

**Goldman
Sachs**

Virtual Recruitment
Playbook

Introduction

COVID-19 has caused significant changes to the world we live in—live events and tradeshows have shifted dramatically as we've been forced to limit in-person, face-to-face interaction.

So what does job recruiting look like now? The solution is virtual.

As our world adapts to the COVID-19 “new normal” job recruiting space has gone through major shifts to keep up with hiring demand and redistribution of talent and skills within organizations.

This playbook is a guide to be used by Goldman Sachs recruiters to navigate the new world of digital recruiting with ease. From utilization of innovative features and functions to unique solutions for engaging top talent, this playbook is designed to equip recruiters with guidance, resources and digital assets to implement effective virtual recruitment events. And it will enable Goldman Sachs to have a cohesive look and feel across various digital platforms and geographic locations.

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How to Approach Recruiting Virtually

How to Approach Recruiting Virtually

Defining Types of Events

Recruitment relies on making an authentic connection with candidates, and doing so virtually presents a unique set of challenges. While we typically tier our live events our approach to virtual recruiting events breaks down into two major categories:

- ▶ Third-party events
- ▶ Goldman Sachs owned events

How to Approach Recruiting Virtually

Approaching Different Types of Events

Third-party Events

- ▶ Provide unique creative and interactive options.
- ▶ Have an established platform.
- ▶ Require customizing assets to meet their unique requirements.
- ▶ Offer sponsorship packages that are similar in some ways to live events, but the particulars are different and unique to the platform they are using.
- ▶ Are limited in how we can differentiate from competitors.

Examples:

- External/ large-scale virtual conferences:
 - Grace Hopper (being largest), Women in Tech Summit, Jobs for Her, Women in Business Expo

Goldman Sachs Owned Events

- ▶ Provide more freedom to be creative in creative and interactive options.
- ▶ Rely primarily on ZOOM, but give us some options to think outside the box.
- ▶ Allow us to utilize existing assets in unique ways.
- ▶ Do not have sponsorship requirements – we have 100% share of voice .
- ▶ Are much more open in the way we can differentiate from competitors (limited only by our imaginations)

Examples:

- Goldman Sachs Run Events and Sessions:
 - Exploratory Programs (e.g., Full day programs for diverse groups to learn about the firm and network, For example: Pride Summit, HBCU Possibilities Summit)
 - Career Pivot Series (Virtual Webinars for lateral hires who are transitioning careers)
 - Skill-building sessions/masterclass (wellness focused)
 - Keynote Goldman Sachs thought leader virtual event
 - University Career Fair
 - Small/One-to-One Touchpoints: Coffee Chats, Small Roundtables

Virtual Event Best Practices

Virtual Event Best Practices

Audience Considerations

One of the most important aspects of virtual recruiting is candidate engagement.

Think about the pool of candidates you are talking to and the nuanced needs of that particular audience.

When planning your event, it's important to think about the pool of candidates you are talking to and the nuanced needs of that particular audience. The length of the event, content, speaker, speaker energy, and how well the event shifts to an online platform will all help determine how engaged your audience is. Use the principles to help guide you as you map out your plan.

- ▶ Consider your candidates' communication preferences. Meet your audience where they are
- ▶ Strike a balance between mass marketing campaigns and personal messages
Avoid overwhelming candidates with too many of the same messages.
- ▶ Leverage social media to build your company presence virtually
- ▶ Learn toward one-to-one communication to ensure you're effectively building relationships

Virtual Event Best Practices

Audience Considerations

Here's some other points to consider:

Think about the pool of candidates you are talking to and the nuanced needs of that particular audience.

When planning your event think about how to keep your audience engaged by considering the length of the event, content, speaker energy, and tailoring the online event content to deliver the most value to your audience.

- ▶ Who is your audience and where are they from?
 - This may determine the functionalities you offer.
 - Consider whether your platform has been approved for external use.
 - How will you securely send out invitations to an external audience
- ▶ What support do they need?
 - Consider sending out guidance notes about how to use the technology
 - Have a back-up plan if technology does not work, such as having downloadable resources ready to send out.
- ▶ How will you engage them?
 - A strong host will play a vital role in ensuring the success of your event.
 - Consider the additional functionality features you can include to keep them engaged such as polling and Q&A.
 - Leverage innovative event branding to help with engagement.
 - Utilize the branded slides, videos, polling questions and the branding of the event platform and environment itself.
- ▶ Global
 - Consider if mutli-language tracks or translation is required
 - Should on-demand content be available to make your event more accessible to those who are in different time zones?

