



agenda

Introductions

who we are & what we do

Culture

how it drives success, how to define it & share it

Brand

influence, impact and how to engage

Glassdoor How-To's

engage employees, respond to reviews & best practices

Introductions



Carmel Galvin
Chief Human Resources Officer



OUR MISSION:

To help people everywhere find a job and company they **love**.

Powerful Combination

JOB

 Software Engineer	IBM 3.2 ★ 15,923 Reviews
 Embedded Software Developer	3D Robotics 4.4 ★ 5 Reviews
 Software Engineer	OneLogin 4.2 ★ 38 Reviews
 Software Engineer	boku 3.3 ★ 13 Reviews
 Software Engineers	MLB Advanced Media 3.3 ★ 71 Reviews
 Lead Software Engineer	Glassdoor 4.6 ★ 209 Reviews
 Sr. Software Engineer (APM)	AppDynamics 4.6 ★ 104 Reviews
 Android Software Engineer	Pinterest 4.2 ★ 35 Reviews



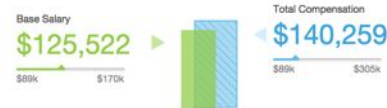
Reviews

4.2 ★★★★★ 186 Reviews

CEO Approval



Salaries



Interviews



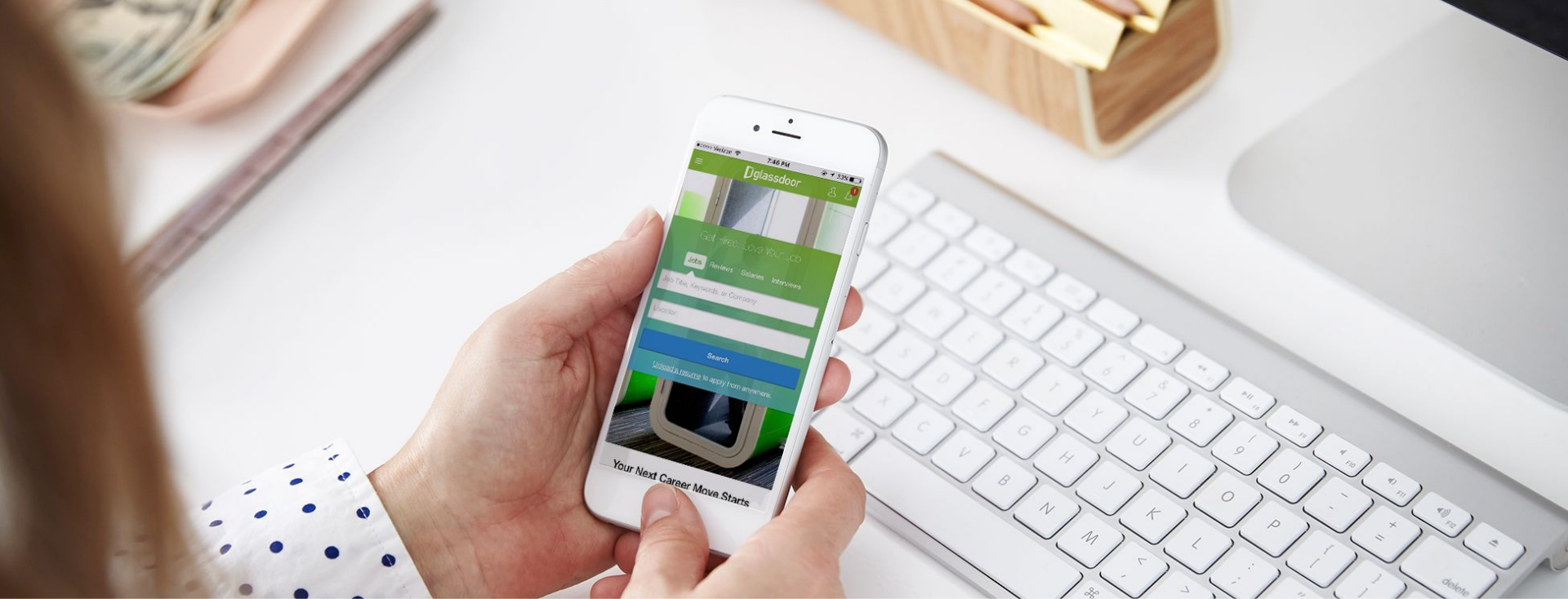
Benefits

“Exceptional benefits package”

