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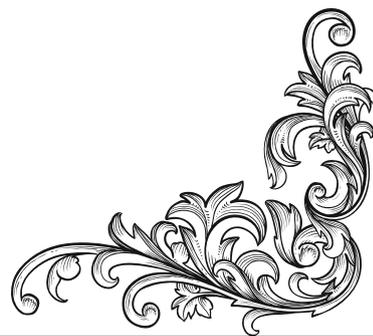
2014

CULTURE  
BOOK

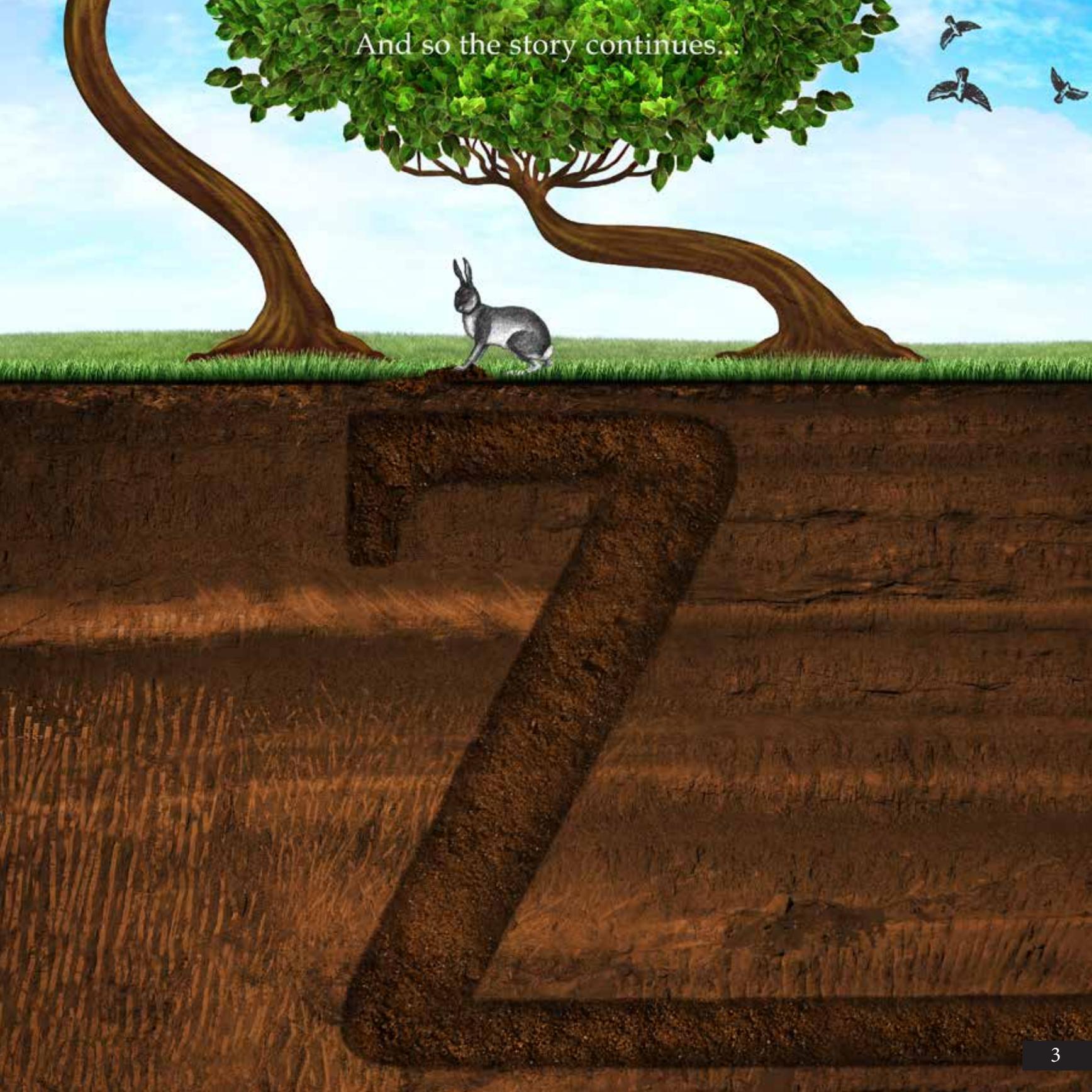
THE NEXT CHAPTER







And so the story continues...

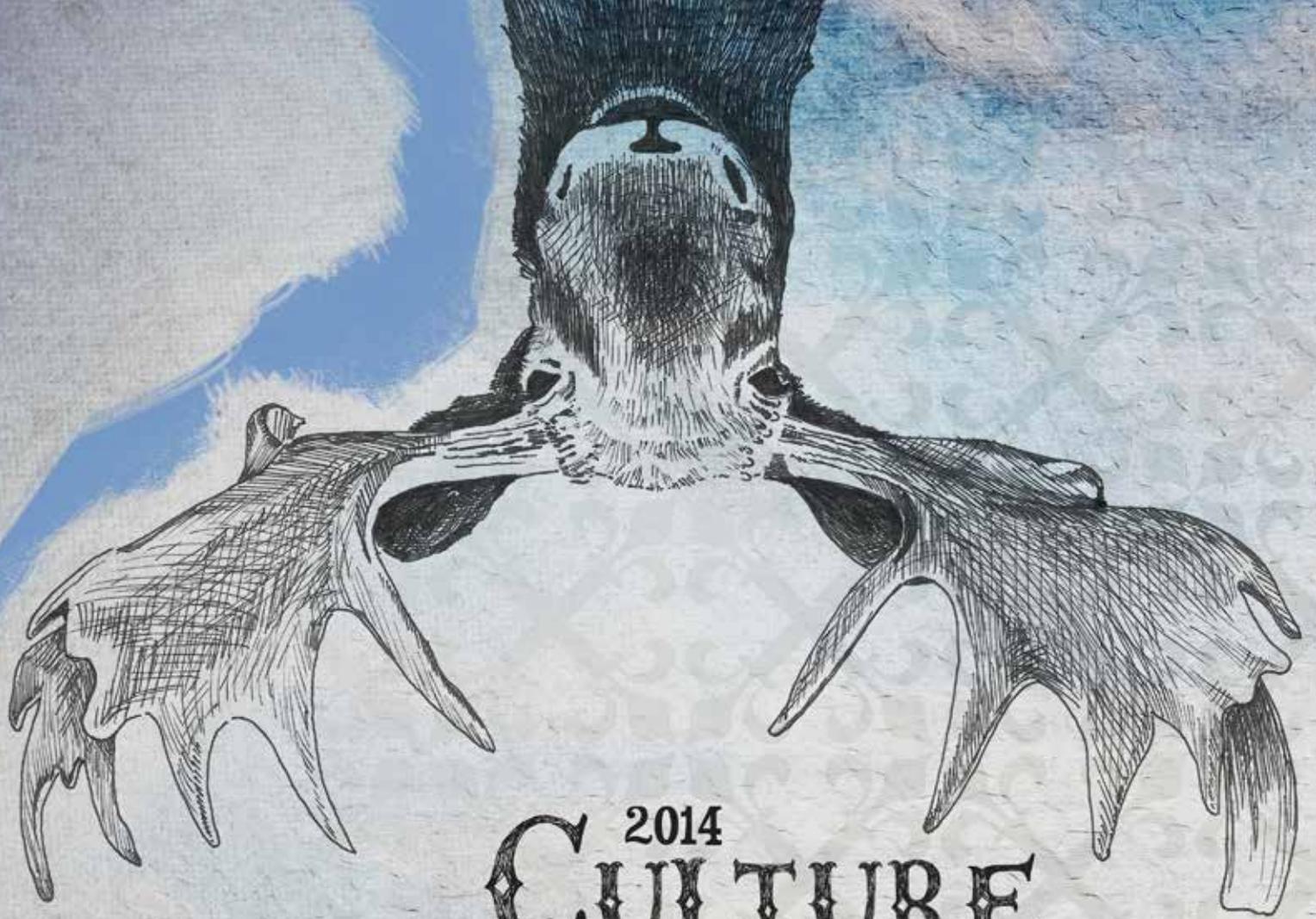




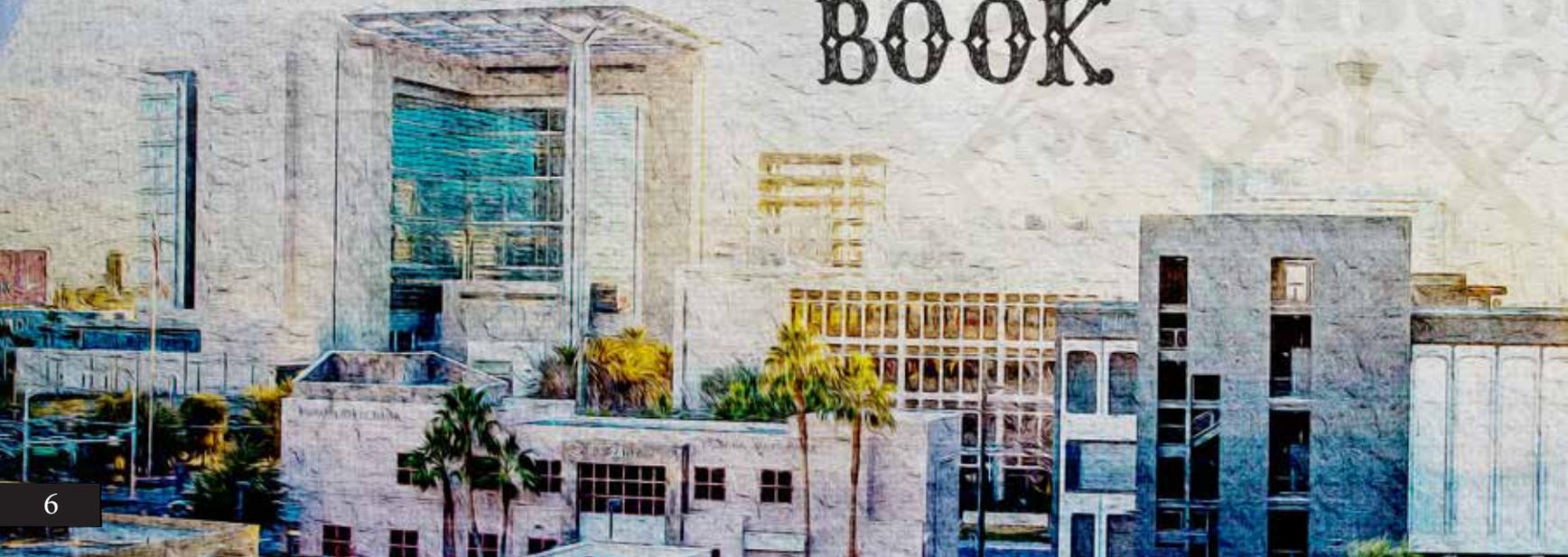
# CONNECT



FEEDBACK

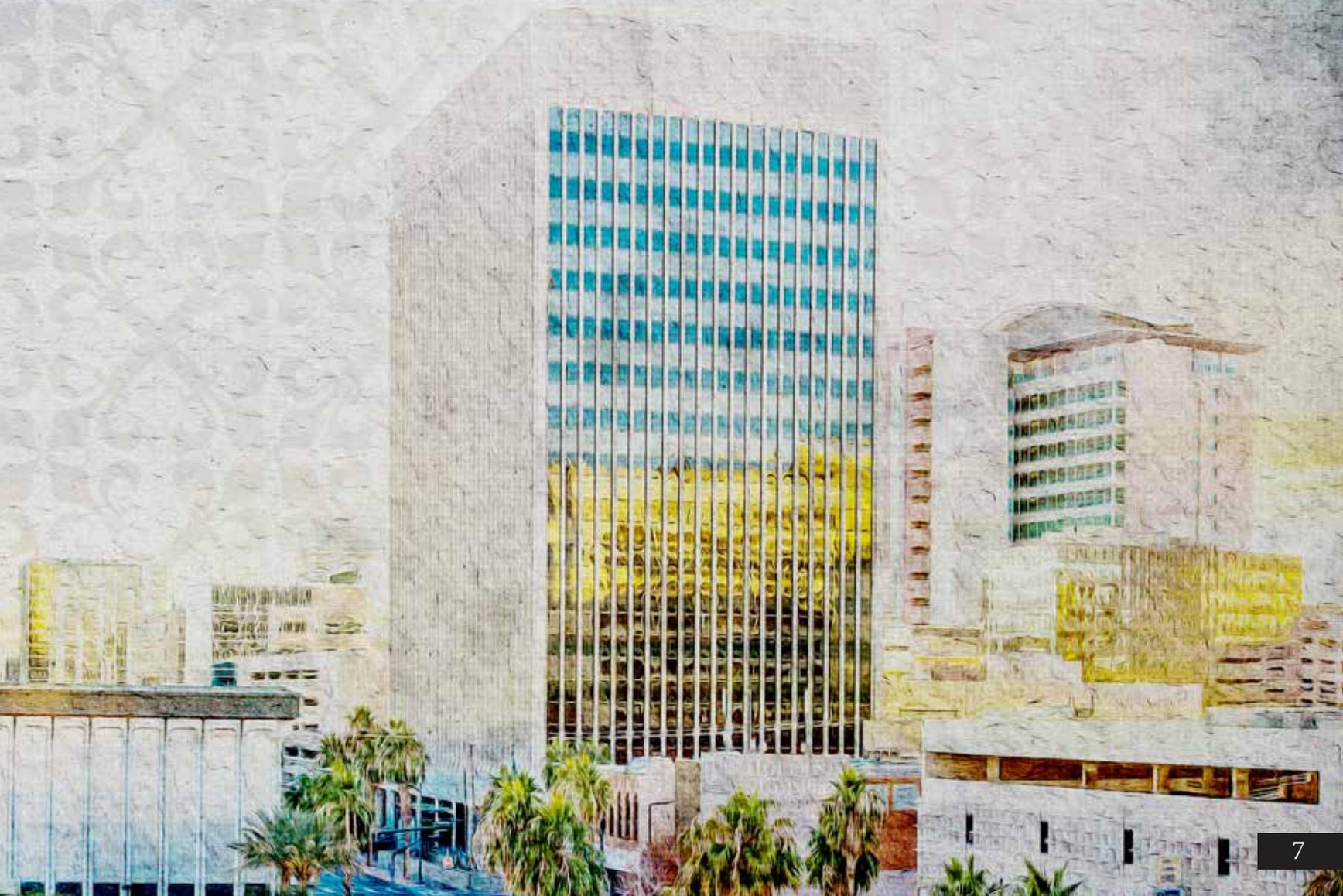


2014  
**CULTURE  
BOOK**



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family

{ As Defined by our Employees,  
Partners and Customers. }





# TRAINING COURSES

# insights

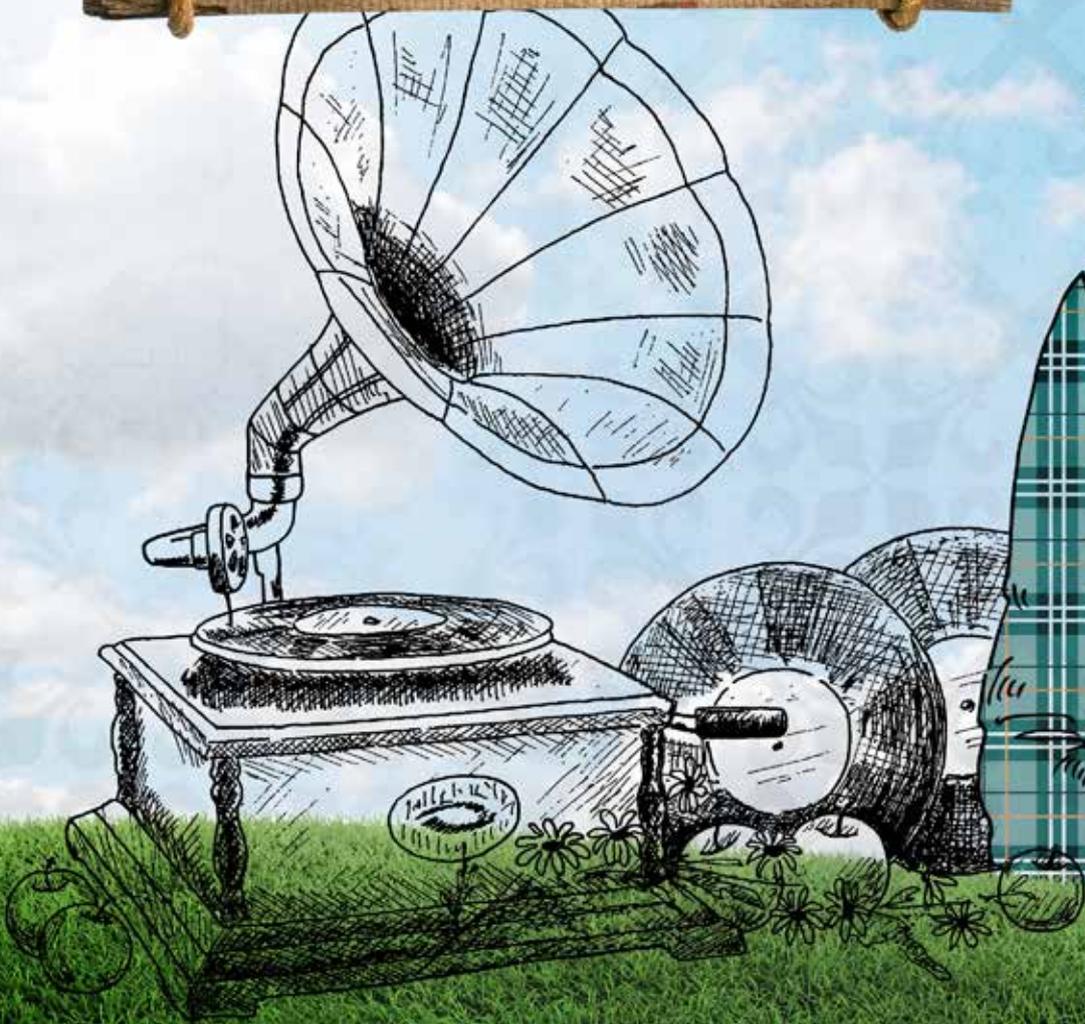
**C**reated to share the Zappos culture with the world, Zappos Insights strives to inspire other companies to develop and strengthen their own unique company culture. If you've ever toured our Downtown Las Vegas campus, you know our offices are fun and a little weird! From themed dress-up days to elaborately decorated desks, Zappos encourages employees to be themselves and express their individuality. We do this because we believe happy employees equal happy customers, and happy customers come back for more. Zappos Insights works to inspire folks in a bunch of different ways, including:

- 3-Day Culture Camp training event
- Zappos campus Tours and Q&A sessions
- School of WOW customer service training
- Speaking engagements
- Custom events based on organizational needs
- Online membership subscription

To learn more, or to sign up for a free tour of our new home in Downtown LV, check out

**ZAPPOSINSIGHTS.COM**

WE HOPE YOU ENJOY  
THE 2014 EDITION OF  
THE ZAPPOS CULTURE BOOK



If you'd like to learn more about our culture, check out our blogs at:  
<http://blogs.zappos.com>

You can also learn more about the Zappos Family at:  
<http://jobs.zappos.com>

Our job openings are available online at:  
<http://jobs.zappos.com>

Also, we offer tours of our offices in Las Vegas.  
You can schedule a tour at:  
<http://tours.zappos.com>

If all of that isn't enough we offer culture immersion events and personal Q&A's at our Zappos Campus as well as traveling speakers for your next learning event.  
<http://www.zapposinsights.com/>

*Some more legalese mumbo jumbo in case you haven't had enough: Please note that this book is intended to show some individual Zappos Family employees, customers and business partners have expressed their feelings about the Zappos Family.*

*These personal feelings don't carry the legal effect of management policy or promises. Rather they are intended to share the views of individual employees and partners about what their work with the Zappos Family means to them. We appreciate them sharing these thoughts and hope that you enjoy reading the rest of this book and learning more about the Zappos Culture.*





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Legalese mumbo jumbo for your reading pleasure!

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### **Editor in Chief**

Loren Becker | lbecker@Zappos.com

### **Design**

Ryan Brekke at Bullfish Media | Ryan@Bullfishmedia.com

### **Copy Editors**

Mandy Crispin | Mcrispin@Zappos.com

Michael Boley | Mboley@Zappos.com

Printed by Fanny Chen, Orbitel International LLC | Fanny@Orbitelinternational.com



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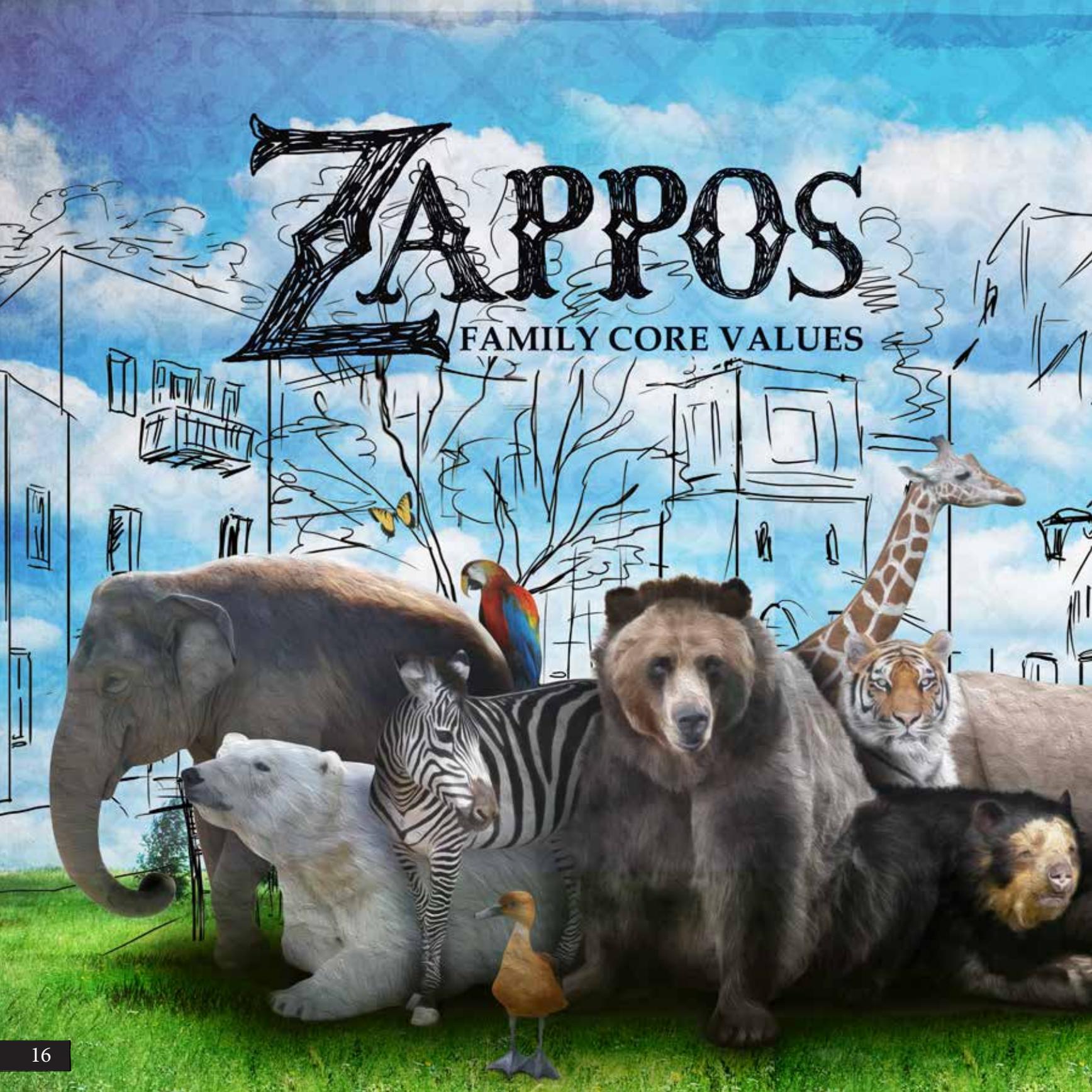
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# ZAPPOS

FAMILY CORE VALUES





1

**D**eliver WOW  
Through Service



6

**B**uild Open and  
Honest Relationships



2

**E**mbrace and  
Drive Change



7

**B**uild a Positive  
Team and Family



3

**C**reate Fun and A  
Little Weirdness



8

**D**o More With Less



4

**B**e Adventurous, Creative,  
and Open-Minded



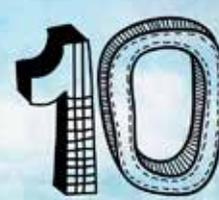
9

**B**e Passionate and  
Determined



5

**P**ursue Growth and  
Learning



10

**B**e Humble



# { FORWARD }

**W**elcome to the latest edition of the Zappos Family culture book!

The culture book is an annual tradition for the Zappos Family. Every year, I send an email to our employees asking people to write a few paragraphs about what the Zappos culture means to them. Except for typos, it's unedited, because one of our core values is to Build Open and Honest Relationships With Communication.

For us, our #1 priority is company culture. Our belief is that if we get the culture right, most of the other stuff -- like delivering great customer service, or building a long-term enduring brand and business -- will happen naturally on its own.

Legal Notice: Please note that this book is intended to show how some individual Zappos Family employees and business partners have expressed their feelings. These personal feelings don't carry the legal effect of management policy or promises. Rather, they are intended to share the views of individual employees and partners about what their work with the Zappos Family means to them. We appreciate them sharing these thoughts and hope that you enjoy reading the rest of this book and learning more about the Zappos Family culture.

In my book “Delivering Happiness: A Path to Profits, Passion, and Purpose”, I write about how a company’s culture and a company’s brand are really just two sides of the same coin. The brand is simply a lagging indicator of the culture.

Ever since Zappos was founded in 1999, we’ve continuously experienced rapid growth. As we continue to grow and hire new people, we need to make sure that they understand and become a part of our culture. That is the purpose of this culture book -- to provide a glimpse of what the Zappos culture is all about to new hires, prospective new hires, our vendors and partners, and anyone else who might be interested.

So what is the Zappos culture? To me, the Zappos culture embodies many different elements. It’s about always looking for new ways to WOW everyone we come in contact with. It’s about building relationships where we treat each other like family. It’s about teamwork and having fun and not taking ourselves too seriously. It’s about growth, both personal and professional. It’s about achieving the impossible with fewer people. It’s about openness, taking risks, and not being afraid to make mistakes. But most of all, it’s about having faith that if we do the right thing, then in the long run we will succeed and build something great.

**Our culture is based on our 10 core values:**

- 1) Deliver WOW Through Service
- 2) Embrace & Drive Change
- 3) Create Fun & A Little Weirdness
- 4) Be Adventurous, Creative, & Open-Minded
- 5) Pursue Growth & Learning
- 6) Build Open & Honest Relationships With Communication
- 7) Build a Positive Team & Family Spirit
- 8) Do More With Less
- 9) Be Passionate & Determined
- 10) Be Humble

are just a plaque on the wall, our core values play a big part in how we hire, train, and develop our employees.

In addition to trying to WOW our customers, we also try to WOW our employees and the vendors and business partners that we work with. We believe that it creates a virtuous cycle, and in our own way, we’re making the world a better place and improving people’s lives. It’s all part of our long term vision to deliver happiness to the world.

Of course, the Zappos culture means different things to different people, so I thought the best way for people to learn what the Zappos culture was all about was to hear from our employees directly. Below is the email that I sent to our employees for the latest edition of our culture book:

---

*From: Tony Hsieh  
To: All Zappos Employees  
Subject: Zappos Culture Book*

*It’s time to put together a new edition of the Zappos Culture Book, to be distributed to employees, prospective employees, business partners, and even some customers.*

*Our culture is the combination of all of our employees’ ideas about the culture, so we would like to include everyone’s thoughts in this book.*

*Please email me a few sentences about what the Zappos culture means to you. (What is the Zappos culture? What’s different about it compared to other company cultures? What do you like about our culture?) We will compile everyone’s contribution into the book.*

*When writing your response, please do not refer to any previous culture books, any*

*training/orientation material, the company handbook, or any other company-published material. We want to hear YOUR thoughts about the company culture.*

*Also, please do not talk to anyone about what you will be writing or what anyone else wrote. And finally, if you contributed to last year’s Culture*

*Book, please do not look at what you wrote last year until after you’ve written and submitted this year’s entry.*

*Remember, there are no wrong answers. We want to know what the Zappos culture means to you specifically at this point in time, and we expect different responses from different people.*

We hope you enjoy the latest edition of the Zappos culture book!

Tony Hsieh  
CEO - Zappos.com, Inc.  
ceo@zappos.com  
twitter.com/Zappos

PS: If you’d like to learn more about our culture, check out our blogs at:  
<http://blogs.zappos.com>

You can also learn more about the Zappos Family at:  
<http://about.zappos.com>

Our job openings are available online at:  
<http://jobs.zappos.com>

Also, we offer free tours of our offices in Las Vegas. You can schedule a tour at:  
<http://tours.zappos.com>

Unlike most companies, where core values

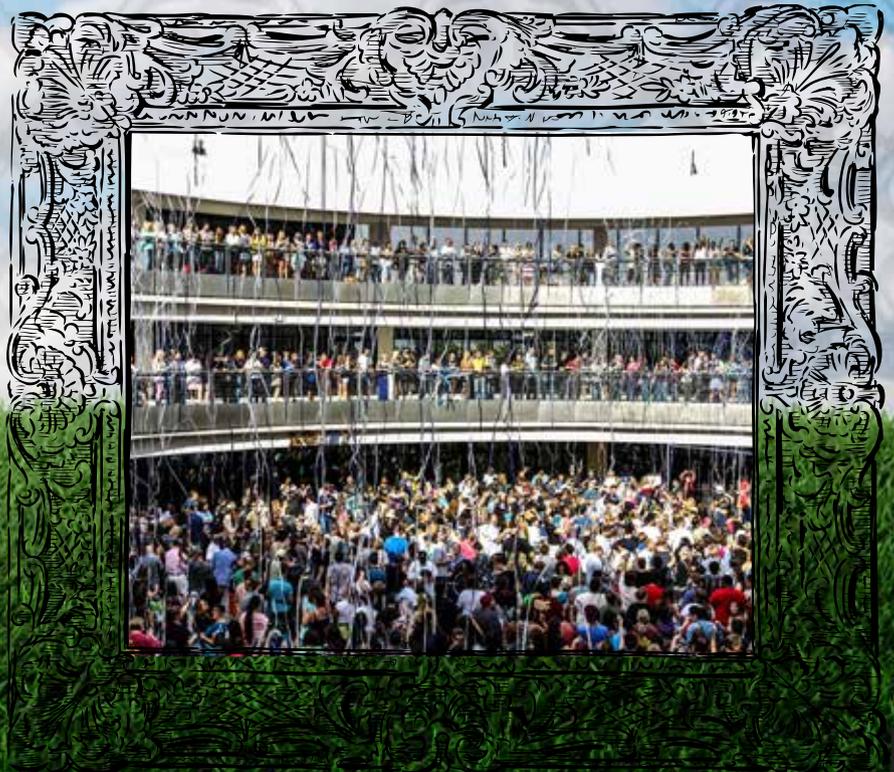


GRAND  
OPENING





















**Devin Marie A**  
employee since | 2013

Being new to Zappos, I was so impressed by the culture and surprised by the feeling that I have everyday when I wake up and actually want to go to work. The Zappos culture is fun, energetic, creative and embodies a little piece of everyone who works here. We are all different and unique in our own way, and I think that our culture embodies that. The culture is a special part of working for Zappos, and the most meaningful part to me because it allows me to be myself. Everyone is accepted and understood, and surrounded by people who may not know them, but love them anyway. I love my job, Zappos and being surrounded by some of the most wonderful people in the world.

**Manon B**  
employee since | 2009

Another year has passed, and there have been more changes than I can recall or gracefully articulate. They haven't all been great, but none have changed the one most important thing to my head, heart, and all the rest of my bits: This is my home ... and I never want to leave it. I'm in my fifth year here. Looking back on who I was when I started and who I am today, I realize something interesting; I'm the same person, ALMOST. This place doesn't force you to compromise who you are for the work, but instead does the opposite. It's as if I'm myself, but at a higher vibration. Now I realize that sounds silly and new age, painting me as an emotionally soggy piece

of toast, but I'm not. The world is in brighter colors, and it's almost as if I see my life with heightened acuity. Let's be honest ... it's a job. We come here to make a living and bring home the bacon so we can live our "real" lives. But equally honest is that it's more than that. I WANT to be here. I WANT this company to grow, thrive and succeed. I WANT to be a part of it and feel personally invested in how it all turns out in the end ... because if this is my home, then these people are my family. And I love all of that.

**Zachary B**  
employee since | 2010

Year #4 has come to a close for Zappos, and although this could be looked at as a sad moment, I find it joyous to look back on the many life-changing events that have taken place throughout this year here at Zappos. Starting with the most notable event of moving to our new home in downtown!! Downtown Las Vegas was considered an area that nobody really wanted to be in or hang around. But Tony, Zappos, and the DTP team have created a wonderful city-vibe place for employees and the public to all enjoy. I find myself now having many options to spend the weekends with friends and also a much better place to take out-of-town visitors to instead of walking for miles on The Strip. Also, the Rideshop had organized its first skate event, which received a lot of positive feedback. And as a result, we will be hosting another skate event in 2014! Finally, and most heartbreaking, the Rideshop team lost our fearless leader, Mr. Jim Copeland. Although we will never be the same without him, I

know that with the amazing culture and support of other Zapponians? around us, myself and my team will be stronger than ever in continuing to build a destination for action sports. I'm looking forward to what Zappos has in store for 2014!

**Allison B**  
employee since | 2010

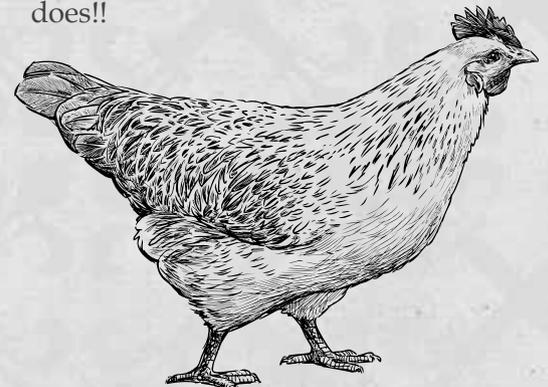
Zappos culture to me means being able to be yourself while doing what you love to do! I love being able to be honest, friendly and open with our coworkers. It is great to work for a company that respects and cherishes the relationships we do have with our vendors.

**Vanessa B**  
employee since | 2011

So happy to be a part of a company that is on the forefront of new and exciting ventures! DTLV!

**Tiffany B**  
employee since | 2011

Zappos Culture = Family. It is a wonderful feeling to know that even though I do not have relatives in Vegas, I have a family that I can count on. I feel very lucky to work at a company that promotes "Team and Family Spirit" as much as Zappos does!!



**Calen B**

employee since | 2011

“Do not follow where the path may lead. Go, instead, where there is no path and leave a trail.” This sums up the Zappos culture to me on many levels. It’s a pleasure to work here, and I’m excited to see what the future unfolds.

**James B**

employee since | 2012

It’s not everyday that you wake up and look forward to going to work. I couldn’t always say that about past jobs, but it’s something I can definitely say about working at Zappos. The people, the energy, and the culture at Zappos all make work not even feel like work. Time has flown by since I joined the company, and I’ve loved every minute of it!

**Courtney B**

employee since | 2010

I love my job, professionally and personally. i enjoy spending my time here. i love going in on a monday morning. my work is challenging, engaging, and fulfilling. i worry i won’t find this mix anywhere else in my professional life. what else can i say but that?

**David C**

employee since | 2002

The Zappos culture to me is something that has remained constant throughout the years. Despite all the changes, whether from Amazon or our change of address, the culture remains a focus. I look forward to seeing what the culture has in store

with the continued changes in the future.

**Heather C**

employee since | 2007

Zappos culture is the magic that you get when you mix peanut butter and chocolate. Or peanut butter and jelly. Or peanut butter and bananas. I really like peanut butter, and I really love Zappos. The relationships that I’ve made here have helped me to become a better person and find the jellies to complement my peanut butter.

**Dyansa C**

employee since | 2007

Another year has come and gone so quickly. We are in a new building in downtown Las Vegas. New surroundings and lots of new faces. It has been a whirlwind of a year with all new changes. Adapting to new change is key. Even more important is keeping to who we are as people. That is what Zappos has always treasured the most. True people who bring a lot to the table. Drive the culture. I look forward to another great year with an amazing team!

**Cassandra C**

employee since | 2008

I love Zappos, and I love working. One of the things I love most is the excitement from other people when I tell them I work here! It’s wonderful to be a part of a company that is so caring for not only the employees but the community and customers.

**Patrice C**

employee since | 2009

Live. Love. Laugh =)

**Kristin C**

employee since | 2009

This year, Zappos HQ moved from Henderson, NV to downtown Las Vegas, a choice many people were originally confused about. Looking back, I can’t imagine our office in another setting. Culture has taken on a whole new meaning as the separation between Zappos employees, Downtown Project employees, entrepreneurs, artists, and the locals is hard to find. We’ve kind of all integrated into one big, happy family. It’s become less about Zappos’ culture and more about downtown Las Vegas culture. To me, downtown Las Vegas culture is about growth, support, and creativity. It’s an exciting time for everyone no matter what your role in the community is.

**Stephanie C**

employee since | 2010

Whenever someone asks me where I work or what I do, I am always proud to say I work for Zappos.com. I love the friends I have made here. My coworkers make every day fun and exciting, and I am so lucky to have them in my life!

**Julianne C**

employee since | 2011

Zappos culture is the freedom to be who you are wherever you are. It’s happiness!

## **Beverly C**

employee since | 2011

I can say that the culture at Zappos is the beacon for us as if it were a lighthouse on the edge of an ocean shoreline. We look to it for guidance, and direction to stay on the mark, continue to focus and deliver WOW and happiness to ourselves, our coworkers and our customers. It is our oxygen that we breath in every day and which allows us the lifeline to continue to be creative, fun and a little weird with freedom and hope!

## **Stephen C**

employee since | 2011

I love that Zappos embodies Embracing and Driving Change. The Zappos family continues to WOW me with their ability to shift gears and move forward, despite any challenges that are presented to them. And we do it all with smiles on our faces :-D

## **Michelle C**

employee since | 2011

The Zappos culture makes my job more than just a job. It allows me to think outside the box, take risks and reach out to others often. I don't feel confined to any one space, and I always feel like there are opportunities for me to learn and grow, both professionally and personally. I have good days, and I have bad days, just like I would anywhere else, but the Zappos culture definitely helps make the good days into great days and the bad days into tolerable days. I'm thankful every day that I work for such a great company.

## **Alexander C**

employee since | 2011

To me Zappos culture is about building more than just working relationships with people. It's about turning those relationships into friendships that are extensions of your family.

## **Patricia C**

employee since | 2011

I totally applaud the move downtown. I think it's given us a greater range and ability to reach out to those that aren't part of the Zappos culture.

## **Jessica C**

employee since | 2012

Fun. Unique. Evolving. These are all words that come to mind when I think of the Zappos culture. The culture at our company is much different than anything I've ever experienced elsewhere. The culture here allows everyone to be their own self while promoting growth and learning. Every day is different, and there is always something new to look forward to walking into work everyday. The Zappos culture is just one of the many things that makes this company AMAZING!

## **Candice C**

employee since | 2012

I have the most instagrammable job I know! I'm constantly taking pictures of all the cool people and events at Zappos. It makes me excited to come to work, wondering what new surprises I'll find. We work hard, and play harder!

## **Allison C**

employee since | 2013

Opportunity:  
To grow  
To make friends  
To work harder  
To help those around me  
To learn  
To better myself  
To strive for more  
& To be happier

## **Rowena D**

employee since | 2006

Zappos to me is work, family and a lifestyle, a fulfilling and fun lifestyle both professionally and personally! Zappos has given not only me but my whole family the opportunity to experience the best of Las Vegas!

## **Kathryn D**

employee since | 2011

Zappos is such a special place, and I am so grateful to be able to be a part of this company. I feel fortunate to be able to work at a company that has had such an influence on customer service, company culture and our own city we call home: downtown Las Vegas. It has been such a fun year watching everything unfold: things like our move downtown to our new record day and much more in between. Can't wait to see what 2014 holds for us!

## **Anna D**

employee since | 2012

In the short time I have been here, Zappos has WOW'd me in more ways I can count. I have made amazing friendships, learned more

than I ever imagined and cannot wait to see what the next year will bring.

## **Lichao D**

employee since | 2013

To me, Zappos culture means to take a leap of faith in myself and allow yourself to embrace, to learn, and to grow. In the short five months I've been here, my experience truly felt like an adventure. I went through many changes, both personal and organizational. What I've realized is how big of a difference it makes by simply changing my attitude from "deal with it" to "embrace it." I look forward to find out what other exciting things I might encounter during my Zappos adventure!

## **Terra E**

employee since | 2007

Zappos has changed so much, but yet, stayed the same in the last 7 years that I've been here. This year moving downtown and to next year learning Holocracy, there is never a dull moment! I still feel so blessed to be working for such an amazing company!

## **Jeffrey E**

employee since | 2010

It's been another great year at Zappos and 6PM. We have gone thru a lot of change this year, and it's finally great to get settled into our new building. The new building is better then I ever thought it would be. It also feels good to be a part of a downtown setting. I have been in this business for a long time, and this company continues to energize me, and I'm continuing to learn everyday. I'm excited to see

where we take this company in the next five years.

## **Anya E**

employee since | 2013

After joining the Zappos family last year, I can honestly say that this is my home away from home. My team is always there for me, and I know that I can count on them no matter what. They have mentored me, challenged me, and supported me in everything, and I would not be where I am without them. They say that college is the best four years of your life, but working here is an extension of that. I can't wait to grow and learn more and more as I continue my career here at this incredible company!

## **Micheal E**

employee since | 2010

Everything! The culture is what makes us happy. It is the spirit in which we do things. I am still in awe of all the smiling, cheerful people all in one space. Overall, we have great mojo!

## **Camille E**

employee since | 2013

Zany work environment  
Always welcoming  
Phenomenal customer service  
Precocious CEO  
Opportune company to grow  
Sacred llama  
I have worked for Zappos for just four months, and I love it here. The inviting family and creative culture provide great potential for each employee to learn and grow. I enjoy working here more each day!

## **Kathy F**

employee since | 2006

I've been working here for 7 years now, and I'm happy to say that I'm still excited to come to work each and every day! I can be myself, and I'm thrilled to be working for a company that cares so much about their employees. Zappos.com is an amazing company, and I look forward to what the future brings.

## **Michael F**

employee since | 2007

Moving to our new HQ downtown has really set the stage for the next evolution of the Zappos culture. I am fortunate to be a part of the Zappos Family Culture, and I have looked forward to coming to work each and every day for the past six years. Coming to work in downtown Las Vegas really allows us to feel more connected to the community. Our culture is very special, and it is something that I truly do appreciate. I look forward to experiencing how Las Vegas and Zappos will grow together!

## **Derek F**

employee since | 2008

Another wonderful year at Zappos, and I'm happy to say I still come into work with a smile. I'm excited for what the future holds and can't wait to not only help take the clothing team to the next level but Zappos as well!

## Jared F

employee since | 2009

Zappos culture is one of the rarest things I've come to know. To me it means that you can be yourself and everyone here at Zappos will accept you. It's also amazing to find a company that understands that has identified this culture and embraced it. This culture believes there is more to life than just work. My favorite part of this amazing culture is that it encourages everyone to balance fun and work. I think that over the past few years Zappos culture has meant many things to me, but above all Zappos culture means that you have another family, and that's why I love working here.

## Brian F

employee since | 2010

I'm that other online retailer.

You're another few dollars for our bottom line.

I offer cheap prices, free shipping and returns. I'm quite tempting. You click the purchase button. Several days later and there is still no delivery. You call the phone # we hid in fine print and realize that wherever you called, customer service is considered a necessary evil rather than a core value. It is immediately apparent you will not be receiving your order or a refund anytime soon. Advanced exchange? Ha! We got a good belly laugh out of that one.

You should've shopped at Zappos. Their 24/7 customer service is the lifeblood of their company. Next time shop Zappos where you'll be better protected from Mayhem ... Like me!"

## Natalie F

employee since | 2011

What other company could I keep my Christmas tree up year round, and not have anyone bat an eye

## Joseph F

employee since | 2013

Since recently starting at Zappos, it has been amazing getting to know all of the great people I work with everyday. The Zappos culture to me is being able to see people that are driven and share similar values and aspirations as I do. At a time where I needed change in my life, I was lucky enough to be welcomed on to a company where the employees matter and we all work together to achieve success. Working hard and playing hard is something that is a daily motto in the halls of Zappos, and it is great to be a part of this amazing family! Loving what you do and who you work with along with being challenged each and every day is rare, and I am proud to be able to experience that! Cheers to all my fellow Zapponians, and let's keep growing this amazing company! Many more great laughs (and cocktails haha) to come!

## Brett F

employee since | 2013

Being new, you always hear about culture and the importance and impact that it has on a company and its employees. I have previously worked for companies who tout their culture as the backbone of their success. These companies pride themselves on and speak about their culture as their driving force.

The thing though, is that within these companies you do not feel the culture. It does not manifest itself but on a corporate superficial level. The culture is organic and tangible and is something that is seen everyday. Zappos, unlike the previous companies, has a culture that is not driven by corporate ideology but by the individuals who live and breathe it everyday. That is what makes the culture so special.

## Lauren G

employee since | 2006

Zappos culture ... quirky, fun, weird, goofy, exciting, new adventures everyday, amazing people, once-in-a-lifetime experiences ...

I'm so lucky to have been a part of this for so many years and see the culture evolve and grow, and I look forward to the next 7!"

## Jay G

employee since | 2007

Culture is what you make of it. For me, I've always defined culture as a personal belief. I believe if you treat someone with respect and with a degree of humility, you're good. And it's with this same belief that I try to teach my children. I want them to know that if you're honest, sincere and treat everyone the way you'd like to be treated, then everything else should take care of itself. Working here at Zappos is the ideal place for me. It truly is my second home! How many people actually get to say they look forward to coming to work, that they love their job ... and mean it — or genuinely care for the people on their team? Here, I get to be me. I get to express

myself. I'm accepted — despite my many shortcomings — because I'm surrounded by people that are willing to overlook all of that and treat me like a human being, a friend if you will, instead of an employee number!

### **Nicole G**

[employee since | 2010](#)

Zappos culture is ... Friends, family, hard work, dedication, passion, fun, HAPPINESS!

### **Tracy G**

[employee since | 2012](#)

The Zappos culture to me means friendship. I started a year and a half ago and had moved here alone. I've found some amazing people by working here, and I can't say that I have in my previous jobs. In the short amount of time I've been with Zappos, my friends have supported me in more ways than one — inside the workplace and outside. I can honestly say that I've found some lifelong friends and a few that I definitely consider as family. (You people know who you are! xo :)

### **Scott G**

[employee since | 2013](#)

The culture here is truly unique. I've gained a new set of family and friends, and I appreciate everyone here at Zappos & 6pm.

### **Candace G**

[employee since | 2012](#)

Zappos culture means more than just having a job. It's getting to do what you love around people who also share the same passion for their work. How awesome is that? Not to mention, the constant creativity and innovation is contagious. I love being around talented individuals that, no matter their background or position, share the same core values and have the same passion for work/life balance.

### **Galen H**

[employee since | 2004](#)

It's amazing to think that another year has gone by and its time to write the culture book entry again. Time seems to go so quickly here at Zappos. To me that is a good thing. It means we are evolving, growing, changing and keeping so busy we don't notice time going by. It means we are pushing forward consistently. Evolving and changing our culture to make it better and better. Evolving and changing our business to match the times we live in. Evolving and changing ourselves to adapt to the ever-changing environment we are in. In the 10 years I have been at Zappos, I think change has been the constant for me and the company. And I realize that this is simply part of our culture. A necessity of today to move into tomorrow. It's something that helps to mold our culture and shape it as we grow ... I look forward to another year of amazing change and can't wait to see the positive effects it has on our culture, our company, our home ... Positive change is our culture to me.

### **Steven H**

[employee since | 2004](#)

It's been amazing this year to see our culture expand and grow as we've moved into the new campus. I've witnessed and been a part of so many incredible experiences where our culture enriched the downtown Las Vegas community. In return, being downtown has increased interactions, chance encounters and time spent with fellow Zapponians outside the office that has further enriched our culture. Everyday, I hear from friends, vendors, business associates and downtown community members about how much they admire our culture and how they want to learn from us. Our culture is why we were able to transition from a suburban office park to a downtown campus so seamlessly and with everyone embracing the positive changes that has brought.

### **Lysandra H**

[employee since | 2011](#)

Wow! This company has wowed me beyond belief. I have made friends that have transformed into my Las Vegas family. I am living my dreams every day and feel beyond blessed to be given the opportunity to do so. Thanks Zappos!

### **Terry I**

[employee since | 2007](#)

Zappos culture allows us to grow organically and together creating a better company every day.

**Scott J**  
employee since | 2002

I celebrated my 11th year with this amazing company this August. The opportunities my team and I have been afforded are endless; the company, community and family we continue to grow and build upon is what keeps all of us here. We are always changing, and I'm very excited to move together into 2014.

**Arlene J**  
employee since | 2011

I have been immersed in the Zappos culture for just over two years now. I still feel just as happy to be here as I did on my first day. My Zappos family continues to grow, and I know I have built friendships here that will last a lifetime. I'm so excited for what 2014 holds for all of us and as we continue to evolve and change. Much love to my Couture team as we embark on a crazy adventure next year! Xo

**Carmella J**  
employee since | 2012

All my favorite things – Sparkles, music, friends, laughing. Being myself and watching others be themselves in that weird, dysfunctional way. Yes, we work, but the interactions we have with each other moment to moment is what makes me smile :)

**Erik J**  
employee since | 2013

For the first time in my life, I don't hate coming to work. The people here are wicked smart, kind and

willing to help. The amount of learning you just absorb from being around your teammates and others in the company is crazy. You are encouraged to make mistakes so that you can learn. As there is with any job Zappos has stressful days, but it's a different kind of stress. It is the challenge of being on the cusp of trying something different. I have never been so encouraged to pursue projects, and actually been given the time to work on them. The culture of Zappos is what drives this innovation and the insatiable desire to keep getting better. Working for a company like this has been eye opening and life changing for me.

**Alison J**  
employee since | 2013

Zappos culture means a lot to me ... but to me it is family, it is fun and it is fantastic. It is one of the main reasons that I sought employment here at Zappos, was to be able to be a part of "something" ... not just having a job. I have had many "jobs" but am really excited to be a part of something that is more like a movement. I have worked where it is a "suit and tie" environment and worked where it is high cubical walls and offices, and I have never been happier to be at a place where we are richly blessed and so spoiled.

We work in a place where it is common for free coffee, free lunch, free health care ... WHAT???? That does not exist in other companies! We work in a place where there are random parades, cookies being given out, champagne toasts and the occasional llama ... WHAT???? Our culture is one of the biggest blessings in my life, and I am grateful beyond measure to be able to be a

part of it. Thank You Zappos for being so cool!!"

**Lisa J**  
employee since | 2012

EVERYTHING! The culture here is nothing short of AMAZING! I just joined Zappos a few days ago and my welcome to the company was so special due to ALL the team members! I feel that I am home! Looking forward to a wild, crazy intense ride with the 6pm team! YAY 2014.

**Carlos J**  
employee since | 2011

So another year has passed, and what can I say about this place that I haven't already. I guess we all struggle with that question because seriously ... how many times and ways can you say this place is AMAZING!?!?!?!?

This past year has brought lots of changes, and although many of the have been difficult, I embrace our Core Value #2 (Embrace and Drive Change). I guess I realized that no matter what, nothing stays the same, and that is why I'm thankful I'm a Zapponian. No matter how difficult things get, our ""family"" (coworkers) is there and constantly supporting us get through whatever it is.

I don't have much of a family myself, but that's ok because my coworkers are now my family. They are there when I need them during tough times, and I wouldn't hesitate for second to be there for them. A wise person once told me that Zappos is a collector of good people, and after over two years of experiencing this

for myself, I can't do anything but agree.  
I'll leave you all with this thought ...  
Nothing worth having is easy, but once you get it, life becomes a bit easier. It has for me.  
Until next year!

### **Rebecca K**

employee since | 2004

To me, the culture at Zappos must be a factor in each and every decision we make. There isn't a day that goes by where the word culture isn't used. Without this ever present and unified idea, our company would not be what it is today. Its key element is how each employee contributes in their own unique way. Collectively, we are the company's most important asset.

### **Alesha Giles K**

employee since | 2004

I would say that Zappos culture means to me family. Without my Zappos family, these past nine years I have lived in Las Vegas would not have been the best time of my life. I have made some life long friendships here, business and personal. I am so happy and proud to come to Zappos to work everyday. And look forward to another amazing nine years here.

### **Paul K**

employee since | 2010

Zappos culture means something a little different to me each year I sit down to reflect on it. It's more than great benefits, a fun office, and new experiences with like-minded people. What I value most now is the relationships I have with my

coworkers. It means looking forward to coming in on a Monday (of all days) because I can't wait to catch up with my friends. I get to share five of the seven days a week of my life with some of the most amazing, inspiring, creative, crazy, funny, and passionate people I've ever met, and I love that about Zappos.

### **Melissa K**

employee since | 2010

Zappos culture is a combination of fun, family, and hard work. Without everyone's quirky contributions the company wouldn't be the amazing place to work it is today.

### **Kristin K**

employee since | 2013

Our culture is about how each of our contributions makes Zappos such a unique and fun place to work. I have met so many great people and now have the privilege to work with my friends each day. Friends, who are passionate, determined and inspire me to be my best both personally and professionally. With our culture also comes a great sense of pride and being part of something that is larger than anything we could achieve on our own. I'm proud of our accomplishments as a company, our contributions to the community and more importantly I'm proud to be part of the Zappos family :) This has been such a great year and I'm excited for what next year will bring.  
#happyhours

### **Carla L**

employee since | 2006

Zappos Culture is:

- WOWing our employees, customers and vendors both in and outside of the office! Culture extends past the office and into our everyday lives. It can be as simple as smiling at someone or holding a door open.
- Mingling with our awesome new downtown community! My team has been working downtown for the last year or so, and this community has grown quite a bit since then! We are excited to see all the growth and change and help support the projects funded by Downtown Project.
- Pursuing Growth & Learning through the many speakers available to us downtown and by reading the books provided through the employee bookstore and books provided from All-Hands speakers.

- Motivating our friends and coworkers to work out and be healthy!! We go to the gym together and run races together to help keep everyone in check and get healthier!

Lastly, this quote helps illustrate the flexibility and adaptiveness that IS ZAPPOS!  
- "The only thing that is constant is change" - Heraclitus Carla

## Andrea L

employee since | 2007

I feel very fortunate to be a part of the Zappos Family. July 2014 will be my 7yr anniversary, and I look forward to 7 more. The company has helped me grow as a person and professionally. I couldn't ask for a better opportunity. Thank you!

## Amy St. L

employee since | 2013

Zappos culture to me means being valued as an employee. It's about being a family with the people you work with and with the entire company. It's nice to want to go to work, and I believe the culture is a huge part of that. I have never worked for a company before that actually cared about me as a "person," whether it be about me personally or about where I want to grow in my career. Zappos takes the time out to not only enjoy life but to also be appreciative of all the hard work their employees put in. We have core values that are used every day in and outside of work. Our core values are not just words on a wall like most places!

## Fred M

employee since | 1999

2013 was a monumental year for Zappos. After 14 years we have finally moved into our own home in downtown Las Vegas. I know this move will be a launching pad for our company's culture and a catalyst for the community. It is going to be fun to watch the downtown integration evolve over the coming years!

## Braden M

employee since | 2004

I've been at Zappos for almost 8 years, and it's simply amazing to have watched our culture grow and evolve. It's such a beautiful thing to work for a company that encourages personal growth and creativity. Everyday you're greeted by happy coworkers who I would consider family. Zappos is a company where personalities truly shine. Now that we've moved our campus to downtown Las Vegas, it's great to watch Zappos extend our company culture to our local community. I am so excited for what Zappos has in store for the future and can't wait to see what the company can offer Las Vegas in years to come.

## Dena M

employee since | 2002

2013 - We moved downtown, and I reached my 7 year anniversary. Since copper is the traditional gift for 7 years, here's how I'd describe the year in copper:

**Core Values**  
**Opportunity**  
**Pursue Growth and Learning**  
**Populace - Downtown LV**  
**Experiences**  
**Revitalization**

## Karrie M

employee since | 2002

My seventh year with Zappos has provided an exciting new twist with not only the headquarters moving here, but my own personal move to downtown. It has provided me with the neighborhood and community I have been looking for. It's been excit-

ing to see and be a part of the evolution and growth of my downtown Las Vegas ... can't wait to see what the next year has to come.

## Jennifer M

employee since | 2006

The world is your oyster ... In college when I was trying to figure out what to be when I grew up, my Grandma kept telling me, "Don't fret Jenn, just remember the world is your oyster." As I look back at my Zappos journey I can now agree with her. The world IS your oyster, and the best part is that I get to share this oyster with an amazing team, my West Coast family.

## Chanele M

employee since | 2007

A day without unicorns? I don't think so!

## Raven M

employee since | 2008

Zappos culture means the pursuit of new ideas, pushing the limits, and providing the best service to our customers, vendors and all we interact with. Zappos culture is getting excited about growing and developing within the company, and seeing how the company continues to grow to new and exciting achievements each year we are here. It's fun to see how the things we do each day have such an incredible impact on our customers and partners and shape the way other businesses do things going forward. It reminds us all why we work so hard when we begin to see others aspire to the things that we have accomplished together.

## Jason M

employee since | 2009

Our culture is best summarized by the words of Gus Malzahn, "BOOM! BOOM!" War Eagle!

## Dylan M

employee since | 2012

I love being able to go to work every day and know that there is going to be laughter and smiling, no matter how stressed you may feel that day. Your team is truly there for you. Within the Zappos Family culture, I also think there is something to be said for the culture 6pm has created. The 6pm team is so hardcore, loyal, and unstoppable. Culture has been a driving factor in 6pm's growth, and I'm so blessed to be part of this family.

## Michael N

employee since | 2003

Wow! I'll be going on 12 years with the company! April 2014 will be my 12 year anniversary and will mark the longest I've ever been with one company. The culture to me is really a lifestyle choice, treating people like you want to be treated and having an extended family. It's great coming to work everyday and being with all my friends. It's also very rewarding seeing people grow in their careers and advancing in the company. There are so many fun things about this company that makes it "always an adventure." Look forward to the next 12 years!