Virtual Event Best Practices

Planning Your Content

Pre-event

- ▶ Determine event organizers, presenters and troubleshooters
- ▶ Conduct a dry-run ahead of the event to ensure successful event production
- ▶ Choose a technology platform that works best for your event
- ▶ Branded Pre-event materials should include:
 - Registration form to capture data
 - Save-the-dates
 - Invitations, calendar appointments
 - Speaker invitations

During

- ▶ Leverage your customized environment around the viewing platform.
- ▶ Address the following questions:
 - Is this on brand?
 - Are we meeting our recruitment messaging objectives?
 - Have I followed our brand guidelines?
- ▶ Your slides, videos, speaker bios, intro / outros, holding music, holding videos – tests, Q&A's, polling functionality – all need the same 'on-brand' look and feel.

Post

- ▶ Determine how you will drive candidates to continue the conversation and reach out prior to the event – how does communication and engagement evolve in the post-event phase?
- ▶ Ensure master brand flows across all post-event assets and engagement tools including:
 - Feedback survey
 - Communications – internal/external
 - Thank you emails
 - Follow-up videos
 - Social Media postings
- ▶ Consider follow up with candidates based on preferred communication mediums such as phone call or text message

Virtual Event Best Practices

Creating a Backup Plan

Implementation of a back-up plan prior to all events is imperative in making sure each event goes off without a hitch.

1. Ensure your speakers and moderators join at least 10 minutes early to test their computer audio, implement their branded background, pull up the slide presentations and review with one another on how the time will be best spent.
2. In case of a potential malfunction, be sure to provide access to event materials on an alternative platform either via web site resources or within follow up materials.
3. Ensure support is available. I.e., through staffed help desk, Goldman Sachs IT, external supplier or real-time support.

Virtual Event Best Practices

Virtual Meeting Check-List

- ▶ Before You Record
- ▶ Best Practices for Appearing on Camera
- ▶ Tips for Creating an At-Home Set
- ▶ At-Home Set Examples
- ▶ What Not to Wear

Virtual Event Best Practices

Virtual Meeting Check-List

Before You Record

For a clean and polished appearance, please do a final check of the following elements before the virtual event begins

- ▶ Power cord is plugged in
- ▶ Cell phone silenced, any audio notifications on computer silenced/muted, other programs are closed
- ▶ Background and lighting appears as planned
- ▶ Microphone is on
 - Malfunctioning audio troubleshooting: The built-in microphone in most laptop is often not sufficient for a clear video call. Consider buying an external USB speaker, using the call-by-phone option if it's available, or use a headset.
- ▶ A glass of water is nearby

Best Practices for Appearing on Camera

- ▶ Sit/stand tall
 - Posture is power
- ▶ Remain stationary
 - If you choose a seated position, do not use a swivel chair. If you are standing, try to plant your feet in one spot, and avoid swaying back and forth
- ▶ Best yourself
 - Show your personality. An occasional smile is nice
- ▶ Prepare a dress rehearsal
 - Use your computer's webcam, or the camera on your phone, to pre-visualize your background and make any adjustments. It helps to dress in what you plan to wear for the event so you can see how it looks in your space

Virtual Event Best Practices

Virtual Meeting Check-List

Finding the Right Space to Broadcast From

- ▶ Create depth:
 - Establish a place to stand or sit that is at least few feet away from your background, the more depth behind you, the better
- ▶ Show your personality:
 - It's OK to have wall hangings or decorative shelves behind you, it gives viewers a little insight into who you are; plants can also add visual interest, but please try and keep these items to your right or left
 - The space directly behind your head should be fairly plain
 - Sitting with your back to a white or neutral-colored wall can also make your house or office (and by extension you) look boring.
 - Try to spruce things up by having a picture, bookcase, or other colorful item in the background.
 - One thing to avoid: sitting in front of a window. Too much backlight will make you look like a shadow or silhouette.
- ▶ Tidy up
 - Be your own editor and remove clutter, if you are using a shelf or bookcase, please thin it out so only a few key items are shown; straighten books, framed art, pillows, etc.
- ▶ Keep it lit
 - There should always be more light on your face than in your background, but your background shouldn't be too dark, avoid an ominous look by ensuring your background is lit.



At home set examples

Virtual Event Best Practices

Virtual Meeting Check-List

What Not to Wear

- ▶ Wear Something you love—it's important to feel comfortable in your attire
- ▶ Neutral tones work well, but feel free to wear a color that you feel good in
- ▶ All white is unideal, but a white shirt under a dark jacket is perfectly appropriate
- ▶ We ask that you not wear clothing with a busy pattern on it—particularly stripes—as patterns are hard for the camera to pick up; viewers may see a dizzying, distracting effect on screen
- ▶ Please, no logos or words on your clothing

Posture and Body Language:

We spend a lot of time working on our computers without thinking at all about our posture or body language, and it's easy to slip into bad habits during a video call. You should try to seem comfortable but attentive; don't slouch in your seat, but don't seem too stiff or unnatural either. Make sure there is nothing else in your immediate physical vicinity that can distract you from the call, like a phone or a pet.



