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Everyone at esolidar can contribute to making this handbook better. If you have comments, additional info, or things you think we should remove, you are free to suggest edits and additions. You're a part of our team now, and as a team, we will adjust and develop this handbook — and all other aspects of our culture — continuously.

| *Alone we can do so little. Together we can do so much. — Helen Keller*

How it all started

Our story is an unconventional one.

If you're curious and have the time, we'd love to share it with you...

Let's take a look back. In 2010, Marco, esolidar's founder, while working on his Master's Thesis, gained an interest in online marketplaces, eager to solve one of the industry's biggest problems: fear.

He remembers asking himself, "How do we build trust in marketplaces?" He searched high and low, but sadly, he couldn't find a good answer.

One day, an idea stroked him as the lightning stroked Benjamin Franklin's kite. Using social network accounts, we could allow people to filter listings based on mutual friends with the seller. People fear the unknown. But is the other person really a stranger? After all, we are all connected to each other. If you can make these connections visible, it makes it easier for people to trust each other.

In early 2012, Marco started looking for partners who could help him build a social marketplace as a Facebook app. Soon after, he joined forces with Rui, our CEO, and Miguel, our CTO.

Together, they started a social marketplace called Bewarket.

At the time, they felt that something was missing. Even though it was little, they came up with a feature that allowed sellers to donate a portion of profit to a charity of choice. They received a request from someone connected to the Hulk to auction an item for him because of that feature. And no, we aren't (yet) connected to the Avengers. The Hulk was a well-known Brazilian soccer player, and the item was a signed jersey from all the Portuguese team FC Porto players. This would support a charity called "Bebes de Sao Joao". It drew massive media attention and paved the way for the auction's success, raising the much-needed funds to buy diapers, clothing, and hygiene products.

This made a massive impact on the team. How could something so little make such a difference? And after noticing a lack of tools to help nonprofits raise funds, they decided to devote their life's work to helping individuals, nonprofits, and businesses to help others. In 2014, Bewarket ceased operations, and boom! Esolidar was born.

Since then, esolidar has served over 90,000 people in 4+ countries and companies like TAP Air Portugal, Rock in Rio, and Tetterly.

How do we help?

Esolidar is more than just a fundraising, ESG*, or CSR management tool — it's a better way to create positive impact.**

Spreading impact initiatives across a bunch of apps and platforms is inefficient at best; total chaos at worst. It's hard to see the big picture, it's expensive, managing is a pain, etc. Esolidar eliminates all of those issues by combining everything you need in one place. It's uncomplicated positive impact.

Esolidar delivers ESG and CSR management tools to some of the world's most exciting companies and nonprofits to motivate and inspire their employees, customers, and donors with their values-driven work. We help them do good and measure their actions through our easy-to-use and engaging platform, accessible to everyone, wherever and whenever they need it.

We do this by listening to the people they serve and act on what we hear, creating the solutions they need.

We do this, and we do so much more...

*ESG stands for Environmental, Social, and Governance. ESG means using Environmental, Social, and Governance factors to evaluate companies and countries on how far advanced they are with sustainability.

**Corporate social responsibility (CSR) is a self-regulating business model that helps a company be socially accountable—to itself, its stakeholders, and the public.

Why do we help?

We work tirelessly to create real change in the world and help improve people's lives.

We do this because you're part of our community, and it's our responsibility to understand how together, we can do so much more for everyone.

Creating tools to fulfill this larger mission is a great way to show people what we really care about by doing what we love.

No matter who you are - we're here to help you take a stand in what you believe.

We strive to be mindful by being aware of our surroundings, acknowledging the impact others have on us and the impact we have on them. We try to be kind to the people working around us, to our organization and to the environment.

We have a mission-driven culture of purpose and passion that makes a positive difference in the world.

Our mission

Improve lives through dependable and straightforward tools that help make a difference.

Our vision

Connect and empower people by generating positive impact to build a fair society with sustainable economic development.

Our values

Guided by integrity and the belief that each one of us has to do their part! With respect, transparency, and simplicity.

Respect

Treat others the way you want to be treated, honoring others' feelings, opinions, and property.

Transparency

Build trust by communicating with our team and users in a clear and open way.

Simplicity

Create easy and efficient tools to support our community to accomplish their goals faster.

Getting started

Welcome to esolidar!

Getting started can be overwhelming. First days are hard and mostly we want you to be getting comfortable today.

