



The Band Manifesto

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The Band Manifesto



The Spotify band

Here at Spotify, we like to think of ourselves as a band.

Ok, sure, we don't look a lot like that group you put together in high school that could only play one Led Zeppelin song, but we still think the comparison fits. Like a band, we're dependent on each other to create the best audio experience. Like a band, we need to be in sync. And like any successful band, we have a set of rules - a band manifesto - that keeps us focused on where we want to go and guides how we get there.

This is that manifesto. It explains our mission, our beliefs, our culture, our values, and everything else in between. Pretty much the only thing it won't teach you is how to play a new Led Zeppelin song -- that's just something you're going to have to learn on your own.



Our Mission

Spotify is a purpose-driven company, using our strong values and beliefs to guide us in our strategies as well as our everyday decisions.

Our mission is simple:

To unlock the potential of human creativity by giving a million creators the opportunity to live off their art and billions of fans the opportunity to enjoy and be inspired by it.

How do we get there?

By believing in our talented band members, giving them the support and autonomy they need to create. (And lots of cold brew.)

If you join the band, there are five values with which you'll quickly become familiar as they form the foundation of Spotify culture. If these values align with your own, if they sound like the kind of people you want to be surrounded by, then come and help us inspire people to listen to the world around them.

Our Values

Our values are informed and influenced by every member of the Spotify band. For us, these are more than just words on a page -- these principles guide each decision we make, serving as the path we'll follow to achieve our goals and mission.

These values help us build trust with our users, creators, advertisers, partners, and even amongst ourselves.

They ensure that we are the same company that stands for the same things no matter our audience.

Innovative

We move fast and take big risks. We cultivate curiosity. We're unafraid to fail, knowing that each mistake contains a valuable lesson and gets us one step closer towards creativity and innovation.

Sincere

We have no time for internal politics. We lead with transparency and engage with open minds. Creating something new requires trust so candid feedback delivered with good intent is at the heart of everything we do.

Passionate

We revel in what we do. We genuinely care about our shared Spotify mission, pushing ourselves to become masters of the part we play. We energize and inspire others around us, knowing that excitement drives innovation.

Collaborative

We recognize that we're all in this together. Everyone is an integral part of the work we do with an equal opportunity to participate -- we share ideas and best practices across business units and in spite of traditional hierarchies.

Playful

With all that said, we don't take ourselves too seriously. We connect with each other. We celebrate successes. And just like a real band, we like to jam.



Making some noise

We've made it our business to make some noise. We're not content to sit idly by and wait for others to forge new paths -- we want to learn faster than the world around us is changing. In short, change is our constant.

We're dedicated to relentless innovation, ensuring our technology stays relevant, easy to use, and easy to scale.

The Spotify rhythm

We believe that speed of iteration beats quality of iteration, which is why we're not big on bureaucracy. To us, complicated processes and guidelines can kill innovation. We'd rather just stay focused and prioritize ruthlessly. (It's kind of like your personal To-Do list, just on steroids.)

And in the spirit of transparency, we'll admit that being process-light sometimes invites a little bit of chaos into our everyday. We embrace it. A little bit of chaos forces you to think in new ways, break out of your old patterns. It keeps us fast, focused, and inventive.

Working fast means acting with consent, not consensus. Even if the majority can't come to an agreement, it's important to keep moving, take a chance, and execute. As long as we're always making grounded and informed decisions, we shouldn't be afraid to make a bet. Because here, getting ideas out into the world take precedence.

Dream big, act fast

We believe in maintaining that relentlessly resourceful start-up spirit.

Complacency is our enemy -- we take smart risks and set the bar high as we continually think, build, ship, and tweak. We strive to stay receptive and flexible, adapting and acting on what we observe. We work hard to find the best way to get things done, even if it's not the most obvious way. And then we do it again and again.



The beat goes on

When we win, we celebrate the success together. When we fail, we celebrate the new valuable information that we learned.

Failure is an important part of our process. It's the best indication that we're trying something new, that we're reaching for what's next. And an undesirable outcome doesn't mean that the wrong decision was made -- it means we took an informed risk, as you must when pursuing innovation. If it worked, we would've won big. If it didn't, that's ok. We move on, keep trying, and give each other the freedom to fail again. We don't fear mistakes but we refuse to repeat them.

This extraordinary rhythm requires extraordinary people. We seek those who have the creativity to discover, the accountability to deliver, and the courage to embrace complexity as well as polarity. Being part of the Spotify band means staying passionate, nurturing your curiosity, and welcoming (and oftentimes even driving) change.

Joining the band

Ideas drive us, not bureaucracy.