Virtual Toolbox

Virtual Toolbox

Logo

Goldman
Sachs

Color Palette



Gradient



Illustration



Main Typography

Sabon Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Secondary Typography

Univers 65 Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Univers 55 Roman

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

*Additional illustrations can be seen on page 30.

Tone

Following with the “make things possible” campaign outlined in Goldman Sachs Recruitment style guide, virtual recruitment communications is all about celebrating who candidates are, and encouraging them to be themselves while applying to and working at Goldman Sachs.

When creating virtual assets, aim to keep the headlines and copy concise. If writing new copy, follow the detailed information presented in the Tone section of the Goldman Sachs Recruitment style guide.

Tone

Headlines

Conversational and approachable language is used to help combat the preconceptions about Goldman Sachs that people may have.

We use phrases that are casual, so that candidates can relate with Goldman Sachs, and see themselves at the company, whether they're studying finance or not. When in doubt, use the colloquial. Avoid jargon and aim for brevity.

Examples

DON'T SAY:

Let's discuss your future at Goldman Sachs.

DO SAY:

Let's chat about what you're into and where you want to go.

DON'T SAY:

Thank you for attending our Goldman Sachs career summit.

DO SAY:

Thanks for stopping by our Goldman Sachs career summit.

DON'T SAY:

At Goldman Sachs, we hire from a variety of educational backgrounds.

DO SAY:

At Goldman Sachs, we think who you are makes you better at what you do.

Approved headlines

See yourself here.

(This is also used to accompany illustrations when possible)

You solve problems. So do we.

Calling all coding aces, critical thinkers, finance savants.

Your future could be shaping the future.

Curious, collaborative, and driven? Let's chat.

Shaping the future of finance—no finance degree required.

Let's chat about what you're into, and where you see yourself.

Make things possible.

(This line should be used as a sign-off or in a wrap-up line, and should not be used as a headline.)

Typography

Headline Typography

Headlines/Large-scale messaging

Sabon Bold

Aa Bb Cc Dd Ee

Ff Gg Hh Ii Jj Kk

Ll Mm Nn Oo Pp

Qq Rr Ss Tt Uu

Vv Ww Xx Yy Zz

0 1 2 3 4 5 6 7 8 9

Subheads/Buttons

Univers 65 Bold

**Aa Bb Cc Dd Ee
Ff Gg Hh Ii Jj Kk
Ll Mm Nn Oo Pp
Qq Rr Ss Tt Uu
Vv Ww Xx Yy Zz
0123456789**

Body Copy

Univers 55 Roman

Aa Bb Cc Dd Ee
Ff Gg Hh Ii Jj Kk
Ll Mm Nn Oo Pp
Qq Rr Ss Tt Uu
Vv Ww Xx Yy Zz
0123456789

Colors

Colors

While blue is the hero color in Goldman Sachs' brand guidelines, we found ample opportunity to incorporate complementary colors to Careers content in order to capture our target's attention, and set the firm apart from the competition. Leveraging the gradient, as well as yellows and greens as secondary colors, breaks Goldman Sachs out of the "sea of blue" we've seen in the category.

Gradient



RGB: 182 / 221 / 233
#b6dde9

RGB: 255 / 212 / 84
#ffd454

Swatches

Primary



RGB: 115 / 153 / 199
#7399c6

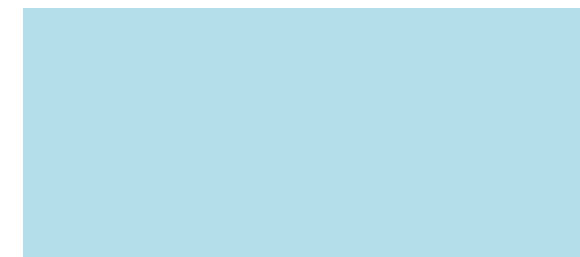


RGB: 133 / 132 / 132
#858484



RGB: 0 / 53 / 95
#00355F

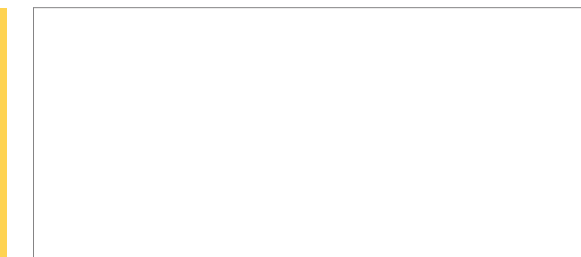
Secondary



RGB: 182 / 221 / 233
#b6dde9



RGB: 255 / 212 / 84
#ffd454



RGB: 255 / 255 / 255
#ffffff

Tertiary:



RGB: 141 / 190 / 193
#8dbec1



RGB: 160 / 192 / 169
#a0c0a9



RGB: 197 / 197 / 134
#c5c586



RGB: 185 / 202 / 168
#b9caa8



RGB: 234 / 215 / 128
#ead780

Logo Usage

Logo Usage

Digital usage of the brandmark

The core of the Goldman Sachs brand is our brandmark, representing the firm, our people, and our products and services.