This handbook was written by people who've been where you are now and want to make your first few months here as easy as possible.

It summarizes our guiding principles and tips on how to grow and thrive as a member of our team.

We believe these principles will smooth the onboarding process and help us stay consistent with our vision as esolidar grows.

We hope you enjoy reading these principles as much as we've enjoyed writing them.

Your buddy or your manager are all here to help. We'll provide you with a computer, a monitor, accessories and any software you need to do your job as well as possible.

We want you to stick around. Your successes here will be your team's successes, and your team's successes will be yours. We want you to build a career here, so don't feel any pressure to cram everything into today — you'll have plenty of time to get things right.

There are a few things to get out of the way right on your first day:

- Get introduced to everyone;
- Get your e-mail & shared files setup going;
- Get your software licenses and account invites.

Ultimately, as a team member at esolidar, we expect you to remain honest and trustworthy with your team, willing to think outside the box, and excited to experiment and ask questions.

There are a lot of things happening at the same time, and information is critical. It's always best to say too much rather than too little to make sure everyone is informed, even if it means repeating yourself or saying something someone already knows.

Be efficient at closing tasks and get things done. Don't leave topics open and dangling. Scope, estimate time, execute and close. Most importantly, remember that when something is done, it must be done, not half-done. And people are here to help.

We cannot afford to spend time inefficiently. Always think about how you can do things smarter.

Failure is never personal; we fail as a team, and we see failure as an opportunity to grow. Be proactive about failure: admit when something is wrong, go to the people who can help and fix it.

Code of conduct

General overview of information regarding ethics and compliance.

Esolidar pledges to be a harassment-free and discrimination-free company.

We believe people from different backgrounds, with different identities and experiences, make our product better – just as our users come from everywhere, a diverse team helps ensure we create a product accessible to a wide range of people.

We are firmly committed to providing equal opportunity in all aspects of our team and will not tolerate any discrimination or harassment of any kind.

Our team members are encouraged to report any issues or concerns to their manager or the CEO and always remember our core values.

Whether you interact directly with customers or not, never negatively affect a customer, user, or anyone else down in writing. Keep it positive. Keep it constructive. Keep it human.

Security requirements for laptops

Maintaining an operating system current with recent security patches is an essential part of keeping your computer safe from external threats.

Malware (computer viruses, spyware, and other forms of malicious code exploit) and vulnerabilities in software programs can cause loss and damage to information, software, and IT equipment. Esolidar requires the use of anti-Malware software on every computer (e.g., Windows Defender Security Center, Avast Free Mac Security, ClamTK).

User responsibilities of computer equipment

You must always take care of IT equipment allocated for your use and treat it with respect as if it is your own.

All of the IT equipment and software that you have been assigned remains the property of esolidar. All users must ensure that this equipment is safeguarded and only used as intended by esolidar.

It will help if you protect your IT equipment against loss, theft, and unauthorized access. Avoid keeping important files on the computer to prevent them from being completely lost if a computer fails or is stolen.

It would be best if you securely wiped all of esolidar's information and software from the computer or mobile equipment before disposal or re-use of the equipment.

User access control for laptop

- Do not leave your computer unlocked when powered on.
- Do not allow anyone else to use your UserID and password.
- Do not allow anyone else to use your computer.
- Use good judgment when using removable media or any USB device. This is a common way that trojans and other forms of malware are transferred. Never assume anything you plug into a USB port is safe/clean.
- Be careful when connecting to new and unfamiliar wifi networks. Public and open wifi systems should all be considered to be compromised.

Internet use

Accessing the internet for legitimate business purposes is regarded as acceptable use. You may occasionally access the internet for personal use, such as personal email, travel, etc. It would help if you use your judgment as to what constitutes occasional access; however, it must be based on minimal access to the websites and services necessary for daily life that in no way interfere with fulfilling your role within esolidar.

Unacceptable use

The following are deemed as unacceptable use, regardless of whether it is for business or personal reasons:

- Any activity that may adversely impact or damage the reputation of esolidar.
- Downloads of material which infringes any copyright, trademark, patent, trade secret or other proprietary rights of a third-party. This includes unauthorized copying of copyright material, digitization, and distribution of copyright photographs, software.
- Downloading of any unlicensed or 'hacked' illegal software.
- Knowingly accessing or sending:
 - Material likely to encourage an illegal act.
 - Information about, or software designed for, breaching security controls or creating computer viruses.
 - Material that is obscene, sexually explicit, defamatory, incites or depicts violence, or describes techniques for criminal or terrorist acts (unless it is related to a customer support issue).
 - Material that is illegal under local or International law
 - Material that conflicts with esolidar's core values.
- Any activities that intentionally adversely affect the ability of others to use esolidar services.
- Making any statement on your behalf or on behalf of esolidar that may cause offense, libel, or damage the reputation of others.