## Mayra M

employee since | 2010

Thank you Zappos for the opportunity to discover and fall in love with a career I didn't know was an option. I get to work with some of the coolest people every single day, from coworkers to vendors it's always a blast to come to work. I will forever be grateful for the opportunity to be an employee at Zappos!

## Angela Gonzalez-M

employee since | 2011

Zappos is a place where we get to work with an incredible group of people to grow with and learn from. I'm grateful to call so many people in this company family. Cheers to many more amazing experiences, hundreds of laughs and unforgettable memories.

## Mitchell N

employee since | 2011

Zappos culture means coming into work with some of my best friends each and every day. It gives me the opportunity to share some pretty unique experiences, that's memories will last a lifetime.

## Melanie N

employee since | 2013

Zappos culture, to me, is indescribable. When people ask me what it's like working here, my face lights up with excitement and hundreds of examples come to mind. However, there are no words that can properly define it besides the saying, "From the outside looking in, you

can't understand it. And from the inside looking out, you can't explain it." I feel extremely honored to be a part of the "inside" and experience the awesomeness that we call the Zappos Family.

## Caron O

employee since | 2007

"Wow! Another year gone by! Where does the time go? I guess it really is true ... time flies when you are having fun!

Fun ... that is what Zappos culture means to me. No matter what ... you always have fun. I am pretty sure that in the last year there was not a day that I did not have some kind of fun at Zappos ... there is always time for some good fun and laughs.

## Natasha P

employee since | 2005

Embrace & Drive Change is the core value I am using every day this year. But the part of this core value that isn't mentioned is "have faith." Have faith in your leaders at Zappos that not only will they do everything to keep the company moving but that they will think of your well-being too, through any changes that happen. So I'm adding a footnote to this core value as part of the culture ... have faith.

**Nicholas P**

employee since | 2006

Changes and adaptations is what has been the theme this year. Everyone deals with change differently, so for me it's been interesting watching our culture change and adapt too. Excited to see what happens next!

**Paul P**

employee since | 2007

The Zappos culture has allowed me to work with people I consider my closest friends. Every morning I look forward to coming to work and contributing my best for the company, my colleagues and my friends. Thank you for the opportunity to be a part of this amazing experience.

**Robert P**

employee since | 2007

The Zappos culture is a way of living, feeling and caring. Everyone around you has the same thing in mind; work hard, play hard and take care of the "family." The Zappos culture follows the 10 Core Values and extends outside of work. It's a part of everyday life.

**Steven P**

employee since | 2008

Serendipity and second chances!!!!

**Melanie P**

employee since | 2010

For me, two words that have defined Zappos culture this year are passion

and relationships. Being able to turn my passion into a career has been the greatest gift I could ever receive. The ability to express all of my passions from fashion to Las Vegas, has given me the ability to embrace many new relationships. From coworkers who are more like family, vendors who love the way we interact with them and everyone else along the way. Zappos culture has given me the ability to make my dream come true and be truly happy while doing it.

**Stephanie P**

employee since | 2011

Zappos culture is like coffee. It is a jolt of energy every morning when you get to work and once you get hooked you never want to go back to typical corporate America :)

**Chelsea P**

employee since | 2008

One of the main reasons I love working at Zappos is because of the family and friends I've made, and the various cultures we come from. No matter how different or alike I am to someone else, I'm accepted by everyone, and I feel at home.

**Christina Q**

employee since | 2010

Zappos culture to me means being able to take the culture here at Zappos and bring it to our new community here in downtown Las Vegas.

**Rodolfo R**

employee since | 2005

I love this company. I feel like Zappos is part of me. I am so grateful to Tony. He is an amazing CEO. I work in 6pm, and I am grateful for the opportunity to help our brand grow to be the most amazing value site in USA.

**Shannon R**

employee since | 2007

Recipe for Zappos Happiness  
2 heaping cups of passion for what you do  
2 hearty handfuls of generosity  
1 heart, filled with love  
1 pinch of patience  
1 handful of understanding  
1 oversized dash of laughter  
1 generous sprinkle of kindness  
1 cup of curiosity to learn something new

**Crystal R**

employee since | 2010

Zappos culture feels cozy, like a family. And I love my family ... so I love Zappos!

**Lawrence R**

employee since | 2011

The Zappos culture is something hard to describe. It is unlike any other work environment I have ever been a part of. It is almost as if you blink and realize three years have gone by. The culture allows us to truly be ourselves and not think twice about it. Every employee is hired based on integrity and character ... The things companies should be focused on. It has been a great three years here, and I can't wait for three more.

## **Lauren R**

employee since | 2012

As soon as I heard about Zappos' culture, it was my dream to work for the company. I am so thankful that I get to live my dream of being a buyer and at the same time, work with such wonderful and respectful people. Looking forward to many more wonderful years here!

## **Ashley R**

employee since | 2013

As a recent new hire — to be welcomed and embraced by my team is beyond wonderful. To be welcomed and embraced by an entire company is beyond words.

## **Nicole S**

employee since | 2006

Culture is an intangible feeling that you have when you walk into the building and you just feel the positive energy. When you walked down the hall and you see smile after smile after smile with a warm hello. For the past 7.5 years I have walked with Zappos from infancy to now our teenage years, and I continue to have the same blessed feelings that I did in year one. The culture is something that has been the energy to keep me going and continue to do better not only for myself but for the betterment of the whole company. Culture is the light that guides us through everything.

## **Stephanie S**

employee since | 2002

After working here for 7 years I've seen the company change in so many

ways! When asked where I work, I'm proud to say I work for Zappos.com. I love to hear people ask if I like it as much as everyone else, my answer is always, "Yes! It's the best company for me!" I say that because I can be myself when I come to work, I can be open and honest with my team and my coworkers and know that they will listen to my ideas, and I am able to learn and grow in so many ways ... We have so many different opportunities to become better people, not only within the industry, but also in our personal lives. I know that I've become a better person and a better leader. I owe it all to my team and to the company as a whole.

## **Joshua S**

employee since | 2006

AHHHHH 7 years later and 7 culture books later. I guess in reflecting on this past year one word comes to mind. CHANGE. We all go through change and adversity in our jobs/careers/lives, but it is how we react to change that makes us the characters and individuals that we are. Let's see, this year we have moved to an entirely new building, gained and lost members of the team, changed professional roles, loved and lost, all in one year. The important thing that I've come to appreciate more and more in my time, is that facing adversity and change is much better, more fun, and way less scary when you do it with people that you consider friends and family. So raise your glasses to change. Good and bad. Because we will be able to mash through it all together. Cheers Zappos.

## **Leemarie S**

employee since | 2006

Zappos culture is really hard to put into words! It's definitely more of a feeling. A really warm, fun, sensational feeling! I just had my seven year anniversary, and all the experiences, friendships and accomplishments I've been so fortunate to be a part of have all been fueled by the amazing culture. I feel valued and loved every time I walk into work and always smile or laugh at least a few times throughout the day no matter how much I have going on. So there was my attempt at putting it into words. Still doesn't do

## **Jennifer S**

employee since | 2007

Zappos culture to me is knowing I have a second family at work. My best friend Melissa who I met here will be my friend for life. I can't seem to go a day without speaking to her or someone on my team no matter where I am in the world. I am so lucky to have made such amazing relationships at this company, and I can't imagine living without these people in my life! #LUCKY!

## **Claire S**

employee since | 2007

Zappos is like a Fruit Loop in a world full of Cheerios.

## **Kristin Worra S**

employee since | 2010

CHOOSE A JOB YOU LOVE AND YOU WILL NEVER WORK A DAY IN YOUR LIFE!!!!

## Erica S

employee since | 2009

“Gratitude is a vaccine, an antitoxin, and an antiseptic.”

- John Henry Jowet

## Michael S

employee since | 2010

Zappos culture is why I call this place home. There is no better feeling in the world than looking forward to coming to work. This place never ceases to amaze me. This truly is the happiest place on earth.

## Sandra S

employee since | 2011

I have had a few years to reflect on what the Zappos culture means to me.

Zappos culture is the glue to our company. It is what keeps it so different from all the other corporations. The culture guarantees that you will always be surrounded by people that have a similar vision to make things better. The culture is what keeps the company unique and one of the best places to work

## Thomas S

employee since | 2013

Zappos Core Values are spiritual principles applied in an area where spirituality and principles can take a back seat to profitability and ethics. We are encouraged to “walk the walk” in our relationships, in our tasks and to give back to those that are not as fortunate or just need a hand up. Finally, we are encouraged to be true to who we are, that it’s about the journey of discovery we are

all sharing and where this takes us is far greater than any of us could have dreamed.

## Ann S

employee since | 2011

Oh how I love you Zappos, let me count the ways! I have never worked so hard or played so hard since becoming part of the Zappos family. But the best part is that I want to! I want to take part in all of the activities – be it the Christmas Tree Lighting, or the Family Picnic, or the Half Half Marathon! But I also want to work like crazy to help my team be the best they have ever been! I have never worked somewhere before that I have wanted to give so much of myself and my time to my job. But here that means that I am helping my team and they mean so much to me, that it is totally worth it! Just like my first day here, years later, I am still excited to come to work, and proud to say that I am a member of the Zappos family.

## Eileen T

employee since | 2002

- 1 - Our culture is work hard, play hard.
- 2 - Everyone is encouraged to give ideas to better th company.
- 3 - The team is focused on the core values.
- 4 - I can’t imagine working any where else that would be better.
- 5 - The lines of work/play are blurred, but I wouldn’t have it any other way.
- 6 - I have met some of my best

friends at Zappos.

- 7 - We are working to turn down town Las Vegas into a world wide destination.
- 8 - Everyone is happy to wake up and go to work every morning.
- 9 - Our culture delivers happiness.
- 10 - We are all about the customer experience.

## Jerald T

employee since | 2005

Whew! I can’t believe all that has happened this year with the move downtown, the record day and the excitement of the next chapter at Zappos. After 8 years I have been fortunate to meet a lot of fantastic people. I am still blown away at the talent in our All Hands Meetings of singing and dancing. All I can think of is how fortunate I am to be a part of this great company, Zappos.com!!!

## Aaron T

employee since | 2005

As I write this, I’ve been here 8.5 years, and there are two things about this culture that I can always count on. One, I’ve always been encouraged to let my own personality shine in everything I do, and having that type of freedom in an office environment is invaluable. The other thing: the more things change, the more they stay the same. This experience has been ever-changing, with new obstacles and opportunities and schools of thought constantly coming into the mix. And that’s great, because it always forces me to stay on my toes and constantly try to be

innovative with my thoughts or think beyond my comfort zone. If you're not changing, you're not growing!

### Heaven T

employee since | 2006

It's crazy for me to think about how 7 years ago I was an intern at this little company called Zappos.com. It's just been so amazing to watch Zappos grow and evolve into what it is today. In those seven years I've never dreaded going to work because I always have something to look forward to. I've grown so much in both my professional career and as a person. Thank you, Zappos, for taking a chance on me! You will always have a place in my heart.

### Matthew T

employee since | 2007

The people are what makes a culture, and I work with some of the coolest, most down-to-earth people someone could ask for. I really can't imagine working anywhere else. #blessed and evolve. It's such a beautiful thing to work for a company that encourages personal growth and creativity. Everyday you're greeted by happy coworkers who I would consider family. Zappos is a company where personalities truly shine. Now that we've moved our campus to downtown Las Vegas, it's great to watch Zappos extend our company culture to our local community. I am so excited for what Zappos has in store for the future and can't wait to see what the company can offer Las Vegas in years to come.

### Eddielynn T

employee since | 2009

Going on seven years! and still lovin' it!!! It's like a HAPPY RANCH :)

### Cathleen T

employee since | 2006

It's been almost seven years, and I still drive to work with a smile on my face and absolutely love what I do. Being part of the Zappos family is my second home, and I am so excited to see where the future will take this fabulous company! Now being part of downtown I am also excited to see how it will revive and thrive! We are making a difference, and I am so excited to be a part of this.  
#foreverzappos  
#zapposrules"

### Myra T

employee since | 2010

After five marvelous years here at Zappos, the culture has definitely changed its meaning since I've been here. This year was by far one of my best years here! From being promoted to buyer, to finding out I'm expecting a baby boy, and getting a new house, the culture and support here has never been better. I'm extremely lucky to be part of such a great company that has people that genuinely care about you. I believe the culture is what you make it, and if you help contribute to it, you will get back what you put in ten-fold. :)

### Kara T

employee since | 2010

Zappos culture is holding the door open for someone, helping out on the phones during the holidays, 1500 employees embracing the downtown move, wearing a costume on a Wednesday for the hell of it, wrapping an entire team's desks in plastic wrap, having a meeting in a bedazzled spaceship, calling your coworkers family, taking a Science of Happiness class and then walking over to listen to Sir Ken Robinson speak. The list goes on and on b/c this company is always changing; however, the culture stays tried-and-true :)

### Shaytrah T

employee since | 2010

"Love the life you live, live the life you love" - Bob Marley  
I feel so incredibly blessed I get to live this motto each and every day thanks to my wonderful job and Zappos family.



## Bradley T

employee since | 2012

“Those who can laugh without cause have either found the true meaning of happiness or have gone stark raving mad.” ~ Norm Papernick  
A long time ago, in a prior life, I used to laugh and laughed often. That changed, the place I toiled took a toll on me, and I laughed less and less. I left that world, and have once again found a place where laughter is common place, and I am truly the happiest I have been in a long time. I just celebrated my one-year anniversary, and it was the fastest year of my life ever! As, they say, time flies when you are having fun, and so to my coworkers, I thank you for the fun, the friendship, the good times, and helping me remember to how to laugh. Here’s to a great more totes mcgotes good times and amazeballs experiences to come, and for putting up with my cray cray!  
“I’m a kind of paranoiac in reverse. I suspect people of plotting to make me happy.” - J.D. Salinger, Raise High the Roof Beam, Carpenters & Seymour: An Introduction

## Jennifer V

employee since | 2012

I feel so lucky to be a part of the Zappos family. It truly is a blessing to come to work every morning and work side by side such incredible people who love what they do. The company culture makes Zappos feel like home — we are all in this together!

## Shyloh W

employee since | 2007

My life changed seven years ago when I walked onto the Zappos campus and was welcomed into a workplace filled with empowerment, freedom, creativity, vision, expression, challenges, changes, and total craziness!! Needless to say, nothing has changed! As I embark on another new and fabulous year here, I want to thank the amazing clothing team and it’s ‘Czar’ (Galen Hardy) for all they have accomplished and the continued support they provide. You are my family, my clothing peeps!! So honored that I have the opportunity to take on yet another New Year with you by my side! :)

## Amanda W

employee since | 2011

Oh hello there Zappos. I think Zappos culture can best be summed up by referencing a doughnut. We’re all like the ring trying to find our hole and coming to Zappos is like finding the jelly to fill the hole. It’s pretty freakin’ sweet.

## Eddie W

employee since | 2011

Working at Zappos is a tremendous joy ... I have never worked for a company that treats their employees as AMAZING as Zappos does. We are all truly blessed to be working for such a phenomenal company.

## Jill W

employee since | 2012

Zappos has presented me with so many professional and personal

opportunities this year. I volunteered with one of Zappos charities and ended up with a new furry addition to the family. I took classes thru the wellness program and ended up making new friends while getting in shape. I continue to learn something new from every ULearn class I take. I was presented with new tasks and challenges this year that are leading me down a path I am excited for. I love the different opportunities that are available to me.

## Christopher W

employee since | 2012

The coming together of minds in a central location to experience community, success, and togetherness.

## Zappos Merchandising, Inc.

It means freedom and happiness. Waking up and not wanting to kill yourself. Going to work happy to see coworkers and feel like you are just hanging with friends. It means going on vacation and looking forward to coming back to work to see your friends. It means saying hi to people and sincerely caring. I am so grateful to have an awesome boss and a job I love. Loving what you do and the people you work with is priceless. Zappos culture just wears off on you. You can’t help, but be happy!

## Zappos Merchandising, Inc.

“Who are you? What is that? When is that happening? Where are we going? Why are we doing that? How will we accomplish that?  
Another year with the company, and the same questions going through my head. They all get answered in

time, but they consistently reappear everyday. Welcome to my world of the Zappos Culture.”

### **Zappos Merchandising, Inc.**

Wow! How time flies. I’ve been here for almost six years and love it. It’s so great to get to work with friends and family.

### **Zappos Merchandising, Inc.**

Whatever you decide to do, make sure it makes you happy!

### **Zappos Merchandising, Inc.**

Zappos culture has definitely changed in the past years, but I love that it is so adaptable. Everyone that I work with is like family. I also love the fact that we are investing so much into the community. It is nice seeing everyone that you enjoy working with at the local bar and have serendipitous interactions with people.

### **Zappos Merchandising, Inc.**

I love coming to work everyday. This place is great!

### **Zappos Merchandising, Inc.**

Zappos has given me the opportunity to pursue a career that I love. Although some days can be stressful and busy, I come to work knowing that the people on my team will help me through it and make me laugh along the way.

### **Zappos Merchandising, Inc.**

The Zappos culture means everything to me! I am happy to come into work every morning, and

my team is truly my family. I am so appreciative of everything we have here. Especially with our new move downtown and integrating our culture into the new downtown community, it has been so fun and exciting!

### **Zappos Merchandising, Inc.**

Freedom and Fun! Our culture provides the environment to feel like our true selves and have fun with our fellow Zappos family members. My team started participating in more fun and engaging culture events and I feel like we are a stronger team because of it.

### **Zappos Merchandising, Inc.**

After coming back from maternity leave I realized a few things about Zappos ... while you have been gone for months, you come back and fit right back in. You realize there is a great support system of people here that are excited to have you back and are very supportive of your transition back into the job. At the end of the day, Zappos is not just about selling a product, it’s about creating a family environment where your spouses, and now children, are welcome ... holiday events, parties, activities, etc. We are all welcome and encouraged to include our families. That’s pretty neat. And it makes finding a balance, very easy. It all blends together.

### **Zappos Merchandising, Inc.**

Give a girl the right shoes, and she can conquer the world!

### **Zappos Merchandising, Inc.**

Zappos Culture: Freedom to be who you are in the workplace.

### **Zappos Merchandising, Inc.**

Passion that gets you up every day.  
Belief in what I do.  
Refusing to settle.  
Strength to keep pushing.  
Determination to overcome.  
Hope that tomorrow will always be better than today.

### **Zappos Merchandising, Inc.**

Across from me at the kitchen table, my mother smiles over red wine that she drinks out of a measuring glass. She says she doesn’t deprive herself, but I’ve learned to find nuance in every movement of her fork. In every crinkle in her brow as she offers me the uneaten pieces on her plate. I’ve realized she only eats dinner when I suggest it. I wonder what she does when I’m not there to do so. Maybe this is why my house feels bigger each time I return; it’s proportional. As she shrinks, the space around her seems increasingly vast. She wanes while my father waxes. His stomach has grown round with wine, late nights, oysters, poetry. A new girlfriend who was overweight as a teenager, but my dad reports that now she’s “crazy about fruit.” It was the same with his parents; as my grandmother became frail and angular her husband swelled to red round cheeks, round stomach, and I wonder if my lineage is one of women shrinking, making space for the entrance of men into their lives, not knowing how to fill it back up once they leave. I have been taught accommodation. My brother never thinks before he speaks. I have been taught to filter. “How can anyone have a relationship to food?” he asks, laughing, as I eat the black bean soup I chose for its lack of carbs. I want to say: we come

from difference, Jonas, you have been taught to grow out, I have been taught to grow in. You learned from our father how to emit, how to produce, to roll each thought off your tongue with confidence, you used to lose your voice every other week from shouting so much. I learned to absorb. I took lessons from our mother in creating space around myself. I learned to read the knots in her forehead while the guys went out for oysters, and I never meant to replicate her, but spend enough time sitting across from someone and you pick up their habits — that's why women in my family have been shrinking for decades. We all learned it from each other, the way each generation taught the next how to knit, weaving silence in between the threads which I can still feel as I walk through this ever-growing house, skin itching, picking up all the habits my mother has unwittingly dropped like bits of crumpled paper from her pocket on her countless trips from bedroom to kitchen to bedroom again. Nights I hear her creep down to eat plain yogurt in the dark, a fugitive stealing calories to which she does not feel entitled. Deciding how many bites is too many. How much space she deserves to occupy. Watching the struggle I either mimic or hate her, And I don't want to do either anymore, but the burden of this house has followed me across the country. I asked five questions in genetics class today, and all of them started with the word "sorry." I don't know the requirements for the sociology major because I spent

the entire meeting deciding whether or not I could have another piece of pizza, a circular obsession I never wanted, but inheritance is accidental, still staring at me with wine-soaked lips from across the kitchen table.

### **Zappos Merchandising, Inc.**

Work Hard. Play Hard.

### **Zappos Merchandising, Inc.**

The culture, to me, is all about the family you create at Zappos. I couldn't have gotten through the last year of my life without them. It is so different than any other workplace, and I am eternally grateful!

### **Zappos Merchandising, Inc.**

I am so happy that I have been able to be a part of all the changes that have happened this year. I love my job and most importantly love the people I work with. I'm genuinely excited every morning to walk in & work with my team and my brands. Yay Zappos!

### **Zappos Merchandising, Inc.**

Coming from a corporate culture, Zappos is really a breath of fresh air. I am continuously learning something new everyday and glad to take on a new challenge. The Zappos people are an incredible group of positive and supportive people that make you want to not only do better for the company, but do better for yourself. Even though we all know what the core values are, we don't just say them, we do them.

### **Zappos Merchandising, Inc.**

This picture sums it up ...

### **Zappos Merchandising, Inc.**

On Wednesdays, we wear pink ... which of course follows Tanktop Tuesdays.

### **Zappos Merchandising, Inc.**

I'm honored to work for a company that takes such great care of their employees, has such a strong impact on our local community, and is a pioneer in the business world. Thank you Zappos!

### **Zappos Merchandising, Inc.**

It amazes me that I just hit my one-year anniversary a few weeks ago. It's crazy to me because that time has flown by. When I look back at my first year, I have met some of the most amazing people and have had some of the best experiences of my life. I really do see why this company is different from the rest. They really do treat their employees with great respect and trust them to do their roles. One core value that really stands out for me is "Pursue Growth and Learning." Everyday is something different, and it allows you to learn and improve moving forward. I am very happy with this experience and cant wait to see what's to come.

### **Zappos Merchandising, Inc.**

Zappos culture is unique and inspiring! Zappos culture has allowed me to develop a passion for learning and adventure. Zappos culture has allowed me to create change, make friends, and to take a hold of my career.

## Zappos Merchandising, Inc.

To me the Zappos culture means having the freedom to truly be yourself at work and having the freedom to use your specific talents and traits to excel — both personally and professionally. It also means using your talents and traits to positively contribute to your department, the company, and to the community as a whole. I am so happy to come to work every day and am so grateful that Zappos has created such an amazing company!

## Zappos Merchandising, Inc.

It's in every Zapponian to exude culture and treat it as its own entity, have it course through our veins. In the same way every Zapponian should treat one another, culture is living and breathing and should be viewed as a great ancestor, wise beyond our years. We are not a company; we are a community, we are a family, we are culture itself. That's what makes us different. We have birthed it into each of our genealogies and into physical presence.



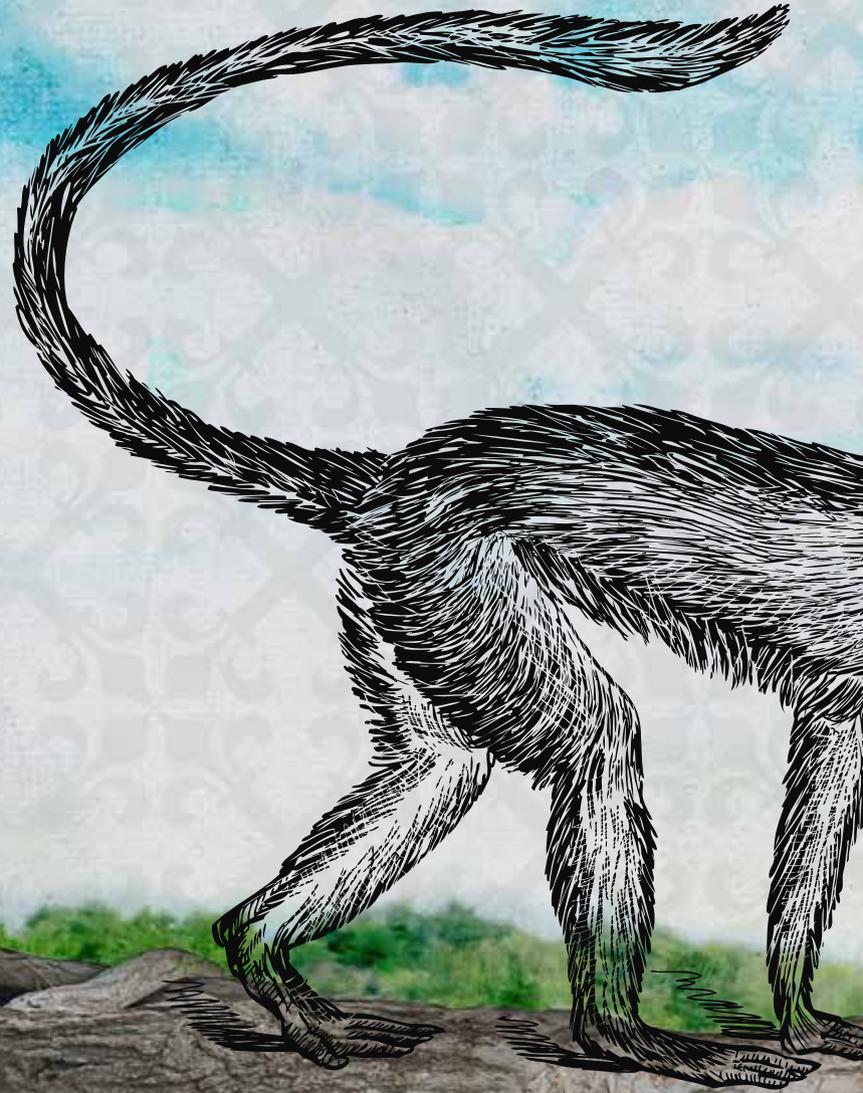


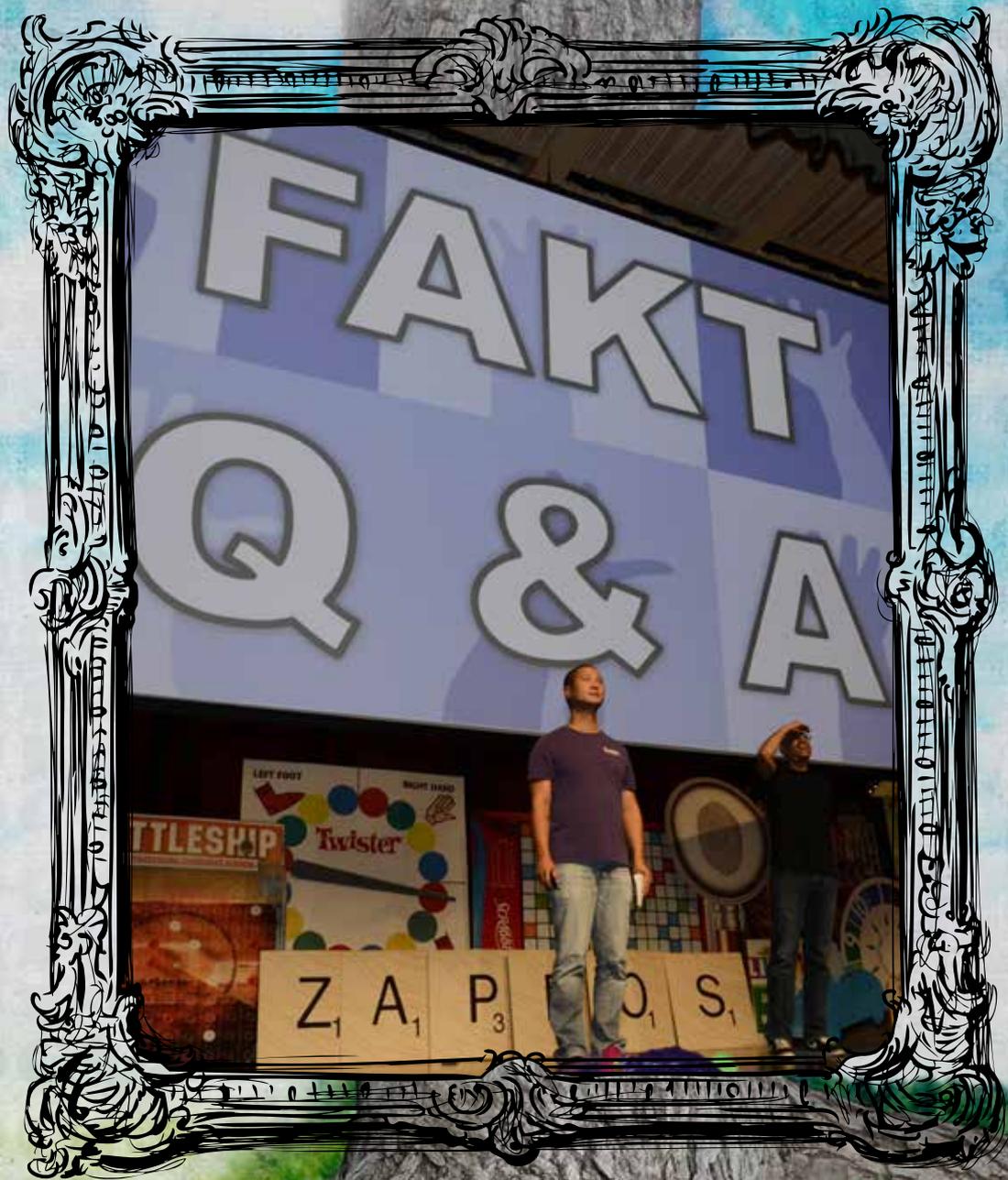
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**Charles A**  
employee since | 2001

Zappos culture, to me, is not being afraid to express oneself. By itself this doesn't seem like much, but when compared to equivalent environments at different companies, it's the difference between going to work, and loving to go to work.

**Raymond A**  
employee since | 2009

Zappos Culture. WOW in one word. For the past nine years I have had the pleasure of being part of this great company and its amazing culture. Not only have I been a part of it, I have also had the pleasure of sharing it with some of our guests and visitors. The best way to explain our culture is to share it first hand once someone visits and tours our office. It is alive and strong and continues to get better year after year. Viva la Zappos Culture!!

**Michael A**  
employee since | 2006

For me, Zappos culture is best represented by our 10 core values. Culture by itself is a fairly broad term and is open to interpretation. The core values, however, define what Zappos is all about and provide concrete principles to which our employees must adhere. Each core value must be taken into account as it's not about choosing which

ones to live by. Every employee has certain core values that need to be improved upon, and that is perfectly fine, knowing that the end result should be a solid foundation based upon our core principles for which continuous improvement is essential. Without the foundation, it is difficult to understand what it means to be a part of Zappos and a truly great organization.

**William A**  
employee since | 2008

Hi my name is William, and I am going on five years. Has been good. Well we are downtown now, so here we go. Time to learn the downtown. Still a good company to work for.

**Steven A**  
employee since | 2011

Zappos culture means always learning, always growing, and always pursuing.

**Carrie A**  
employee since | 2011

Fun. Family. Adventure. Charity. Learning. Laughing.

**Brittney A**  
employee since | 2011

I am so thankful to work at Zappos. I have met the most amazing individuals that I will be friends with for a very long time. I also get awesome food, amazing benefits, super fun events and happy hours,

the ability to wear whatever I chose to wear, and I get to be myself. I would not trade these experiences here for anything.

**Ravindra A**  
employee since | 2011

It has been three years, and it is still amazing to work at Zappos. I think it because of the amazing team I work with. We are not just friends at work but also outside work too. Also I learn new thing everyday from everyone I meet or work at Zappos.

**Kathy A**  
employee since | 2011

Smile every chance you get. Not because life has been easy, perfect, or exactly as you had anticipated, but because you choose to be happy and grateful for all the good things you do have and all the problems you know you don't have.

**Martha A**  
employee since | 2013

When I got hired to be part of the Zappos family, I was excited to find out for myself exactly what the culture was all about ... By the end of that first week, my answer was Zappos culture was about holding doors open for people, playing ping pong when you needed a break and wearing tutus that light up. Now that I've had more time to fully immerse myself in Zappos, I can now confidently answer people when they ask me about our culture...

I tell them that it's about being a family, it's about having a happy and fun workplace where people want to be, and most importantly it's about being in an environment where you can be the individual that you are. The day I started, I knew I had come "home" :-)

**Brian A**  
employee since | 2013

It has been close to one year that I began my new adventure at Zappos and not a day passes that I wake up in the morning and say to myself, "Do I really work at Zappos?" Never in my wildest dreams did I ever think I would work in such a wonderful and rewarding place with such wonderful people. Not just do I get to continue working in my field of anthropology curating culture, history and art but I get to do it in one of the most rewarding business environments in the world. There is little doubt that Zappos is a very special place with an amazing culture. A place that treats its employees like royalty and in turn its employees repay Zappos with their loyalty and their dedication to great customer service. Zappos commitment to customer service is second to none, and the company's success hinges on the great culture that has thrived over the past 15 years. Who would have thought that if you keep your employees happy morale will be high and productivity will go through the roof! In closing I simply want to state,

if creating a great culture is the business strategy that makes a successful company then what is the rest of the world waiting for?! Keep Calm and Culture On!

**Loren B**  
employee since | 2004

**We made it! We moved into** our new home in Downtown Las Vegas. Now the real next chapter begins. As I look back on 10yrs at Zappos one thing is constant... CHANGE! We have always been evolving and adapting with our growth. However, now it seems like we are in for some of the biggest changes in a long time. I accept this and with a bit of inquisitive hesitation I welcome all the new paths and opportunities these changes will bring to Zappos and myself. Trust me when I say, "We will look back on these times in a few years and be reminded that they were the best times we ever had at Zappos."

**Victoria B**  
employee since | 2007

"The key to immortality is first living a life worth remembering"  
— Bruce Lee

**John B**  
employee since | 2009

"I have been at Zappos for four years now, and each year the story of my time here unfolds in new and exciting ways. This year was marked by Zappos' move to downtown Las Vegas and a new work opportunity. The move downtown is

something I never would have expected when starting at Zappos, but now I can't imagine Zappos being anywhere other than DTLV. Downtown has allowed us to take our culture to the next level. We have started to create an environment that allows for integration with a city on an unprecedented level. My new work opportunity allowed me to jump out of the area I had be for 3+ years and into an entirely different area of the company. This move allowed me to strengthen connections with people that I had not previously had a chance to work with. This experience has reminded me how the work of breaking down silos and making a super-connected company is important, and I am happy to work at a place that takes this seriously.

**Michael B**  
employee since | 2010

It's been another amazing year here at Zappos. One thing I can say is that things are constantly changing, and I wouldn't have it any other way! From Super Cloud, to the new building and everything in between, it's clear that we are a company that won't sit back and wait for things to come to us. I'm inspired by the people around me and am proud to say that I work for The Zappos Family!

**Michael B**  
employee since | 2010

To me the Zappos culture means I can be myself and joke around with my bros at work while still get my job done and not have to worry about getting hassled by the man. The Zappos culture allows me to grab a tall boy with my brocachos at lunch on a Friday. It also means that I can wear a woman's wig to a meeting while double fistng a skinny vanilla latte' in one hand and a diet Mountain Dew in the other. With a strong and fun culture like we have at Zappos, I can run into random people in the office and ask ... "Do you even lift bro?". The Zappos culture allows people to be their own fun selves and create a unique, fun and still very productive work environment

**Steven B**  
employee since | 2010

The Zappos culture is each and every person here at Zappos. The culture comes from the individual personalities that we each bring to the company, the unique way we handle things, the way we treat each other and the way we do our work. Our culture isn't perfect ... but that's what makes it so great ... always room for improvement, growth, change and most importantly new contributions from new Zappos Family members.

**Kenneth B**  
employee since | 2011

Meow, wiggle, work, hustle, break, fix, update, build, fms, sha-na-na, learn, smush, graph, SQS, help, grow, change, adapt, maintain, sleep?, laugh, be better, drink, stqs?, nap, reflect, rinse, repeat.

**Mara B**  
employee since | 2011

Zappos culture to me is about the freedom of expression. For someone who has been in the workforce for over 30 years, it is almost overwhelming to be find and be a part of a company like Zappos. So much of my time in the past was about editing who I am because of preconceived ideas of how business works and how you should behave. I can gratefully say that I don't think about what I'm going to wear to work, or if there is someone who I have to "tiptoe around the tulips" for. Sometimes it's hard to believe that it all works. And while it's not always perfect, who would want to be perfect. After all, we're all human and without imperfection where would the fun be!

**Christina B**  
employee since | 2011

I'm so very blessed each and every day to work for such an amazing company! I've met some amazing people along the way and have developed friendships I'll carry with me for years to come! Thank you Zappos!

**Kenneth B**  
employee since | 2012

There are few environments where who you are at work can be who you are in life. Zappos allows you to be so thankful for what you have at work, you take it out into the world. That's why so many people know about how blessed we are to be working here. That's why our friends and family want jobs here. It's because we take what we are given out into the world.

**Nicholas B**  
employee since | 2012

The employees make Zappos the amazing place that it is. Going into the office, whether to a tough day or an easy day, is made infinitely better knowing that I'll be surrounded by my best friends.

**Keri B**  
employee since | 2012

Zappos culture means being part of a cheerful and cooperative team. There's constant encouragement and inspiration to express creativity, humor and fun. It's nice to be around happy people so often.

## Patricia C

employee since | 2005

After eight years it's hard to expand on how I feel about working for Zappos. I still love my job and coming to work every day. I have the absolute "best" team to work with and all the others within our Zappos family. It's great to finally be in our new headquarters. I can't wait to see what's ahead in our future.

## Lindsey C

employee since | 2005

After working at the company for over eight years, I have seen the culture evolve and change over the years. However, the one thing that has remained constant has been the core values. The core value "Drive and Embrace Change" means a lot to me, since I have seen so much change in the culture over the years. Zappos has been a place where I have been able to grow personally and professionally, and I feel thankful to be part of this family.

## Micaela C

employee since | 2006

Zappos culture means everyone working together when issues arise and doing what's necessary to solve the problem instead of assigning blame. Teams helping each other out even when it's outside of their job description. When I see the family spirit core value in action, it reminds me of why our culture is so unique.

## Lauren C

employee since | 2006

As I continue to grow and learn new things, our culture continues to evolve and further develop into what it is now. I started seven and a half years ago, and as all things change I have humbly watched our culture blossom. This was a huge year of change for me, moving from my home in CLT to my new place in Finance. I am so appreciative for all the opportunities that lead to my growth personally and professionally. Having these opportunities, mentors, and people in your life that truly want to help you succeed is what the heart of our culture is all about.

## AlaneC

employee since | 2013

How do you spell family - Z A P P O S. I love working at Zappos and left for a few months to work for one of the wonderful Downtown Project companies. But I just missed my Zappos family too much and had to come back. It was like coming home again, except everyone had moved into a new "house"! I am so happy to be working for such a great company.

## Brent C

employee since | 2007

Zappos Culture is made up of the following ingredients:  
25% people  
25% fun  
25% innovation

25% hard work

25% craziness

This is 100% Zappos Culture. :)

## Kari C

employee since | 2010

This one time at Zappos ... I woke up on the ground with my coworkers and paramedics giving me juice and asking if I feel OK. I have Type 1 Diabetes, and my blood sugar dropped low, to the point where I was unconscious. I woke up in a daze and there was Liz, Tony, Fred, Chris Nielsen, Steve and Jerry bringing me back to life. Fred walks up and handed me a peanut butter and jelly sandwich he made himself.

Besides it being completely embarrassing, it was very reassuring knowing my Zappos family cares. Not that another company would let me die, but I'm telling you, I felt loved.

The paramedic wheeled me out on a gurney, and as all the guests in the lobby were staring at me, I waved and yelled, "Welcome to Zappos!" This was just another day on the job.



**Ronald C**  
employee since | 2011

I had a great year at Zappos this year — I started a new position, full of new challenges, new people, and new rewards. It was so exciting being able to work on putting together the new campus for everyone, and it's hard to believe it was only a few months ago that this was a big empty building. Seeing it come alive with Zapponians was one of the greatest thrills ever. I love seeing how people use the campus, and how much people seem to love it! I can't wait to see what 2014 holds for me.

**Alex C**  
employee since | 2012

stuff and things

**Warren C**  
employee since | 2012

Culture and community continue to grow and thrive at Zappos. I'm amazed how our move to downtown served the larger purpose of revitalizing a community in need of a fresh start. It's truly night and day seeing how downtown was when I first moved to Vegas compared to now. And it's just the beginning. Can't wait to see how the next few years unfold.

**Danial C**  
employee since | 2013

Zappos Culture means a lot of things to me, but most importantly it means

“community.” I come into work, and I'm surrounded by friends, not “colleagues.” What more could you ask for?

**May C**  
employee since | 2013

I am in Zappos now. I am new here. Everything is new for me. In front of a new job, my attitude is: Take things as they come. Just take it easy. In my eyes, Everyone here is so pure and friendly. I can learn a lot from them. Zappos is a good place to improve myself and find another me. Finally, I want to mention my ambition: I can make a little difference here and make a lot of friends.

**Zack D**  
employee since | 2006

Whew! I can't believe all that has happened this year with the move downtown, the record day and the excitement of the next chapter at Zappos. After 8 years I have been fortunate to meet a lot of fantastic people. I am still blown away at the talent in our All Hands Meetings of singing and dancing. All I can think of is how fortunate I am to be a part of this great company!!!

**Hollie D**  
employee since | 2006

Zappos is like family to me. It has its ups and downs, but it is the place I want to be. Zappos culture is supportive, kind, challenging, fun, and empowering.

This culture/environment has helped me learn and grow and has supported me in many different ways. I love Zappos and am honored to be part of this great company.

**James D**  
employee since | 2011

loving the people you work with

**Danese D**  
employee since | 2011

Do not take life too seriously, you will never get out of it alive! Remember that Peace begins with a smile. :)

**Jessica D**  
employee since | 2012

The culture here at Zappos is beyond amazing. They are not only friends, but I have met people whom I am able to treat like my own family. They have been there through some of my deepest lows and some of my highest highs. It's not only “fun,” but the family spirit is truly there and is amazing. What also drives our culture is definitely the mix of people. You have extroverts, introverts, creatives, and everyone in between, yet we all still come together to make Zappos what it is. I never thought in a million years that this was even possible, but it is, and I am forever humbled for working for a great company but even more, with spectacular and passionate people.

## **Celina E**

employee since | 2009

Culture is as culture does. :)

## **Richard E**

employee since | 2008

To me, the Zappos culture makes for a great place to work. I've been here for over five years, and I have enjoyed every moment, even when working late at month-end to close the financials. In fact, it's those times that I enjoy most because we make it fun and pleasant despite the late hours and pressure. You see, we make the Zappos culture what we wish it to be. We like to have fun here, while at the same time meeting our goals and our fiduciary responsibilities.

## **Fancy F**

employee since | 2013

I came to Zappos China office with several classmates last month, which is destined to be not alone. The employees in Zappos China Office are very young and warm-hearted. We all get along well with each other, just like old friends, or more precisely, like a big family. As a new comer, I thought there will be lots of troubles in work and life, which will cause a terrible internship. But to my surprise, they help me a lot with solving it. I just get through the hard beginning.

We'll have two culture training lessons every week, there will always a Q&A part for us so that we can give the feedback

to the lessons. We can speak out any ideas that in our mind. We are told that there is no exact correct answer to the question. So we could express our thought freely. I remember when I was at school, the teacher always show us the ways to choose the correct answer. Now I am trying to think outside the box to get more different ideas and creativities. When I work with the MAC team guys, I find that it is easy for them to make the atmosphere lively. I was quiet and didn't talk much before. Now they have changed me a lot. I am willing to share things with them. I really enjoy working here.

## **Allen F**

employee since | 2012

It means creating the work environment that you want! Zappos empowers the employees, so it's up to us

## **David F**

employee since | 2012

Zappos culture means the world to me. I love the fact that I can come into work everyday and be surrounded by my best friends.

## **Laura F**

employee since | 2011

cultura animi

## **Peri G**

employee since | 2006

I can't believe it's been almost seven and a half years since I walked through the door

on my first day at Zappos. I remember my initial thoughts about the company and how I walked around in awe of my surroundings: the building, the people and the culture. I couldn't believe that I had landed a job that cared so much about its customers, as well as its employees. I remember thinking to myself that the awesomeness would wear off eventually because that's what had happened before at my previous jobs. I was hoping that wasn't going to be the case, but I was preparing myself for that outcome.

I can honestly say that the awesomeness HAS NOT worn off over the last seven and a half years. I still get just as excited to come into work every day as I did on day one. I know that when I'm here at work, I'm making a difference, a difference for our customers and for my fellow employees! I feel so fortunate to be able to be a part of a company that has allowed me to continue to grow and challenge myself every day in the way that is best for me. Zappos isn't just an office building filled with coworkers, but it's a place I consider home with people I consider part of my extended family!

## **Ran G**

employee since | 2009

I love Zappos! So happy and grateful for everything.

## Mark G

employee since | 2009

Oh, Zappos culture ... If I woke up tomorrow with my head sewn to the carpet, I wouldn't be more surprised by the culture than I am now.

## Sheena G

employee since | 2010

The piece of the Zappos culture that has really resonated with me this year is the entrepreneurial spirit. My fellow Zapponians have really pushed me into pursuing my passion more and more, and this was the year that I opened myself up to not being afraid of taking the risk of truly starting to follow my passion. I am so appreciative and humbled daily by our genuine passion to see each other succeed. Every single year here has gotten better and better. The Zappos culture can be translated many different ways with many different images but for me, when I think of Zappos, I think of home.

## Mikell G

employee since | 2011

Zappos culture is truly one of a kind. The first thing that comes to mind is that we are all so different yet so the same. I know that makes no sense at all, but really it does if you think about it. We all share this one thing in common and that is our culture. What stands out to me is that each of us has something amazing to contribute

and Zappos allows us to do so. Not only am I able to shine through what I love doing but I am able to surround myself with coworkers (family) that helps me grow in ways that I never thought possible. If I had to sum up our culture in one word I would use the word family. We really are the Zappos Family!

## Mellisa G

employee since | 2011

I feel like the culture is made up of four unique parts: acceptance, passion, kindness and trust. This culture is about being yourself and not having to worry about what the social norm is. It's great to be in a place where it's okay to be weird and different and still feel confident that you will always be accepted for who you are. You are inspired and encouraged to follow your passions and reach for your dreams. It's hard to get bored or feel stuck in a company that's all about helping you to grow and accelerate and become a better version of yourself. Also, this place brings out the caring and kind side in people. I love that my Zappos family is all about taking care of one another, the community, animals and everything that it touches. Lastly, none of this would be possible without the trust that is displayed throughout the company. From day one, Zappos teaches you that you are trusted and that this company believes in the decisions that you make on its behalf. I love being part of something so unique and although I may sound like I

drank the Zappos Kool-Aid, why wouldn't I?

## Cedric H

employee since | 2012

The Zappos culture means, that I can make people happy as an auditor. I'm pretty sure that is unheard of in my career field. The Zappos family is amazing!

## Gayle H

employee since | 2011

Zappos culture to me means working with friends and people I look forward to seeing everyday. Looking forward to Mondays and seeing what exciting things will be happening at Zappos each day.

## Nicholas H

employee since | 2011

To me Zappos culture is about being what you want, and going for it. You can be a guy in a dog fursuit and feel welcome. Or you can try to be a Donatello, always making something new. A Masterchief fighting for what's right. Perhaps you're more quirky like the 6th Doctor, or a casual guy like Fry. Even if you try to be more of a unique figure like Doctor Whooves. You can rest assured the Mordecai and Rigbys of the world will always accept your dunny, funko, moonshining ways. And not keep you held up in your Poke'ball. Rather help you grow to a full Tachikoma. Even if you're really, really into Gundam. Wolf Pack.

## Rockne H

employee since | 2009

WOW, this will be my fifth submission into the Culture Book! So proud to be a Zapponian. This year has completely beat the rest. We have officially moved into our newest downtown headquarters, and let me tell you, it's AH-MAZE-ING. I'm so thankful to be a part of this downtown transformation and to be working for a company so involved with revitalizing this city. I couldn't ask for a better time in my life!

As for my role at Zappos, I'm just as thankful to say that I've been working as a recruiter for over a year now, hopefully hiring THE BEST people for merchandising and marketing. So far, so good. Some of the folks, I would consider my best friends. This is a true testament that we believe in the power of building a super positive team and family atmosphere here.

It's time to keep moving forward and keep building upon this wonderful culture. I've said this many times, I'm a Zapponian for life! Also, Tony is my pal. There's no way I'm turning my back on him now!

## Audrea H

employee since | 2006

CHOO-CHOO! FUN TRAIN  
COMING THROUGH! CHOO-  
CHOO!

Enough Said

## Richard H

employee since | 2005

It has been another exciting year in Zappos, both in the U.S. and in China. Attending the opening ceremony of the new Las Vegas headquarters was a memorable experience. Witnessing the transformation of downtown Las Vegas at a lightening speed brought my spirit to a new high. What's most rewarding to me, however, was continuing to watch with awe the tremendous growth of each individual in the China office. Supported by the Zappos 10 core values, the China office has developed its own unique flavor of the Zappos culture over the years. To capture this special essence, we published the first ever Zappos China Culture Book this year, in which our colleagues summarized their feelings working and living in this big family in either English, or Chinese, or both. This past year was certainly another part of my incredible journey with Zappos, and it will always have a special place in my heart. Thanks, pals.

## Scott I

employee since | 2011

I just finished up my second year at Zappos, and I loved it even more than the first. It's still the only job I have ever had that I don't mind getting out of bed for every day. I never know what fun or interesting things I might get to do or what crazy things might happen. From llamas to unicorns and everything in between, working at Zappos is truly an adventure!

## Julianna J

employee since | 2013

What can I say? My team is amazing. Zappos is amazing. Every day is a new challenge, and I love the feeling of learning and accomplishing things that at first seem big. Everyone is always willing to help or just make me laugh. With so many hilarious, kind and brilliant people, my workday goes by so quickly. We stay busy but have a great time. I actually spend my workweek with people who hold open doors, say "bless you" when you sneeze, and "please" and "thank you." It's the little things that make my day!

## Marissa J

employee since | 2009

The Zappos culture isn't just what we hire for, it's a form of ongoing personal and professional development. While we all work and play by our ten core values, they teach us how to be responsible, caring, quirky, fun individuals who do the right thing in spite of how hard that might be. Having started at Zappos when I was 18 years old, I can honestly say that because of our culture and our core values, I have started to become and am still striving to become the best version of myself.

## **Debra J**

employee since | 2007

I love this company. We have so many opportunities for advancement and are treated so special. I never have the feeling of waiting for the ax to drop (layoffs, downsizing, etc.). We have constant challenges, but we meet them as a team with everyone having input. Our All Hands meeting keeps us all in the loop about what is going on from all aspects of the company. Just a really special place to work.

## **Derrick J**

employee since | 2011

The culture means freedom. Freedom to be yourself.

## **Katrina J**

employee since | 2006

Zappos culture means everything to me. I have been with Zappos for over seven years, and it has been unbelievable. We are such a Team and Family here. We celebrate milestones both Professional and Personal. We encourage each other to keep improving and never settle. Then in times of need, they comfort you. When my Father passed away, My Zappos Family helped me through my loss. They listened, they consoled, they gave me strength, and I felt I was not alone. If there was a core value 11, it would be "Love."

## **Taylor J**

employee since | 2006

Since I have been working in Zappos China office for more than seven years, I always ask myself what I have learned and how I grew and developed in the past seven years, not just became older. So I think I have learned a lot from our culture and core values at first. The simplest thing I have learned is to judge what is right and wrong when I decided to do something or have made decisions. This question is both simple and complicated, and it is the most valuable thing I acquired from our culture in my life.

What's more, I have a number of young colleagues around me. I learned the passion and the dreams they have when they first stepped into my office. I can feel their happiness and sadness from their inner heart when we "fight together." I see youth and vigor while working with them. Helping them makes me happy as I witness they are making progress every single day. That is the two basic points I want to share with our big Zappos family while working in Zappos China Office.

## **Mike K**

employee since | 2000

Well, we did it!! Our move downtown was simply marvelous in true Zappos fashion. I feel our culture will receive a refresh as we continue to settle into our new home. For me it's reminiscent of the first office I worked at in San Francisco, where the

energy was high and the surroundings were far from dull. I believe environment sets the tone for strong cultural exhibits and our new home will allow us to explore new horizons.

## **Jasmine K**

employee since | 2006

Culture is having meaning in the work that we do. It's having well-rounded diversity and purpose in existing. What a culture consists of is up to those who are part of it, and I truly feel with that being said, Zappos is unique. The company culture here is alive; it's rooted in service that's evolved itself from humble beginnings to an ever-growing tree of things that matter (all while running a successful business). People. Community. Growth. Purpose. Service. Giving. Education. Inspiration. And most importantly: Hope.

## **Kachina K**

employee since | 2011

Culture is giving 100% hard work, creativity, passion, patience and fun. If you can do that, 100% happiness will be returned.

## Kyle K

employee since | 2013

What's so brilliant about Zappos is that our culture elevates the concept of living life fully, passionately and with a sense of purpose and place in the world. I'm so fortunate to work on the biggest ideas on a daily basis with people I genuinely call my friends and for which I have great respect. I love Zappos because we put our core values into action. From Holiday Helper to Zappos parades to being a customer service centric company, it always goes back to WHY we do the things we do. It's also a very interesting notion to think about how our long term sustainable success will be forged by the very goals we're setting today with SuperCloud and SuperBrain. Big visions don't always include all the details or can be A/B tested. You just dive in and make it awesome. I'm really happy with Zappos culture from work, community, to everyday life.

## Lynelle L

employee since | 2013

To me, the Zappos culture means freedom. The freedom to be yourself and express yourself. Everyone around you encourages that freedom. I love coming to work and enjoy the company of all of my fellow Zapponians. It is a wonderful feeling to be part of something so rare.

## Dustin L

employee since | 2012

First culture book entry!  
Yeaaaaaaaaaaaaa!  
I just hit my one year anniversary on 11/19/2013 and boy has it been a year. I have realized that Zappos is in a constant state of flux which can be frustrating and nerve racking at times, but ultimately it turns out to be very exciting.  
In HR this definitely provides its unique challenges as well. In any corporate environment, the good conversations are fun and the difficult conversations are tough. In Zappos, because of the relationships we have and the friendships that we have built, the good conversations are amazing and uplifting and the difficult conversations can be beyond painful. Again, this leads to an environment of exponential learning and exposure to unique situations that will help grow individuals in all departments. I must admit, when I first came to Zappos I was a skeptic. I saw the environment here and the culture and wondered how the hell anyone got anything done. Through experiencing it myself, I have learned that not only do people bust their butt and get things done here but there is a deep passion in everyone's work ethic to own the company as their own and complete the business they need to complete with pride.  
The culture is amazing. The experience is life changing. Although Zappos has its ups and down, like any company, the result with Zappos will

always be positive and unique and that is a direct result of what the company has created in its culture. Please note that I said what the "company" has created in its culture. I thank Tony and all of the other individuals involved in helping us to lay the foundation for what the culture is but ultimately every employee has the power, and responsibility, to create the culture and keep it alive.

I apologize for the novel but I, like every other Zapponian, am passionate about what we do and where we are as a company. I look forward to my future with Zappos and the impact that Zappos will have on the future of customer experience, downtown, self-organization in a corporate environment, Human Resources, etc. (This list could go forever.) Thank you Zappos and every employee that works here!  
PS - Shout out to the We Care ladies for all that you do for me and Zappos! I love my team and that will never change. You know who you are!  
PSS - Don't even get me started on the revolution that is downtown Las Vegas! :-)

## Nicole L

employee since | 2012

The Zappos culture to me means that there are people that I work with that care about me, not just as an employee or coworker, but as a friend. People care about how I feel and are interested in my opinions and what is important to me.

**Tiffany L**

employee since | 2011

It's been about three years  
It's been about three years since I joined Zappos and not one day has gone by that I am not thankful for working with my amazing recruitment team, supporting my favorite nerds "tech," and being a part of the Zappos Family. Our culture nurtures our individual personalities and fosters a place where we learn from each other daily. Learning, collaborating, and having the ability to open up doors for me personally and professionally is what makes me thrive. There is no other place that I could call "home away from home" — like Zappos!

**DeAnna L**

employee since | 2010

When I think about our Zappos Culture, I think about family. The Zappos Core Values symbolizes everything I live by. Zappos, is home away from home. I have three (+ 1 on the way) children, and they are all "Zappos" babies. I am just as happy when I come to work as I am when I am at home. Where else do you really hear about the employees being "HAPPY"? There is so much caring and sharing. I have been able to grow since being here. And for real, the sky is the limit. Actually, there is no limit here. I am so Blessed part of Zappos! :-)

**Dennis L**

employee since | 2008

Friends and family, that is what Zappos has been to me. Never hating to go to work for over five years ... Zappos.

**Cheryl L**

employee since | 2010

I <3 Zappos ..... and cats

**Atrell L**

employee since | 2005

I've been with Zappos since 2005, and I can honestly say that my happiest moments back then don't even compare now. It's a great feeling to be a part of the culture and to have seen all of the amazing transitions, changes, and growth we've experienced over the years. I'm blessed to be a part of it!

**Louie M**

employee since | 2006

In order to succeed, your desire for success should be greater than your fear of failure.

**Mallory M**

employee since | 2007

What does the Zappos culture mean to me? It has been my life for the past six years. I couldn't imagine working anywhere else. We have a true family environment here that is like no other. I have met some of the best people through out the years whom without them I don't

know where I would be. The Zappos culture lets us be who we are and not change for anyone or anything, I can be me without really being judged.

**Jessie M**

employee since | 2010

Zappos culture to me means: smiles, giggles, laughter, togetherness, being kind to one another, giving a helping hand, paying it forward, opening new worlds for people, doing things whole-heartedly, showing your talents and awesomeness, setting and reaching your goals and being open to new ideas and things. There's never a dull moment here at Zappos, and the spirit is contagious if you're willing. GO TEAM! :)

**Nicole M**

employee since | 2011

Zappos culture means smiling when you think about a funny story a coworker shared with you and genuinely missing them when you're on vacation! It's what makes me come to work every day with a huge smile on my face!