4.4 ★★★★★

Photos





~34M
Monthly UUs

~640 K+
Companies

190+
Countries

50+%
Mobile

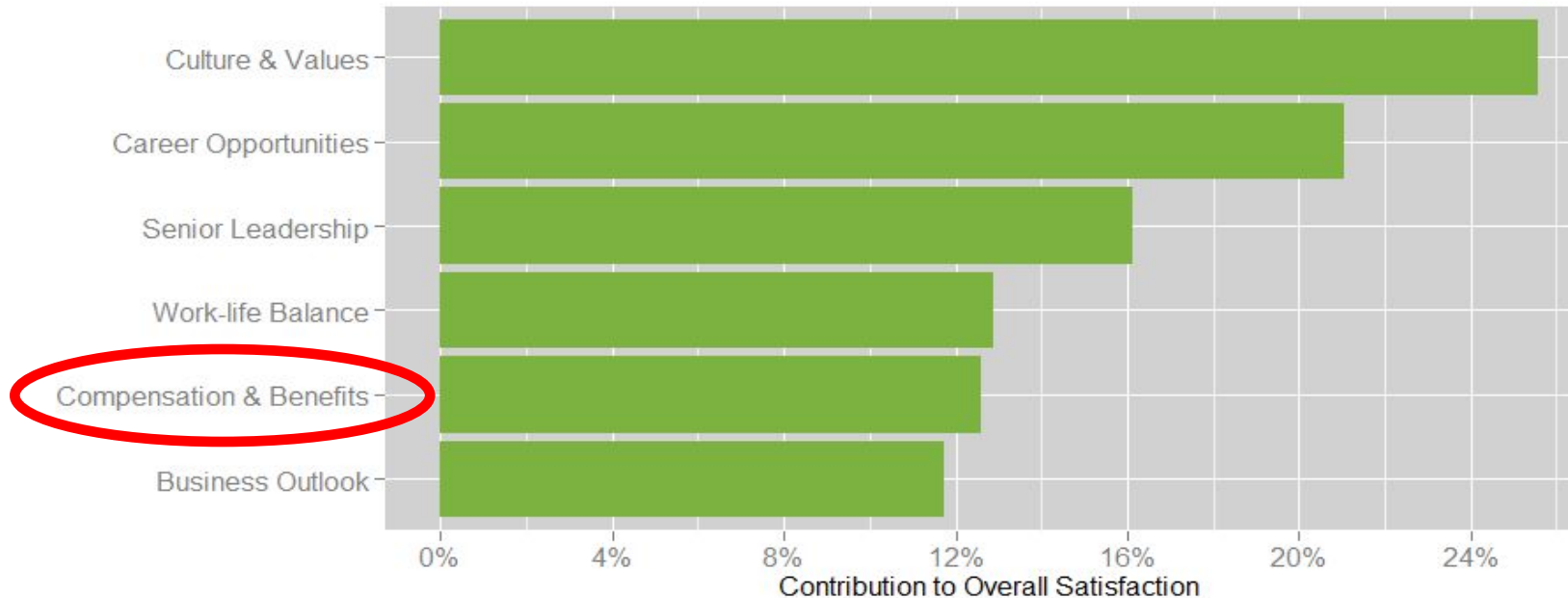
15 localized markets



Culture: how it drives success at work

Drivers of Employee Satisfaction

Salary is **NOT** the main driver of satisfaction



Source: Glassdoor Economic Research, 2015

Core Benefits Drive Employee Satisfaction Most

Top 5 Benefits by Correlation with Overall Satisfaction with Benefit Packages

(on a scale of 0-1.0)

Rank	Benefit Type	Correlation
1	Health Insurance	0.7
2	Vacation & Paid Time Off	0.6
3	Pension Plan	0.6
4	401K Plan	0.6
5	Retirement Plan	0.5

