Goldman Sachs

Social Media Guidebook

External Strategy and Best Practices

Employer Brand

For internal use only

Our Social Media Strategy and Approach

This document is intended to serve as a guidebook for social media content creation, curation, and circulation. We want our social media presence to be competitive against the top employers in the world, and we've done extensive research on what content performs well and picks up the most engagement to help us understand how to activate our brand in a compelling way.

Employer Brand is the first checkpoint for people content before anything is published on GS-owned channels. We have made an effort to streamline our content process for a more efficient, strategic, and proactive approach.

In this guide, we provide a high-level snapshot of our media presence – from paid media with third party channels to our own channels – in order to demonstrate the different areas and opportunities of promoting our brand externally. Then we dive even further into objectives and principles of our channels, with data on low and high performing posts. Finally, we outline our streamlined process that will help you frame your message from GS to effectively reach our audiences.

We also include some tips and guidelines on how to post GS-related content on your own social channels to tap into your personal network. There are many ways to create awareness and/or increase positive perceptions around our brand, and we want you to be part of its growth.

Organic vs. Paid Social Media
Calibrating our Focus

	ORGANIC SOCIAL	PAID SOCIAL
WHAT IS IT?	Anything that's posted on our social platforms without paid promotion	Anything that's posted from our social platforms that is boosted with paid promotion* *Not every paid post is also posted organically. Some are dark posts, which are sponsored messages that are not published on a feed or timeline organically, but will surface in feed with targeted accounts
WHO IS OUR AUDIENCE?	Followers of each GS social account; anyone organically searching for GS on social media Audience makeup varies by platform (Twitter, Facebook, Instagram, LinkedIn)	Audience can vary from campaign to campaign, depending on who we want to target with our content Paid allows us to target more specific audiences than those that follow us organically (i.e. women Engineers in the Warsaw area)
WHY DO WE USE IT? WHAT ARE THE BENEFITS?	Maintain an ongoing social presence where prospective recruits can find us. This is content that our followers are choosing to engage with, and aligns with our messaging pillars: ● Career advice ● Day in the life/What it's like here ● Diversity & inclusion ● How to get hired / Recruiting ● How we make things possible **Note:** Organic should not be used as the only means of social posting for initiatives looking to drive applications/sign ups, etc. due to limited reach. Paid efforts should support these initiatives (budget-permitting)	**Reach:** we can reach a greater audience through a paid campaign compared to our organic following **A More Targeted Audience:** we have control over audience targeting and can use these targeting parameters to get our content in front of a more qualified/relevant audience – i.e. content for male liberal arts students in APAC won't resonate as much with Engineers in EMEA. So targeted campaigns avoid oversaturating every market and audience demographic with the same content (not being everything for everyone) **Objectives:** we set up paid campaigns to align with a specific objective (i.e. engagement, reach, clicks) **Optimization:** we can monitor performance of paid assets and copy, and optimize based on top performers

Distribution – Overview of Channels
Paid, Earned and Owned Media

1. Paid Media

Advertising on Social Media

Sponsored Content & Career Sites

the muse

glassdoor

SPONSORED
One Engineer Explains How Relationships Can Have a Big Impact on Your Career

Sponsored by Goldman Sachs   show me more

reddit   hulu   Spotify

MORNING BREW

2. Earned Media

A majority of Goldman Sachs' summer interns prefer Instagram to TikTok, believe remote work hurts relationships, and think Biden will be elected president in November

Goldman Sachs' partner's career advice: You need "grit and grind"

Goldman Sachs Has Upped The Ante For Paid Parental Leave On Wall Street

Firmwide Black Network

FORTUNE

Goldman Sachs Will Pay for Breastfeeding Employees to Ship Their Breast Milk

3. Owned Media

GS.com

Highlights include (left to right): careers blog, program finder, prepare page

Careers Blog

Program Finder

Turn Ideas Into Reality

Other channels

Exchanges at Goldman Sachs

Talks at GS

BRIEFINGS September 04, 2018

'Scale, Sophistication and Global Relevance' – Asia's Private Equity Market

Social Media

FACEBOOK 248K+ *followers**
Publish mostly corporate content highlighting our businesses, people, and programs. 80% video

Instagram 146K+ *followers**
Publish mostly corporate content highlighting our people, impact and insights (mostly series based)

LINKEDIN 2.4M+ *followers**
Firm and careers-related content, company page
+ *Senior leader accounts with large followings, including:*