If in doubt about whether or not an activity is considered unacceptable, then do not do it. If you require advice, then please contact info@esolidar.com or your manager.

Passwords

In many cases, the system will enforce password length and quality. If this is not the case:

 You must:

- Change temporary passwords on first use.
- Use 1Password (or any other password manager) to randomly generate and store your passwords.

Unless restricted by the system, a password should always adhere to the following:

- Minimum of 12 characters.
- Not a password you've used in the past or are currently using for another system.
- When the system allows for it, you must always enable two-factor authentication (2FA).

 You must not:

- Write down passwords, or disclose them via email. You should only share them via 1Password.
- Makeup passwords outside of 1Password. This includes using the save password function with web browsers.
- Use Default passwords.

If you suspect that your password has been compromised, that password must be changed immediately, and you must report the suspected compromise to info@esolidar.com or your manager.

Google Sign In (Single Sign-On aka SSO)

Where applicable, esolidar permits the option to log in to approved tools or services via Google Sign In.

You must not log in to another individual's account using the Google Sign In or log in to shared accounts or services using Google Sign In.

Email use

All usage of esolidar's email correspondence must be regarded as the property of esolidar and must not be considered private. You should note that esolidar's systems may be subject to monitoring, and inappropriate use may result in further action, including disciplinary action up to and including dismissal.

This policy applies when using esolidar email on any network or device.

You must:

- Obey the law and comply with relevant legislation. You are responsible for observing copyright, intellectual property rights, and licensing agreements that may apply to information, documents and software.
- Take care if emails are received from unknown and unexpected sources. Do not open suspicious emails and their attachments or web links, as these may contain malicious software.
- When possible, it's preferable to open and edit files completely through the Google Drive/Docs interface as this will prevent the infection of local machines.
- It is good practice to save attachments to the local desktop (or other relevant computer folders) before opening them to be automatically checked for malicious software content.
- If in doubt, either permanently delete suspect emails or contact info@esolidar.com.
- If appropriate, immediately share information about the threat with the team either through email or instant messaging.

You must not:

- Use email for political purposes, personal advertising, or anything that conflicts with esolidar's core values.
- Configure your email for automatic forwarding unless there is a justified business requirement, authorized by esolidar.

Use email to store or transmit:

- Pornographic, obscene, offensive, racist, defamatory, harassing, or intimidating material;
- Unsolicited messages (known as spam), hoaxes, and nuisance emails. If such emails are received, never reply to or forward them to other users.
- Attempt to neither 'spoof' emails, transmit anonymous emails, nor change the origin or content of emails that have been sent or received.

Ownership of information

You should be aware that:

- All esolidar information is ultimately the property of esolidar and/or our customers, who have entrusted us with keeping their data safe.
- Esolidar may monitor, inspect, search and/or record any activities occurring on esolidar resources without limitation. This includes electronic communications, without notice of any kind.
Team Members using esolidar resources have no privacy expectation except when using personal applications on their personal mobile devices.

Protection of customer information

The Data Protection Act (DPA) and the General Data Protection Regulation (GDPR) protect individuals from their personal data misuse. They cover data held in both electronic and paper form. Compliance with esolidar's security policies, standards, and procedures will ensure that customer data security is not compromised as a result of intentional or unintentional systems misuse.

Notes entered in Customer Relationship Management (CRM) systems and support ticket systems such as Intercom, and Stonly are subject to these regulations. Our customers are entitled to see any call notes or other details we hold about any of the calls they have made to us.

Therefore:

- Comments and notes and other details, just like any other documents, could be disclosed in litigation.
- Unprofessional statements made about a colleague, customer, supplier, or a third party, even those intended as a joke, can be viewed as harassment, libel, or slander and could result in you, esolidar, or both sued.
- You must not use any defamatory terms; what may be intended as a joke or light-hearted comment could offend others.

- You must not use any information obtained from these systems for any purpose other than your legitimate work for esolidar.
- You must not copy any of the information in these systems for any purpose other than your legitimate work for esolidar.

