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Letter of Reference

Mr Thomas Gläser born on July 14, 1982 was employed in our company from April 1, 2020 until April 30, 2024 in various positions, most recently as a Director Product Experience in the Product Experience department.

01.08.2022 - 30.04.2024 Director Product Experience
01.09.2021 - 31.07.2022 Director Product Managment
01.04.2020 - 31.08.2021 Product Innovation & Growth Strategy Lead

The NEW WORK SE Group strives towards a better working world. With strong brands such as XING, kununu and onlyfy by XING, and the largest talent pool in German-speaking countries, it claims the spot of recruiting partner Nr. 1 in these countries. By bringing candidates and companies together, it guides talents to a more fulfilling working life while simultaneously helping companies to greater success by winning the right talent. The group is listed at the stock exchange since 2006, has it's headquarter in Hamburg and currently employs around 2,000 people at offices including Berlin, Vienna and Porto. Visit http://www.new-work.se und https://nwx.new-work.se/ for more information.

The NEW WORK SE product portfolio includes the E-Recruiting product and services by offering e-recruiting products and services, the company specialises in partnering with and consulting recruiters, staffing and recruitment agencies, and employer branding representatives looking to hire great talent and build up an appealing employer brand.

As Director Product Experience, Mr. Gläser was responsible for the following tasks:

- Directed UX Design (UXD), User Experience Research (UXR), and UX Writing teams, ensuring a cohesive and comprehensive product experience strategy
- Coordinated effectively with department leads across Engineering, Product, Sales, Customer Service, Marketing, and Brand, aligning team efforts for maximum impact
- Developed the product vision-type in collaboration with Director level, shaping the overall product strategy
- Implemented strategic projects, including Jobs-to-be-done frameworks and release cycle optimizations, for enhanced innovation predictability and efficiency
- Played a pivotal role in AI initiatives, leading to innovative concepts for job creation and automatic pre-screening
- Spearheaded design automation initiatives, optimizing processes for seamless handover to front-end teams and maintaining an up-to-date design system
- Instilled an insights-driven approach through dynamic UXR activities, integrating user insights into all strategic planning stages
- Guided the UX Leadership Steering Team (LST) in setting and regularly reassessing UX success metrics
- Collaborated with Product Directors in formulating and executing product roadmaps, specifications, and timelines, aligning them with business goals
- Actively participated in community events, enhancing brand presence and engaging with the wider industry community
- Defined and realized quarterly strategic objectives, harmonizing them with senior stakeholder goals and enabling UX teams to achieve these objectives
- Encouraged product viability and creative problem-solving, keeping teams focused on customer-centric goals and business achievements

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During his work at XING Events, Mr. Gläser was entrusted with the following tasks:

- Product Vision and Roadmap Development:
  - Responsible for shaping and driving the product vision and roadmap, focusing on significant growth and capturing new customer segments
- Interface Collaboration:
  - Working closely with experts and stakeholders to deeply understand customer needs and Jobs-To-Be-Done, leading to essential product changes, new developments, and the selection of suitable product partnerships
- Leadership and Team Management:
  - Managing the product team, utilizing experience as a leader, coach, and sparring partner, to foster team growth and development
- Cross-Functional Networking:
  - Engaging in regular exchanges with other Product Leads, Engineering Leads, Business Owners, and stakeholders within XING, contributing to discussions on business development and key strategic product themes
- Product Development Expertise:
  - Engaging in regular exchanges with other Product Leads, Engineering Leads, Business Owners, and stakeholders within XING, contributing to discussions on business development and key strategic product themes
- Fostering Innovation and Simplicity in Product Design:
  - Committing to create simple, intuitive products while incorporating the latest technology trends to stay ahead of the competition
- Agile Development Methodologies:
  - Collaborating with the Head of Engineering to find the best solutions, employing agile development methods and demonstrating strong analytical and creative problem-solving skills
- Multilingual Communication Proficiency:
  - Utilizing fluent English skills to effectively communicate and collaborate in a dynamic, growth-oriented environment

Mr Gläser had excellent in-depth specialist knowledge even in peripheral fields, which he always applied to our business processes in a most effective and beneficial manner.

We must highlight his very good UX skills, and specifically his extensive experience in the development of solutions for issues, their implementation, in monitoring and maintenance of networked systems and system and application software.

Mr Glaser has continuously and very successfully expanded and updated his extensive specialist knowledge to the benefit of our company by regularly attending events to further his education.

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Mr Gläser dedicated himself in an exemplary manner to our company, often working beyond normal office hours, and thus displaying his very high level of motivation. In extremely stressful situations, he always displayed exemplary resilience. Due to his very good perception, he was always able to understand complex situations immediately and to find very good solutions straight away.

He always completed his tasks completely independently, extremely carefully and according to a well thought-out plan. He worked calmly, thoughtfully, in a target-oriented manner and extremely precisely at all times. He continuously impressed us particularly in terms of quality and quantity. Mr Gläser always was extremely reliable.

Mr Gläser was always able to find excellent solutions for any problems which arose. Due to his excellent leadership qualities, he was a highly respected and popular line manager. His attitude towards colleagues was always open and friendly, but he also knew how to assert himself in difficult situations and how to motivate staff to excellent performance. The performance of Mr Gläser always earned our full recognition in every respect.

He was respected by everyone for his consistently friendly and well-balanced demeanour. He was always helpful, courteous, and where necessary, he put the interests of others before his own. His personal conduct towards his line managers, colleagues and clients was always exemplary and loyal.

Mr Gläser is leaving our employment on April 30, 2024 on his own request. We sincerely regret his departure, as we are losing a very capable employee. We would like to thank him for his consistently very good performance and wish him all the best and continued success in his future professional career and private life.

Hamburg, April 30, 2024

New Work SE

p. p. Solon Magoulakis
VP Product & User Experience

p. p. Maren Geisthardt
Head of People & Culture