Source: Glassdoor Economic Research, June 2016

Ancillary Benefits Matter Less

Top 5 Benefits by Correlation with Overall Satisfaction with Benefit Packages

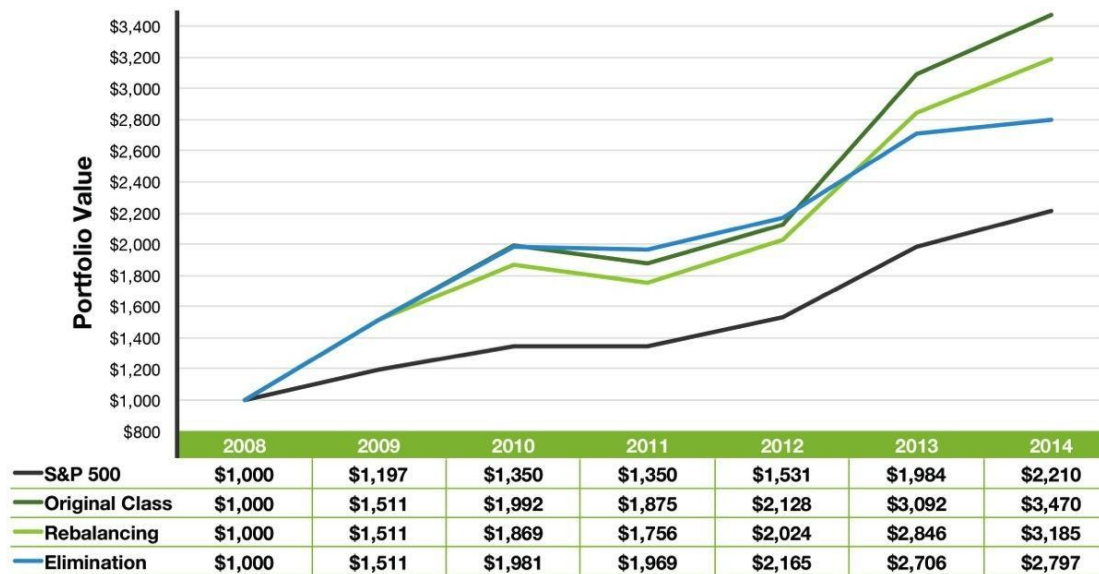
(on a scale of 0-1.0)

Rank	Benefit Type	Correlation
7	Maternity & Paternity Leave	0.5
12	Dependent Care	0.4
14	Stock Options	0.4
16	Free Food & Snacks	0.4
30	Employee Discounts	0.3

Glassdoor Economic Research, June 2016

Does Company Culture Pay Off?

Figure 2. Relative Value of “Best Places to Work” Stock Portfolios vs. the S&P 500



Note: Annual returns assume annual rebalancing to reflect portfolio definitions.

Source: Glassdoor Economic Research.

Glassdoor’s “Best Places to Work” list **outperformed** the S&P by **122%**

Lowest rated companies **underperform** S&P by **29.5%**

Chamberlain, Andrew (2015). “Does Company Culture Pay Off? Analyzing Stock Performance of ‘Best Places to Work’ Companies,” online at glassdoor.com/research/.

Investors Increasingly Monitor Employee Sentiment

“

We look for companies that have solid employee rankings and want to buy companies that have improvements in employee opinions. Happy and engaged employees lead to more wins and more sales opportunities.

— Paul Ebner, BlackRock Portfolio
Manager

“

Companies with high employee satisfaction seem to provide less volatile returns.

— JB Marwood, Marwood Capital

“

We regularly check Glassdoor ratings on companies we cover.

— Ron Josey JMP Securities
Analyst

Leading Indicator

Glassdoor ratings are viewed as leading indicator to business performance and stock returns

Software

Peering through the Glassdoor: GWRE, BOX and CTXS most +ve, RNG and ORCL lag

Industry Overview

Bank of America
Merrill Lynch

Equity | 30 January 2017

BofAML Glassdoor analysis complements Kash Flow

The BofAML Glassdoor analysis is a qualitative analysis series to evaluate our coverage companies from the inside, gauging management and employee satisfaction using data from Glassdoor.com. The metrics we look at on a bi-monthly basis are: aggregate company ratings, new employee ratings in the last two months and CEO approval ratings. The Glassdoor analysis complements our quarterly Kash Flow (quantitative) report. **See inside note for charts and details.**

GWRE, BOX and CTXS most positive, RNG and ORCL lag

For our year-end 2016 Glassdoor analysis, 13 companies saw +ve movements in both CEO approval ratings and new employees ratings, earning a position in the upper right corner of our proprietary ratings quadrants (Exhibit 1, pg2). Guidewire stood out due to a strong change in new employees rating of 55%, while its CEO saw a positive move in approval rating of 2pp. Box had strong +ve change in new employees rating of 22%, while its CEO rating moved up 2pp to 95%. Citrix was also positioned far right in the upper right quadrant given its CEO approval rating had a 9pp increase to 89%, while its new employees rating improved by 8%. RingCentral (RNG) saw the most declines, with an 11pp drop in CEO approval rating to 54% and -18% change in new employees rating. Oracle (ORCL) had a mild step back, with CEO approval rating down 1pp to 69% and new employees rating down 2%.