Storing esolidar work/data

All team members will ensure that any data that they create or change on behalf of esolidar is saved only on a device purchased by esolidar and backed up only into one of our cloud services on a regular and recurring basis. Our standard service for this is Google Drive, but there may be system-specific services/requirements. Therefore you should ensure that:

You minimize storage of data solely to esolidar owned/furnished devices and officially approved cloud services.

You regularly back up any data on your esolidar furnished computer to Google Drive or whatever system is appropriate for that data.

You never store any esolidar data on an appliance or system that Esolidar does not own (e.g., your personal laptop, mobile phone, tablet, or a cloud service managed by esolidar).

You never backup esolidar data to an external storage device without approval from info@esolidar.com.

Reporting of security incidents

For esolidar to successfully manage and deal with security incidents, they must be captured and logged if you suspect or know a security incident or a breach of esolidar's security policy and standards, a software malfunction, or a security weakness in any information system. In that case, you must immediately report the concern to info@esolidar.com or your manager.

Side projects

At esolidar, we support and believe in the importance of personal side projects. It's a great way to continue learning and pursue one's passions. Esolidar has no interest in stopping or interfering with your side projects. Here's some information on our take on side projects.

Security is a priority for us. Our acceptable use policy for esolidar systems & hardware is guided by our commitment to protect our customer's data. We cannot allow you to work on personal projects using esolidar resources (this includes your esolidar laptop and any of our systems).

We believe transparency and trust are the best way to avoid conflict. By communicating early and openly about any side work being done, we can prevent misunderstandings around interpreting what falls under esolidar's intellectual property.

At times we might have to say 'No'. There may be cases where you may think there are no risks, but it's not the case from a business perspective. This is why it's critical to be open and transparent. Whatever the case, we will always provide you with the reason(s) for this decision. Here are a couple of examples where we would say no:

- A developer wants to build a free tool that enables influencers to enable their followers to take social action. This is something we plan to do on our roadmap. Saying yes to this could be risky to esolidar from an IP point of view.
- A marketer wants to team up with a friend (developer) to create a tool that gives rewards like discounts or products to individuals who donate to charities. We plan to do this on our roadmap so it would be seen as a potential conflict.

We believe that it's incredibly stressful to have two 'roles' or jobs at one go. For this reason, we discourage being involved in side projects that have commercial intent (revenue-generating) or involve committing a lot of time, or being accountable against deadlines. If you feel you have a great idea that you want to pursue, we'd love to help get you started – and even introduce you to investors, advisors, etc. Just ping Rui directly to talk about this if you ever feel it's time to do so, and we'll figure out a transition plan to get you where you want to go.

Open job positions within esolidar

One of the best places to look for a new job could be within esolidar. You may be interested in transitioning to a different role, shifting your career focus, or transferring to a new department.

We want to keep good employees, and if you're interested in a job change, checking out what internal options are available can make good sense.

For the first 15 days of a job opening, we will prioritize any candidates from within esolidar. In that case, you must communicate your intention via careers@esolidar.com or your manager.

Diversity and inclusion at esolidar

At esolidar, our mission is to improve lives through dependable and straightforward tools that help make a difference.

We've set an audacious goal: to make esolidar the most diverse, equitable, and inclusive workplace on the planet.

We believe diversity drives innovation. So we're building a culture where difference is valued. We hire under equal opportunity, irrespective of gender, ethnicity, religion, belief, disability, sexual orientation, pregnancy, maternity, or background.

As part of our positive strategy, everyone has the opportunity to speak up and participate, grow and share ideas. We strive to be mindful by being aware of our surroundings, and acknowledging the impact others have on us and our impact on them.

Our product is for everyone, and so is our workplace. The more voices we have represented and amplified in our company, the more we will contribute, thrive, and be brilliant.

The real benefit of diversity is not “checking off a box”; it’s the creativity, innovation, and richness of thought that comes with welcoming different kinds of people.

Be yourself. We like it that way.

i We want all employees to feel respected and included at work. For some employees, that means using a non-binary gender with specific accompanying pronouns.

On BambooHR you have an option to specify on your employee record the gender you identify most with along with the option to specify pronouns. You will see the Gender Identity and Pronouns drop downs in the Personal tab within your employee record.

