



Integrated Report

# ESG Contribution 2021





# Contents



- Message from our CEO
- Sustainability Framework
- About Glovo
- Corporate Strategy
- Stakeholder Dialogue
- Governance
- Technology
- Corporate
- People
- Impact & Sustainability
- Communities
- About the report

# Message from our CEO

2021 was a very hopeful and awakening year for Glovo. I am excited about our accomplishments so far, and confident in how Glovo is steering towards future growth and sustainability as a tech-first responsible company.

This year I am glad to share our first Integrated Report, prepared following GRI Standards and the <IR> framework. Two international guidelines for sustainability reporting, broadly used by private and public companies to communicate performance as well as reflect on the business and how ESG goals are managed internally.

After a complex 2021, where our communities were still impacted by COVID 19, we have seen how our partner shops and restaurants struggled with the ever-

changing local restrictions. We are happy to have contributed to their resilience and recovery. Online delivery has undoubtedly been an intrinsic part of our partners' day-to-day business. Glovo has also been on top of providing help to our communities through our technology and resources, having delivered orders and meals with a social purpose and donated to social causes.

The future of our economy faces a digital transformation, and we are ready to contribute. At Glovo, we aim to close the offline-online gap by becoming the digital partner of choice for all companies going digital for the first time.

With this at heart, this year, we launched Glovo Concepts, a new portfolio of virtual delivery-only food brands to help partners grow their business, among other solutions for small and medium enterprises.



**Óscar Pierre**



In addition, our platform and technology allowed thousands of couriers to offer their delivery services, connecting them to the app in 25 countries in Europe, the Middle East, and Africa.

Our responsibility to our communities goes beyond partner merchants. In 2021 Glovo committed to a series of conditions to step up and ensure fair social rights for couriers. To make the most of their time at Glovo and have a positive experience, we aim to have 100% of couriers signed up to The Couriers Pledge by 2023. Going above and beyond is an intrinsic will to establish a fair level-playing field for digital platforms where couriers are granted the right benefits to keep collaborating on their terms, wherever and whenever, no matter their employment status. These actions demonstrate that making an impact on how we do business has always been in our DNA.

Regarding the environmental impact of Glovo, our climate strategy joins the global movement of leading companies to tackle climate emergency. Regarding climate change, I am happy to announce that in 2021

we achieved the commitment of neutralizing 100% of our carbon emissions across our value chain and signed up to the UN Global Compact's Climate Ambition Accelerator, and the Climate Commitment (TCP). This is only the beginning of our climate journey in which we are committed to Science-Based Targets to align our business with the most ambitious goal of the Paris Agreement: to limit global temperature rise to 1.5°C above pre industrial levels and reach net zero.

With Glovo Access, we reached another milestone this year: more than half a million solidarity meals to vulnerable communities were delivered with our platform. Glovo Access is a consolidated service to NGOs and other enterprises only a year after its inception. We see the potential to help the third-sector organizations digitalize their operations, reach a more significant number of vulnerable people, and meet the emerging challenges posed by food waste and insecurity.

Finally, we have always been able to raise big numbers for our business which allowed us to double in our core markets,

accelerate our leadership positions in mature markets and continue to expand our multi-category division. 2021 has been a great year, and I feel excited because there is still so much to be built at Glovo to make lives easier, enabling access to all local products and services in the city.

“  
I feel excited  
because there's  
still so much to  
be built.”





# Sustainability Framework

## INPUTS



### Communities / Social

25 Countries of Operation | +1,350 Cities



### Environment

100 Micro-Fulfilment Centres  
15 Cookrooms  
+571 M km Travelled by couriers



### People

4,030 employees



### Operations

+75,000 Couriers | +140,000 Partners



### IT

+30 M App Downloads

## Risks & Opportunities

Glovo?

Strategy

Corporate Governance

Vision, Mission, Values

## OUTCOMES



### Communities / Social

2.2 B€ Gross Value Added\*  
353 M€ Total Value Generated\*

\*Socio-Economic Impact Report 2020



### Environment

111,623 Tonnes Generated Includes scope 3  
5,263 Tonnes Reduced  
58,676 Tonnes Avoided



### People

+101,942 Jobs Generated Data from 2020  
43% Female Employees



### Operations

+500,000 Socials Meals Delivered



### IT

99.9% Service Availability

# About Glovo



## About Glovo

Glovo is a Spanish tech company and the fastest growing multcategory player in Europe, Western Asia and Africa. With technology at the core of our business, we create innovative solutions by connecting customers, partner businesses, and couriers, whilst making sure we have a sustainable impact on our communities and ecosystems: we're a tech-first, responsible company.

Our vision is to give everyone easy access to anything in their city, so that the customers can enjoy what they want, when they want, and where they want.

## Business model

Products and services are either delivered by couriers accessing the platform through Glovo's mobile app or by the partner businesses themselves if they have their own vehicles.

### Key elements of our business model

**FOOD:** Our customers can order their favourite food from the restaurants they love. If something exists in the city, they can count on us to get it.

**SHOPS:** Customers can find in Glovo the largest shopping center thanks to our partners: health products, toys, beauty, fashion, flowers, electronics, sports, etc.

**SUPERMARKETS:** Customers can save time when ordering groceries online in their favourite supermarket and couriers take it to the doorstep.

**PHARMA & BEAUTY:** We connect the closest drugstore with our customers. In case they are having an emergency, feeling sick or forgotten to buy shampoo we give them easy access to drugstore products.

**COURIER:** customers can send something from one place to another. The parcel is collected and delivered wherever they like.

**ANYTHING:** The true essence of our business: to order anything as long as it fits in a courier's bag.

## Business verticals

**Q-COMMERCE:** Our ultra-fast delivery service: a new generation of online stores.

- Micro Fulfilment Centers: They are like any other supermarket, but the orders are online. That way we are giving 365/24h online access to groceries and more products: free delivery, less than 20 minutes, and no minimum purchase.
- Groceries: We deliver from any supermarket in the city to the customer's door in a short time.

**GLOVO CONCEPTS:** We have created a new generation of delivery-only brands operated by nearby trusted restaurants. We provide the brand, the menu, the ingredients, the marketing, and the required training for the kitchens' personnel of our partners. A tool to help local restaurants grow.

**COOK ROOMS:** These are spaces equipped with custom-made kitchens that we offer to our partners so that they are able to open new locations, avoid restaurant saturation, increase brand awareness, attract new customers, reach new areas, launch new delivery-only brands and increase sales.

**GLOVO BUSINESS:** We provide 24/7 last mile solutions for businesses to offer their products anywhere in short delivery times. Businesses can benefit from having their packages insured against lost or damaged items. They are also able to customize and automate their logistics with a real-time tracking system from Glovo's dashboard as well as multiple pick-up points and delivery options. They are supported in every stage of the process by our customer care team.

## Revenue Streams

Glovo's revenue comes from different sources:

- Platform access fee paid by partners for the product that the customer purchases in the app, not including the delivery fee.
- Sales of products distributed through Glovo's virtual supermarkets, namely "Glovo Express" (stored in Glovo's "Micro-fulfillment Centers").

Other revenue, including brand partnerships, marketing services for partners, renting of space to cook ("cookrooms"), sampling actions, virtual franchises, sales of items and equipment to couriers and restaurants.

## Couriers revenue stream

Delivery fees paid by the customer for the transportation of the products go straight to the courier as earnings. Couriers' earnings are based on a fixed fee per order), a variable fee per kilometre travelled, and a variable fee per minute of waiting time. This amount is multiplied by a premium that varies according to time of day, demand or weather.

## Our story

Glovo was launched in early 2015 by Oscar Pierre and Sacha Michaud. After studying at Georgia Tech and seeing the US's emerging on- demand economy, Oscar returned to his hometown Barcelona to start his company. At that time, he met Sacha, an entrepreneur with experience in the tech sector and they became partners. Since then, Glovo is currently operating in 25 countries and over 1,350 cities worldwide. Today, it is one of the leading on-demand platforms founded in Europe. So far, Glovo has 4,030 employees working in its global operations.



### 2021 Key Figures:

- 25 countries of operation.
- +75k active couriers<sup>1</sup>.
- +140k local shops & restaurants<sup>1</sup>.
- 4,030 employees.
- 100 Micro-fulfillment Centers.
- 15 cookrooms.

<sup>1</sup> Active end of 2021.

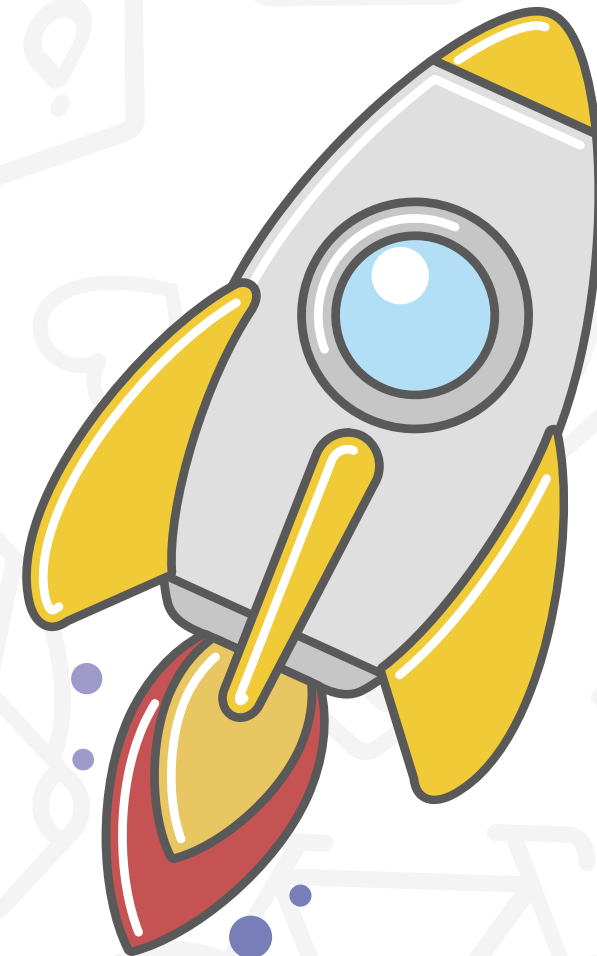
## Timeline

- 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 and 58k active couriers.
- 2017: Challenges, losses, and big risks.
- 2018: Backpacking, International expansions, Micro- fulfillment Centers & Groceries.
- 2019: Bottlenecks, competition, wins, sustainability team, Glopi's birth.
- 2020: Market consolidation, world pandemic, massive growth, social purpose.
- 2021: Glovo becomes carbon neutral, Glovo Concepts is born, new acquisitions in Q-Commerce take place, signed an agreement to become part of Delivery Hero family.





# Corporate strategy



## Corporate strategy

We have massive ambitions for our future. Our vision is “To give everyone access to anything in their city”, continues to drive our focus on accelerated growth, bottom-line profitability and retaining market leadership in the countries where we operate.

### Our culture

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

As a company, we like to 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 employees explore our culture, we want them to love every step of the experience. Our goal is for them to identify with our core values and for our purposes to align.

### Glovo's vision

Glovo transforms the way people acquire what they need, making cities more accessible. The app allows our customers to get the best products in their city in a few minutes. We connect users, businesses and couriers to make that possible.

At Glovo, we want to **give everyone easy access to anything in their city, having a sustainable impact on the economy, society and environment:** we are a tech-first responsible company. We believe that life is better when you can have what you want when you want it.

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

- **Gas**
  - We are quick to deliver value.
  - We are passionate.
  - We are ambitious.
- **Good Vibes**
  - We are optimistic
  - We are trust builders
- **Stay Humble**
  - We are self-aware
  - We are grounded
- **Care**
  - We are user-centred
  - We are global citizens
- **Glownership**
  - We are glowners
- **High Bar**
  - Focus on top performance



## Future Outlook & Business Perspectives

Our vision to **“Give everyone access to anything in their city”**, continues to drive our focus on accelerated growth, bottom-line profitability and retaining market leadership in the countries where we operate.

### Our mid-term strategy is built around:

- Continue scaling the business as fast as possible, reaching, and serving more customers, better serving our existing customers and expanding our value proposition.
- Continue to grow sustainably, driving profitability to fund further expansion.
- Succeed in all our markets.
- Build out the next wave of growth beyond prepared food.

## Glovo's key priorities

To achieve our goals, we are focused on **six key priorities**:

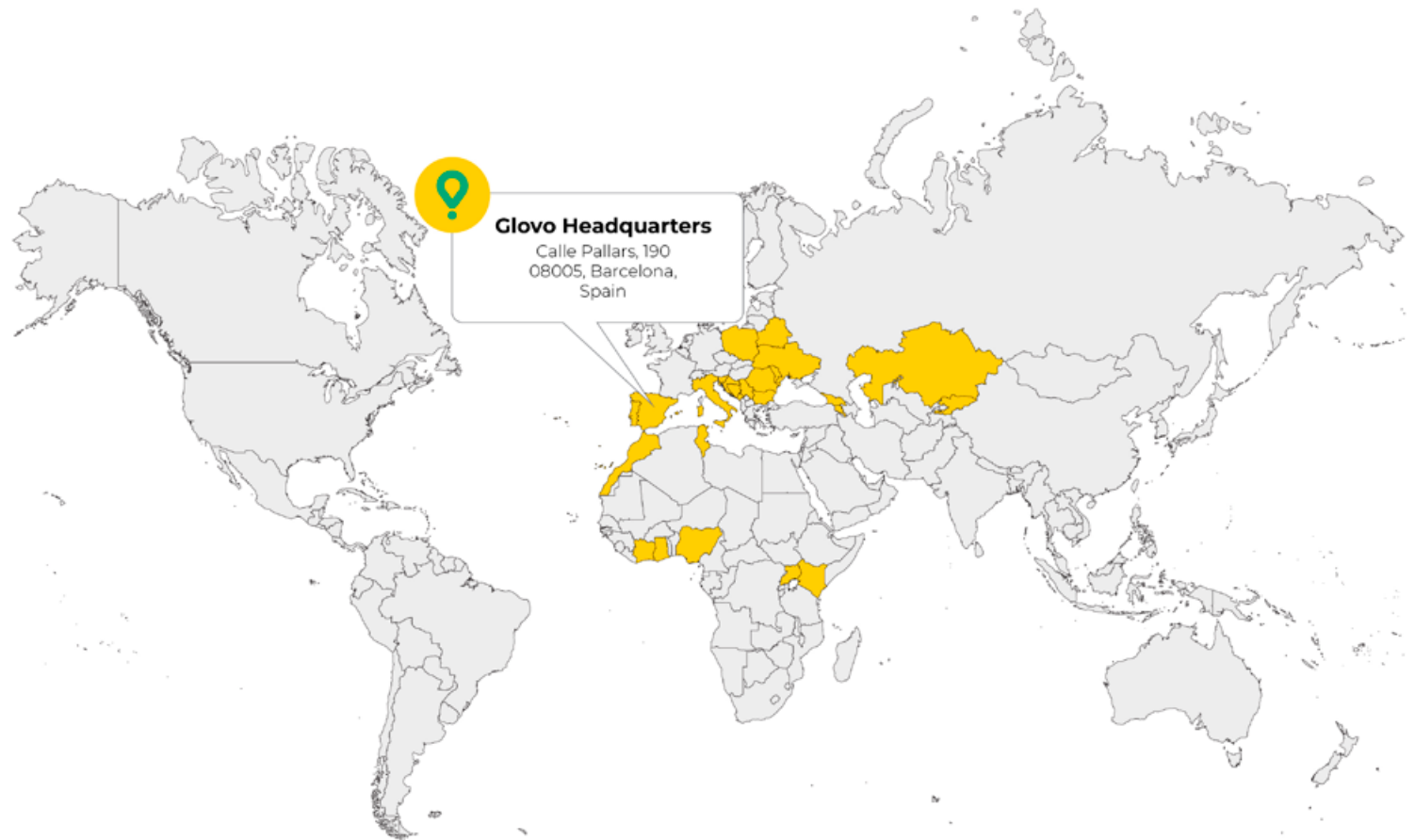
- **Customers:** we work to constantly expand our customer value proposition by broadening our multi-category offering, improving our content across all our categories, increasing the number of customer occasions we serve and becoming the number one grocery provider in our markets. Moreover, we drive market-leading customer satisfaction by developing outstanding customer experiences and focusing on long term happiness and retention.
- **Partners:** we aim to create exceptional value for our partners by focusing on quality, equality, and support, and to expand our portfolio of partner products and services.
- **Couriers:** we seek to become the app of choice for couriers and/or third parties' providers to offer their delivery services. That's why we continue to deliver on our 'Couriers Pledge': Fair earnings, safety, economic coverage in case of inability to work, access to time off, access to training and a collective voice.
- **Business verticals:** We accelerate the development of new verticals for our business to build the foundation for our next wave of growth.
- **Impact and Sustainability:** to be the number one impact player in the market is crucial for Glovo. That's why we deliver exceptional outcomes across our five pillars of impact: couriers, partners, environment, social contribution, diversity, and inclusion.
- **Talent:** we are working hard to win the war on top talent and continue to develop market-leading engineering capability.