Most large caps record positive changes in both ratings

Large caps made up a large part of the companies ranked in the top right quadrant (see Exhibit 5 inside report), with the exception of ORCL (mentioned above). Of the large caps, VMware's (VMW) CEO approval rating saw the largest positive move from 84% to 88%, and it recorded positive change in new employees rating of 12%. Intuit (INTU) had the strongest new employees rating change of 14% and saw its CEO rating improve 3pp to 96%. Adobe (ADBE) and SAP (SAP) CEO approval ratings increased 2pp to 97% and caught up to Salesforce.com's (CRM) rating, which had an increase of 1pp. These three companies have the highest large cap CEO approval ratings. ADBE, CRM and SAP's new employees ratings increased by 7%, 7% and 3%, respectively. Microsoft's (MSFT) CEO approval rating improved +2pp to 95% while its new employees ratings improved 1%.

CEO approval: PCTY has the highest rating, ALRM next

Paylocity (PCTY) has scored the highest CEO approval rating in our coverage universe four reviews in a row, at 99% this report. RedHat (RHT), which had been in the top three in our previous three reviews, dropped 2pp in this review to 96% (tied for 9th place). Alarm.com's (ALRM) had the second highest CEO approval rating of 98%. Six companies tied for third-highest CEO approval rating at 97%: ADBE, CRM, GWRE, HubSpot (HUBS), SAP and Zendesk (ZEN). CTXS had the highest growth in CEO approval rating of 11% (9pp as noted above), while RNG had the largest decline (-17% or -11 pp) to CEO approval rating of 54%. Coming in second to last was ORCL, with a 69% CEO approval rating.

Americas
Server & Enterprise Software

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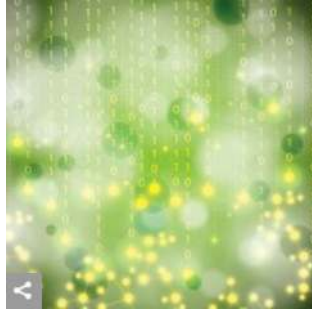
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Company Culture Pays Off: Causal Effects



What is the Causal Link Between Employee Satisfaction and Company Performance?

Dr. Andrew Chamberlain

October 23, 2015

A growing number of studies find a positive link between employee satisfaction and the financial performance of companies. Two examples are Glassdoor's report...



1-star increase in employee satisfaction =
7.9% average jump in company market value

Source: "Family Firms, Employee Satisfaction, and Corporate Performance", University Kansas

Influencing Employer Brand

Engage your employees

Employees rank among the **MOST TRUSTED INFLUENCES**

when communicating about their company's engagement and integrity

Edelman Trust Barometer, January 2015

Majority read at least

6 reviews

before forming an opinion
about a company

Learn what's working...
and what's not

Engage as a company

Who Owns Employer Brand?



Take Charge of Your Employer Brand

Enlist Employees! Encourage employees to leave reviews on Glassdoor across departments.

Align it with your recruiting strategy: Ask hiring managers to encourage their teams to leave reviews.

Message. Ensure your company brand, message and company story is consistent internally and externally across social channels that play to your strengths.

Engage New Hires. Build excitement about the company mission and the value of their work.

Close the Loop. Follow up after interviews by asking candidates to leave reviews about the experience.

Show you listen/care. Respond to reviews and incorporate Glassdoor feedback in your company feedback channels.

62% say their perception of a company improves
after seeing an employer respond to a review

90% say it's important to work for a company
that embraces transparency

90% value the opinion of the company

Source: Glassdoor U.S. Site Survey, January 2016

Best Practices for Culture & Brand Improvement

- 1 Understand the real value of company culture
- 2 Embrace workplace feedback...all the time
- 3 Remember salary isn't everything
- 4 Engage employees to build a successful company



Appendix

Glassdoor Tips: Responding to Reviews

- ✓ Be **honest** and frank about what will (or will not) change at your company
- ✓ Use **real** names, emails, contact info in your responses
- ✓ **Respond** to the good, the bad, and the ugly
- ✓ Be **timely**
- ✓ **Avoid** corporate speak
- ✓ Don't copy-paste, **invest the time** to actually answer each person
- ✓ Take conversation **offline** to 1x1
- ✓ **Celebrate** the wins and share with your org leadership
- ✓ Show a bit of **personality** when you respond