While it’s important to do the work to understand pronouns and gender identity, you don’t need to understand them to use someone’s pronouns correctly. Generally speaking, it is always acceptable to refer to someone by name or with the indeterminate pronoun “they.” If you think about it, you actually use “they” all the time to refer to people of all genders. For example:

“I was supposed to have a client meeting at 12, but they asked to reschedule it.”

See? Gender-inclusive language is already in your lexicon. While it’s understandable to get tripped up sometimes, it’s important to correct yourself and sincerely make an effort to refer to people the way that they want to be referred to. Using a person’s pronouns is a simple way of affirming their identity and showing respect.

Benefits & Perks

We provide the following list of perks for all of our team members to enjoy.

Our perks are chosen to reflect our values and ideals. They encourage constant learning with our personal development budget, an outstanding work/life balance with the annual leave and flexible working hours, or a happy, healthy team with our wellbeing budget.

Working hours

We trust you to work enough hours to do your job well, at times that suit you and your team. We value a healthy work-life balance, and we strongly encourage 40-hour workweeks – not more.

Working from home policy

We have flexible working from home policy. We are currently 100% fully remote, and we will stay that way for the foreseeable future.

If you are based in Portugal, you also have the option to work in our coworking office space (Factory Business Center in Braga). Just keep in mind that we only have 5 seats available and you need to check the schedule and book the room via our Google Calendar reservation system.

Sick leave policy

We don’t track sick days. If you’re under the weather, take the time you need to feel better or to take care of a sick family member within reason. However, if you’re unexpectedly away from work due to illness or injury for more than 5 consecutive work days, you’ll transition from sick time to Personal Leave.

If you are unable to work for more than 1 week because of illness or injury, let your manager know as soon as you can. You may be asked to provide medical documentation to support your request for Personal Leave.

Leave and OOO policy

At esolidar, our vacation policy for paid time off entails 22 days per year, plus public holidays every year.

We usually also give 3 non-binding days (Carnival, Christmas Eve, and New Year’s Eve) off.

You’ll also need to use it or lose it by the carryover date, which means that esolidar won’t pay for unused time, and we won’t permit vacation time to carry over into the next year’s accrual period.

In addition to your paid annual leave entitlement and the public holidays, you can also take your birthday as paid leave. You can not take this day’s leave at any other time unless it’s within a 7-day period of your birthday. You should book off your birthday leave day in the usual way so that we can plan around you.

Things to consider:

- All holidays must be communicated prior to the end of April;
- You are entitled to 22 Vacation days per year (plus the 3 non-binding days given by the company and public holidays);

- You can book your time off with at least two weeks' notice (14 days) on BambooHR.
- Any time off must be approved – there are multiple people on the team and we cannot afford to have everyone on vacation at the same time;
- We ask that you check with your team before taking an extended absence, so they're not left in the lurch;
- When out of the office, make sure all the work assigned to you is accessible (with edit permissions) to your teammates or your manager;
- If applicable, assign a teammate who will be in charge of your responsibilities;
- Set your status on Google Calendar and on Slack to OOO (Out of Office);
- Set an automated reply on your email to notify any incoming communications, and who can be reached instead of you;
- Relax and enjoy your well-deserved time off.

Paternity and Maternity leave policy*

Caring for a newborn is an exciting time for parents. We want to support new mothers and fathers in their first months of parenthood with paternity and maternity leave.

The number of days will depend on each particular case and you should check all the applicable local laws.

If you are about to be a new mother or father (either through childbirth or adoption), talk to your manager to arrange your leave. Please give us at least three months' notice before your leave begins.

Afterward, we will continue to support parents with flexible work options and child care.

Useful resources:

<http://cite.gov.pt/pt/acite/protecparent.html> (PT)

<https://economia.uol.com.br/guia-de-economia/licenca-maternidade-regras-direitos.htm> (BR)

*To be entitled to parental leave in Portugal, you must have worked and made at least six months of social security contributions by the time of your claim. Applications for maternity and paternity benefits in Portugal can be made at a local Social Security office or at a citizen's shop.

Matching charitable gifts

When you donate money to a charity or equivalent, esolidar will make a matching gift to that charity on your behalf. We will match up to €500 per year per team member. For example, if you give €250 to Cáritas, esolidar will donate €250 as a matching gift. If you donate another €250 to Nariz Vermelho, esolidar will match that €250, and you've reached your cap for the year. To have your donations matched, use our <http://esolidar.com> community page.