It is made up of two united elements that exist in a fixed relationship that must never be modified:

- ▶ The square box
- ▶ The “Goldman Sachs” type that is contained within the box

The brandmark has inherent value and equity, which should never be diminished by:

- ▶ Altering the brandmark
- ▶ Using it in any manner not outlined in the guidelines

Refer to the Goldman Sachs Recruitment style guide overall logo best practices and improper use examples.



Primary Brandmark

Logo Usage

Virtual positioning and clear space

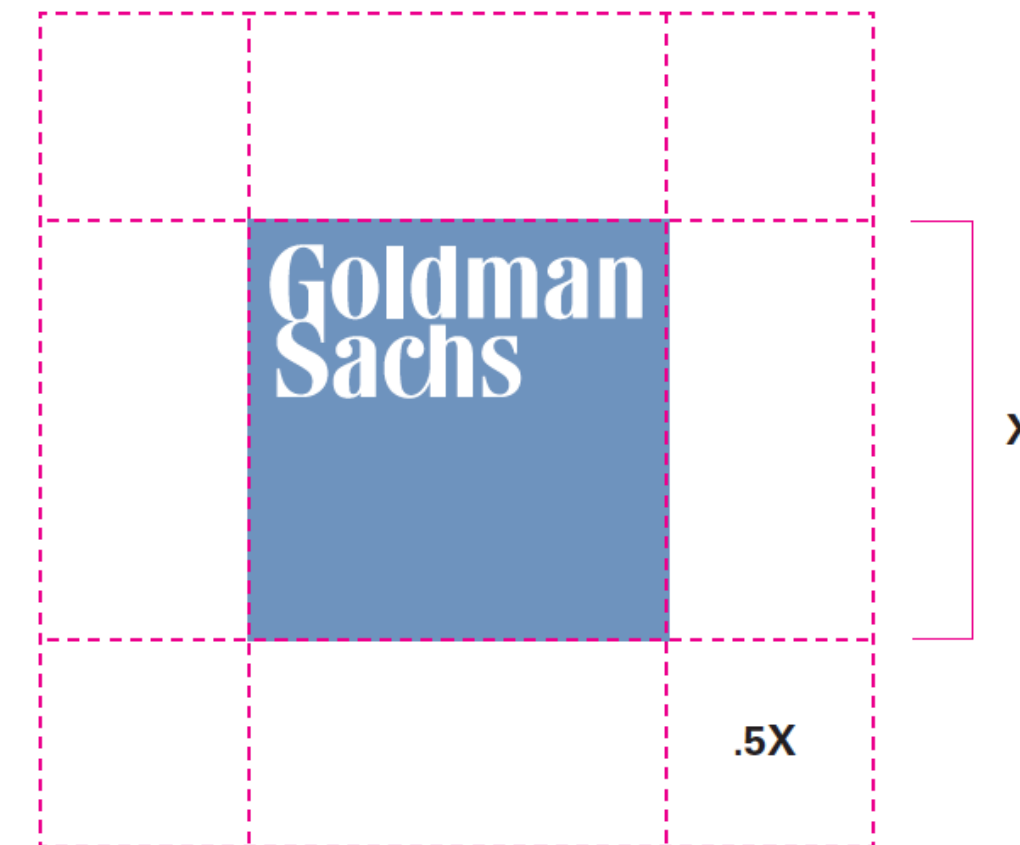
The Goldman Sachs brandmark must stand out clearly from its surroundings. This applies not only to the background, but also to interference from nearby text and illustrations that might compromise its impact. The example on this page demonstrates the minimum clear space as one-half the brandmark height (denoted as ".5X" in the diagram at right). Clear space must be maintained in all formats in order to preserve the integrity of the brandmark and allow for maximum readability.

Virtual size

To ensure maximum legibility, use the brandmark at the recommended size of 72 pixels, whenever possible. The minimum size of the Goldman Sachs brandmark is 40 pixels measured from top to bottom or left to right.

Best practices and improper usage

Refer to Goldman Sachs Recruitment style guide for full best practices and improper usage.



Recommended size
72 pixels



Minimum size
40 pixels

Note: For sizes below 40px, refer to the signature version of the brandmark outline in Goldman Sachs Recruitment Style Guide.