Typical corporate career paths with ladders, hierarchies, and bureaucracy? That just isn't our way. We don't believe in up or out. We don't believe in rest and vest. We want to give you the opportunity to grow with us. Neither your career nor Spotify is a sprint -- they're both marathons.

The best people in their field may not be the best people for our band. We put an emphasis on finding the *right* people every time, rather than just recruiting the rock stars. In our hiring process, we look for three essential factors: adaptability, ability, and drive. We've discovered that great performances come from the right people, all working collaboratively toward a shared goal. As a team, we are our mission.

Who you are

Our band is dependent on all of its members to give and get the full experience. We rely on you to help bring our values to life in real time, to discuss them openly with your team and work together to integrate them into your process.

If you join Spotify, we expect you to care - about your work, about Spotify, about the success of the entire band. You should take ownership for the work you do and take pride in what you deliver, both individually and as a team.

If you join Spotify, we expect you to grow. Growth is our mantra, both for Spotify and for our people. The two go hand in hand. You should be self-driven, ready to take control of your own development and reach your full potential.

We can't guarantee that you'll get a promotion and a new title every six months but we can help you design your future. So you should be ready to expand your skills and learn new ones. You should want to make conscious and deliberate decisions about what your journey will be.

If you join Spotify, we expect you to nurture collaboration and just, well, be nice. Remember: listening is everything. In our band, we have no patience for entitled egos.

Playing in sync

So - no egos. Got that. But what else goes into “being nice”? Well, we treat all of our colleagues, users, creators, and partners with respect. We assume good intent and work hard to achieve mutual understanding. We recognize that we all bring our own unique perspectives to the table and that with those perspectives may come some unconscious biases. So while we have the confidence to voice our opinions, we also have the humility to listen and learn from others.

Here at Spotify, we're dedicated to fostering a workplace free from discrimination and a culture built on the principle of inclusion.

We strongly believe that a diversity of experience, perspectives, and backgrounds will lead to a better environment for our employees and a better product for our users and creators. Think about it -- without a diversity of instruments, a band's output would be pretty boring. (There's a reason why your favorite band isn't just five tubas playing at once.) Music is global and so Spotify should be too.

We believe in an inclusive culture where everyone feels empowered to share their full selves, where everyone feels like they belong.

A culture where innovative, passionate, and playful people can grow, have fun, and do their best work. A culture that develops and deepens with every new team member but always stays true to our core values.

The foremost thing we look for in our managers is the willingness and courage to lead. Leaders at Spotify need to be brave as well as resilient and adaptable. They need to build healthy teams, work from a sustainable mindset, and - most importantly - hold themselves accountable.

When you lead with purpose, engagement and drive follow.

But we don't hire highly competent people to have them micro-managed. We use constant planning and one-on-ones to open communication channels rather than admin-heavy, time consuming, template-driven appraisal talks. We believe that it isn't our responsibility to manage talent - we're here to develop talent.



“We have no patience for entitled egos”

—Daniel Ek, CEO



“Welcome to controlled chaos”

–Katarina Berg, Chief HR Officer

The encore

Values

are innovative, sincere, passionate, collaborative and playful.

Culture

is informed and influenced by every member of the Spotify Band.

Change

is our constant.

Growth

is our mantra.

Audio is global

and Spotify should be too.

Ideas drive us

not bureaucracy.



Leading the Band – Deep Dive

The Manager Manifesto details the foundations of our leadership philosophy, defining our expectations and our process for recruiting, assigning and developing our managers.

**We believe in
purpose-driven
leadership.**

**We believe in
managers who have
the willingness and
courage to lead.**

**We believe in
managers who build
and run healthy
teams.**

**We believe that
leadership is a
group sport.**

**We believe in
purpose-driven
leadership.**



In our managers, we look for strong managerial skills as well as the ability and desire to be a true leader.

We expect managers to inspire and drive vision — that is how our teams are motivated to willingly engage and contribute to our purpose.

Managers lead by example, always taking into consideration our company values and mission. Growth is our mantra and our managers are right on the frontlines, cultivating a growth mindset and encouraging innovation within their teams. Managers empower growth by providing frequent feedback and coaching to unlock band members' potential and opportunities to learn. In short, leadership at Spotify means guiding great teams that grow the business as well as grow themselves.



**We believe in managers
who have the willingness
and courage to lead.**

Managing at Spotify isn't for the faint of heart. Here, controlled chaos is the norm. Managers need to be authentic, strong, and open to vulnerability to instill trust and stability while surrounded by constant change. Managers at Spotify make an active choice to lead, growing the business as well as other band members.

Our managers bring clarity to their teams, translating complexity into actionable insights and removing any roadblocks. They embrace polarities, identifying issues not as either/or but both/and. Most importantly, they stay flexible — able to adjust quickly to new circumstances, prioritizing ruthlessly for the right impact.