If you donate more than €500/year, you are officially awesome, but esolidar will only match €500 of your awesomeness.

Volunteering

Esolidar also allows a day of service. You can take one day off every year to volunteer for a charitable organization of your choice. No need to use a vacation day or personal day! Sometimes, we schedule these as a team, and we might ask you for some selfies to share on our social accounts if you allow us to.

Snacks and drinks**

What better way to encourage discussion and socialization with colleagues than over snacks or drinks? This, unfortunately, will depend on a return to the office.

Payroll

Esolidar team members will get paid no later than the 8th of the next month (usually the salary is wired on the last day of every month). The same applies to benefits and meal allowance top-up.

The payslips are available on BambooHR. To access pay statements, go to Documents -> Payroll.

Meal allowance**

Pay for meals, groceries, and online orders with a monthly tax-exempt meal allowance, everywhere that accepts VISA.

Career progression

We have open and detailed career ladders that offer you clarity and give you a sense of meaningful progression. Each team has its career ladder, which you can access through the corresponding team space in Confluence (this is a work in progress for some departments).

Generous gear credit**

To build a great product, you need great gear. You can decide your setup, and we'll provide you with a computer, accessories, and any software you need to do your job as well as possible.

Personal compensation management**

Flexible and personal compensation management in the palm of your hands. Unlock more options and value to spend on what suits you best. You choose your benefits !

- Technology spending in Apple and other tech stores.
- Childcare vouchers within our constantly growing provider network.
- Transport Card.
- Professional Training (We encourage continuous learning and want you to seek out growth opportunities, like courses, conferences, or anything else that helps you tickle your brain).
- Retirement & Investment.
- Health & Well-being.
- Senior Expenses.
- School Expenses.
- Exclusive discounts + tax-free products and discounted services from the likes of Apple, Holmes Place, etc...

**These benefits are currently only available to permanent contract employees based in Portugal.

A few points in closing...

We're constantly evaluating our perks to enhance them for our team, and we tend to provide some extras that are not listed here.

Note that some of the perks listed above will be considered taxable income depending on how you use them and the tax laws aligned with where you reside.

Career plan

We created a set of shared expectations that we use to explain what we expect of our roles at different seniority levels.

Each level is described in the framework with a description, plus the type of behaviors, impact, and skills we think reflect someone at that level.

We've intentionally focused on a core set of examples that we think can fairly apply to anyone at esolidar.

Still, they're not intended as a finite list of everything some role could do or be. People will almost certainly be doing important things that aren't in the framework. There are many 'shapes' of roles, and we'll aim to celebrate people's different strengths while also aiming for fairness and clarity through our core expectations.

We're using this to have shared expectations across the company around what we expect of people at different levels. It'll help people plan their career growth, act as a communication aid between them and their managers, and help folks give appropriate feedback during reviews. We'll also use it more widely, for things like assessing candidates' seniority as part of our hiring process and making salary offers at adequate levels.

Each team has its career ladder, which you can access through the corresponding team space in Confluence (this is a work in progress for some departments).

Engineering, Quality Assurance, Marketing, Sales, Customer Support, Customer Success, Product Experience Design, and Product Management.

How we work

Besides building a great product, we knew that we wanted to create an exceptional workplace right from the start.

A workplace that would make our employees happy and encourage them to grow and deliver great ideas.

Being emotionally attached to our work means we care. However, we encourage everyone to remain ready to part with their work and make things evolve in radically new ways. Sometimes, we have to make tough decisions and do what is best for the organization. We are still in a discovery phase, looking to find the right product, and this means that a lot of changes will happen until we get there. What is true today may no longer hold three months from now. We have to stay lean, react fast, and be able to "throw away" the weight of past work. If we can't do that, we become heavy, inefficient, and accumulate debt.

We're all in the same boat, and we're always there to help. If we are not able to help directly, we help find the person who can. If a question is not formulated clearly, we try to put ourselves in the other person's shoes and understand their issue. We give our 100% until that person has found a solution to their problem.

We are all about helping each other grow and believe one crucial way of doing it is through feedback. There is no such thing as "bad" feedback, as long as it is done with good intentions and helpful. That's why we encourage people to seek feedback from others actively.

We strongly believe that our values, as a company and as a team, stem from our ability to turn problems into opportunities. People are willing to pay for a product that solves a problem. Turning problems into opportunities and finding solutions to the issues which feel impossible to solve is by nature challenging. In times of doubt, we remember no limits to what we can do to solve the problem. If we put in the right amount of thought and energy, we can solve every problem.