Erika Irish Brown (she/her/hers)
Chief Diversity Officer at Goldman Sachs
Followers 30,622
✓ Following

David M. Solomon
Chairman & CEO at Goldman Sachs
Followers 47,618
✓ Following

PREMIUM
Stephanie Cohen
Chief Strategy Officer at Goldman Sachs
Followers 10,140
✓ Following

TWITTER 44.1K+ *followers** @GSCareers
Real-time short form content, focus on video and photography; other accounts for corporate, 10KSB & 10KW

YOUTUBE 154K+ *subscribers**, **177.5 MM+** *views*
Publish careers and thought leadership video content highlighting our people, businesses, and initiatives

WECHAT 85.6K+ *followers**
Chinese language - publish corporate content including citizenship, thought leadership and our people

*follower/ subscriber data as of February 2021

Organic Social Media Content
Objectives and Key Principles

Understanding Your Content Objectives	Employer Brand: Key Principles

Understanding Your Content Objectives

- **Awareness**: inform our audience of the firm's support of certain initiatives or audience demographics, or even topics like our offices around the world and different offerings for our people

  - Example – "We launched the Pronouns Initiative firmwide, which is our way of supporting self-identification within our community."

- **Call-to-action (CTA)**: prompt our audience to engage with our content for a broader purpose, like linking to an application

  - Example – "Learn more about this program and apply now."

- **Engagement**: provide content that is informative and helpful to the audience, such as advice or thought leadership

  - Example – "Check out our tips for video interviewing."

Employer Brand: Key Principles

- We review content **holistically** and evaluate based on how it **aligns to our thematic content pillars*** and broader social media strategy

- We strategically plan content via our **content calendar***

- We focus on **quality over quantity**

- We prioritize content that is **evergreen, authentic** and **unexpected from us**

- We consider the **limited reach** to most candidates put on organic social media since organic is normally consumed by our active/ "hardcore" followers who are already aware of us – not new potential candidates who aren't already considering us

- We reinforce key messages amongst broader and more targeted audiences through our **always-on paid social media**

Example of our content calendar w/ thematic pillars in appendix

High vs Low Performing Content
@GSCareers and LinkedIn

High performing tweets of 2020-2021 were mostly about **interns, application-related themes**, or tweets featuring **senior executive leadership**, such **advice pieces**
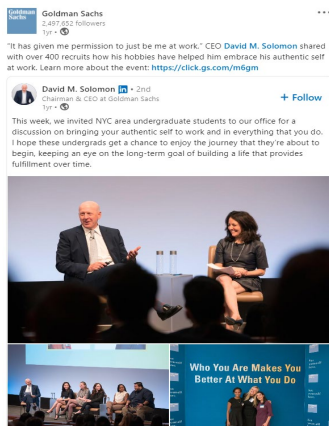
Low performing tweets were more **niche** and pertained to a very specific audience, **or events/moments not directly related to Goldman Sachs**; or not a clear enough connection to the careers page

GoldmanSachs Careers ✔ @GSCareers

We caught up with $GS Chairman and CEO David Solomon (from a safe distance) just before he spoke to our 2020 interns. He shared his morning routine, best view from the office, and what makes GS so unique.
click.gs.com/zmvr

Format: Static
KPI: Total Engagements
vs. Benchmark: +1,157%
Tweet URL: Click Here

GoldmanSachs Careers ✔ @GSCareers

With entrepreneurs, artists, unicyclists, and everything in between, our 2020 #intern class comes from a wide range of backgrounds. We're excited to welcome over 2,800 students to our first ever virtual summer program
☐ Learn more: click.gs.com/96aj

I LEAD HUMAN CAPITAL MANAGEMENT FOR GOLDMAN SACHS,
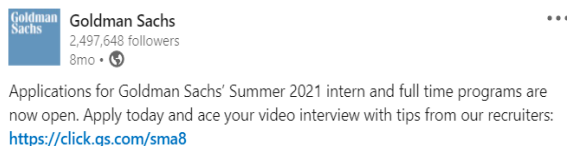2:45 3.4K views

Format: Video
KPI: Video 25% Completes
vs. Benchmark: +155%
Tweet URL: Click Here

High-performing LinkedIn posts included **application posts, awards-related posts, advice from senior executives/notable guests**, and info on our offices around the world

Goldman Sachs
2,497,652 followers

"It has given me permission to just be me at work." CEO David M. Solomon shared with over 400 recruits how his hobbies have helped him embrace his authentic self at work. Learn more about the event: https://click.gs.com/m6gm

David M. Solomon • 2nd
Chairman & CEO at Goldman Sachs
1yr •   + Follow

This week, we invited NYC area undergraduate students to our office for a discussion on bringing your authentic self to work and in everything that you do. I hope these undergrads get a chance to enjoy the journey that they're about to begin, keeping an eye on the long-term goal of building a life that provides fulfillment over time.