## Market Presence

Our headquarters are based in Barcelona, Spain, and **operate in more than 1,350 cities from 25 different countries** in South-West Europe, Eastern Europe, the Middle East and Africa<sup>2</sup>.

In 2021 we have consolidated our leadership in key geographical areas that were essential to us. In Central and Eastern Europe, Glovo acquired foodpanda brand in Romania and Bulgaria, the Donesi brand in Serbia, Montenegro, Bosnia and Herzegovina, and Pauza in Croatia. In Africa, we see a huge growth opportunity that needs to be tapped.

As part of the expansion of our operations in Africa, we included Ghana and Tunisia as new markets, bringing our current operations to a total of seven countries on the continent. We believe there are a number of key markets in Africa that are currently underserved and we recognise the unique opportunity for the platform within local communities by supporting independent businesses and helping them reach new customers online.



<sup>2</sup> Europe: Spain, Portugal, Italy, Croatia, Bosnia & Herzegovina, Serbia, Montenegro, Bulgaria, Romania, Moldova, Ukraine, Poland, Georgia, Slovenia, Belarus. Middle East & Africa: Morocco, Ivory Coast, Ghana, Uganda, Kenya, Kyrgyzstan, Kazakhstan, Armenia, Tunisia, Nigeria.

## Ownership and legal form

Glovoapp23 (the company's legal name) was incorporated in September 2014 through a Limited Company. Since then, it has expanded its business in multiple countries by with a legal company in each of them<sup>3</sup>.

In September 2020, the operations of Glovo in Latin America were acquired by Delivery Hero.

This report includes information about subsidiaries operating under Glovo's structure in 2021, particularly those mentioned above, which were out of the consolidated group boundaries by the end of the year.

Following the sale of its operations in Latin America, Glovo has sought to strengthen its presence in its core markets and expand into new markets as it increases its footprint across Southwest Europe and EEMEA. We aim to create profitable market leadership

positions where we operate, with many of our countries already operationally profitable. Glovo raised 450M€ in Series F funding round led by Lugard Road Capital and Luxor Capital Group and is concentrating its efforts on investing in its core markets and consolidating leadership positions.

On the last day of 2021, Delivery Hero announced an agreement for the acquisition of a new block of Glovo shares. Delivery Hero has become Glovo's majority shareholder holding 94.48% on a non diluted basis and 80.91% on a diluted basis.





# Stakeholder dialogue





# Stakeholder dialogue

At Glovo, we aim to set an ongoing dialogue with all stakeholders, to consider their feedback into our decision-making process. To do so, we engage with them in different conversations to identify risks and opportunities at the earliest stage.





In January 2020, we conducted a structured materiality analysis to identify what were the most relevant social and environmental topics for our stakeholders (partners, couriers, customers) and take their opinion into account into the Impact and Sustainability strategy definition.

**The first phase** of the analysis involved defining Glovo’s externalities from different referents at the national and international level, such as the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB). The resulting list contains nineteen items described in the next section “Materiality matrix”.

**In the second phase**, stakeholders were asked to rate importance and appraise Glovo’s management regarding the nineteen

items in eight countries: Spain, Kenya, Morocco, Ukraine, Romania, Italy, Portugal and Poland.

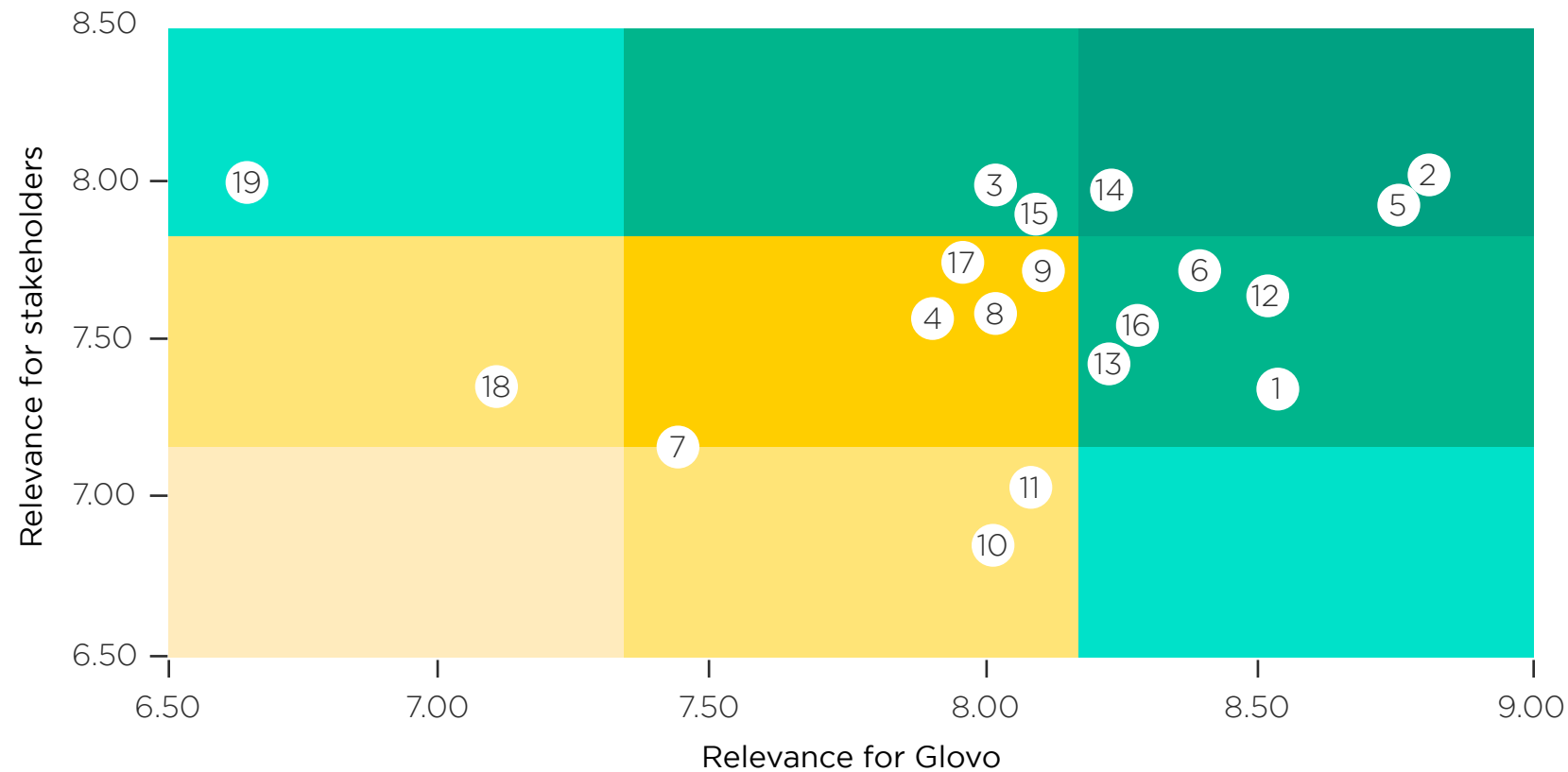
The following table shows the stakeholders included in the consultation process and the main results obtained.

Stakeholder	Answers	Most important issues
 Users	7,204	Users consider that the most crucial externality is Couriers’ Health and Safety (8.8), followed by externalities linked to their welfare: Users’ rights guarantee (8.7), Users’ health and safety (8.7) and Service benefits (8.6).
 Partners	293	Partners give high importance to Users’ Welfare (Users’ Health and Safety, Rights Guarantee and Service Benefits) with a score over 8.4 and Waste (Food Waste Generation, Packaging Waste Generation, Electronic Waste Generation) with a score of 8.4.
 Couriers	8,275	Couriers believe that the most critical externalities are: Employment and wealth creation (8.2) and Service benefits for users (8.2). They consider both topics more relevant than their own Health and safety (7.9).
 Employees	475	Employees give high importance to waste (8.8), Couriers’ Health and Safety (8.7), Stability of professional activity (8.5) and Climate Change (8.5).



Materiality

The figure below<sup>3</sup> shows the materiality analysis results as the significance of each of the nineteen externalities assessed according to its relevance for stakeholders and Glovo’s management.



Externalities Assessed

1. Impact on climate change.

2. Waste.

3. Resources and raw materials.

4. Impact on cities and urban life.

5. Couriers’ health and safety.

6. Service benefits for users.

7. Users’ health and safety.

8. Users’ rights guarantee.

9. User’s inclusion and integration.

10. Suppliers’ safety, welfare and working conditions.

11. Employee welfare.
12. Stability of professional activity and financial security of professionals.

13. Employment and wealth creation.

14. Responsible employment regarding immigration.

15. Intellectual capital development regarding processionals and society.

16. Diversity, inclusion and improvement of the conditions and quality of life of professionals.

17. Promotion of external vocations among women.

18. Contribution to local challenges through philanthropic actions.

19. Contribution to strengthen public institutions.

<sup>3</sup> Matrix elaborated on a scale of 6.5 to 8.5 and 9, since all the scores awarded oscillated between these values.

# Governance





## Governance

### Board of Directors

As of December 31, 2021, Glovo’s Board of Directors comprises representatives of leading investors, including Seaya Capital Gestion, Drake Food Services, Hedosophia and Delivery Hero.

The Chairman of the Board is Oscar Pierre and Niall Wass chairs as Honorary Chairperson. The positions of the Board of Directors are not remunerated.

### Executives

Glovo’s management is composed of CEO and co-founder Oscar Pierre, co-founder Sacha Michaud and nine CXOs, two VPs.



**Oscar Pierre**  
CEO & Co-Founder



**Sacha Michaud**  
Co-Founder & Chief Public  
Affairs Officer



**Bartek Kunowski**  
Chief Product  
Officer



**Arnau Cortés**  
Chief Revenue  
Officer



**Carles Rosas**  
Chief Customer  
Officer



**Eduard Ros**  
Chief Finance  
Officer



**Alex Menal**  
Chief Marketing  
Officer



**Rodrigo Adanya**  
Chief People  
Officer



**Idriss Alrifai**  
Chief Strategy &  
Data Officer



**Narek Vardian**  
Chief Technology  
Office



**Daniel Alonso**  
VP Groceries



**Ana Champetier**  
VP Food  
Innovation



## Committees

### Society Committee

Since 2019, a Society Committee has been in place and is composed of a small group of independent experts who collaborate with the company to identify and face current and future socio-economic challenges. Having an external point of view to advise on the company's strategy is key to understand and address the external trends that are happening in our ecosystem.

The committee is composed of two women and four men. It includes experts on issues related to the socio-economic impact of technology and data, privacy, algorithms and digital behaviour, as well as reputable individuals in the areas of labour markets, technology, pensions, gender and inclusion, impact entrepreneurship and collaborative ecosystems. Last not not least, the committee includes a specialist in digital transformation and culture.

In 2021, the Society Committee<sup>4</sup> held twelve meetings related to:

- Social impact strategy
- Diversity & Inclusion
- Labour model
- Company-wide OKRs, Couriers pledge
- Algorithmic transparency; Corporate lobbying



<sup>4</sup> The Society Committee is not part of Glovo's Global Compliance program, and, consequently, its recommendations are not reflected in the company's risk management planning but on the Global Affairs team's objectives. As such, the feedback taken by stakeholders involved in this committee are not subject to any internal controls & procedures by the Compliance team.



## Compliance committee

The Compliance Committee was created in 2021. It has independent powers of initiative and control and coordinates the Compliance Model's prevention and detection function for Glovoapp23 and all its subsidiaries. These are some of its main duties:

- To oversee the prevention, detection and management of Compliance risks, particularly the commission of any criminal conduct that may result in criminal liability for Glovo.
- To strive to ensure that Glovo's various areas coordinate with each other to comply with the Code of Ethics, the rest of internal policies and the applicable laws and regulations.
- To apply or propose the application of any corrective measures it may deem appropriate in connection with any defects it may identify in Glovo's Compliance Model or its regulatory documents.
- To strive to ensure that any Compliance training sessions that may be deemed appropriate are provided at Glovo and that any other initiatives of any kind that help raise awareness of the Compliance culture at the organisation are carried out.
- To coordinate, assist and support each department's control owners, who are responsible for the execution of the controls.
- To send proposals for improvement to those departments in which areas for improvement have been identified, establishing a person with responsibility and a deadline for monitoring their application.

The Compliance Committee meets quarterly and reports to the Board of Directors on its activities, at least on an annual basis and immediately in case of any relevant infringement or risk to tackle. It has 3 members:

- **Marita Rancé Giménez-Salinas** (President and Chief Compliance Officer)
- **Eduard Ros** (Permanent member, Chief Finance Officer)
- **Larissa Araujo** (Permanent member, Head of Governance, Risk & Compliance)

# Technology



## Technology

By 2021 Glovo already has four technology centres in Barcelona, Kiev, Madrid and Warsaw and has hired more than 200 engineers. A key focus now is to keep increasing the number of women engineers in the company.

As a data-driven company, we leverage Business Intelligence tools to understand the behaviours and key metrics of customers, partners and couriers. Our decision-making process starts by digging deep into the data and identifying the best metrics that will answer our business questions.

At Glovo we have a set of dashboards and reports that are held to the highest quality standards and report on different key business metrics. Data science is used in numerous parts of Glovo: from Fintech to Logistics. Our main application of data science is machine learning. We currently have around 40 models in production (used by Glovo employees or by other technologies).

Tech is an umbrella term we use for two Divisions that work hand in hand: Product and Engineering. Teams within both divisions are organised in clusters and aligned to product domains.



# Corporate







Corporate  
Financial information

Revenue and taxes by region (k€)

Region <sup>5</sup>	Income tax	Revenues /Losses
WE	(11,394)	(412,469)
EEMEA	(1,236)	(101,769)
Other	-	(80,941)

The Group has not received any public grants or incentives for environmental use during 2021 and 2020.

<sup>5</sup> WE: Spain, Portugal, Italy, Poland

EEMEA: Morocco, Georgia, Ukraine, Kenya, Ivoy Coast, Kazakhstan, Serbia, Tunisia, Uganda, Kyrgystan, Ghana, Bosnia, Montenegro, Nigeria, Belarus, Armenia

Others: Romania , Moldova, Croatia, Bulgaria, Slovenia

Indirect economic impacts

Glovo generates economic value and produces a strong pull effect in the economy through its value chain and staff. Based on 2020 data, we conducted an exhaustive socio-economic impact analysis that quantifies indirect economic impact using a series of impact models. The following data is excerpted from our impact analysis.

- 2,252.2 M€ of value added generated by Glovo ecosystem
- +101,942 jobs supported by Glovo ecosystem
- 353 M€ of total value added generated by Glovo corporate activity
- x5.4 additional impact from our partners and couriers





Risk Management

We develop our Risk Management Program in accordance with the Global Compliance Program, which aims to identify and assess risks (for example, launching new business verticals) and implementing actions to mitigate these risks.

The objective of the program is to ensure that the entity’s risks are managed properly. The risks are classified: strategic, financial, operational, compliance (including criminal) and reputational.