Some problems can be bigger than others, but there is still a need to meet the deadline: if more time is needed to find a solution, it is vital to communicate and anticipate. We own the problem, we divide it into more minor issues, but we keep it moving and deliver results.

Most guidelines in this handbook are meant to help, and unless otherwise stated, they are intended to help more than being absolute rules. Don't be afraid to do something because you don't know the entire handbook; nobody does. Be gentle when reminding people about these guidelines. For example, say, "It is not a problem, but next time, please consider the following guideline from the handbook."

Each department also has its guidelines. Because of that, you should check your team Confluence space. You'll see how teams communicate with each other, and consequently within the team itself, how current processes are established, software tools we are using, file storage, and sharing. In a sense, it defines the methodology currently applied by that specific team.

We also gathered a nonexhaustive list of company-wide tools:

Slack

The central hub for communication. It is used to communicate and receive updates from teams and multiple tools. It's also our 'go-to' to establish if someone is available. (Note – avoid long-winded work-related discussions/debates on Slack and move these to Meet instead).

Google Apps

Our productivity suite covers email (Gmail), calendar, docs (Drive), and communication (Meet).

- **Gmail** - our email communication platform. Everyone has an email address, and we have several groups and dedicated team mailboxes as well.
- **Calendar** - used to schedule meetings and calls internally and externally. All meetings/calls involving an external party or more than two esolidar team members are scheduled with a calendar event.
- **Docs** - used for presentations, research, workings, manuals, guides, or other documentation forms that require collaboration.
- **Meet** - meetings scheduled in the Google apps Calendar are automatically assigned a Meet link. It is used when a topic needs to be discussed or when it's faster to work with a colleague/the team over a call.

Jira

It is used to manage, plan and update the esolidar product backlog, weekly iteration Kanban and updates to be announced to users.

Confluence

It is our knowledge base, and every team has their own space. We use Confluence to document our processes, procedures, how-to's, and much more.

1Password

Our password management tool is used to create secure passwords and share passwords, log-in details, and notes through 1Password vaults (currently only available to managers).

BambooHR

It is our human resources platform. It links directly to our careers page and helps us manage applicants for available roles, combines team member feedback, peers recognition, and you can use it to book time off.

Who does what

Figuring out who to bring a particular issue or question to shouldn't be a guessing game.

Most concerns fall clearly within the responsibility of a specific team at esolidar, and the head of that team should be the first point of contact. Every person who works at esolidar is approachable and friendly, more than willing to point you in the right direction.

Though we certainly have distinct business functions, we should all try to operate as a single unit wherever possible. At this size, esolidar doesn't need to go any deeper than this first level, so everyone should feel as if they are on even footing.

Management & Sales

@ Rui Ramos is esolidar's CEO. Rui manages the company's day-to-day operations, human resources, benefits & payroll administration, sales, and anything in between. Rui is often the best person to tap first when you don't know who to talk to about a problem.

Engineering

@ Miguel Vieira is our CTO and runs technology. Miguel is responsible for setting our products' technical direction and ensuring that our applications are always safe, secure, and fast.

Product Management

@ Antonio Pianca is our Product Manager. António is responsible to set the product's long-term strategy, build a roadmap for the future, defining and scheduling the features in the backlog, collaborating with the dev and product teams, and gaining customer feedback.

Marketing & Customer Success

@ Maristela Leão is our Head of Marketing and Customer Success. Maristela focuses on establishing and managing marketing initiatives and getting our customers started as fast as possible while monitoring their satisfaction as they grow.

Product Design

@ Bruno Martins is our Head of Product Design. Bruno is responsible for the design, brand, and product on esolidar, also learning what are the needs and wants of our end users alongside, our UX Research team, then employs those insights to enhance the design process for our products and services.

Quality Assurance

@ Rodrigo Baptista is our QA Engineering Manager. Rodrigo is responsible for managing Functional, Integration, and Regression testing. Effectively developing and executing the test strategy and planning activities. Demonstrating a passion for high-quality software, strong Engineering principles, and methodical problem-solving skills.

Everyone at esolidar can contribute to making this handbook better. If you have comments, additional info or things you think we should remove, you are free to suggest edits and additions. You're a part of our team now, and as a team, we will adjust and develop this handbook — and all other aspects of our culture — continuously.