Who You Are Makes You Better At What You Do

Format: Static
KPI: Total Engagements
vs. Benchmark: +1,531%
Post URL: Click Here

Goldman Sachs
2,497,648 followers
8mo •

Applications for Goldman Sachs' Summer 2021 intern and full time programs are now open. Apply today and ace your video interview with tips from our recruiters:
https://click.gs.com/sma8

Video Interviewing Advice.

Format: Video
KPI: Video Views
vs. Benchmark: +510%
Post URL: Click Here

GoldmanSachs Careers ✔ @GSCareers · Nov 19, 2020
Proud to support @WIBFtweets in their important work

Women in Banking & Finance (WI... · Nov 19, 2020
We are delighted to welcome @EY_UKI, @GoldmanSachs, @HSBC, @LSEGplc, @MoodysInvSvc and @MorganStanley
as our new sponsors, and @TheFCA as the new supporter for WIBF's Accelerating Change Together (ACT) Research Programme.

Welcome to the team!

wibf.org.uk/learn/accelera...

NEW SPONS ACCELERATING CHANGE T
Goldman Sachs | HSBC
London Stock Exchange Group | Moody's
SUPPORTER | FCA FINANCIAL CONDUCT AUTHORITY

Format: Static
KPI: Total Engagements
vs. Benchmark: -89%
Tweet URL: Click Here

GoldmanSachs Careers ✔ @GSCareers · Jan 12
Recently, two of our people were featured on Engineering Exchanges—a speaker series from #GSEngineering—to discuss the importance of plant life and the parallels found in nature and software. Learn more:

Goldman Sachs | Careers Blog - Engineers Leading the Green Revolution
goldmansachs.com

Format: Static
KPI: Total Engagements
vs. Benchmark: -94%
Tweet URL: Click Here

GoldmanSachs Careers ✔ @GSCareers

The daughters of a colleague in London held an elegant same-sex wedding for their Barbie dolls. News of the ceremony went viral and was featured in @PinkNews, a UK-based online newspaper highlighting current events in the LGBT+ community.
#GSPhotoOfTheWeek

Just Married

Format: Static
KPI: Total Engagements
vs. Benchmark: -83%
Tweet URL: Click Here

Low performing content on LinkedIn (similar to Twitter), tended to be more **niche** and related to a very specific audience
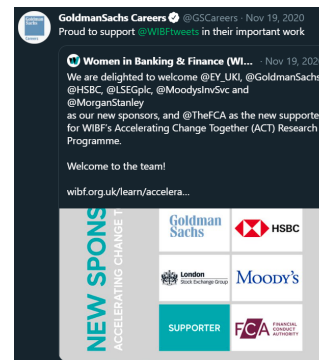
Date range: 2020 - 2021
Benchmarks: Compared to 2020 - 2021 organic platform and handle specific benchmarks; Total engagements for static tweets, Video 25% Completes for video tweets
Content is a sampling of top and bottom performing tweets

Content Creation Strategy

1. Monthly Check-ins – building out the high-level plan ahead of time

At the beginning of every month, content contributors will pull together a list of upcoming events, initiatives, announcements, and other potential opportunities we can cover on our channels for the following month (i.e. first w/o January, we will need the February list.) The list should be defined by:

- ▪ *Objective*
- ▪ *Target Audience*
- ▪ *Key Messages*
- ▪ *Timing*

Our team will then advise on which channels are optimal for each request, and confirm the full content plan for the following month.

2. Request Form – the one-stop-shop for content creation

Once we confirm coverage feasibility, we will send out the request form for contributors to fill out, which has a content checklist in addition to an area for proposed copy. Content will be flagged if it doesn't meet checklist criteria, such as photos that don't have participant release form sign off. As mentioned in the form, last minute requests may not be fulfilled on time, especially during periods of high activity on our channels.