Risk Assessment

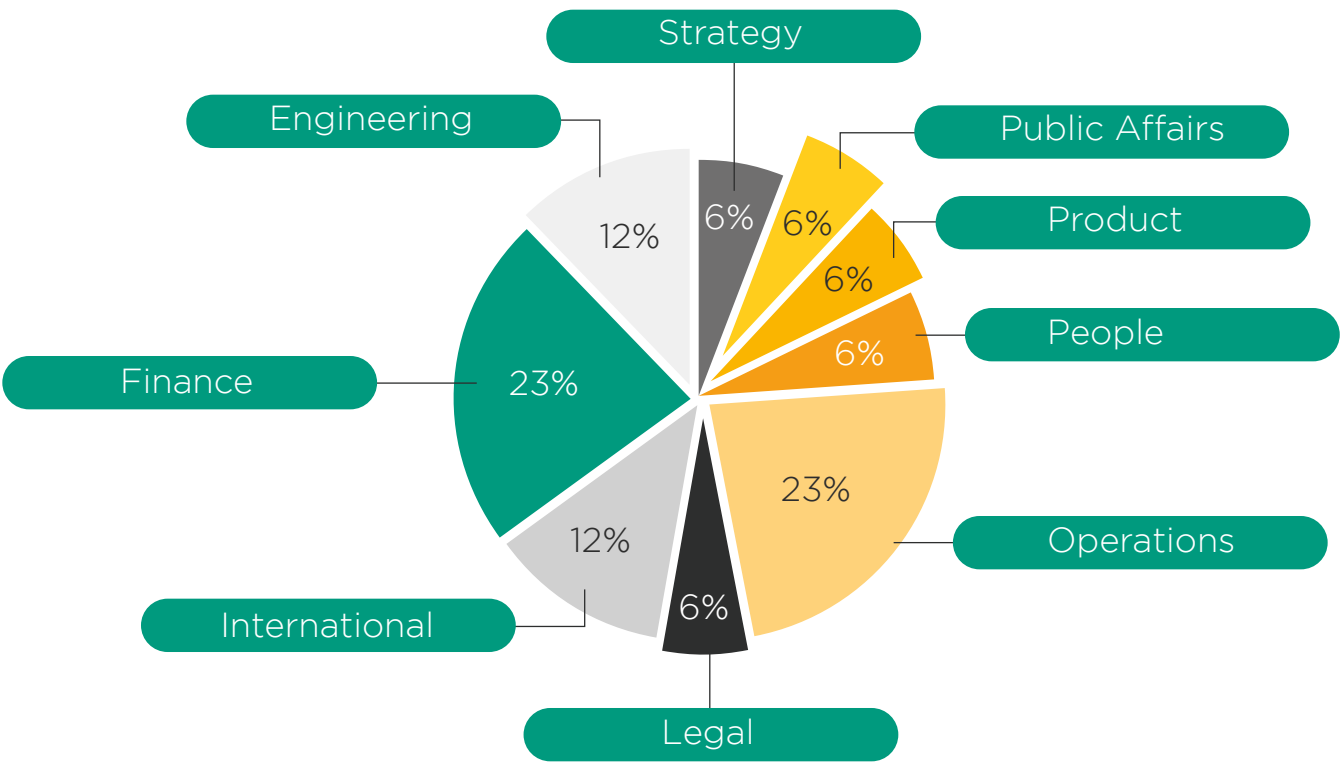
We have conducted a comprehensive enterprise risk assessment to identify the main risks, scenarios, and areas affected, as well as its likelihood of occurrence and impact if materialised. Significant risks include changes in operation and legal models regarding couriers in Glovo’s different countries of activity, cyber-attacks and breaches affecting Glovo’s operations and user’s data confidentiality. For each of the risk scenarios identified, a risk owner has been designated in the company, and

a contingency plan has been developed to identify and manage significant risks.

In 2021, we conducted a reassessment of enterprise and criminal risks together with an external consultancy firm. We reviewed existing risks and identified new ones.

**This Risk Assessment covered all areas of Glovo’s corporation; evaluating a total of**

**126 risks, 17 of which have been identified as key corporate issues.** The following is a breakdown of the top risks identified by sector:





## Compliance

Glovo has implemented a Global Compliance Model based on three pillars:

- 1. Corporate Responsibility:** Trust with governments and communities; Respect and promotion of human rights; Non-discrimination and equal opportunities; Philanthropic donations and non-commercial sponsorship; Health & safety at work.
- 2. Business Relationships:** Conflicts of interest; Anti- bribery & anti-corruption; Anti- money laundering & combating financial terrorism; Gifts, entertainment, and hospitality & Fair competition.
- 3. Protection of the Business:** Social Media; Confidential information; Data privacy and security; Protecting Glovo's assets.

These three pillars are detailed in the Global Code of Ethics and business conduct. Glovo has created a Structuring Document of the Compliance Model, in line with the ISO 37301 for Compliance Systems Management. This document explains the structure of the Model and employee duties in regards to compliance within the company.

## Compliance Committee

At Glovo, the Compliance Committee is responsible for supervising the effective implementation of our Global Compliance Model.

Every year, the HQ Compliance Committee prepares a Governance Risk & Compliance Report for the Board of Directors. This indicates what actions have been implemented to combat noncompliance in the last year as well as an action plan for the upcoming year. The GRC Team also continuously reports the development of risk management and compliance matters to the Board of Directors, which includes evaluation of the Compliance Model and potential improvements.

## GRC Policies & Procedures

Glovo has many compliance policies in place to prevent and mitigate potential situations of noncompliance which would compromise our ethical principles.

These are some of the main compliance policies:

- **Glovo's Risk Policy** classifies potential enterprise risks (including compliance risks) by probability and economic/reputational impact and presents them in risk maps which are updated annually. A matrix is then created to ensure that each risk has controls in place to mitigate them. Evidence is also collected through a repository to prove the effectiveness of these measures.
- The **Global Code of Ethics and Business Conduct** is at the top of the policy tree. This Code sets out Glovo's standard practices for each material aspect. The corresponding policies are accessible in Glovopedia in different languages. This applies to all its subsidiaries and internal stakeholders. However, as the company conducts business globally, employers are also subject to different countries' regulations. In this case, company policies are adapted to local regulations through appendixes.



- Glovo's success in the global market is built on its business integrity. Therefore, it is crucial that the staff who select and monitor Glovo's third party business relationships carry out the actions stated in **Glovo's Due Diligence Procedures**. In addition, Glovo's Standards of Ethics and Business Conduct for third parties apply to our business partners. These Standards establish the expected behaviour in order to comply with Glovo's commitments and other legal regulations.
- **Anti-Corruption Policy**, which highlights key rules to avoid unethical practices, and a Policy against Money Laundering and Financing of Terrorism, among others. All Glovo personnel are prohibited from offering or accepting any illegal payments including gifts, hospitality or entertainment. Glovo's Criminal Compliance Policy also helps to prevent, detect, and manage public or private corruption, and all the applicable criminal risks.

At Glovo, one of the main compliance obligations of all employees is to report any potential risks, especially when concerning noncompliance with the law or breach of Glovo's policies. Glovo has an **Ethics Channel** to report ethical risks/incidents or to raise queries about the Compliance Model. The Ethics Channel is accessible through:

- A website link (externally managed): [glovo.c-etico.es](https://glovo.c-etico.es).
- Email (internally managed): [compliance@glovoapp.com](mailto:compliance@glovoapp.com).
- The Jira Portal (for employees only).

During 2021 we have received complaints, and we have investigated and closed all of them. There was not a single complaint relating to corruption issues.

All investigations are carried out in line with Glovo's Investigations Procedure, and the responsible is sanctioned, if applicable, according to the provisions of the Disciplinary Procedure.

In addition, all employees in all jurisdictions must perform mandatory annual compliance training to familiarise themselves with Glovo's ethics policies. This training also teaches employees how to prevent, detect and report noncompliance risks and behaviour. **Glovo's Training and Awareness Plan** also offers specific training to new hires and managers. Training is done through e-learning and face to face courses, brochures and legal monthly catch ups with Glovo's subsidiaries.



## Supply Chain

Glovo's supply chain mainly consists of equipment and items for couriers and partners using the platform. Around 95% of the items come from China in "Free on Board" conditions (backpacks, clothing, batteries, devices, etc.). The remaining 5% comes from Europe (paper bags, packaging, etc.).

## Sustainable procurement

Glovo is committed to continuously monitoring the social and environmental impacts and improving the sustainability of its procurement practices. In that sense, we comply with applicable laws and adhere to internationally recognised environmental, social, and corporate governance standards, expecting our suppliers to do so as well.

Glovo is committed to operating responsibly, including how and who we buy from. This is reflected in **Glovo's Sustainable Procurement Policy** which allows us to select and assess our suppliers on the basis of economic, social and environmental criteria. This includes environmental protection, compliance with human rights,

labour, and social standards, as well as anticorruption practices.

In 2021, we have developed an indirect purchasing policy where we indicate that the selection of suppliers must follow Glovo's values and evaluate the suppliers.

## Social Criteria

Glovo applies the **Business Social Compliance Initiative (BSCI) methodology** to obtain a social and human rights report from its suppliers. BSCI is a supply chain management system that supports companies to drive social compliance and improvements within their global supply chains. It implements the principle of international labour standards protecting workers' rights such as International Labour Organisation (ILO) conventions and declarations, the United Nations (UN) Guiding Principles on Business and Human Rights and guidelines for multinational enterprises of the Organisation for Economic Co-operation and Development (OECD).

In collaboration with Advance Pathfinder Ltd, we have started to implement the BSCI methodology throughout our supply chain.

Advance Pathfinder Ltd. audits our three leading suppliers, and their compliance and improvements will be checked every twelve months. **All suppliers must have a BSCI audit certificate.** In addition, we have carried out eight inspections of containers prior to shipment from China and implemented an obligation in all supplier agreements binding the Glovo's Standards of Ethics and Business Conduct for Third Parties.

In 2022 we aim to improve the compliance and security checks in terms of due diligence and offer training to communicate more about the ethical standards required to collaborate with us.



## Environmental Criteria

We aim to maximize the use of recycled and recyclable materials from our equipment suppliers and items for couriers. Additionally, we want to support them in managing the end-of-life of products:

- **Products made from recycled materials:** audits of suppliers' raw materials to verify their characteristics. In 2021 we purchased backpacks for couriers made from more than 80% recycled materials.
- **Glovo Store:** all single-use products are sustainable, as they are biodegradable or recyclable.
- **Couriers:** we have started collaborating with NGOs and recycling companies to recycle or upcycle the materials from the backpacks used by couriers once they are returned to us.





# People





## People

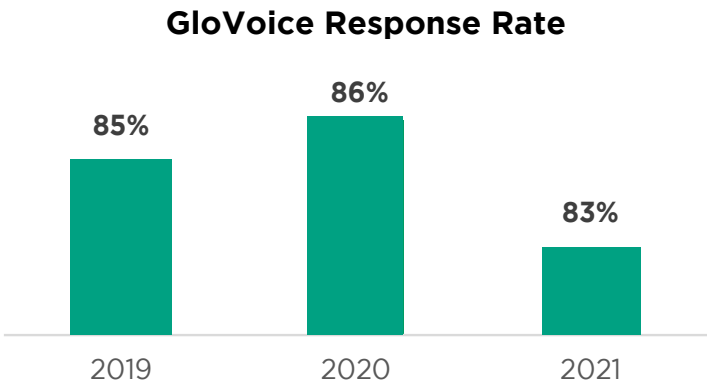
### Employee Wellbeing

At Glovo we strongly believe our people are our greatest asset. We work hard to offer them the job of their life. That means providing a meaningful talent development framework that promotes career development, competency mapping and internal job moves. Each person will be the primary owner and driver of its own growth opportunities by seeking feedback and acting upon it, being attentive to and jumping into new challenges that defy and ultimately expand their comfort zone.

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.
- 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 make the best decisions.
- A place where we understand and respect differences.

We monitor engagement levels through our **GloVoice survey** and encourage leaders and employees to commit to action plans and follow up on them as a team. Concretely, this custom engagement survey, which was first launched in 2019, is sent to all employees once a year plus three shorter “pulses” to gauge: employee’s engagement; teamwork efficiency; support received from the manager; and overall personal experience. With a very high response rate (85% in 2019, 86% in 2020 and 83% in 2021), the results of the surveys were as follows (scores out of 100):



GloVoice	
Engagement	
Dec. 2019	70
Dec. 2020	72
Dec. 2021	78
My Team (Peer Relationships)	
Dec. 2019	69
Dec. 2020	76
Dec. 2021	82
My Manager (Management Support)	
Dec. 2019	80
Dec. 2020	73
Dec. 2021	82
My Job (Environment)	
Dec. 2019	66
Dec. 2020	80
Dec. 2021	81



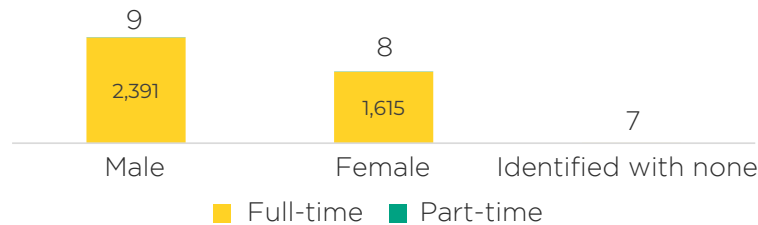
Work organisation

At Glovo, we want employees to feel that Glovo is their second home. That is why we aim to provide an excellent workplace for everyone. For that, performance is measured based on the results delivered, not on the number of hours people are connected. For this reason, our working policy is flexible to empower our people to continue to deliver outstanding results wherever and whenever. Our flexible working policy means:

- Working from home up to three days a week.
- Flexible time-off with uncapped vacation days.

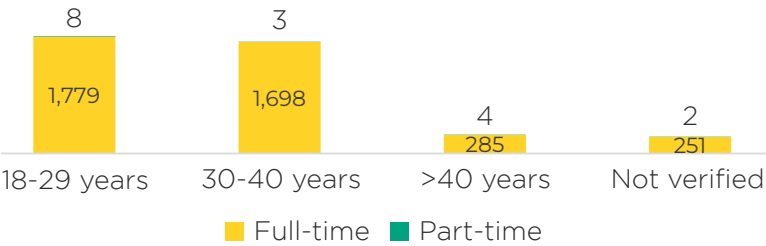
Most of the employees have full-time contracts at Glovo<sup>6</sup>.

Employees as of 31.12.2021 by gender and working time

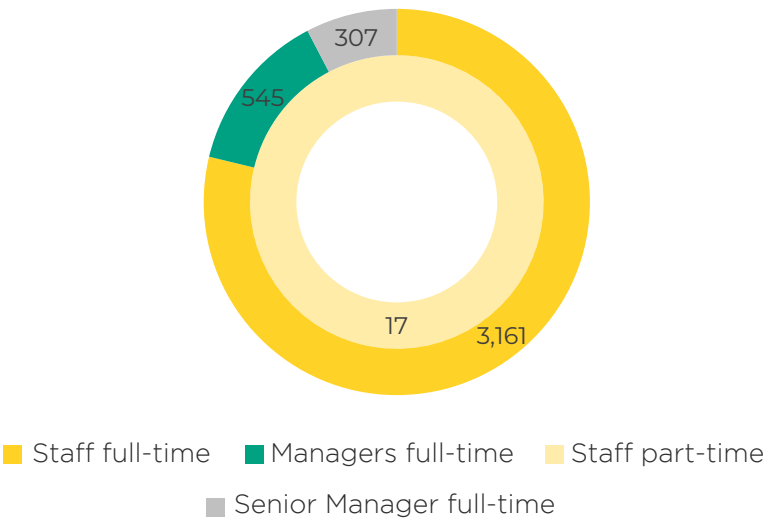


<sup>6</sup> Details of the working time of the couriers who were part of the professional staff category as at 31 December are not given, as the working hours vary considerably.  
<sup>7</sup> Except Spain because the statutory paternity leave in Spain is scheduled to increase from 12 to 16 weeks as of 2021.

Employees as of 31.12.2021 by age and working time



Employees as of 31.12.2021 by job category and working time



Work-life balance

Flexible working facilitates family conciliation amongst employees. At Glovo we care about our workers and ensure support for them during important life events, such as child birth. Therefore, we are aligning the Minimum Maternity & Paternity benefit to a Global standard, and increasing the benefit in many of our countries. Whenever the local Statutory benefit is more beneficial than the Glovo benefit, the Statutory will apply. The benefits are:

- **Maternity:** The entitlement for maternity leave will be aligned globally to 16 weeks paid at 100% salary. After maternity leave, for a smoother re-integration, the employee can choose to come back to work on a part time basis. This can apply for one month and the salary will be paid 100%.
- **Paternity:** The entitlement for paternity leave will be aligned globally<sup>7</sup> to one month/30 days paid on 100% salary.
- **Adoption:** For the adoptive parents, the benefit will be the same as for the biological parents.

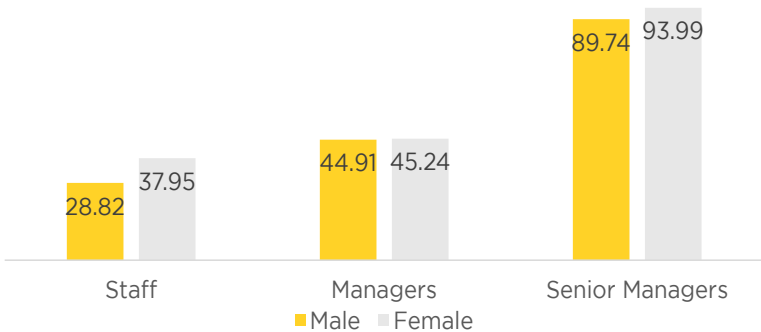


Digital work-life balance

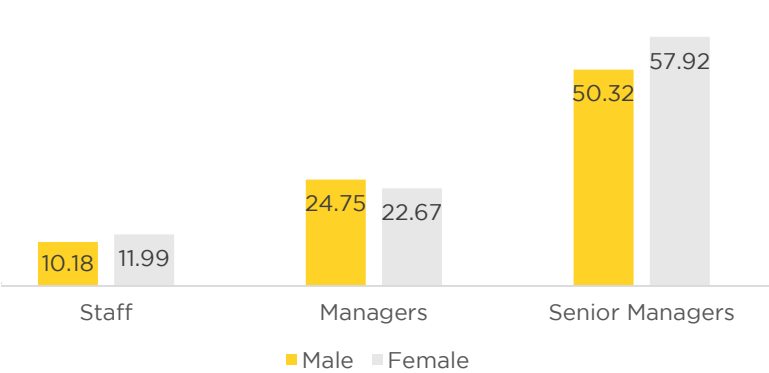
Glovo does not have specific internal measures or regulations which ensure digital disconnection for its employees. Nevertheless, we are conscious that teleworking can have adverse effects on balancing work and personal life. In 2021, we have initiated and incentivised the improvement of employee wellbeing.