Illustrations

Illustrations

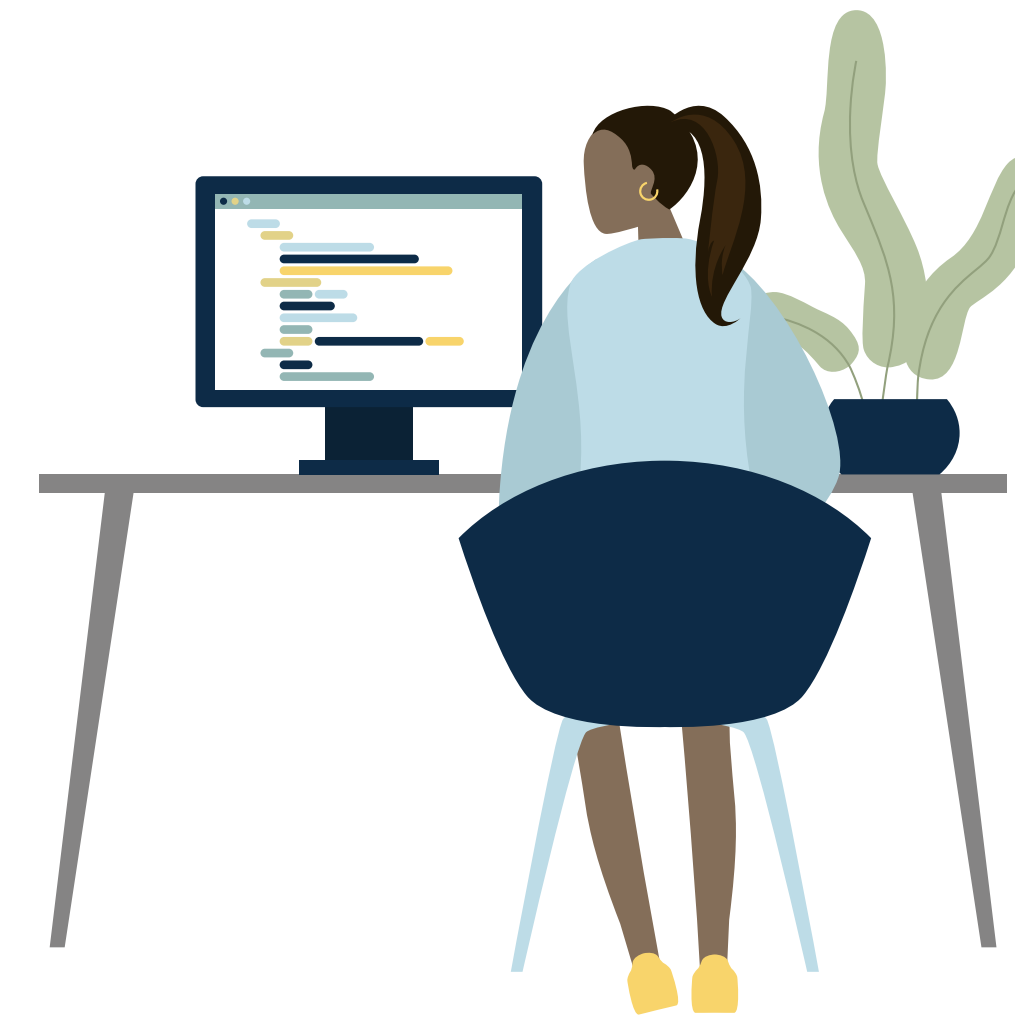
Using illustration in the virtual recruitment communication assets will position Goldman Sachs to stand out from the sea of faces in the virtual world.

When applicable, pick illustrations that relate to the specific event audience. The colors of the illustrations may be altered, but should only feature colors listed in the Color section of the Goldman Sachs Virtual Playbook and Goldman Sachs Recruitment Style Guide.

While placing the illustration, ensure to provide a minimum 20px of negative space between the illustration and other elements.