**Travis M**

employee since | 2011

Zappos is a superlative company with amazing people. If my one-year-old son grows up to have the opportunity to work at an amazing and culture-rich company like Zappos.

## Andres M

employee since | 2012

ZAPPOS HAS GOT THE BEST ZIP ZOP PUDDIN' POPS. GOO GOO GOO CHOO. On a serious note, Zappos is something that I'm grateful for year after year. This is such an awesome place to work, and I consider myself so lucky to be a Zapponian!

## Christopher M

employee since | 2013

Leadership is diving for a loose ball, getting the crowd involved, getting other players involved. It's being able to take it as well as dish it out. That's the only way you're going to get respect from the players. — Larry Bird

## Erika N

employee since | 2012

I absolutely love everything about Zappos and the culture. Before I started at Zappos I was more of an introvert, very kept to myself. After the first week here, my true personality started to grow and I knew that I would absolutely love the culture. The culture is fun, wacky, and now part of my way of life. Zappos has truly made me blossom. Getting to explain the culture to our tour guests is so uplifting and I feel very lucky. Without Zappos and the culture, I may still be my introverted self and would not have met such amazing people. I feel very lucky to work for such a great company, with such awesome Zapponians, that I now call my

family.

## Donald N

employee since | 2010

Zappos culture means working and playing with friends and doing things out of your comfort zone. Can't think of anywhere else that a Tax Guy has the chance to write, direct and act in a music video. Very cool place to call home.

## Jamie N

employee since | 2004

When I walked into Zappos on my first day I knew it was special. Nine years later I still feel the same way and am just as excited everyday to come to work. Zappos has taught me that anything is possible. I have learned so much and am eternally grateful for the experience I have been afforded by working here.

## Michael O

employee since | 2012

Zappos culture has opened my life up to a whole new way of thinking and cents of family. Our culture is not just something you experience at work it is something you take with you and use in your everyday life. Zappos culture is one of the best things that could have ever happen to me I love my new family here at Zappos. I wouldn't trade it for anything in this world

## Katelyn P

employee since | 2013

Zappos culture means having a job that I love and look forward to every single day. I am so lucky to have gotten an internship here, and with each job I have after this I will always strive to "create fun and a little weirdness." ;-)

## Paul P

employee since | 2012

Let's not bullcrap each other, culturally, Zapponians are some of the riskiest sons a bitches alive, but people, we cannot sum up a company's culture with a bunch of numbers on a computer screen. We all need to look into our hearts and go, "do I think this culture is gonna go away in a few years or not?". Is 'ol Core Value here gonna fight off a man with the last name Reaper, first name, who goes by the last name Reaper, first name Grim. Or will this llama-renting, party-throwing, day-time drinking, benefits-giving, campus-developing, customer-WOWing bunch of bastards die. And the answer is no friends, which is why myself, Tony Hsieh, Fred, and all of us here at Zappos.com and friends are willing to lay our asses on the line and proudly recommend we continue to grow our culture for a duration of no less than 20 years. What do you think?

**Alexis P**  
employee since | 2011

Zappos culture is everything work should be. It's coming to work to have a better day. It's coming to work and forgetting why you were even having a bad day in the first place. It's being able to sit by my family every day and share our passions, laughs, stories, tears, loves, losses, and everything in between. It's having family. I couldn't ask for anything better.

**Susana P**  
employee since | 2007

Zappos culture is the ability to keep growing and changing both personally and professionally. I can tell you that I am not the same person I was six years ago when I first walked through the doors of Zappos in Henderson. It has been exciting to be a part of the move and see us settle in to our new digs. I am amazed daily at how much we can achieve as a team, better yet, a family. I have learned so much in the last year alone about myself and what I can accomplish, and that is thanks to the amazing people I work with. Many things can change, but the constant is the feeling of togetherness that only exists at Zappos.

**Andrew P**  
employee since | 2009

The Zappos culture is a day full of fun and laughter with great people.

**Joshua P**  
employee since | 2008

This has to be my fifth entry for a culture book since I've started at Zappos, and I always get stuck on what the "right" or "correct" things are to say. I'm so grateful for the culture here at Zappos because I can come to work while being myself and have my family and best friends right next to me. Where else can you work, play, and have the occasional shot of fireball in between meetings? Zappos is awesome!

**Bhawna P**  
employee since | 2010

I can't believe that it's been three years since I first started at Zappos! You would think that answering this question would be easy but once you do it a few times, it just becomes harder. Go figure. I have to say that the culture is pretty different than when I first started. Not in a bad way... it's just that culture is always evolving and is shaped by not only the existing employees but also by all of the new employees we bring on. Because of this, I have found that it is extremely important to be flexible, open to new ideas/ radical thinking and of course the big "C" - change. This keeps you on your toes though! Now, our culture involves integrating with the community and making downtown Las Vegas a great place to live and work. I'm sure I'll look back years from now and be proud that I had an opportunity to be a part of this tremendous cultural shift.

Of course, the culture wouldn't be possible if the people didn't inspire you to work hard and be a better person! I am fortunate to work with a group of ultra smart and creative people who inspire me each and every day! Shout out to @Happiness&Health and @PeopleOps - it wouldn't be the same without you!

**Shannon R**  
employee since | 2007

Zappos is a most unique place to be. The friends you make become family. They check in on you in less fortunate times and celebrate with you in the good times. The overwhelming reason that people remain with the company is those family connections. This is why I remain a Zapponian ... soonly for seven action-packed years!

**Rachel R**  
employee since | 2012

People here are nicer than is even reasonable. They even pretend to laugh at my stupid jokes



## employee since | 2010

its hard to believe that its time to write in the culture book again. during the year in between sometimes you get so wrapped up in your job company events and chasing passions that you don't take the time to stop and reflect on what is really going on as far as culture goes. i don't want you to think this means you forget what culture is. culture is something that lives with in all of us as the normal everyday life. with things that are normal to you and the people around you sometimes to forget to stop and reflect on how amazing the people you work with really are. to answer the question what is culture to me is easy. culture is the collection of very different individuals that come together for common goals both in the work environment and out side of it. it's a family that's there to lean on in both times of joy as well as times of sorrow. it's a beacon to the world that anything is possible if you believe in it.

## Jack S

### employee since | 2011

Over the past year I have had the benefit of working at Zappos.com. I absolutely love the trust and freedom I have as an employee to solve problems and create solutions as needed. I look forward to next year, to build on the experience I've gained, and the opportunity to create and apply new tools. I cannot see working anywhere else.

## Marques S

## employee since | 2012

I love Zappos.com and everything it's done for me in my life!

## Sharon S

### employee since | 2011

Completely normal conversations with coworkers that would be considered completely Ridiculous elsewhere.

## Kelly S

### employee since | 2011

When I think of Zappos culture, the first thing that comes to mind is "family." Over the past couple of years, I've had the honor of meeting so many incredible people and building wonderful friendships and relationships throughout my journey here at Zappos. Our team is such an incredible support system for one another — leaning on each other to keep everyone balances and lifting each other up when we're going through hardships outside of work. While we spend a lot of time together as a team during the workweek, we still can't get enough of each other! Whether going out to a yummy happy hour, going out line-dancing, or hanging out on the weekends — I always look forward to it. My team is my family. That in itself is huge since we spend such a huge chunk of our lives working. It's crucial to jive with your coworkers because your work happiness can easily dictate your happiness in life. From a company standpoint, I absolutely love seeing everyone

come together for big events, the holidays, and to celebrate and have fun together. I have never worked for such an amazing company where we literally live and breathe our core values on a daily basis. Our culture makes me incredibly excited to come to work every day.

## Kiersten S

### employee since | 2010

I can wear a tutu to work and no one would care. I can be myself and not hide my unique personality. It is so nice being able to get up in the morning and looking forward to going to work. Each day is something different, but you can count on laughing your butt off everyday.

## Scott S

### employee since | 2008

Culture at Zappos is like the light side of the Force. It is used to create good, prosperity and to protect the employees in the Zappos galaxy. With this power, it is easy to stray towards the dark side, but the core values are a reminder to stay strong and use the Culture for the betterment of the Enterprise. May the Culture be with You!

## Mark S

employee since | 2013

Zappos is so much more than a career — it is a fantastic way of life! The culture values apply on and off campus and as much as you put in to the company the returns are multiplied endlessly. In the few months I've been here I have worked on some complex purchasing projects, ran Ragnar with some awesome peeps, came second in a chili contest, became CPR Red Cross certified, qualified for the Z'Endurance team, signed up for some volunteering — the list could go on! I'm so glad that one of my life collisions was to move to Vegas and enjoying working & living the wow :-)

## Jennifer S

employee since | 2008

=^..^= Miao.

## Crystal S

employee since | 2009

Almost five years with Zappos now, and once in a while, I am surprised and amazed all over again by this uniquely awesome company I work for and the crazy, wonderful, fun and weird culture we have. I feel truly fortunate to work here and with such great people.

## Augusta S

employee since | 2007

The Zappos culture has always made me think of a big puzzle

and all of us are a piece of it. We need everyone to fit so the puzzle is complete. But beyond that, it is how we feel ... about each other, about our company, about our community, about our customers, about our family. It comes from the heart. I don't believe it can be taught or trained. It must come from within, like when we help each other, respect each other, laugh with each other and cry with each other. When we celebrate together and genuinely appreciate and support each other. When we take pride in what we do and how we do it and why we do it, that to me is our culture. It makes us the Zappos Family! Knowing that we are in this together ... our successes, and even the challenges we face, we face them together. We do the right thing, for the right reason. This not only impacts our company, but our lives, our families, our customers and vendors. So we truly give 100% because we believe in it. And if we don't understand it, we know we can ask and get answers. So, culture to me is taking action, changing habits, making it better each time and going through the challenges together. It's who we are. Zappos Family!

## Pamela T

employee since | 2003

I am thankful for our culture and core values. I recently reached my 10-year anniversary, and of all the core values, Embrace and Drive Change seems to stand out most since joining Zappos. Personally, I've overcome challenges

that I may not have had I not joined Zappos, and I'm thankful that my Zappos family was there to help me through those trials. In the end I've made good friends. Professionally, I have learned a lot about trust and relationships, and I have been fortunate to learn about new areas of business that I would have otherwise not have been exposed to in a traditional work environment. I'm grateful for all of these things and look forward to what the next chapter will bring!

## Christal T

employee since | 2007

What does Zappos Culture mean to me? hmmm, a lot of things! I am free to be who I want to be. I can laugh loud and often. I get to do what I love ... spend money! I get to meet awesome, like-minded people. My most favorite ... I love when I get into the elevator at 7 a.m., and I hear OOH! and Micheal Jackson's "Don't Stop 'Til You Get Enough" starts playing. I dance all the way to the third Floor and have an AMAZING DAY! I love that Zappos does little things like this for us, because after all, it is all about the little things in life! VIVA ZAPPOS!

## Cynthia T

employee since | 2008

"We're all stories, in the end. Just make it a good one, eh?" — The Doctor, Season 5, Episode 13

**Kar T**  
employee since | 2010

Zappos culture is unbelievably spontaneous. You never know what can happen at any given point in time. Just let yourself be and enjoy the experience of everything around you.

**Nancy T**  
employee since | 2012

Family is the most proper word to describe what Zappos means to me. Having been working in China office for about four years, I have never taken a second thought on whether I should try another company. As I clearly know that no company will create the same working atmosphere like here. Before I graduated, I thought this city was the last city I would work for my rest of my life. I didn't know Cantonese, and I didn't have any relative who located here. However, it was a lot that I found in Zappos China office and attracted by its amazing core values which can be hardly found in other companies. I grew with our China office and honored to feel thrilled by its great development from about 20 to almost 80 employees in 2014. We may come here alone, but we never feel lonely in that we consider our colleagues around us as our friends and families.

**Karl T**  
employee since | 2012

I love that our culture fosters creativity, collaboration,

adventure and exploration. I've been able to grow in leaps and bounds both personally and professionally. For me, working for Zappos is the perfect marriage of my personal and professional interests. I think most of us working here feel the same way and it's a very rare feeling these days. I feel very grateful for this opportunity!

**Janine T**  
employee since | 2013

Zappos culture is all about being a family. I've learned that my coworkers are not just coworkers; they are friends that have become like a second family. They have been there with me through fun times, and have helped me through hard times. Zappos has pushed my limits in being the best I can be in every way, beyond my performance in the workplace. While other companies may be concerned with only your character at work, Zappos is concerned with your personal growth and performance in all aspects of your life. I have found genuine people with a drive to be their very best with Zappos, and I couldn't be happier here.

**Patricia V**  
employee since | 2007

Well, first of all Kanye, we don't sell "s\*@%", as you said. And we have a leader that can come right back and put you in your place. I figure he is living off everyone else's success by talking S\*%#. On a more serious note. We

have had a fantastic year, and I am looking forward to my seventh year here. I love all the people I work with (especially my buyers)! Our new location is more than any employee could ask for. Love, Love, my job. Excited about 2014 to see if we can top it! Thanks Tony!

**Rosanna V**  
employee since | 2007

Culture can be whatever you want it to be, but to me our culture is about being a family. There are so many great people here at Zappos, and it's amazing to see people from so many different walks of life come together. I'm excited for us to continue our journey as a company, and I look forward to what the future has in store for us.

**Vincent V**  
employee since | 2010

LASERS!

**Ivan V**  
employee since | 2012

Zappos culture means to be open and honest about who you are!

**Michelle V**  
employee since | 2012

Culture is you.

**Kevin V**

employee since | 2012

I give you Culture Haiku  
In the Words of Doge  
Such service, so wow Zappos.

**Lashanda W**

employee since | 2007

In two and a half weeks, I'll celebrate my seventh year at Zappos (Sabbatical baby!). Seven years of learning, growing, changing, loving and appreciating! The opportunities and experiences I've had have been absolutely mind blowing, and I'm not even close to reaching my peak! Lucky #7 – yep, my new favorite number! :)

**Andreas W**

employee since | 2010

I'm very blessed and pleased to be here. The best job I've ever had.

**Mike W**

employee since | 2011

One of the many things I learned this year was how long hours in the dust and dirt, in the heat and constant fire alarms, wearing jeans and hard hats, can really bring a team together. Every day that I come to work it makes me proud to know that we had a hand in putting our new headquarters together. Since I started in 2011, Zappos has come very far, and I am excited to see what the future has in store for us.

**Tyler W**

employee since | 2011

Zappos culture represents family. I communicate openly, and way too honestly with my coworkers who I consider close personal friends. I know I could call anyone I worked with in the middle of the night if I needed anything, and I can't even say that about some of my real family haha!! Because we are close we can be honest and completely transparent about our tensions, and speak directly to the point when needed. This helps me accomplish my work, and eliminates a lot of politics and bureaucracy I've encountered at previous companies. Even though I live thousands of miles away from my real family, I feel completely at home. I can put my feet up, wear what I want, and say how I feel, open the fridge, and just be Tyler.

**Nathaniel W**

employee since | 2012

I love everything about the Zappos culture, mainly the people because that is what creates the culture. Zappos taught me to believe in myself and to silence my inner saboteur that was keeping me from taking risks. Going through Augusta's goals program was a huge cornerstone thus far in my Zappos journey, and I recommend it to everyone. I am thankful for all the amazing speakers we have at the all hands meetings, the bistro, 401K, onsite meditation, the cafe, ZapposU

classes, Holacracy, mentorship programs, amazing books, our 40% discount, the GoldSpike 2for1's, the ColdSpike, the container park and the list goes on. It truly is a blessing to be a part of something so amazing, and I can't wait for what's to come!

**Cherice W**

employee since | 2012

I've never worked for a company where I was actually happy to come to work. People smile and genuinely want to say hi while walking down the hallways. I'm glad they took a chance on me.

**Amanda Ruiz-Weaver**

employee since | 2012

Zappos to me is everything great in life. Nice people, smiling faces, people of all different walks of life. A Catalyst of awesomeness! A place where I love to go everyday. A place without discrimination, judging, bullying or negativity. It is nice to work for a company that does not support the negativity, rather we embrace positivity. We are a positive group of people that love to work for such an amazing company! Zappos gives me a greater sense of community and humility. I feel lucky to be working for a company that truly wants to see me succeed and do great things! We all have the ability to positively impact the world we live in and the people around us, Zappos encourages and supports this! I LOVE ZAPPOS!

## Suchitra Y

employee since | 2008

3 things you must know about Zappos :

- 1 - There is never a dull movement.
- 2 - You become part of a higher vision, without even realizing.
- 3 - It is not just a workplace, it's a place where you can choose a life style, that suits you the best.

## Kristin Y

employee since | 2013

Zappos culture means enjoying where you work and interacting with others. The culture allows employees to break free of the stereotypical workplace habits where you only talk to those in your department and you don't venture out. I have friends in almost every department, and love talking to new people, Zappos is the perfect place for that.

## Zappos.com Inc Inc.

Work hard. Play hard.

## Zappos.com Inc

Zappos Culture means ... Family which is both the fundamental unit of society as well as the root of our culture. It ... is a perpetual source of encouragement, advocacy, assurance, and emotional refueling that empowers me to venture with confidence into the greater world and to become all that I can be. Thank you Zappos!!

## Zappos.com Inc.

Zappos culture means to me that I get to be myself all the time. What else can I ask for? ... Thanks Zappos.

## Zappos.com Inc.

Zappos Culture-Smiling friendly people with big hearts, great ideas, and fun and weird personalities. I know I can count on anyone, not just in my department, but anyone in Zappos to help out with work, family or just helping one another grow. I feel like we all have a special bond and am proud to be apart of something so great.

## Zappos.com Inc.

Zappos culture means that I am surrounded with most amazing people in the world on a daily basis.

## Zappos.com Inc.

The secret of happiness is not in doing what one likes, but in liking what one does, and Zappos provides that opportunity.

## Zappos.com Inc.

Follow our group @ZapposFPA  
It's guaranteed to make your day

## Zappos.com Inc.

Hello?  
^( ^.^ )^ (> ^.^)> ^ ( ^.^ )^

## Zappos.com Inc.

Just one big happy family

## Zappos.com Inc.

YAAAAAHOOOOOOOO!

## Zappos.com Inc.

For me, Zappos culture is about being part of a family.

## Zappos.com Inc.

What the Zappos culture means to me. It means just being your best and having fun at whatever you do. Trying new things without worrying if other people will judge you. Don't sweat the little stuff and give it your all. Being more open and positive to all changes. "

## Zappos.com Inc

A great place to work, still.

## Zappos.com Inc.

Friends, family and reaching beyond the norm. I love the culture at Zappos, and the opportunity to not follow but to be yourself ... it's amazing!

## Zappos.com Inc.

Our culture has created a lot of free spirited and laid-back employees who take ownership on things beyond their job responsibilities. This has allowed for issues to get resolved faster and smoother. It is a vital component of what holds the company together.

**Zappos.com Inc.**

Awesome chicken noodle soup!

**Zappos.com Inc.**

Coollest company ever!  
Everybody cares about  
company's future as much as all  
CXO. Downtown makes a new  
adventure for us. It was not easy  
but changing history of a city can  
never be easy!

**Zappos.com Inc.**

When I first got to Zappos, I  
thought that being a part of the  
culture meant being one specific  
thing, but what I've realized is  
that Zappos culture just means  
being your true, authentic  
self. The more you strive to be  
yourself, the happier you are,  
and the happier you are, the  
more you fit in with the culture.  
Pure. Simple. Genius.

**Zappos.com Inc.**

Zappos culture is ubiquitous. It is  
what you make of it, and can be  
anything that you make of it!

HEAR  
ME  
ROAR





**ALL HANDS**









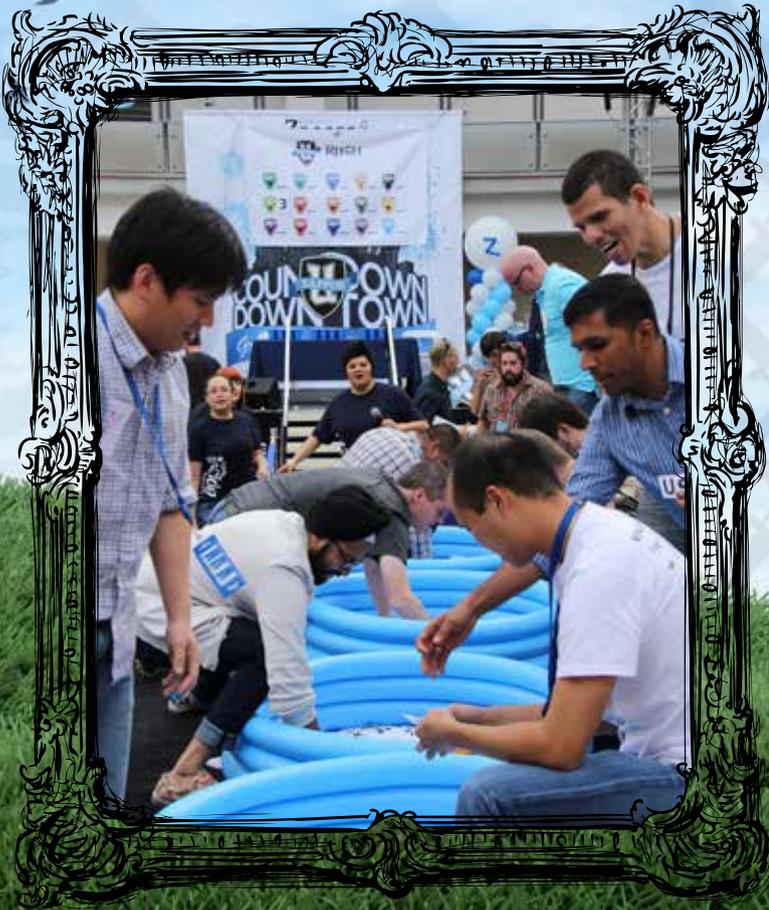


insights 









## **Christa F** employee since | 2004

2013 was probably the most challenging of my nine years at Zappos. As the year comes to a close and I reflect on why, I think it comes down a ton of big, big and then even bigger changes. Moving away from Recruiting to Zappos Insights. Moving from Henderson to downtown. Moving from our current operating system to Holacracy. And the crazy thing is that none of these moves are bad! In fact, all are really damn good. But they are all changes. So as I reflect and think about this culture book entry and what the Zappos culture means to me, it is, of course, our 10 Core Values.

Let's not ever become complacent with them. Don't settle into the comfort of what is known and is routine. Read the core values document again! And then read it again. Read it every quarter or more. Our core values are our heart, our soul and our culture. The core values will keep us grounded as more changes and growth come.

As for me, I shall focus on "embracing and driving change" in 2015. And I will remember what brought me to this company that seeks to "be fun and a little weird." The craziness, dare I say madness (as others might feel) that makes Zappos truly amazing.

"But I don't want to go among mad people," Alice remarked.

"Oh, you can't help that," said the Cat: "We're all mad here. I'm mad. You're mad."

"How do you know I'm mad?" said Alice.

"You must be," said the Cat, "or you wouldn't have come here."

"Have I gone mad?"

"I'm afraid so, but let me tell you something, the best people usually are."

- *Lewis Carroll*,  
"Alice in Wonderland"

## **Marcela G** employee since | 2005

Zappos culture means FAMILY! I have never been in an environment where everyone cares about each other and is always willing to help no matter what. I love my Zappos Family. :O)

## **Diana G** employee since | 2005

Zappos culture = change, learning, family, growth, crazy, creative, community, team, fun, happiness, future

## **Stephanie H** employee since | 2010

Zappos culture has allowed me to be myself and grow in a way

that no other workplace would be able to. The culture is all about the people, and the people here help to make this feel like more of a second home than a workplace.

## **DeAnna J** employee since | 2012

At Zappos, our culture means that we're more than coworkers — we're family. We're a family who strives to improve ourselves and our community. The culture here enables us to have a job where ANYONE can make an impact. Zappos is a spot where I belong. I don't have to get all dressed up and be Hollywood. "Ain't no place I'd rather be."

## **Trevor J** employee since | 2013

When I think of Zappos, I think of a place where people actually love to come into work in the morning. The environment is exciting because every Zapponian is free to express their own individuality and have fun in the office. Our core value of "build a positive team and family spirit" stands out to me, as I experience it every time that I need to reach out to other departments for resources or guidance, as I am always WOWed by how willing everyone is to help. Also, our campus, which seems to simultaneously function as an office, event venue, community center and tourist destination, is amazing!

## **Maritza L**

employee since | 2006

People often ask what is Zappos culture. The only way to describe it is by looking around at the people in our office. We're a crazy mix of creative, caring, smart and zany Zapponians who just want to put a dent in the universe.

"The ones who are crazy enough to think they can change the world, are the ones who do."

- Steve Jobs

## **Vanessa L**

employee since | 2007

It's hard to put into words what this place means to me. Normally, I would do an interpretive dance to express myself, but I also cannot put that view into words, either. So, I'll share the five things I've learned at Zappos for the past seven years I've been here.

1. Treat people like you want to be treated. That's it. Simple. And it's the most powerful driver of our culture.
2. NEVER be afraid of your voice. Be confident in your ideas, thoughts, initiatives and SPEAK UP. The culture and the success is up to every person here.
3. Prepare to gain at least 15 pounds when you start working here. We're a hungry company, and we will feed you constantly.

4. If you're a man, you have an EXCELLENT chance you will dress in drag at least once. At least.

5. The most valuable thing I've learned here at Zappos is: go towards the things that scare you. You'll never regret what you DO; you'll regret what you DON'T do. This is a company that supports me, values my ideas and gives me a platform to grow, fail and find my passion, as it does for every person that walks through our doors.

If you ever see me around the office, I'll be more than happy to do my interpretive dance for you. Set to the song, "I had the time of my life." I just have to stretch first.

## **Veronica M**

employee since | 2010

This year I got to pursue a lot of growth and learning! I was able to follow my passion of teaching and meeting new people by becoming a part of the Zappos U team. I am surrounded by incredibly amazing people on my team who have given me so much support and encouragement. My dreams could not compare to what my day-to-day life is now. So, thank you everyone for your love! I am truly grateful for the opportunity Zappos has given me. I can't wait to see what next year holds for us.

## **Jake M**

employee since | 2012

Zappos culture is happy, fun and supportive. Our smiles and enthusiasm are contagious! It's impossible to stay in a bad mood for very long when you are surrounded by so many positive people. All of your dreams can come true! I love my Zappos Family!

## **Megan P**

employee since | 2006

"Aspire to inspire before you expire." We are doing our best!

## **Bruce R**

employee since | 2006

Change, advancement, the future, creativity, innovation, forefront. It's been an exciting seven-year ride and I look forward to being a part of what is to come.

## **Julianne R**

employee since | 2007

After all these years, I'm still a Zapponian at heart ... that says a lot about our culture! I am truly thankful for being a part of such a great company. Cheers to many more years to come

**Amy S**  
employee since | 2010

To me, Zappos culture is about friends and family. I've been with Zappos almost four years, and I can't imagine ever working anywhere else. I love that when I get to Zappos in the morning, I can be myself. I don't have to have a corporate personality and then my real personality. I can just be me. Woohoo!! I love that I can wear whatever I want, even if it's pj's. I mean who doesn't love their pj's, right??

The people and our 10 Core Values are what make this place the best! People are genuinely happy and nice here. I look forward to seeing my team everyday!! It's always an adventure!! Helping people learn about Zappos is so rewarding. It's so fun to see them take it all in!! I feel truly lucky to say that I'm a part of such a great company and that I honestly love my job! Cheers!!

**Erica W**  
employee since | 2004

The Zappos culture resembles its people, ever evolving. For me, it's "Work hard, play hard" and it's enjoyable with my Zappos Family. Cheers, and here's to another fun yet challenging year!

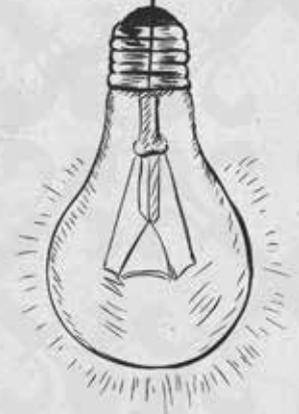
**Jonathan W**  
employee since | 2008

Wow. Just wow. The Zappos approach to culture and commit-

ment to taking care of everyone is such a huge inspiration! Being a part of the culture and getting to share it with the world (literally all the way to Australia and Sweden!) has been amazing. I have grown in my six years from a call center rep to the first full-time tour guide and now to Culture Evangelist — I get to share what we do and WHY and inspire other people to make changes in their culture and for their people! Best job ever! I cannot imagine another company that would have let me grow into all the things I have here at Zappos! Thanks.

**Anonymous**

The Zappos culture to me means striving to be a positive influence on yourself, your coworkers, and the company. Whether that is working on improving yourself, giving encouragement to others, or WOWing customers, they are all a part of the Zappos culture. I have seen so many people learn and grow once they started at Zappos because of the positive and encouraging environment that Zappos provides. Your goals and milestones are celebrated and recognized, people genuinely care and pursuing your passions are encouraged. Being a willing contributor to these causes is what the Zappos culture is all about.









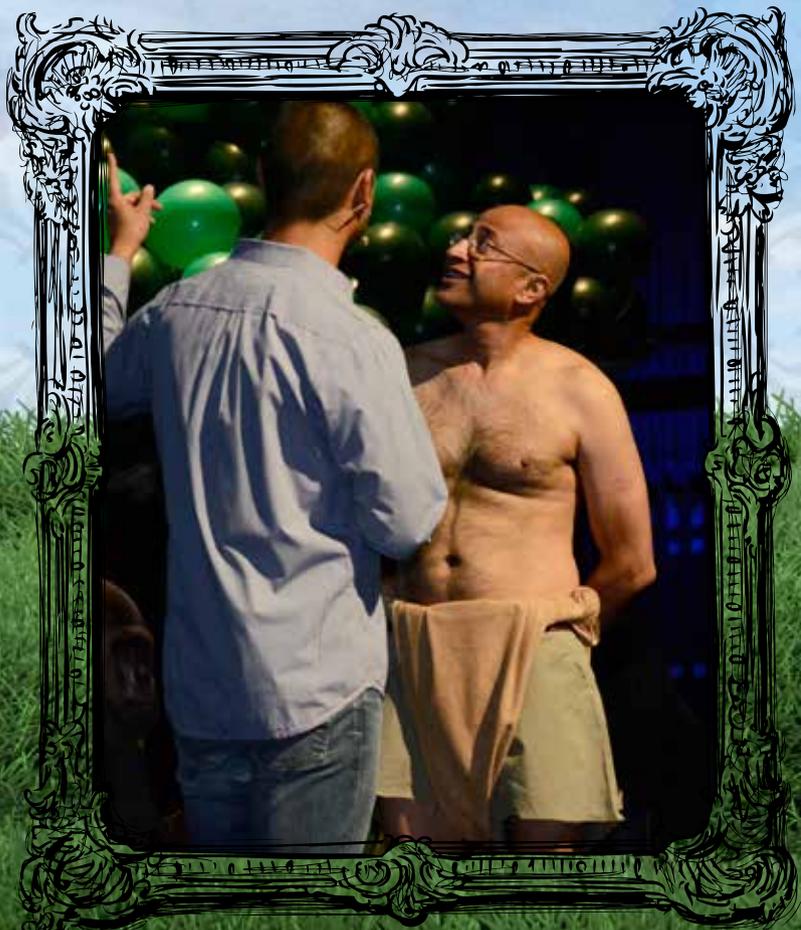


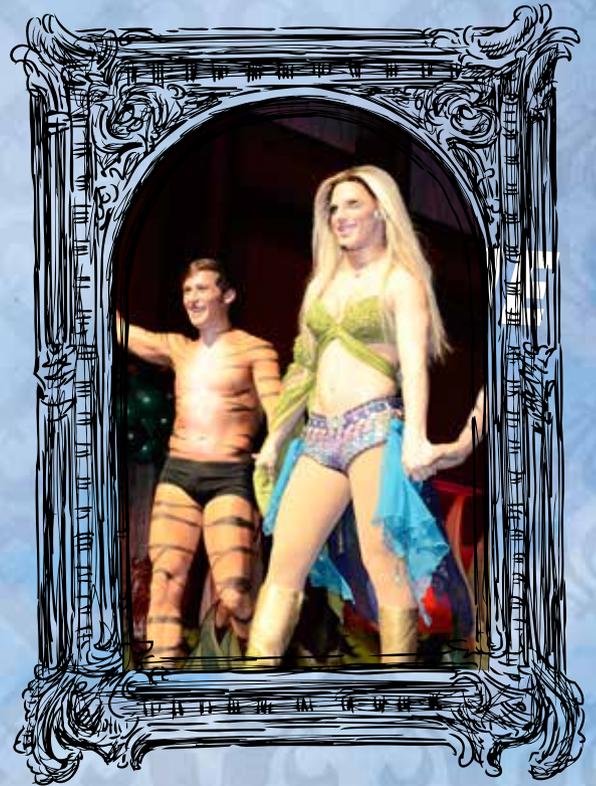




ALL HANDS

























### **Brironni A**

[employee since | 2011](#)

To me, Zappos culture means giving 100% in all that we do. When I wrote my last culture book entry (a year ago), I would not have imagined that I'd be where I am in the company today. I've had a blast with my teams and each new day brings a sense of challenge and adventure. I love waking up in the morning and coming to a place where I can be myself and be rewarded for it. It's an honor to help protect our company's culture.

### **Steven A**

[employee since | 2011](#)

The culture at Zappos is a function of the people that work here: it changes a smidge when someone comes, and a smidge when someone goes. You can't replicate that kind of thing, certainly not by shoehorning it in or making it a "policy" — it's one of a kind. We're very fortunate to work with some very sweet, amazing, intelligent people here.

### **Pamela A**

[employee since | 2009](#)

I can't believe that it has been four years and three months already! It is true that when you're having a good time it just flies on by. Zappos has motivated me to follow my passion while still being a part of a great company. I couldn't be happier to still be a part of this cuckoo family =] <3

### **Nicholas A**

[employee since | 2012](#)

It's the Jelly to my Peanut Butter!

### **Virginia A**

[employee since | 2012](#)

The Zappos culture means everything to me. It's similar to our Polynesian culture where the family is the most important unit of the community. The stronger the family, the stronger the community. Zappos builds up the work family by providing strong core values and implementing them daily. Zappos strengthens the work family and in turn, the Zappos family strengthens the community. The stronger the family, the stronger the community.

### **Socorro A**

[employee since | 2012](#)

When you step through the Zappos' doors you step into a different world. You step into a world where kind gestures, selfless actions and encouraging words flow freely and frequently. Zappos, you deliver happiness to me on a daily basis. I am honored to be able to call myself a Zapponian.

### **Sabina A**

[employee since | 2012](#)

The culture at Zappos and what it means to me is beyond words. I have worked at Zappos now for over a year and I have shared happiness with many friends here. I didn't know anyone when

I came here and now I have made many long lasting friendships. The culture here revolves around happiness, respect, loyalty and much, much more. I wouldn't want to be anywhere else but here.

### **Scott A**

[employee since | 2012](#)

Zappos culture IS free. Free of worries, free of judgment, free of anxiety, free of typical corporate BS, free of stress, and most importantly I am free to be me! ... Plus free shipping both ways!

### **Tarabel Alvarez-A**

[employee since | 2013](#)

I couldn't be more grateful to be apart of such a wonderful company with an amazing culture. I am a terribly shy person, I don't take many social risks, and I get anxiety with a large crowd of people (but I promise I'm super friendly! haha) until I came to Zappos. Our culture values have allowed me to open up more than I ever have before to others and have allowed me to apply our values into my personal life. It has helped shape me to become a better person, wife, mother, daughter, and friend. Our culture brings out the potential in you that you never knew you had, and I am so excited for what the future has in store for us as individuals and as a family.

**Deshawn A**  
employee since | 2013

Zappos is positivity. It's the crazy idea that all employees have equal power and opportunity, despite job title. The core values are really visible in every day life, and Zappos really thrives on them. Overall, it's a new experience and a gateway to a different way to view the world

**Thalia A**  
employee since | 2013

The Zappos culture is about being a family. Helping one another out when needed. Always being there to offer support. Knowing that no matter what, someone is always there to lend a helping hand. I'm proud to call all these crazy people my family!

**Juliet A**  
employee since | 2013

I've only been part of the Zappos family for a short time now, and it is so much more than I could have imagined. I've met so many amazing people and have had such fun and creative experiences. The core values here have already started shaping the way I behave in all aspects of my life — not just at work. I am honored to be part of this company and its culture.

**Ruby A**  
employee since | 2008

Zappos Culture to me means Family, Passion, Humble, Adven-

turous and Open Minded. Since I have been working for Zappos I have learned how to apply a few of the core values and my daily life. Working at Zappos I never knew that my co-workers can become part of my family and know that they have my back. I have found that I am so passion about my job and how it is done. Most everyone knows me at Zappos and being humble was hard for me, but I must say that working for Zappos brings a change about a person. You must have a open mind and be adventurous working for Zappos and sometimes be a little weird. This is what Zappos is about. I am loving it!

**Nicholas A**  
employee since | 2012

I've been with Zappos for a year and a half and above all culture I feel Zappos is represented by love. Love for your community, love for your customers, love for your work, and most importantly love for yourself.

**Alvina A**  
employee since | 2013

Zappos gives me the freedom to be who I am while exploring the possibilities of who I can become. I have experienced so many opportunities to learn more about myself and what I want out of my life and career. Each time I choose a different direction or change my journey, I am met with genuine caring and support. I value the feeling of being appreciated, understood,

and encouraged above all other incentives available to me in previous work places. Thank you, Zappos!

**Kellie A**  
employee since | 2013

I've never worked for a company that even had a "company culture" before. I previously came from 12 years of a big-box retail establishment, and let's say, I never knew just how much ~not~ having a company culture meant until I was shown ~the best~ company culture. Working at Zappos makes me feel like I can be myself, my opinion matters, and they things they say, they actually mean. The things they plan, they carry out. Most of all, Zappos recognizes that employees make the company, or support it anyway, and by taking care of us, we take care of them! I've never been more enthusiastic to want to help the company I work for, grow into a bigger better version.

**Macy A**  
employee since | 2013

Wow! The Zappos culture is such a breath of fresh air! I just started working for this amazing company in August and am still in shock about how wonderful it is to work here. It's so great to work for a company where I feel that I am appreciated and valued as an asset to the company. I am so thankful to work here and look forward to coming to work and be part of the Zappos family.

**Efrain Franco A**  
employee since | 2010

To me, the zappos culture signifies the freedom to be yourself. The different ideas and personalities make up that something special that we're so known for.

**Diana A**  
employee since | 2007

Wow, where did the years ago?! I started Zappos a little over six years ago. When I first started I was in disbelief waiting for the ball to drop any day. More and more as each year passes I am amazed in the growth of the company and culture. What other job partakes in happy hours? Company picnics? Vendor parties? Holiday parties? Most of all I'm amazed at the lifelong friendships I have gained. I'm blessed and thankful for the opportunity Zappos has given me! Thank you!

**Wayne A**  
employee since | 2008

Writing in the Culture Book is always an experience for me since I have a tough time expressing myself. (ask my ex-wife.) As always, I'm happy to work at Zappos. I have been here five and a half years already, nearly as long as any place I've worked in my life. And it goes without saying that's it easily the best place to work. I'm thrilled to be in the new building since it's only about a 15 minute drive from home. I've been in Las Vegas for a few years and have always liked spending time in down-

town Las Vegas, even though there can be some challenges. The improvements downtown are terrific and I hope they continue. We're right in the middle of the Christmas shopping season now, and while that's always a challenge, it's great to be able to help our customers with whatever they need. Sometimes, they are very surprised at what we will do for them, something that they don't expect from any other of their retail experiences, whether it's Christmas time or not. Zappos expects lots from us but at the same they offer great benefits and support to all of us. You don't find that in most other companies.

**Alicia B**  
employee since | 2003

Zappos culture is one of the many of reasons why I love working here. Every year it just gets better and better. What makes the culture unique is that everyone can be themselves and free. Free of the politics and strict structure that most companies have. Each one of us is responsible to make sure that we keep the culture alive and never lose sight of what makes this company a great place to work.

**Jessica B**  
employee since | 2006

Culture ... A gathering of like-minded people who identify with a common goal or belief. It's acceptance of individuality within and a unique weirdness of the group as a whole. Being engaged in culture

is to care about the growth, well-being, and happiness of your peers, and actively drive their efforts forward by being invested personally and professionally.

Zappos Culture has given me a place to learn from other people, grow within myself, and gain a support system unlike any other. My perspective on life and its possibilities are forever changed because of my experiences here at Zappos. Thank you!"

**Cody B**  
employee since | 2007

Having worked here for such a long time has allowed me to see this company grow tremendously. There isn't a day that goes by when I don't get to say, "I work at Zappos" to a stranger and be filled with such pride. Zappos Culture is just that, it goes beyond a job, it starts to become a purpose. In years past, I've always said that Zappos Culture means family to me. It still does, but as I grow and start a family of my own, I understand now that it is more than just family, it's a way of life. The ideals and values that this company instills in us for our job carries over into real life. It becomes more than who we are, but what we can do in this world. Zappos Culture means the future.

**Gina B**

employee since | 2007

The Zappos culture is unlike any other. Zappos is a place where we're encouraged to be ourselves. Recently, we've adopted a fourth "C" into our mission. Adding "Community" to "Culture", "Clothing" & "Customer Service." The community piece is extremely important to revitalizing our downtown Las Vegas culture. I've already attended a couple of these events that are open to the entire community & they were hugely successful. It just adds another reason why I feel extremely blessed & somewhat lucky to work for such a corporation that cares not only about its employees, but also our surrounding community. After six wonderful years here, I can honestly still say I LOVE THIS PLACE!!! =)

**Christine B**

employee since | 2008

OMG, I can't believe how lucky I am to work here for as long as I have. Zappos has not only given me the opportunity to maintain a paycheck, but I've met my boyfriend here, made life long friends, traveled all over the country, and gotten involved with charity events within my community. I truly believe that I'm a more intelligent and compassionate person in part due to the experiences I have had here. Thanks Zappos.

**Anita B**

employee since | 2009

I am wow'd by how much Zappos gives back to the community. Love being part of the ZCLT Charity Club and look forward to being a part of Hollingsworth Elementary. Pay It Forward!!!

**Kimberly B**

employee since | 2010

Zappos culture means to me that the standards are high and we are to achieve our best on each and every interaction with customers as well as with co-workers.

**Michael B**

employee since | 2010

As I head into my fourth year at this awesome company, I think about how blessed I really am for working here. Reasons such as great benefits, fantastic coworkers, and great happy hours are just the cusp of what it's been like working here. What I am the most passionate about though, is the fact that I get to come in here every single day and do the following:

1. Provide the best customer service in the world.
2. Preach about "why" we do what we do on a daily basis.
3. Change the way the world views customer service and get them to expect a positive interaction rather than a negative one.
4. Build relationships with my team members and help them reach their goals whether it's a personal or professional one.

I can't wait to see what the coming years down the road bring, but I'm sure they will be filled with more of the same!

**Kaitlyn B**

employee since | 2013

Zappos is like a your favorite dessert, theme park, holiday, and grandma's house all rolled into one. Zappos is unlike any other company I have ever worked for, it's not your normal work place. We can be loud and crazy, and it's not frowned upon. You are encouraged to be yourself and to pursue growth and learning, each and every day. Every day that I am at work I learn something new about myself, meet a new friend and have the best time. Who can actually say that all in a days work? I have made some of my closets friends here at Zappos who will forever be family. I find myself thinking about work on my days off and missing my work family, that is when you know you work for the best company!!!



**Edward B**  
employee since | 2011

Zappos culture is hard to define. As I go through the ebb and flow of life I continually think what it means at that moment and then a month, maybe two down the road it means something completely different. Through all the ups and downs of life Zappos culture has always remained a constant positive force to me. We are always there for one another, a family. We always want those around us to excel and reach their potential, a mentor. We always continue to reach outwards to make the world a better place, a catalyst. Zappos is a multitude of things, our culture is but one, awe inspiringly amazing.

**Alyssa A**  
employee since | 2011

Zappos culture means waking up excited to go to work and spend the day with your friends. It means that you have an overwhelming sense of gratitude to work for such an amazing company, a company that so many others strive to be like. Zappos culture is not just having a team you work with daily, it's a family unit that you know will be there for you no matter what. The energy of our culture is spectacular, it radiated through Henderson, now overpowers downtown. The culture does not stay at work, it shines through Zappos employees in our daily lives and becomes infectious to our households. To live by the Ten Core Values has changed me

as a person, a person I did not know I could one day become. In the years I have worked for Zappos, I have watched the company grow and experience lots of changes for the better. One thing that will always remain is our culture. I am eternally grateful to work for this company and look forward to many more years to come.

**Precious B**  
employee since | 2011

Culture is everything at Zappos. It is what sets Zappos apart from everything else. I am grateful everyday to work for such an amazing company that takes such good care of its employees. I look forward to the future with Zappos, and my journey with my

**Johnnie B III**  
employee since | 2011

Here is the first of my Culture Book entries!  
I was so blessed to have found my way to the Zappos family :) It has been such an enlightening experience so far, and I can only imagine what is to come. Our culture is truly like no other, and it amazes me how we are all family, Just because we are Zapponians. I have been honored to have built relationships with a lot of people, and have even forged a friendship with one of our KY family members, just through email because we ended up with his Iphone at our office! Shout out to KY for all your hard work!!! Did I mention it's cool to write on the walls? My last job #TRIPPED when I did that :) I

have never been more humbled, or been around so many Unicorns, and I really feel like my destiny was to be here, helping to deliver happiness to our many family members. My destiny is also not to bore you, so get to the next submission with these last words ... Zappos, Delivering Happiness, Unicorns, Family, Cool Whip.  
Love Ya Johnnie B.

**Andres Rangel-B**  
employee since | 2011

Zappos culture means family, communication, happiness, growth, adventure, and so much more! It's still amazing to me that I have the great opportunity to work for a company where each person is recognized, even for the small things that most likely would go unnoticed in other establishments. The friendships, skills, qualities, and values that I have learned through the years in this place have helped me mold the person that I am now. Although I know that Zappos isn't the only reason why I am happy at this time, I know it certainly has made it a habit to always look at life in a positive light!  
Thanks Zappos for everything!

## Jovahn B

employee since | 2012

What can I say about Zappos that hasn't been said already? I find it to be a blessing that I work here. Zappos has not only given me the job opportunity of a life time but has also provided me with skills beyond work that I can apply towards my own life. I can't wait to see what this company has in store for the future. I'm just happy that I can be part of a growing family. Thank you Zappos for allowing me to be myself and to enjoy what I do.  
- Jovahn Bergeron -

## Tomisa B

employee since | 2012

The Zappos Culture is family, fun, and just plain on fantastic. I enjoy the family like atmosphere and how friendly everyone is here. Zappos is different from other companies in so many ways. From how we handle our customers in CLT to how we are genuine to one another internally. WE CARE is also another reason what makes Zappos different. We care about WOWING our customers, and we care about each other just like a family would. You would not expect that with other companies from coworkers and managers. What do I like about our culture everything is the answer to that haha. I mean we get to have the best time at work at all times. From PECing it up to enjoying team building with your team. I love the fact we can set aside time to spend time with one another. I just told a few

close friends of mine here that I never thought I could be friends with my coworkers, and here it is like I have so many friends and making more is always an option.

## Zoe B

employee since | 2012

Recipe for Zappos culture: 1/4 cup self-improvement, 1/4 cup brightening someone else's day, 1/4 cup friendship, 1 Tablespoon weirdness, 1 mixed drink, 1 boot strap, 1 pinch llama fur, and part of a leftover bundt cake. Mix thoroughly. Do not worry about over-mixing. You cannot over-mix. Good on toast.

## Judith B

employee since | 2012

I've often been called strange or weird because I think a bit differently than the "norm." I love that I've found a place where people now say "that's awesome!"

## Molly B

employee since | 2012

Zappos culture means family. This is not just a work place, it's my second family. The culture is what makes me come to work excited, how gets to say that? The culture is what makes me want to never find a new job. The culture is seeing the CFO in a diaper and the CEO giving birth to him. Our culture is what makes us stick out. Our culture is what makes Zappos, Zappos. Some say that Zappos is a cult, but we just have our own unique culture that I'm so honored to be

apart of!

## Jennifer B

employee since | 2012

Zappos culture to me means being yourself and happy in your job and the work that you do. Plenty of people over the last year have been so inspiring to me, and I appreciate everyone that I have encountered on my journey so far. This is the best job that I have ever had, and I cannot see myself anywhere else. The friendships I have made mean more than the world and it has been such a pleasure to have the chance to meet new people constantly. I wish more people could experience the Zappos culture, and I wish more companies would take something away from Zappos because everyone just wants to be happy in their work! Looking forward to more fun times and crazy experiences! Cheers!

## Ryan B

employee since | 2013

A fun-loving group of individuals. The atmosphere and people we work with make coming to work each day fun and enjoyable. You never know what each day has to offer when you walk on campus. One day could be karaoke day in the cafe, the next day could be a random drawing where you walk away winning a Kindle Fire. Alcohol is normally the common bond between all the personalities of our company. Or should I say FREE alcohol is normally the common bond between all the personalities.

**Mark B**  
employee since | 2013

For me, Zappos culture is inspiring. After working in retail management for 10 years — I had been left feeling kinda used and was losing my ability to care any more, as I was constantly having to scrutinize minute detail to protect the bottom line. I lost all capability to give a shit about my job when I received formal disciplinary action for approving one of my salespeople to accept a return just a few days past our 30 day policy. Luckily — I escaped and am now empowered!

At Zappos we do what is right — and I am truly blessed to be here. I am able to use my judgment and feel like I am making a contribution with not just my customers, but with my fellow Zapponians. I am empowered to make other human beings' days. I am empowered to make connections. I am empowered to question why. Since I've been here, I have noticed that I am gaining back that spark that I had lost after so many years of having to say no, having to focus on the minute, having to do things that do not feel morally right to protect a company. I now wake up feeling excited to go to work — and have a passion and determination to make a difference in the lives of others. Hell — I get paid to make arts and crafts, play games, and surprise my customers by going above and beyond what they ever imagined possible. I am thankful to be a part of a culture

that brought back so much inspiration and happiness that had left my life.

**Miguel B**  
employee since | 2013

I feel incredibly fortunate to be working for Zappos. I guess I should rephrase that, working with Zappos. Because of the culture here, you get the feeling that you're not really working for Zappos, but rather with Zappos. The culture here is such a crucial part of how your day unfolds that without it, you would honestly feel like something is missing. I've been with Zappos for a little over four months at the time of this writing, and the people I've met have already positively impacted my way of thinking and feeling, so much so, that it's even impacted how I live my daily life outside of my job. That's what the culture here means to me, that I felt the overwhelming need to not keep it within the confines of the workplace. It's so important that it's flooded over to my life outside of work. In a nutshell, the Zappos culture is contagious and I'm so proud to be infected!!=D

**Jason B**  
employee since | 2013

In this world where we find just about ALL of our information on a Computer, Tablet or Cell Phone, or through social media, and search engines. To have something printed in a BOOK is CRAZY!! I find most of my information from highly credible

sites such as Facebook, Twitter, Instagram, You Tube, World Star, and Wikipedia. So to make sure the social media generation can read what I have to say the culture here at Zappos I have put it in a language for this social media generation  
#Hashtags!!  
#ILoveMyJob  
#ZapposCultureBook  
#IGetPaidToDoSomethingILove  
#ZapposExperience

**Alexis B**  
employee since | 2013

To me, Zappos culture means family. Zappos is so different from every other company I have ever worked for. I've never felt so empowered, happy and accepted! It's really special when I look forward to going to work. For once, my weekend coming to an end doesn't fill me with dread. The thing about Zappos culture that's amazing is that we actually live by it. Working for a company with core values is nothing new, but working for a company who actually lives by them IS. I feel like I've found my home base! Can't wait to spend many more years enjoying the culture!

**Justin B**  
employee since | 2013

Zappos has been an amazing place to work! It has been a different from any job I've worked on the past. This company actually wants you to be yourself and believes by being yourself you have something to bring to the table. They appreciate your individuality and really encourage you to express your ideas!

**Naki B**  
employee since | 2013

Zappos culture means to me embracing who you truly are. Many jobs you can't be true to yourself. You have to play the role of what your company would like you to be as your real personality falls back into the shadow. Here at Zappos from the very beginning of the application process you are encouraged to show your personality. Embracing who you truly are and allowing others to see it, is how you become completely engaged and intertwined within the Zappos family and culture.

**Capri B**  
employee since | 2013

Culture by definition — noun; the arts and other manifestations of human intellectual achievement regarded collectively.  
Culture by Capri's definition — verb; describes everything you are and everything everyone else is. Dr. Seuss once said, "Today you are You, that is truer than

true. There is no one alive who is Youer than You."

The Culture, not only in the world > North America > Nevada > Downtown Las Vegas > Zappos ... it bleeds here. WE ARE FAMILY, we are a group of individuals who exist to continually support one another like blood; but more like Vodka ... because that's what we prefer to drink.

WE ARE FRIENDS, consider us like the Golden Girls theme song ... if you threw a party and invited everyone you knew, you would see your entire company in the courtyard enjoying one another while raising a glass because we're all thankful for being friends.

WE ARE ONE ... like the Legos in the lobby, or the cords in the ceilings ... it doesn't matter when or where ... how or why ... if you need something and you can't attain it on your own ... there are more connections in this company culture than there are in the movie the 6 degrees of separation.

WE ARE THE HEART ... there is not one person in this company who takes their job nor their title in a higher regard than anyone else's ... though every body needs a heartbeat, a pulse ... it needs skin, bones, intestines, and brains to continue to thrive and our culture reminds us ... we're all a part of the Zappos body. One thing that will never be replaced, reproduced, or reenacted anywhere else is our culture, and I'm thankful to remain the me'est me ... I'll ever be.

**Emily B**  
employee since | 2013

Have you ever gotten a job somewhere and just been happy to get the job but not totally thrilled. I've had lots of those, just happy to be there but not excited. Until! I was hired here! The process of getting hired was long while I anxiously awaited what the next step would be. Once I was hired and while going through the training and incubation process, I was a nervous wreck; all in the hopes that I would pass and be a full time zapponian. Whew ... I made it thus why you are reading this entry. I look forward to wowing not only customers but fellow zapponians as well. It's truly been amazing ride in the short time since I started. Thanks Zappos ...

**Emily B**  
employee since | 2013

I'm just getting into the groove here, so my impression of Zappos is pretty green. That being said, if you're a kind, compassionate, intelligent weirdo who doesn't take yourself too seriously, you'll fit in perfectly. Just be the best \*YOU\* possible, and we'll love you for it.

Also, throw your conception of "work appropriate" out the window. And never turn down a free drink ticket. Or cab voucher.

**Beau Le B**  
employee since | 2013

I've only worked at Zappos since this last October, and it is the best company I've ever worked for. On my first day, I was attacked by IT people brandishing nerf guns. Since then, I've been in a parade and gotten to do dress-ups to come into work. This place is so weird but I love it! Due to reasons like these (and others), I can honestly say that coming to work at Zappos is like going to hang out with my friends but getting paid to do

**James B**  
employee since | 2013

Culture! It is that wonderful force that binds us and brings us together. That wonderful feeling of togetherness, that pleasant feeling of cooperation and camaraderie that makes every day a bit more funny. I've yet to have a day that I dreaded going into work, or a day where I wanted to just make an excuse not to head in, thanks to the culture here at Zappos. These aren't just coworkers, they are friends who I enjoy seeing each day, and look forward to future endeavors with them. The culture here helps us be more than just random people who sit next to each other, it really encourages us to rock out with each other. My favorite part of Zappos culture has to be the "fun and a little weirdness" though. After working here awhile, you start to get used to things that almost any other company would have panic attacks about. Here, seeing a Llama or a UFO is just

a regular, awesome day at the office. I love that about Zappos!

**Greyl C**  
employee since | 2005

Another year of growth, learning, perseverance, and good times with the Zappos family. I'm good to repeat that again for 2014!

**James C**  
employee since | 2006

Zappos culture (to me) means I get to be myself 24/7. That's the simple answer. But ... Who am I? Well, I will tell you a story of me through my life experiences. This will not give you the complete picture — but a only a piece of the puzzle. I was around during the assassination of JFK (only just) I watched with the whole world while Neal Armstrong took his first step on the moon and witnessed Muhammad Ali in his prime on free TV as there was no such thing as Pay Per View ... yet. I remember when HBO started in 1972 and where I was when Elvis died. We bought the first home game system and played pong for hours!!! My Dad didn't like it because he said it would break the TV. He was wrong, but that's how he controlled the number of hours we played. I watched the first broadcast of Sportscenter on ESPN in 1979 and watched the evolution of music when MTV launched in 1981. I cheered the San Francisco 49ers when they became the team of the 80s after they won their first Superbowl and

cheered with the country when the US Hockey Team won in the 1980 Winter Olympics! I never watched Hockey again because it could never get any better than that for me. (Hockey-wise) I got obsessed with British TV shows in the 80s starting Red Dwarf, Are You Being Served and dozens of shows in between and Graduated to Doctor Who, which is now my all time favourite (UK spelling). I got married in 1988 to the girl of my dreams and witnessed the birth of all 3 of my now grown children. I survived Y2K, spent 25 years working in the jewelry business and finally found a home here at Zappos in 2006! Whew! That was a lot of stuff and that's without hardly any details at all! Wait until next year!!! I have the best story to share with you about how I got hired ... to be continued ...



## **Christina C**

employee since | 2007

Man, what a tremendous year it's been! We moved from Henderson to downtown in what seemed to be the blink of an eye. It was smooth and seemed as precise and choreographed as a Rockets Radio City number. Having moved a company before and knowing all the headaches and pitfalls that come with the territory, I could not have been more impressed with the folks involved and the Move Crew was AWESOME! We're heeeeeere! It's amazing. More wonderful than I'd imagined and I am more in love today than I was last year, or the year before or the day I started. Every year gets better. And, next year — well — Hola Holacracy, Me llamo Christina!

## **Tama C**

employee since | 2007

If Disney Land/World is considered "The Happiest Place on Earth," then working at Zappos comes in a very close second. I see more smiles, hear more singing, and see more people having a blast at work, than at any other location I can think of. I can't thank this company more for the support and kindness it has shown me or my fellow employees. Zappos not only delivers the Happiness & Wow to our customers, but they deliver it to employees as well.

## **Stephanie C**

employee since | 2007

After seven years at this wonderful place, I am still amazed. I am so happy to be a part of the Zappos Family and I look forward to the exciting future we have mapped out for us.

