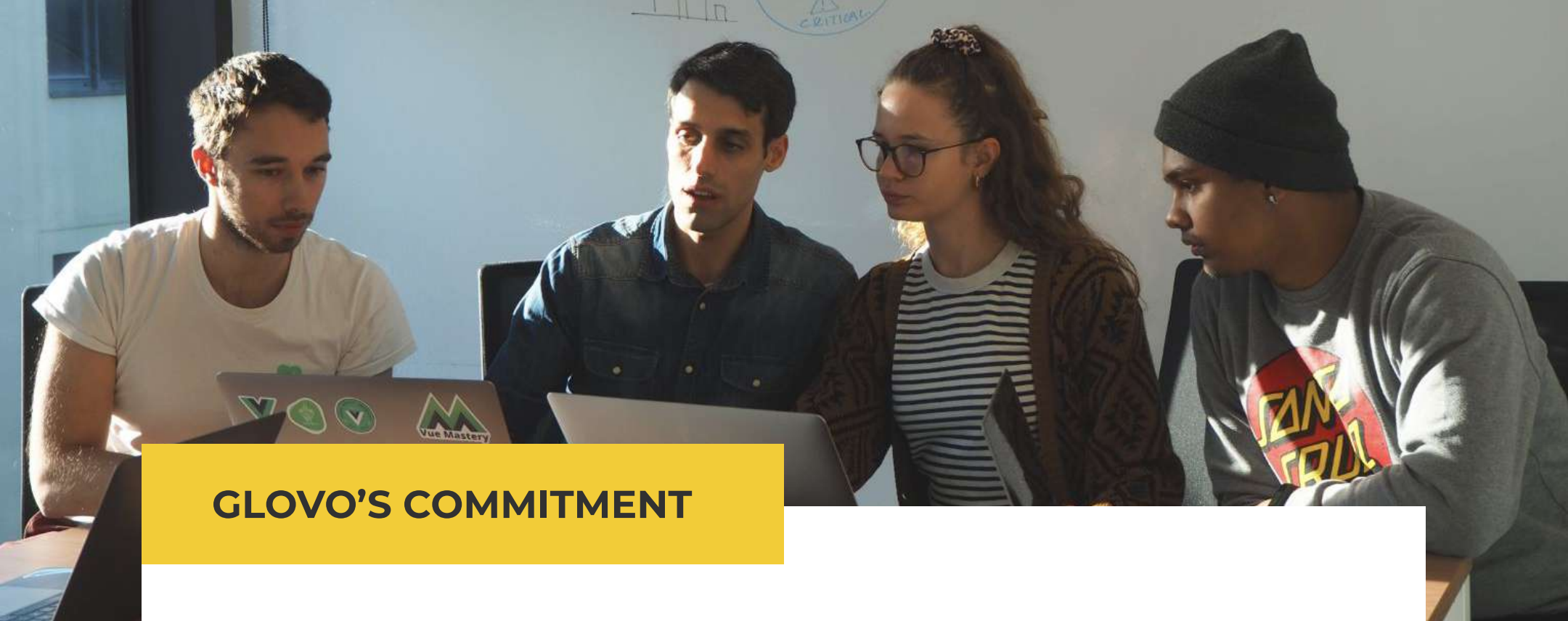


A culture where
**we can raise ideas and challenge one another
in a respectful way**
to arrive at the best decisions



A place where
we understand and respect differences

Read up on some of our data, key initiatives, and stories [here](#). To share or contribute to the subject, make sure to join our Slack channel [#diversity-and-inclusion](#)



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 & SUSTAINABILITY

SOCIAL IMPACT

At Glovo, we are committed to **generating a positive impact in our societies**. We do this by acting as trampoline for couriers and partners, using Glovo's technology and logistics for non-profit causes. In addition to this, we have a corporate volunteering program for employees to be able to make an individual impact!

ECO-EFFICIENCY

We are committed to reducing our environmental footprint through the following pillars: reducing food waste; working with alternative / sustainable packaging materials and reducing our CO2 emissions. We work alongside partners and couriers in a collective effort.



SOCIAL



COMMUNITIES



GLOVO CARES



ECO-EFFICIENCY

Find more info about our commitments [here](#)

03

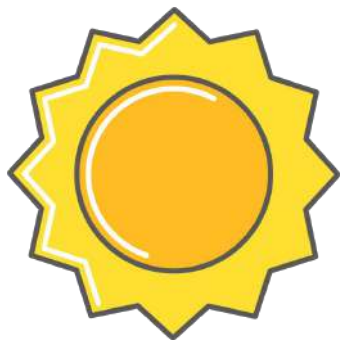


**CREATING
MEMORIES**

EMPLOYEE REWARDS & BENEFITS

We want Glovo to be the job of your 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 you covered!**

Click [here](#) for a guideline to your employee benefits *



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 company-wide webinar led by our CEO, Oscar to share business and company updates. Connect every Monday, HQ and EMEA [here](#), LATAM [here](#).