1



2

Virtual Toolbox

Illustrations



3



4



5



6



7



8

Virtual Toolbox

Illustrations



9



10



11



12



13



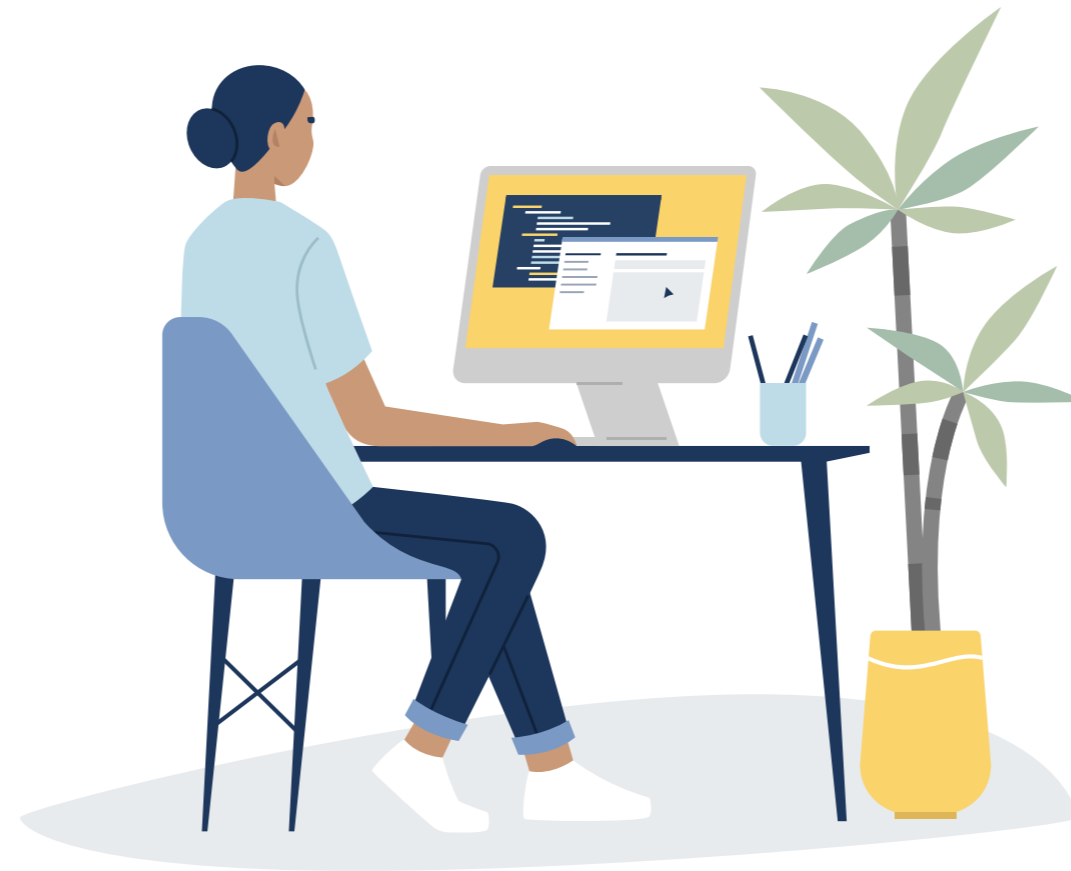
14

Virtual Toolbox

Illustrations



15



16



17



18



19



20

Virtual Toolbox

Illustrations



21



22



23

Virtual Communications

Examples

Horizontal Virtual Assets

Included in the playbook templates, a library of horizontal virtual assets provide various base sizes to edit as need per specific use case. When incorporating an illustration in a horizontal asset, position the illustration towards the right of the canvas.

As best practices, horizontal banners 90px or taller can showcase the Goldman Sachs logo, an illustration, and a bold text line.

Horizontal banners below 90px tall should feature the Goldman Sachs logo and either an illustration *or* a bold text line.

Horizontal banners below 80px tall should feature one design element only: a bold text line *or* an illustration *or* the Goldman Sachs logo.

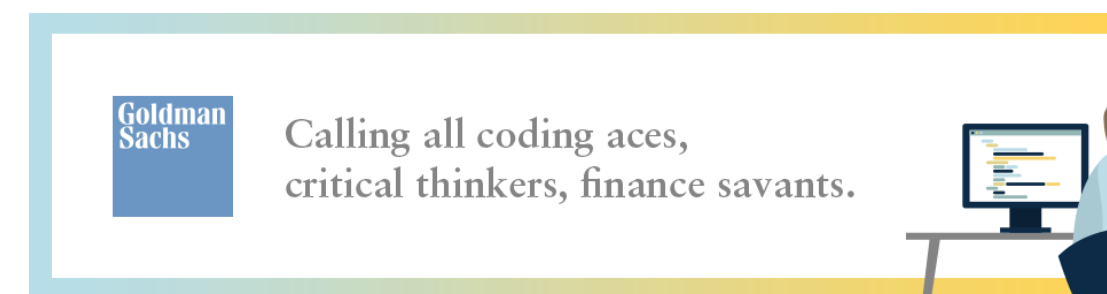
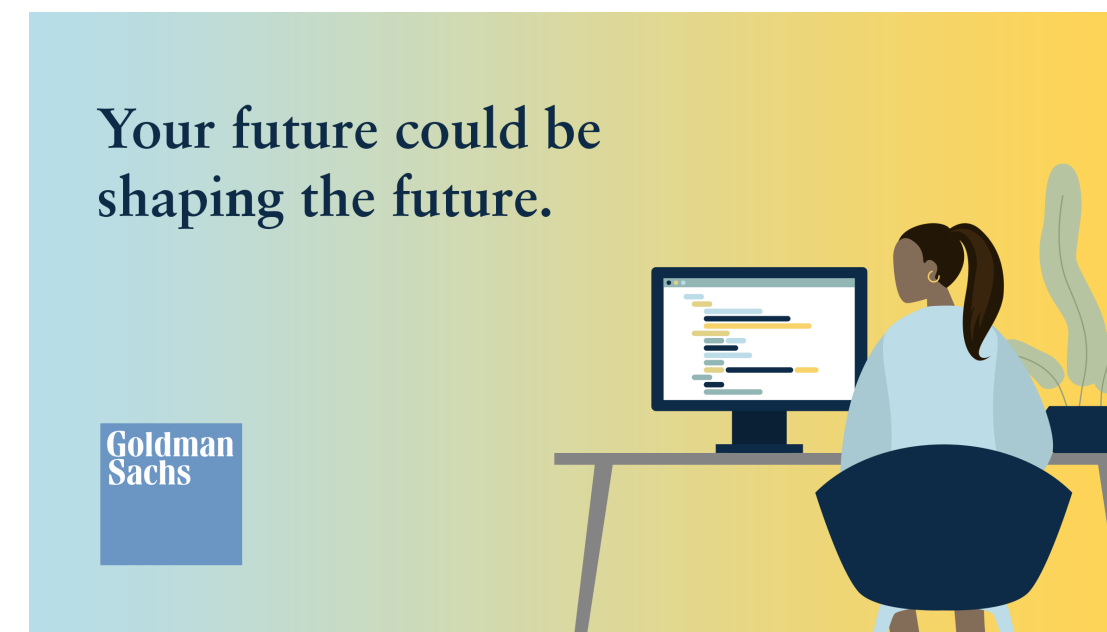
Provided template pixel sizes include:

- ▶ 16 x 9 ratio
- ▶ 970 x 250 pixels
- ▶ 202 x 102 pixels
- ▶ 317 x 66 pixels
- ▶ 468 x 60 pixels
- ▶ 728 x 90 pixels
- ▶ 1920 x 382 pixels
- ▶ 336 x 280 pixels

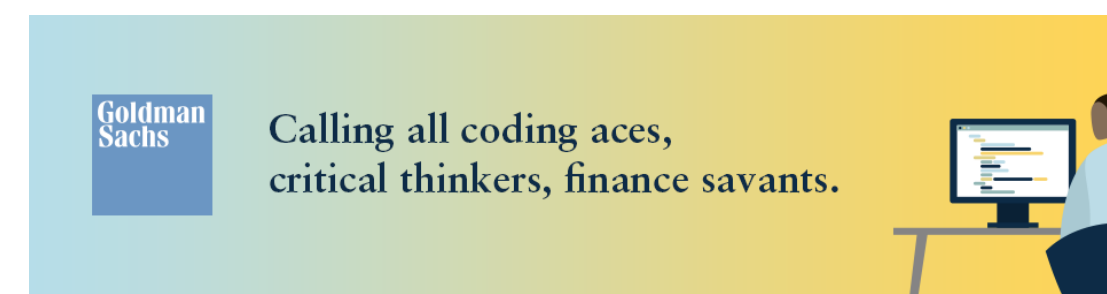
*Examples designs sized accordingly for style guide display



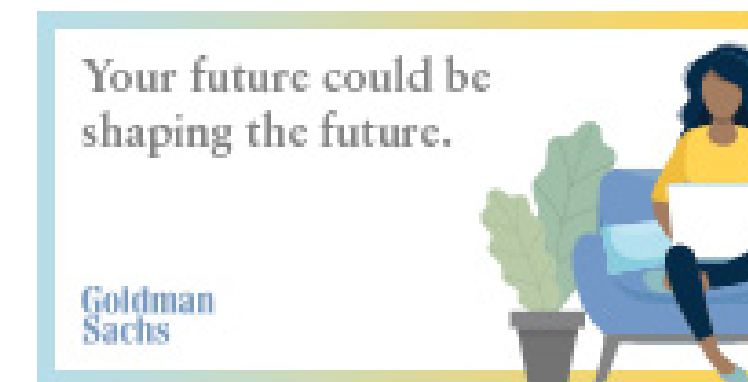
16 x 9 ratio



970 x 250 pixels



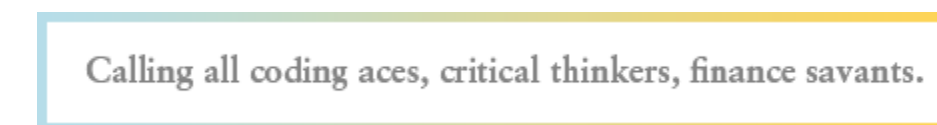
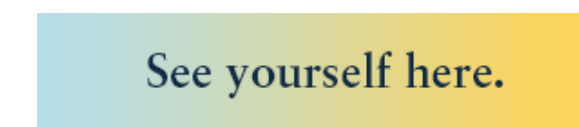
336 x 280 pixels