## **Corina C**

employee since | 2008

Working at Zappos for the past (almost) six years has been an experience. The people who know me have seen me go from the age of 18 to 24 and have literally watched me grow up. This company has given me some of the best opportunities and I am eternally grateful. Thanks, Zappos! :]

## **Shannon C**

employee since | 2008

Five years ago, this journey began. And today, as I sit in our amazing downtown office, I am still in awe of Zappos! I am blessed to work for a company that takes care of me, and let's me take great care of our customers. My Zappos Family is always there for me. Always. And for that, I am truly grateful! I love Zappos!

## **Margret Hosmer-C**

employee since | 2008

I really appreciate the Zappos culture. It is like no other place that I have worked before. We are a big happy family here. We strive to be a great customer service company. I love my job and

the people I work with.

## **Mark C**

employee since | 2008

Zappos culture means being different is ... GREAT!!! Everyone here is so unique, friendly, and willing to help you. The culture has encouraged us to express our individuality to its fullest! We have random dress up days, days where there's a llama at work, and even days where they shave your head! Like it...try, LOVE IT!  
^ \_ ^

## **Rian C**

employee since | 2009

I have nothing but an abundance of love and gratitude for Zappos. Each year I grow, not just as a Zapponian, but as a human being in general. This year has been an explosion of opportunities and community connections, that all stemmed from being a part of Zappos. I mean, I HAVE SANG MULTIPLE TIMES ON THE SMITH CENTER STAGE! And the experiences keep coming! I'm truly honored to have been present and a part of the Downtown Las Vegas Movement. And the infectious deliverance of HAPPINESS and community love that Zappos and The Downtown Project have set out to bring forth. I can't say THANK YOU enough to this great company and all those within it.

**Melissa C**  
employee since | 2009

Another year, another culture book entry. I love working for Zappos and that hasn't changed in over four years. Let's see what the next 12 months bring us all!

**Crystal Ho C**  
employee since | 2010

The Zappos culture to me has always been such a blessing! It means leaving my family at home to come to my family at work! Building a positive team and family spirit is one of my favorite core values here at Zappos because it's what I see exemplified every day! I love my Zappos ohana!!!!

**Pamela C**  
employee since | 2010

Zappos culture to me is being able to be you. Act as crazy as you want, dress as crazy as you want and do crazy things at work. We do some of the craziest things at Zappos and nobody blinks an eye. I've had more fun in the three plus years I've been at Zappos and learned a lot more about people. I do believe that when you keep your employees involved and the activities that we do, the culture just gets stronger.

**Andrew C**  
employee since | 2010

OV! Go Lions!  
Julie Zamora  
Zappos Retail, Inc.  
2010

Dog goes woof  
Cat goes meow  
Bird goes tweet  
and mouse goes squeek  
Cow goes moo  
Frog goes croak  
and the elephant goes toot  
Ducks say quack.

**Elizabeth C**      employee  
since | 2010

Zappos culture is simply AMAZING!  
Going to "work" each day and being a part of the Zappos culture is like going to Grandma's house. Lots of laughs, family, warmth and love!

**Paul C**  
employee since | 2010

I can't believe I have worked here almost four years. I can still remember my first day like it was yesterday. I remember the all hands meeting when Fred announced that Zappos would be moving downtown in about three years. I remember thinking, "Who cares?! I'm not going to be here in three years! I have never been at a job that long!" Three years later, here I am at our new downtown campus, still in awe that I have made it this long. Zappos is truly more than a job, it's a family. It's a family that I am proud to be a part of and that I will be a part of as long as I am in Vegas. GO BLUE!!!

**Karla C**  
employee since | 2010

Zappos. The one thing that stays the same is things are always changing. This has been the year of changes, but it always amazing me how our company embraces the change and runs with it. Some of my favorite things here at Zappos are the quarterly All Hands, our customers, and my Zappos family. Every year I learn new things and am on a journey to become the best me I can be. Everyone is always supportive and caring. After three years there is no happier place I can think of working.

**Annamaria C**  
employee since | 2011

Annamaria + Zappos.com =  
LOVE,LOVE,LOVE

**Catherine C**  
employee since | 2011

The culture at Zappos is the heartbeat of our company. We live and breathe our 10 Core Values daily, and it is an honor to be a part of such a beautiful FAMILY.

**Adrianna C**  
employee since | 2011

Zappos culture is:  
~ Men in short-shorts and tutus.  
~ Women with mustaches and shaving their heads.  
~ People doing various yoga poses in random places.  
~ Team exercising challenges.  
~ Drawing on the walls with chalk.  
~ Paying it forward with random acts of kindness.  
~ Passions flourishing.  
~ Facing fears.  
~ Taking risks.  
~ Push our personal envelopes to grow.  
~ Our Core Values that are truly lived by.  
And, ultimately, it's coming in every day ready to share this culture with our customers, vendors, guests, and our community. Our culture is what set us apart from everyone else out there. Without it, we wouldn't be able to change the face of customer service or company involvement in a community. It's the most precious thing we have and we happily share it with everyone we come in contact with. That's what our culture means to me.  
~"DorkLady"

**Amber C**  
employee since | 2012

Zappos 10 core values follow me at work and outside of work. I use a core value when I meet someone new. I use a core value during my schoolwork. I use core values with my friends and family. The Zappos culture and 10 core values helped me grow past

my perceived potential. I love my job and my Zappos family.

**Jonette Casolari**  
employee since | 2012

Zappos let's me be me! I love that. The Zappos culture is unlike anything I've ever experienced at prior jobs. Now I see that it is possible to go to work, have fun, actually enjoy your job AND still get paid! I don't spend Sunday nights dreading Monday's like some people do. I am so happy to be a part of the Zappos Family!

**BryanC**  
employee since | 2012

Konnichiwa!  
I have definitely enjoyed my year and a half here at Zappos. I can be a pretty weird dude, and I tend to have a unique sense of humor, so I am glad that Zappos provides a culture that allows that. Being able to interact with so many people, literally delivering happiness to their desks day in day out, has been a very rewarding experience. Our Zapposians on the front lines fight the fight every day, and as the battle rages on, our forces seem to grow stronger and stronger. Of course our brilliant commanders are a huge part of the victories we continue to achieve, but being the quartermaster for the many different battalions of Zappos, has shown me that every single one of us, and our culture, are responsible for our success. The ever vigilant shoe print with a Z in it, really is as "different" as it sounds. It has been a pleasure

fighting along side each and every one of our valiant defenders.

**Jack C**  
employee since | 2012

Zappos is Jacktastic!

**Mitchell C**  
employee since | 2012

Zappos culture means a lot of things to a lot of different people, but for me personally it's about rolling with the punches and growing from each learning opportunity (including mistakes). Our culture is about admitting you have areas of growth and knowing that your leadership will be accepting and helpful and also assist you in bettering yourself. Growth is not just a core value, it's a what we live by at Zappos. In the end, we can all better ourselves if we try and are willing to get back on that horse and ride. Tally ho!

**Jennifer C**  
employee since | 2012

To me Zappos culture means to simply treat people how you would like to be treated.

**Jessica C**  
employee since | 2012

It's hard to put in to words what Zappos culture means to me, but if I have to start somewhere; I'd say it means Family. The phrase, "Part of the Zappos Family" really rings true — because that's what this place; these people that I have had the honor of working with, have become. I have experienced some of my life's biggest moments; and felt every possible emotion one can go through while working for this amazing company. And through it all, the laughter and the tears, my Zappos family has been there to support and empower me. This place is magical, where someone you've known for all of five minutes can instantly feel like you've known them forever and become your best friend. Where you can see a zillion faces a day, say to all of them "hey, how are you?" and genuinely care about their answer. It's a place where you can be completely yourself. Whatever that means. Zappos doesn't judge you, and knows that you're freaking amazing, the hell with what anyone else thinks! Just the way family should be ... I've been here for a little over a year, and it has been the most amazing journey of my life. I love every single one of you, you are what make Zappos what it is. Thanks for the epic adventure thus far! <3

**Jacqueline C**  
employee since | 2012

Zappos lets me be my authentic self every day. I love that our company encourages us to

embrace who we are and let our personalities shine. It has helped me build so much more confidence in who I am as a person and has shown me that individuality is the key diversity.

**Nathan C**  
employee since | 2013

It's been a whirlwind fun and weirdness, that's certain! After being a part of this company for the little time I have, I can honestly say that I really didn't have any idea what I was getting into. It's been a thrill! This culture is about knowing the difference and being that difference in the world. It's about constant self-improvement with the ability to still being a little proud of your own works. The experiences I've gained here are invaluable and are plated in gold in my memories. I can't believe I was lucky enough to land this job with all these fine folks. You won't find a better crowd anywhere, I'm sure of that. Zappos is a train with its destination perpetually set at Happiness Station, and we are each individual conductors to drive it along the way.

**Devin C**  
employee since | 2013

It's been a life changing experience working for such an amazing company like Zappos! Everyone here is talented, passionate, and caring which makes it an awesome work environment to be in. I wouldn't trade it for anything.

**Sara C**  
employee since | 2013

The Zappos culture, in my opinion is **\*\*\*AMAZING\*\*\*** I believe that if you make a true effort to live by the Core Values day in and day out, the result equals you becoming a greater person each and every day with a desire to learn and improve. I am forever grateful to be a part of the Zappos Family.

**Jeffrey C**  
employee since | 2013

To me, Zappos culture means improving yourself every day and inspiring others to do the same.

**Synna C**  
employee since | 2013

Culture at Zappos is "a way of life" whether you're walking around in a tutu or singing karaoke at the cafe. It encompasses a person's true self where weird is normal. This company doesn't just employ people, they create family. I am proud to be apart of Zappos.

## Salvador C

employee since | 2013

I have never in my life worked at a place I love so much!  
As I'm writing this, I am drinking Champagne at my desk and eating bacon for breakfast ...  
Life is hard! Haha!  
Thank you Zappos for letting me enjoy Bacon and Champagne at my desk.  
Keeping it Classy!  
-Sal

## Nicole C

employee since | 2011

One of my favorite quotes ...  
"You can't wait for inspiration. You have to go after it." — Jack London  
I love how Zappos lets you go after your dreams! Thank you Zappos

## Jaclyn C

employee since | 2013

Zappos culture is about being a part of something bigger than yourself, whether it be on your team, your floor, your department, anything. And you'll find a piece of the culture in every one of those divisions, because every employee contributes to it. I wish I could describe the feeling you get just walking around campus, whether it's getting a coffee in the Café or seeing people playing four square in the quad, or just walking between all the crazy lavishly decorated desks. Zappos isn't just another corporate industrial company; it's a living, breathing organism that functions solely off of the amazing

personalities that populate its walls. I'm just thankful to be a part of it all and will forever have faith in the culture. Long live the llamas!

## Maura D

employee since | 2003

Wow! 10 years has come and gone. I can't believe it's been that long at Zappos, and yet when I look back I see all of the great progress we've made as a company. Moving downtown has been a huge shot of inspiration that we all needed. I feel more energized now than I have in awhile — bring it on, Holacracy and Super Cloud! 2014 is going to be one heck of a year, and I can't wait to see our company culture taken to the next level. I love this place and the people I get to work with every day. What a cool thing to be able to say :)

## Jean D

employee since | 2006

Working at Zappos for the past seven years has been amazing! I have achieved goals that seemed unattainable at other jobs and made friendships that will last a lifetime! I am so grateful to be a part of a company that allows me to be me and encourages me to be a better person, a better employee and supplies me with all the tools and benefits to make it happen! Thank you Zappos!

## Jessica D

employee since | 2007

The Zappos Culture is priceless! It has helped me become a better

employee, leader, and person! I am thankful day in and day out for all it has taught me, and for the people it has brought into my life. I have built strong friendships over the last six years, and it is all thanks to our amazing Core Values! Thank you Zappos for continuing to change my life for the better!"

## D'Shawn D

employee since | 2008

I knew the second that I entered the interview room back in 2007 that I was going to love this company. Now in 2013 I can't imagine where I'd be without being part of the Zappos family. They helped me to discover my passion and strive for more. Not just at Zappos but in my life. Without my Zappos family, I don't know where I would be!

## Reandra D

employee since | 2008

I am so happy to be writing yet another culture book entry! This has been the most amazing journey that I have ever been on! I absolutely adore the company and the friends and family that I have made here. Zappos has been a blessing to me. Starting here before I was even 21, and still going strong! Woohooo!!! I am so looking forward to the next five years!!! It's great to actually WANT to come to work ... When something is wrong, all I can think is, man ... I wish I was at work! I love it here, and would not trade it for anything else. Whatever this company has does to keep me here, please keep on!!

**Erica D**  
employee since | 2009

Zappos culture has changed my life and I have become a better person since working here. Not only does Zappos culture allow you to be yourself but it forces you out of your comfort zones so you are constantly growing.

**Cheryl D**  
employee since | 2009

Some people fall out of love, but I haven't! I still love my job and take pride that I work for Zappos! This company is absolutely the best job I've ever worked for and I wouldn't trade it for the world!

It's never a dull moment here and they consistently keep you excited about working with a top-notch company!

**Tyler D**  
employee since | 2010

What our culture means to me is forming a strong family bond with everyone is the company. I am honored to have become part of so many people's lives. This company has given me friends that I know I will have for life. But it's more than just the friendships. It's the trust and respect that we have for each other, and the trust that we are all in this together for the greater good.

**Michael D**  
employee since | 2010

Bucket List:  
Meet amazing people and see them everyday where I work.

Continue to be amazed by the events put on by my employer. Work for Zappos. Done.

**Dina D**  
employee since | 2010

The wonderful world of Zappos includes the best customers in the world, the most supportive staff I have ever worked with, many, many perks, and a fun time all around! When my scooter was stolen, a group of amazing employees got together and gifted me with a new one! When I was recovering from surgery, my team organized a car pool schedule, provided me with a wheelchair and made sure I was comfortable. What other company does that?! Even our company meetings are fun, informative and can take you on a spiritual journey. I learn more about myself and come away more determined to be a better me, professionally and personally. I am so blessed to be a part of this. I'm done pinching myself. This place is for real, and I'm enjoying single moment. (Exhale!)

**Antoinette D**  
employee since | 2011

I think one of my favorite things in the whole world, other than working at Zappos, is when someone asks me what it's like to work at Zappos. The first thing that happens is I get this feeling ... I can't describe it, but it makes my heart happy and brings a smile to my face. Then before I can even begin to speak, I get a rush in my brain of all

the things I have learned at Zappos and all the amazing people and experiences that I have had during my time here and then I don't know where to start on how to answer that question ... which is precisely how I feel in this moment writing this culture book entry. All I can think to say is — ya know all those quotes that sound all corny and "Hallmarky" like ...

"Everything happens for a reason." "When you expect the best out of life, you get the best."

"You must learn a new way to think before you can master a new way to be."

"Gratitude turns what we have into enough." "It's more important to be kind than to be right."

"There is nothing more badass than being who you are."

"Give every day the chance to become the most beautiful day of your life."

"In between goals is a thing called life, that has to be lived and enjoyed."

"Now and then it's good to pause in our pursuit of happiness and just be happy." And my personal favorite: "High heels bring you closer to heaven." Well, working at Zappos is realizing that we actually do live in a world where all of these things, the things we want to believe in really are true. The best things in life, the best thoughts in life, waking up every day and living with the best intentions for your life is not a myth, it's not a dream, it's real, it's a choice. Zappos has awakened the beauty in my soul to choose to live my life every day to the fullest and for that I am most grateful. It's an honor and a

delight to be happy to come to work every day where I have the chance to collaborate with some of the brightest minds I have ever known and call those people my friends, all while having the freedom to be myself. I am completely in love with this magical place called Zappos!

**Theresa D**  
[employee since | 2011](#)

Zappos culture is a way of life. You have to breathe the culture in order to make it part of your personal and work life. Our culture has helped me to become a better person. I am more understanding, more creative, and definitely more humble. It has inspired me to enjoy life to the fullest, to show emotions, and cry ... just because.

Our culture has brought me closer to many people and through this, I will have life long relationships. I find that if I am feeling lost, I just recite our core values to myself. Bringing me back to reality. Our culture is unique and I have heard that people have tried to duplicate or imitate it. They can't. The bond is too strong.

**Jo'D D**  
[employee since | 2011](#)

How lucky am I to come to work daily and be with people who have become like my family? Creating a team and family spirit is something we all actually live here. It's been a blessing in my life this year, and I've been lucky enough to have people that work here become very near and dear

to my heart. I'm thankful that I'm encouraged to think outside the box every day, be a little strange and even wear a tutu on Tuesday just to be a little fun and weird, and that is just how we are at Zappos.

**Colette D**  
[employee since | 2012](#)

Hey, I tell you what is. Big downtown city, hmm? Live, work, huh? But not downtown city only. Only peoples. Peoples is peoples. No is buildings. Is tomatoes, huh? Is peoples, is dancing, is music, is potatoes. So, peoples is peoples. Our culture is peoples. Okay?

**Nichole D**  
[employee since | 2012](#)

This year was a huge learning experience in many ways. It wasn't the easiest, but when is life ever really easy? Like my last passage, Zappos is still a blessing. I'm still enjoying my job and love coming to work. I have met some great people and grown close to amazing friends. In all honesty it's been a lifesaver working here. I can't wait to see what this year brings! I'm ready for the experience, laughs, and growth.  
#2014 #livechat #bestjobever #littlerascals #hashtag #shig #punchy #SUPWIDIT

**Elisa D**  
[employee since | 2012](#)

Zappos is all about letting you express yourself! I've been able to show people my inner personality rather than have someone

think they know who I am. They literally know the person that I am because I'm able to show them my real self. I love that I can express my inner thug and my mommy tendencies with anyone and everyone. I have a mouth of a sailor, but I know everyone accepts and loves me for it! I can come into work and know I won't be judged by the people around me. It's awesome to have culture like this. It's truly one of a kind.

**James D Jr**  
[employee since | 2012](#)

Zappos culture allows me to have two things in my life that I've never thought I would be able to have at a job. The first is that I get to be myself all the time. The second, I get to be proud of company I work for. Yay Zappos!

**Cassandra D**  
[employee since | 2013](#)

I truly did not know what it meant to have a job that you loved to wake up and go to until I started working for Zappos. When I tell people who I work for I do it with the biggest smile on my face. I love everything about Zappos from the awesome core values, the family feel you get when you come into work and all the charities that we do. I couldn't ask for a better job!!

**Laurie D**  
employee since | 2013

The Zappos culture means I am finally normal in the workplace. What a refreshing change this past year has been to finally be able to go to work everyday comfortable with who I am and what I have to offer. The Zappos culture invites you to participate rather than demand you conform.

**Patrick D**  
employee since | 2013

You can be yourself and be happy here! Live chat!

**Dominique D**  
employee since | 2013

The culture at Zappos is everything to me. Its existence has allowed me, at a young age, many freedoms. The freedom to grow stronger in mind and body, the freedom to share my ideas with peers, and most importantly freedom from fear of the future. I am able to live life to the fullest by living with a purpose. My dream is to improve the world by spreading happiness. Now that I work for a place with this wonderful type of culture I am continually motivated, humbled, and reinforced with knowledge on how to make my dream a reality!

**Wesley D**  
employee since | 2012

I could talk about all the things that make me love Zappos culture all day, but I want to focus

on one of the most meaningful things Zappos culture has given me, WORK MOMS! These wonderful individuals (you know who you are) have made me feel like I can accomplish anything and even keep me in line from time to time, which I definitely need. Zappos has built this positive team and family spirit so well that these wonderful people have not only taken it upon themselves to influence a bum like me life in such a positive way but are here because of Zappos and the culture it provides its family, and I will forever be a better person because of them and are eternally grateful.

**ArronD**  
employee since | 2012

Hmmmmmmmm ... Well the Zappos culture to me means that everyone and everything is unique in its own way. With being that way, it combines both of those things together to make one bit AWESOME PLACE TO WORK!!!!!!!!!!!!!!!!!!!!

**Joyce E**  
employee since | 2013

I actually left Zappos in June 2013 to work for a company because they were paying me \$30/hr (yes ... that's right \$30/hr). But what I learned is that the grass is not greener on the other side of the mountain. I got an opportunity to come back home, and I did. Wait for it ... there is no place like home. And because I was gone less than three months, I was hired back with my same seniority.

I have been here for exactly seven years. Can you say sabbatical?

The best thing about coming back to work for Zappos is the reception I received when I returned. I have had great jobs, but Zappos.com has the best family/work atmosphere that anyone can ever experience.

Core Value #7: build a positive team and family spirit. This will stay with you wherever you go in life.

**Lauren E**  
employee since | 2010

When I first heard about Zappos.com, it was from a friend working in the CLT department. She raved about how fun it was and how nicely employees were treated and made it sound like it was too good to be true. I was working a full time job and while there was room for improvement, I didn't want to leave a job I enjoyed. Fast forward to three years later, and fate would have it I was looking for something new. I came in and interviewed, immediately falling in love with pretty much every person I came in contact with. I could feel the energy and fun from the get-go, so when I got the call saying I was hired, I squealed and jumped up and down. That was 3 1/2 years ago. In my time here, I have made so many incredible friends, with people I maybe wouldn't had the chance to meet otherwise, and I consider myself lucky to be part of this crazy, loud, big bunch. To me, the

Zappos culture means FAMILY. We have moved into a bigger, better house recently and it is so amazing, it's hard to believe I get to come here to work every day. Zappos asked us what we would like in a campus and they built it! The leadership has continued to support and challenge me to grow, like proud parents. My CLT siblings make my days bright and have continued to be there for me through thick and thin. We work really hard to keep our customers happy, the culture thriving and are constantly pushing ourselves and each other to be better, every single day. There is never a dull moment here and I love it!

**Sean Paul E**  
employee since | 2008

Our culture is something that has helped me and other Zappos employees reach their goals and unexpected potentials we see in ourselves. I think that as we move towards the future, it continues to help us reach more unexpected goals and potentials.

**Keir Fortune-E**  
employee since | 2008

What does Zappos.com culture mean to me? Let's see, building relationships and maintaining them across the board no matter what department the person is from. Always being humble and receptive to learning new things and fostering what I have learned and paying it forward! :)

**Kenneth E**  
employee since | 2012

Zappos is the only company I know where the CEO is so readily available to all the employees. It means so much, when you can give your CEO a high five walking down the hallway.

**Sarah E**  
employee since | 2013

The culture at Zappos is very unique. Many companies try to replicate the spirit, connections, and values we have here at Zappos but without success. One cannot pick and choose bits of culture to make it work because it is a single unit mechanically working together creating the good vibes and family connection here. The culture here is special and I am so lucky to finally be a part of it.

**Dawn E**  
employee since | 2009

I have been at Zappos for over four years and just when I thought it couldn't get any better, it does. I have never had a job where I enjoy coming to work. Zappos is the MOST AMAZING company I've ever worked for. Zappos isn't just a job, it's much more than that. I have met so many amazing people here at Zappos and I look forward to many more years here at Zappos.

**Holly F**  
employee since | 2006

After seven years, I still feel amazed and grateful for the opportunity to work at such a wonderful company. The family feeling and the relationships I have formed mean the world to me. This company has both allowed and encouraged me to grow and challenge myself, personally and professionally. THANK YOU from the bottom of my heart.

**Michelle F**  
employee since | 2007

Zappos continues to amaze me everyday. Over the six years I have built amazing friendships and relationships along the way that will truly last a lifetime, and I am so thankful everyday to work somewhere that I truly love and with people that I truly enjoy.

**Katherine F**  
employee since | 2009

Working at Zappos has been an amazing experience. We are truly the Disney World of call centers. We are the call center every company wishes they could have on board when customers need to call in. So proud to work here and be part of this inspirational culture.

**Anthony F**  
employee since | 2009

I am in my fifth year working at Zappos.com. This is actually my third career here in Las Vegas, and I've worked at many different places. I have to say that Zappos is the absolute best place that I have ever worked. Not only the unique culture that exists here excites me, but the way in which we, the employees, are treated and taken care of is quite unique. From outstanding benefits to the unbelievable generosity of the company, I consider myself lucky to be working here!

**Justin F**  
employee since | 2009

Another year at a great company. Every year this place gets better and better. There are so many options for growth and I've learned so much about myself and the wonderful people around that I truly feel blessed. Never a dull moment and tons of surprises every day. It blows me away about the amount of generosity our company has towards their employees and the community around us. Looking forward to what lies ahead.

**Kristen F**  
employee since | 2010

What an exciting year this has been! In the spirit of Core Value #5, I decided to Pursue Growth and Learning within CLT as a Senior Rep. It has been such an amazing experience so far, and I've built so many more relationships in this program than I

thought possible and have grown so much as a person and a leader. I am, and always will be, thankful for the love, support, cupcakes, laughs, fun, spirit hoods, and weirdness that Zappos has given me in the past three and a half years — and am excited for the future. An exciting and challenging chapter of my life is just beginning and I feel blessed to be a part of this company and more importantly, the Zappos family. Cheers to another new year, llamas, unicorns, cupcakes, the Z Cafe, and endless possibilities.

**Anthony F**  
employee since | 2011

“Innovation is born when

**Sherri-Lei Sam F**  
employee since | 2010

Third year here and there is never a dull moment! One of the big highlights this year was moving to downtown Las Vegas and transitioning to another amazing team! Living on an Island for many years, driving in traffic is nothing new to me. A 32-mile drive takes anywhere between 1hr 30mins to 2hrs depending on accidents, rain, and fabulous drivers. When I started NHT I lived clear across the valley, 21 miles to be exact. For the next three years, depending on my schedule, traffic was EASY!! As we continued to transition for our move to downtown, I couldn't wait to be six miles down the road and less than a 10 min drive. The drive to Henderson was never an issue, it was a job that I was blessed to have and

experiences in Henderson. As Zappos moved downtown, the surrounding areas around downtown changed as well. New businesses on Fremont East and just the revitalization of non-friendly areas. I'm comfortable walking on any street in downtown that I forget I work graveyard and it's 2AM. We will continue to go through growth spurts as a company, and I'm excited to see what will happen and how we can continue to WOW the universe. My passion has always been to learn, grow, and share. We continue to have awesome guest speakers during our All-Hands meetings. One of my best All-Hands was in April. Tony Robbins came to speak to us for 2hrs. With all that he does, it has been a challenge to have him attend for a short moment. Since I started, I've always asked if he could be a guest speaker. Such a great gift. Stay tuned to see who I asked for in 2014. I have been on great teams and have connected with so many different people. I have great Leads and coworkers that just explode with knowledge. Every time I think “this is it and I don't want to be anyplace else,” the universe tells me there is more, and I embrace it just like Core Value #2. I find myself in a position that I will grow and be extremely weird!! It's hard to find a balance cause I'm always taking it to the next level. I will continue to express daily gratitude for all that has been provided in my life. My son that has lived with me for a year and the challenges he has. My sister who has finally got some job experience and is ready to

rock the world. My hanai son who loves me unconditionally. My Mom and Auntie that provide unconditional support and spiritual love. My Bestie always being there for me. And my Dad who looks down at me everyday. I'm so blessed for the life I have.

**Amy F**  
employee since | 2011

Zappos Culture to me is all about Family!

Ya know how some families are crazy??? YES, in good way though. We'll, that is us. We are crazy about our Culture and our Company. I love my job today just as much ... we'll actually more than I did when I first started in 2011. The move from Henderson to downtown Las Vegas was soooo exciting! and I'm happy to be here and start our journey within the community. Family members have left us to peruse other goals and at the same time our family is grown immensely!! Hold on to your seats, 2014 is going to be AMAZING!!

**Ashleigh F**  
employee since | 2012

Zappos culture is purely amazing and I am so proud to be a part of it. I have so many friends, acquaintances, etc. who ask if what they hear is true. I'm always so happy to reply, "Yes, it's as amazing as you've heard!" It gives me such pleasure to confirm that we do indeed create a unique work environment that most would think they were dreaming, I'm friends with all of

my fellow coworkers, I ENJOY coming to work, I feel valued as an employee and I'm recognized for the work I do. I am thankful every day for the opportunity I was given to work here.

**Alexis F**  
employee since | 2013

Zappos culture is like that of no other. Zappos is a place you actually look forward to coming to into work. The fact that Zappos embraces individuality and diverse personalities is an amazing thing in itself. Our culture means having fun, while doing what you love. It's really unexplainable.

**Sieherra F**  
employee since | 2013

Never be afraid of changes, failures, setbacks or anything else that life loves to throw your way. Before coming to Zappos I had struggled with being forced out of a job that I worked so hard to get. I let myself be set back by my lack of confidence and drive. One early morning I saw a pop up for Zappos CLT and thought, "why the heck not?!" Let me tell you ... When I got an email asking me to do an interview my sense of drive came back full force. I had always heard such great things about Zappos, and to actually get a chance to be apart of it was a blessing in disguise. Being apart of the Zappos Family is the BEST! Our culture is something that is always growing and evolving. The mind frame of a Zapponian

is centered around growth, encouragement, and creativity. I feel that every Zapponian lives and breathes our culture; Unlike other companies who slap their "mottos" and "mission statements" on their walls for their newly hired employees to "oooo" and "awww" at.

**Kathleen F**  
employee since | 2013

Zappos culture, to me means happiness and better health! Since I started working at Zappos many things have changed in my life and all for the better. In the first two weeks that I started at Zappos, my family could see the change in me. I was happy! My youngest son asked me one day, "What is going on with you?" "You come home smiling and happy every day." I told him it was Zappos and the atmosphere that I have been blessed to be a part of something wonderful every single day. Before I started at Zappos, I took high blood pressure medication. After one week of being here, I have been able to stop taking my blood pressure medication as it is normal now and no longer needed! Can you imagine??? It is a privilege for me to work at Zappos and be surrounded by people who have the same values as I do and be able to share them everyday! Thank you!

**Zachary F**  
employee since | 2012

Zappos culture means being grateful that we work at such an awesome place with amazing people every day to try and change the world one customer at a time.

**Michael F**  
employee since | 2012

It's been a great year here at Zappos. It's great to be a part of all of the transitions that we have gone through. Moving from Henderson to downtown has been exciting. It's been amazing to have everyone in the same building. I'm looking forward to see all the upcoming changes that will take place in the next year.

**Jeffrey F**  
employee since | 2013

From the first time I walked in the building at Zappos there is a fun, positive, weird energy that I've honestly never felt at any other company that I have either worked or visited before. Our Zappos culture is diverse, uplifting, fun, and embracing. It is constantly evolving but retains its beautiful core elements.

**Michelle G**  
employee since | 2013

The Zappos culture has made such an amazing unexpected impact on my life. Not only am I happy to come to work and wow the pants off of our customers, but it has made me a friendlier and more outgoing person in

and out of work. I've made such great friends here already and can't wait to work with and get to know more amazing Zapponians!

**Maureen G**  
employee since | 2013

This year I moved from Illinois to Nevada to work for Zappos. I knew that leaving my family and friends wasn't going to be easy. To my surprise after only a few short months I have found a family here at Zappos. I could not have asked for anything more. I feel truly honored to have a job that I actually like. When I come to work I want to be here and I want to make friends with the people around me. I look forward to what the future holds for me as a Zapponian and for this, I am thankful.

**Meaghan G**  
employee since | 2013

Wow. I can't believe it's already that time for me to be writing this! I haven't been with the company very long, but it has already shaped me and helped me grow in so many ways. I could probably write a thesis statement on it and get accepted into an Ivy League college, but I'll spare you all that nonsense. Instead I will say that being apart of the Zappos culture has shown me that every boring, back breaking, horribly managed job I have ever had was worth it because at the right time they all lead me here. Where I am free to be myself, come to work in pajamas, and to grow and

learn with my peers. You rarely find that at any other company. The fact that I am encouraged to pursue something I may not know exists inside myself is what I take from the Zappos culture the most. The culture of the company is something I can definitely take with me and apply to my every day life and that is awesome.

**Donna G**  
employee since | 2006

This is such a happy and exciting place to work! It is a pleasure to be able to serve our customers above and beyond what other companies would do for them. Our company allows us the creativity of wowing them everyday and in so many ways. I am personally wowed by the big heart and generosity of Zappos to employees and our community. We are encouraged and offered many ways here to pursue growth and learning. This is the best company I have ever worked for.



**James G**  
employee since | 2005

Another year goes by ... (I say that every year.)  
But really, this was a big year for Zappos. I've been at Zappos for eight years and been witness to how the culture has evolved over time. Although it may not be the same as it was eight years ago, it's always evolved in a positive way. With the move to the new building, we've been given the task (and opportunity!) to take our culture to the next level. It's more difficult, as we're spread out across many different floors and buildings, but finding more opportunities for those "serendipitous interactions" is what makes it fun!  
I've found myself roaming around "aimlessly" more now, just to hopefully run into someone I haven't seen for a while, or engage in an activity I didn't even know existed inside Zappos.  
I've loved that over time, we've always kept our culture in the forefront of our minds. Although it may not be the same as it was in 2005 when I started, I can definitely say that I love our culture and our company more than I ever have.  
Here's to another great year

**Natasha G**  
employee since | 2005

The Zappos Culture to me is incredible. As I recently celebrated my eight-year anniversary with my Zappos family, I've been so blessed to work with so many amazing people who have literal-

ly become not just coworkers but true friends for life. Zappos is not just a job it's an opportunity to change the lives of not only our customers but the community and yourself. It's life changing and I truly would not want to be anywhere else.

**Robin G**  
employee since | 2006

I do not spend years doing anything. I have spent eight years at Zappos. It has been the most enlightening, fun and educational eight years of my life. I have made precious relationships, and have talked to a million strangers. I do not know a lot of people who love their jobs, I love my job. Tony, thank you for making Zappos.

**Hector G**  
employee since | 2006

What can I say? After seven years with this company, I still enjoy the unique culture, people, craziness, happy hours, and I can go on forever but we have limited space in this book. Thank you Zappos for making of myself the person that I am now.

**Marissa G**  
employee since | 2007

I have been with Zappos.com almost seven years. I am very ecstatic to be apart of this family. I have witnessed the company grow larger and stronger. Even with all of the changes Zappos.com keeps getting better and better. I am honored that Zappos chose me and I look forward to

many more years to come. Aside from the wonderful benefits and the bonds that I have built with these amazing folks, at the end of the day I call them my family and that is what I love most about Zappos.

**Katheryn G**  
employee since | 2007

I have enjoyed my time here at Zappos for the last six years. Can't wait to see what the next ones will bring. Gets better and better. Loving the new downtown office.

**Sheena G**  
employee since | 2008

"Where you invest your love, you invest your life." – Mumford & Sons

**Alexa G**  
employee since | 2008

From the day I started culture has always been very important at Zappos. When I started I could not believe how lucky I was to be a part of such an amazing company. Here I am over five years later, and I still feel as lucky to be a part of such a great group. Culture means so much to me as I look at everyone that I work with as more than just coworkers. They are my extended family, and I am forever grateful to have each and every one of them in my life. I will always hold our culture near and dear to my heart and look forward to continuing to cultivate it for many years to come.

**Kimberly G**  
employee since | 2010

I love Zappos. It's a place that has allowed me to grow professionally as well as personally. I get to work with my friends so no day is ever bad. I am eternally grateful for all this company has given me.

**Shealyn G**  
employee since | 2010

In the time that I have been at Zappos, my entire life has changed. I can honestly say that if it were not for this company, and working here, I would not be even remotely as happy as I am. I have Zappos to thank for some of the biggest blessings that I have ever known, and there really aren't any words that could begin to explain how grateful I am. #Zappos

**Deborah H**  
employee since | 2006

I am grateful!  
I am grateful for my Zappos friends.  
I am grateful for my Zappos family.  
I am grateful for my Zappos surroundings.  
But, I am most grateful that I work in a place where gratitude is cultivated.

**Stephanie H**  
employee since | 2006

Another wonderful year with Zappos, and I can't believe it's been this long. It really does fly by. When people ask me where I work, and I tell them, I usually end up spending a lot of time just talking with them about how great it is. I show up to

the office (the new one downtown), and it's not like a job. My desk is decorated as if I would have done it at home. I come in my Nikes, Uggs or Sandals if it's nice enough. I'm allowed to be me, everyday. The more I hear about other companies and how employees dread everyday, the more grateful I am. With parades, sledding, picnics and parties, I'm sure there is nothing else like it, but I'm not sure I'd ever try to find out. I never know what to expect when I come in for the day.

**Cheree H**  
employee since | 2004

I can't believe how time flies! In August of 2004 I started a new journey of my life; my journey included making one of the best and biggest decisions in my life, which was to pursue a career working at Zappos. It's been nine years, going on ten, yet each year is as exciting as the first. I thank Zappos and the Zappos culture everyday for allowing me to truly be myself, pursue my goals and have the full support of my Zappos family beside me every step of the way. Zappos Culture is unlike any other company out there! Cheers to another year at Zappos and another year of endless possibilities!

**Donna H**  
employee since | 2005

Continually evolving to find our higher purpose by embracing a nonconformist vision in how to achieve it.

**Wanda H**  
employee since | 2005

Working at Zappos.com is like being with your friends. Everyone here is nice, helpful, friendly and honest. Where do you find that in another company this large? I enjoy assisting customers. Also, we are empowered to make decisions. We do not have to get permission from someone above us. That is trust! I have worked many jobs and this company is truly the best by far.

**Viola H**  
employee since | 2006

Most people wake up to the sound of their alarm and moan about going to work. Me, I jump up with a smile on my face and can't wait to get there. I can be as crazy as I want to be and no one thinks anything of it. I get to talk to people from all over and make friendships, even if just for a few minutes.  
Where else can you work and ask the CEO to marry you and still have a job? Tony is the greatest boss ever. Even Kanye has nothing over him!  
Our new building is fabulous, and it's like stepping into Fantasy Land everyday. I am so happy to be a part of this wonderful company.  
I can't believe that I am going to be here seven years. What a ride I have been on!!"

## **Stephanie H**

employee since | 2007

Zappos Culture is amazing! After seven years here, I can still say that. I love being able to come to a place where I can be myself and have fun. I'm spoiled here, and I'm thankful everyday for this company.

## **Shayleen H**

employee since | 2009

Well what can I say ... 4.5 years, and I'm still here loving every minute of it. I am extremely happy to say that Zappos has grown in the same ways that I have. Making family a priority in so many ways. I am truly blessed to work here and find myself, my calling, and my way as a mother as Zappos supports me in all of my endeavors! Seriously, there is nowhere else I would rather be, besides being my own boss! Even then, I hope to work closely with Zappos as I continue my dreams outside of the company! (Not today though! :-D)

## **James H**

employee since | 2009

The Zappos Culture is amazing and it gets better year after year. It truly feels like I work with a bunch of friends that are always inspiring me to be a better person. I am so grateful to be a part of this incredible company!

## **Sean H**

employee since | 2009

Zappos culture to me means positive community involvement, friendship, growth, togetherness, and good times. I work with some of my best friends, and it's awesome!

## **Marcus H**

employee since | 2010

Being a part of something greater than yourself and realizing the "bigger picture." Discovering and defining your passions and fortifying your dreams into reality. I've learned a great deal here that I am able to carry with me outside of just work, but able to apply to my everyday life. I appreciate all of the amazing people I've encountered and all of the experiences I've gone through while being fortunate enough to be surrounded by weirdos like me. It's unique, we're one of a kind.

## **Rachell H**

employee since | 2010

The Zappos Culture means that I can wake up, happy to go to work! I love the friendships I have built. I feel so lucky to get to come hang out with my friends five days a week and build even stronger bonds with them. I have personally experienced so much personal growth here at Zappos. I have been blessed to call Zappos my home away from home!

## **Tamara H**

employee since | 2010

Culture at Zappos means to me working in an environment that is a fun family like setting. I like going to work and having fun with everyone on my team. Zappos culture is working hard, but it doesn't feel like work. I like having great conversations with super cool customers, I have learned so much over the years from them. The Zappos culture stems from the people that work here and makes the company a great one.

## **Kennia Garay-H**

employee since | 2010

Zappos continues to wow and amaze me. In the three years I've worked here so far, I've had only memories and blessing to be thankful for. I am truly blown away at the constant unified strive the company makes to have an impact on not only the employees here but also the community of downtown Las Vegas. Looking forward to another year with you Zappos.

**Jessica G**  
employee since | 2012

To be expected to be your honest self. To be expected to do your job, and be trusted with the tools to do it. To be expected to become a better self. To be expected to help others to be their honest and better selves. This is the core of Zappos Culture to me. This trust and expectation is so rare, or at least I have found it to be so in the other jobs I've had. It's easily what I am most grateful for in being able to work at Zappos ... I mean, we get all this great stuff, the company really takes care of us, but it's that demand to be more that proves you're valuable as a person.

The picture I've included is the first picture of myself that I ever posted on the internet. I have looked at other people with different colors in their hair with envy for years, certain that I could never pull something like that off. And then, because I worked at Zappos, I decided to just do it. To set aside my envy and believe I could be what I wanted. I haven't regretted the decided for an instant!

**Mary G**  
employee since | 2012

Zappos is the epitome of every thing I have always stood for and loved. I have always adored the idea of helping the community, especially since I was born and raised in Vegas, and reaching out to those who are in need, and Zappos encourages those actions. I have also always been great at creating a little weirdness,

and when I was younger, it was frowned down upon by my peers, but luckily never by my family (the important people). As an adult I am now surrounded by like-minded people that accept me for who I am, and even some of the few people that accepted me before (when it wasn't the cool thing to do) are employees here! You know who you are. ;)

**Sogol G**  
employee since | 2012

Zappos has provided me with a place where I can be myself and I am more than grateful for that. A place where you make not only friends, but family members who would bend over backward for you. I proudly say I work at Zappos and I am so blessed to be able to say that! Thank you for giving me a new place to call home.

**Heidi G**  
employee since | 2012

The best way I can express how I feel about the culture here at Zappos is by relating it to love. When you first meet someone, your are twitterpated and infatuated with all their attractive qualities. This is what happens when you are first hired. After a while you decide the relationship you have with them is really something wonderful and are moved to really commit yourself to this person. For me, this period of time came when I started to not just observe the culture around me here but to really participate. This is when all the colors of the

Zappos experience shined for me. I started to absolutely LOVE coming to work! Each day was filled with new exciting opportunities for fun and personal growth and yet another chance to meet a super cool new friend! I have worked here for less than two years, and already Zappos genuinely feels like my Family. It is no longer the infatuation stage of love for me. It is like sitting around the fire with your kids and Grand kids on Christmas day so thankful for the blessings in front of you, kind of love. I treasure my family here and all the crazy fun we have here too. Lets grow old together Zappos! I love ya!

**Christal G**  
employee since | 2013

The culture we have here is something magical. The love, laughter, fun, creativeness and compassion are just a few traits I see every single day working here. It makes working with fellow employees and talking to our customers an experience unlike any other company. It's truly a blessing to be a part of such a wonderful company!

## Ashley G

[employee since | 2013](#)

Zappos pretty much saved me. I was stuck in a job that I absolutely dreaded going to everyday. I started working for Zappos as a seasonal employee in 2012, and I fell in love with the culture. The environment here is so amazing. Everyone is always smiling and happy. To me, Zappos culture is pure happiness. This is a place that I look forward to going to everyday. A place that I feel comfortable. It is a second home. I have met so many wonderful people and made friendships that will last a lifetime. Not only does it make me happy while I am here, but when I go home. I am happy because I know that I love my job and my family will always be taken care of. Zappos pretty much makes everything so much fun, from our incredible All Hands Meetings to our company picnics. They encourage us to be ourselves. We can decorate our desks any way that we want. We wear our own clothes to work. They let us be who we are, even when we are weird. Thank you Zappos for providing me with as much as happiness as you have in the last year and I look forward to many more years! :)

## Ana Jamille G

[employee since | 2010](#)

I'm writing this entry as I head into my fourth holiday season. I'm just as thankful for this place, my second home, now as I was when I first walked through the doors of Henderson 3+ years

ago. It's been a crazy year full of new experiences, and the best thing I learned was a recipe for the Worlds Best Chocolate Chip Cookies. (This recipe came from a customer ^.^)

World's Softest Chocolate Chip Cookies

Mix 1 cup butter

3/4 cup brown sugar

1/4 cup sugar

Add 1 tsp vanilla

2 eggs

1 small box vanilla instant pudding

1 tsp baking soda

1/4 tsp salt

Add 2 1/4 cup flour

Add 12 oz bag chocolate chips

Bake at 375 degrees for 8-10

minutes.

## Jon G

[employee since | 2013](#)

When I think of Zappos' culture the uniqueness of it is what comes to mind. In the corporate world the focus is too often on the bottom line, and while that is obviously important, Zappos has maintained a high level of service with our customers while taking care of us as employees. I cannot believe that we are actively asked to better ourselves mentally and physically on a daily basis. There is a true understanding that if we better ourselves we better the company as a whole.

## Michaela G

[employee since | 2013](#)

Zappos Culture means to me: That everyone can be their extraordinary, eccentric selves, and somehow we still are all able

to have such an amazing bond with each other. Every person at Zappos meshes so well in such a weird way. There is never any judgment in any thing we do whether it be how we dress or the things we are interested in. Every person I have befriended here has such a kind heart, and I know I can turn to anyone for any thing. I love that I enjoy coming to work every day mostly because of the people, but partially because we never know what to expect. Most days we have parades and other days we have farm animals ... you never know.

To sum it up ... Zappos culture to me is surrounding myself with people that I love and enjoy being around, while doing things we never expected we'd do, and loving every single second of it.

## Regan H

[employee since | 2011](#)

Zappos Culture means a loving family environment where people are afforded the opportunity to learn and grow. Our culture creates an atmosphere of appreciation and recognition that celebrates diversity and overall goodness. I love Zappos and all the people that work here. I live my life in gratitude in large part because I get to come to work at this wonderful place and be surrounded by our positive and uplifting culture.

**Elizabeth H**  
employee since | 2012

I love my job. I've been blessed to work for such an amazing company that gives so much to the community. Looking forward to the changes happening in downtown!

**Heather H**  
employee since | 2012

To be honest, the last time I submitted for the culture book, I had only been here for a couple months and everything was still super new and crazy. Now that I've settled in I'm in awe of all the things that have changed since I got here.

1. We're DownTown! What?! That seemed like forever away and then suddenly it feels like we've been here the whole time.
2. System changes - They happen. Just keep pushing buttons; eventually you'll find the right one :)
3. This staunch lover of being asleep by 10pm switched to working a graveyard shift. How did that happen? Well, I love my team!

It always surprises me how some days I am more "at home" when I'm at work than I am anywhere else. Building a Positive Team and Family Spirit is something that just seems to happen so naturally in this environment. It's difficult to describe, but it's like knowing there is a real, physical guardian angel waiting to swoop in not only to celebrate the awesome joys and high points of life, but pull you up and keep you going when you get knocked

down. I think what I'm trying to get at here is things are constantly changing and you can either learn to embrace it or you can stress on it. I'm slowly but surely learning to embrace it. Also, what's the point of life without a family to share it with? You can have family by blood and family by friendship, but in either case it's great to know they're there for you and you can return the favor.

**Heather H**  
employee since | 2012

What can I say? We have fun at work! If you work hard, you get to play hard. Bottom line. The end. Peace, love and chicken grease!

**Erika H**  
employee since | 2012

The culture here at Zappos is something very unique. It molds our thinking to create a wonderful atmosphere. I have the opportunity to spend the day interacting with customers on a more personal level. There is never a dull moment coming to work, and I usually have a story every week that is fun, inspiring and crazy!

**Ryan H**  
employee since | 2012

Zappos Culture to me means, be who you are. I also think it means there is a chance everywhere to improve yourself while helping others do the same thing.

**Ian H**  
employee since | 2012

Hello. Ian H here. I'm happy to talk to you at this time about the meaning of culture. What is culture? Wikipedia defines culture as a "method of multiplying microbial organisms by letting them reproduce in predetermined conditions." Wow, that's gross. Who writes Wikipedia, anyway? Oh, yeah. Everybody does. But isn't that really what we are? At Zappos, each of us is a metaphorical microbe, chugging away in search of a happy life and mitosis. Zappos is just a giant downtown petri dish, designed to give us opportunities to grow. The bistro is our fungal deposit. The call center is our trans recombinant DNA. The bar is our synthetic hormone. Whoops. Didn't mean to get suggestive there! But wait! What does Wikipedia say about Zappos? It says, "Zappos is a pretty dope place duuuuuude. The GarbAge rules! - XxXAmazonIANXxX." It says that because I put it there. And isn't that a great allegory for our culture? It is what we make it. Until someone edits it 8 minutes later. Then it's that. In conclusion, Zappos is a place where we have the opportunity to decide what our culture is. It can change by the minute, but that only makes it more appropriate! That unwavering freedom to speak our minds and seek our desires is the basis for what makes our culture so powerful, you [edited for inappropriate content]. Thanks for reading! Sin surely, Ian

**Jessie H**  
employee since | 2012

Above all else, Zappos culture means FAMILY to me! I've never encountered a group of people that are so kind and willing to help others like my Zappos family. Just like a family, we continue to grow, change, and endure obstacles together. I know that I could depend on any of the people I've come to know here to help me out just like our customers can depend on us to help them out. I could not be more blessed to have been given the opportunity to experience this wonderful culture and I cannot wait to pass it along.

**Elyse H**  
employee since | 2012

Obviously Zappos culture means EVERYTHING to me, but the biggest part of our culture that I hold nearest and dearest to my heart is the 'insta-family' that you get to be a part of. Anyone can say yeah it's like we're a big happy family, but with Zappos you can say that and actually mean it #bestjobondaplanet

**Tyrone H**  
employee since | 2012

The only thing constant in this world is change, and that change is what makes each and every one of us who we are today, who we were yesterday, and who we will be tomorrow. Zappos has offered me the platform to evolve into who I am, but more importantly has allowed me to evolve at my own pace. This

company has changed not only how I view the world around me, but also how I view myself. And for that, I am forever grateful.

**Gretchen H**  
employee since | 2012

Zappos is my second Family. Now, I love coming to work! Before, I use to waited until the last minutes to leave my house because I didn't want to go to work, now, I can't wait to leave my house to get to work. Here, I don't have to pretend to be someone I'm not, like all other work places. I come into the building and I'm in a total different mood. We work hard, going above and beyond to WOW our customers but we also play hard. Tony is the most amazing-humble person I've ever known. Zappos has lots of love for our customers and specially, its employees. I love zappos.

**Ashley H**  
employee since | 2013

Zappos culture has WOW'd me since day one! I absolutely LOVE this company and the people here just make it that much more amazing! I feel so lucky everyday to be a part of such an epic company! Zappos ROCKS my socks off! :)

**Jacob H**  
employee since | 2013

A culture is a lot of different characteristics combined. I think the Zappos culture to me is a combination of our core values and happiness. Being downtown

just amplifies everything since we have included the community. I love our culture and I hope it spreads to the community like a wildfire.

**Hannah H**  
employee since | 2013

Before joining Zappos in August of 2013, I heard a lot about Zappos and the culture. It has been a pleasure to become a part of the Zappos family. I have been amazed at how supportive my coworkers and supervisors have been during the short time I have been at Zappos. Everyone gets to be themselves and contribute to the company culture in their own way. I am so excited to be starting my new career path here and look forward to a fun and exciting future with Zappos!

**Christopher H**  
employee since | 2013

To me the Zappos culture means being able to be yourself in the work place as well as outside. In many other jobs you have to put on a "Facade" to keep up with a certain appearance. Zappos as a whole is so open and honest and gives you all the tools to be who you want to be, and also helps you achieve where you want to go both in and out side of the company. The vast opportunities that we are given and the values that are brought to light from within, is both a testament to a persons character and the Zappos Core Values which have been bestowed on us.  
Chris Hamm ZCLT

**Bailey H**  
employee since | 2013

In my own definition, Zappos culture means coming together and creating a family with each and every individual's unique talents, and personalities and applying them to improve not only Zappos as company, but the surrounding community that we live in as well so that we can constantly grow relationships and build a more involved and progressive community.

**Brandon H**  
employee since | 2013

-Zappos culture is freedom- At Zappos, we are given the freedom to express who we. The culture at Zappos has inspired me to become the best version of myself. I feel encouraged, by the culture here, to openly express who I am with my fellow Zapponia.

**Veronica J**  
employee since | 2005

friends <3

**Danika J**  
employee since | 2008

As I come upon my sixth year here at this wonderful company, there is one thing that I believe encompasses what Zappos is all about — FAMILY. I have met some wonderful people on every team I have been on here, and they are still people I hang out with to this day. I value every opportunity that I have had to get to know my leads and team

members, and know that we are not alone when it comes to this thing called "life."

**Sandra J**  
employee since | 2009

I feel that it's all about the unique personalities that we have. All these personalities come together to provide for a fun working environment. It creates a family spirit for everyone to feel comfortable in and be able to show who they are with all the activities, decorations and events that get thrown together.

**Lacie J**  
employee since | 2010

The Zappos culture is at the heart of the company. We are encouraged to mingle with everyone, regardless of position or title. We are the culture and responsible for keeping the momentum going. Expect the unexpected at all times! We work hard and play harder! =D  
C-ommunity  
u-nique  
l-oud  
t-eam  
u-plifting  
r-are  
e-mpowered

**Robynn J**  
employee since | 2010

I have been with the company a little over three years now, and I am amazed more and more by the ways we are able to keep our culture growing. When I first started I was very shy and

reserved. I can now say that Zappos has played a major role with bringing me out of my shell. I have enjoyed each year thus far; as it has been filled with getting to know genuine people whom I've grown with professionally as well as personally. I'm fortunate that I was provided with the opportunity to cross paths with such delightful people. The impact Zappos has had on my life, I wouldn't trade it for the world.

**Sonya J**  
employee since | 2012

What can I say about our culture? Simply put, I think our culture is absolutely amazing!! It's what distances us from other companies and draws in our community. I have several friends who always ask, "Is working at Zappos really as awesome as it seems?" And my answer is YES! Every. Single. Time. This company is just ... the best ever. I've never had an employer care as much about their employees' overall happiness, as Zappos does. I don't just mean workplace happiness. I mean overall, day-to-day, happiness. This includes making sure our work environment is not only functional, but also relaxed enough to prevent any burnout. This also means making sure our family is a priority and able to be involved with company events. Our culture and this company are simply the best!

**Amanda J**  
employee since | 2012

Zappos to me means Family, Friendship and Lifelong Connections. I know when I started here I felt like it was the first day of high school. You aren't sure where to go, and who you will make friends with. The funny thing you realize is that everyone will help you find your way, and that your friends become your family. No matter what team or department you may go to, or even if your path takes you outside of Zappos, those connections are forever there. We are told when we come in that our customers are family, and that is what sticks in my head whenever I answer a call, or an email. I love being able to connect with them by a card, or even reaching out to them in some other way, because that is what makes us just a little different than everyone else!

**Sharleen J**  
employee since | 2012

Zappos culture is what sets this company apart from the rest. The culture and core values isn't something that happens only while on the clock. It really has made a difference in my work life and my personal life. It is easy to adapt to the culture and core values in everyday life because you want to do those things with everyone and everything you encounter. Zappos provides everything for us to feel completely empowered and happy, they make it easy to pass that along to customers and really build relationships. Since I've started

working here, coworkers have turned into friends and family, I couldn't be more thankful for everything I've experienced. Just like Confucius said, "Choose a job you love, and you will never have to work a day in your life." That is Zappos to me. JY\_NY.

**Darnell Jones**  
employee since | 2012

I am so thankful to be part of the Zappos Family! I love Core Value #7. I try to meet someone new everyday. I love the family spirit that is here.

**Geoffrey J**  
employee since | 2013

I thought I had worked for great companies in the past, but after starting my career at Zappos, I now realize I hadn't really worked for great companies at all. The culture at Zappos is unlike anything I have ever been a part of. On any given day a parade may go by, or a Nerf gun fight may break out, or even an appearance by a llama. There is no day that is ever the same! I've learned to expect the unexpected working here. And on top of that, we spend our days WOWing our amazing customers! This truly is the greatest place I have ever worked.

**Veronica Borromeo-J**  
employee since | 2013

Zappos culture is like Christmas everyday ... Minus the ugly sweaters and the undue stress. There's always a ton of (Zappos) family around, that's genuinely

happy to be together. There's gifts, food, drinking ... and the occasional Unicorn, Llama, and cloud puking rainbows. What's not to love? We eat, live and breathe the culture, and it spills over into our personal lives. I love that Zappos has given me the opportunity to live a richer, fuller life and that I can genuinely say that I feel like when I am here ... it's like home.

**Nathaniel J**  
employee since | 2008

I find it amazing how quickly the five years I have spent here have past. The number friends I have made here, the fun I have had, and the marvelous, weird adventures. Without the culture here at Zappos, I would most likely have left long ago, but with it, it feels like a new and exciting experience every week.

**Ionie J**  
employee since | 2013

I can be "Phat" and still "Phit"  
I don't have to feel left out because of my size.  
I always Phit in this Culture Pie :-)

**Madison J**  
employee since | 2013

The Zappos culture gives you the chance to be uniquely you. You're encouraged to grow and find what makes you happy. I've never been any place like it. I'm very grateful to be a part of a company that embraces the individual no matter how unusual they may be.

**Damon J**

employee since | 2013

Zappos Culture means meeting new people and being able to connect with them on a level where you can say that they are family. For me Zappos culture means a lot not only because we connect well. But because everyone here has amazing personalities and experiences that help not only you as a person but the company as well!

**Stephany J**

employee since | 2013

I came to Zappos thinking I would be changed. I am here at Zappos knowing I am going to change. This opportunity has made me more aware of who I am as a person and what I have been holding back as an individual. Even though it's only been three months this opportunity (not job) has shown me so much about myself. I want to thank Zappos in advance for changing me!

**Tonica J**

employee since | 2013

To me, the Zappos culture means being free to be yourself. In so many workplaces, employees are just cogs in a big machine. Here at Zappos, you don't have to leave your personality at the door, which makes for a very fun and interesting work environment. Despite having only been here a few months, I have to say that I do genuinely feel like we are family. Everyone from Tony and Fred on down is

totally cool and accessible. For the first time in a long time, I actually enjoy coming to work.

**Marlene K**

employee since | 2005

What a year! Change has been exciting in so many ways this year, both personally and professionally. Our culture is about change and the continuation of moving forward. Each change offers us a new canvas, excited to see what colorful picture we paint next year.

**Mara K**

employee since | 2012

I am with Zappos almost 9 yrs, in these 8.5 yrs Zappos has changed my life, I love the culture and values of everyone here we are one Big Happy Family. No matter who you are and what age we are friends family, nowhere else can a 62 yr old be friends with a 20 and up be friends, talk with, go out with, have fun with. It's great. I became ill in March 2011 everyone is there for me with open arms.