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

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



Glovo Festival

Bi-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](#).

Re-watch all past recordings [here](#). Be sure to also have a look at our Events Policy [here](#).



04

**YOUR
EMPLOYEE
JOURNEY**



THE RULES OF THE GAME

ARE YOUR EXPECTATIONS HIGH?

They certainly are, we aim for the best

IS THE ROAD TOUGH?

Most definitely, we still have lots to do and learn

WILL IT BE WORTH IT?

Without a doubt!

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: ---



- + 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.

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.

To revisit the remote Global onboarding e-learning, click [here](#).
To read about why onboarding matters to us, click [here](#).

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!



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.



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! Get more info [here](#).

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.

“RAISE” - Our performance believes:



1

**Talent is our
biggest asset**



2

**Top talent brings
top talent**



3

**Mediocre talent makes
top talent leave**



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!



OUR FOUR PILLARS

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

TALENT DEVELOPMENT

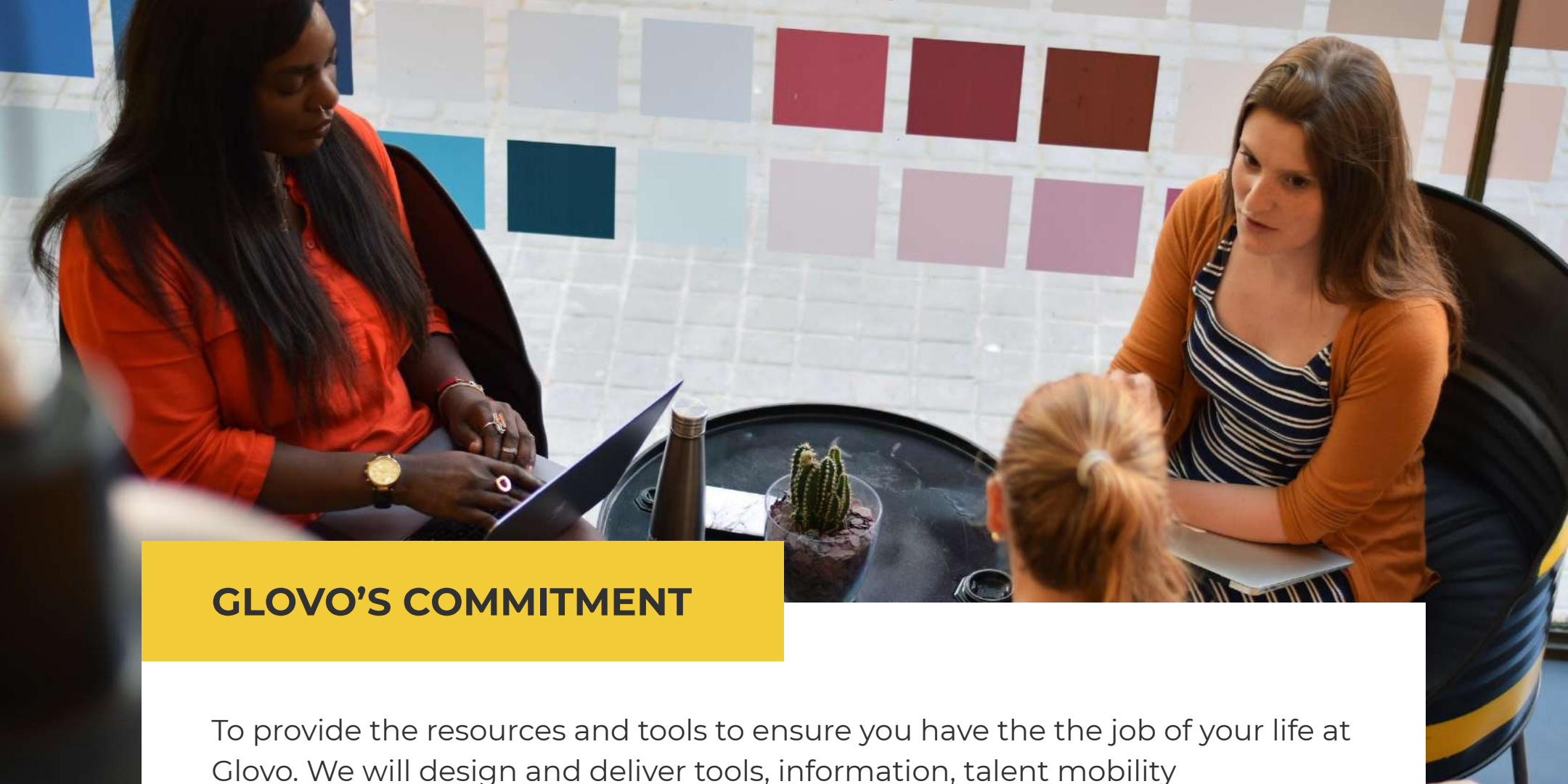


At Glovo we strongly believe **our people are our greatest asset.**

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.