3. Publishing content*

EO Employer Brand will confirm if the request to publish on GS channels is approved and recommend copy edits if needed. We'll then work with the right teams to publish content on the appropriate channels. Just note that not all requests will be approved if there are scheduling conflicts, the content isn't deemed strategic, or we think there are better ways to promote your ideas, such as a paid amp.

The stakeholder review process is outlined in more detail on **next slide**. →
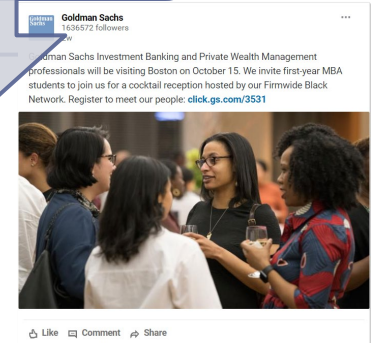
*This step may look different depending on our team's recommendation for your content request. For example, we may recommend another opportunity outside of GS-owned channels. Or we may recommend your request to fall under one of our existing content series to be more evergreen (learn more in our Employer Brand FAQ.)

Social Media Requests: Stakeholder Review*

Content Contributors

› You

- Align with your local teams to determine what should be prioritized for external
- Complete the social request form to ensure checks and balances
- Share social request form with Employer Brand

Employer Brand**

› Lindsay Fees
› Tyler Harris

- Collect monthly inputs from content contributors and develop a content calendar
- Review social post to ensure:
  – Alignment with employer brand pillars
  – Welcoming tone
  – Compelling imagery
  – Helpful links

EO Social Media Team

› Chris Rollins
› Rebecca Romero

- Review social post and provide feedback based on:
  – Social media best practices and broader firmwide social strategies
  – Opportunities for increased engagement
- Once approved the team will publish

*This slide only relates to social media postings on Facebook, LinkedIn and @GSCareers Twitter based on our team's recommended approach for your request.

**For more on the Employer Brand team, visit the GSWeb page. If you're interested in learning about our firm's overall best practices for social, take a look at our Corporate Social Content Criteria.

Using Personal Social Media

Guidance for engaging with GS content on LinkedIn or other channels

Always follow all GS social media company guidelines and policies.

Be sure to slightly tweak the original commentary to make it personal while still adhering to best practice guidelines.

Double check formatting of posts to ensure repopulated images or links appear correctly.

Be authentic. Make sure when customizing your commentary it feels human, helpful and honest.

From a timing perspective, do your best to stay consistent and establish a routine for sharing posts. For example, if you prefer to share during the morning be sure to stay on that schedule.

Be cognizant of where you are sharing posts.

If you have a question about something related to HCM content, ask Vondell Burns, Matt Jorgensen, or Tyler Harris.

See appendix for imagery to accompany personal posts

Appendix

Weekly Content Calendar Example

Key: Content Pillars (CP)

Diversity & Inclusion
Day in the Life/What it's Like Here
How to Get Hired/ Recruiting
Career Advice/Thought Leadership
How We Make Things Possible

Date	CP	Content Pipeline	Channel(s)
Q1		**Q1 Bridge Plan (Recruiter Advice, Remote Roundtables, GS Guide To)**	**Paid, IG, LI, FB, YT**
Q1		**Q1 Employer Brand and D&I Plans**	**Paid, Various**
3/2		GS Guide to Dallas	Blog
		Our People: Susan	LI, TW
3/3		OOO: My	IG
3/4		Letters to my Younger Self: Omar	Blog
3/5		Best Advice: Tammy Kiely	IG
		Employee Appreciation Day	FB, LI, TW
In Progress (timing TBD)		Celent Awards: TxB	TBC
		Remote Roundtable: Becoming a Better Ally	Gs.com, FB, LI, TW
		Possibilities Summits highlights	Blog, FB, LI, TW
		Women's History Month recap (targeting March 31)	
		Neurodiversity Hiring Initiative	Blog (TBC), LI, TW

Pinned Tweets on @GSCareers:
- March – GS Guide to Tokyo

Content Best Practices
Twitter (@GSCareers)