**Grace K**

employee since | 2008

What does Zappos mean to me? Well Zappos has been a part of my life for the past six years, and I wouldn't have it any other way. I started working here when I was 18 and it is the best thing that has happened to me. I have gained so much love and support while being here, not to mention the additional family. : ] I plan to

work here till I retire and some. I wish everyone was so lucky to love their job like a second home!

**Darlene K**

employee since | 2008

Zappos culture, what it means to me. Happiness, love, attention to detail, being taken care of, being able to WoW my customers, an awesome work place, all the friends and co-workers that have become my very good friends, what more can I say?? I am truly blessed every single day that I was given this fantastic opportunity!!

**Sofia K**

employee since | 2009

When I first started at Zappos, I knew it was a good company to work for, but had no idea how amazing it actually was. Four years later, and the ride still gets better and better every day!

**John K**

employee since | 2009

Working at Zappos is like being covered with puppies. But, like, cool puppies that smell nice, and don't pee on you.

**Jennifer K**

employee since | 2010

This has been such an amazing year! I've gotten to work with and learn from some pretty amazing people, all while having a great time. Thank you Zappos for giving me so many opportunities to better myself and to be inspired on a regular basis.

**Eileen K**

employee since | 2010

I've been here for over three years, and it's getting better and better. I think what makes Zappos unique from any other place is our culture. Our new campus has made a big impact on the city, and it shows that we are not just a company that sells shoes and stuff but we want to make a difference in everything that we do. I love the fact that we do so many charitable events and give back to the community. We are truly a family that cares about people and the community.

**Kevin K**

employee since | 2010

Zappos culture, to me, ultimately means happiness. The service we provide to our customers and business partners and our employees all creates happiness, which is what it's all about. This place creates an opportunity. An opportunity to make lifelong friends, an opportunity to learn more, to grow more as person. It creates an opportunity to be happy with oneself. It truly is an incredible place to be a part of.

**Sarah K**

employee since | 2011

When I was in gymnastics, my coach would tell us to "find your happy place" anytime we started to feel overwhelmed or stressed. I struggled finding my happy place. Well, I found it on April 4, 2011. My happy place is Zappos. My place where I can escape, where I can be myself, where

I can walk on my hands and people just get it, where I spend more time than I even spend at home (by choice), where I have formed insanely close relationships with people who will be forever friends, where every day my mind is blown from something incredible, and the place where I feel at home. I can't help it, but when I am off or not at work, I'm thinking about work and often times wishing I was at work. That is what this place does for me and has become a part of me — a very, very big part of me. Zappos continues to help me find myself and helps shape the person I want to be. To be able to wake up every morning and surround yourself with amazing people, laugh all day, and truly love and enjoy your job — ah, that is something to dream of. They say if you love your job, you will never have to work a day in your life. Ain't that the truth? I am lucky to be a part of something this absolutely incredible and will be forever impacted by Zappos in the best way.

**Elizabeth K**

employee since | 2012

I love coming to work! It's the culture and the people that make each day enjoyable. At Zappos, you know the powers-that-be actually care about the employees and the customers. You are encouraged and expected to grow and become better than you are. Mediocrity is not an option.

**Nikolas K**

employee since | 2012

What does Zappos culture mean to me? ... Hmmm ... To me Zappos is a place where an incredible amount of passionate and creative people come together to create amazing experiences. Whether it be for our customers on the phones, live chat, or email, or for our Zapponians at wonderful events like the All Hands or vendor parties. Either way, Zappos has changed my life. It has given me an incredible quality of life, both inside and outside of work. Also, the people I work with are amazing. The people of Zappos are incredibly caring and loving. They have quickly become friends and family. There are always there to lend a helping hand when needed, and even when it's not needed but simply appreciated! All in all, I wouldn't trade Zappos for the world! The culture here and the people who drive it have provided me with a time in my life that I will NEVER forget and forever cherish!

**Danielle K**

employee since | 2012

Zappos culture is contagious. It's something that you feel the second you walk through the door and sticks with you long after you leave. You'd really have to try to not be in a good mood at work, and that's what makes it such a fun place to work. The culture at Zappos just comes naturally. I love being able to work in an environment where you don't have to try to make relationships, they just happen :)

**Emily K**  
employee since | 2012

When I first read the culture book, I was nervously waiting to interview for position here at Zappos. I wanted to be a part of the team so much that reading all of the entries about Zappos just made me even more nervous. I could barely thumb through the pages to read what was written. The entries just made me want to experience Zappos even more. I promised myself if I were ever given the chance to be a part of this kind of book I would leave some words of encouragement.

If you are reading this as you nervously sit in our waiting room to meet one of our lovely recruiters know this: You will be great! Just be yourself! You can do this! We are rooting for you! Take in the experience!

**Cecilia K**  
employee since | 2013

It's the most incredible feeling to wake up every work day, put on the clothes I feel like wearing, & to walk out the door knowing I will encounter some of my dearest friends, numerous smiles from people I have yet to meet, & know that something wonderful & outrageous could also occur. It positively puts things into perspective to know I work with some of the most talented, becoming, intellectual, & admirable beings on this planet. I am also extremely fortunate to work for a place where the culture allows relationships to blossom & that they encourage such bonds to be

formed. I am immensely blessed that through Zappos I have met such sensational people who have become some of my most cherished friends, along with my brilliant boyfriend. Without this company & our astonishing culture I wouldn't be the person I am today. For the first time in quite some time I am truly proud of who I am & what our culture has helped me become. I can't wait to continue my journey here with each & every one of you.

**Nicholas K**  
employee since | 2013

Zappos Culture, to me, means that I am free to be whomever I wish to be at work. Our core values and culture allow me to be the goofy guy I am in a positive, encouraging environment. I'm able to create a whole lotta fun (and a little weirdness!) every day! I'm thrilled to be a part of a company that allows me to do so! (^u^)

**Meredith K**  
employee since | 2013

When I told my last job that I was leaving to come to Zappos one of my co-workers said, "Going to work for Zappos will feel like a vacation!" I don't think she realized just how accurate that statement was and still is. Everyone embraces the Zappos lifestyle in their own unique way and this is what creates that awesome culture. We each contribute our own little piece of this awesome pie. Being able to be who I am and express that not only with my coworkers,

but with our customers as well illustrates just how much Zappos appreciates each person as an individual and I think that is what Zappos culture means, You are being the best you that you can be.

**Denise K**  
employee since | 2013

Zappos culture is one of a kind. When I think of Zappos I think of a family. Since starting here I've learned so much and built some great relationships. I love coming to work and I appreciate the things this company does for the employees and customers. I LOVE ZAPPOS!

**Beatriz L**  
employee since | 2004

Wow, another year has gone by, and Zappos is better than ever. We are now in our new home and loving it. I still enjoy Zappos like the same day I started. Actually, maybe more. It is great to be able to manage Zappos with my life outside of the office. And being around so many energetic and happy team members makes it even better. Now, being part of the community while at work is amazing. Great Job Zappos!

**Frank L**  
employee since | 2012

What Zappos culture means to me ... Zappos culture is a way of life. Coming to work loving your job, not knowing what to expect. Coworkers become friends and family. You're able to be yourself while living out our core values.

Doing whatever it takes to make our customers happy because its the right thing to do. Zappos happy hours, parties, hard work, and a love for delivering happiness. P.S. "I do not regret the things I've done, but those I did not do." – Empire Records

### **Shaea L**

employee since | 2012

I read a riddle on the toilet the other day. (Sooooo not weird there are riddles on the bathroom walls at work.) "I come in different shapes and sizes. Part of me are curves, others are straight. You can put me anywhere you like, but there is only one right place for me. What am I?" A puzzle piece! This is what I am, a puzzle piece to a larger picture. I focus on how I fit in with the puzzle pieces around me and make sure that my part of the picture shows. I am important to the picture and the picture is important to me. I love Zappos and Zappos loves me. What else could I ask for from a job!!!

### **Tiffany L**

employee since | 2005

The Zappos Culture – Always changing, always evolving. Something that every single one of us needs to perpetuate and strive to grow. When we neglect to be actively involved in the culture, we become like every other company out there. I don't EVER want to be like every other company. Zappos is a place where we can be who we are, share our passions with each other, and truly support each other in pur-

suing our dreams. Stay Classy!

### **Jeffrey L**

employee since | 2006

To me, the Zappos culture is a culture of appreciation and hard work. Zappos is an amazing company to work for, and it provides so much for each and every one of its employees from the mostly free healthcare we receive to the learning experiences to the cheap/free food and drinks. In return, we show our appreciation by working as hard as we can to pay the company back for all of the awesome opportunities it has provided to us.

### **Erik L**

employee since | 2007

Zappos culture means Zappos people. I'm here eight hours a day and I can honestly say that I enjoy the time that I get to spend with my coworkers. I have met some of the most amazing people just by virtue of working here and I am grateful for the opportunity to have them in my life. There's a spirit of togetherness and generosity here that are sorely lacking in other places. I also think that being around so many amazing people has inspired me to grow as a person. If Zappos didn't have the culture it has, I wouldn't stay here.

### **Christina L**

employee since | 2008

Our Culture is simple and selfless! Caring is Sharing! The Golden Rule! Be yourself! Follow your heart! Persevere w/your

dreams! Our culture is made up of all the rules that you learn in kindergarten, except we actually live by them!

### **Christopher L**

employee since | 2010

Zappos is the straw that stirs my drink. I love you Zappos. The End.

### **William L**

employee since | 2010

My third year here at Zappos.com has seen quite a bit of change. The core value of "Embrace and Drive Change" has been tapped quite a bit! Along with moving our headquarters downtown, I also decided to move downtown with the company. I am now able to walk to my favorite bar, ride my bike around downtown on the weekends, and get to work within five minutes! Being in such close proximity to everything has created a greater sense of community.

I hope others from Zappos try moving downtown and experience what it's like to be a part of the downtown community!

### **Brandon L**

employee since | 2010

Another year in the books here at probably the most wonderful company to work for. Now that we're in our shiny new digs, I've gained an all new perspective of how awesome this place is. It's great to come to work every day and be excited to see all the folks you work with, especially

when one of them is your wife. :) Thanks Zappos for creating such a cool environment and letting me be a part of it. Hopefully, we'll be moving on to even better things by the time my entry for next year is due!

**Kara L**  
employee since | 2012

Culture is the biggest part of our company in my opinion. When you can come to work and have fun and feel like you really belong, it makes a huge difference in your life. Your job affects every aspect of your life and if you are not happy, it carries over into other parts. It also helps us provide the best customer service in the business because we all want to be here. I couldn't have asked for a better second home.

**Lesley L**  
employee since | 2011

The Zappos culture is an attitude. It's a desire and willingness to be part of something that is trying to create a positive physical and emotional impact on other people and their surroundings. It is accomplished using hard work and fun, lots of both, at work and out in the community. It is something to be proud of!

**Evelyn L**  
employee since | 2011

The Zappos culture is truly different from any other place I've ever worked. It's not just about how you conduct yourself at work, but also about you as a whole. It means you know

you get to work every day with people that genuinely care about each other and about the company. It means you get to work with people who are passionate and excited about things inside and outside work and that passion and excitement is contagious.

**Anthony L Jr.**  
employee since | 2011

Zappos culture means I can be myself. I can come to work and not have to pretend to be anyone. I am accepted and I am a representation of Zappos culture. It lets me make friends in any situation here and brings me out of my shy comfort zone. I am able to experience relationships and bonds that are real and that will last forever! Zappos culture makes sure that my opinions, ideas, and my voice is heard.

**Stephanie L**  
employee since | 2012

Zappos has helped me learn and grow so much. It has been really fun getting to know myself through work. My soul is inspired!

**Conni L**  
employee since | 2012

Working for Zappos was something I wanted to do well before I actually started working here, simply because of the amazing things I would hear about it. I would hear that you can have fun at work everyday, you will build life long friendships with your coworkers, and it will

become your second home. That was all true! I have a whole new family, some of the best friends I have ever had in my whole life, and I have fun at work all day, every day! Zappos culture is the best thing that has ever happened to me!

**Cesar L**  
employee since | 2012

Our culture is truly beyond compare! Our culture has created an environment I could never have imagined. This is an environment filled by so many supportive individuals that have become my family. I can be myself around them, and I know I can share anything. We eat together, drink together, cry together, inside and outside of the office. It has to be a good thing that once work is over, you still want to be with your coworkers.

**Amanda L**  
employee since | 2012

Zappos culture means family, friends, fun, and stability. Our culture is a group of all different types of people who all enjoy helping customers, providing the best customer service and building relationships with our customers making them feel apart of our Zappos family. To me the exact definition of our 10 Core Values put into one word would be Culture.

## John L

employee since | 2013

Zappos Culture ... two words Inclusion and support  
The culture here is what drives us. They include us in everything and support our ideas to make things better ... for us and the community! Our special events here always invite people in. We have food fairs and community events, tree lighting w/hot cocoa and cookies. They fed over 400 needy families for Thanksgiving. Every time I log on to FB someone is posting a picture from work saying ... "How Cool Is This! ... I love my Job!"  
This support also extends on a personal level. There is always someone here to give you a hug or talk to when your feeling down. It is truly a family here, we are all there for each other. To cry with you when your cat is sick, to hold your hand when you need a friend, to laugh at you when you trip on your own feet ... after they make sure your okay! They check on you when you call in sick and make cards to make you feel better ... they are magic cards ... because they always do! Zappos Loves it's people, so we can spread the love to you.

## Kim L

employee since | 2013

Note from MANDY: NO ENTRY CAME OVER FOR THIS ONE. IT'S JUST BLANK.

## Dana L

employee since | 2013

When I interviewed at Zappos I was asked what I didn't like about Las Vegas. I responded immediately by saying I missed the sense of community and family I had back home. I was then told that Zappos changes that for a lot of people. That statement couldn't be truer. In a city that thrives on change I found a constant at Zappos. While Zappos also thrives on change and growth the people I am surrounded by daily have become a constant source of family and community that I am beyond grateful for. I love what I do and I love the people I get to do it with.

## Taylor L

employee since | 2013

Zappos culture is unique. We have managed to create something so genuine, and so different that it is respected by all of our peers. Whether it's our awesome customers that fall in love with our business model, or our vendors that see the difference in how we interact; we have truly created a family here at Zappos. When I come to work I can be myself, and I feel like I work with people that really care about my interests and that is rewarding.

## Jamaal L

employee since | 2013

Zappos represents the essence of how a true business culture should be. A company that wants

us to express our individuality, potential, and creative spirits. I've never experienced that before. Thank you for the opportunity to let us shine and soul glow.

## Anthony L

employee since | 2013

Since the day I turned 16, I've been in and out of jobs, just trying to find something that I could tolerate while also being able to pay the bills. My last job before this really didn't fit either of that criteria, and I was having trouble with things in my personal life because of it. My brother in law told me about this place and promised me, "It'll be like nothing you've ever experienced before." And he was right. Since my hire date up until now, I have woken up every morning actually looking forward to going to work. I want to throw out a huge "Thank you!" to everybody in this company for accepting me as a part of this amazing family and letting me be myself every day while still getting paid. This is, truly, like nothing I've ever experienced before.

**Botumrath L**  
employee since | 2013

I had a shadow casted over my light for the longest time. But like the Moon, eventually she shines bright for all to see. Zappos was the push I needed to make that change. Because of Zappos, I am living in a new state and have met lots of people who I can call Friends. I am able to stay grounded and slow life down a bit to focus on myself, rather than the pressure of life's expectations. I am still fairly new to the Family, but already, what Zappos means to me is Change, Opportunity, Personal Growth, and Happiness. With Zappos, I know I will continue to shine and embrace it all.

**Dorothy L**  
employee since | 2013

The Zappos culture means so much to me. I haven't been with Zappos that long, but with the time I have been here I can honestly say that I have never had felt the warmth, compassion and respect ever with any other company that I have worked for. Then to put the cherry on top, I get to be myself! I love doing customer service, as I love talking with all kinds of different people and feeling the accomplishment at the end by getting them what they wanted, and the whole time doing this, I am being myself and creating a connection. I have also learned to step out of the box and do things that would of never been accepted any where else that I have worked, such as Joking with a customer, that was

unheard of, here it is encouraged. How cool is that?! When first going on the phones, that truly felt weird and I was nervous, wondering when is the hammer going to drop for laughing and enjoying my job. Thanks Zappos, for allowing me to be apart of a culture that I believe in as well as to be a part of the best team ever! Pug Life 4 Life!

**Shayna L**  
employee since | 2013

More than anything, I've found this to be an encouraging place to be. You are encouraged to try things, ask for help, and make mistakes in the name of learning. It makes all the difference!

**Blake L**  
employee since | 2013

Since I started working here one question has been on my mind, and its why? Why haven't I been here before. We take care of each other, we appreciate one another. Were like one big kind of out-there weird family and I Love it.

**Ricki M**  
employee since | 2004

As I approach my 10th year at Zappos.com, I'm asked about all the changes I have seen. Although "Embrace and Drive Change," is a major core value, it would not be possible to live that core value if it weren't for the fact that Zappos is constantly "evolving."  
In many corporate settings, when a decision to make a change is

made — often decades after it should have been — it is cast in stone. If it doesn't work, everyone suffers. There is no going back, no tweaking the details, no attempt to alter decisions made by people who may be initially unaffected, maybe even unaware, that there are problems with a new technique or procedure.

Here at Zappos, another core value comes into play, "Build Open and Honest Relationships with Communication." Through communication — emails, nuggets and group meetings, we learn about a change before it takes place. If there are technical problems, or any adjustments that need to be made, particularly those that might effect the morale of employees, or the shopping experience of our customers, they are immediately addressed.

Employees are encouraged to share concerns, offer suggestions, and contribute to the constantly evolving atmosphere and culture.

The word, "change," may be a frightening concept. Helping something wonderful evolve into something even more perfect is exciting.

**Crystal M**  
employee since | 2005

The Zappos culture means you can be different and it is ok.

**Sean M**

employee since | 2006

I've been lucky enough to have worked here for 7+ years and am extremely grateful for the opportunities and benefits Zappos has to offer. It is, by far, the best place I've ever worked for in the 27 years I've been in the workforce. While we do have the best culture I've ever experienced in a workplace, I can also say that we're still working out the kinks as we grow, which is to be expected. Luckily, even with the unique challenges that we have, we also have people who are dedicated to protecting and nurturing the culture that we have come to love. We are truly fortunate to work for a company such as this.

**Melissa M**

employee since | 2006

Happiness is being accepted for who you are while being given the space to grow into the human you are intended to be.

**Michelle M**

employee since | 2006

You know that song, "We are Family" by Sister Sledge? Yeah, that should be our theme song! I am so, so blessed to still be a part of this amazing family. I am so excited for our new endeavors here in DT Las Vegas. As a Las Vegas native, you can imagine just how happy I am to see us making a difference in the heart of this city. Thank you. :)

**Robert M**

employee since | 2006

I have been with the company for over seven years now and am thankful for all the friends I have made here. Without them I wouldn't be who I am today. I'm blessed every day for this job and grateful for all the people I get to know and hang out with.

**Ebony M**

employee since | 2007

Over the years I drove a total of 38 miles per day to and from work, and this year was the best. Since the move downtown I can make it to work in less than 10 mins. I am so grateful to still be a part of the Zappos.com family. I have more people in this building that I would call when in need before I would call my family. A lot of things have happened this year and I have had nothing but support from my Zappos Family.

**Maria Paman-M**

employee since | 2007

Zappos changed my outlook in life with the introduction of the following ideas: 1) 10 Core Values, 2) Delivering Happiness, and most recently, 3) Downtown. All the self-development, advocacy of culture and radical way of doing things are not as powerful if they are not shared with other human beings, especially the community. I've never been inspired to do more as a person, do more for my family, do more for my company, and do more for

my community if I had not seen or am not seeing the way Zappos is impacting the lives of so many people in the downtown Las Vegas area. In the short term, there may be some folks that do not understand the value of Zappos' move to downtown. In the long term though, the higher purpose of what we do as a company will come out, and hopefully, inspire the community to do more for its individuals and families, and elevate itself to become "The Downtown of Downtowns" and "The City of Cities" — all thanks to the Zappos "cult" and its culture

**Shannon M**

employee since | 2007

As I started my seven years in August, Culture started to mean SSSOOO many different things! I have enjoyed experiencing the growth of Zappos as a company but also personally. Zappos has made me not only give our Core Value as examples to my three boys that I'm raising to be men, BUT it has also taught me how to apply them daily to my own Life! Zappos is a great company, and I'm grateful to be experiencing the journey!

**Marina M**

employee since | 2007

I have never worked somewhere where the culture is so strong and does not quit. It is on going no matter how large we grow. Change happens everyday but not our culture, and I love that about Zappos and my Zappos family grows as well!

## Jennifer M

employee since | 2007

The Zappos culture means that I can come to work and not have to be a different person. I am me, and Zappos appreciates me being me. I know for some jobs you have to separate work from home. The people I work with are family so there is no reason to separate work from home. I feel appreciated. Zappos = Happy place.

## Letha M

employee since | 2007

I am so happy to have the opportunity to submit this entry. This past year has been a year of growth and change, and I am honored to be a part of such an amazing company! How I got so lucky to be blessed to have job where I am surrounded by people who I consider my friends, and I can tell you that I am here to stay!

## Kristy M

employee since | 2007

"You don't develop courage by being happy in your relationships everyday. You develop it by surviving difficult times and challenging adversity. - Epicurus. This year was difficult for me and I'm so thankful I had the support of my amazing ZCLT family!

## Dylan M

employee since | 2007

- 1.) It's that weird thing that makes all of us think that we can change the world.
- 2.) It's that weird thing that makes it possible for us to change the world.

## Tara M

employee since | 2008

The growth you receive throughout your journey here at Zappos is unlike any other. You do not only learn about yourself and your abilities in the work place, you learn about who you are as a person as a whole. At Zappos, I am surrounded by people who are continuously pushing themselves towards their goals and motivating those around them to do the same. Due to this I wanted to do something to push myself even further so I created, "The Year of Doing"! The year of doing consisted of me making a list of 10 things I have always wanted to do but always put off. We tend to put everything that would make us happy at the bottom of the priority list, we make ourselves last in line. This year I was determined to challenge myself, conquer my fears and experience things I have only been dreaming of doing or accomplishing. This year, I became Lead Level 2, took a 17 day trip to 9 different countries in Europe, Completed 10 Endurance Events like a half marathon, took dance classes, went kayaking, skydiving, was in an All Hands meeting and lastly went to Sea World and Universal Studios. The reason

I am sharing this is because I want everyone who reads this to believe in themselves and their abilities to accomplish anything! We are all strong individuals and when you create a support system (like Zappos family) you can overcome any obstacle and face any fear. I challenge you to complete your own, "Year of Doing"! You got this!!!

## Gerald M

employee since | 2008

Zappos continues to surprise and WOW me. Recently they announced the sabbatical once we reach the seven year point. I am a year and a half away! Combined with all the other amazing benefits and incentives, they give us, this truly is an amazing place to work! The new building and downtown environment have also been fun and incredible. I feel blessed to work here and truly feel that my coworkers are an extension of my family. Each day is a new adventure in Zapposland!

## Adrian M

employee since | 2009

It's been 4 years for me here at Zappos. It's true what everyone says, "Time really fly's when you're having fun." I've decided from here on out for my submissions to reflect each year on a core value I feel was an important theme for me throughout the year. This year it's ""Embrace & Drive Change." This used to be one I felt the least strong in, and had the most trouble understanding. With my new per-

spective on “change,” I feel less stressed and more excited about the future. I’m a fan of new challenges because it will push me to be better. I used to be a believer in the saying, “If it isn’t broke, then don’t fix it.” Which some could argue is a good approach, and in some cases it can be. But I am now a fan of trying to take things to a bigger/better level. If you don’t change and adapt with time, you’ll become extinct and irrelevant. It’s about pushing the limits and finding better ways of doing things. I hope to carry this way of thinking with me going forward, and hopefully it will have a positive impact on my life. Tune in next year to find out! ;) Thank you Zappos for everything! You are truly a one of a kind special place.

**Frances M**      **employee since | 2010**

I never thought that I’d be growing up at the best place imaginable when I interviewed back in 2009. I started at Zappos when I was 19. Today, that’s every young adult’s dream. I work at a place where new ideas are embraced rather than shunned. Managers help you pursue goals rather than hold you back. Parties till 2 am are encouraged instead of being shut down. People dress up in weird costumes not business suits. I work at a place where I’m surrounded by excellent individuals and the llama reigns supreme. I’m one lucky individual.

**Garrett M**  
**employee since | 2011**

I am truly humbled to be working here at Zappos. Not only do I feel like Zappos as helped me progress professionally, but also personally. I get to do what I love all while helping people and having a great time doing it. I love the culture and wouldn’t give it up for anything.

**Christine M**  
**employee since | 2011**

Zappos is still the best job I’ve ever, ever had. I wish I’d have found Zappos, earlier in my life. The benefits here are also, the best. I love Tony’s sense of humor and the, “All Hands Meetings,” are such an awesome way to spread the word and get the information that the employees need. Getting that information helps us to be the best customer service employees that we can be. Working at Zappos has allowed me to be myself. I don’t feel criticized, backstabbed, or my growth stunted. I have to say I feel, free for the first time at a job. One of the other things I find that make it easy to work here is, if someone doesn’t fit into the culture and is going against the grain, the behavior is not tolerated and, that makes me feel safe that our culture is protected. It has been very hard for me in past jobs to tolerate such vindictive behavior so working here has been the perfect place for me. Thank you Zappos, Chris Maestas aka Crispy I sent this poem that I made up. Not sure if you want to put it in.

**Alisha M**  
**employee since | 2011**

Zappos Culture is like no other company culture. It is what drives us. I’m thankful everyday to work for a company that values their culture the way Zappos does. It’s a simple but unique business practice. Happy employees want to work hard for the company that values them. The Zappos culture is truly what makes a difference between loving or hating your job. I love my job and the amazing people I work with!

**Kerry M**  
**employee since | 2012**

Zappos culture to me simply means family. These are people I love to see everyday. We laugh and joke, and have a great time while we work. It is the best environment I could ever imagine!



**Michael M**  
employee since | 2012

I know how sometimes it can sound strange, when someone starts talking about their job. What they like, what they don't. Everyone can feel strongly one way or the other. If you're speaking with someone unhappy in their chosen field, they don't want to hear how happy you are in yours. And the opposite can hold true as well. But I can't help to marvel every single day about my job here at Zappos. Every day is an exciting, fun, new opportunity. Each day a step on a wonderful piece of my journey here! I can't believe how truly lucky I am to have found this job — or maybe it found me! I have worked many years in other jobs and felt the dread associated with them. Not wanting to go in that day, because I know what awaits. But I have never felt that here. I can't wait to come in and see what the day brings. To interact with my friends — with my FAMILY. The people I work with aren't just acquaintances, they aren't just coworkers ... They're FAMILY. I know they say you can't choose your family and I didn't choose this one. I was lucky enough to find Zappos and inherit this truly wonderful group of people that I cherish each and every day. And that is truly a blessing. One in which I appreciate more today than yesterday!

**Kelly M**  
employee since | 2012

What is great about Zappos is that we appreciate individuality. We aren't trying to reach some corporate mold, we're just being ourselves and having fun.

**Whitlee M**  
employee since | 2012

The Zappos culture is definitely unlike any other. Working for this company is absolutely amazeballs! I can't believe it is already time for us to build another culture book. Time flies when you are having fun! Whether it is an All Hands Meeting or team building event I am always having a blast here! What other company has a llama at all of their major events?! Kuzco and I have become the best of friends! At this moment, there is a spaceship in our courtyard ... A SPACESHIP! Although, Zappos does not stop just at throwing the most epic of parties, they also give back so much to their community and to their employees. Whether it is ensuring that families in need have food on the table for Thanksgiving or children in need have shoes on their feet, Zappos is always there to lend a helping hand. I am so proud to be a part of this amazing company! I love you Zappos!

**Teri M**  
employee since | 2012

Zappos is GREAT!!! I can't think of any better place to work. All that Zappos does for us and our

families is amazing. There is not one single day that I don't wake up ready to come to "work" and see my family.

**Alison M**  
employee since | 2012

"If art is to nourish the roots of our culture, society must set the artist free to follow his vision wherever it takes him." ~ John F. Kennedy An amazing quote that sums up the meaning of Zappos culture that is nothing without the true freedom to live it and be it!

**Jason M**  
employee since | 2012

Zappos Culture is all about being yourself. We all find our own unique ways to embody the ten core values, and learn new ways to improve and progress by the examples set by others as well. Plus, it's super rewarding to spend so much time in a fun environment. You can't really measure the value of spending each day with your friends while still working hard to deliver WOW to customers and coworkers. Honestly though, where else can you go to work where drawing on the walls and having nerf gun fights are encouraged?

**Cole M**  
employee since | 2012

Working here has made me a happier and better person. I go out of my way to make other people smile and try to make their day a little better. Some people outside of work still look

at me weird like “Why is this crazy haired pierced guy smiling at me and holding the door open ... DID HE JUST SAY HAVE AN AWESOME DAY?!” But you know what. I’m okay with that! I am me. And I’m glad to work for a company that allows me to be just that ... ME!

**Susan M**  
employee since | 2012

Zappos is by far the best place I have ever worked! My favorite Core Value is “Create Fun and a Little Weirdness.” I have never belonged to a company that appreciated (tolerated) my Weirdness! I love Zappos! Thanks for all the fun!

**Destiny M**  
employee since | 2012

Zappos culture — where do I start? I came to Zappos.com via a free tour with a previous employer. I was shocked, and almost confused, by the environment and the natural smiles of the employees we encountered. “This isn’t real,” I thought, “There’s no way people are happy to come to work!” Well, as fate would have it, I was fortunate enough to be selected to work for this unbelievable company. A company where it IS natural to smile and to be nice to coworkers. A company where you are empowered to do what’s right for the customer first, then explain later. This is a company where I genuinely love the people, events and customers that I experience. The culture encourages you to be a better person, to smile or chat

with someone who may need that gesture of kindness. What I once thought was “crazy” and “unusual” decorations is now my regular surroundings that I’m so thrilled to enjoy. So what is Zappos.com culture? It’s a way of life. It’s embracing a new outlook within our structure and in the community. Thank you Zappos for letting me be a part of this culture! <3

**Michell M**  
employee since | 2012

Zappos culture is where anyone and everyone can come together and build a positive atmosphere and help each other pursue their achievements while having fun all at the same time. Zappos is the only place where boogers are accepted in the trashcans and where you can find life size rabbits taking phone calls to WOW people all day. Our culture is different from other companies because each employee is passionate about the work we do in and out side of the office. We are all proud of what we do and we are here to change the world one step at a time. What I love most about our culture is that we can come as we are and not be judge for the weirdness we all have inside but to embrace it and own it! -Tooth Fairy

**Melissa M**  
employee since | 2012

Moving 2000 miles for this opportunity with Zappos was well worth it! The Zappos culture extends beyond the workplace and into my home. My family enjoys

the fun Zappos has to offer and is blessed with fantastic benefits, as well. Even my youngest can’t wait to work for Zappos one day and, “... drink soda for free and get paid.” :)

**Gavin M**  
employee since | 2012

Culture means everything to me! When I first started working for this company I was scared and unsure of what to expect, after a short time I have been able to cultivate life long friendships and have had a lot of fun in the process. I am very excited to see where this place will take me as well as continue having fun and learning new skills every day. My favorite core value is create fun and a little weirdness, although I think I am a little over the top when it comes to the weirdness part haha. I love Zappos!

**Cody M**  
employee since | 2012

Zappos culture, to me, means being able to be yourself. We have such an amazing variety of people here to learn and grow from. There are dreadlocks, tattoos, rainbow colored hair, horse masks, wigs, and even me with my painted blinged out nails — and I’m a guy. With us being able to be ourselves, our culture will grow and change, but always in a positive way. Core Value # 2 - Embrace and Drive Change.

## Adela M

employee since | 2012

To put the Zappos culture into words is hard for me. I can't really describe the feeling I get when a fellow co-worker goes above and beyond for me or when I hear them doing the same for a customer, but it is magical.

I have lunch with my sister on a fairly regular basis, which is pretty nice considering at most companies we wouldn't even be able to work together. Her team never passes up the opportunity to shoot at me with their Nerf Guns ... I can feel the love. It's OK though, I know her and I know that they have to put up with! I have made too many friends to count, and I never thought I would love coming to work as much as I do. I have worked a series of jobs, and I think I have found a forever family, even if I do decide to move on one day I know they will be there for me even if I leave.

## Rocky M

employee since | 2013

#amazing #different #fun #crazy #funny #weird #positive #humbling #family #community #collisions #lifestyle #inspirational #speechless #blessed #thankful #oneteam #onedream #everyoneopensdoors #exceedsexpectations #constantlysurprised #constantlycelebrating #numerousopportunities #always evolving #drivechange #lifechanging #learnsomething-neweveryday #meetsomeone-neweveryday #happiestplace-to-work #dreamsdocometrue.

## Melia M

employee since | 2013

This feels so hard for me ... I think it's because reading about the culture and actually experiencing it are two different things! Our culture was what first brought me to Zappos, and now it is why I can't imagine working anywhere else. It really is amazing — no matter where you go, or what team you're on, you can always find someone to connect with. Our culture encourages us to be who we are, to grow, and most importantly — be happy! I sincerely feel like I'm a part of a family, and I can't wait for what's in store for the future.

## Heriberto M

employee since | 2013

I wasn't really aware about what culture really was until I arrived at Zappos this year. The meaning of culture is night and day, compared to my previous company. I guess it's how they say when you pee your pant, everyone can see it but only you can feel it. I am really happy to be part of the Zappos culture, and I am not going to lie, I kinda like the feeling.

## Lehua Sonognini-M

employee since | 2013

Alooooha :) What does Zappos culture mean to me ... It means I can be the very best version of myself!

## Jahaira M

employee since | 2013

Zappos culture means believing in something bigger than yourself ... knowing that you are directly contributing to something amazing! In a world where technology distances people, we are using it to build connections. Every person matters, within the company, in the community and nation wide. Never have I worked at a company with so much integrity in its mission to Deliver Happiness.

I remember reading about Zappos and wanting to be a part of this inspiring company where its core values resonate on a personal level.

Everyday is an opportunity to create something positive and change someone's day for the better ... What could be more amazing than that!?

## Alorna M

employee since | 2013

ZAPPOS ZAPPOS ZAPPOS where do I begin ... I finally understand the saying, "If you love what you do, you will never work another day in your life." I love this place. I 100% believe that there isn't a company in the world that stands for what we stand for. Zappos is not just a company, it's a movement to a better future for all.

**Premila N**

employee since | 2011

Hello, I am so impressed with this company. It is such a pleasure coming to work every day. I was flabbergasted when my wish was granted to me, to see my first grand daughter who was born in England, with heart complications. I could not believe all the people involved in making my wish come true. Cannot name all of them, but starting with my team and Llead, going all the way up to HR. Every time I see one of those wonderful people who made my wish come true, they all ask about my grand daughter's health, they hug me and tell me that they are still praying for Kira, in England. How do so many people care so much about my family? Because they work for ZAPPOS FAMILY! Love you Zappos Team.

**Regina N**

employee since | 2011

Zappos Culture to me, means being able to be yourself and also being able to learn and grow from one another.

**Andre N**

employee since | 2008

Another great year with Zappos is in the books! (pun intended :)) I can't believe all of the changes that have taken place this past year, and the new exciting changes coming in the new year. Our downtown campus is more awesome than I could have ever imagined, and you can really feel the difference downtown. The

focus on community has made a huge impact, and downtown Las Vegas really has become a great place to work and play. 2013 has been great, and I know 2014 will be even greater. I can't wait to see what the future holds!

**Kimberly N**

employee since | 2008

Zappos is the place that you do not dread coming into work for. When I come here I get to see my coworkers, my family. They have seen me grow, seen me succeed, and even fail. They were there to catch me when I fell, cheered for me when I won, and loved me to the end. Zappos culture is having someone. Someone to call family. Even if you are not related.

**Patricia N**

employee since | 2006

I have been with Zappos for seven years. Every year I am glad to be part of this family. I look forward to seven more years with this great company.

**Rebekah N**

employee since | 2006

Zappos culture is very important to me because it is what makes this feel like a family instead of just a job. My team is like a second family to me and most times coming to work is like coming home. The Zappos culture allows you to be yourself and have fun at work.

**Derek N**

employee since | 2010

Every year I feel more and more privileged to work for this amazing company. Where else would I get the opportunities I get here. Where would I find the caliber of people who will do something as amazing as cheer me on through a weight loss surgery, offer support on any project I am passionate about, or help me live out my dream of singing on stage at The Smith Center (twice?!). It's such an honor to be working here, and I think this company is the cat's pajamas.

**Brie N**

employee since | 2011

I am so grateful to work for a company that has allowed me to grow and pursue my passions throughout the past year. I love being a part of something bigger and knowing that the people I work with, also have the best interest of our employees, customers and community in mind. I can't believe how quickly this year has gone by. It's true, time flies when you're having fun!

**Nichole N**  
employee since | 2012

I couldn't be happier with the place I work than right now this moment. Zappos has been one of the greatest places I have come across. I've had many moments where I felt like I was given complete control of a situation which almost always meets its goal. By my own observations I have seen myself become more independent and empowered through my time here. This company has added so many new interesting people into my life that have been the greatest weirdos I've encountered. I am forever changed for the best since the moment I walked into the building.

**Brendon N**  
employee since | 2012

Zappos culture to me means we are all trusted and appreciated. We are free to make decisions and contribute to the best of our abilities and we are supported in our efforts. It is inspiring, and has helped me feel proud and determined enough to reach all kinds of goals in my life. I mean, I did lose 100 pounds in a year thanks to our Road to Wellness and the gym! Thanks for the inspiration and the support Zappos!

**Hans N**  
employee since | 2013

To me, Zappos culture means that we can be ourselves while we're here working! We also have a chance to learn about other people and their cultures as

well! The culture here at Zappos is absolutely unique, and a key feature that makes Zappos an awesome workplace!

**Susan N**  
employee since | 2013

Whenever I hear this question it somehow gets mixed up in my brain with a movie quote from *The Alamo* and turns into "Think about what Zappos means to you. Then, when you decide what it means, well, that's what Zappos is."

To be honest, I don't know what Zappos culture means to me. I haven't finished thinking about it. There is a lot of fun and a lot that is overwhelming and I am still learning and growing. However, the one thing I have noticed is that everyone genuinely cares and wants to help. That seems like a really good place to start. Also, if I am even ten minutes late getting to the Gold Spike for drinks, everyone I work with starts blowing up my phone. So, Zappos culture means being nice and NEVER being late for alcohol!

**Diana O**  
employee since | 2005

Our Zappos Culture is fun, quirky, and one of a kind. Our culture is the foundation to our little Zappos home and without our unique culture around we truly wouldn't be who we are. Without it, I truly think we would be like any other company, a company who helps with a customers needs but no true

connection to our customers. We wouldn't be able to be our unique company or have a true personality as a company and as an individual working here. We would be going through the motions of coming to work everyday with a fake smile on our face and not the true genuine smile you see on everyone here. Here at Zappos, we do create fun and a little weirdness, we have a very great family spirit, and we are all very passionate. Our culture is Zappos and we make the culture the fun, quirky, and one of a kind that you hear about. :)

**Cristal O**  
employee since | 2010

Another year here, and I am still in love. <3 I am still learning stuff and meeting new friends each day. I couldn't ask for more!

**Samuel O**  
employee since | 2011

Hi guys! I'm going on my third year here at Zappos, and it still doesn't feel like it's been that long. I still love coming into work everyday, and I'm very grateful for still being apart of the Zappos family. The move downtown was good for us as a company and I feel like it has set the way for us to succeed in the coming years. I feel like we needed a new environment to keep our culture alive. I'm excited to see what next year has to offer here at Zappos.

**Alice O**

employee since | 2011

Nothing is more wonderful than coming to work everyday to be greeted by happy people that share the same values. I am truly blessed to work for a company that delivers happiness!

**Michelle O**

employee since | 2012

The Zappos culture is really important to me because when I first came to Zappos not a lot of people realized how shy I was. I hid it really well. This is the only company I have ever worked for where I can walk into the bistro and sit with a complete stranger and feel a real family connection. That was huge for me because I am a secretly shy person. I can be anywhere on campus and someone I do not know will strike up a conversation with me, and I don't feel judged but completely accepted and liked by my co-workers. I don't feel the usual corporate gossip by the water cooler but completely accepted by my family. I am proud to be a part of the quirky humor and wear my Zappos clothing on and off campus! I am proud to discuss how happy I am to be an employee here. Please, approach me and ask any question you have, I am happy to talk to you.

**Benjamin O**

employee since | 2012

All night long!

**Ryan O**

employee since | 2013

I've been here for about five months now, and everything about Zappos is different than any company I've ever worked for before. I never thought I would work in a call center, EVER, but here I am, and I love it! It's because of the culture that makes it so awesome. Every single person that I've met so far is awesome! Everyone is super nice, like-minded, slightly nerdy, and always happy to help anyone in anyway they can, even when it's not their job. If it weren't for the amazing culture at Zappos, I probably wouldn't work here. So, thankfully, it's super-duper-amazballs-fantastic! I love you Zappos!

**Richard O**

employee since | 2013

Before getting hired here, I read all the news articles, business journals and blog posts about Zappos's culture, but being able to experience that culture firsthand is something that is beyond awe-inspiring. I love coming to work every day, I love being able to WOW customers, and I feel privileged to not only work here, but to contribute to this amazing culture and also grow from it.

**Stacy O**

employee since | 2013

The culture here at Zappos cannot be narrowed down into just a few sentences nor be described by a few words. It is, in my opinion, beyond any

explanation that I can think of. However, I do know from the minute I read the requirements from applying, I wanted to be here and experience everything Zappos had to offer, especially the culture. Actually being here and seeing constant smiling faces, talking to friendly new people, and simply just walking around this campus in person is completely different from any explanation I've ever read or heard. It is amazing and far more awesome than any real words can explain. Its fantabulous, hardcore, and most definitely the bombdotcom place evar. I can't imagine even working anywhere but here. My best description is that it's a place where Mondays don't feel like Mondays, where coffee isn't the only thing keeping you sane, where socializing with people doesn't only happen at that crappy old water cooler, where you don't have to put up your "work" face everyday. Because you have to in order to keep working. Here at Zappos, you can actually be yourself and to me it is one of the things I love the most. It's actually exciting to be a part of this culture inside and outside of work. In short, this is the best and the last job I'll ever have and I would not change that for the world :)

**Quintaye P**

employee since | 2006

Thanks for another great year Zappos!

**Alicia P**

employee since | 2007

Being able to live the dream.

**Porsha P**

employee since | 2008

I've had so many doors open up for me working here. I love creating art, and I love that I can share my vision!

**Jessica P**

employee since | 2009

Zappos culture is our family environment. This year we made a huge move downtown and it was because of our strong culture that it was virtually seamless. Everyone came together to help out and really embraced all of the changes. Our new campus is absolutely amazing and everyone immediately felt at home. The culture continues to live on and you can see it through the fun and weird stuff that has already happened on our new campus. We have a space ship conference room parked out front, each floor is decorating the bubbles, the amazing holiday chalk drawings on the 10th floor, and the wonderful giant Christmas tree out front. It seems that every year working here just gets better and better!

**Isabella P**

employee since | 2010

Zappos culture is one of a kind. I love our culture because it makes us who we are. With the move downtown it is great to see our culture evolve and have presence

in the surrounding community. I know our culture will grow exponentially and I am excited for the future holds. I feel very lucky to be able to work with amazing people who I not only consider my friends, but more importantly my family as well =]

**Victoria P**

employee since | 2010

To me, culture means encouraging others, recognizing when you can do more to help your colleagues without them having to ask, striving toward an even greater purpose bigger than your organization and being cognizant of the impact of your words and actions.

**Ashley P**

employee since | 2010

What can I say that hasn't already been said? As I sit at my desk and look around Floor 7, I see my friends smiling, my team making PEC cards, and festive decorations on every desk. I see murals on the chalk wall, and my solar turkey dancing. This is my home. The culture at Zappos isn't a word, event, or a thing, it's a feeling. I equate it to holding a warm cup of coffee. At the beginning, you feel the warmth on your palms and the steam rising to your cheeks. You smile. The first few sips fill your body with a tingy warm sensation. As you continue to drink, you become comfortable, and at ease. The rain doesn't bother you, because you have your coffee. The problems in your life fade away, because you have your coffee.

And when you finally get to that last sip, you savor it, and even let out a small sigh. It's over, but it was delicious! The culture here is the same feeling. Sometimes you feel as though you may burst with excitement because so many AMAZING things are happening. Every day there's a new smile to see, and a new laugh to hear. A new customer to WOW, and a new thing to learn. You feel safe here. Warm. Comfortable. And when the day is over, you look forward to adventures of the next. Speaking of coffee, I love me a white peppermint mocha, extra peppermint, with whip, soy milk. It's amazing ... It KINDA is. Thank you Zappos for being, and MAKING my white peppermint mocha. :)

**Joseph P**

employee since | 2011

Zappos culture means a focus on the individual, whether it's a customer or an employee. Every one of our core values reminds us not to lose sight of the people that our decisions will affect.

**Christopher P**

employee since | 2011

Very few places to work actually walk the walk and make a consistent effort to make the work place creative, fun, and inspiring. There's confetti on the floor and a llama on my cup. I get to work with all my friends, and there's never a dress code (except on Tutu Tuesdays and Fancy Fridays). I've made friends that will last a lifetime and over the past few years I have grown

as a person in ways that I never could have imagined when I first started. Here's to many more weird years at Zappos!

**Nathan P**  
employee since | 2012

Zappos culture means coming to work to see my family. Zappos is my home away from home. My coworkers are my peers, my friends, and my family. I wouldn't trade them for anything.

**Rosemarie P**  
employee since | 2012

All I can say is WOW!! 2013 has been such an amazing year!! I am so grateful to work at a place like Zappos. My home away from home!!

**Eileen P**  
employee since | 2012

The Zappos culture is something beyond amazing. I have never worked in an environment that is anything like Zappos. In the first few weeks you start working here, they mention that we all feel like strangers, but after one month, we'll be a family. I will admit, that it still remains true. My friends are my family. The culture is shared all around by Zappos employees in every place we go. Our smiles are uplifting, our laughter is contagious, and our kindness is everlasting. I feel that the Zappos culture is all about family. We create a family within our work environment, and our work environment then creates a family within our

community. It's a ripple effect that will continue to touch lives in many places. For myself, the Zappos culture is a lifestyle. We work by our core values and continue to use them within our personal lives. I know that I have become a much happier, more giving person since I started working here. I just know that if the Zappos culture continues to grow, we will have an epidemic of happiness with each person we touch.

**Shandi P**  
employee since | 2012

I've noticed that I have been given the opportunity to grow as a person in almost every way imaginable. When things aren't going well, I have caring leads and mentors that check up on me. When things are going well, they're always there to help me celebrate any sort of achievement. I have been able to sleep at night knowing that I did everything I possibly could have done to make our customers/co-workers happy. I have no guilty conscience like I did at other jobs knowing that if we just would have listened to the customer or trusted the customer, they would come back to us. I don't know where I'd be without my Zappos family. The acceptance, and downright enthusiasm they have for me being true to myself is overwhelming, and I have a hard time finding the words to express my gratitude for all of it. This past year has been one heck of a journey, I am a different person from who I was before I started in September of 2012. Thank you.

**Crystal P**  
employee since | 2012

Being a part of the Zappos family is truly AMAZING! I wouldn't have it any other way.

**Michelle P**  
employee since | 2013

Zappos culture means family to me! I come to work every day, and I get to hang out with the most eclectic and creative bunch of oddballs there are. I know I can count on each and every one of my teammates if I need them. If I have a problem, I know I can count on anyone here if I need help or advice. I've never been so inspired, moved, and motivated by so many people!

**Alvida P**  
employee since | 2013

Zappos, thru the eyes of me:  
Serendipitous.  
Friends become family.  
Where I am encouraged to be myself.  
Endless possibilities that bring out my full potential.  
Where I got to experience the most epic move, ever ... to DTLV.  
A representation of laughter, freedom, exploration, and randomness.  
A place where almost immediately, it became more than just a "new job."

**Jeffrey P**

employee since | 2013

New to the Zappos family, I was amazed at how different our culture is compared to past experiences with other companies. Met with open arms, I have finally found my home away from home for years to come.

**Brandi P**

employee since | 2013

Zappos culture means being yourself. It means being free to express yourself and your individuality and to not feel ashamed or embarrassed about who you are. I am so lucky to work at a place where I can walk in everyday and not feel like I have to pretend to be something different. I am accepted for who I am, and that's a beautiful thing.

**Julie P**

employee since | 2013

I wake up every morning looking forward to spending my time at a welcoming environment, surrounded by people from all different walks of life. Every day is a new challenge and a new gift. When customers ask why I sound so happy over the phone, I tell them that it is because I am free to truly be myself at this job and that is more than I could ever ask for. Zappos culture = pure happiness.

**Miranda P**

employee since | 2013

The Zappos culture is much more than any one word, or a hundred words, could ever describe. It's a culmination of extraordinary people, ideas and events, with a huge emphasis on people. Every single person I have met, and even those whom I have not met, has something important to contribute to the truly unique atmosphere of this company. Each of those same individuals has also played a huge part in my own personal interpretation of the culture itself. Essentially, the culture allows me to come to a place where I am surrounded by friends, my goals are supported and my ideas are heard. I can't imagine working for a better company!

**Diedre Ana P**

employee since | 2012

The Zappos culture is one that embraces people for who and what they are, acknowledging that no one is perfect. It represents a place where you can be yourself without judgment. It's nice to come to work, feeling like you're coming right back home. The Zappos culture symbolizes a life-long acceptance, trust, and happiness. It's a place where you learn the value of humbling yourself, developing yourself, and finding the real you. The best part? The friends who become family and the ability to connect with someone different, from a different part of the world, every single day.

**Vincent Q**

employee since | 2010

Greetings and salutations Earthlings!  
It's my third entry into the always awesome culture book! Star log 12.17.13: Life on the mother ship in DTLV is alive and kicking. We have a UFO in our center court. As if the Z couldn't get any cooler, it just hit us all in the face like a sub-zero Winter in Anchorage! Life is great in the new building and culture is great! I've been given opportunities I've never received anywhere else. I've D.J.'d more events than I have EVER, not as shy as I used to be and can say that Zappos has made me a better person! I can't imagine working for another company. As I've one said on a FB post earlier this year; "Zappos, it's everywhere I want to be." My friends and coworkers are unbelievable. In closing, there is no rhyme or reason to this, just a collection of thoughts. Cheers!

**Nelly Arias-Q**

employee since | 2012

The culture at Zappos is unlike any other company. It's a place where I can be myself, sing out loud, and be a little weird. I love every minute of my job, and I'm truly blessed to be part of the Zappos family.

**Sharon Richardson**

employee since | 2007

I can truly say that Zappos is unprecedented and unique in it's ethics, core values, the encouragement of sharing fun (and

sometimes a little weirdness – which is even more fun!); it's encouragement of employees to be unique in their own ways of expression and creativity. But, Ultimately, it is unsurpassed by any others in its true and sincere interest and determination to always deliver the BEST and BIGGEST WOW for it's best customer service ever known to man! What can I say? I love, appreciate and respect my job – and it doesn't really feel like a job at all! I actually get paid for having fun, sharing smiles, and making customers happy – now, "who could ask for anything more?!" I have been truly blessed! Thanks Zappos ... and most of all TONY HSIEH! ... SHARON R

**Linda R**  
employee since | 2007

I have been with Zappos for over six years, and I have found the culture has changed as Zappos has grown as a company. We have become more of a family. I feel our teams are more intimate and we care about each other more. Zappos has built this family spirit by giving us more time to interact with each and to get to know each other out of the work forum. To me Zappos means Family & Friends.

**Clarissa R**  
employee since | 2008

I have been with Zappos.com for almost six years. My, how time flies. I am loving every day. I have watched the company grow, I see the talent within the company, the innovation and so

much more. Helping customers from all over the world is a joy and fun. Some may ask how is customer service fun? Having the resources to treat my little area as though it's my own store; I love it! I am empowered! In an age of technologies (please press 1), you get it, people get excited when they are speaking with another human. You can briefly get into the lives of others. There are weddings, vacations, they are upset, you can calm them down, give them a smile, wow them with the unexpected; it is endless. It's nice to work for a company that is well-known for it's good works; but it's totally awesome to work for a company that is known within the community for its efforts of clean ups, business start up, sponsorships, internships, challenges, and so many other projects. I love that our core values is just a reflection of how we should all live our lives daily. I hope to retire from Zappos.com. There is no other company I would rather work for. It has been a true blessing.

**Clarence R**  
employee since | 2008

Zappos culture is a continually evolving entity. We continue to steer this entity, but we truthfully have no idea where it will take us. We just hold on and enjoy the ride.

**Tammy R**  
employee since | 2009

What is Zappos culture? Well, that is a loaded question for sure. It is everything from opening the

door for anyone and everyone to dressing up for "Spirit Days" such as robot day for Cyber Monday. But the culture here is so much more than that. It's a family that you look forward to seeing and getting to work with. I've been blessed to be at Zappos now for 4 1/2 years and my "family" here just continues to grow. The 4 weeks of training truly does bring you close and develop friendships that last far beyond that time and stand the test of time. They tell you in new hire training that you'll bond with the people in your class and I remember looking around and thinking "what do I have in common with these people?" Well, from the outside it may not seem like much, but because the culture is so valuable here at Zappos, like-minded people are hired and that is what allows you to bond and build life long friendships.

**Kimberly R**  
employee since | 2011

This has been another amazing year! I'm so thankful to be on this journey and for the friendships I have made along the way. I'm so proud to be apart of something so special and excited to see what is to come next year. Zappos is more to me than just a job it's family.

**Stephanie R**  
employee since | 2012

Zappos culture means walking into work one day to see an alien spaceship in our courtyard and that being considered the norm!

**Roni R**

employee since | 2010

I have been with Zappos for 3.5 years now, and every year brings a new blessing. This year I attribute my health to Zappos! Zappos is such a big supporter of health and wellness and through their endurance event reimbursement, weight watcher reimbursement, and overall push for a healthier life style I have lost over 90lbs. If you would have told me that the main reason my health would improve is because of the company I worked for, I would have thought you were speaking gibberish. In the last year I have found a love for 5Ks, and more so the mud runs. I have had some of the best times and I have made some great friendships through running, and no one is more surprised about that than I am. Thank you Zappos, for not only making me love coming to work, but helping me become the best version of me!

**Annette R**

employee since | 2011

Zappos culture has really meant a lot to me since starting in 2011. This year, however, the culture came full steam ahead. I lost my father suddenly in April, 2013 and I work on the Graveyard team. I have never in my life met such a wonderful, group of individuals whose diversity make life so enjoyable. The love and support they provided is what Zappos culture is all about, and I wouldn't trade it for anything in the world. The Graveyard Krew rocks it out everyday with a little

bit of weirdness, positive team and family spirit and above all: LOVE

Keep that wonderful culture going, Kaos Krew

**Amelia R**

employee since | 2011

Zappos has changed my life in so many ways. It is such an uplifting and encouraging work environment. I don't just work with coworkers or employees, I work with family. I know I can come to work and rely on everyone around me. I also love that Zappos gives you the opportunity to truly grow as a person. Working for such an amazing company has really pushed me to be a better person. Every year bring more exciting fun and changes. I can't wait to see what the next year holds!

**Gabriel R**

employee since | 2012

I have been working for Zappos now for a little over a year and a half. My journey with this company has truly amazed me. The people I work with on a day-to-day basis have helped me grow into a better person. All my coworkers are always thinking about the team first before themselves. The team I work for now has helped me become more open to try new things and have a closer connection with my peers. As this company grows and evolves I still feel like everyone that I have encountered within this company remains loyal to our culture, because of this I have grown into a better

person then before I started working for Zappos.

**Kaitlyn R**

employee since | 2012

Zappos is truly AMAZING. This has been the one job that I actually enjoy going to. I can be having a horrible day and then I get to work, and it all changes. I have grown so much since stepping through the doors of Henderson. Every day that I have been here has not only been fun but also a learning experience. Everything I have gone through here has been for a reason. I am so excited for the years to come. I have met so many wonderful and amazing people, and I do not even know everyone here yet. I enjoy every single moment that I spend here. Zappos is not just a company but a family.

**Aida Dejak-R**

employee since | 2013

Zappos culture means a lot to me. Coming from a company that had nothing similar to what our culture is, it makes me feel very lucky to be part of a company that has the creative thinking of building a culture for all of us here to be part of and also to relate to. Our culture has taught me a lot in and out of work and how I live my everyday life. I love it here and our Culture makes me Happy.

**Amanda R**

employee since | 2012

Zappos culture to me is the intersection of amazing people,

a positive environment, and the experiences and memories we all create together. Every day is a new memory at Zappos. I can't wait for many more to come!

### **Regina R**

[employee since | 2012](#)

To me, the Zappos culture is not just corporate company culture. Rah. Rah. It's a movement. I couldn't be more proud to be a part of Zappos, the culture, and the movement.

### **Desiree R**

[employee since | 2012](#)

Working @Zappos has defiantly been interesting! Cheers to many more years!

### **Lauren R**

[employee since | 2013](#)

I love everything about Zappos! Every day is the most magical day! I love that every day I learn something new, and I am surrounded with quirky, passionate people, just like me!

### **Diana R**

[employee since | 2013](#)

When I walk onto campus and see authentic smiles, hear genuine laughter and feel the warmth and glow that emanates from the vast amount of people from different backgrounds working, playing and candidly showing support and appreciation for one another? It reminds me ... that's something the entire world is working on achieving. Zappos culture, to me, means a step

forward in our impact here on Earth. It's an inspiration towards ingenuity, imagination, innovation and harmonious amity. It's wicked rad, dude.

### **Erin R**

[employee since | 2013](#)

Since starting my employment here at Zappos in July, I have never been happier. I smile and laugh every day, the friends I've made are life-long and the culture has been such a positive addition to my life. I truly feel like I have a personal impact on those I interact with because my relationships are sincere and genuine. I believe it is important to create a community within a workplace so the culture can spread beyond its walls. Zappos focus is to live by its 10 Core Values and it not only shows every day I am here, but its success has only begun to scratch the surface. I am a proud Zapponian!