Find more: [here](#)



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.

If you lead employees, [Leading@Glovo](#) is your go-to comprehensive reference guide for every management task.

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?

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?

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



WHAT WE DO WITH THE RESULTS?

Each team meets and define 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.

Find out more [here](#).

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**

GET FAMILIAR WITH THE POLICY:

[Future of Work | Global](#) & [Flexible Time Off | FAQ & Situational Examples](#)



| USE OF OFFICES HQ

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**.

If you have been wondering what the office life looks like now, you can see the new temporary security measures to follow [here](#).



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

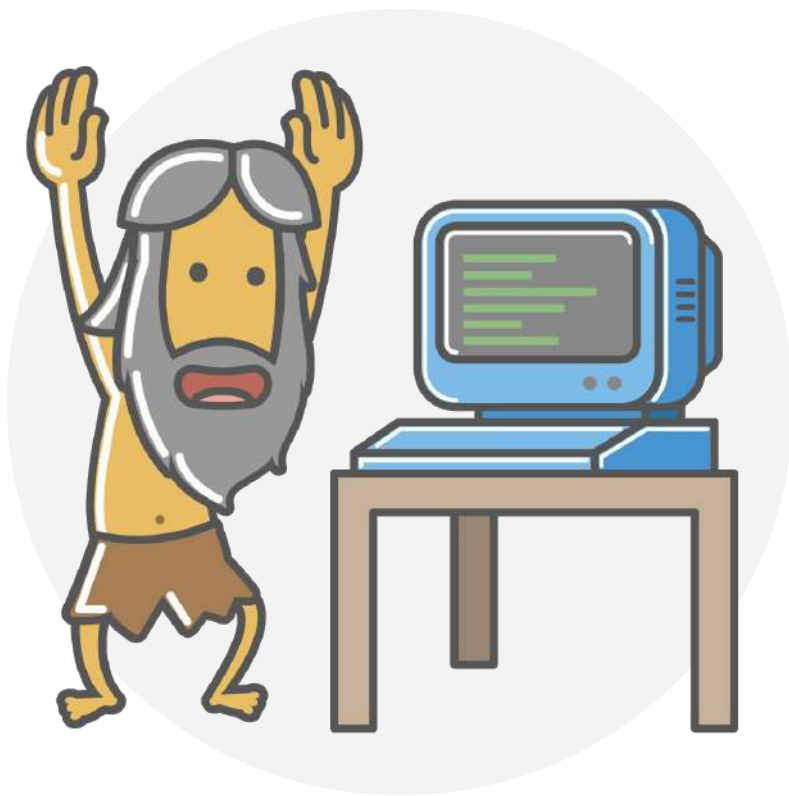
As an Employee:

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.

WFH - BEST PRACTICES



Working From Home is a great way to bring some balance into your life. We want to help you make the best out of it and to stay engaged and productive with your team, **regardless of where you work from.**

We have compiled some **tips and tricks** for effective virtual communication and engagement.

CHECK THEM OUT [HERE](#)

COMPLIANCE



We want you to **feel safe** at your 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.



You can check out how we do it and how you can engage in Glovo's [Compliance Handbook](#) and [Glovopedia](#), where you will find all our policies. The principal policies:

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

The importance of this document is to establish a transparent procedure for everyone and keep building trust!

If you have any specific question, you can always reach to to compliance@glovoapp.com or through JIRA Portal anonymously.



TOOLS & RESOURCES

We want you to be well-equipped to be able to perform your work efficiently on a daily basis! To do so, we rely on a few important tools and resources at Glovo.

To find out how to use them, visit Glovopedia [here](#). To access our Design Guidelines, click [here](#)

06



UP NEXT

WHAT'S COOKING...

- + **Glovo's Principles**
- + **Feedback Culture at Glovo**
- + **Spotlight on you!:**
How you are making use of this Yellow Book



Coming up soon!

YOUR FEEDBACK



Share your feedback and/or request
info updates and changes!

HERE

Glovo!



**THANK
YOU!**