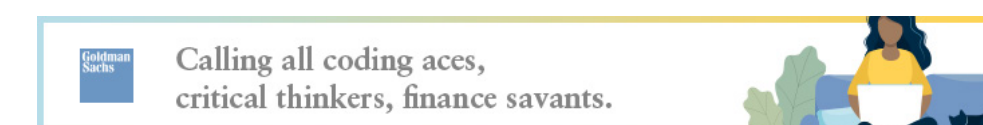
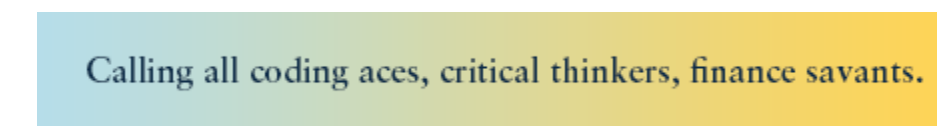
202 x 102 pixels



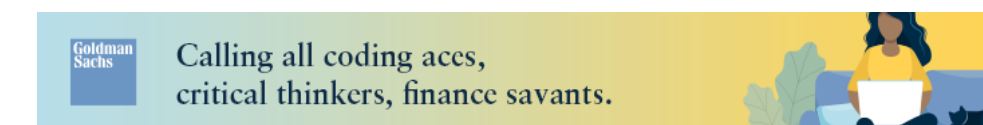
317 x 66 pixels



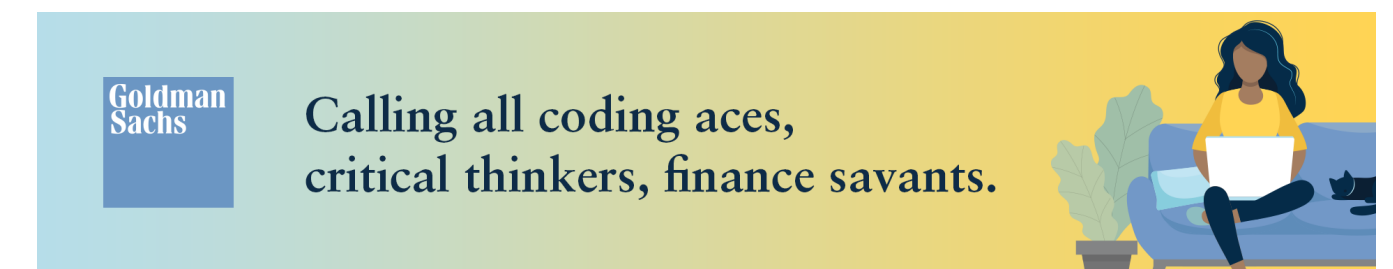
468 x 60 pixels



728 x 90 pixels



1920 x 382 pixels



Vertical Virtual Assets

Included in the playbook templates, a library of vertical virtual assets provide various base sizes to edit as need per specific use case. When incorporating an illustration in a vertical asset, position the illustration towards the bottom of the canvas.

Vertical banners above 240px tall can showcase the Goldman Sachs logo, an illustration, and a bold text line.

As best practices, vertical banners below 240px tall should feature the Goldman Sachs logo and either an illustration *or* a bold text line.

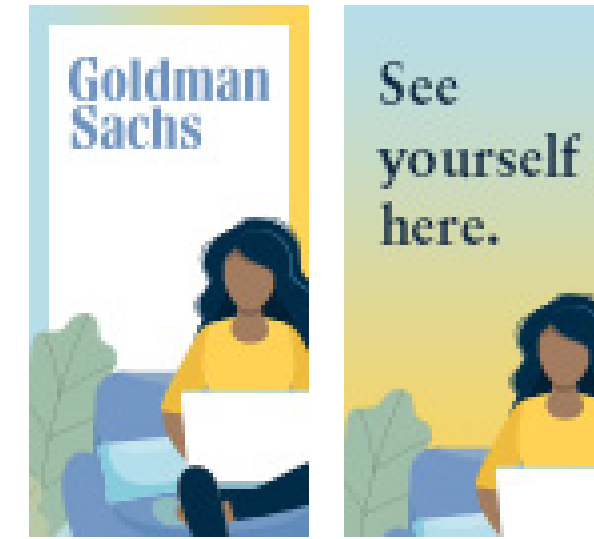
Vertical banners above 240px tall can showcase the Goldman Sachs logo, an illustration, and a bold text line.

Any vertical banners under 80px wide should feature the Goldman Sachs Signature logo,

Provided template pixel sizes include:

- ▶ 70x133 pixels
- ▶ 120x240 pixels
- ▶ 120x600 pixels

*Examples designs sized accordingly for style guide display



70 x 133 pixels



120 x 240 pixels



120 x 600 pixels



Any Questions?

FirstName LastName
First.Last@GoldmanSachs.com
000-000-0000