Employees

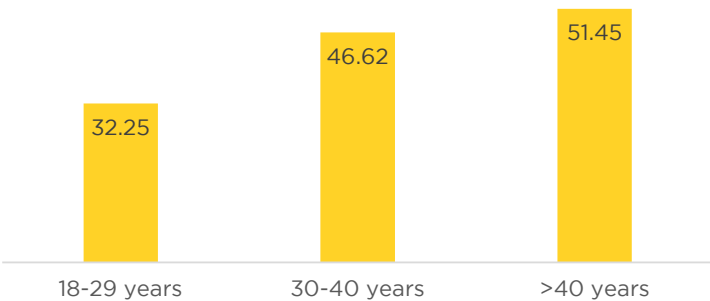
Average wage by gender<sup>8</sup> and job category - SWE (k€)



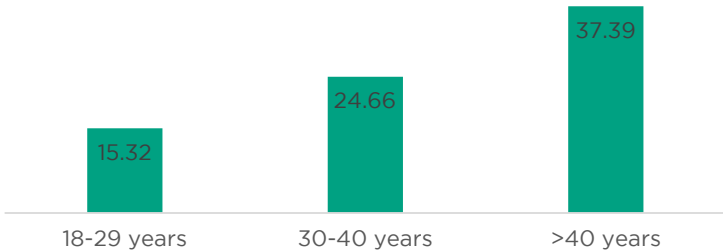
Average wage by gender and job category - EEMEA (k€)



Average wage by age - SWE (k€)



Average wage by age - EEMEA (k€)



Remuneration of Executive Managers

As of December 31, 2021, Glovo had fifteen Executive Managers, two women and thirteen men. The average remuneration received in 2021 by male executive managers amounts to 230,000€<sup>9</sup>. The two female executive managers’ average salary is not reported to avoid breaching the Spanish Law on Personal Data Protection.

<sup>8</sup> The formula used to calculate the average remuneration is: Annual gross salary / Number of people as of 31/12/2021. .  
<sup>9</sup> Calculated as full year salaries (including bonus, allowances, indemnities, payment to long-term savings pension systems and any other perception received in 2021) divided by number of male executives employed by Glovo in FY2021.



Occupational health and safety

In all operations, we comply with local laws and regulations regarding health and safety. In Spain and Poland, we count on internal health and safety specialists in coordination with external suppliers. In the rest of the countries, we have the support of external professionals to help us manage all aspects related to health and safety. Also, we have a plan and management system in place for the prevention of kitchens, and fulfilment centres.

Accidentality rates

In 2021 in Spain, no occupational diseases were recorded<sup>10</sup> and one accident was recorded in Glovo Groceries, S.L.

<sup>10</sup> In 2021, Spain was the only country where Glovo maintained systematic records on occupational diseases. The entity aims to improve on this point to be able to report such indicator for other countries in future editions.

Training and education

During 2021 we provided 5,538 hours of employee training. We have an External Learning Policy that estimates a budget per team to be spent on learning activities. In addition, we have the following programs:

Workday learning

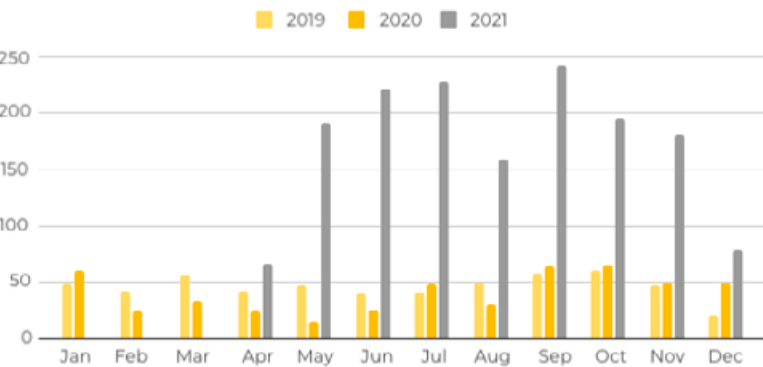
Workday Learning is Glovo’s new learning platform. It includes more than 35,000 resources, including e-learning and virtual modules, videos, podcasts, and articles on a wide range of topics. The platform uses machine learning to provide a personalised learning experience and help develop or enhance existing skills and competencies.

Bringing our Onboarding to the next level

Our onboarding programm is global in all regions, including newly acquired employees. All new employees go through the same induction and extended onboarding sessions.

Number of new joiners that attended Onboarding		
2019	2020	2021
649	584	2,193

Overall satisfaction score	
2021	9.16/10



### Leadership and development

In 2020 we launched training programmes focused on Career Development Planning and Leadership development to offer all necessary tools for our people to continue growing personally and professionally.

In 2021, we launched Leading@Glovo, a revamped, virtual 2.0 version of leadership training. Other initiatives have also been launched, such as **CliftonStrengths assessments** to help employees discover their unique talents, and a Coaching programme in partnership with CoachHub to support the development of our leaders.

- KPIs:
  - o Number of leaders that attended Leading@Glovo Program- 217.
  - o 70% of eligible leaders completed the program in 2021.

### Social dialogue and collective bargaining

In Spain and Italy, 100% of the employees are covered by collective bargaining agreements. For the majority of other countries we follow general labour legislation, some which are not required

to follow the above due to the size of the local teams. Glovo always offers different spaces to communicate business status and projects, such as weekly public meetings, Q&As, and quarterly Culture Days.

### Respect for human rights

Respect for human rights is one of Glovo's fundamental principles in all countries where we operate. In this sense, Glovo signed up to the **United Nations Global Compact** to strengthen our commitment to identify, prevent and mitigate adverse impacts regarding human rights in our business. As a result, we created a **Human Rights Policy** which covers the following ILO labour standards:

- Elimination of workplace harassment and discrimination.
- Elimination of forced or compulsory labour and human trafficking.
- Abolition of child labour.
- Occupational health and safety.
- Workplace security.
- Freedom of association and right to collective bargaining.
- Working hours, wages, and benefits.
- Right to strike.

We respect our employees' human rights and so they are free to make personal political contributions, join a labour union and strike without fear of dismissal.

Glovo recognises that respecting human rights is an ongoing effort. Therefore, we periodically review our due diligence processes and risk map to identify issues and possible additional preventive measures to apply. Glovo also applies protection measures for whistle-blowers in line with its Ethics Channel Management Procedure. This Channel is a confidential database with high security measures.





## Responsible employment

Glovo prohibits all forms of forced labour, including slave, bonded and military labour and any form of human trafficking. We will not tolerate inappropriate discipline methods such as physical punishment, threats of violence or other forms of sexual, psychological, or verbal abuse.

No individual under the age of 15 or the local legal minimum working age can be hired at Glovo. Younger workers may be employed through company-approved, short-term internships, apprenticeships, or work experience programs. However, they are never allowed to do work that may threaten their health and safety, hinder their education or vocational orientation and training.

In the case of contracting foreign suppliers, Glovo ensures that none of them implement unfair and abusive working conditions, child exploitation, or other conduct adversely affecting human rights.

## Preventing discrimination

Glovo prohibits discrimination or harassment based on age, race, sex, colour, nationality, religion, gender identity, disability, sexual orientation, pregnancy status, or any other aspect protected by applicable laws. These principles are reflected in **Glovo's Workplace Anti-Discrimination and Anti-Harassment Policy** as well as in its Global Code of Ethics and Business Conduct.

Furthermore, the recruitment, training, compensation, and advancement at Glovo are based on qualifications, experience, and performance. We value diversity in our organisation and have a **long-standing commitment to promote equal opportunities and to denounce discrimination and harassment.**

Thanks to the established mechanisms, in 2021, there has been no case of violation of human rights.





Employment Creation

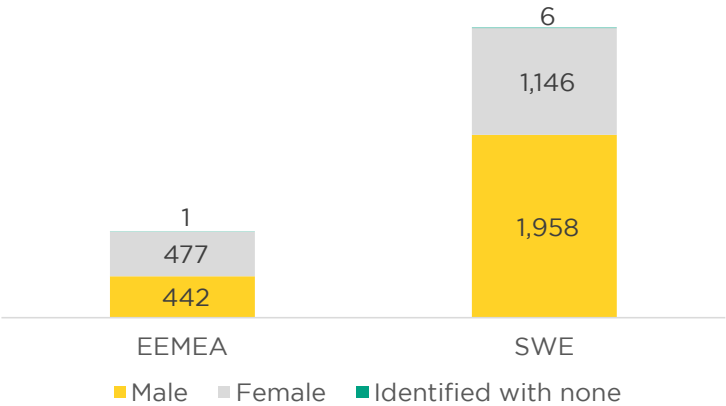
The continuous process of growth and internationalisation has led to major challenges in terms of culture, organisation and human resources management. These challenges include adapting our organisational structure to the growing demand, resizing staff, talent management and promoting our corporate culture.

Employment

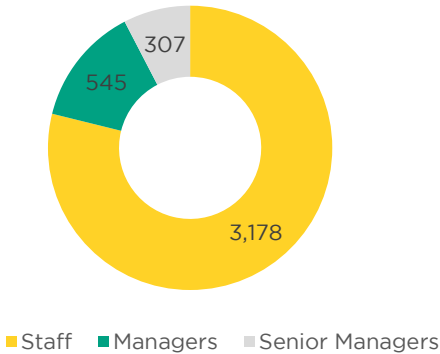
As of December 31, 2021, Glovo employed 4,030 people<sup>11</sup> in 25 countries.



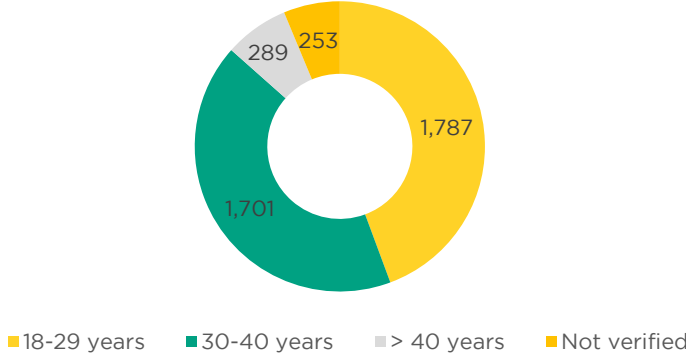
Employees as of 31.12.2021 by region and gender



Employees as of 31.12.2021 by job category



Employees as of 31.12.2021 by age



<sup>11</sup> Number of employees counted with the headcount system as of 31/12/2021.



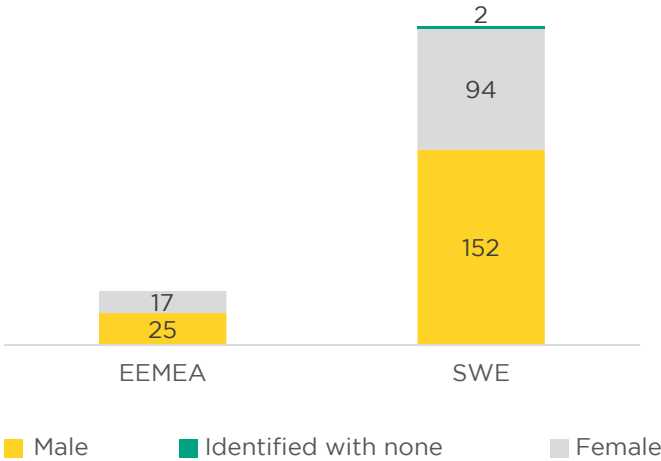
Dismissals and hirings

Due to changes in the business activity in 2021, Glovo registered 290 dismissals and 2,256 new hires.

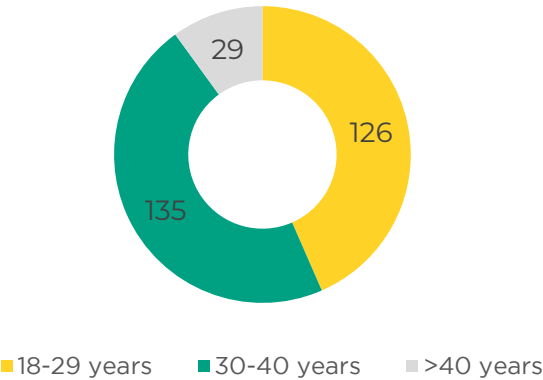
Employee turnover

Region	Male	Female
EEMEA	43.35%	28.68%
SWE	29.56%	20.75%

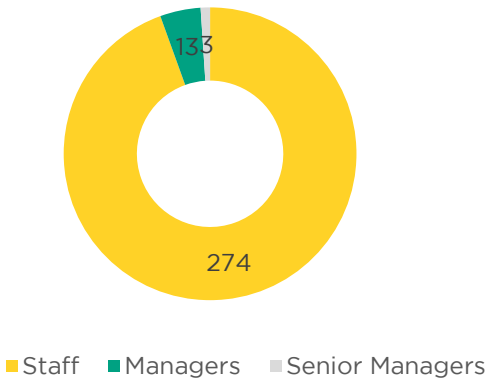
Dismissals as of 31.12.2021 by region and gender



Dismissals as of 31.12.2021 by age



Dismissals as of 31.12.2021 by job category



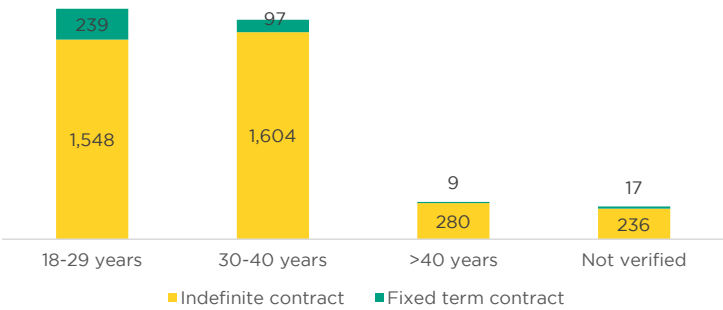


Contract modalities

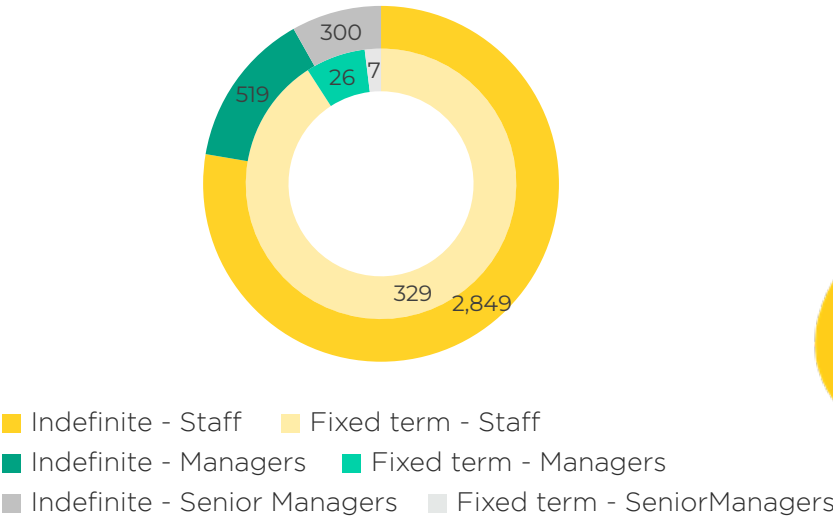
Glovo offers fixed and temporary rate contracts depending on each category’s requirements and particular situation. The vast majority of employees have permanent contracts. The following are the modalities of contracts for the year 2021 by gender, age and job category.

Contract modalities	Male	Female	Identified with none
Indefinite	2,242	1,420	6
Fixed term	158	203	1

Employees as of 31.12.2021 by age and contract modalities

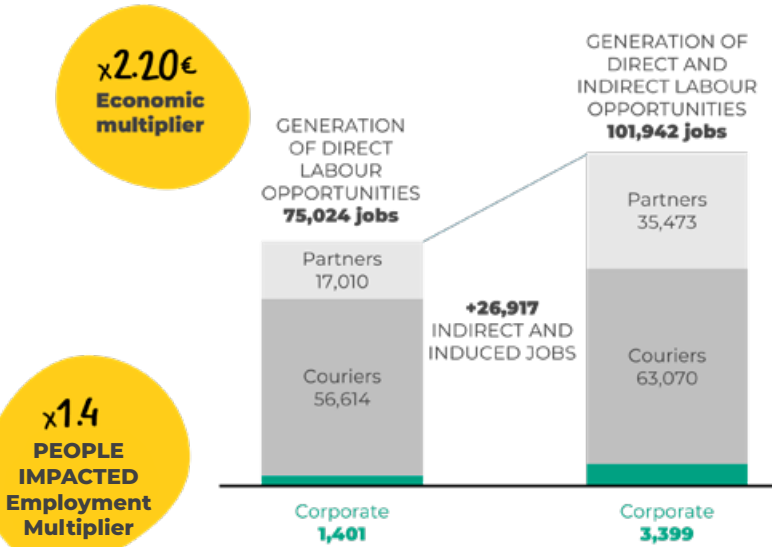


Employees as of 31.12.2021 by job category and contract modalities



Multiplier effect and impact on the labour market

According to our 2020 socioeconomic impact assessment, Glovo has impacted 75,024 people in 2020, generating direct labour opportunities from partners and the courier community. Our activities generated about 26,918 indirect and direct jobs in our ecosystem.