### **Jada R**

[employee since | 2013](#)

Zappos culture is the bomb diggity! Let me explain. You see, I've recently started working here and everything, down to the interview process has been an experience like no other. I mean, who asks, "Twizzlers or Red Vines?" on an interview? NO ONE ... except Zappos. I've realized that there is always a method to the madness. We change desks every 6 months... inconvenient right? Well, not when you grasp the meaning behind it. I definitely know more

Zapponians and have established GREAT relationships because of it. How do you meet new people if you're stuck in the same seat, same area, and surrounded by the same people everyday?! We are allowed team building time. Sounds like a waste of money for a retail company, right?! I mean, shouldn't we be working? Well, not when you realize the significance. When you have time to step away from your day-to-day duties and interact on a more personal level, with your coworkers, they become more than just a coworker. We are now friends. I can feel comfortable giving you my phone number and inviting you into my home without thinking I'll wind up chopped up in a deep freezer, you know? So, in a nutshell, Zappos does things a little bit different. There's a strong sense of unity here. And I dig it.

### **Mary R**

[employee since | 2013](#)

Zappos culture means being able to enjoy your work environment and creating new friendships with people I look forward to being with. It is so refreshing to find individuals as motivated and energetic about their lifestyle as well as their jobs. There are only a handful of people that like their job, and I cannot find one person that works here at Zappos that can say that not only do they like their job but they LOVE IT! I look forward to coming to work because it is literally like my second family.

**Donald R**

employee since | 2012

Working at Zappos means I get to come to work every day, see my friends and family, and have fun! The Zappos sense of community extends beyond the walls of the office, and it shows!

**Michael S**

employee since | 2005

Culture isn't about parade, or happy hours or fun silliness. All that is fun and great. REAL culture is about acting with love, putting positivity out into the world, and knowing that we are just a small part of something bigger. We should act with love, not react, and that applies to everything, business or personal. That is what will connect us.

**Lorne S**

employee since | 2006

The Zappos Culture to me is fun and a little weird. We would have a team dinner together, and sitting across from us was Holly Madison and another beautiful girl. They left the restaurant, we jump out of our seats and went out. I got a picture with Holly Madison (Playboy). That night we had a great time together, just having fun.

I have been at Zappos over seven years, and two things that does not change, we work hard and then we party hard.

I can't wait for our Christmas Party in Jan, more great memories, hopefully, I don't party too hard and don't remember what I did. LoL

**Eric S**

employee since | 2007

In my humble opinion, I believe that Zappos is redefining the way businesses should be ran. Besides what's already known about our company which is Happy Employees = Happy Customers, we're now part of a movement that has revitalized a major metropolitan city which is downtown Las Vegas. For those not familiar with the area, downtown Las Vegas has seen better days. Our CEO Tony had a vision to bring businesses and community back! While other companies would only be thinking about profits, ours wanted to create a place where not only our employees but also the surrounding community, can work, play, and live harmoniously. This is a gambling city where the odds are usually stacked against you and others are betting that we'll go bust. So far, we're making all the right plays and winning!

**Chelsea S**

employee since | 2007

Zappos culture has evolved in my six plus years. With the move and all of us now being in the same vicinity again, we have the opportunity to improve it and bond with all departments again. Next year will be a big year to make sure our culture flourishes along with the changes that may happen. As long as we keep the culture consistent, we can handle anything! One team one dream!:)

**Theresa S**

employee since | 2007

When I started working here over six years ago, our CEO, Tony Hsieh, always said he wanted Zappos to be know as a customer service company that just happens to sell shoes, clothing and a whole bunch more. I am proud to say we still are just that. We love our customers, and a lot of them love us. Thank you Zappos for giving me more than a job, you have given me a huge family of co-workers. Long live Zappos!

**Elissa S**

employee since | 2007

Live in the WOW and deliver happiness ... it's just that simple.

**Thomas S**

employee since | 2007

Zappos culture is about putting forth a family like environment. This goes way beyond just getting along with our coworkers. I never worked anywhere previously that I want to spend time outside the office with my coworkers, but at Zappos I look forward to these times. The culture goes way beyond building lasting relationships, it's about what can we all do to push the envelope and make Zappos even better. I love the fact that since we've moved to our new downtown campus, we're spreading the culture outwards to the surrounding community, showing our neighbors that Zappos is so much more than just an online company. Having been a part of

this wonderful organization for the past six years, I can't wait to see what greatness we can achieve over the next six years. Stay tuned as it should be amazing.

**Thomas S**  
employee since | 2008

What a wonderful place to spend each day with friends who have a common purpose and a common set of core values. We're all here to Deliver WoW Thru Service and to move our culture forward, so that we all can enjoy the time we spend with our customers and our coworkers.

**Anthony S**  
employee since | 2008

Work for a cause, not for applause. Live life to express, not to impress. Don't strive to make your presence noticed, just make your absence felt.

**Eileen S**  
employee since | 2009

It's been over four years, and I am still grateful to be a part of such an amazing company. I've had great opportunities to grow within my department throughout the years and the friendships I've made mean so much to me. I appreciate it every day.

**Ana S**  
employee since | 2009

What does Zappos Culture mean to me? It means diversity, acceptance, changing, adapting, unity, growth, achievement and

challenging yourself and being pioneers. Zappos Culture means knowing you are cloaked in support, guidance and love when you experience something traumatic in your life.

**Mary S**  
employee since | 2009

I have been with Zappos for more than four years, and I am still loving it. I am pretty excited that we have moved to our new campus in downtown. It has been amazing being able to engage effortlessly with fellow Zapponians on/off campus. I am glad that the Zappos culture is still very strong and with our new office probably will be even stronger. Love Z A P P O S!!!

**Allison S**  
employee since | 2010

Our Core Values are part of what puts us together here at Zappos. They are not only a job description, they are a way of life. Since having the opportunity to move downtown, Embrace and Drive Change has been one of the most relevant Core Values we've had to display. With growth, you usually experience the dreadful "growing pains," which no one ever looks forward to. However, being part of the growth here has been an amazing experience. We've grown as a company, as a family, and as a brand, and it's been such an exciting whirlwind to be part of. In my own personal life, I've never been one to like change, but being at Zappos, this has changed my outlook on so many levels. We're all in

this change together, and we go through the same trials and errors, celebrations, and milestones as one family.

**Courtney S**  
employee since | 2010

Zappos.com has saved my life, in more ways than one. Zappos has built my character into that of one with more integrity and more compassion. Zappos brought out and amplified the best in me. The words "company culture" don't begin to do what Zappos does any justice. It's more than just a culture, it's a powerful way of life. Culture is coming to work each day and feeling like you are with your closest friends and family. This is advantageous because I look forward to coming into work each and every day. Positive support from my Zappos family encourages me to be happy and want to do my very best each day at work. I feel like Zappos and its company culture has truly made me the happy, hard-working person I am today and I couldn't be more grateful.

**Chane S**  
employee since | 2011

Zappos has always been an amazing place to work!! I'm proud to be part of a pioneering company that continues to "buck the trend" by taking care of its customers and employees alike in new and unexpected ways! Keep it up Zappos!

**Tanya S**  
employee since | 2010

Every year at Zappos is always a new adventure for me. This year I have learned many new things and grown so much as an individual. I got to take many new paths in my journey and met a ton of new people. I am still so thankful for the relationships I have build while working here. The people I work with are not my coworkers. They are my friends and family. I can't think of any other job that I would have the opportunities that I have had here. I mean hey, who else is going to bring in their own snow to let the kids slide down the steps in our new building for a holiday festival ... Ha! No one else will! I <3 my Job!

**Harmoni S**  
employee since | 2010

"The lights are much brighter there  
You can forget all your troubles,  
forget all your cares  
So go downtown; things'll be  
great when you're  
Downtown; no finer place for  
sure  
Downtown everything's waiting  
for you!"

**Shaun S**  
employee since | 2010

Zappos continues to amaze me the longer I'm here. I'm going on my fourth year, and things have never been better. The culture continues to grow and bring more & more positivity & happiness every year to those in the

company, and now, the community. To me that's the focal point of Zappos culture, HAPPINESS. Let's keep it going!

**Laura S**  
employee since | 2010

WOW is all I can say about this past year at Zappos! We have moved into our new home in downtown Las Vegas. The community has welcomed us with open arms, and it feels nice to be part of the downtown. It seems like everyday there is something new happening, even a spaceship conference room in the courtyard. I love being able to cross paths with people from different departments through the day. This way you get to see people you have not seen in a long time. I cannot wait to see what next year will bring to Zappos! Way to Go Red Sox!

**Kristina S**  
employee since | 2013

What can I say ... I have made many MANY GREAT friends here at Zappos!! They are like family to me! I look forward to meeting more great people and establishing new friendships :) Thank you for everything ... here's to another great year ahead of us! Cheers to 2014

**Monabel S**  
employee since | 2011

The culture means experiencing your mistakes and achievements with the Zappos family. We grow and learn together. The culture is what keeps us grounded. I

love working for a company that accepts me for who I am.

**Megan S**  
employee since | 2012

I just want to thank all of my fellow Zapponians for making this such an incredible place to work (and play)! Thank you for being cheerful and kind, supportive and caring and going above and beyond each and every day. Sometimes I don't have a very fun day, but when I see everyone around me laughing and chatting, which each other or customers, I feel better. Thank you for being the best company ever. What a privilege it is to work in this beautiful place with all of you! Thank you!

**Jaime S**  
employee since | 2012

The Zappos culture means family! Whether it means looking out for each other by teaching a fellow co-worker how to do something easier, dressing up in ugly sweaters during the holidays as a team for spirit week, or bringing in something delicious for a "just because" potluck! We're all part of the Zappos family because we treat each other like family - the culture just comes naturally!

**Lisa Shin S**  
employee since | 2012

From when I started at Zappos to today, I would have to say that I am a totally different person. I have grown since day one and the personal growth is still progressing. I feel like I have become

a better person by being able to challenge myself on so many different things. I can't wait to see where I am next year!

**Joanna S**  
employee since | 2012

Zappos Culture is like no other. We get the extraordinary chance to be apart of a company that doesn't look at each of us as an "EMPLOYEE," but as individuals. We are like family around here, always willing to go above and beyond for each other. We are together more than we are with our own families. It's awesome to be able to say that your co-workers are your second family. Everyday is a new journey, and who wouldn't want to be apart of something that is more than just a "job"?

I was always that girl in school getting into trouble for talking too much, and who would have thought that would be my job five years later? I enjoy changing my customer's day, even if it's with a simple common interest or funny story in life we may have encountered. It's nice to hear that they enjoy calling us and even if it is for just a new order or whatever the case may be, that they get a friendly voice on the other end. Zappos Culture Spreads like a Virus, and I am Happy to be Infected!

**Jessica S**  
employee since | 2012

Zappos means being able to have fun at work and not feel bad about it. I'm always kept on my toes and my spirits are

always lifted when I'm at work. Our culture lets us be who we are naturally, without having to be a different person at work. By letting us be ourselves, we can make genuine connections with others. My friends and "family" are all here at Zappos. I have a support system that I can go to if I need something and it's bigger than it's ever been.

**Jordan S**  
employee since | 2012

The first word that comes to mind when I think of the Zappos culture is "family." Our relationships extend further than strictly work-level, and everyone is encouraged to be themselves. It's awesome to work at a place where everyone brings something a little different to the table, yet live and breathe the same core values. I can't believe how much I've grown since starting Zappos, and I'm beyond thrilled to hang out with such an amazing group of people every day.

**Danielle S**  
employee since | 2012

Zappos!  
What can I say? It's been one of the most rewarding companies to work for. I came from a government job where you are looked at like just another number. Here at Zappos, you are appreciated, encouraged, and are given a voice. The company has become a second family and made me excited to be at work! How many people can say that?! Zappos embraces everyone with open arms no matter what differences we have.

I love Zappos and everything Zappos stands for!

**Shawn S**  
employee since | 2012

Being here at Zappos has been a great experience. Zappos may ask much of its employees but gives more in return.

**Cory S**  
employee since | 2012

The Zappos culture is something that is beyond description for me. It is knowing that you are home when you walk into the office. Knowing that everyone around you truly cares about you and that you have a second family. I never could have guessed I would ever feel this way when coming to work, but to be honest, most days it doesn't feel like work. I couldn't think of a better way to spend a good portion of my day than being with such amazing people.

**Jill S**  
employee since | 2012

There are so many great and amazing things about Zappos culture. We are a family that comes together to support each other and be that shoulder to lean on when needed. I love that our culture encourages everyone to be themselves and to have fun and be goofy at work. Not many places want their employees to express themselves. I am truly grateful to be working for such an amazing company!

**Carson S Jr**  
employee since | 2012

Working at Zappos over the last year and half has been a fantastic new chapter in my life. The culture, the people, and the management style are truly one of a kind. The office environment is positive, uplifting and most importantly FUN. At my old job, I used to have what I called "Sunday evening dread." That feeling is a thing of the past. I have never dreaded coming to work at Zappos. As a matter of fact, there are times when I can't wait to get back to the office and see my coworkers. Thanks Zappos for a wonderful year.

**Anna S**  
employee since | 2012

Zappos is my family away from home. I have never worked at a place in which I can express myself in MY way instead of being conformed to following a company's strict demeanor. I love that I am allowed to be WEIRD and HAVE FUN with my second family without having to be reprimanded for my actions. In what world, are you able to go around and sing any song, decorate with bright colors, dress in monkey suit and feed a llama all in the same day. Anything is possible in the ZAPPOS WORLD and FAMILY.

**Christy S**  
employee since | 2012

I believe the Zappos culture means having a strong communication and relationship with

the people your work with and treating everyone with respect. We are family and support each other. Our culture is defined by every individual person coming together to create one amazing company. Zappos has helped me learn some life lessons and I'm grateful for everyone I have met. I have made some life long friends and my experience with Zappos will be totes etched in my memories for a lifetime. There is no amount of words to explain the positive impact that Zappos has had on my life. Thank you so much. I love you all!

**Anna S**  
employee since | 2012

Zappos Culture is an important feature of Zappos that distinguishes Zappos from other companies. Zappos culture is what led me to work here. Zappos Culture, creates and supports a creative environment that cares for the employees. I have been able to showcase my artistic abilities in the café, Bistro, or with my team. We can be ourselves while assisting customers and are not bound by a strict script that makes other call centers sterile and robotized. The employees care for each other at work and outside work. Friendships made here are meaningful and there are days I do not want to miss work even when I am sick because I miss seeing my coworkers. The culture here is rich with diverse creative people from different races, backgrounds, ages, and job experiences. Together, we work in harmony. Our happiness

reflects to our customers, who hopefully spread the joy and word of mouth about Zappos to their friends and family. I am extremely grateful to be a part of such a loving company who embraces individuality and personal growth. I am grateful to be a part of the Zappos culture and hope that more people can be inspired to create work environments that promotes happiness.

**Erin S**  
employee since | 2012

Zappos culture is exactly that, the Zappos culture. There is none like it anywhere else. You become a happier person when you are here. You don't have to hide your true self, or assimilate into some robot that "fits" into everything and everyone else. I'd say that my favorite part about the open and honest culture here is being able to work along side with the Big Dogs! They do not hide somewhere deep in a granite office, or wear extravagant Versace suits to work everyday. Tony, Fred, and Mike are regular people just like us, and they act like it. They live the core values just like the rest of us. It's awesome. They share their wealth with the company and even the community! That is what fuels this culture. Their willingness to spread happiness to others. Their generosity is contagious. I love being a part of this customer-oriented family. It changes lives, and it certainly changed mine.

**Christina S**

[employee since | 2012](#)

I have never worked anywhere where I have felt like I am part of something so big! When I hear the word “family,” of course I think of the people I hold near and dear, but I also think of Zappos! I can’t wait to see what the next year is going to bring!

**Kristen S**

[employee since | 2012](#)

Our culture here at Zappos is incredible! I have never met a more caring, crazy group of individuals. I love that I am able to come to work and it feels more like hanging out with friends and family then it does actually working. Everyday Zappos steps it up and we take it to the next level.

**Erica S**

[employee since | 2012](#)

Culture to me is all about building our family, friends and community. We always have fun things going on around here to keep us engaged with the company and with each other. I love that my family can be apart of so much of what we do here, holiday celebrations, picnics, ice skating. I am always meeting new people from other departments. I have been encouraged to run 5Ks and to shave my head. The love and support that we have for each other is felt and it is known. We celebrate with each other. We grieve with each other. I feel as though my Zappos family is a giant extension of my

nuclear family!

**Andrew S**

[employee since | 2013](#)

Honestly, Zappos culture to me is something you really cannot describe but rather, experience. But, if I were to describe what I have experienced so far, it would go something like this ...

Working for a company among countless creative, open minded, intellectually hungry, individuals with such robust personalities, is all what makes up the Zappos culture. From the seasoned veterans to the NHT classes, each and every person contributes a plethora of knowledge, power, experience, and passion that inspires and lives out the 10 core values. Nothing at Zappos is predictable, and I guess that in itself describes my perspective on the Zappos culture, venturing into the unknown with the 10 core values in tow, working together to execute a common goal.

**Katherine S**

[employee since | 2013](#)

Zappos is fun, kind, and of course my favorite thing, weird! Starting here has exceeded my expectations times a 1,000.

**Ricky S**

[employee since | 2013](#)

To me, Zappos culture is awesome and has made me better. It has made me a better person not only at work but in my personal life as well. I’m more relaxed and my family and friends see it. My

personal life shows it as well. My family is happier for so many reasons and the Zappos culture is to blame. The people that I work with on a daily basis are so encouraging and just amazing. I love all of them. Zappos culture ROCKS!

**Lisa S**

[employee since | 2013](#)

Zappos culture ... To me, as I sit here at my desk with a glass of champagne means different in the best way possible. Be true to yourself, your space, your work, and grow in the process. I love Zappos!!

**Amanda S**

[employee since | 2013](#)

Zappos has become my home away from home. I never imagined that there would be a point in my life where I would wake up every day and truly want to go to work. I started my journey at Zappos six months ago, but I am looking forward to many years to come! The culture here has affected my life in such a positive way. I have a brighter outlook on everything, and the core values really guide me through every decision that I make! I have the opportunity to work with the most amazing people, and they have become a part of my family. I can be my true self, and express my personality without any judgment. I feel so blessed to be a part of the Zappos family!

**Gabrielle S**  
employee since | 2013

To me, Zappos culture means coming into work and being surrounded by a family that gets you through even the toughest days. It's knowing that every day is going to be exciting, even in little ways. Zappos culture manifests in a million little ways that ends up not just in your work time, but in your every day lifestyle.

**Monica Rosquist-S**  
employee since | 2013

Culture means creating a family instead of simply befriending coworkers. Culture means loving what you do and showing up with a smile on your face because you truly love your job and everyone you work with. We are considered a Zappos family instead of just an online retailer. Everyone here is considered family, and I couldn't have chosen a better company to work for. I love what we do, what we are and what we represent.

**Francine S**  
employee since | 2013

Core Value 3;  
Embrace and Drive Change.  
What happens to a dream deferred? Does it dry up like a raisin in the sun? Or fester like a sore — And then run? Does it stink like rotten meat? Or crust and sugar over — like a syrupy sweet? Maybe it just sags like a heavy load. Or does it explode? Sometimes the hardest changes to embrace and drive are those

that are inside of us. But how do you change things inside when the biggest thing you need, the biggest thing that you must have, are things that are external to you? I've dealt with a lot in the past few years — a bad marriage, a brain injury, moving across the country, being broke, unemployed, homeless, on welfare — but then I somehow lucked out and got a job here. I'm still not sure why or what Katrina and the others saw in me, but I am grateful for it. The changes in me since I've started here?

I'm a better, more patient mom to my awesome and sometimes challenging kids, one of whom has special needs. I've been able to focus on fighting and being able to make a better life for my kids, because of the external change of being able to support them on my own. I've gotten better at standing up to my ex and not being afraid anymore, because I know I can, and even when I'm scared, I've met people here who have become fast and lifelong friends (and remind me often that shovels and sand are both in abundance out here). I am a more thankful person, and I've been able to focus on changing me — both inside and out, for the better so that I can keep becoming a better mom, a better sister, and a better person in general. Some days, it sucks. Some days, you look at parts of yourself you'd rather not, at things or decisions you've made that you regret — and some coaching from amazing leads makes you uncomfortable, but is for the betterment of you and

Zappos in the long run. In the end, the best thing that each of us is encouraged to do is embrace and drive change — as long as we remember that it all starts with us, but is only made better when we accept help from the other amazing and incredible people we find around us here at Zappos.

**Emily S**  
employee since | 2013

Zappos culture means to me coming downtown everyday and being immersed in a total campus experience unlike anything I have ever been a part of. The windows face inward, and it is awesome to see your friends and colleagues walking around the inner Plaza. You never know what art instillation will pop up, and one of my favorite things are the kickballs that get kicked up and bounced around to the different levels of the pavilion. You can't beat the look on a visiting tour group's face when they step out of the building only to realize they have involuntarily joined a dodgeball game. People in suits and dresses and badges happily catching and returning balls; that's what I love about this place.

**Linda T**  
employee since | 2006

This year has been filled with so many things to be grateful about. I couldn't make that list without mentioning Zappos. My time spent with the company has impacted countless positivity in my life. So it goes without saying that I'm thrilled to

still be here. It's certainly a gift to be a part of this family of friends whom are professionally called coworkers. My personal and professional growth has been influenced largely by my involvement with Zappos events, culture, and atmosphere. You really cannot help but be infected by it's idealistic penchant to go after what you want!! This next year is going to be another grand year for me and I'm sure it's going to feel like it had just come out of my dreams; just like most of Zappos themes! Ahahaha!

**Tamika T**  
employee since | 2006

Freedom to be yourself without judgment. Freedom of expression. Where a little weirdness is the norm!

**Mary T**  
employee since | 2007

Being blessed to have been here for the multiple years that I have been ... Zappos culture will always be something amazing to me. This is MY FAMILY! I have grown so much since I started and just thankful for all the life lessons I have learned. There is no other place that could compare to Zappos and its culture.

**Helene T**  
employee since | 2008

The move downtown makes me appreciate Zappos more. With everything that Tony is doing to help the community, he's setting a great example to all of us that work here to reach out and help those that need help.

**Christiane T**  
employee since | 2010

Whenever I think of Zappos culture, I think of family. As we move from team to team with shift bids, specialty teams and departments, we get to know and learn about each other and become close with many different people. This allows us to know that no matter where we go within the company, and even leaving the company, we will have a group of people behind us, encouraging and supporting us when we need it. Zappos is more than a place that I work, it is place that is full of people who have become my friends and family. People that I know I will remain close to whatever the future may hold.

**Tameila T**  
employee since | 2012

I think that above all, being humble is the best part of our culture and is a great attribute to have in life in general as well.

**Jacob T**  
employee since | 2012

For the past year, I have learned a lot about Zappos and its company culture, and said culture is one of my main points of pride in working here. I have never had a job where I feel welcome at every turn, and my coworkers are more akin to friends and family than just people I interact with in the workplace. Everyone is so involved, and Zappos holds such a huge place in everyone's hearts; it truly is amazing (and

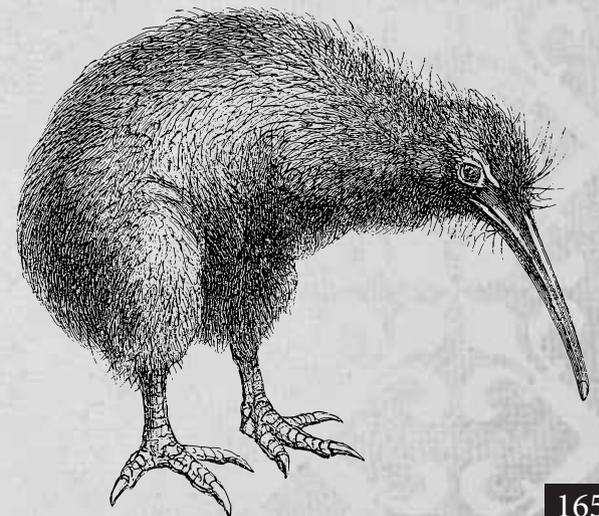
rare) to see. Zappos has driven me to reach out, engage with new people, and has given me a newfound sense of confidence and drive to achieve my dreams and goals. Thank you, Zappos, for being my home away from home.

**Mary T**  
employee since | 2012

WOW is all I can say. This past year has flown by. I have been here over a year now, and I am still constantly WOW'd by Zappos. I never thought I would find a company that truly appreciates its employees and spoils them rotten. Here's to another year! Can't wait to see what's in store!

**Tyeshia T**  
employee since | 2013

Zappos Culture means long lasting friendship with coworkers and customers. It means treating other how you want to be treated.



**Kelsee T**  
employee since | 2013

The Zappos culture is something that I feel like doesn't exist anymore. I remember when I first got hired, I was SO excited because I had heard all about the amazing things the company does and how well the employees were treated and was over the moon about being offered the position. I don't think I knew how much I would learn in just a short time. The customers that I speak with on a daily basis always say "I love Zappos!" and "Zappos is the best!" and I feel like under every good word about a company there is always something negative going on behind closed doors. That isn't the case (or will ever be the case!) with Zappos. The culture isn't just about being good at your job, it's about living your job. It's about wanting to WOW every customer you talk to and really being able to take care of the people the way you would want to be taken care of. I am very blessed to work for this wonderful company, whose culture embraces my weird self and allows me to learn something new everyday from the other weird folks I work with. :)

**Kristin T**  
employee since | 2013

I'm still relatively new to the Zappos family, having just started a few months ago, but Zappos culture has already transformed me in ways I could never have imagined.

Before coming to Zappos, I was someone who was incredibly stuck in my ways. I had worked the same retail job only two miles away from my house for six years, and it was making me absolutely miserable. I was turning into a very, very unhappy person. I took a leap of faith and applied to Zappos, and I was lucky enough to make the cut. I left my old, comfortable position for one answering phones, something I had never done before. I don't think I've ever made a better decision in my life.

Zappos took me out of my comfort zone and rejuvenated me. Every day is different, every person is different, and I wouldn't have it any other way. I'm finally having fun at work again and look forward to coming here each day. I've met wonderful people, both coworkers and customers, and had the opportunity to truly change myself for the better. I have had family and friends tell me that I seem a lot happier now, including my own parents. I really, really am. I am not big on crying about emotions, but one night I was brought to tears when I thought about how grateful I am for this place, these people, and the culture. Thank you, Zappos, for everything!

**Stephani T**  
employee since | 2013

I have never worked for a company that cared so deeply, so passionately, about the people working there. Not only does my lead, and my manager, know

me by name, but they care about me. They want to know about my goals, my interests, and they are helping me achieve those ambitions. I'm always blown away by the love and support here! Thank you, Zappos ... You are helping me to be a better version of myself. I'm so fortunate to be a part of this family!

**Matthew T**  
employee since | 2013

Zappos culture means being a part of a giant family. Everyone helps each other grow and be the best that they can be, while still having a lot of fun in the process. It's about accepting people for who they are and giving each and every person the ability to express themselves. I have made friends here that are some of the coolest people I've ever met without having to be someone I'm not. I can let loose and be myself (for better or worse) and be encouraged along the way. I've never been anywhere else where I could say that and I am incredibly grateful I'm here.

**Janet T**  
employee since | 2013

A year and a half ago my father passed away while he was on vacation. I was only 22 years old at the time. From that day on I was a completely changed woman. I went into a deep depression that no one could get me out of. I spent a whole year searching for a place that I could feel comfort and security again, the way I felt when my

father was alive. I was currently working as a branch assistant at a bank, and I was on my way to another promotion to get my own branch. Then it came to me, that I was completely miserable, and I was wasting my life working for a company that treated me horribly. I knew that was not how my dad wanted me to live my life. So I walked into my branch on an extremely busy Friday and quit my job. I placed my nametag, keys, and pin on my branch managers desk and walked away and never looked back. I had no idea how I was going to do make money, what I was going to do with my life, all I knew was I wanted to find a place that I would be happy and proud to work at. I wanted to find a place that I was passionate about coming to work because I loved my job that much.

After a few months of unemployment, I landed an internship as an underwriter at an insurance agency. Out of boredom from working there, I created a book club with a few of my coworkers. The first book my coworker, Danny Kim, recommended was "Delivering Happiness: A Path to Profits, Passion, and Purpose" by Tony Hsieh. After reading this book, I knew I had found a company that would help me find true happiness and encourage me to become apart of something bigger than just bringing happiness to myself, but bringing happiness to the rest of the world. The moment I finished the book, I went to my computer and applied online at Zappos.com for the Customer Loyalty Team.

I prayed day and night for a chance to get an interview. After a lot of hard work and patience, I finally got an interview and was offered the job on the spot. The feeling of excitement and nervousness overwhelmed me. I almost threw up when I was offered the job, that is how excited I was! I knew that Zappos.com was more than just a online retail site. Zappos.com was going to become my home where I could build positive long lasting friendships. This was going to be the place where I could make a difference in the world, even if it was through talking to a customer about shoes. This is where I would find my passion and happiness again in life. Happiness is contagious, and if I can bring a smile to someone's face then that smile will be caught by someone else, and the cycle would continue on and on. I am so grateful and thankful that God gave me this once in a lifetime opportunity to be working here and I know my father would be so proud of me for taking a leap of faith to stop chasing the money and start chasing my passion. If anyone is out there reading this and is working at a job where they do not feel fulfilled in life, hopefully you can use my story as an example. When you go searching for happiness, it will find you and show you a whole new part of the world that you would not have ever imagined.

## **Laura V**

employee since | 2007

Zappos has been my home away from home. The culture here revolves around spreading happiness, and we're inspired to be the best we can be. Zappos prides themselves on service, which includes servicing their employees, by ensuring we're happy and HEALTHY. I am proud to be a part of such an amazing family. Did I mention I wore my pajamas to work today? Yeah, that's pretty cool too!

## **Ryan V**

employee since | 2012

We take Zappos culture from the corrupt! The oppressors of generations who have kept you down with myths of customer service. And we give it to you, the people. Zappos culture is yours! None shall interfere, do as you please. But start by storming downtown Las Vegas and freeing the oppressed! Step forward, those who would WoW. For an army will be raised. The unwow'd will be ripped from their decadent nests. And cast out into the WoW world that we know and endure. Customer service will be given. Spoils will be enjoyed! Wow will be given. The other retailers will survive, as they learn to serve true customer service. This great company, it will endure.

## **Felicia V**

employee since | 2012

ov is the place to be!

**Vincent V**  
employee since | 2012

I am truly lucky to have found this place. Working for a company like Zappos.com, honestly, doesn't even feel like work. There aren't too many places you can say that about. I enjoy coming to work everyday and interacting with all of my fellow employees; there are so many wonderful people that work here who make you realize how important it is to build a positive team and family spirit in the workplace. Working here has become so much more than a job, people you meet here become more than just friends, and many of the customers you speak with become a lot more than just customers once the conversation has ended. Zappos.com is a truly magical place, it is so amazing to see what this company has been able to accomplish throughout the years. I am humbled everyday to be among so many amazing people and am looking forward to spending many more years here growing as a person and building relationships. I am lucky to be a part of it and am honored to work for a company that puts forth so much effort to ensure that each employee is happy and is able to realize their full potential (Professionally and Personally).

**Martha V**  
employee since | 2005

Culture to me is all of the different facets that make up Zappos and make us unique to every other business out there. It's the one common

thread that all of us share.

**Vincent V**  
employee since | 2008

Live Chat - Ping Pong - 2013  
#scutethatimthechamp  
#shig  
#cookingmeatandboilingwater

**Katherine V**  
employee since | 2011

The culture here at Zappos is the biggest thing that makes Zappos more than "just a job." The culture is what makes the people you work with more than "just coworkers." My husband I moved out to Vegas five years ago with no friends and no family to lean on. Since joining Zappos in 2011 we have made so many life long friends and added people to our family. Without the culture that wouldn't be possible. I'm so grateful that Zappos has become a part of my family's life!

**Amanda V**  
employee since | 2011

It's been an honor working for an amazing company that truly believes in you, and keeps on pushing you to drive the change each and every day! My favorite Core Value is number 7 – Build a Positive Team and Family Spirit!! Various teams all come together to help each and every-one out, and truly acknowledge the "family spirit."

**Daniel V**  
employee since | 2013

What a place to work ... Zappos is seriously like no other place I've been employed at. I may have just started at the end of 2013, but it's been a kick ass experience so far! I'm looking forward to future opportunities and seeing what comes next!

**Eric V**  
employee since | 2013

This has been a great six months for me. The culture here at Zappos is amazing. Culture at Zappos allows you to be yourself. Everyone brings their true personality to the table. Zappos culture is so strong that it's impossible for it to not rub off on you. If you're having a bad day, just stepping on campus and having people you've never met before telling you to have a great day is amazing. I love Zappos and I'm glad to be working for this amazing company.

**Rochelle Renee W**  
employee since | 2011

Zappos culture to me is about being accepted for who you are. Having fun while working and building relationships that will last a lifetime. Zappos gives you the building blocks to find your passion and run with it. I love the people I work with it is truly amazing having a family away from home.

**Stephanie W**  
employee since | 2004

Zappos culture to me means empowerment. Freedom to be me, to do what I think is best, to express myself. My input is valued, respected, wanted! To be taken care of ... spoiled in fact! I feel blessed to have been here 9hrs now! I can't imagine working anywhere else.

**Jennifer W**  
employee since | 2007

Someone once said that when we recognize that our time is limited — we change our priorities. I'm so grateful that I'm allowed to spend my time here, with so many people that I care about at Zappos. We create fantastic memories every day!

**Tyson W**  
employee since | 2009

As the complexities of modernity and progress pervade our lives, Zappos keeps evolving and embracing Life's one constant ... change. And as I hear of numerous complaints outside the office about the death of customer service, it is easy to come into work and witness my team dedicate our lives to the premise that making someone's day is paramount to profit. Both can be met with focus and clear goals, but it reminds me of a quote: "Service which is rendered without joy helps neither the servant nor the served. But all other pleasures and possessions pale into nothingness before service which is rendered in a spirit of joy." —

Mahatma Gandhi  
Dulce et decorum est ...

**Jacqueline W**  
employee since | 2010

This company is like a second lifeline to me!! Who's first??? God and my family!!! These Zapposians are absolutely the most wonderful group of people on the universe!! I received the award for this particular Core Value from my teammates when graduating but THEY have definitely proven it to be true. Hats off to Zappos!!

**Kelly W**  
employee since | 2013

I have worked at Zappos almost four years now. The culture here is unlike any other in my opinion. So much so that whenever I am somewhere else, like a gas station or picking up food, and I have my Zappos badge hanging around my neck people act as if I work in Nevernever Land. That's because of our culture.

**Paul W**  
employee since | 2011

The Zappos culture is a constantly evolving and growing entity, an ever changing ecosystem all its own, with every department, team, club and social circle having its own unique culture. Everyone is different to every degree, yet we have all managed to befriend one another and get along. This unified understanding of positivity and dedication to our customers serves as a bond

that lets us work together and make great things happen. Zappos culture is being able to simultaneously mix equal parts passion, detail, hard work, craziness, and obnoxiousness, then pour that out over every modern method of human contact we can muster. It is a place where we look forward to coming to work to WOW our customers, to help our peers, to see our friends and family, and to have fun working hard, then doing it all again the next day. Also, it is a place where one can wear a mask and cape and pretend to be a super hero the entire day, even when responding to customers' e-mails, and get away with it. Not that anyone actually does that, but I am sure someone could if they wanted to. Purely hypothetical scenario.

**Fidel W**  
employee since | 2011

I'm still smiling. Folks around here are still smiling. Come visit us and have a smile too. See you soon :)

**Thai W**  
employee since | 2013

Zappos culture means consistently being surrounded by people who have my back and want me to be happy.

**Courtney W**  
employee since | 2011

Zappos has shown me so much that I'd never have expected from a place that you simply "work" at. But that's just it, this isn't just a bunch of people who work at the same location. We are a team, a family, a group of people who love nothing more than to empower each other for the better. I have grown so much as a person from being surrounded by these people, and getting to do all of the lovely things we do each and every day. I really can't say thank you enough. But I can say that this is the happiest I've ever been. I love you Zappos!

**B Wolf**  
employee since | 2012

I am amazed that I get paid a better than average wage to sit and talk to people on the phone and make their day just a little better. My coworkers and customers make this an easy task.

**Amanda W**  
employee since | 2012

I absolutely love being a part of the Zappos family. The culture is one of the best I've ever been in. We truly support, encourage and tease like a true family. I love that I'm given the freedom, trust and tools to WOW our customers daily. It is amazing to be supported in my work and personal goals by my team. I appreciate the ability to tease, joke and laugh with my team members. My favorite part is when I clock out I don't worry or stress about

my job so I'm able to put all my energy into my family. Sometimes I'm amazed by the amount of work we get done because at the moment it truly doesn't feel like I'm working.

**Autumn W**  
employee since | 2012

Zappos culture, to me, means being your true self at all times. Never have I ever felt so accepted for the goofy person I am anywhere else (besides my home)! No matter the lifestyle you come from, everyone within the walls at Zappos is treated like family. My journey here hasn't been very long, but in the short amount of time I have spent here I have grown so much as a person. Not only do our core values play a part in the company, they also play a part in my every day life. Zappos has been such a blessing and I hope to continue my journey here for years to come!

**Dontre W**  
employee since | 2012

I'll try to keep this short, but in all honesty it's too many reasons to explain why Zappos is the BEST COMPANY IN THE WORLD! Where do I even begin? Well for starters, the Culture is the bomb.com! From our happy hours, to the parades, to our dress up days, I've never had so much fun at work! With all the wacky-ness going on, my fellow employees keep the energy alive each and everyday. I'll admit, sometimes it feels too good to be true knowing that there is a company out there like Zappos

that actually care about it's employees physically and mentally. I am beyond grateful for being her for close to two years now (where does the time go?). I am proud to say that I'm legitimately happy where I work and I am looking forward to see what the future brings! Thanks Zappos ... for everything!

**Jill W**  
employee since | 2012

The Zappos culture is how everyone should live their lives. It's living your life to the fullest and taking risk without regrets, being humble and modest and never putting yourself above everyone else. It's also about living within your means. At Zappos we can be creative and expressive without judgment. Our culture is unique and I wish other companies could learn from it and adopt their own similar culture. In my opinion happier people equals less stress, which in turn leads to healthier people.

**Jennifer W**  
employee since | 2012

Zappos culture is not just a structure for employees to follow for better business and happy customers, it is a way of life. Using the tools that I have learned here at Zappos, I feel that I have become a better person. I look at the brighter side of things, no matter how rough times are. I utilize my resources better and I embrace my inner weird on a daily basis. During my Zappos adventure, I've come to realize that culture isn't something that

is just taught to us, it is something that we already possess and we've just learned how to harness it and be the best we can be.

**Kurt W**  
employee since | 2012

Wow — where to start?! Zappos has been a fantastic ride in every sense & every way during my time here. I was incredibly hopeful when I first arrived & The Zappos Family has easily eclipsed those high expectations. What's more, the excitement of being downtown and the growth we're participating in has greatly improved my overall outlook on Las Vegas as a city. Thank you Zappos for giving us a place to call home, to feel secure, to feel valued & to be part of something this city will remember for generations to come!  
Rebirth - Rejuvenation - Rejoice!

**Arleesia W**  
employee since | 2012

I love coming to work everyday with by my best friends! I have had such an amazing opportunity to create some amazing relationships. I love that no one is off limits, if I need to talk to someone in a different department I can just walk up to their desk and spark up a conversation.

**Nadine W**  
employee since | 2012

Being older than most of my coworkers & coming from a bit more professional type of office,

it took a little bit of time to get used to people wearing pajamas to work, many having lots of tattoos, piercings, multicolored hair, etc. However, getting to know these people makes all of those things disappear and you are left with wonderful, caring people that I enjoy working with everyday!

**Jason W**  
employee since | 2013

For years, my career was focused on a demanding work schedule with deep politics, heavy weight on numbers, terrible employee moral and the question of my own happiness. Last year, that all changed as Zappos offered me the opportunity to ignore all of those elements and reach out for happiness once again! I have met people here that are now my second family and actually enjoy coming to work. I believe strongly in treating others as the way you wish to be treated. Zappos treats us this way and this has a direct roll down to our customers! We treat our customers like they are our family and actually appreciate talking with them on a daily basis. It's not just a job to assist our customers. Moreover, it's an opportunity to make someone else happy and Zappos allows us the tools and the empowerment to accomplish this! I love the benefits that are offered to us, as this helps us to reach out to coworkers, family and to the community to tag everlasting memories. Monetarily, I may have taken quite a step back, but happiness in what you do

and are able to be a part of is so much more important in life! I look forward to my future with Zappos and the opportunity the company provides to move anywhere you wish in the company with passion and determination!

**Jennifer W**  
employee since | 2013

For me, Zappos Culture means we all get to come into work and be treated with kindness and respect. My favorite part of our culture is that each of us has the power to do whatever it takes to make our customer's experience a positive and memorable one.

**Ian W**  
employee since | 2013

Zappos' culture means individuality and family. Zappos sets itself above the rest of the business world by not being like everyone else. As a company, we are not afraid to be alone on the journey of innovation. The way they treat their employees is no different. Zappos culture allows you to grow at your own pace, as an individual. I've never had the pleasure to experience a company where all doors are open and your journey is your own. The leadership is there to support you in your journey, which makes Zappos feel like a family. This is the only job I have experienced a person several positions above me coming directly to me asking, "How can we make your experience better?" It makes me feel at home.

**Ivore W**  
employee since | 2013

This job is unlike any other place I have ever worked, in a great way of course. Be yourself at every moment and that is absolutely okay and actually encouraged. The personalities are so rich and the environment is cheery! Cheers! I'll toast to THAT!

**Aaron W**  
employee since | 2013

The Zappos culture is unlike any other. It means actually loving your job and the company you work for and loving everything it stands for. It means having a very large second family. The Zappos culture allows you to fully blossom into your best you.

**Ashley W**  
employee since | 2013

I have come to learn as a newbie to the Zappos family, that Zappos culture can mean many things. I walked into this job with a preconceived notion of what I thought Zappos represented. I thought it was just this place, where people had fun all the time and squeezed some work in between all the fun. Now that I am part of this family, I realized that having fun is not what it is all about here at Zappos. Zappos culture to me means, gaining new friends and family that will be with you through thick and thin, a family that wants you to grow and learn, a family that supports you and embraces you. I finally feel like I am in the place

that I belong. Zappos culture to me is an acceptance of different individuals, throwing us together and finding that though we are all our unique selves, it is that quality of uniqueness that can bring us together and make us one. I love my new home, and would not trade it for anything!

**Jacqueline Y**  
employee since | 2008

It's great!

**Kristina Y**  
employee since | 2012

Zappos culture can't be explained in XX words. Our culture is defined by the way we celebrate life every day and genuinely care for every customer. From the random dance parties in the hallway to the funky costumes and creatures you see walking around the campus... Zappos culture is unique in every way and is forever evolving with each new face we welcome to the family.

**Eric Z**  
employee since | 2008

Zappos is a great place to work and my teammates make it easy to come in every day!

**Wendy Z**  
employee since | 2010

HUGE big giant year for Zappos. I can't believe after three years of waiting, we're finally all downtown. It's been crazy exciting to be a part of the

revitalization of my favorite city in the whole world. How has/will this impact the culture at Zappos? It can only get better from here. Being in one building is such a huge booster for the culture and we're having so much fun (while working hard, of course) rediscovering who we are as a company and as a family. It's a beautiful thing!

**Melissa Z**  
employee since | 2011

"Culture" – the arts and other manifestations of human intellectual achievement regarded collectively. "Zappos culture" – life-changing exposure to opportunities of the unknown.

**Melissa Z**  
employee since | 2013

When I first go the call to come work for Zappos this past July I was so excited. Since I was 16 I have been a chef and knew nothing of customer service. I decided to leave all that behind to come to this company and try something new. I was blown away by it all! From all my amazing new hire training class, to INC, then to the floor it's been once hell of a ride. I have made amazing friends who I now consider family. The culture was a total shock to me since in my old line of work it was not open and honest by any means. It was heads down, do the work and go home type of environment. Here it's a totally different way of working, and I believe it's the way more companies should adapt. The culture has

also helped me to start breaking down my walls of not trusting people. This stems from long years in the casino business but luckily the amazing people that I work with have helped me grow and pursue all the opportunities available to me. I can't imagine not being here everyday because when I am here I'm so much happier than I have ever been before. Zappos you have made a positive change in my life.

**Pablo Correa Z**  
employee since | 2013

The Zappos culture is like a guidebook to life. I've always been a nice guy, but I noticed, after I began working here, that I became very diligent about being empathetic with real life situations. I've found it personally rewarding to try and get people to smile and just give them a little break whenever I see them frowning or having a hard time.

The fact that we all try to follow this "guidebook" makes it an incredible place to work at. It's genuine, you can feel that people just care, and this just makes me feel all warm and fuzzy inside. I can finally, and honestly, say that I <3 My Job!

**Zappos Retail, Inc.**

Wow, another year down. Can't believe I have been here 8 1/2 years and nearing the 9th year so fast. I have not worked for a company so long. Guess you could say Zappos is the place to

be. My family has grown up here and I cannot imagine be blessed at another job. Thank God for letting me be here.

**Zappos Retail, Inc.**

Zappos culture means FAMILY!!!

**Zappos Retail, Inc.**

What Zappos culture means to me is unity in all the right ways.

**Zappos Retail, Inc.**

Zappos cares and truly wants their employees to be happy. That is what makes the Zappos culture different.

**Zappos Retail, Inc.**

Fully Verified is my favorite Boy Band. They are way cooler than the Zappendales.

**Zappos Retail, Inc.**

Every year when it comes time to submit my entry for the culture book, I find myself wanting to say something profound, or something so meaningful that it will alter someone's life, but I'm not really good with words so it never seems to happen. I don't think this is a bad thing though. We get to work in a place that not only allows us to be who we are, but encourages it! I love working here because of that and to me that is profound enough :)

**Zappos Retail, Inc.**

What can I say about Zappos that hasn't already been said or written ... We are an absolutely

amazing company & my coworkers are my family.

**Zappos Retail, Inc.**

Zappos has a phenomenal culture. It is truly a wonderful place to work. There are a lot of different opportunities to come together culturally as a company from our 51s games to Zappos Trivia to our all hands meeting. I was skeptical about how we would transition to downtown. But, now believe that this is a great move for the company and it is amazing how this community has come together. My future as a Zapponian is a little fuzzy. I have the urge to spread my entrepreneurial wings and chase my dreams. Whether I continue to progress within the company or venture outside, I am I thank Zappos for helping me find my passion and I know the road ahead will be great for both of us.

**Zappos Retail, Inc.**

I love of the creative and fun things Zappos allows us to do. Team building, holiday parties. We work at a great place.

**Zappos Retail, Inc.**

Zappos Culture is the "Shark Week" of company cultures. So basically, if you work here, you get to live every week like it's Shark Week.

## **Zappos Retail, Inc.**

Two roads diverged in a yellow wood,  
And sorry I could not travel both  
And be one traveler, long I stood  
And looked down one as far as I could  
To where it bent in the undergrowth;  
Then took the other, as just as fair,  
And having perhaps the better claim,  
Because it was grassy and wanted wear;  
Though as for that the passing there  
Had worn them really about the same,  
And both that morning equally lay  
In leaves no step had trodden black.  
Oh, I kept the first for another day!  
Yet knowing how way leads on to way,  
I doubted if I should ever come back.  
I shall be telling this with a sigh  
Somewhere ages and ages hence:  
Two roads diverged in a wood,  
and I – I took the one less traveled by,  
And that has made all the difference.  
What I like about this poem is that the man stood at a crossroads wondering which direction he would go. Later in life, he laid claim that he took the road less frequented. Tony Hsieh, unlike many in the business world today, did take the road less traveled and made all the difference. Without him and his passion for his dreams, we would not be able to discover

ours with a more pure desire behind them.

## **Zappos Retail, Inc.**

It is everything to us. You need to live and breathe the culture to really drive the culture. I do this by incorporating in my personal and work life. Since I stated Zappos I have become a happier all around person. I am so grateful with all that Zappos has provided for me to grow and learn.

## **Zappos Retail, Inc.**

Zappos culture means having the ability to help customers any way I see fit with the full support of the company. It is also more than that. It's about building relationships with the people around me and learning as we go. It's about the jokes being on the inside and the Epic ROFLS, Comic Sans is AWESOME and "Up Your Leafy Greens." It's the "Shoot me in the face" and "Shut your word hole" and "FOREVER." It's people like "Kiki," "Lexi-Pro" and "Meat." Zappos culture is finding a Brother and Sister Bear on the same team and learning that healthy "fat" is possible. Zappos is not just another job, it's culture isn't just something that is 9-5, it's a part of who you are, and you take it with you everywhere you go. So hold open a door for some one else, pay for the next persons coffee or even but a stranger's lunch, who knows, it could just change a life ;)

## **Zappos Retail, Inc.**

The Zappos culture is about being who you really are! It is a safe judge free zone, and I love that I can be ME. It is okay to be weird, fun, creative and just wacky. Thank you Zappos family being free and weird with me!

## **Zappos Retail, Inc.**

Zappos culture means coming to work and being happy, knowing that I work for a company and with people who are genuinely happy to be at work. Every team you are on is a close knit group and genuinely care about you, your goals and ambitions, and not only want to see you succeed but will help you every step.

## **Zappos Retail, Inc.**

To me Zappos culture means to have the feeling of being at home. To know that everyone around you is rooting for you and has your back through anything. To come to a place where you know you are safe and know that you can accomplish anything.

## **Zappos Retail, Inc.**

To me, culture means family. After joining Zappos I felt like I joined a brand new family. A family that takes care of you and that you take care of in return. Everyday you become closer to this family and really respect everything that you do for each other. You can be yourself and you don't have to worry about people judging you or feeling awkward.

## **Zappos Retail, Inc.**

Zappos is the bee's knees.

## **Zappos Retail, Inc.**

If you would have told me that I would leave my beloved state in the south, leave my grown children, leave my best friends, leave my business that I built from the ground up, travel 2000 miles, and spend \$9000 moving, just so I could work at a "corporation," I would have told you to check into some psychiatric medications. But that's exactly what happened. I learned about Zappos by accident and was intrigued, so I was given Tony's book and read it cover to cover in less than two days. Then I stalked the company on the internet, absorbing whatever I could learn about it. What hooked me was the core values. My first thought was, "Wow, I've been doing this, and didn't even know I was doing it. How great would it be to work with people who follow the same thing?" I was interviewed and tested long distance, and flew in for more testing and interviews, all the while thinking, "What am I doing?????" But I felt in my gut it was right. And here I am, 15 months later, still not believing I took this risk and made the journey, but I am happy I did. The family picnics, the excellent benefits, the outreach to the community, the hugs in the workplace, the crazy quarterly meetings that make you laugh and cry, the free food, the free drinks, the friendships, the zaniness, the laughter with

coworkers in between helping customers, the love I received when I was in the hospital for nine days, the outreach I received when one of my children had a crisis, the commitment to be green ... I could go on and on. I am so proud to work for a company that cares. And as long as they'll have me, I'll be here.

## **Zappos Retail, Inc.**

I love the culture at Zappos! Though over steeped at times this is the best and happiest place I have ever worked. I have never once woke up and thought to my self that I should call in sick just because I was not looking forward to my job or the people at my job; except when GTA-V came out, but that had nothing to do with my job or the people.

## **Zappos Retail, Inc.**

I love it here. Our core values makes you a better person in life in general.

## **Zappos Retail, Inc.**

People will tell you that there is no better place to work then at Zappos, yadda yadda yadda. You will never know until you actually work here yourself. I really thought people were sniffing unicorn glitter when they would say how happy they were working here, they would not shut up about it! Since my first day, it has been nothing but amazing times. I have met so many incredible people in the short time I have been here. This place is truly full of the funkiest,

most unique personalities. We work hard, but we play even harder!

## **Zappos Retail, Inc.**

The Zappos culture means doing the right thing. It's amazing the good things that will happen when you treat everyone with respect, and I think Zappos is a perfect example of that.

## **Zappos Retail, Inc.**

Zappos culture is real. It is not a publicity stunt. It is not a phase. It is not a gimmick. It is a state of meditation for me. It is rewarding to come to work and know that you are not only making a living but feeding your soul. The welcoming unknown faces that you can run into at anytime are always smiling and beckoning for a new friend.

## **Zappos Retail, Inc.**

Zappos is the best company I have ever worked for!

## **Zappos Retail, Inc.**

Addressing customers wants and needs. Always providing amazing quality service to our amazing customers.











Customer  
Service Week



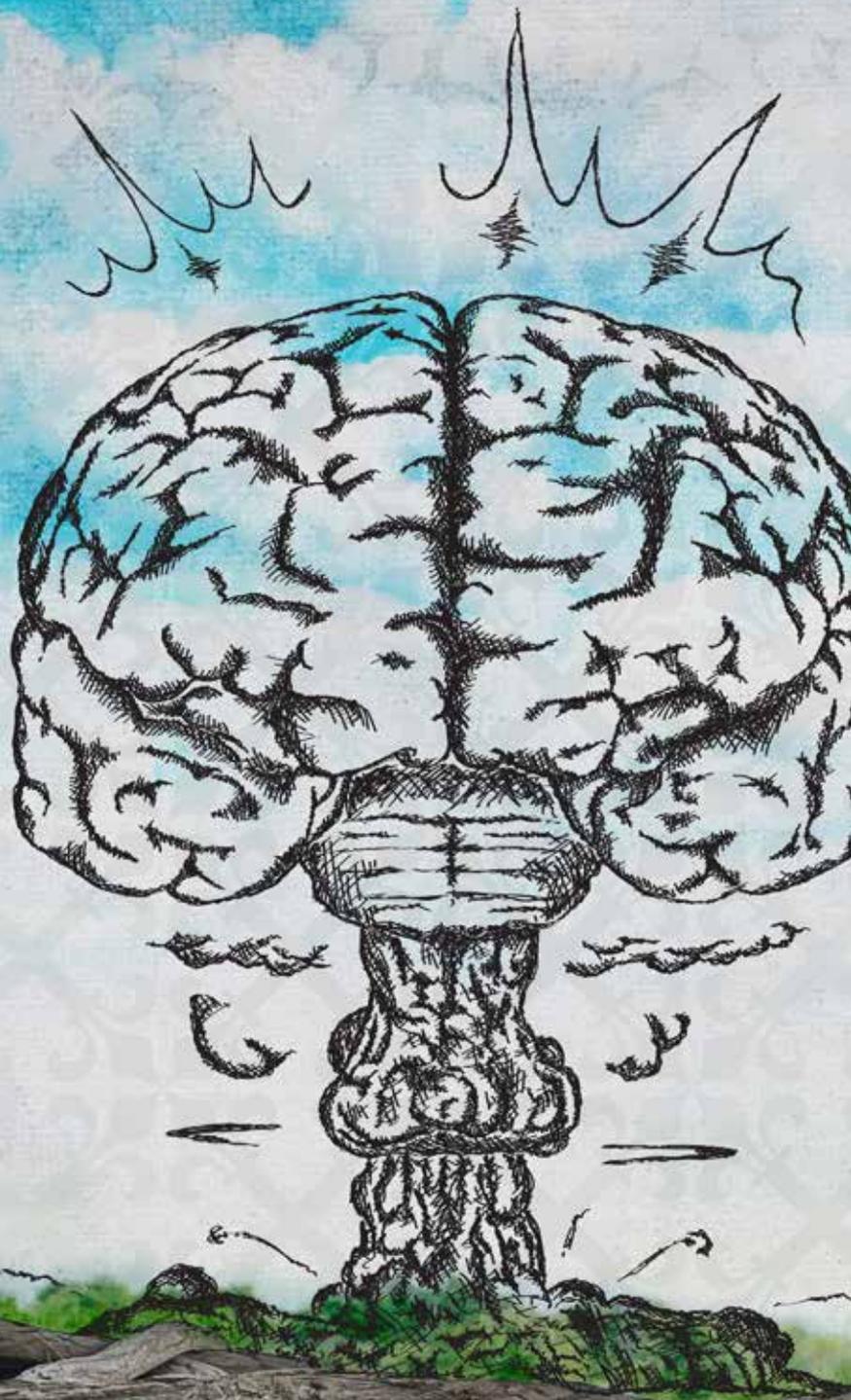
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**Robert A**

[employee since | 2005](#)

Zappos culture has and always will be created and curated by us, the employees. No matter what changes happen, we are the ones who determine how we act and react. It's a testament to us as a whole that we maintain the collective decision to be the best damn company we can be, and we are all the better for it.

**Robert A**

[employee since | 2007](#)

Zappos culture is a positive work environment that encourages everyone to have fun, provide the best customer service and create record sales days!

**Ryan A**

[employee since | 2007](#)

Zappos culture means working and playing with the best group of people I know. We are built around our work for Zappos, but I would do this for free. I'm lucky to work with such a great group, and I'm lucky the group loves me back.

**Susan A**

[employee since | 2007](#)

Culture — it always comes back to the people, for me! I love working at Zappos because of the people I have the opportunity to work with. I have been here almost seven years and still love what I get to do on a daily basis. The people I work with are so smart and so caring and always make me laugh. Having fun is always

a priority for me even when we are working on really tough, challenging problems. It is about respect for each other while striving to be better and helping others do the same.

**Raina A**

[employee since | 2007](#)

I'm thankful each day for the opportunity to work with amazing people as well as some of my best friends. No two days are the same, and some days are more challenging than others. No matter what, we do have each other to look to and lean on. Our culture has provided me with the opportunity to grow and learn not only professionally but also personally, and I am eternally grateful to be part of such an amazing company!

**Justin A**

[employee since | 2009](#)

As a wise man once said, "See you at happy hour."  
- Tony Hsieh

**Arsalan A**

[employee since | 2011](#)

PEOPLE!

**Seth A**

[employee since | 2011](#)

Zappos culture is a way of life! It's combining work with friends, creating an awesome environment to grow within.

**Hema A**

[employee since | 2012](#)

For me ... Zappos culture means there is always someone around that you can count on. Finding a solution for something work-related or finding a babysitter for the weekend, there's always someone around with an answer.

**Kacey A**

[employee since | 2012](#)

Zappos culture means coming into work and seeing your family. There might be a time when I'll come in already having a bad day, but I know I'll never leave having a bad day.

**DeShawn A**

[employee since | 2013](#)

The Zappos culture means family to me! I enjoy coming to work every day and look forward to interacting with my coworkers that I now call my family and friends! We have fun, laugh and support each other 100 percent. I can't get this anywhere else and couldn't ask for a better team.