Managers are courageous enough to make bets.

They dare to let go of control and empower autonomy (within guardrails, of course). To enable their team to make informed decisions, managers share information transparently. And, most importantly, they give their teams the freedom to fail, recognizing that it's an inevitable outcome when pursuing innovation.

But that doesn't mean they don't assume accountability or hold their teams accountable to their goals.

Managers also are courageous enough to set clear expectations and deliver honest feedback to drive results.



**We believe in
managers who build
and run healthy teams.**

When it comes to team building, we strongly believe that a diversity of experience, perspectives, and backgrounds leads to a better working environment for everyone and better business outcomes.

Inclusive teams are more innovative and effective, promoting creativity and unique thinking.





Spotify leaders are instrumental in ensuring our everyday reality reflects those values. They guarantee all voices are heard and know how to navigate divergent opinions within their team. They lead with empathy and act to minimize politics. They promote clear and sincere communication, focused on building trust in the team. They build an inclusive culture where everyone feels empowered to be themselves, where everyone feels like they belong.

And at Spotify, things move fast — speed is everything.

So managers need to be resilient, knowing how to cultivate a sustainable mindset for their team and working environment.



**We believe that
leadership is
a group sport.**

Working fast means acting with consent, not consensus.

Even if the majority can't come to an agreement, it's important to keep moving, take a chance, and execute. A good manager encourages debate and discussion, acknowledging that innovation can come from any direction. That listening is everything.





Our managers know that ideas drive us, not bureaucracy. We believe that leadership takes place alongside teams, and we truly believe leadership is a group sport. We're all in it together — we don't have room for entitled egos.

By operating with the business' best interest at heart, managers recognize that the talent they nurture and grow on their teams isn't necessarily theirs - it's Spotify's. We get things done by collaborating across teams, sharing talent, prioritizing mutual long-term goals and always operating in interest of the greater good.



Rewarding our Band Members – Deep Dive

This document offers a cursory peek into our talent philosophy, explaining how we find our band members and our strategy for compensating them.

Our goal

We want to create a framework that helps ensure we're always empowering the *right* teams to create the *right* game plans to tackle the *right* problems.

We're focused on strategically selecting and motivating our band members to achieve the best results.



Our strategy

We focus on the *right* band members.

The best people in their field may not be the best people for our band. We put an emphasis on finding the right people every time, rather than just recruiting rock stars.

In our hiring process, we look for three essential factors: adaptability, ability and drive. We consider where we want to grow and how, using our priorities and values to inform every step of the hiring process.

As Spotify evolves, attrition is natural and ultimately benefits our community, giving band members meaningful opportunities for growth. We do tent pole hires, but more so, we believe in uplifting and investing in our own homegrown talent, helping them expand their skills.

We focus on incentivizing development, rewarding our band members thoughtfully, with a long-term view. At our core, we believe compensation and benefits should be fair, but for the right talent, it won't be the primary motivator. Band members should value the opportunity to be an audio pioneer and be authentically excited to join our mission of inspiring people to listen to the world around them. In short, we look for missionaries rather than mercenaries.

Our strategy

We focus on the *right* compensation.

We work hard to ensure that the innovative and passionate people who choose to join the Spotify band are empowered to be their very best. That's why we prefer to view our compensation and benefits holistically, as a total package, and why we make that total offer competitive versus our peer group.

We believe in rewarding high performance, taking into account a band member's mastery, contributions and behavior. A similar position, performance, and potential means similar compensation over time. Offering security while connecting compensation to achievement keeps our teams motivated and reaching for innovation.

Equity is offered to everyone who joins Spotify, enabling them to become shareholders and take part in the future success of the company. Band members have the freedom to choose how to allocate their incentive mix. This flexibility reaffirms our commitment to giving employees more control over their compensation at Spotify.

Beyond cash and equity, our employee benefits program is designed to be competitive in the local market. We offer benefits and perks that are inclusive and aligned with our company values, like global parental leave, flexible public holidays, and other more playful surprises. And these benefits are extended to every band member, regardless of seniority. It's important to us to create a rewarding, inclusive environment where our band members want to stay and where they know they can grow.

Our strategy

And we then pair them with the *right* tasks.

Spotify's extraordinary rhythm demands extraordinary focus. It's nearly impossible to be a master of all instruments -- something will always end up neglected or shortchanged.

Instead, we expect our band members to give their all to their one part. And then, as we move and grow, that part may change, which requires renewed strategizing and focus.

We believe that it isn't our responsibility to manage talent - we're here to develop talent.

By taking a holistic view when hiring, investing, and rewarding our band members, we ensure that Spotify remains at the forefront of audio.