Guideline	Description
Character count	280 is max, but recommended to stay within 80-110. Social media monitoring tools report higher engagement with more concise copy. It should be noted that URLs take up to 24 characters, photos take up none
Quotes	When linking to something, it's good practice to leverage a quote in the post copy when appropriate
Questions	Another good practice for Twitter is posing a question to the reader to draw them in. Questions and quotes should be used on separate occasions (unless the quote is a question)
Hashtags	Hashtags aren't always necessary, but it's okay to leverage two to three hashtags max and especially if they are branded – not generic (#fashion). Branded hashtags could be related to our own brand (#GSEngineering or #MakeThingsPossible) or a timely moment / event (#GHC19). Trending topics could also prove valuable when relevant/ appropriate (#Pride). We also have a cashtag ($GS) which should be leveraged if other hashtags aren't included
Tagging	Tagging third party handles are fine when appropriate but it's recommended to only include one tag at most and not being excessive. Tagged accounts should be verified or recently active, and cleared with Compliance
Call-to-action (CTA)	One of the most important practices is to always lead followers to a link that's relevant to the post content. It's very rare to tweet without linking to something – and the link would normally be content GS created i.e. a Careers site blog post
Photos	It's always a best practice to leverage a visual asset since it draws more attention to the post copy. Twitter actually allows up to four photos, and it's recommended they are cropped to square (1:1) Every recognizable person (GS employees and non-employees) in every photo needs to have consented to our photo release. There are two ways to do this (with relevant docs available on Papirfly) – for individuals or small groups, have them sign individual release forms. For large groups, include the blanket release form in the event registration page / invitation and post printed versions at the event itself.

1. You can refer to the full best practices guide through the following link: https://assets.gsweb.site.gs.com/mosaic/v1/files/389341

Post Examples
Twitter (@GSCareers)

All of the below examples follow the best practices guidelines for Twitter – tagging/ hashtagging, impactful and concise messaging under the character count, quotes, optimal use of hashtags, calls to action (CTAs), and supporting imagery/video unless the link autopopulates an image like the career advice example.

Event posts are timely, program posts link to application content, and advice/ thought leadership posts normally contain quotes or some teaser of the link's content.

Event Recap

GSCareers @GSCareers · Oct 23

Packed house yesterday for our 'Women Take the Trading Floor' event hosted w/ @100WomenFinance. We had an exciting exchange of ideas around the need for long-term commitment to diversity and how to achieve a higher representation of women in senior trading roles. #WhenWomenLead
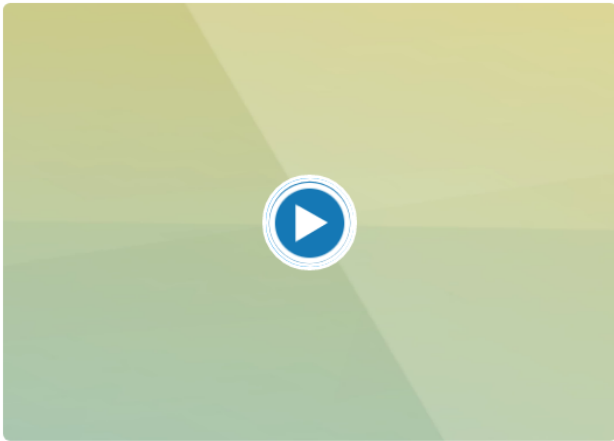
Upcoming Program

GSCareers @GSCareers · 21h

We believe that the future of #GSEngineering comes from across the globe. Learn more about our initiative to recruit top talent in Africa, and apply today: click.gs.com/7254

Career Advice / Thought Leadership

GSCareers @GSCareers · 18 Dec 2019

Need advice on how to tackle your to-do list? $GS vice president Holly shares her "big rock, pebble, sand" analogy with @theglasshammer. Read more tips for success: click.gs.com/1599

The "Big Rock, Pebble, Sand"...
Three colleagues on growing as a leader, connecting with mentors an...
🔗 theglasshammer.com

Content Best Practices
LinkedIn

Guideline	Description
Character count	1,300 is max, but we always recommend concise copy which is reported to have higher engagement
Content	Similar to Twitter – impactful and relevant messaging, questions, quotes, hashtags, calls to action (CTAs), and imagery* are important tools in facilitating post engagement. It's somewhat rare to tag third party accounts on LinkedIn, but we can if it's compliant with our firmwide content policies
***Photos**	For cropping purposes, we advise using one photo or more than three (never two as this presents formatting issues). Every recognizable person (GS employees and non-employees) in every photo needs to have consented to our photo release. There are two ways to do this (with relevant docs available on Papirfly) – for individuals or small groups, have them sign individual release forms. For large groups, include the blanket release form in the event registration page / invitation and post printed versions at the event itself.
Geo-targeting	When reviewing the content calendar for the upcoming posts, it's important to note that our LinkedIn channel will only publish **one global post per day** – and if your request is for the global audience, the content itself must be relative to all ~1.7* million followers. However, geo-targeting is highly recommended when content is related to a specific location. We can geo-target posts to cities, countries, or regions. It must be noted that the same rule of global posting applies to geo-targeted content – only one per day for the same location