**Alberto A**

[employee since | 2013](#)

I have been at Zappos a short time, and from the moment I set foot here the Zappos culture has let its presence be known. I would define the Zappos culture to be the work environment that all of the employees are part of and have a hand in creating. Without exception, everyone I have encountered at Zappos has made it clear that I'm welcome and part of the family. Everyone here strives to make

the work environment great and something to look forward to coming to everyday. To me, in comparison with other cultures is that culture at Zappos is very strong and not just a term people throw around. A lot of other companies like to say that they are a family, but don't really do much to act like one. At Zappos, an employee truly gets the family experience. What I like the most about this is that the Zappos culture is so alive in everyone that it not only makes the employees lives better, but it also makes its way into our costumers eyes, and it's something they can feel and appreciate.

**Matthew B**  
employee since | 1999

Going the extra mile for our customers and employees, bringing joy to their lives, surprising and delighting, and putting our money where our mouth is. This is how I view our culture. We are bold and sometimes outrageous, but we are also kind and lighthearted. We are unpretentious, helpful, understanding, warm and welcoming. We are consumed with growing a viable business, but will not compromise the value we add to people's lives in the process. We are all lucky to be able to contribute to a meaningful endeavor, and it is incumbent upon all of us to nurture and evolve the aspects of this place that make it special.

**Barry Van B**  
employee since | 2009

Zappos provides an environment that allows me to pursue my passions. From delving deep into technical solutions to providing insight and

guidance into managerial cadence and emotional intelligence, Zappos is never afraid of educated risk or change. Change is a constant, which allows me to thrive, be productive and be very satisfied when I go home at the end of the day. Oh, and I get to do this every day with an incredible set of colleagues and friends. :)

**Jonathan B**  
employee since | 2008

I can't believe how quickly the time has flown by! Hard to believe I joined this company over five years ago because I saw an ad in the newspaper, but it is without question one of the best decisions I ever made! I occasionally have bad moments at work, but I've never had a bad day and the host of wonderful people I work with are the reason. I can't wait to see how the next five years shape up!

**Darshan B**  
employee since | 2010

Zappos culture, to me, is about being part of a family that works hard and plays hard ... together. No matter how I am feeling on any given day, coming in to work always brightens my day. That is because my "coworkers" are actually friends who genuinely care about not just the work I do, but the person I am. The other benefit of working with friends is you can be open and honest about how you feel, and you don't always have to tiptoe around hard conversation. I often find myself having a productive argument with people without hurting anyone's feelings because we know that we are all working towards the same purpose.

**Marco B**  
employee since | 2010

It's like watching Clayton Kershaw throw a knee-buckling, 12-6 curveball that freezes a batter at the plate for a called strike three.

**Michael B**  
employee since | 2011

Here at Zappos, I see our culture is an incubator and nurturer for self-development and professional growth. Since my hire date three years ago, I've learned 10x more than I thought ever possible. To an outsider, our 10 Core Values may seem like a farce; however, I am living proof that this system (especially Core Value #5) undeniably works.

**Aziz B**  
employee since | 2011

Dear Aziz,  
I know you're having trouble deciding what culture means to you in 2013/2014? Don't worry, you'll figure it out eventually. Until then, keep trying to live by those 10 values (well, realistically, 8 and change), and you'll get there. Just remember, it helps you when thinking about how to do right by the customer.

Your pal,  
Future Aziz

**David B**  
employee since | 2011

To me, Zappos culture means family. I moved out here without any idea of what I was going to be getting myself into, and I've met the best friends in

## **Lindsay B**

employee since | 2012

Zappos culture, to me, means growth and learning. Since I have started at Zappos I have learned more professionally and personally than I ever thought I would. I have been challenged to go as a person, and I couldn't be more thankful for that. I reflect back on who I was two years ago, and at that time I would have never imagined being who I am today.

## **Cristin B**

employee since | 2012

I feel like our culture is a result of every person here having a commitment to and living by our 10 core values. I can't even put into words how much being a part of the Zappos Family mean to me and how being here has changed not only my life, but my family's life as well. It also makes me happy to know that if you're reading this Zappos has somehow touched your life for the better as well!

## **Joel B**

employee since | 2013

I started with Zappos in April of this year, and the Zappos culture was one of the key selling points for me when taking this new opportunity. I've always aligned my career decisions with opportunities that had the potential to be more than just a job. I haven't been disappointed in my decision as the Zappos culture is truly unique and special in many ways. This culture provides a backbone for a high-functioning organization with a higher purpose. It all started

with the investment Zappos made in me to participate in our four-week long new hire training program. It's simply an experience that I will treasure all my life. I made great friends throughout the company that I'm always excited to reconnect with, and it gave me a direct line to our customers. For both of these things I am grateful. I find myself constantly thinking about our culture and where it's headed. We are a culture that embraces and drives change, and we're going through massive shifts in the way we work and operate right now (e.g. one example Holacracy). I'm excited about the potential at Zappos, and I know that we will collectively fight for what's best for our customers and continually improve our game. Lastly, the Zappos culture is incredibly supportive and has made my transition to Las Vegas fantastic. We fell on hard times earlier this year after a death in my family, and the Zappos team was there to provide support in ways I never imagined. It's really incredible to be part of a community of people that honestly care and want to make the world a better place. Whether that's a simple gesture as holding open a door or the revitalization of a major metropolitan area like downtown LV, it's all good

## **Robert B**

employee since | 2013

I joined Zappos this year and recently completed the new hire training class. My favorite part of the program was an all-day scavenger hunt. We went all over the campus looking for items, people and signatures for our culture book. We must have visited every floor and every office. I was so impressed by the people I met that day. From Monkey Row to accounting to tech

to payroll to merchandising to CLT to maintenance — everyone welcomed us and made us feel like we belonged there, even though we hadn't even graduated from new hire training yet! What a great way to really experience the Zappos culture first hand. And now I can't wait to welcome scavenger hunters from the next new hire class.

## **Kristin B**

employee since | 2011

Zappos is an incredible place to work! I love that I can come to work every day and be surrounded by an amazing group of people. My team is truly more than a team; they are like a family of friends! Every day has a different surprise, and I never cease to be amazed. Thank you, Zappos!

## **Cristin B**

employee since | 2012

I feel like our culture is a result of every person here having a commitment to and living by our 10 core values. I can't even put into words how much being a part of the Zappos Family mean to me and how being here has changed not only my life, but my family's life as well. It also makes me happy to know that if you're reading this Zappos has somehow touched your life for the better as well!

## **Jesse C**

employee since | 2005

After eight years working at this great company, the idea of culture has certainly changed and grown as I have changed and grown. At some

point, it becomes a part of who you are. Our culture has helped shape me into the person that I am; I consider it a part of me.

### **Anjanette C**

[employee since | 2005](#)

Zappos culture is about collective individuals trusted to do good work, make a difference and apply that mentality to wherever you are in life.

### **Angela C**

[employee since | 2006](#)

After seven years, sometimes it's easy to forget that our culture is a living, breathing organism. Like any living creature it must breathe and grow or die. Each day I can chose to positively contribute to it, and see it flourish in the way that is best for me and Zappos, or I can be a bystander and take what others have contributed. This empowerment is what makes me most happy about where I work, who I work with, and the wonderful environment that it creates.

### **Robin C**

[employee since | 2007](#)

Oh Zappos ... in the six and a half years since I've started working here, I've not only expanded my handbag and shoe collection, but also met some great people, and was gifted with the added perk of expanding my technical knowledge base. I could not ask for anything more! So, thank you.

### **Thomas C**

[employee since | 2009](#)

A wise man once said, "Forgiveness is divine, but never pay full price for late pizza."

### **Danielle C**

[employee since | 2010](#)

There is never a dull day at Zappos! Always changing, always finding ways to improve the ways we work and co-exist. Looking forward to what's next in 2014! Go LEAF!

### **Melissa C**

[employee since | 2011](#)

The most incredible people have come into my life because of Zappos. They've filled my heart with so much love and happiness that I get tears in my eyes thinking about how lucky I am to be working here. Zappos culture, to me, is the sound of my own beating heart. It's the love inside of us all.

### **Eudora C**

[employee since | 2013](#)

It's my luck to join this big family one year ago. It seemed that everything went smoothly for me in the past year. Thanks guys for those who did me favors and gave me chances to learn more. Sincere thanks. Love you.

### **Dustin C**

[employee since | 2013](#)

This year has been an eye opener on how all companies should follow what Zappos does for their employees. Everyone I talk to wants to work here, and once I tell others

that may not know all they offer their employees then they REALLY want to work here! I look forward to many more great years with my Zappos Family!

### **Catherine C**

[employee since | 2013](#)

Since I've worked at Zappos, I've hired on mascots for various projects, including a gingerbread man, a life-sized coffee cup and a large turkey. You know you work at an amazing, culturally wealthy place when you have a waiting list of people who want to be the next Zappos mascot. Also, I've seen raves, parades, cross dressers, streakers and Miley Cyrus impersonators. The excitement of what might be going on at Zappos on any given day makes it fun to come to work every day.

### **Bharatkumar C**

[employee since | 2013](#)

Fun and openness is what comes to my mind when I think about culture at Zappos. Amazing energy!!

## **Mandy C**

[employee since | 2011](#)

Zappos culture means I can be myself and so can the people around me. My boss regularly busts out into song, and then the whole department ends up in a sing-along. And when I propose crazy ideas (like “how about we bring a llama up into the Spa at the Golden Nugget for a photo shoot?”), I get the support of my team members to bring my creativity out of my head and make it into something tangible that I can share with others. We work hard, but being encouraged to bring out our inner silly makes work less like work and more like a family’s journey together to reach a common goal. If we can dream it, we can do it. And that’s awesomesauce.

## **Darrin C**

[employee since | 2013](#)

I had been researching (well, really kind of stalking) Zappos for two years before being hired onto the 6pm.com team. During that time, I was talking to as many people as I could on LinkedIn to find out what the company was like. Was it really as amazing as I read, do the employees truly believe in the company culture, etc. Then when I came for my first tour in March of 2012, I got to see first hand what an amazing place Zappos is. Everyone was so nice, the environment was extremely creative and exciting, and it just felt like everyone was there to work and play hard. However, one day at Zappos for a tour is a lot different than actually working there every day, so until I was hired I still had some doubts that it really was all it was cracked up to be, but I had HUGE hopes that it was. After working with the 6pm.

com Family for over six months now, I can say with total confidence that this is by far the best, most exciting, most caring, most fun place I have (and most likely will ever) worked at. Here’s to a great future! Cheers!

Drnn (for all my Dzangos out there!)

## **Richard D**

[employee since | 2011](#)

Zappos continues to amaze me with its culture. While jobs, projects, and organizations change, the people are the constant. Always ready to lend a hand, hold open a door or crack a joke, the Zappos family is the most supportive team I’ve ever seen.

## **Matthew D**

[employee since | 2011](#)

Zappos culture keeps on getting better with age. This past year I was put on a path of self-discovery (both personally and professionally) and it was entirely facilitated by the empowering culture at Zappos. I look forward to growing along with this fine company. :)

## **Kedar D**

[employee since | 2011](#)

Zappos, to me, is unlimited freedom to implement any good idea for customers. Everyone has dialed in that concept. A place where you really like each other every single day.

## **Yison D**

[employee since | 2013](#)

The culture is one direction; following it you will be successful wherever you are. I love the culture and all the people here! And thank you everyone; without you everything will be nothing!

## **Jeunesse D**

[employee since | 2012](#)

Zappos culture is like the secret ingredient to the Powerpuff Girls. Without our culture we’d literally just be some bug-eyed girls doing business! O\_O JK, but you know what I mean! Our culture makes this business operate at a whole ‘nother level. Zappos culture makes the work environment fun, interactive and reaches out to so much more than just ourselves. I really do love this company, how much the employees embody our core values, and how empowered we all our to do what we do best in our own skin.

## **Melissa D**

[employee since | 2013](#)

As cheesy as it sounds, I am thankful every day to be part of the Zappos Family. In the short time I’ve been here, I can already see my life changing for the better both professionally and personally. I can’t wait to see what the years ahead will bring!

## **Noureddine E**

[employee since | 2005](#)

What differentiates Zappos from other organizations is its culture, as it is at the heart of everything we do here.

Employees can be themselves. I hope we stay true to these differentiators as we grow! :)

**Hannah E**  
employee since | 2006

What is Zappos culture? It means different things to different people. But at its core, I think our culture is really about authenticity. Sure, you could initially fake being a “culture fit,” but like with all things that are not genuine, true colors will always reveal themselves.

To truly embody what it means to WOW, to drive & embrace change, to be fun, adventurous, creative, open-minded, to be honest, a team player, resourceful, passionate and humble ... (whew! That’s a tall order, huh?) – it takes a genuine and authentic heart. It can’t be faked. It can’t be forced.

And while none of us are perfect at embodying ALL these core values at any given time, just striving to be better, even if it’s just a fraction of a percent each day, is enough. It’s all any of us can do as perfectly imperfect creatures. That’s the thing about these 10 Core Values and this thing we call “company culture” ... it’s more about the journey than the destination.

**Daniel E**  
employee since | 2010

Zappos culture can be likened unto your favorite pair of underwear; supportive, but still lets you breathe.

**Nicole E**  
employee since | 2011

Zappos culture means bonding with your team inside and outside

of the workplace. It is one of those relationships you have to put just as much into it as you want to get out of it. The 80/20 rule doesn’t apply to company culture; you have to be all in or it won’t work. I am so lucky to work with the most amazing people in the marketing and merch biz!  
#blessed

**Alexander E**  
employee since | 2012

:)

**Cheryl Anne F**  
employee since | 2006

Tyler was right. You are not your job, but you are the sum total of your useful skills. Now, don’t automatically assume that this is limited in scope to things that traditionally make money (putting a ball in a hoop, doing brain surgery, constructing a bridge). But it does mean that all the wonderful things about you, the things that are supposed to raise your self-esteem and give you confidence when you walk into a room, need to be manifested in some way. You’re creative and daring; you’re kind and sensitive; you’re witty and charming. Whatever your particular strengths and weaknesses are, the world does not care. It does care if you apply that creativity to make a kickass logo that’s instantly recognizable the millisecond someone hits your website, or if that wit and charm keeps the employee rebellion at bay when you tell them we’re doing away with having managers.

You are not your fucking khakis. These people are not your friends and family by virtue of the fact that you get paid by the same company.

These people are your friends and family because you provide a valuable service to them, and they in turn provide a meaningful and fulfilling enhancement to daily life for you. The secret sauce of Zappos culture is that these relationships are forged in a crucible of a sometimes chaotic and unstructured environment that challenges everyone involved to solve the difficult problems of conducting e-retail with a human touch. It’s rough and unforgiving; for every smile and wave to a tour group, there’s a request to do more [work] with less [time/people/money]. But it does make a great stage for friendships that are worth the at least one third of your life you spend at work.

You are the all-singing, all-dancing crap of the world. These serendipitous interactions, these casual collisions, these [insert the latest buzzword that describes the 200,000 year old practice of humans dealing with other humans]. You are all of these moments, and all of your reactions to these moments, strung together to make a life. In Tyler we trusted.

**Kaya F**  
employee since | 2007

I love Zappos, and I love my job!!! I can’t imagine any other company that would have given me the opportunities that I have had at Zappos. I LOVE you, Zappos!!!!!!!!!!!!!!!!!!!!!!

## David F

employee since | 2010

Culture is living, breathing, and evolving.

Every year it seems like there is more change. This year had amazing opportunities, and not every one has been popular or realized. Some opine it is the death of culture. I've seen many friends leave to what they perceive as better pastures. So why am I here?

It remains culture. The shared belief in culture is what binds us together. It is culture that drives us to work together, laugh together and cry together.

z.. and however the world changes, our culture should evolve with it. If we do not adapt, we will go the way of the dinosaurs. It is culture that made us giants in the shoe world, now where do we want to leave our footprints on?

I'm excited about continuing to be part of the evolving Zappos culture.

## Kevin F

employee since | 2013

Another year in our Zappos China office, and so happy to have chance write something on our culture book again. :) A Zappos culture means growth and happiness for me this year. I've been here for almost four years. I am still on my way to understand our 10 Core Values and put them into action. And it is true that I became stronger than I expected. Practicing, growing, practicing. It seems like an endless cycle, but I am enjoying it and having fun here.

## Nicholas F

employee since | 2011

Mad energy of ideas, collisions embracing the next.

## Tami F

employee since | 2012

When people ask me what I like best about working at Zappos, I always tell them that I really love the people. Everyone really does believe in building a "positive team and family spirit." Whether it is a friendly hello or someone holding open the door for you, it really makes a difference.

## Madison F

employee since | 2012

Zappos is more than just a company; it's a place to be yourself. I've never been happier since I started working at Zappos. It's helped me in more ways than I ever could have ever imagined. I've met some of the most interesting people; these are the people I now call my friends. I'm so grateful to work for such an AMAZING company! One that not only takes care of its employees, but also its community. Thanks for everything Zappos!

## Hosain

employee since | 2013

Working with humble people is the best thing I like about Zappos. Whenever I ask anyone for help, he/she becomes so happy to help me even if he/she is busy. When I said "help," I meant inside and outside work environment.

## Adam G

employee since | 2005

I've been here for a long time now, longer than I would have every expected to work at any company. The thing that I still love the most about working here is how close the relationships are on my team (and every other team at Zappos). I trust and care for everyone on my team as much as any of my family members or closest friends.

Below is a photo from a recent FEZ (Front-End Zappos) team outing; we went camping up at Mt. Charleston for a couple days. Here you can see everyone gathered around the fire, trying to stay warm.

## Tiffany G

employee since | 2007

The longer I'm here the more I realize the Zappos culture is almost exclusively about family and how we come together to work towards a common goal. I'm grateful that I have a job where I can expect a hug, a hi, a smile, or even an encouraging word on a daily basis. It makes coming to work a dream. Also, the Copy team is amazing! :)

## Deepak G

employee since | 2008

"Sorry - This is a test  
Please do not refer to any previous culture books, any training/orientation material, the company handbook, or any other company-published material.  
Please do not refer to any previous culture books, any training/orientation material,

the company handbook, or any other company-published material. test again testing testing lds;lds;l lsdksdlsdlss dlsladas lsdklasdmlas sald;lslsa;das”

**Shannon G**  
employee since | 2010

Culture is not a static state or an object that one refers to. For me it represents a lifestyle that merges work, personal life, friends, family and coworkers into one spectacular pot. Zappos culture is often represented by the images of parades, zany desk decorations and parties that include zoo animals. It is less about what you see and more about how it feels ... and it feels like home.

**Joseph G**  
employee since | 2011

Zappos, to me, means a chance to challenge yourself to be better. To constantly grow, all while having fun. It is the freedom to explore what makes you happy both at work and outside of work. Every day is truly an amazing experience.

**Amit G**  
employee since | 2013

It's a joyride with peers, coworkers, friends powered by a cocktail mix of cultural events, sample sales and other random benefits, cakes, birthdays, anniversaries, happy hours, T-shirts, records and toasts while challenging oneself with changes such a Holacracy, Super Cloud and keeping it real with a supreme customer service vision!

**Jason G**  
employee since | 2012

To me, the Zappos culture means working unconventionally, doing things differently because we can, and how this place allows people the freedom to explore and innovate the way work is done. It is also a place where I feel people really take ownership to what they do, and are humble in taking on more than just their role, to help another, without looking for praise.

**Michael G**  
employee since | 2012

I love my team! It's a dream team, and it's a privilege to be a part of it.

**Peter G**  
employee since | 2013

Zappos culture is one-of-a-kind. Nowhere else can you be working on a project with a life-size gingerbread man running around Austin, Texas and know that you are making people happy all over the country with what your company is doing. Working with creative people in all parts of the company is a great feeling to have!

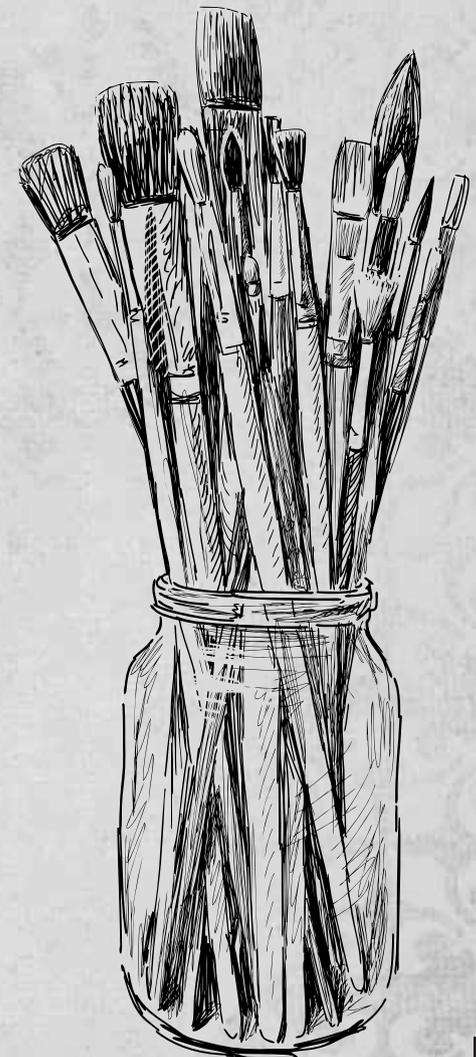
**Cameron G**  
employee since | 2005

Some people think Zappos culture is the 10 Core Values. However, our culture is really the people. It is a genuine and organic web of relationships. It is generosity and honesty. It is courtesy and respect. It is an inventive and entrepreneurial spirit. It is having a sense of ownership and pride. It is words and then action. It

is leadership powered by inspiration and good example, never fear. It is our attitude. We own it equally.

**Stephen H**  
employee since | 2010

Culture, to me, is that enduring heartbeat throughout all of the changes we experience over the course of the year. You may go through a rough patch, but the beat is still there reminding you where you've come from and your experiences to get to this point.



## Noel H

[employee since | 2006](#)

I'm sure there are a lot of entries about the Zappos culture (I've heard they have enough to fill an entire book every year!), so I'd like to take this entry to tell you about the culture at 6pm.com, the website I've dedicated the past four years of my life to.

6pm.com isn't technically a different company, but we do have a different culture in some ways and a different interpretation of the core values.

Two of the most popular words used in a 6pm.com employee's vocabulary are "sexy" and "scrappy." Seems like they wouldn't really go together? Not in our world.

We have one of the tiniest (do more with less) teams in the company, but don't underestimate us. We've been busy building one of the biggest on-line value channel websites in a very short amount of time.

This year we hit a huge milestone in sales and profitability, and I couldn't feel more proud. Why? Not just because I've believed in this brand from day one, but because I'm an owner (and on a good day am referred to as a founder, which makes me feel really special). We are ALL owners over here on the 6pm side. When we have team meetings we call them

"stakeholder meetings" or "board meetings" because that's what we are. We're so personally and professionally intertwined with this brand that we live it and breathe it.

We know we're not the biggest branch of the Amazon family, but we also know that is the story of yesterday, not tomorrow.

We're scrappy builders and engineers working towards creating a hugely profitable and exciting arm of the

company — which just seems downright sexy to us.

## Kara H

[employee since | 2008](#)

A lot of things have changed over the years at Zappos, but one thing is constant: the culture. The family atmosphere makes every day so enjoyable and lifts your spirits if you're feeling a little blue. Everyone cares about the person next to them and will go above and beyond to make sure they are included in all things.

## David H

[employee since | 2009](#)

To me, the Zappos culture promotes an atmosphere where everyone can be the truest version of themselves. The idea that being fun and silly has to be checked at the door because it negatively impacts an efficient work environment is just not true. We work hard; we play hard. In the midst of all that, we get the opportunity to interact with (and WOW whenever possible) amazing people whether they be customers, business partners or coworkers.

## Ho H

[employee since | 2010](#)

NO HATE, MOTIVATE! ^^v.

## Karen H

[employee since | 2011](#)

Humble  
Adventurous in our endeavors  
Passionate and determined  
Positive  
You'll appreciate our growth down-

town.

## John H

[employee since | 2011](#)

Love Zappos! In all my years of working for other companies, this company truly cares about their employees. I feel like a close family with my team. I love what I do and enjoy coming in to work each day. We get to dress however we want to, decorate our desks the way we like, and this creates a great environment of fun and inspiration. We are constantly surprised by parades, treats and activities here at Zappos. Thanks so much!

## Shaun H

[employee since | 2011](#)

People come and people go, but the culture stays the same.

## Jane H

[employee since | 2013](#)

I can find a different myself after I made some tries. Why? Because I want and then I try. The important thing is that I have learnt how to think.

I'm so glad that I have you when I encounter troubles, my friends, my second family members — Thank you ?D)))

Friends don't care about what you've got. The only thing you need to care about is whether you can get what you want right here.

## Susan H

[employee since | 2011](#)

Zappos has broadened my horizons more than any other place I've ever

worked at. It's made me feel more capable and confident, but also very humbled. Zappos is my home away from home.

### **Daniel H**

employee since | 2012

<3

### **Rachel H**

employee since | 2013

Up to now, I am so grateful to be a member of Zappos China office. I have been working in this big family for about 14 months. I pursue growth and learning here instantly. The 10 Core Values impress me deeply, which can pass on the positive energy to us. As a member of Pipeline in China office, my main job is to share the understandings about our culture and to make others comprehend them better. We are still exploring the ways to share our understandings better. Moreover, we work together and live together. I enjoy my life here. Most importantly, I have made so many dear friends here. I will continue to try my best to learn and work. Thank you all, guys. Thank you, Zappos! :)

### **Fernando Cabestany-H**

employee since | 2012

The Zappos culture means being able to be myself and work in a fun environment with people that care about me. It's a great feeling.

### **Mile H**

employee since | 2013

I have been here for almost one year. I like working here. When I was tired,

there was always someone talk to me, help me get rid of tiring;; it's a team, and I'm one of the team. Sometimes I'm so relaxed, which makes me so happy.

### **Edison H**

employee since | 2013

For me, having the opportunity to be a part of Zappos has been an awesome experience. Even though I've not been here for very long, the culture at Zappos and the people that embrace all that the company has to offer is what continues to make this place a unique experience. I'm thankful to be part of a company that understands that everything comes into full circle. Investing in your own employees and the experience of your customers is as equally important.

I think one of the most important core values is "be humble." I believe this goes a long way, not only at the office, but life in general. There is so much happening at this very moment around the world. Not to get sentimental, but somewhere out there, someone is struggling to just survive. We should never take things for granted. The moment we let something small ruin the day is when it's time to reflect.

If you are still reading this, I'm really surprised, as I'm a horrible writer, I'm going to end this with a quote that sums up my experience for this year:

"Failure happens all the time. It happens every day in practice. What makes you better is how you react to it." -Mia Hamm

### **Joanna H**

employee since | 2013

To me, Zappos culture means: saying yes; creating something worthwhile; working together; doing what I love; discovering potential in myself and my coworkers; and most importantly, learning just how important having a unique culture means to being a successful company.

### **Sharon I**

employee since | 2009

It goes without saying that Zappos is a great place to work. The core values are very important to everyone that works at Zappos. When I try to tell family and friends about all the benefits and fun that we have, they cannot believe there is a successful business that does so much for their employees. Thanks, Zappos for the opportunity to experience such a great, unique culture.

### **Noah J**

employee since | 2009

When you feel like an actual part of something bigger than yourself, not just a disposable piece.

When you enjoy the company of those around you, even though you don't choose who is around you.

When you look forward to the new experiences, instead of dreading the unknown.

When you delight in the achievements of others, no longer just trying to get yours.

When you celebrate those moving on, instead of mourning what once was.

When you are satisfied, and at the same time never satisfied.

**Erin J**

employee since | 2010

In no other workplace could I come to work and talk about my cat Morty's opinions on pecan pie and mint juleps without getting strange looks from my coworkers. Only at Zappos is your craziness considered to be one of your charms.

**Pamela J**

employee since | 2011

It is an epic time being at Zappos. Our culture is what sets us apart from other corporations, and exactly the reason why we consistently take it to the next level. It is what I consider a movement within the business industry, which will significantly impact the future lives of generations to come.

Our past successes and failures have given us a foothold to push the limits of how we do business and think progressively. Our latest initiative, Holacracy, is just any other great example of this mentality. Holacracy is the inception of our time. Once an idea takes root, the possibilities are endless. It has the potential to touch not only how we do business, but our daily lives. It provides the opportunity to put an end to the loathsome days of our generation's definition of corporate structure, in addition to demoting corporate/social/office politics in the workplace. What a world that would be!

Its legacies will be studied as a part of American history as like the Boston Tea Party, women's equality, civil rights, and antiwar movements. Get ready Zappos, we are in for one wild ride!

**Jalessa J**

employee since | 2012

To me, Zappos culture is all about making sure that the lines are blurred between "weird" and "normal." Everyone is exactly the way they are supposed to be, and Zappos embraces that wholeheartedly. News coverage and case studies profile how fun and zany Zappos can be, but I value the attempt that Zappos makes to include everyone in the culture above the fun aspects of the culture itself.

**Graham K**

employee since | 2009

Super Nintendo, Sega Genesis  
When I was dead broke, man I  
couldn't picture this  
50-inch screen, money green leather  
sofa  
Got two rides, a limousine with a  
chauffeur  
Phone bill about two G's flat  
No need to worry, my accountant  
handles that  
And my whole crew is lounging  
Celebrating every day, no more public  
housing  
Thinking back on my one-room shack  
Now my mom pimps a AC with  
minks on her back  
And she loves to show me off, of  
course  
Smiles every time my face is up in  
The Source  
We used to fuss when the landlord  
dissed us  
No heat, wonder why Christmas  
missed us  
Birthdays was the worst days  
Now we sip champagne when we  
thirst-ay  
Uh, damn right I like the life I live  
Cause I went from negative to positive

And it's all good.

And if you don't know, now you know.

- Christopher Wallace  
"Biggie Smalls"

**Kenneth K**

employee since | 2011

For me, Zappos culture means the ability to be your own Lewis or Clark — you can blaze your own trail. You are fully empowered to make the decisions you need to make to get the job done.

**Laura K**

employee since | 2012

Working at Zappos has changed my life! I truly wish that everyone could work for a company that embraces your individuality and encourages you to grow and stretch along your journey. It's so refreshing to finally be able to say, "I love my job!" I have always been a free spirit, and thankfully working for Zappos has helped me embrace that even more.

**Clinton K**

employee since | 2012

Zappos is by far the best company I have ever worked for! I feel so blessed to be a part of such a great company that truly lives up to its core values on a daily basis. Zappos is more than just a company; it has become an extension of my own family!

## Nicola M

employee since | 2012

Ah Zappos, the only job interview where I was 100 percent myself, primarily because I didn't care whether or not I got the job (yeah #6). Every day I fight hard to not care if I keep the job. Why? I see a lot of group-think passing as culture at Zappos (and people afraid to speak up out of fear they won't be considered a culture fit), insufficient leadership pipeline development, especially of women (the call center rocks). Would love to see job sharing and telecommuting become standard (communication & accountability).

Life is not perfect in Zapponia, so why do I stick around? I like the people. Most days I like the challenge of my job. I like the campus, but driving downtown is another story. I LOVE that we give back to the community in so many ways, that my running and hiking friends and advisors are everywhere, and that we embrace everyone.

I remember receiving my offer; I was, and still am, extremely excited about being afforded the opportunity to contribute to the growth and evolution of this special little oasis we have going on in the desert.

One love,  
Nicola

## Max K

employee since | 2013

To me, Zappos culture is all about being able to go into work and not put on a mask. So often, people have their work life and personal life, but at Zappos they fit together seamlessly into one.

## Kevin K

employee since | 2013

When I took my first tour of the Henderson campus, my first thought was of the dormitory in the movie "Real Genius." It was a truly amazing crucible of personality, creativity, energy and apparent chaos, but with an underlying structure that just seemed right. Nearly a year in now, and I am convinced that this is the way every business, large and small, should be run. I am quite thankful to be working in the weirdest company on the planet!

## Nicole K

employee since | 2011

The Zappos culture evolves each year, and it's a wonderful thing to see! To me, the Zappos culture means diversity, empowerment and family. I'm given so many opportunities being an employee here from giving back to the community to enrolling in a goals workshop. Zappos has helped me change my outlook on life, and I'm proud to work for a company who allows me to be myself.

## Cara K

employee since | 2012

Zappos is the bee's knees.

## Austin K

employee since | 2008

Zappos culture, to me, means that I work with my friends on a daily basis.

## Jessica L

employee since | 2006

I define the Zappos culture as: the collective way of life at Zappos (and outside the office) defined by our core values, which guides us in our interactions and work behavior.

## Jessica L

employee since | 2013

What does the Zappos culture mean to me? After being with Zappos China office for more than four years, I became a manager and now in STAR team. I became a humorous man's wife, and the most happy thing is that I became a cute one-year old baby's mommy!!! These all happened in Zappos China office. Zappos culture taught me to be a beautiful, mature and enthusiastic lady. My colleagues always asked me to bring Jackie's (my baby's name) resume and have an interview in Zappos China office. Hahaha, I know they're just kidding 'cause Jackie is only one year old, but I also knew that they mean to show their warm welcome to my family. I LOVE my small little family, I LOVE Zappos Culture, and I LOVE our big family in Zappos!!!

## Jeff L

employee since | 2013

My name is Jeff. Pronouncing "jiefu" and meaning elder sister's husband in Chinese. Everyone calls me "jiefu" here in Zappos China office, and I'm also very happy about that because it makes me feel warm. I don't know how to express, just feeling good. I like working with all of you guys. Here, the most important thing is that I have a boy. So Sweet!!! :)~"

**Eva L**  
employee since | 2013

Another year comes again. Changes often happen in Zappos China office every year. However, my deep respect and affection for Zappos China office never change in the past years. I am thankful for what I have got from Zappos China office. I worked and lived here for almost four years, during which time I always tend to spend most of my time not worrying over how to live better and how to get more money, but merely leading a simple and happy life; this is exactly what I sought. Passion, kindness, modesty, appreciation, growth and learning, love and family, these are what at last I have found from Zappos culture, which always shows me how to lead a happy life, manage life and work well. I really appreciate Zappos and its great culture.

**Tina L**  
employee since | 2013

It has been two years since I joined the Zappos China office. I like it here. What my favorite part is the people here. Our colleagues are kindly, helpful and genius. Whenever I am in trouble, they are always willing to help me. What's more, they teach me a lot. They make me feel family's warmth. We are really a big family. I love them; love Zappos. Its culture lets us get together. I am so lucky. :)

**Ella L**  
employee since | 2013

Being a member of Zappos family, it's absolutely a wonderful and meaningful experience, especially as a member of Customer Loyalty Team

in China office. Here, when we are on work, we can focus on our own work as well as talk or make jokes with our partners. That's an un-doubtable free working style that I like the most. What's more, as a CLT member, every day I can feel our honest and supreme service to our customers every time we solve their problems through emails. That's the happiest moment to be a customer service representative. Besides, we can hang out for dinner or have a party just as best friends after work. Every one here is friends and family. Thus, it's my luck to be a part of Zappos Family.

**Ice L**  
employee since | 2013

Wow, how time flies! Imperceptibly, I have been working here for almost one year. I want to say I'm so lucky to be a member of Zappos China office. I'm very happy working here. Eleven core values of our China Zappos office benefit me a lot, especially the tenth one: be humble. In my opinion, it's difficult for us to keep humble at any time. Be a modest person is a pursuit of my life. In a word, during this period, I learn a lot, gain a lot and make super progress. I know how to offer a better service to others and how to get along well with others. Above all, I learn that we should be responsible for our own behaviors.

**Stanley L**  
employee since | 2013

I started my first job in Zappos China office. I would say it is more like a family rather than a company. I have made a lot of friends and learnt a lot during this year. It witnessed my growth and change, and I was

touched by all things. Thank you, Zappos!

**Melody L**  
employee since | 2013

I have only worked for Zappos for five weeks and have already made several lifelong friends. The Zappos culture is truly magical, and I feel so blessed to be a part of it! Shout out to the Cool Kids Coffee Club!!

**Erica L**  
employee since | 2012

Zappos and our culture reach far more than just our customers. Since I have been a part of the family (August 2012, Tap That Zap!) I have met so many good hearted, kind and genuinely wonderful people. Starting in CLT, I really grasp what it means to deliver WOW and enhance our Zappos culture. I have been blessed to join the production studio since August 2013, and have made even more great connections and relationships that I hope to continue for many years to come. Not only has Zappos influenced how I view life (as a journey towards personal happiness) but it has introduced me to creative and like-minded individuals who are not only passionate, but do it with love. It's amazing. I am filled with joy, gratitude and so proud to call myself a Zapponian.

**Kristie Leigh L**  
employee since | 2011

Some things I love:  
- That during my holiday helper hours when I answer the phone the customers are so excited that they

didn't have to hold.

- That I work for a company that allows blue hair.
- That when I walk around campus most people smile or say hello.
- That I have a management team that truly believes in giving the time & training needed to grow my career.
- That I've never been surprised by the results of my performance review.
- That people around here help each other on a regular basis.
- That I work with the most supportive, intelligent, funny and humble people I've ever met.
- That I enjoy coming to work.

### **Jaqueline M**

employee since | 2007

After being here for almost seven years, I've witnessed the Zappos culture evolve into something greater throughout the years. I've built meaningful relationships, grown personally and professionally, and just look forward to coming into work each day. Couldn't imagine my life without all the memories I've made here.

### **Lindsay M**

employee since | 2007

Zappos, what a year ... From forking off to building a Super Cloud, it's safe to say, if nothing else, this company keeps you on your toes. It's crazy to think I have already been here seven years. Looking forward to the next seven years.

### **Joanna M**

employee since | 2007

What a year!!!! 2012/2013 brought on many changes for me personally

as well as professionally. The most significant change was getting married. :-) I feel like I have grown up at Zappos. I started with the company in March of '08, and here we are almost six years later. I started here at the front desk, and I never could imagine what was in store for me here. I've gotten to travel to New York twice; I've met some outstanding and wonderful people. One of my Zappos friends was a bridesmaid in my wedding. It's crazy how close we get just from working together. We've gone through a ton of changes since I first walked in the doors of 2280. It's so wonderful for all of us to be back under the same roof again!!!!

No matter what changes we go through or how big we get, I have faith and know that we will always be us. Zappos is not just a job; it's a way of life for us. My little job has turned into a career, and now I do things every day that I could never have imagined myself doing. I love it here. I am honored, blessed and privileged to be working for such a special company.

### **Delana M**

employee since | 2009

This year has been a whirlwind of a year for me both personally and professionally. I had dealt with a lot of sad and scary moments in my personal life this year, but during all of it, I was promoted to a manager, joined an AMAZING team, and lost over 70 pounds, so it was impossible to let the bad get me down. What made it easier to deal with the bad going on in my life was my Zappos/6pm family. If there was one core value that embodied my whole year, Core Value #7 would be it. This year, I became closer to some of

my Zappos Family and gained new family members when I joined 6pm. These people were monumental in helping me get through some hard times and made it easy for me to remain positive and happy. I had amazing people check in on me, call me, send me and my family flowers, and just be overall the best friends anyone could ask for. Although we may not think of our core values every day, we clearly live by them. The culture that we have has helped us to maintain that family-like atmosphere no matter how big we grow. Our culture is one of the founding reasons I am proud to say I work here. Our culture is what has helped ME to become a better person, too.

### **Amy M**

employee since | 2010

It has been quite the crazy ride! It still amazes me how everyone here has the ability to be promoted and grow — I can't wait to see where this speedboat docks!

### **Nicolas M**

employee since | 2010

Will you cook my dinner for me? My parents aren't around, and I'm not allowed to turn on the stove.

**Emmanuel M**

employee since | 2010

The Zappos culture is what the Speed Force is to the Flash, the radioactive spider to Peter Parker, the gamma explosion to Bruce Banner, the cosmic rays to the Richards family, the X-gene to mutants, the super soldier serum to Steve Rogers, the adamantium to Logan, Woodbury to the Governor, the power ring to Green Lantern and the yellow sun to Kal-El. It is what makes us extraordinary.

**Rachel M**

employee since | 2010

Unlike the typical corporate culture, the Zappos culture is created by the employees. Instead of the company creating a culture and forcing the employees to mold to it, we DEFINE it. I love working here largely because of how unique our culture is. A common misconception is that we are all crazy and we only have fun at work. Well, that's not quite right. We have a diverse group of people here (some are crazy) and we all work very hard. We take our work seriously; it's just that we may not take ourselves all that serious. Fortunately, we get to have some fun, too!

**Felicia M**

employee since | 2012

Zappos culture, to me, means a sense of family. You establish these relationships with your coworkers, and they are no longer just your coworkers. These people quickly become your second family, and it's awesome. I've never seen this so widespread in any other company I've worked for. I love it.

**Robert M**

employee since | 2013

It's not every day you find a place that you can call home. Zappos quickly became my FAMILY! Thank you!!

**Michael M**

employee since | 2013

I joined the Zappos Family this year and have been welcomed with open arms. It truly feels like a family, and I'm so happy that I'm part of it. :)

**Amy M**

employee since | 2013

Getting hired by Zappos this year was truly a dream come true. When I took a tour of the offices a few years back, I just knew that it was the right place for me. Actually getting to work here is such a blessing; it is surreal and humbling each time a tour group walks by me on campus. In the months since I started, my life has completely changed. I've never worked with nicer people, and I've never felt so empowered to make decisions at a job before. My department is more than just a team ... it's a family. Zappos has given me a greatly needed professional reboot and lifelong friends. I am so fortunate to be here!

**Anita M**

employee since | 2013

I have been in Zappos China office for nearly half a year. We are a big family. I really appreciate what I have experienced here. I learned how to write emails, how to enhance my working efficiency, especially how

to be a better me. I love Zappos' 10 Core Values, and these have been my motto in daily life. Here I met someone who may be a lifelong friend in the future. I have already been living each day to the fullest, with no regrets or remorse. Thanks for everything in Zappos China office. Hope someday I will have the chance to visit our headquarters in Las Vegas.

**Lisa N**

employee since | 2009

Zappos has been wonderful to me. I love working with such creative, intelligent and kindhearted people.

**Evgueni N**

employee since | 2011

Awesome year, awesome company and a new super project!

**Billie N**

employee since | 2011

Zappos culture, to me, means everything. The first time I'd ever heard of Zappos was through my son who had wanted to work for the company in the KY warehouse. I didn't know anything about it. About a year later, after graduating college, I needed a quick job until I could find a job fitting my college degree, so I applied through a temp service for a position at the KY warehouse. Lo and behold I got into the photo studio in KY. I immediately fell in love with the company and my job. I gave up trying to pursue a career in my chosen field for a position with the company. I was hired into the company eight weeks later. This is the culture ... falling so in love with

the job, company and core values that the idea of seeking employment anywhere else was not even an option to me.

I moved to Nevada a year later with the production studio to continue pursuing my new life within the company. Making friends who are like family is culture. Coming to work and not hating the day, that's culture. Talking to strangers and telling them who I work for and them loving that, that's culture. Wanting to pursue new directions and being encouraged to do so, that's culture. Knowing people who want to work for the company, that's culture. Being a part of this company and loving every minute of it ... that is MY idea of culture.

### **Ryan O**

[employee since | 2012](#)

"Knowledge is to know the extent of one's ignorance."

Confucius said that, and I don't know what it means, but it sounds deep; like super deep. Marianas Trench deep.

"Businesses often forget about culture, and ultimately, they suffer for it because you can't deliver good service from unhappy employees." Tony said that, and I can definitely understand what that means. This company never ceases to amaze me. I will never get over the fact that I get to come to work every day and just be me. I work amongst some of the most dedicated and hardworking people, llamas, etc. It's a thrill to be a part of the Zappos Family.

### **Michael O**

[employee since | 2010](#)

Zappos is the best company I've ever worked for. I'm genuinely happy to come into the office each day. It's hard to appreciate the "no assholes rule" until you have the chance to experience just what a joy your workplace can be without one. You know the person I'm talking about. Yeah, that guy. He doesn't work here, and it makes all the difference.

### **Ryan O**

[employee since | 2012](#)

To me, Zappos culture means the freedom to be you. Also, since our core values guide our culture, I think that they're an important part of what drives it. The one I think of most is "Deliver WOW Through Service," because this is the one that I encounter most – Zapponians are always willing and ready to help out at a moment's notice. Wow!

### **John P**

[employee since | 2007](#)

Macallan, Aberlour, Laphroaig and Talisker are some of the many friends that I have met in my seven years at Zappos. OK, so those are the names of some of my favorite scotches (scotchy, scotchy, scotchy) that I have enjoyed with my Zappos scotch club each month. We also have a wine club, and many non-alcohol related clubs. Point is that I love my Zappos Family so much that eight hours a day in the office is not enough time, so we make up amazing events outside of the office to enjoy each other's company.

### **Anne P**

[employee since | 2008](#)

I still feel lucky that I am working at Zappos even after five years. I feel that everyday is an opportunity to learn something new, and that I am a part of a lot of change. I look forward to seeing where we will be in the next five years.

### **Rachael P**

[employee since | 2008](#)

Zappos means the world to me. I feel like I've basically grown up with Zappos. Looking back I can't imagine my life without Zappos. I've gained friends that I now call family. I've become a stronger person. I've been through ups and I've been through downs, but Zappos has always been constant. I'm grateful and thankful for that. Here's to many more year.

### **Siddharth P**

[employee since | 2010](#)

Zappos culture empowers me to be myself and always helps me to be a much better person. You learn a lot from the people working here, both seniors and juniors. The best part of Zappos is how everyone is so incredibly humble, and that has helped me grow really fast on both a personal and professional level. The end effect of Zappos culture is that you end up working with people who are way more than coworkers; they are indeed like a family!

## **Pamela P**

[employee since | 2012](#)

Zappos culture is all inclusive! I love that Zappos invites the community to partake in our shenanigans and that it is priority for us to be involved. When you're living in a town filled with many multibillion-dollar companies who cater to tourists, it is a huge breath of fresh air to see a company that is focused on US. I'm happy to be a part of the grand picture and happy to be a part of a community of Zapponians who care. :)

## **Varinia P**

[employee since | 2012](#)

I would consider these past two years here at Zappos to be some of the best times of my life. For the first time ever, I feel like I'm happy and content in every aspect of my life, and I feel like I'm part of something big and meaningful. There are days when I can't believe that I get to come to work every day and see my best friends in the world, do a job I absolutely love AND have fun! I feel blessed and lucky to be part of the 6pm team at Zappos and also be part of something huge for the community – the revitalization of downtown Vegas. I want to shout out to the best group of friends a girl could ask for – the Regs! I love you guys. Thank you for being the most amazing, loving and inspirational humans. And a shoutout to the 6pm Site Ops team. Every one of you embodies the dream of Zappos culture in every way. I love to see your smiling faces every day and work and have fun with you guys.

## **Shane P**

[employee since | 2012](#)

Zappos culture is Everything.

## **Rafael Pacheco P**

[employee since | 2013](#)

High fiving, fist bumping, hugging, laughing, group slow clapping, boosting productivity through on-site power naps, teammates who genuinely and truly want to help me, who laugh a lot, who make my kind of jokes, who are committed to making our surrounding a more awesome place – in and out – who imply “you say you LOVE what you do?” Not enough, we want you to LOOOOOOOOOOOOOOOOVE what you do, let us know how we can help.” Growing, learning, admiring my teammates, solving interesting problems, being excited at thinking “this is great, but how can we make this greater?” The whole campus is my workspace; the whole campus is my playground. I feel extremely fortunate to be part of this awesome family.

That's what the Zappos culture means to me.

## **Young P**

[employee since | 2013](#)

I have been here for almost four months. People here are really friendly and helpful. We work together, eat together and sleep together. It is really a wonderful time spending in the China office of Zappos. For future, I am still lost. But now I am working happily and living happily. What can be much better than that? I always believe that health

is the most important in my life. Do not be too serious, and enjoy myself.

## **Hemant P**

[employee since | 2013](#)

I joined Zappos recently. To be precise, my first day was on November 18. To me, so far, Zappos culture means a fun environment to work in. Everyone is very friendly and always ready to help. I see lots of team spirit here.

I have already been to All Hands meeting held in November and, again, it was very different from my previous experiences (in a good way). So, in my limited experience, I would equate Zappos culture to an environment where people are at ease and always having fun.

## **Richard P**

[employee since | 2011](#)

When I started here at Zappos, I had an idea of what Zappos culture was. Now that I've been here a few years, experienced the move downtown and had the chance to work in several different departments, I've learned that Zappos culture is made up of all of us – each person bringing something fresh and new (and sometimes wacky) to the table.

## **Ryan Q**

[employee since | 2008](#)

I always felt like opportunities here were more than I could imagine. Our move downtown feels like those opportunities have multiplied by a huge factor. There's so much going on that I'm finding it hard to keep up with it all. I'm interested in knowing

what this is all going to look like in five plus years. See you then. :)

## **Matthew R**

[employee since | 2006](#)

Zappos is a lot like many large companies, but a few things stand out. One of those things, of course, is the company's culture — another is the people that work here. Through large projects and small, people stay upbeat and enjoyable to be around. Coming to work isn't really coming to work when you enjoy what you do — and it seems like most people enjoy being here. That's a good thing!

## **Jordan R**

[employee since | 2007](#)

I feel so lucky to be have been able to witness the growth of both our company and our culture. To see the impact of the Zappos culture, even after six plus years has been amazing. I can't wait to see what the future holds, and I am excited to be a part of such an influential company.

## **Virginia R**

[employee since | 2010](#)

2013 has been huge year for Zappos culture. From the grand opening of our downtown campus to announcing Holacracy, from our progress with Super Cloud to innumerable DTLV community events, it has been exciting and challenging. And while there have been, and will continue to be, growing pains, I believe that the challenges we undertake will ultimately make our culture even stronger. Zappos is an organization that goes big, takes risks and stands by its convictions. It's a unique, inspiring

environment to work and grow in, and I can't wait to see what 2014 will hold.

## **Michael R**

[employee since | 2011](#)

The employees are who make Zappos the company that it is. I have worked with and learned from, whether it be through instruction or by example, the finest group of people that I have had the privilege of calling my friends. The relationships I have fostered, the memories I have, they will all carry through with me until I take my last breath.

## **Lisa R**

[employee since | 2011](#)

Culture is the core of our ecosystem here at Zappos. It guides us and provides us with a sturdy base to build and grow our community upon. It's there to remind us who we are as a company and its strong values bind us together.

p.s. Stop listening to Cats in the Cradle. It's really bugging the team.

## **Alexander R**

[employee since | 2012](#)

To me, Zappos culture is embodied by the courtyard at the new downtown campus. There is always an interesting event, celebration or general weirdness going on. I never know what to expect when I make the walk from the garage to my desk each morning. Just about anything could be going on in that courtyard, and that is a great thing.

## **Kristin R**

[employee since | 2012](#)

When I decided to come to Zappos it was a quality of life decision. Almost two years later, I'm still confident in the move I made solely based upon the experiences I've had, along with the amazing individuals I have met.

## **Rebecca R**

[employee since | 2012](#)

Being fun and weird. Delivering happiness. Zappos dot com. Yay!

## **Nathan R**

[employee since | 2013](#)

Zappos is one of the most positively energized workplaces I've ever been in. It is infectious and has helped me find my mojo again after experiencing other environments that feel like I'm just there to make a quiet slide into old age and retirement.

## **Christopher R**

[employee since | 2013](#)

Within a few minutes of reporting for my first day, I was able to participate in a parade to a teammate's desk! Zappos culture means I've found myself at a place where fun is side-by-side with making sure our customers are as happy as possible!

## **Darrin S**

[employee since | 2004](#)

Wanted!! Those seeking transcendence. Triumph certain.

## Philip S

employee since | 2006

The Zappos culture, in a nutshell, is innovative and inspiring. It is something that flourishes with each new Zapponian that joins our family. I can't fairly compare our culture to previous jobs I've had before because I've never experienced something quite like this. We, as a company, are adventurous, creative and unafraid of risk. As individuals, we strive for common goals, new experiences and better ways to improve all aspects of our work and personal lives. For as long as I've been here, I'm still WOW'd by the friendships created, relationships formed, and the love shared with each other. What I learn from Zappos I take home with me and share with my family. They are just as proud to be a part of the Zappos family as I am!

## Pawel S

employee since | 2007

<http://cl.ly/image/1U0G291z181K>

## April Ann S

employee since | 2007

I am a recent transplant from Kentucky, and I am happy to say that I am very glad I moved. Not only did I get to stay with my Zappos Family, I moved closer to its heart. I have never met so many wonderful, shiny faces in my life. Each person within Zappos is a new opportunity for friendship and fun times. How on Earth did I get so lucky?

## David S

employee since | 2010

... and why not?

## Karen S

employee since | 2010

Working on great projects with great people!

## Robert S

employee since | 2010

Zappos culture is like a fine wine, getting better and better every year. The people are kind, helpful and super friendly, making every day exciting, fun and just generally awesome!

## Vincent

employee since | 2010

As three years with Zappos has come and gone, it seems like time has gone by so fast. Yet at the same time it seems I have been here forever. Time flies where there is fun. But how to explain the latter? I think it's because Zappos feels like home.

It's a place where you can be yourself, work, have fun with people you build strong relationships with, and really just be comfortable. Day in and day out, I genuinely like what I do. That is an accomplishment in itself. But the thing that always amazes me is the people I work with. They are the ones that make going to work feel like I'm going to my home away from home and hanging out with friends. It's hard to explain and difficult to define, but there is something special about a workplace that makes you feel this way. It's mostly about getting the right people together, but it deserves to be said that there is more

going on than that. Zappos gives you a lot of freedom: to be as you are, to pursue what you love doing, the opportunities to build those strong relationships through fun and memorable times. Somewhere in there is where the magic happens. That's the best explanation I can give.

Zappos is no utopia, though. No place is, no place should be. That isn't a criticism. It's a fact, and actually a reason for its success. It encourages improvement, a constant need for change, always striving to be better than it can be. In that sense, it's better than any "perfect" place to work because we can make it not just what we would like it to be, but what it needs to be for us to continue to call it home.

## Stacey S

employee since | 2010

I'll keep this short and simple: I love Zappos.com and am thankful to be a part of the family as well as our unique and ever-evolving story.

## Eileen S

employee since | 2010

I'm in my third year here at Zappos and am still very much enjoying my work. It has been such a pleasure to have worked in multiple departments within the company. I can't wait for what the future brings!

## Tina S

employee since | 2012

I moved out here to Vegas over a year ago for the opportunity to work at Zappos. It was always a company that has fascinated me since I learned about them in one of my organization management in business classes. The

company has been very good to me, and I have met so many amazing people so far working here. Everyone is supportive and looking out for each other, and I am grateful to have the chance to be part of this amazing community. Thank you for everything so far, Zappos. I look forward to more amazing adventures. :)

### **Kelly S**

[employee since | 2013](#)

What does Zappos culture mean to me? It's a question I'm asked more frequently than I had ever anticipated. When I first started going through the hiring process at Zappos, I had the same thoughts I'm sure most applicants have, "Is this place for real? Do they truly eat, sleep and breathe this whole 'culture concept?'" Now having been here for a little over seven months, I can truly attest to the fact that we do in fact eat, sleep and breathe our unique culture. And, to me, it has literally changed my life. Within the first two months of being hired, my grandma, whom I was VERY close to, passed away. I was terrified that I was going to lose my job if I asked to go home for a few days to be with my family. Not only did my boss insist I go home, but she made sure I was OK and taken care of while I was gone. It was right at that moment that I realized how blessed I was to be a part of a company that truly cares about its employees. I took a huge gamble on making the move out here, and Zappos has proven time and time again how worth it it actually was. I'm so fortunate to be a part of this amazing company that continues to push me, challenge me and force me to excel at everything I do, not just in the office but also in day-to-day life.

### **Heather T**

[employee since | 2005](#)

I think what the Zappos culture means to me changes from day to day and even moment to moment depending on the situation. But the most important thing to me, and the thing that never changes, is the family spirit. I truly feel like Zappos is my family. No matter what is happening, I know I can count on my team members. If I'm feeling stressed out, my team members are there to help me out and calm me down. If I'm celebrating a personal success, my team members are celebrating with me. No matter what the situation is, I know I can always count on my coworkers to be there. They make the hard times in life more bearable.

### **Danielle T**

[employee since | 2007](#)

I have started every culture book entry that I have ever written marveling at how many years I've been at Zappos, and now I got a tradition on my hands so can you believe that this is my seventh culture entry?!?! Seventh! I am officially an old-timer I guess. The Zappos I started working for in 2007 is absolutely not the Zappos I work for now in 2013, and I'm totally cool with that. The culture is different, but I'm different too. As companies grow they become more complex, and the Zappos culture is much more intricate than it was. We used to do a handful of things, and now there is always something going on. Yet I will say with emphasis that the heart of Zappos culture has not changed. We still take the core values very seriously, and they infuse everything we do. There is integrity to the core values. We focus a lot

of time and energy on making sure culture matters, because at the end of the day that's what makes coming to work fun. Culture is people, behaviors, traditions, celebrations and all of that makes hard work worth it. I still have fun at work and look forward to coming to work every day, and I see that as a gift. I am proud to be a part of the Zappos culture.

### **Jia T**

[employee since | 2010](#)

Zappos is an amazing company to work for. I have fun working here, and I always look forward to coming to work. I particularly enjoy the freedom for employees to innovate and pursue growth and learning. For example, I was doing web development for a while, but I was able to transition over to the Android team for Android development. Another example is that during our quarterly hackathons, my team created a Ping-Pong site & app that tracks the records of Ping-Pong players all across Zappos. It is things like this that makes working here great!

### **Young T**

[employee since | 2010](#)

At Zappos, I look forward to come to work on Mondays to meet my team members at the Zcafé and Ping-Pong hangout. Zappos is the place where employees feel at home.

**Carolyn T**  
employee since | 2010

A continuous journey of fun, weirdness, and surprises mixed with challenges that make me stronger as an employee and the privilege to work with some great minds and greater friends.

**Keith E. T**  
employee since | 2011

Everyone has a voice. You're free to contribute in any way you feel moved and may expect to have your voice heard in that space.

**Jason T**  
employee since | 2013

I've been working in Zappos China office for about a year and a half. I'm really happy to be a merchandising assistant and became a member of classification team. And now I am responsible for the whole team, which I've never thought about before, and the team has expanded from four members to seven, and is still growing. What I really want to say is that my character becomes more and more cheerful and always makes fun to let the working atmosphere be full of happiness and vibrant. So, I sincerely want to say thank you Zappos, you bring me so much, which would be a happy story in my life that I've never and ever forget.

**Eric T**  
employee since | 2012

Culture is not thinking twice about your company adding a spaceship to the middle of the campus quad. Culture is not being confused when

you see someone dressed as Iron Man walking the halls. Culture is not wondering why your CEO is dressed as Robin Thicke, or why a parade of zombies is throwing candy at you. Culture is 1,000+ people working together each day to make magic.