Own elaboration. Source: Glovo internal data.

# Impact & Sustainability





Impact & Sustainability

Glovo’s ambition is to become a catalyst of positive social and environmental change for our users in a world facing many challenges, like the future of work, climate change, the gender pay gap, or digitalisation.

From 2019 to 2021, we focused on implementing the basics (‘musts’) and testing how to use our assets for good (‘dreams’). **In 2022 and beyond, we aim to scale up our core business impact to benefit both people and the planet.** The five pillars of our long-term impact framework are linked to the UN SDGs:



**Couriers:** Lead the way in improving couriers’ conditions.





**Environment:** Drive the delivery space towards sustainability.





**Partners:** Empower local commerce to grow in the digital world.



Impact P&L

In 2021 we have built a Profit and Loss (P&L) dashboard to track our local impact in each of our countries. These figures enable each market to track its progress and measure its impact for each of our pillars. Thanks to this new measurement system, Glovo can make better decisions to amplify/mitigate these impacts, implement actionable targets and stay on track to reach long-term goals.

Part of the long-term goals is to cover 100% of couriers with benefits stated in The Couriers Pledge by 2023; reduce 42% of our CO2 emissions by 2030; dedicate 10% of our orders to social purposes; and have 45% women in leadership positions by 2025.



**Social Logistics:** Use tech for good to support NGOs in reducing hunger.





**Diversity and Inclusion:** Promote diversity and inclusion in the tech and delivery industry.





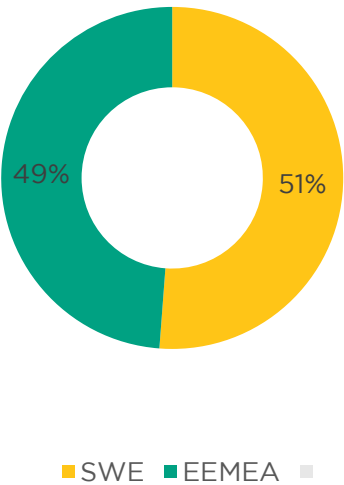


Couriers

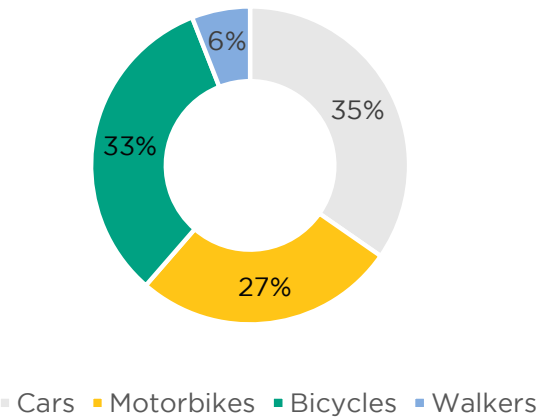
In Glovo we have a local **Couriers Experience** team entirely dedicated to improving couriers in-app experience and working hand in hand with them to listen and understand their situation and needs. We want couriers to make the most of their time at Glovo and have a positive impact on their lives. We focus on four main pillars: fair earnings, safety, community, and rights. These four areas make up **The Couriers Pledge** and we aim to have 100% of couriers signed up to this Pledge by 2023.

Glovo’s platform and technology allows access to thousands of couriers to offer their delivery services. In 2021, more than 75,000 active couriers connected to the app in 25 different countries located in Europe, Middle East, Africa.

Active couriers by region in 2021



Couriers by type of vehicle in 2021



## The Couriers Pledge

The Couriers Pledge is a commitment made by Glovo, drafted in collaboration with Fairwork Foundation to increase the social rights and benefits available to couriers, regardless of employment or work status with the company. **Our commitment is to extend all these benefits to all couriers everywhere we operate by the end of 2023.**

### • Fair earnings

- o Proper and transparent earnings per hour must be guaranteed. Independent of the way they work with the platform, couriers' earnings must be aligned with regional living wages and daily expenses such as vehicle maintenance, fuel, etc. Data aligned with that provided by our partner **Wage Indicator**.
- o Regular collaboration has to be awarded. Each time that a courier reaches a certain number of orders delivered, a loyalty reward will be paid.

### • 360° safety

- o Additional insurance shields are implemented. We want to prevent unexpected situations or hard times. Adding to current basic insurance - accidents, third

party liability and transport for goods - new ones are on the way. Couriers now have a sick leave with a daily benefit. In case of birth or adoption, one shot payment will be provided to couriers as a maternity or paternity leave. An urgent Family Expense benefit is now available, consisting of a rapid one-shot payment in case of familial hardship.

- o Different measures to improve road conditions and delivery safety. Having a safe ride must be a priority for all. We're offering road safety kits and courses as well as bike repair & maintenance stations and easily accessible sanitary facilities.

### • Proactive management

- o Encouraging open dialogue. At Glovo we've always worked towards a transparent and active communication with couriers. For a long time now, couriers have had different online and offline fora to express their needs and concerns.
- o Easy appealing process when disabled from the app.
- o Transparent contracts and clear information about key topics.

### • Caring for couriers

- o Being a courier should be a temporary thing. Helping couriers develop their professional skills is vital.
- o Listening and protecting women and minorities.



## Glovo as a springboard for couriers

We are aware that for most couriers, delivering through Glovo can be a temporary activity, a way to generate income rapidly without having specific requirements. For some of them it is their first job; for others, it is a second source of income they combine while engaging in other activities such as studies or work. For another group, mostly migrants, delivering orders is their way to access the labour market in their new country. This job will provide them with an initial network while they look for other jobs which might be more in-line with their skills and desires.

That is why we believe we can help couriers access other opportunities after they use the app. At Glovo, we like to help and act as a springboard for their insertion through upskilling, professional development, and entrepreneurship programs.

## Upskilling programmes

- **Migracode & Aulab:** we sponsored 8-month coding courses for couriers in Spain & Italy to become junior web developers.
- **G-Learning & Busuu:** subscriptions to Busuu, a language learning app, are offered to couriers, and to G-learning, a e-learning platform which covers topics like productivity, commercial skills, marketing etc.

In 2022, we estimate that 5,000 couriers will have access to upskilling opportunities.

## Employability programmes

**Glovo Pro** aims to help couriers find future jobs through a certificate, which details their statistics using the platform. This way, couriers have a qualitative and quantitative method to show their achievements and employability potential.

Couriers can choose between two formats:

- A certificate with the data from their usage of Glovo's platform.
- A verified certificate with the data from their usage of Glovo's platform and additional information written by them (in a 'CV' style).

This project is currently implemented in Poland, Morocco, Kazakhstan, Italy, Georgia and the Ivory Coast and will be launched in more countries during 2022.

## Entrepreneurship programmes

In 2021 we partnered with Impact Hub and co-created a 1-week program for couriers who wanted to start their own business. The idea is to share with them the basics of entrepreneurship and facilitate networking opportunities. More than 80 couriers have attended this program, held in Barcelona, Madrid and Tbilisi. In 2022 this program will be scaled to more cities.



Health and safety

Couriers’ health and safety is also a significant topic for Glovo, as it is for our entire community of couriers, partners, and customers, as shown in the results from our materiality analysis.

Part of this commitment starts by organising road safety courses and collaborating with public institutions to increase the number of bike lanes in cities. We also have a worldwide insurance policy with the broker Qover, which covers couriers in the event of an accident during their connecting hours or delivery time. During 2021, the insurance company received 1,276 claims of personal accidents from couriers. In total, the insurance company compensated the equivalent of about 1.2 million euros.

In 2021, the value and number of open claims has decreased 99% and 48% respectively compared to the previous year. 89% of closed claims were paid. Furthermore, the number of severe cases of fatal accidents decreased to 6 in Glovo, 67% less than in 2020. From an average response rate of 10% of couriers who submitted a claim, 77% rated their claim support service between 9 and 10 in satisfaction.

Covid Relief Fund

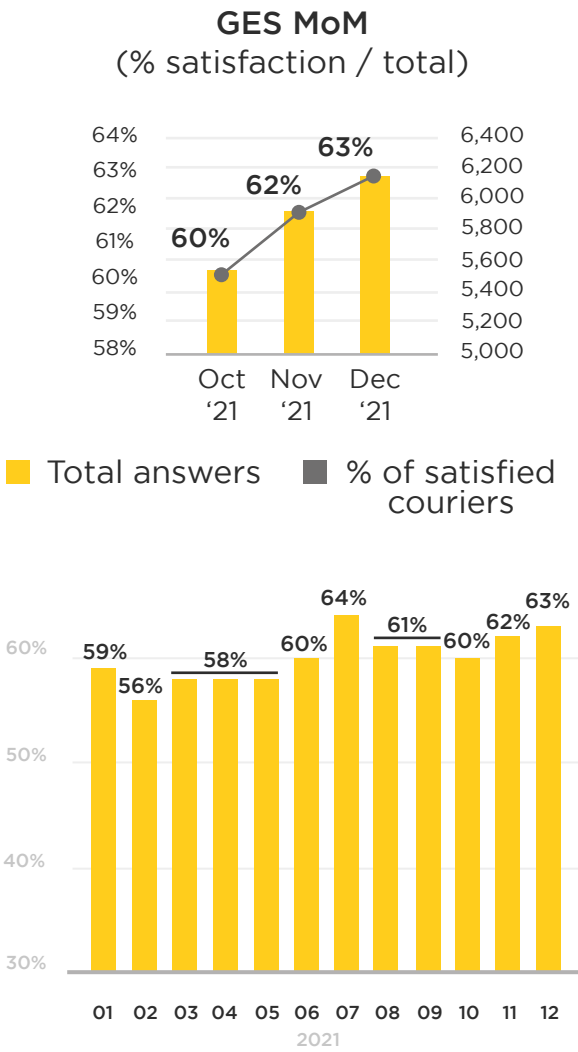
With the onset of the pandemic, Glovo created the Covid Relief Fund. This fund provides financial support to couriers infected with COVID-19, equivalent to two weeks of income. This ensures that the courier recovers sufficiently and without financial worries. Since March 2019, the fund has supported more than 2,100 couriers with more than 600,000 euros in financial aid.

Community and satisfaction

Communicating with couriers and understanding their key challenges is essential. As a result, Glovo has built different tools and spaces to assess and listen to courier satisfaction.

Couriers are asked to participate in a qualitative survey to rate their overall experience called GES (Glover Experience Score) based on CSAT methodology. Every month we send this to couriers and map the evolution. On a biweekly basis we engage in physical focus groups in most of the cities where we operate.

Couriers experience score evolution in the last three months and yearly:





GES satisfaction has decreased by 3%, mainly due to inflation and higher petrol prices. Although we have adjusted couriers' incomes, the cost of living continues to affect their daily lives.

Having transparent information is key. That is why we created a website for every country in different languages with all the information a courier needs in their day-to-day life using Glovo. We also send weekly informative emails with news about the app and safety information.

In our main cities, we also have created more than 40 user centres, in which partners and couriers can solve their doubts and obtain information or support. This support and communication are especially useful for couriers who have language difficulties. Due to COVID-19, we have adapted our centres with the safety measures required by each country and limit the support sessions per day. Online learning opportunities, training and professional courses and entrepreneurship programs also exist to advance the couriers skills as mentioned in the Impact & Sustainability - Courier section.

## Rights & compliance with the legislation

We aim to ensure that all couriers are fairly treated, are offered basic rights and needs, and comply with all human rights legislation applicable to our operations.

Regardless of the legal framework of each country, which varies from market to market, Glovo complies with its local business model everywhere we operate. Our vision is based on standard and fair social rights for couriers, coupled with the flexibility they have always demanded. Flexibility is the topic couriers value most since about 70% of the couriers mentioned they prefer a flexible model, according to our latest GES survey.

Specifically in Spain, we worked against the clock to be compliant with the new regulation. On the one hand, according to the activity and characteristics of the business unit, we directly employed couriers and pickers in-house with labour contracts, which are governed by the applicable Collective Bargaining Agreement in matters such as salary, working conditions, and working schedule.

On the other hand, in activities in which Glovo acts as a tech platform, a new collaboration model has been launched for self-employed professionals, always following the criteria determined by the Supreme Court and the Court of Justice of the European Union. Self-employed professionals under this model are able to combine other activities and use different technological applications with complete autonomy and independence.

## Roadmap for the future

At Glovo we always want to keep improving and making sure couriers have better living conditions. The goals are:

- To reach the hourly earnings targets for each country; defining realistic targets and reviewing them monthly; and providing more materials and information to new couriers in the first week so that they have all the necessary information.
- To increase the percentage of registered couriers on the e-learning platform explained before. We are currently implementing this by offering the courses in the local language. We are also analysing several metrics such as the percentage of registered couriers and the most popular courses, to be able to offer better targeted courses based on local preferences. In 2021, about 55% of couriers already had access to the platform to register on courses of their choice.





## Partners experience

2021 has been a very difficult year for many sectors facing the consequences of the COVID-19 pandemic; particularly, the food sector has faced a significant backlash due to mandatory closing and schedule restrictions. In that context, online delivery has enabled many shops and restaurants to remain open despite lock-down.

In May, we registered the highest number of partners registrations on the platform; that is, more than 9,000 new businesses started to use Glovo as a selling channel: many entering the online world for the first time. Aware that we are the first avenue of digitization for many businesses, Glovo is set to bridge the gap between the online and the offline world hand in hand with our partners.

## Partners

In 2021, Glovo collaborated with more than 140K shops and restaurants worldwide. In Glovo we assist in the digitization of various verticals of commerce, such as restaurants, supermarkets, bookstores, flower shops, clothing stores, among others. Businesses benefit from Glovo by saving money and time, making the most from our investments in online and offline marketing; counting with our help at any time through our partner-care experts to make sure that operations run smoothly; growing their customer-base by reaching more users online and learning about their experiences; and finally, improving their business offer by accessing our data regarding operations and orders trends.

Throughout the year, +80% of partners were businesses from the food and groceries sector. Even if restaurants and food-related businesses are still predominant among Glovo's partners, there is already a big share of different goods and services available in our application.

Books, toys, flowers, clothes, cosmetics, among many other product categories keep the “anything” essence of our app.

## Q-commerce leadership

Quick commerce is the third generation of commerce based on ultra-fast and affordable delivery of anything in the city. The goal is to create a simple, fast and convenient experience for consumers who are shopping groceries online.

Our four value propositions offer:

- Ultra-fast convenience in grocery shops at retail prices.
- Fast access to all retail categories.
- Convenient access to all grocery/food shops through a marketplace.
- The most affordable travel/shopping experience through the best grocery marketplace.

## New growth opportunities

In 2021 Glovo has undergone several acquisitions in its Q-commerce vertical. In particular, grocery delivery companies Lola Market and Mercadão joined the Glovo family. The potential of the on-demand groceries marketplace is very big and by integrating two new marketplaces into our portfolio, Glovo is now able to focus deeper on the main three purchasing occasions for

consumer groceries: emergency essentials, fast-access convenience and planned purchases (larger basket orders).

In 2022, we will continue to increase the speed at which we can build CBM in our key markets, allowing us to stay ahead of this trend and offer our retail partners solutions that enable them to compete in the digital world.

## Local initiatives to support SME

Glovo's long-term ambition is to catalyse the creation of a local entrepreneurship ecosystem and to promote more sustainable and inclusive businesses. In this aim of becoming the largest marketplace in Europe, Central Asia & Africa, we also want to be the favourite platform for all partners. For this reason most relevant initiatives carried out during 2021 were to support our partners, especially SMEs and those seeking help to succeed in the app:

- **Glovo Concepts:** a new portfolio of virtual food brands to help partners grow their business offering, while expanding the level of food choice and quality

for consumers. In 2021, more than 200 restaurants operated Glovo Concepts, which on average saw their delivery sales increasing by 4x since its implementation.

- **Kibandas:** We believe there are a number of key markets in Africa that are currently underserved, and we recognise the unique opportunity for Glovo to support local communities by supporting independent businesses and helping them attract new online customers. There has been an unprecedented spike in the on-demand delivery business in Africa, and with that in mind, we launched a project to increase visibility and demand for “Kibandas”, Swahili name for street food vendors, to explore the concept of local food. We created a virtual brand called “Kibanda Express”, where we standardised the menu and grouped independent stores into one online brand to increase visibility in the app. This way, users were able to order local dishes at affordable prices. All local partners in the Kibanda Express bubble had free delivery as an incentive to users and to bring more traffic to these partners.