1. *You can refer to the full best practices guide through the following link: https://assets.gsweb.site.gs.com/mosaic/v1/files/389341*

All of the below examples follow the best practices guidelines for LinkedIn – impactful and concise messaging under the character count, quotes, CTAs, and supporting imagery or video. Event posts are timely, program posts link to application content, and advice/ thought leadership posts normally contain quotes.

Awareness Campaign	**Timely Moment**	**Geo-targeted Program CTA**

Goldman Sachs
1638157 followers
4d

I'm here because I found a way for the expertise I'm gaining in my career to fuel the work I'm doing in my community. See my day in the life at Goldman Sachs, and see yourself here: click.gs.com/3879

HERE, I FOUND A SENSE OF PURPOSE I NEVER EXPECTED.

Like   Comment   Share

Goldman Sachs
1638157 followers
5d

A tradition to carry forward. Colleagues from #GSBengaluru gathered to commemorate the office's 15th anniversary. click.gs.com/1819

GS BLR 15

Like   Comment   Share

Goldman Sachs
1636572 followers
2w

Goldman Sachs Investment Banking and Private Wealth Management professionals will be visiting Boston on October 15. We invite first-year MBA students to join us for a cocktail reception hosted by our Firmwide Black Network. Register to meet our people: click.gs.com/3531
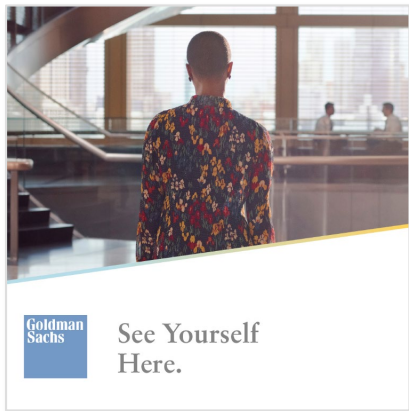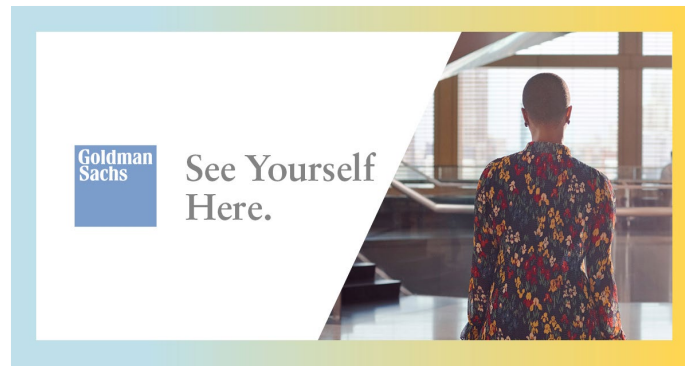
Like   Comment   Share

Social Media Imagery on Papirfly

Visit Papirfly to find ready to download assets that you can leverage on your personal social media accounts. The below examples show how each social platform requires different specs and dimensions, and we have several people photography and graphic options for each platform.
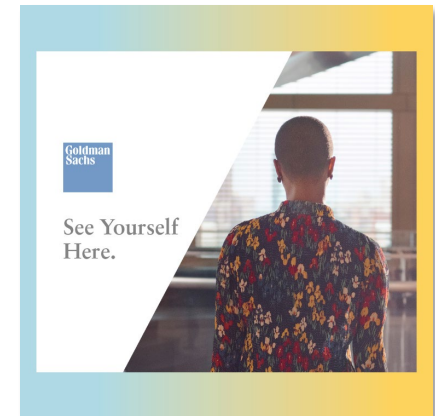
Facebook / Instagram

LinkedIn

Twitter

We also launched a tool on Papirfly that allows you to craft custom social cards with illustrated character models. See example below.

Please visit page 57 of our style guide to learn more about how to leverage these templates on Papirfly.