**Eric T**  
employee since | 2012

I believe Zappos culture supports an excellent learning environment. We understand that humans make mistakes and are able to learn from them. That is how we grow both individually and as a company. Zappos culture has been an excellent example to me, and continues to foster my individual growth.

**Chad T**  
employee since | 2012

Zappos culture, to me, is something that can't really be defined with words — it has to be experienced firsthand. But if it had to be defined using words, I'd say that Zappos culture is much like a family. Rather than a company where your coworkers are just that, I see my coworkers as family members — people I can rely on to have my back when I need it the most, and vice versa. I can hang out with them even after work, not because I have to, but because I want to. And the best part is, that like with my actual family, I can be weird and crazy with all my little quirks and not be afraid of being judged. Everyone here is so accepting and each member of this family brings their own flavor to add to the unique Zappos Family culture.

**Christina T**  
employee since | 2013

I can sign this anonymous? Sweet.

**Edward V**  
employee since | 2012

The Zappos culture allows you to become the best variation of yourself. It's especially amazing & inspiring to witness others grow into the best versions of themselves.

**Andre V**  
employee since | 2012

I think every year the Zappos culture can mean something different. The Zappos culture, to me, in 2013, meant that I was in charge of my own professional destiny through pursuing growth and learning (Core Value #5). I've been able to work with so many smart and wonderful people that have impacted my life in a positive way. The opportunities to grow are endless, and that opportunity is a huge draw for me and why I love the Zappos culture.

**Nicolas V**  
employee since | 2011

I'm not a huge fan of yogurt, but I've heard good things about probiotics.

**Sarah V**  
employee since | 2008

Zappos' culture is what differentiates itself from any other company. The environment is fun and evokes imagination and creativity. It also allows employees to embrace their uniqueness and share their talents with each

other. Zappos' culture makes it an amazing place to work!

## Jennie W

employee since | 2009

“Create Fun and a Little Weirdness” is the core value with the best publicist, but it doesn't fully describe our company culture. Our company culture is:

- saying thank you.
- congratulating folks on a job well done, a new baby, or a new car.
- sending flowers when a colleague has lost a loved one.
- freely giving coworkers a laugh, smile, hug or high five.
- appreciating a coworker's laugh, smile, hug or high five.
- sharing meals and memories.
- cheering on your teammate's band or dodgeball team.
- swapping Christmas or Valentine's Day cards.
- sipping champagne at your colleague's wedding.

All of these little life events add up to a whole lotta culture.

## Jozie W

employee since | 2013

“Another year has just past, which is my second year in Zappos China office. Everything has gone smoothly so far. It's like when the person you are seeking for shows up, you can simply say hello and let it happen. It's a fate that I can be part of Zappos. Best wishes to all my beloved friends here in Zappos China office! Keep up working hard. Never forget how awesome you guys are! Farewell to 2013. Say hello to 2014. Let more wonderful things happen!

## Adam W

employee since | 2012

I work at Zappos because of the culture. This is the only company in my career where I've felt a close friendship with my coworkers, not just in the office, but outside as well. I left my entire family and all my friends behind when I moved out to Nevada from Virginia to work at Zappos. Yet working here, I don't feel lonely. My coworkers have become my friends and family, and while I'll always miss my family and friends from Virginia, I'm grateful for the friends I've made here.

## Carrie W

employee since | 2012

I feel so fortunate to be part of an amazing people coming together to create the best experience for our customers, partners and employees.

## Reinaldo Esteban W

employee since | 2012

Let's all just slap some HANDS.

## Ken W

employee since | 2012

I have been in Zappos China for 14 months. I don't remember why I came here, but I know I have made a good choice for my first job. Everyone is so nice here. I love to make friends with them. We went through a lot of things in the past year. We went mountain hiking, had a BBQ, KTV, sports match, family cooking, birthday party, etc. All of these things I will keep in my mind. Thanks God for letting us meeting at Zappos. I am so proud of all the

Zapponians. Maybe we can meet in LA in the future. I am looking forward it. LOL.

## Jane W

employee since | 2013

To me, the Zappos culture means community in so many ways. At Zappos, personal identity is embraced with an emphasis on the importance of every individual's opinions and thoughts. Collaboration of ideas is encouraged so that our culture can grow from any seed that is planted and nurtured into fruition. Small ideas can create massive outcomes and change the ways in which we perceive and operate as both a company and individuals within the community. Our culture is about transformation of ideas and exceeding boundaries and possibilities to become something positively reinvented with each and every day. To always be brand new. ...

## Linda Y

employee since | 2012

A year has passed? W h o o p - d e - doo! /  
Lots of fun and more to come /  
Looking forward to next year /  
Seven is lucky /

## Song-I Y

employee since | 2011

yaycat

## Kandis Y

employee since | 2010

It has been almost four years since I joined the Zappos Family. I am still amazed every day. I am amazed by the people, the company, the customers, and the luck I must have to be able to participate in such an adventure. I could not be more thankful, nor could I feel luckier to get to be here.

## William Y

employee since | 2010

2013 was a year that reminded me you never stop learning. A huge thank you to Zappos for the opportunity to learn to be a better leader, peer, employee.

## Yhaira Y

employee since | 2008

It's funny, five years ago when I'd tell people that I worked for Zappos.com the usual response was, "Huh? What's that?!" Flash forward to today, and the typical responses are, "Really?! I (or insert random family member or friend) shop there all the time!," "I've heard it's a fun company to work for," or "Seriously? Can you get me a job there?!"

## Bella X

employee since | 2013

How time flies. I have been in Zappos China office for two years. In these two years I met a lot of lovely people, even if some of them have left us, but we are still friends. You guys taught me a lot of things. Now I am stronger than before. Thank you, Zappos! You guys bring me so much happiness!

## Carl Z

employee since | 2013

I just wanna say thank you lord and thank you all here. I am doing something tiny but great with you.

## Janet Z

employee since | 2013

I have been here for almost one year. Compared with the past years, it's not a long time, but it's long enough for me to have a better understanding of my first job. The most of the time for work and life here is really wonderful. Everything seems to be great: the colorful activities, friendly colleagues, kind team leaders and so on. In a word, I love both my work and my life here. ^ ^

## Zappos IP, Inc.

Simply put, to me, Zappos culture is the feeling of working with friends and family every day. I've never had this type of camaraderie with coworkers at previous companies, and it makes it fun to be at work. I appreciate the Zappos culture, because it makes everyone (employees, vendors, customers, visitors) feel like they belong and that anything is possible.

## Zappos IP, Inc.

I have worked at Zappos for almost eight years. It's awesome to say that that culture since I have been here has grown into something unfathomable. I feel so lucky to have met some of my best friends here, and to work for a company that promotes this sort of atmosphere! Coming to work isn't like coming to

work at all; it's like getting to hang out with all of your friends all day. How many people can say that about the place that they work?! Not a lot! Thanks for everything, Zappos! I cannot express enough gratitude for everything that this company has done for me!

## Zappos IP, Inc.

Zappos is always evolving, so the culture provides endless opportunities to learn and grow.

## Zappos IP, Inc.

Veni, vidi, YOLO:  
I came,  
I saw,  
I YOLOed.

## Zappos IP, Inc.

Culture, but a word? /  
No. It can be more if you want. /  
Much more. We want. /

## Zappos IP, Inc.

The best way to describe culture is in the code:  

```
class CompanyCulture{static public String company = "Zappos";public static void main(String[] args) { if (company.equals("Zappos")) { System.out.println("Wahoo! This place is awesome!");}}
```

## Zappos IP, Inc.

Culture is people.

## Zappos IP, Inc.

Zappos culture: team building, DTLV, fun, happiness, hard work, family.

## **Zappos IP, Inc.**

Zappos culture is something like a great experiment to blend one's professional responsibility with fun social interactions you won't find anywhere else.

Although still a work in progress, the results so far are crazy new experiences, chances to grow in ways you never knew you could, and a wide range of friendships that you'll never be able to escape. :) And why would you want to?

We have been through a lot of changes this year as a company, and while not easy, it has only made us stronger.

## **Zappos IP, Inc.**

Where do you start? It means the freedom to be yourself and explore your passions both in and out of the office. It means the pleasure of working with great people every day. It means a chance to better yourself every day by aspiring to live the core values and deliver happiness to everyone in your life. At the end of the day, it means a chance to be your authentic self.

## **Zappos IP, Inc.**

The way that I feel about working at Zappos can best be summed up by the words of a lyrical genius, Ice Cube: "Today was a good day."

## **Zappos IP, Inc.**

The individuals I work with aren't just my coworkers ... they're my friends ... my family.

## **Zappos IP, Inc.**

I am pretty grateful to work with the people that I do. I am always WOWed by how helpful and insightful Zapponians are. These are super smart people that work hard, but they don't lose sight of making someone else's life easier.

## **Zappos IP, Inc.**

Zappos culture, to me, means building lasting relationships and looking forward to coming to work every day. I feel proud to tell people where I work and what I do. I feel thankful every day to be part of such a fun and exciting company.

## **Zappos IP, Inc.**

The Zappos culture allows us to try ideas without the pressure of succeeding every time. You sometimes need a few bad ideas to land on a great one, and Zappos gives us the space to make that happen. It's EPIC!

## **Zappos IP, Inc.**

Zappos' culture is amazing. It's truly one of a kind. Nuff said.

## **Zappos IP, Inc.**

I've had an incredible first year at Zappos ... we are definitely like a family here! We've had our share of ups and downs like a any normal family, but at the end of the day we strive to better ourselves, and I've learned that I can turn to the people around me for guidance and support whenever I need it, and that is the biggest blessing of all. I came to Zappos from a very

unhealthy work environment, and I was overwhelmed with the kindness and humility of those around me when I started working here. It was so refreshing! It keeps me grounded and grateful for the opportunity to work at such an amazing company. It makes me passionate about what I do and encourages me to be the best I can be. I'm looking forward to another wonderful year with my Zappos Family! :)

## **Zappos IP, Inc.**

Zappos is the freedom to be who you are. It is so refreshing to work somewhere that not only tolerates differences and individuality, but actually celebrates it! I have been able to develop relationships and opportunities that I don't think I would have encountered elsewhere. The learning opportunities and chances for development are everywhere, and that is so encouraging for an awesome future here!

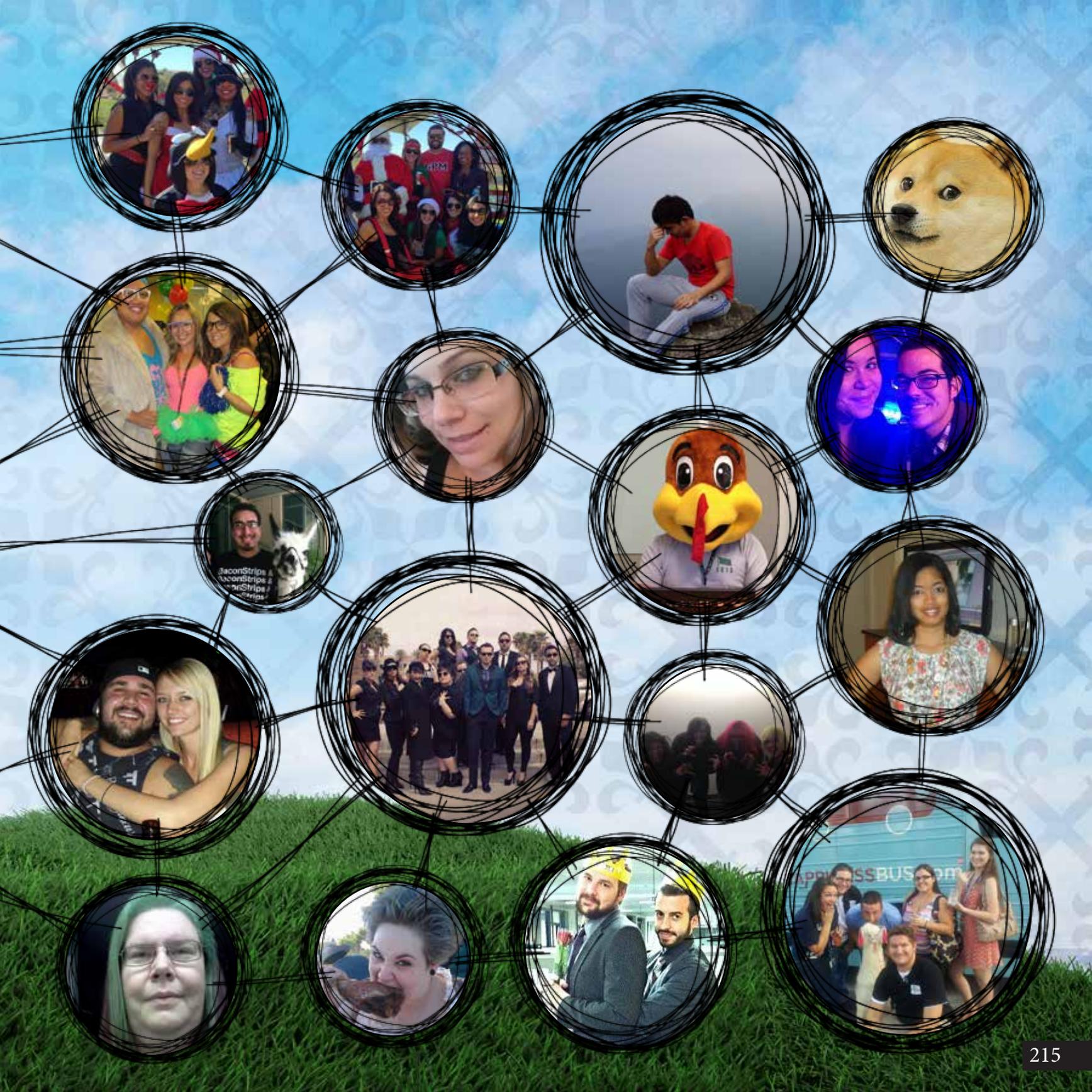
## **Zappos IP, Inc.**

To me, it means working with family and friends.

## **Zappos IP, Inc.**

This is my first six months in the Zappos Family, and its way better than I imagined it would be! I've worked at companies that tried to make the employee a priority, but it never felt as authentic as Zappos does. Zappos breeds close teams, and daily involvement and interaction that makes me feel like I'm a part of a real family. Sometimes I forget how amazing this place is ... we're lucky











**ALL HANDS**











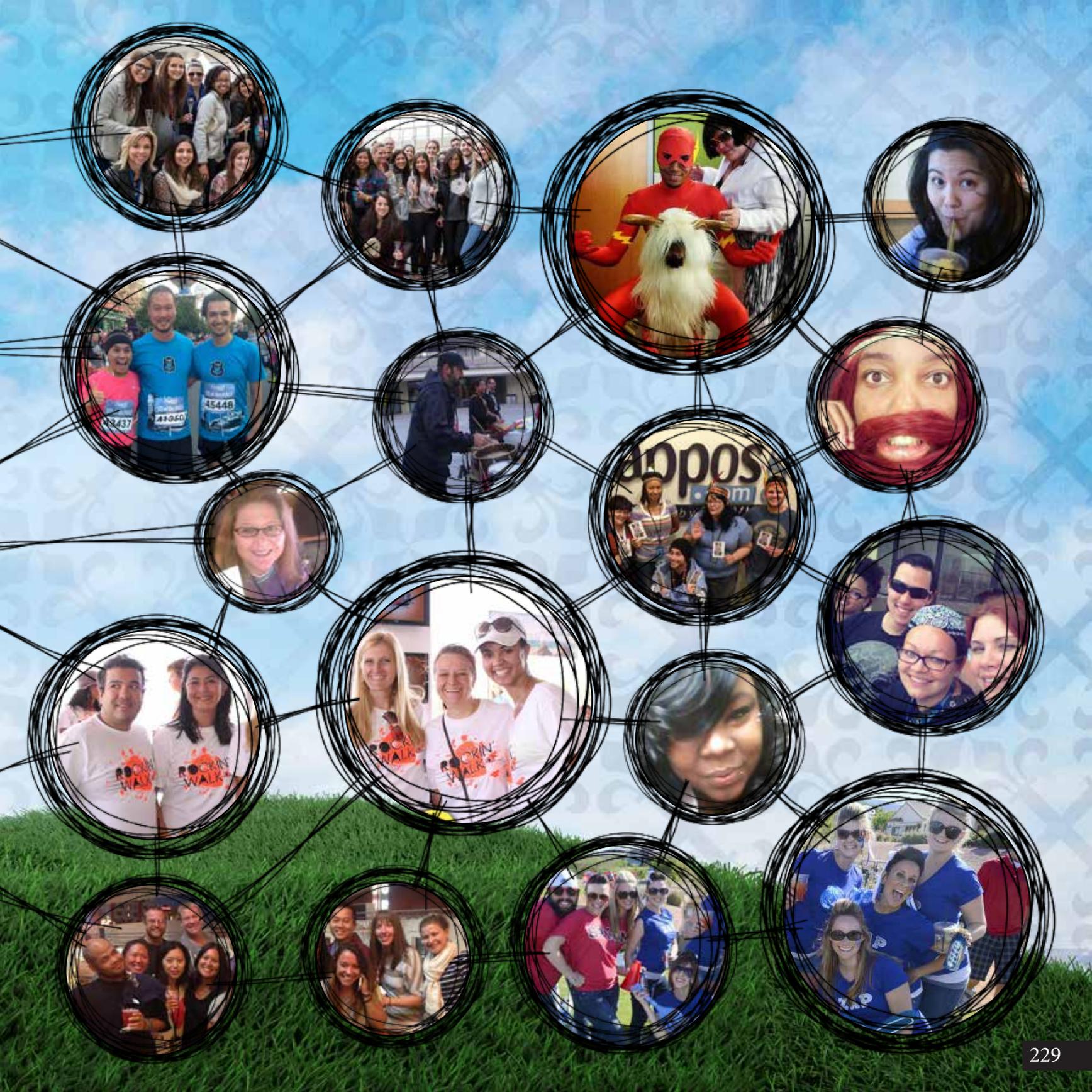












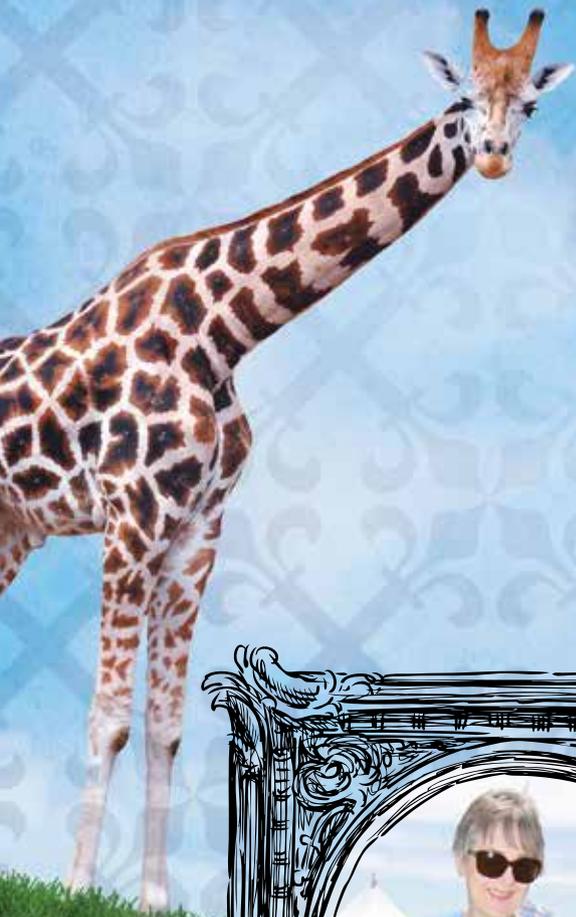


Zappos  
Family Picnic















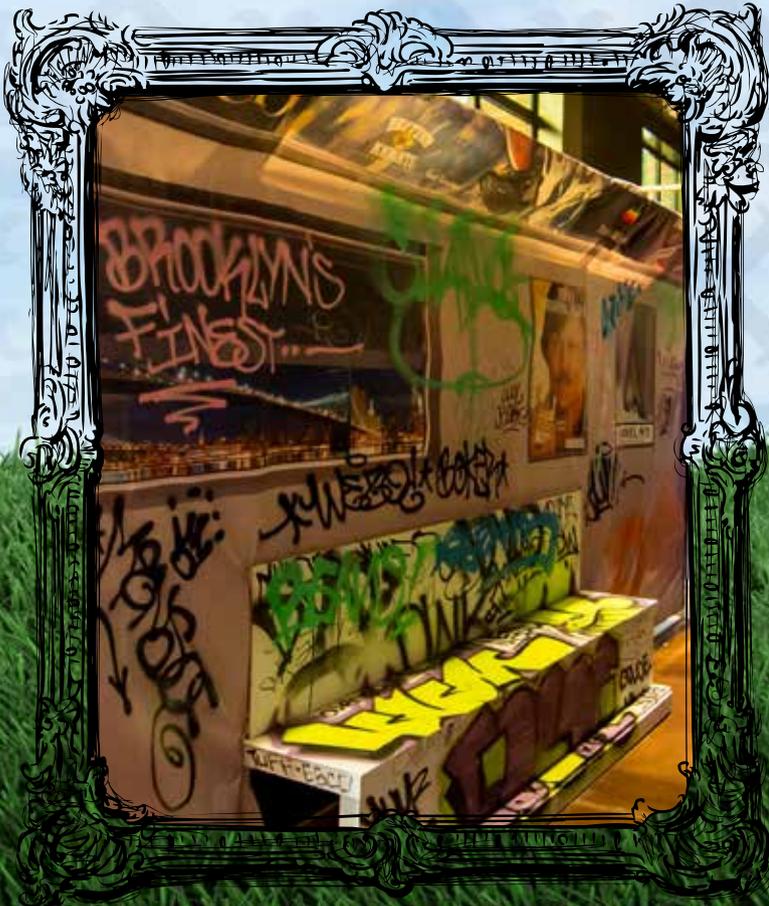
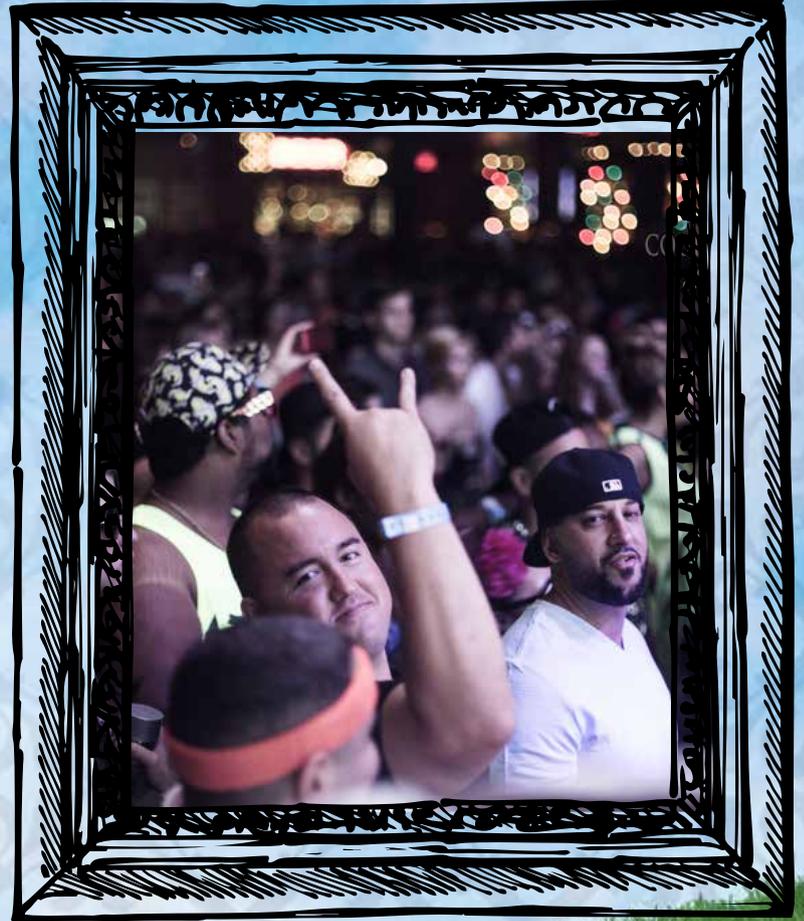


**PARTNERS  
& VENDORS**













# PARTNERS & VENDORS

## Ryan & Monej B

BullFish Media

partner since | 2010

Zappos culture is magnetizing. From the get-go, we connected and we never want to let go! Working with everyone has been an exciting journey to designing fun and innovative events along with the Downtown Zen. We feel immensely blessed to be a part in creating the Zappos culture. We thank you Zappos for being the greatest company to work with!

## Heather B

Henriksen Butler

partner since | 2011

A constant struggle I have with the American way of life is that we all live to work ... while we should work to live. I feel that by embracing the Zappos Core Values, people can LIVE AT WORK. We all have to be there, might as well have a little fun (with some weirdness on the side). To me, their culture has created an environment where I can be myself, laugh often, create something great, spread my knowledge, really be heard, collaborate, smile and laugh ... did I mention laughing? ... we laugh a lot in meetings. The candid interacting and transparent way of doing business allows for much more honest behavior and a better experience and outcome for everyone. I am never treated like a vendor, always like a member of the Zappos Family.

## Chris C

Laurevan Shoes

partner since | 2005

Zappos culture should be what every big box and independent business should want to be. It's fun and exciting as a rep, but you have to own the business as well. Keep it up Zappos, it's a game-changing experience!

## Lanfeng C

Image Process

partner since | 2009

Embracing changes and making changes to adapt to the ever-changing business environment is one thing that makes Zappos successful. Merging with the industry leader, Amazon, rendered Zappos more viable to its stakeholders amidst the fierce competition from rivalries. Team spirit and making staff feel like a big family is also making Zappos different. Zappos cares for its staff in providing an open and relaxed working environment where people feel like family members to each other, which encourages innovative thinking as well as helps maintain staff morale. Another important factor to Zappos' success is the efficient and effective internal communication and coordination among different business sectors and geographic locations. Swift help and support from our buddies in the U.S. headquarters are always there if there are any problems or issues, whether it is changes in image quality standards, uploading & downloading speed problem,

launch of new product image, etc. Various tools are used, be it conversations on SKYPE, email, video, site visit to China, etc. On the whole, Zappos has done an excellent job in internal communication and coordination and well-gearred for further expansion in China.

## Steven C

Quidsi, Inc.

partner since | 2013

It means that I can count 100 percent on my Zappos counterparts to address any issue with the utmost skill and resources. It means that, as a customer, I can always count on no-hassle, no-questions surrounding a return of merchandise. I have never had so much fun talking with Zappos employees and the excitement they bring to the table when working on a project or helping Quidsi with an assessment of what to expect.

## Katie D

Columbia Sportswear

partner since | 2005

I have had the privilege and the honor of working with the Zappos Merchandising team since 2005. Over the years a few things have not changed: their partnership, their drive for results and the passion to be the best at what they do. The Zappos culture is about doing what it takes to WOW; not only do they WOW the consumer but they WOW the vendor community as well with their ongoing partnership and fairness. The Zappos Merchandising team works hard and strives

for results; they challenge each other in all aspects of the life — personal and professional. The Merchandising teams are passionate about the products they are providing to the consumer. I frequently hear stories about the Outdoor team testing product on the mountain, the Running team training for their next race or the Skate team, well, skating! These teams live and breathe their passion in and out of the office. The Zappos Family has encouraged me over the years to be the best that I can be, which is an easy challenge to accept when you are surrounded by people leading by example!

### **Jessica D**

**Born Shoes**

partner since | 2011

It means working with some of the best people I know. It's being able to work as a team, having a positive and strong relationship. I respect my Zappos Family and it makes it fun. We work hard and play hard. It's being able to communicate in such a way that we are always moving forward. Zappos culture is all about being yourself!

### **Matt D**

**Sperry Top-Sider**

partner since | 2005

When I think of the Zappos culture, three words come to mind...

- Service - to customers, community, employees and vendors.
- Vision - management and employees know what the ongoing path is to follow and strive for-

ward to that vision.

- Team - this is key to the success of Zappos. They support one another from the top down as well as continue to add the best of the business from all categories. In summation, this is where the consumer wants to shop, the community wants to work and the vendors want to be.

### **Paul E**

**Evans Sales Group**

partner since | 2004

After 10 years working with Zappos, I have come to know many of the people who help define the culture there. One of the most impressive qualities of their culture is in how they treat their business partners. Instead of taking the typical role as “the customer” with their suppliers, they treat their suppliers as part of the Zappos Family and truly value them!

### **Patrick F**

**Bedroom Athletics**

partner since | 2013

So often you hear about a culture or corporate objective. In working with the Zappos team to launch Bedroom Athletics, it has been refreshing to see the culture in action. To me, there has been one word that describes my experience: “COLLABORATIVE.” We truly work together, and I sincerely appreciate it.

### **Pamela G**

**Concur**

partner since | 2013

Zappos is a very unique company to work with. They really do have a great sense of teamwork without the hierarchy! The Zappos team is always very upbeat, positive and so easy to work with.

### **David H**

**Mark Lemp Footwear**

partner since | 2013

One of the most fun and enjoyable clients we have had in many, many years. The people at Zappos truly practice the 10 Core Values of the company. One of the most obvious observations is everyone really appears to have a good time ... passionate about their work, professional about the way they conduct themselves, but do not take things as “life and death.” It is, after all, just a shoe business.

I always look forward to my visits with the Zappos family. They are fun, enjoyable, productive and make the vendors feel positive about the relationship. The Zappos culture plays a large role in the relationships and success of both companies.

**Talia L**

Rachel's Kitchen - Ogden  
partner since | 2009

Zappos has a fun, inviting, loving, customer-first environment. I have worked with many different Zappos employees at all different levels of the company, all of which were extremely kind, welcoming and happy. This is an amazing accomplishment to have such positive energy surrounding the employees, and is ultimately a reflection on the culture

**Youyuan L**

Office Cleaner  
partner since | 2012

No other company can be more successful than Zappos. The boys are handsome here, and the girls are beautiful here in Zappos China office, and moreover, they are highly educated. For the reason that my son studies in a primary school, which is located far away from Zappos China office, we have to make a move. But after the move, I am still willing to clean Zappos China office although it is far away from my new home, and moreover, I quit the job of cleaning for other companies. But I like my job here because all of guys here are friendly, and they never look down upon me because I am a cleaner. Anyway, all people here are nice, Zappos is incomparable. I am not high educated, otherwise I would write down one or two pages of my thoughts to your culture book.

**Elise L**

Discovery Children's Museum  
partner since | 2013

The Zappos culture is a family that accepts each other for who they are. They see beauty and talent in each other and do not judge based on petty nonsense. It is a culture of genuine folks that support each other and encourage growth and experience. I am so proud to partner with Zappos!

**Greg M**

ECCO  
partner since | 1997

Zappos culture is about individuality, respecting and empowering people, fun, and keeping it real.

**Caron R**

Rachel's Kitchen - Ogden  
partner since | 2005

Talented, caring and hardworking people interested in a vibrant community who also love to eat! We at Rachel's Kitchen at the Ogden, in fabulous downtown Las Vegas, appreciate the opportunity to provide hospitality, to serve and to make friends with Zapponians.

**Rick R**

Astley Edward Contractors  
partner since | 2012

We have had the pleasure of working with Zappos for the past two years. In that time it feels like

we've known each other for so long. A full commitment is what our companies are thinking of. They know their culture, and so do we. I'm never going to give them up. Thanks Zappos!

**Chris T**

Levi Strauss  
partner since | 2013

- A breath of fresh air in a stiff, rigid industry
- A company that chews up the old model of doing business and spits it out
- One that empowers their people, and fosters partnerships with their vendors
- The true definition of "work hard, play hard" — especially at Zalloween!

**Greg V**

Oh! Shoes, Inc.  
partner since | 2004

Friendly, professional "can-do" attitude. Always willing to cooperate and listen to new and exciting ways to build each other's businesses ... Such a refreshing approach in an industry that typically lacks a positive spirit. Willing to work hard, play hard and enjoy every minute!

**Candice W**

GEOX  
partner since | 2010

Real partnership, planning and communication.

## **Linfeng Z**

Image Process Director in  
Zhengzhou  
partner since | 2009

I do not know very much about Zappos, but what Zappos impressed me most are:

1. Zappos value every partner, no matter if big partners or small partners.
2. Employees in Zappos are always honest when communicating with people. Here, I want to extend my special thanks to Richard and Taylor, who let me know Zappos.
3. Equality is important. Compared with the similar companies in our country, your culture makes us feel warmer and more comfortable.

All in all, Zappos did a great job. And hopefully it can develop better and better, and our cooperation can be more extensive. Thank you, Zappos!

## **Rain Z**

Image Process  
partner since | 2013

You are bound to gain something if you make Zappos culture be part of your work and life.

## **Pei Z**

Hong Wang Computer Store  
partner since | 2010

First of all, I would like to, on behalf of all the employees in Hong Wang Computer Store, extend our special thanks to all the friends in Zappos teams,

especially the team located in China Dongguan representative office. Thanks for your longtime support to us. As for our ongoing cooperation in the future, we will provide excellent products and service to you, and any valuable suggestions from you for us to improve our service will be greatly appreciated.

We keep cooperating with you since your foundation in Dongguan and witness the birth and development of Zappos China office team from only one employee to such a big family. In this process, I also make a lot of progress under the influence of Zappos culture. What Zappos culture impresses me most are: modest with an open mind, be positive, communication, be passionate in work, service, innovative and the power and wisdom of collective power! Constant improvement and reform! Build up a strong team by training excellent employees!

I am impressed by your Zappos teams' understanding and requirements on service and your focus on team and coordination. I see innovation and harmony from your performance. Many times I see many of you are discussing something together and learn from each other, but I rarely see this in other companies. I promise to learn from you and your company culture so as to provide better service to you. I will keep communicating with you and knowing more about the spirit of your culture by heart. And moreover, I plan to spread your company culture to everyone in our company.





Brand  
Experience  
Events



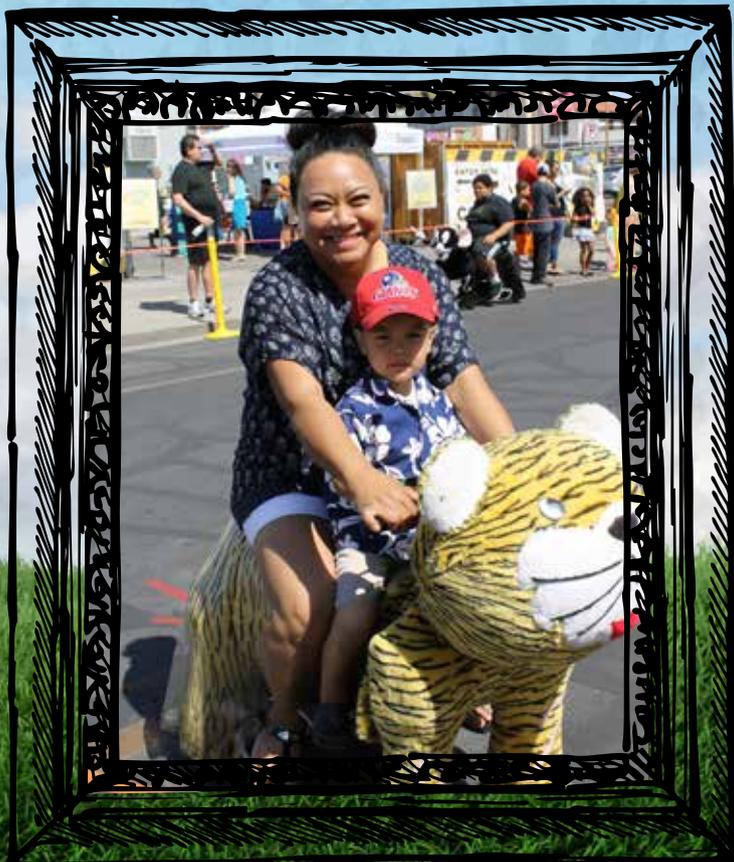














Fashion  
Show





Halloween

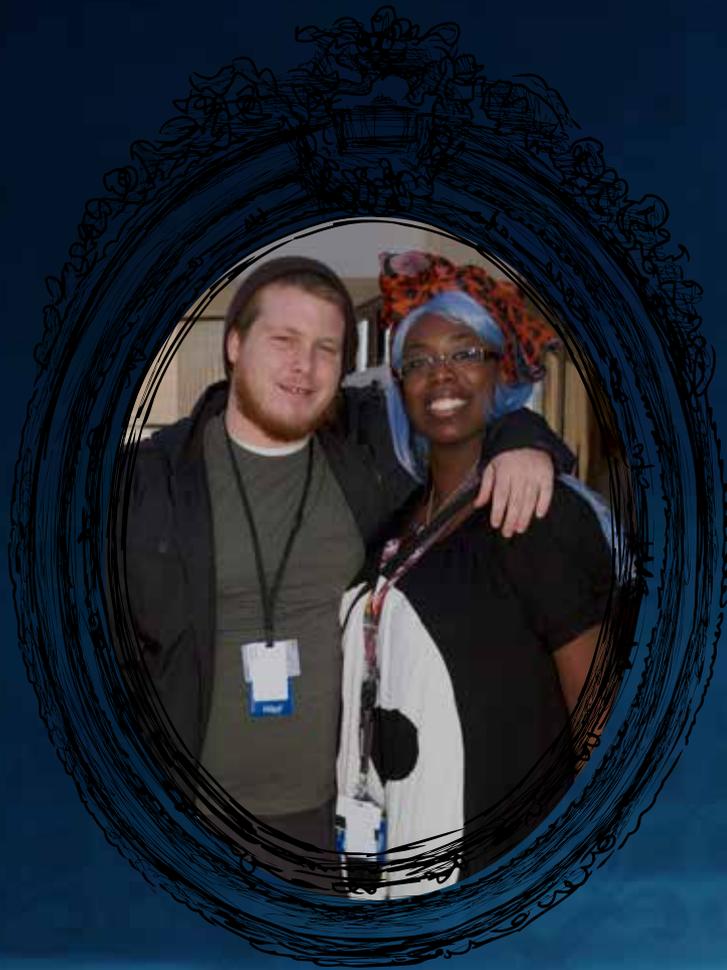




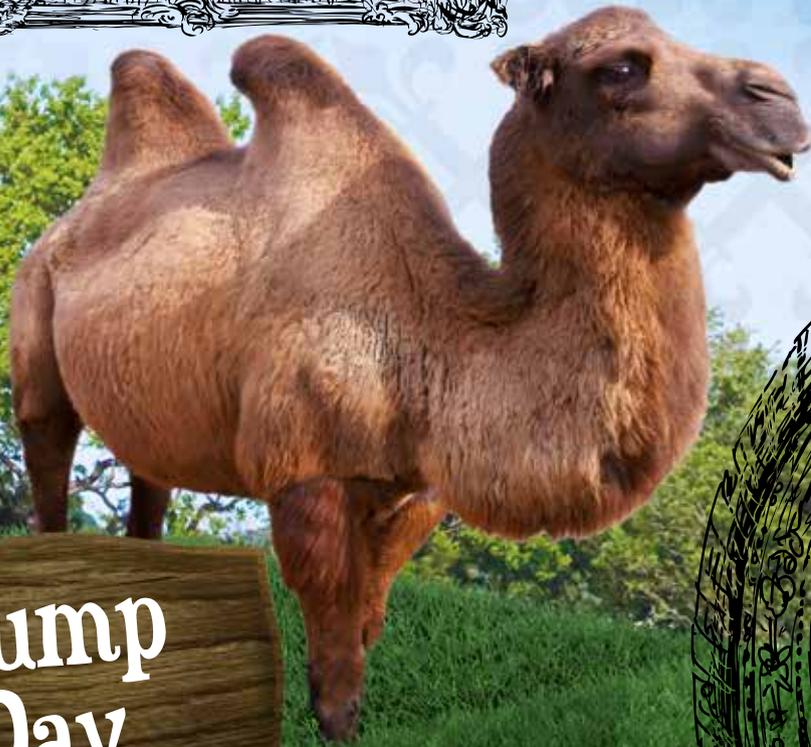






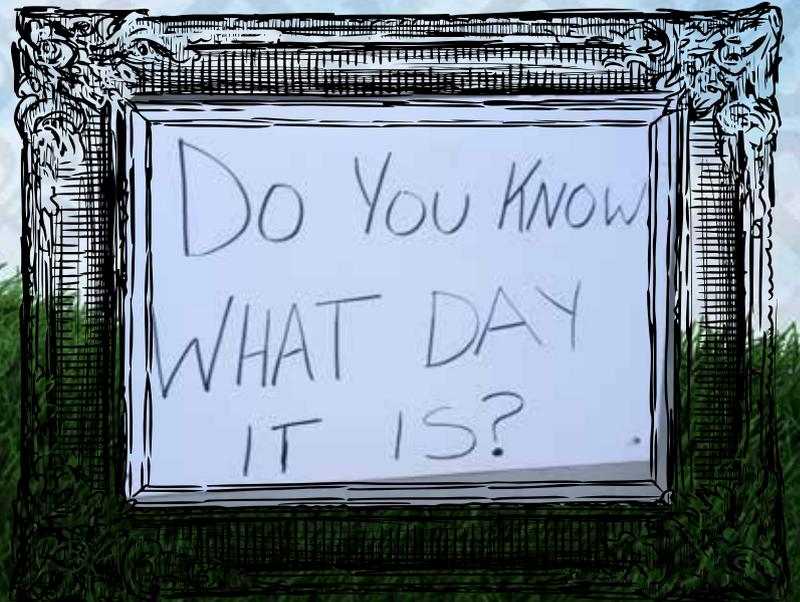
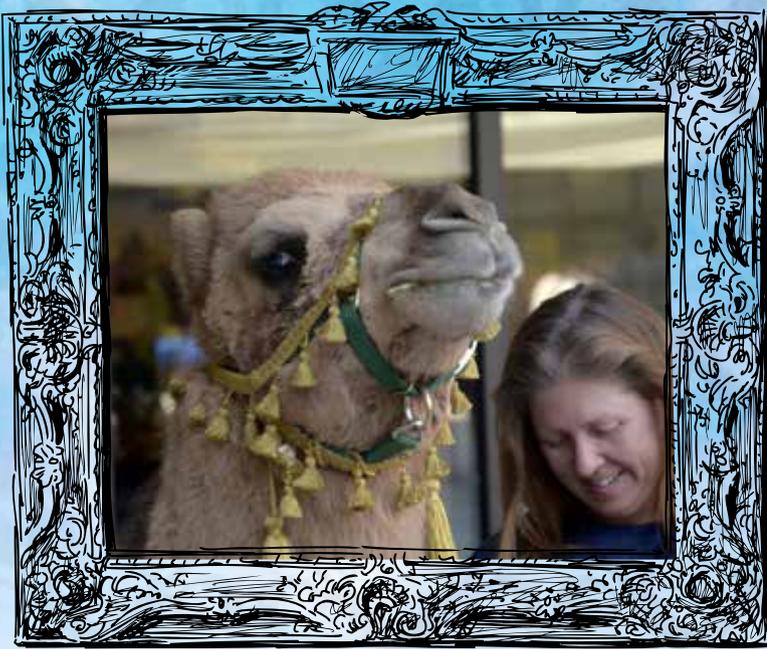






Hump  
Day

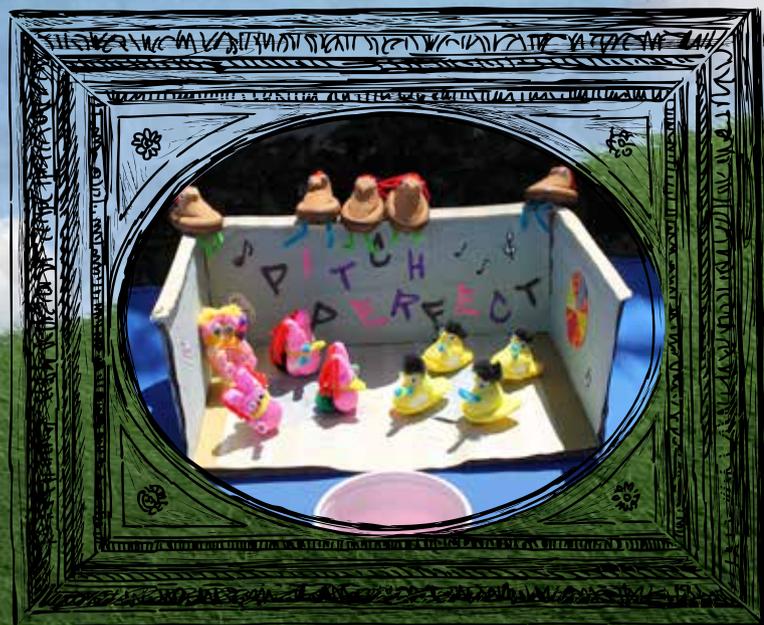


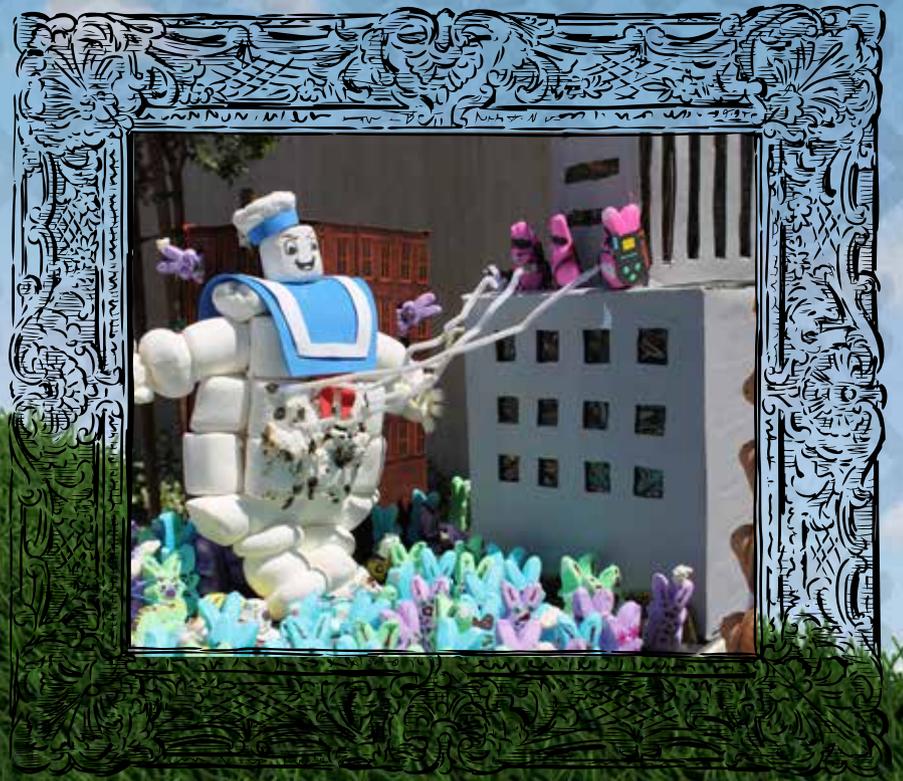


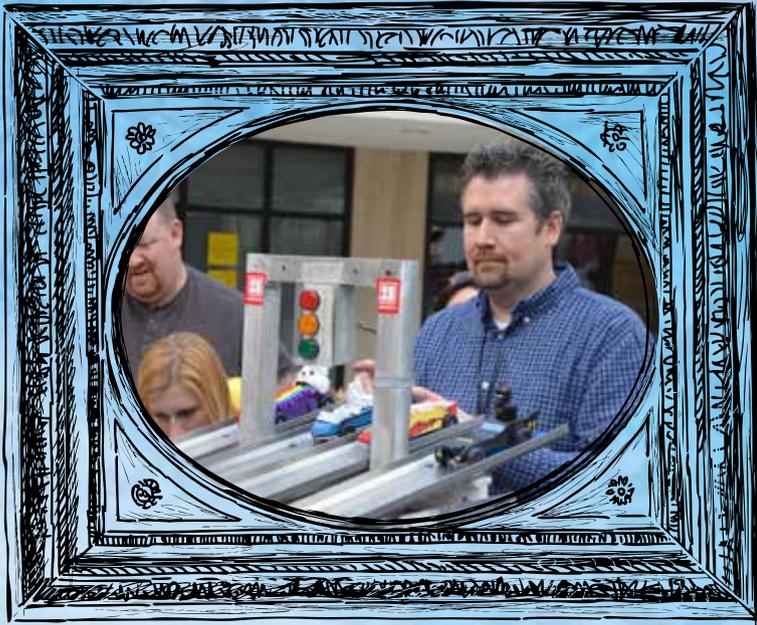


Peeps  
show

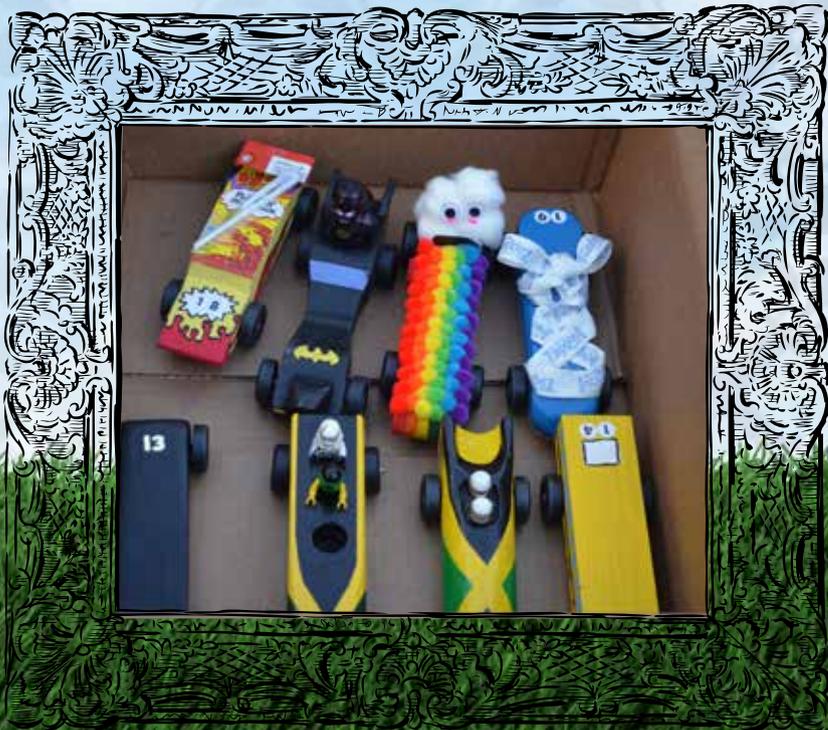








Pine Wood  
Derby





Puppy Love  
V Day



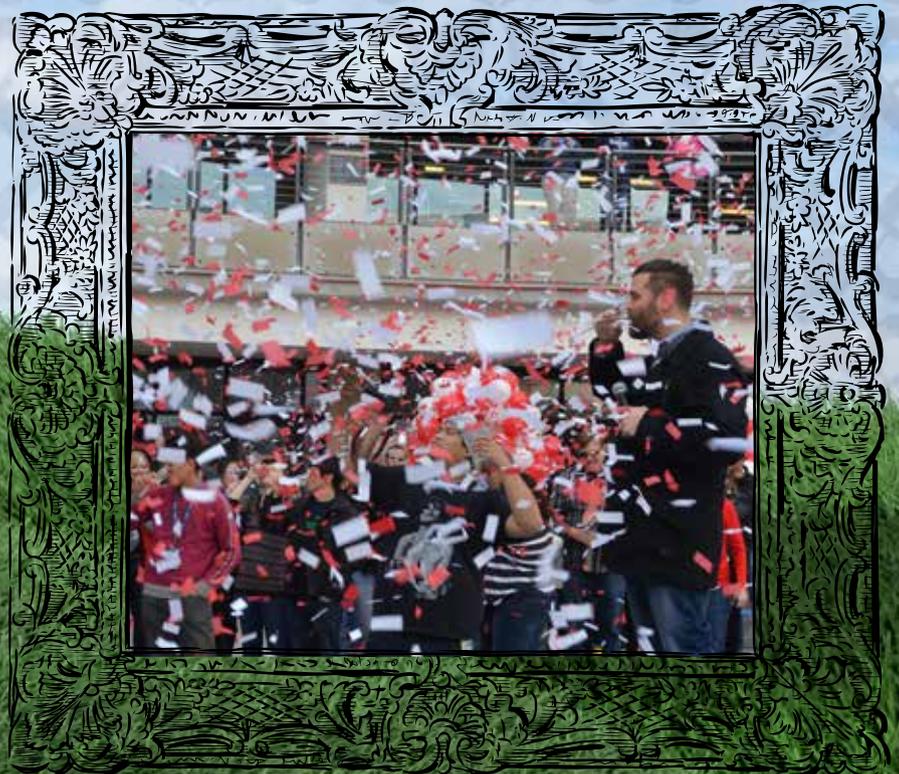




2013  
Record Day  
Zappos & 6PM

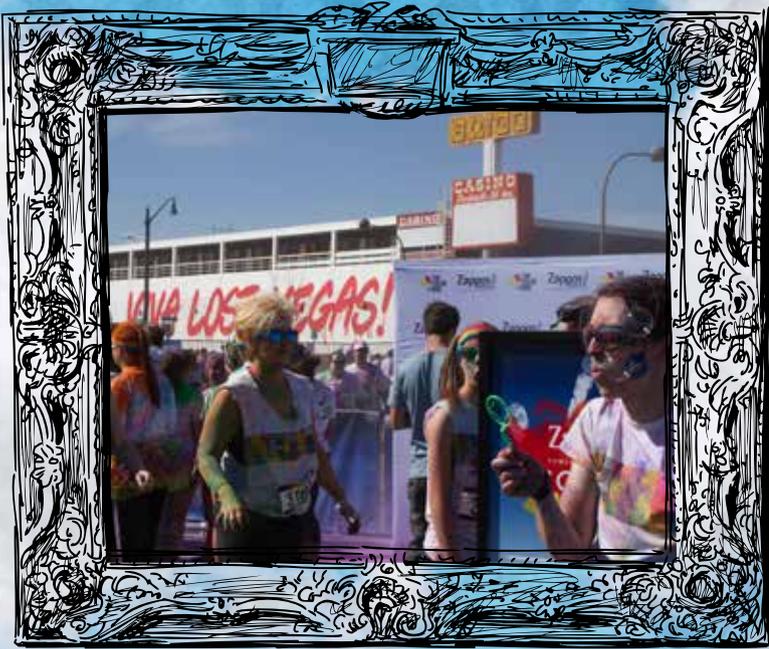








Running  
Events





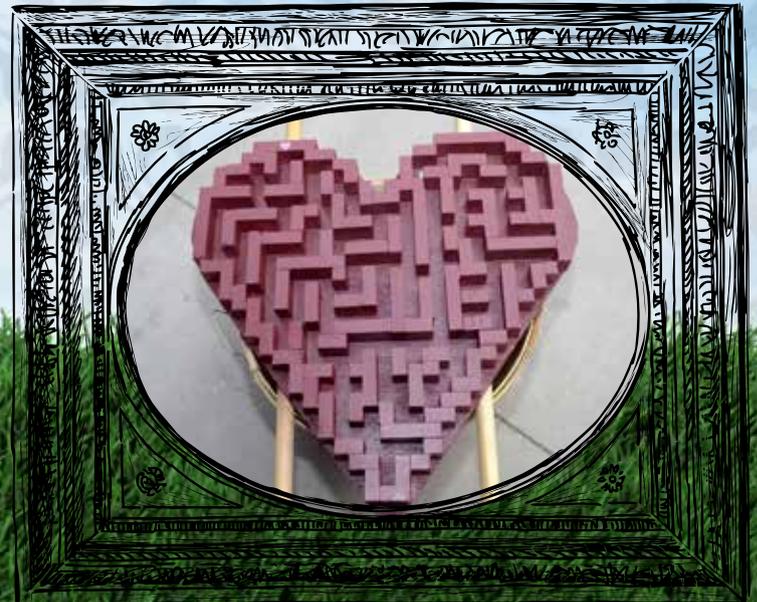




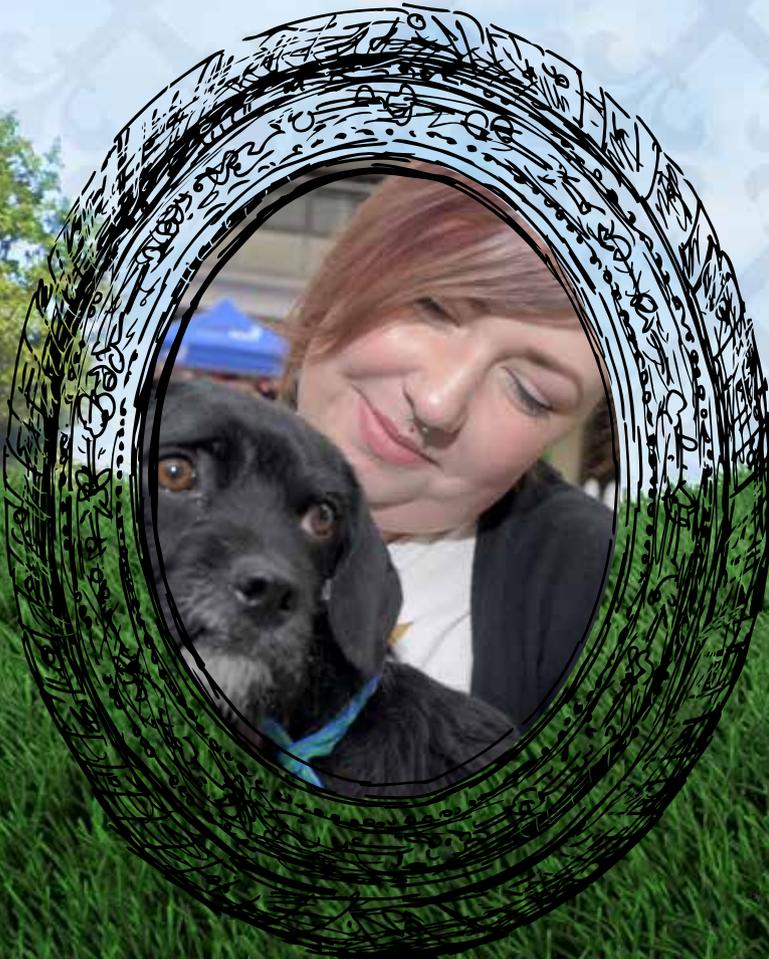




Valentines











The time is now...What path will you take?







**AND SO THE STORY CONTINUES...**