- **Pharmacies:** In Spain, 99% of pharmacies do not have their own e-commerce and it is difficult for them to compete with the large e-commerces that have emerged in recent years that are capturing sales from customers who used to go to local pharmacies. During 2021, we launched a trial in Spain to bring together independent and family pharmacies under a single brand, “Tu Parafarmacia”, showcasing almost their entire parapharmacy portfolio. In this way, we give these pharmacies the opportunity to compete without the need to invest in their own websites. So far, in Spain, we have incorporated 91 local pharmacies.
- **Partner Excellence Programme:**  
This programme reaches out to underperforming partners to provide them with training and support to help them grow and make the most of the app. Our vision is to support all partners equally and fairly and help those who need it the most.

### Health & safety measures in partner's premises

The health & safety of our users' ecosystem is a key priority. With the pandemics, the food and groceries sector have been particularly exposed to COVID-19 risks as being considered essential services.

To protect our partners as well as the couriers, we have created a specific health & safety protocol mitigating contamination risks, including measures like the following:

- Indicating with a sign the starting point of the waiting queue for couriers to collect orders.
- Making sure the order delivery area is as close as possible to the entry area.
- Whenever possible, delimiting on the ground the safety distances established both between the first courier in line and the collection area, as well as between couriers.
- As always, strictly implementing food safety measures within kitchens, during the preparation of the order, and using gloves and masks.
- Delivering orders in sealed bags.

- Depositing prepared orders in a dedicated area, separated by at least one meter from the rest of the staff's work areas and cleaned and disinfected frequently throughout the day.
- Sanitising delivery tablets as often as possible (15 minutes recommended).
- During peak hours, we recommend our partners to dedicate one of their employees to handling the order collection flow and ensuring that contactless collection and proper separation of couriers in the queue is performed optimally.

## Measures to facilitate partners' transition towards sustainability

Protecting the environment has become a key worry for our partners and customers. This is highlighted in the results of the materiality analysis, as the impact of climate change was one of the most important aspects in the materiality matrix. Nevertheless, it often represents an additional cost that is difficult to bear for partners, particularly in the pandemic context. Since 2020 we kept offering partners solutions, tips and benefits for facilitating their sustainability efforts, including:

- Selling of sustainable equipment and material from the GlovoStore with a 30% discount (including sustainable packaging, etc.).
- Access to our intermediation service for free to donate their food surplus to NGOs through Glovo Access.
- Offsetting 100% of emissions from their sales through delivery without any costs for them.

- Webinars addressing environmental issues, like how to transition towards using sustainable packaging in their operations.

## Roadmap for the future

At Glovo we want to improve the impact of our partners, so we encourage partners to actively create content on our platform through our partner and content management tools, and to use widgets to diversify the content of our app. We are adding more and more services to further empower our partners to expand their business online.

Our next challenge is to make sure that we can bring **meaningful and sustainable opportunities to the SMEs that join our platform**, giving them more visibility and opportunities to grow their orders and income. We are working on different tools to improve the experience for smaller partners and ensure they have high quality content by increasing their digital engagement.

The ultimate goal is to increase the percentage of orders placed by users to small and medium partners. In addition, we aim to encourage the sustainable transition of these SMEs through food rescue opportunities and sustainable packaging.

# Communities





## Customers

According to our materiality analysis our customers value most their “service benefits”, “rights as users” and their own “health and safety”.

## Service benefits

Couriers using our platform transport most of the products with fast urban mobility alternatives such as motorcycles or bicycles. This, linked with the fact that a hypothetical round-trip is substituted for a one-way trip, causes time efficiencies for society. For this impact, we have quantified the total time efficiency gains in the community.

Glovo facilitates access to new products and services by improving users’ freedom of choice and quality of life. In 2020, we started a project to deliver groceries products from Glovo’s own supermarkets (“Micro-fulfillment Centers”) in less than 15 minutes in Barcelona.

Time savings for users: 392M net hours saved. Our estimations reveal that the total positive impact of time savings in users is over 914 million euros. Users avoid travelling

an average distance of 9.9km, which is equivalent to a 1-hour trip. However, this effect is balanced by the fact that couriers have to travel a 4.9km one-way trip on average for each order.

## Customers’ health and safety

Glovo includes several clauses in contracts with partners to guarantee the health and safety of consumers:

- Each partner is obliged to prepare and supply orders exclusively from their kitchens or the kitchens that Glovo makes available to comply with hygiene and health obligations.
- If the partner has its own fleet, it must transmit a protocol of excellence regarding the quality and handling of food to the couriers. The products have to be delivered to users in perfect conditions and following the necessary food safety, quality and technical delivery requirements.

- Food products should never be transported in vehicles that have transported animals, chemicals, or gasoline without first thoroughly cleaning and disinfecting the vehicle.
- During transportation, the courier, in order to comply with the terms and conditions of the platform and the partner’s indications, must protect all food and beverages from dust, foreign objects, chemicals, or other contamination.
- The courier should not store food in direct contact with ice or water. The courier may only use sealed ice packs, when necessary, to maintain the proper temperature of the product.
- The courier must transport all food and beverages in equipment designed to maintain proper temperatures (e.g., insulated or insulated bags/boxes, refrigerators, etc.).





### **Specific measures to deal with COVID-19**

- A new process developed and implemented on the platform guarantees maximum security by eliminating the signature on receipt of an order between the user and the courier to avoid contact.
- Payment by card is recommended to minimise contacts.
- A sealed bag system has been established to ensure optimal packaging of orders.
- The courier can leave the order at the front door of the users' home and keep its distance until the order is collected.
- Webinars addressing environmental issues, like how to transition towards using sustainable packaging in their operations.

### **Users' rights**

Glovo protects personal privacy and complies with applicable privacy and data protection laws. Glovo data is protected following the appropriate standards against unauthorized access and use, and does not reuse personal data for its commercial purposes without prior permission.

Glovo stakeholders acknowledge that any use, exchange or retention of personal data must be supported or based on consent or a legitimate and compelling business purpose and strictly under the contractual terms and conditions agreed with Glovo.



Experience with our product

The System Usability Scale (SUS) is a post-test assessment that results in a score obtained through a short questionnaire answered just after a user has experienced the product. At Glovo we have launched two questionnaires to draw initial conclusions and identify areas of improvement to be even more competitive. We aim to periodically conduct the SUS survey to have an updated picture of the user’s perception of usability among competitors, and to obtain the SUS score for the food and grocery categories separately and the Glovo and competitors’ versions of the website.



	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Score	Frequency	Complex	Easy	Helpful	Organised	Misaligned	Learnable	Difficult to manage	Confident	Complicated
82	4.03	1.65	4.42	1.37	3.93	2.11	4.35	1.47	4.02	1.44

Compared to our competitors Deliveroo (86), Raketa (85) and Just Eat (83) scored higher than us.



Environment

At Glovo, we are taking concrete action to address the climate emergency and to restore our Earth.

Our commitment to the **Science-Based Targets** aligns our business with the most ambitious goal of the Paris Agreement: to limit global temperature rise to 1.5°C above preindustrial levels and **reach net-zero**.

We have also signed up to the **UN Global Compact’s Climate Ambition Accelerator** and are an official signatory to the **Climate Commitment (TCP), committing to decarbonise to zero by 2040 or sooner**.

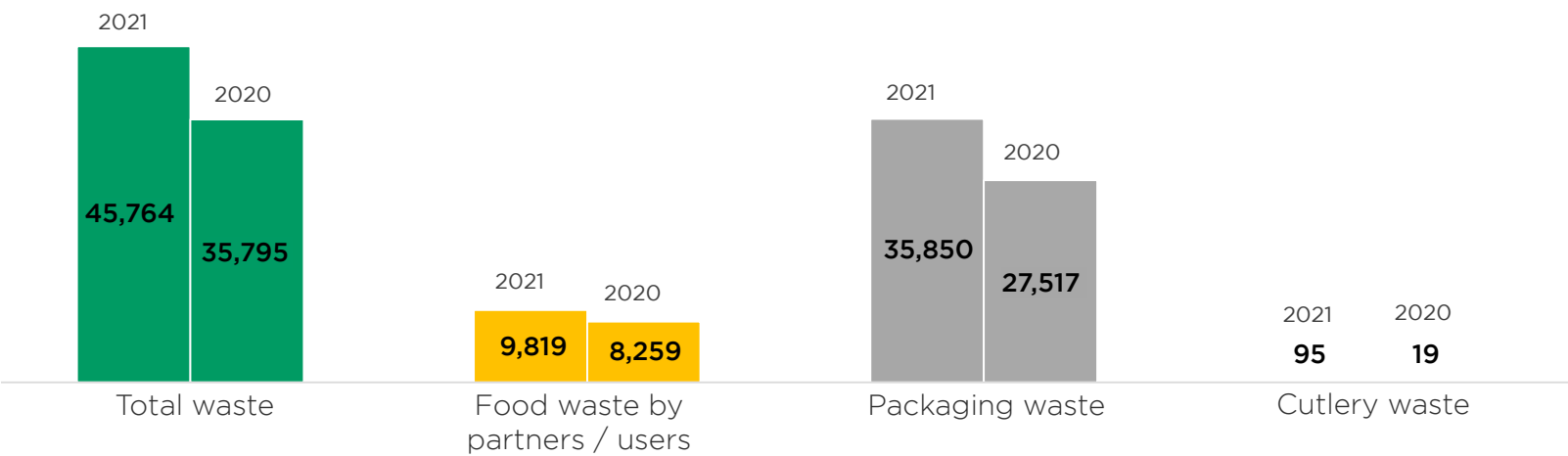
In addition, by the end of 2021 we achieved the 2019 commitment of **neutralizing 100% of our carbon emissions across our value chain**. We have achieved this target through emission reduction initiatives and carbon offset investments in internationally certified technology and nature-based projects with our partners Pachama and South Pole.

With these commitments in mind, our climate strategy joins the global movement of leading companies to tackle climate change.

Waste

As a result of our practices (see next section on reducing food waste), we avoided 11,295 Tn of food waste and 221.16 Tn of plastic packaging waste by incorporating sustainable packaging and avoiding plastic cutlery. Also, our headquarters generated 50 Tn of electronic waste, avoiding 12 Tn by donating computers to NGOs.

In 2021, our operations issued about 46,000 Tn of waste according to the components identified in the diagram. As can be seen, packaging is the most significant source of contaminant waste, followed by food waste generated from our partners and users.





Reducing food waste

Since 2020, our most ambitious initiatives related to waste management and reduction are:

- 1. **Glovo Access:** we are using our platform to intermediate for the collection of food leftovers from our partners and their distribution to NGOs in different cities like Barcelona (through a partnership with Social Fooding), Madrid (through a partnership with Fundación Altius) and Abidjan (through a partnership with Foodwise) among other projects.
- 2. **Donations of food surplus from Micro-fulfillment Centers:** in Spain, we donated 100% of food surplus generated at our cookrooms and Micro-fulfillment Centers to several NGOs such as Nutrición sin Fronteras (BCN).
- 3. **Donations of cancelled orders after pick-up:** in different cities, we are re-dispatching cancelled orders to NGOs like in Lisbon (partnership with ReFood).

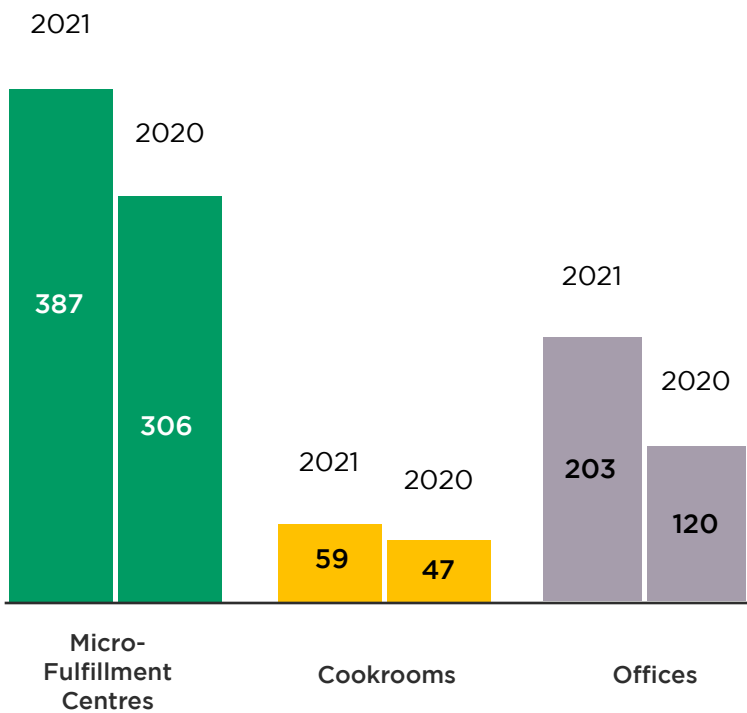
Waste management

At Glovo’s headquarters we have started to measure the waste generated by employees in the workplace. On average, Glovo generated: 76.8 kg of organic waste per week; 55.19 kg of packaging; 72.15 kg of paper and cardboard; 0.5 kg of glass, and 50.52 kg of general waste per week.

Energy

For 2021 our information systems do not allow us to measure electricity consumption at our facilities. However, our measure for Spain is subject to energy audits and serves as a reference for our carbon emissions model. We expect to have increased information from the rest of our operations as we deploy our non-financial reporting systems across our operations.

The electricity consumption for Spain in 2021 is as follows (in MWh):





One of the most significant increases in energy consumption was the opening of nearly 100 MFC's in the last year. Other energy sources, such as natural gas, are negligible compared to our supply chain's direct energy demands. We have nonetheless included these in our emissions estimate.

### Improving operational energy use efficiency

Our headquarters office counts on LEED-Platinum certification. LEED is a standard standing for Leadership in Energy and Environmental Design. This certification guarantees the highest standards of green building facilities operation as the most recognised building rating program.

Platinum is the highest LEED certification, which is awarded to the best-in-class buildings. In figures, it represents that our office facilities operate in levels of 50 kWh/sqm, our headquarters has an electricity intensity of about 22 kWh/sqm.

We have committed to have renewable energy in all MFCs and offices by the end of 2022 in Spain and Italy, and in the rest of Glovo's countries to make the same transition by 2030.

### Materials

Our processes do not imply a high use of materials. However, certain operations may involve materials' consumption. In particular, we are selling equipment and items to couriers and partners through e-commerce GlovoStore, including packaging. In 2021, we sold 1,824,338 units of sustainable packaging made from recycled (rPET) or recyclable materials (cellulose, PLA) and 100% of our virtual franchises used sustainable packaging.

In 2021 we have added many new references, but the materials are the same as last year, all recycled, recyclable or biodegradable.

### Biodiversity

We develop our operations in urban environments. Therefore, our activities do not imply a significant impact on biodiversity. However, our offsetting program has significant co-benefits for biodiversity as we have collaborated with the Pachama and the South Pole.

#### South pole projects:

- Renewable energy Viñales Biogas plant,
- Wind energy in Turkey,
- Sustainable agriculture in Kenya,
- Cookstoves in Ghana,
- Forest and ecosystem protection in Zimbabwe.

#### Pachama projects:

- Protection of the Amazon
- Verification of CO2 absorption in the Madre de Dios Forests in Colombia/Brazil



Emissions

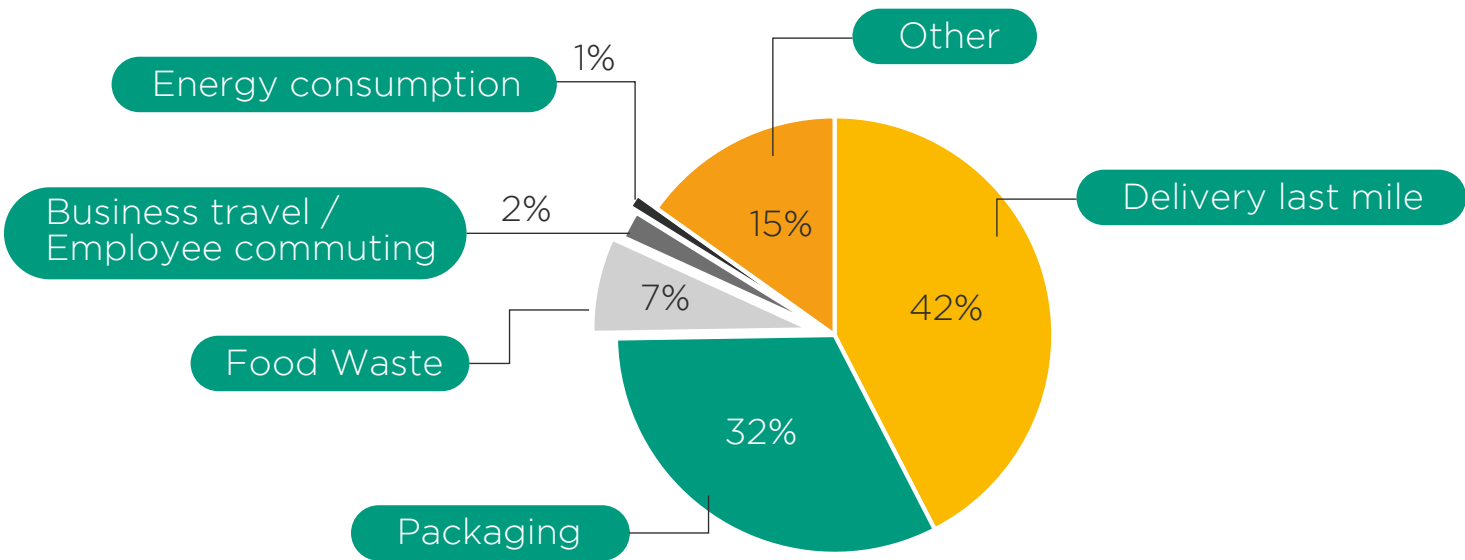
At Glovo, we measure our environmental impact in terms of greenhouse gas equivalent emissions. In 2021, our operations generated an aggregate stock of emissions of 111,623 Tn CO2eq (carbon dioxide equivalent). The estimate includes the emissions within the organisation (offices and operations) and those generated outside corporate borders, such as delivery, waste, and packaging.

Regarding Scope 2, we have developed a model which allows us to extrapolate our performance in non-LEED offices in Spain to other territories. By estimating average consumption per employee, we use each country’s emissions factor to calculate local values. This estimate still requires development to measure emissions at facilities correctly, mainly to detect outliers and set reduction programs. According to our model, our Scope 2 emissions in 2021 were 1,009. Tn CO2eq.

Scope 3 is our primary source of greenhouse gases. For that reason, it is where we focus more attention in terms of emissions

mitigation. In 2021, our Scope 3 emissions totalled 110,613 Tn CO2eq.

We can analyse the sources of these indirect emissions in the following chart.





## Mitigation of greenhouse gas emissions

The most relevant efforts and environmental achievements of 2021, in line with our most significant scope 3 sources of emissions, are the following:

- We became **carbon neutral across our entire value** chain last December, mainly through carbon offsetting and are committed to maintain this neutrality in the long term.
- Cutbacks in non-sustainable packaging and food waste led to significant reductions in emissions: 1,868 tonnes CO<sub>2</sub> equivalent.
- We reduced 5,263 tonnes of CO<sub>2</sub> through sustainable packaging, non-combustion vehicles, bundling and food waste management.

Our approach to GHG mitigation is a combination of programs for reduction and offsetting:

- **Reduction:** make changes in operations to decrease carbon emissions from our direct and indirect activities mainly through our packaging, vehicles and food waste.
- **Offset:** voluntarily buy carbon credits to balance our carbon footprint with the capture of CO<sub>2</sub> emissions from external projects. Today Glovo is compensating 100% of greenhouse gases emissions from transportation, food waste and packaging by buying carbon credits from projects certified by international standards.

## Roadmap for the future

Our long-term target is to **reduce our carbon footprint by 42% by 2030**. This goal was validated by the Science Based Target Initiative this year and is in line with the Paris Agreement's aim to limit global warming to 1.5°C. To achieve this goal, Glovo has created the following **reduction plan**:

- **Packaging:** encourage partners to transition to sustainable packaging.
- **Food waste:** facilitate the donation of food surplus and find alternatives to manage waste from daily food leftovers hand in hand with NGOs and businesses.
- **Bundle** orders to reduce the distance travelled.



## Social logistics

During the COVID-19 crisis, it became difficult to distribute essential supplies, meals and groceries to vulnerable communities. We wanted to help as much as we could. In March 2020, we launched Glovo Access: our social platform to make our technology accessible and free for all and contribute to reducing hunger in the cities where we operate.

Glovo is covering the costs of several impact and sustainability strategies such as Glovo Access, by implementing this social contribution method into its business model. 1 cent of revenue per order is now being dedicated to funding donations and projects.

Glovo helps NGOs digitize their operations and increase their social outreach to vulnerable communities. By connecting social entities with our ecosystem, they can benefit from donations, either monetary from our customers or in-kind, for instance, donations of food surplus from cancelled orders and restaurants. Glovo Access also makes our platform available to NGOs

at 0% commission so that they can offer promotions for basic supplies to their own beneficiaries. Glovo Access has delivered more than half a million meals on behalf of NGOs, city councils, charitable foundations and social enterprises thanks to more than 100 projects in 19 countries.

### Key 2021 figures:

- Over 287,045 social orders and 781,785 meals delivered through the platform.
- 380,907 kgs of food waste saved.
- 58,676 kgs of CO2 emissions avoided.



## Roadmap to the future

We want everyone to have easy access to anything in their city. That's why Glovo offers NGOs and social services all the assistance they need to help the most vulnerable people.

Based on the evidence of the impact we can generate through our services, Glovo Access aims to have 10% of all orders with a social purpose. To achieve this goal, we are currently focusing on high-impact activities. These range from connecting food banks with the network of in-app couriers to deliver their food anywhere, to donating all food surplus from Micro Fulfillment Centers to local charities, or collaborating with partners and supermarkets to collect their food waste.



Glovo Cares

Created in 2018, the **Glovo Cares program** allows our employees to deliver orders themselves with a social purpose. For each order delivered Glovo donates 15 euros to non-profit organisations. In 2021, employees delivered 1,707 orders, collecting 20,222 euros for donations.

We want to provide the opportunity to all of us, as a company and as individuals, to come together and generate a positive impact on local communities while contributing to meaningful causes.

In 2021, we launched **Alaya’s Challenges** which offers Glovo’s employees new and exciting ways to engage with the local community and help make volunteering more inclusive. Through this program, employees can set themselves challenges (either remotely or in-person), such as distributing food to homeless people or volunteering for local food banks. This year, employees completed 240 challenges and **551 hours of volunteer work**. Additionally, Glovo employees can contribute financially by donating or starting a fundraiser. **In 2021, 165 contributions were made.**

Donations

In 2021, Glovo allocated 20,222 euros to social causes in different countries.

SWE	18,330€
EEMEA	1,892€
Total	20,222€



## Diversity & Inclusion

At Glovo, we celebrate diversity in all its forms and create an inclusive work environment. Diversity, Inclusion and Belonging (DIB) has always been there from the beginning. Besides the fact that it's the right thing to do, it's also good for business; for this reason, diversity is part of the organisation's DNA. **Every individual contributes to the company's unique experiences in the workplace.** We value others' diversity and strive to cultivate a diverse and inclusive environment where everyone feels they belong. Our strategy is built on employees with diverse perspectives which in turn, creates an inclusive and unique workplace culture.

## Women in Tech program

Our Women in Tech program is all about **encouraging and empowering girls and women to pursue a career in tech.** To meet this goal, we have raised awareness among women at conferences, events and schools and have set up education and internship opportunities. We also collaborate with companies to redirect talent that cannot be hired at Glovo.

We want to have a 25% representation of Women in Tech by 2025. To achieve this goal we held various activities, events and initiatives:

- Hosted 10 high school sessions for 250 teenagers. Women in tech at Glovo talked about their careers and jobs to encourage girls to consider a career in Tech.
- Organized a bootcamp for 36 girls in partnership with code.org
- Invited 22 girls for 2 days of inspiring talks and activities organized by 35+ volunteers from the Glovo team.
- Organized focus groups with girls to understand the reasons why they are not choosing Tech careers.
- Created awareness campaigns for parents to encourage their daughters to pursue a career in Tech, reaching over 1.000 people online.
- Started building strategic relationships with key stakeholders to advance women in tech.
- Partnership with Code.org to finance technological bootcamps for kids in Madrid.





## Diversity

We encourage diversity and ensure everyone has the same opportunities regardless of their gender, ethnicity, disability, nationality, sexual orientation, political or religious beliefs. We are also committed to ensuring that recruitment procedures are fair, objective, impartial, transparent, and consistently applied.

Glovo's current initiatives have been focused on women and non-discrimination:

- **Training our Executive Team and General Managers:** We started with a six-week training program to take the Executive Team and General Managers on a "DIB exploration journey" to learn more about bias, privilege, systemic inequality, microaggressions, allyship and leadership shadow. We trained 100% of our Executives and General Managers.
- **Training to different targeted groups within Glovo:** We started delivering training to those people that have the biggest impact on our culture and the ability to influence processes, systems and the environment in a positive way.
- In 2021 we trained:
  - Over 600 new hires (+75% of our new hires).
  - Over 200 managers (25% of our manager workforce).
  - Over 50 colleagues in the People Department (+33% of our workforce).
- **Awareness events and activities:** Many awareness events and activities are organised all year long to continue to learn and grow together. From lunch & learns, to keynote speaker sessions, to culture days, to DIB global days like Pride, Coming out Day, Trans Day of Remembrance, Int. Women's Week, Disability Week, Colours of Glovo Week. The events we celebrate internally are selected purposefully to match the most important globally recognised days.







- **Targeted Talent interventions:** Due to the systemic barriers in our society and workplaces, certain minority groups have a disadvantage when it comes to accessing opportunities. Those barriers come due to bias and stereotypes. Therefore, we designed targeted talent interventions to make sure we're lifting up people to equal levels of opportunity.
  - **Female data internship-pilot:** We launched a pilot for the first Female Data Internship Program a in total, five women got selected to participate in the first pilot.
  - **Female engineering program:** We knew there was work to be done to help close the gender gap in our tech team at Glovo, so we decided to design a recruitment process to hire junior female engineers out of Bootcamps, University, and internships. We have hired 11 junior female engineers coming from Bootcamps, just out of university or internships.

- **Leadershe:** This mentoring program has the goal to accelerate women to the next level in their career to strengthen our pipeline of women in Leadership at Glovo. The program started as a pilot in the local HQ in Barcelona, and due to its success rates, it's now a global program with 65 mentees (3.6% of our women at Glovo) and 50 mentors from 25 countries and all departments.

- **Inclusion Portal:** We created a one-stop-shop for inclusion of learning materials and internal updates.
- **DIB survey by Peakon:** Understanding the experience of our people is crucial to make progress in the right direction. Therefore, we launched our first DIB survey via Peakon to understand the reality of different groups at Glovo related to their feeling of inclusion.

## Gender Representation

Our current gender representation at Glovo:

- Women make up 41% of our total workforce.
- Women make up 40% of management.
- Women make up 31% of our GG13+ leadership<sup>12</sup>.
- Women make up 21% of our technology team.
- Women make up 12% of couriers.

From 2022 onwards, managers are also obliged to review the gender representation of their team on a quarterly basis.

<sup>12</sup> Includes Executive Team and Country General Managers.

## Promoting gender equality

At Glovo we are working on the creation of its Equality Plan together with a dedicated committee in charge of detecting possible improvements in our current procedures. The main objectives of the Plan will be to:

- Achieve gender equality by promoting and strengthening equal treatment and opportunities between women and men at Glovo.
- Promote an organisational culture that is sensitive to gender stereotypes and bias through the company's core values and apply these within all existing departments.
- Project an internal and external image of a company which is committed to gender equality in all forms.
- Facilitate the reconciliation of personal, family, and work-life balance for all Glovo personnel by developing co-responsibility policies, etc.

As a result of the obligations imposed by Royal Decrees 901 and 902/2020 of October 13, Glovo - alongside experts - intends to thoroughly assess the needs of the company before defining and publishing its final Equality Plan.

At Glovo, employee salary levels are measured and compared using the “Compa-ratio” concept in terms of compensation levels. The compa-ratio represents an employee's position in the pay band versus the midpoint (where 1.0 is the middle of the pay band). As a global average, the compa-ratios per gender are as follows:

- Female: 0.950
- Male: 0.952

In addition, we decided that female representation will be the main impact indicator to track diversity and inclusion in our Impact P&L. In this sense, we have set various gender hiring targets for the future:

- 50% women in the total workforce by 2023.
- 45% women in management positions by 2025.
- 45% women in our GG13+ leadership team by 2025.

Glovo aims to reach these targets by ensuring that there is a 50:50 equal split of men and women represented in each step of the recruitment process.



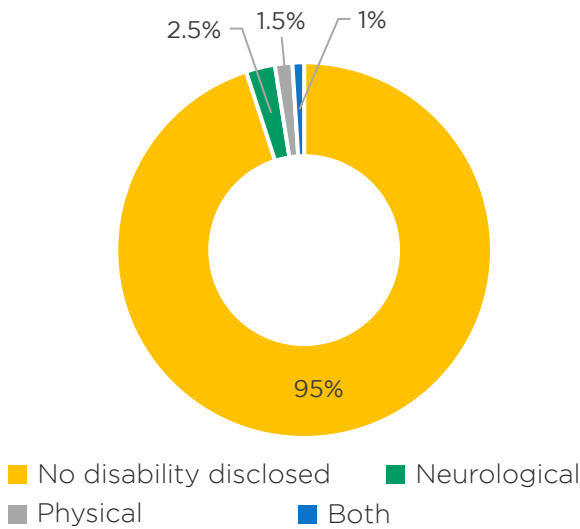


Disability

We have made some improvements in our offices so that they are adapted to people with disabilities:

- Adapted restrooms on every floor in our headquarters in Barcelona.
- Adapted corridors, spaces, and emergency plans in the building of Pallars 190, Barcelona.
- Minor adaptations in door handles, buttons, signals, etc.

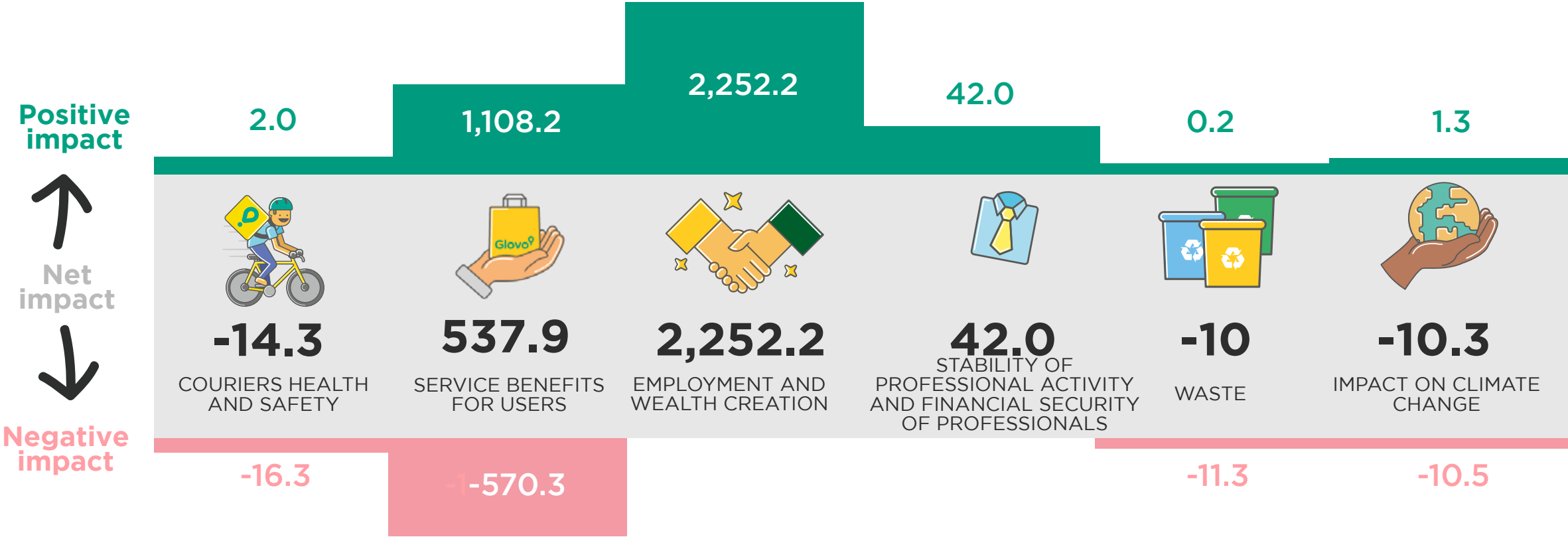
The graph below shows the percentage of employees with disabilities:





Socio-economic Footprint

Our socioeconomic impact analysis revealed a series of high-level metrics based on econometric models. These models allow us to identify and track our footprint as well as understand the value we create in our stakeholders' community.



Figures are expressed in million euros.



**2,252 M€****VALUE ADDED**

Through the direct, indirect, induced and catalytic effect, Glovo contributes to generate a gross value added of 2.2 billion euros. In Spain, the value added generated ascend to 803.5 million euros.

**+ 101,942****JOBS SUPPORTED**

Through its direct, indirect, induced and catalytic effect, Glovo ecosystem supports more than 100,000 jobs. In Spain, the platform impacts 18,863 employees.

**>39.1 M****HOURS SAVED**

Glovo couriers use an optimal transportation mix for the urban areas and substitute a return trip for one-way trip. The economic value of this time savings amounts to 267 million euros.

**170 M****VALUE OF USERS WELL-BEING**

The academic literature indicates that the service enhances users' well-being due to the stress relief of less planning and not having to go to the partners spaces.

**12%****COURIERS HEALTH & SAFETY RISK MITIGATION**

Through road safety training protection equipment and personal accidents insurance provided to couriers.

**1,537****CO<sub>2</sub> EMISSIONS REDUCED**

Through efficient travel routes, cutlery opt-out, recycled or recyclable packaging and responsible management of food waste.



# About the report



# About the report

## Basis used for the preparation

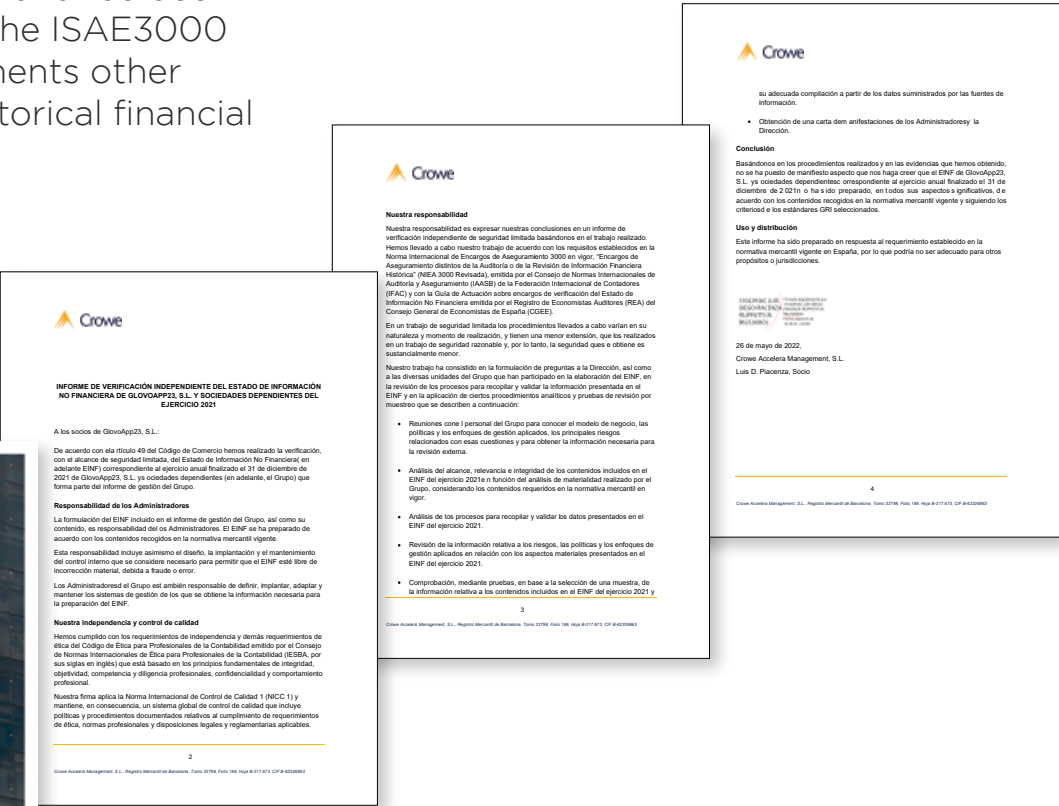
This annual report is part of the consolidated management report and meets the same criteria for approval, deposit and publicity.

The report has been prepared in accordance with the Essential option of the GRI Standards and <IR> framework. The report reflects the organization’s business activity on sustainability and non-financial information between January 1 and December 31, 2021. In June 2021 Glovo published its first Social Contribution Report that covers the period from January 1 to December 31, 2020.

The contents included have been prepared based on the materiality analysis carried out and the requirements of Law 11/2018, of December 28, 2018, which modifies the Commercial Code, consolidated text of the Capital Companies Law approved by Royal Legislative Decree 1/2010, of July 2, and Law 22/2015, of July 20, on Auditing of Accounts, regarding non- financial information and diversity.

## External assurance

Glovo has engaged Crowe for external verification of this report. The verification report is attached to this report. It has been prepared in accordance with the ISAE3000 standard: Assurance Engagements other than the audit or review of historical financial information.





GRI code	Number	Contents	Page
GRI 102	102-1	Name of the organisation	14
GRI 102	102-2	Activities, brands, products and services	7-8
GRI 102	102-3	Location of headquarters	13
GRI 102	102-4	Location of operations	13
GRI 102	102-5	Ownership and legal form	14
GRI 102	102-6	Markets served	13
GRI 102	102-7	Scale of the organisation	5; 13
GRI 102	102-8	Information on employees and other workers *	41
GRI 102	102-9	Supply chain	29-30
GRI 102	102-10	Significant changes to the organisation and its supply chain	13-14
GRI 102	102-11	Precautionary Principle or approach	The need to apply the precautionary principle has not been determined, by virtue of the analysis of Glovo's impacts and the aspects covered by this principle.
GRI 102	102-12	External initiatives	63
GRI 102	102-13	Membership of associations	49
GRI 102	102-14	Statement from senior executives and decision maker	3-4
GRI 102	102-15	Key impacts, risks, and opportunities	26; 42; 69
GRI 102	102-16	Values, principles, standards and norms of behaviour	11-12
GRI 102	102-18	Governance structure	19
GRI 102	102-40	List of stakeholder groups	16
GRI 102	102-41	Collective bargaining agreements	36
GRI 102	102-42	Identifying and selecting stakeholders	16-17
GRI 102	102-43	Approach to stakeholder engagement	16
GRI 102	102-44	Key topics and concerns raised	16
GRI 102	102-45	Entities included in the consolidated financial statements	14; 69
GRI 102	102-46	Defining report content and topic boundaries	2; 16-17
GRI 102	102-47	List of material topics	17
GRI 102	102-48	Restatements of information	N / A
GRI 102	102-49	Changes in reporting	N / A
GRI 102	102-50	Reporting period	71
GRI 102	102-51	Date of most recent report	71
GRI 102	102-52	Reporting cycle	Annual
GRI 102	102-53	Contact point for questions regarding the report	For any questions related to the content of this report, the Social Impact Department's email is available to the public: <a href="mailto:socialimpact@glovoapp.com">socialimpact@glovoapp.com</a>
GRI 102	102-54	Claims of reporting in accordance with GRI Standards	71
GRI 102	102-55	GRI content index	73-75
GRI 102	102-56	External assurance	71

GRI code	Number	Contents	Page
Material aspect: Economic performance			
GRI 103	103-1	Explanation of the material topic and its boundary	25
GRI 103	103-2	The management approach and its components	25
GRI 103	103-3	Evaluation of the management approach	25
GRI 201	201-1	Direct economic value generated and distributed	24
GRI 201	201-4	Financial assistance received from government	Glovo has not received public subsidies during the period covered by this report.
Material aspect: Indirect economic impacts			
GRI 103	103-1	Explanation of the material topic and its boundary	25; 69
GRI 103	103-2	The management approach and its components	25; 69
GRI 103	103-3	Evaluation of the management approach	25; 69
GRI 203	203-2	Significant indirect economic impacts	25; 69
Material aspect: Acquisition practices			
GRI 103	103-1	Explanation of the material topic and its boundary	29-30
GRI 103	103-2	The management approach and its components	29-30
GRI 103	103-3	Evaluation of the management approach	29-30
Material aspect: Fight against corruption			
GRI 103	103-1	Explanation of the material topic and its boundary	27-28
GRI 103	103-2	The management approach and its components	27-28
GRI 103	103-3	Evaluation of the management approach	27-28
GRI 205	205-2	Communication and training on anti-corruption policies and procedures	28
GRI 205	205-3	Confirmed incidents of corruption and actions taken	Glovo has not been aware of any confirmed cases of corruption during the period covered by this report.
Material aspect: Materials			
GRI 103	103-1	Explanation of the material topic and its boundary	59
GRI 103	103-2	The management approach and its components	59
GRI 103	103-3	Evaluation of the management approach	59
GRI 301	301-2	Recycled input materials used	30
GRI 301	301-3	Reclaimed products and their packaging materials	30; 59
Material aspect: Energy			
GRI 103	103-1	Explanation of the material topic and its boundary	58
GRI 103	103-2	The management approach and its components	58
GRI 103	103-3	Evaluation of the management approach	58
GRI 302	302-1	Energy consumption within the organisation	58-59
Material aspect: Biodiversity			
GRI 103	103-1	Explanation of the material topic and its boundary	59
GRI 103	103-2	The management approach and its components	59
GRI 103	103-3	Evaluation of the management approach	59
GRI 304	304-2	Significant impacts of activities, products and services	59



GRI code	Number	Contents	Page
<b>Material aspect: Emissions</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	60-61
GRI 103	103-2	The management approach and its components	60-61
GRI 103	103-3	Evaluation of the management approach	60-61
GRI 305	305-1	Direct (Scope 1) GHG emissions	60
GRI 305	305-2	Energy indirect (Scope 2) GHG emissions	60
GRI 305	305-3	Other indirect (Scope 3) GHG emissions	60
GRI 305	305-5	Reduction of GHG emissions	60-61; 69
<b>Material aspect: Waste</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	57-58
GRI 103	103-2	The management approach and its components	57-58
GRI 103	103-3	Evaluation of the management approach	57-58
GRI 306	306-2	Waste by type and disposal method	57
GRI 306	306-3	Significant spills	58
GRI 306	306-4	Transport of hazardous waste	58
<b>Material aspect: Environmental assessment of suppliers</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	30
GRI 103	103-2	The management approach and its components	30
GRI 103	103-3	Evaluation of the management approach	30
GRI 308	308-1	New suppliers that were screened using environmental criteria	30
<b>Material aspect: Employment*</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	38-40; 43
GRI 103	103-2	The management approach and its components	38-40; 43
GRI 103	103-3	Evaluation of the management approach	38-40; 43
GRI 401	401-1	New employee hires and employee turnover	39
<b>Material aspect: Worker-company relations</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	36
GRI 103	103-2	The management approach and its components	36
GRI 103	103-3	Evaluation of the management approach	36
<b>Material aspect: Health and safety at work*</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	35; 46
GRI 103	103-2	The management approach and its components	35; 46
GRI 103	103-3	Evaluation of the management approach	35; 46
GRI 403	403-2	Hazard identification, risk assessment, and incident investigation	35
GRI 403	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	46; 51
GRI 403	403-9	Work-related injuries	35
GRI 403	403-10	Work-related ill health	35

GRI code	Number	Contents	Page
<b>Material aspect: Training and development*</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	35-36; 45
GRI 103	103-2	The management approach and its components	35-36; 45
GRI 103	103-3	Evaluation of the management approach	35-36; 45
GRI 404	404-2	Programs for upgrading employee skills and transition assistance programs	35-36; 45
<b>Material aspect: Diversity and equal opportunities</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	64-68
GRI 103	103-2	The management approach and its components	64-68
GRI 103	103-3	Evaluation of the management approach	64-68
GRI 405	405-1	Diversity of governance bodies and employees	16; 66
GRI 405	405-2	Ratio of basic salary and remuneration of women to men	34; 67
<b>Material aspect: Non-discrimination</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	36-37
GRI 103	103-2	The management approach and its components	36-37
GRI 103	103-3	Evaluation of the management approach	36-37
GRI 406	406-1	Incidents of discrimination and corrective actions taken	37
<b>Material aspect: Freedom of association and collective bargaining</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	36
GRI 103	103-2	The management approach and its components	36
GRI 103	103-3	Evaluation of the management approach	36
<b>Material aspect: Child labour</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	36-37
GRI 103	103-2	The management approach and its components	36-37
GRI 103	103-3	Evaluation of the management approach	36-37
<b>Material aspect: Forced or compulsory labour</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	36-37
GRI 103	103-2	The management approach and its components	36-37
GRI 103	103-3	Evaluation of the management approach	36-37
<b>Material aspect: Human rights assessment</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	36-37
GRI 103	103-2	The management approach and its components	36-37
GRI 103	103-3	Evaluation of the management approach	36-37
<b>Material aspect: Local communities</b>			
GRI 103	103-1	Explanation of the material topic and its boundary	54-56
GRI 103	103-2	The management approach and its components	54-56
GRI 103	103-3	Evaluation of the management approach	54-56
GRI 413	413-1	Operations with local community engagement, impact assessments, and development programs	50-51; 62; 69



GRI code	Number	Contents	Page
Material aspect: Social evaluation of suppliers			
GRI 103	103-1	Explanation of the material topic and its boundary	29
GRI 103	103-2	The management approach and its components	29
GRI 103	103-3	Evaluation of the management approach	29
Material aspect: Health and safety of customers			
GRI 103	103-1	Explanation of the material topic and its boundary	54
GRI 103	103-2	The management approach and its components	54
GRI 103	103-3	Evaluation of the management approach	54
Material aspect: Customer privacy			
GRI 103	103-1	Explanation of the material topic and its boundary	55
GRI 103	103-2	The management approach and its components	55
GRI 103	103-3	Evaluation of the management approach	55

Note: For the indicators related to the aspects marked with (\*), it should be taken into account that GRI defines workers not only as employees but also, among others, as people who provide services independently.





Contents		Aspects	Page
Organizational overview and external environment	What does the organization do and what are the circumstances under which it operates?	Culture, ethics and values	11-12
		Ownership and operating structure	14
		Principal activities and markets	7-8
		Competitive landscape and market positioning	5; 7-8; 12
		Position within the value chain	5; 29-30
		Key quantitative information	5; 13; 19; 25; 32-39; 42; 45; 48; 62-65; 68
		Significant factors affecting the external environment	5
Governance	How does the organization's governance structure support its ability to create value in the short, medium and long term?	Leadership structure, including the skills and diversity	19-21
		Specific processes used to make strategic decisions	19-21
		How the organization's culture, ethics and values are reflected in its use of and effects on the capitals	19-21; 27-28
		The responsibility those charged with governance take for promoting and enabling innovation	19
Business model	What is the organization's business model?	Inputs	5
		Business Activities	7-8
		Outputs	5
		Outcomes	5
Risks and opportunities	What are the specific risks andu opportunities that affect the organization's ability to create value over the short, medium and long term, and how is the organization dealing with them?	Key risks and opportunities that are specific to the organization	26
Strategy and resource allocation	Where does the organization want to go and how does it intend to get there?	Organization's approach to any real risks (whether they be in the short, medium or long term) that are fundamental to the ongoing ability of the organization to create value	26
		Objetctives and strategic plans	12



Contents		Aspects	Page
Performance	To what extent has the organization achieved its strategic objectives for the period and what are its outcomes in terms of effects on the capitals?	Quantitative information	5; 25
		Impact on capitals	5; 25
		Relationships with stakeholders	16-17
Outlook	What challenges and uncertainties is the organization likely to encounter in pursuing its strategy, and what are the potential implications for its business model and future performance?	Organization's expectations about the external environment	12
		Mechanisms to address challenges and opportunities	12
Basis of preparation and presentation	How does the organization determine what matters to include in the integrated report and how are such matters quantified or evaluated?	Materiality	16-17
		Boundaries	16-17; 70
		Frameworks	5



Basic contents	Page / Reference
Description of the business model	7-14
Reference frames used	73
Risks related to NFIS issues	20-21; 26
Environmental issues	
Detailed information	57
Pollution	57
Circular economy and waste prevention and management	57-58
Sustainable Use of Resources: Water	Not material
Sustainable Use of Resources: Materials	59
Sustainable Use of Resources: Energy	58
Sustainable Use of Resources: Energy Efficiency	58
Climate Change: GHG Emissions	60
Climate Change: Adaptation	60
Climate Change: GHG Emission Goals	61
Protection of biodiversity: Measures	59
Protection of biodiversity: Impacts	59
Social and personnel issues	
Employment: Number of employees	38
Employment: Modalities of employment contracts	40
Employment: Number of dismissals	39
Employment: Remuneration	34
Employment: Wage gap	34
Employment: Remuneration of directors and female directors and managers	34
Employment: Disconnection from work	34
Employment: Disability	68
Work organisation	33
Work organisation: Absenteeism	In the period covered by this report, Glovo did not have the necessary information systems to measure this indicator, although it is implementing permanent improvements to be able to contribute it in future editions.

Social and personnel issues	Page / Reference
Work organisation: Conciliation	33
Health and Safety: Conditions	35
Health and Safety: Accidents and diseases	35
Worker-company relations	36
Training	35
Universal accessibility for people with disabilities	68
Equality	64-68
Company information	
Commitments to sustainable development	62-63
Outsourcing and supplier companies	29-30
Consumers: Health and Safety	54
Consumers: Complaints	55
Consumers: Tax information	25
Respect for human rights	
Due diligence of human rights	36-37
Risks and measures	36-37
Freedom of association and collective bargaining	36
Discrimination in employment	36-37
Forced and child labour	36-37
Fight against corruption and bribery	
Corruption and bribery prevention	27-28
Money laundering prevention	27-28
Contributions to foundations and non-profit entities	63

