

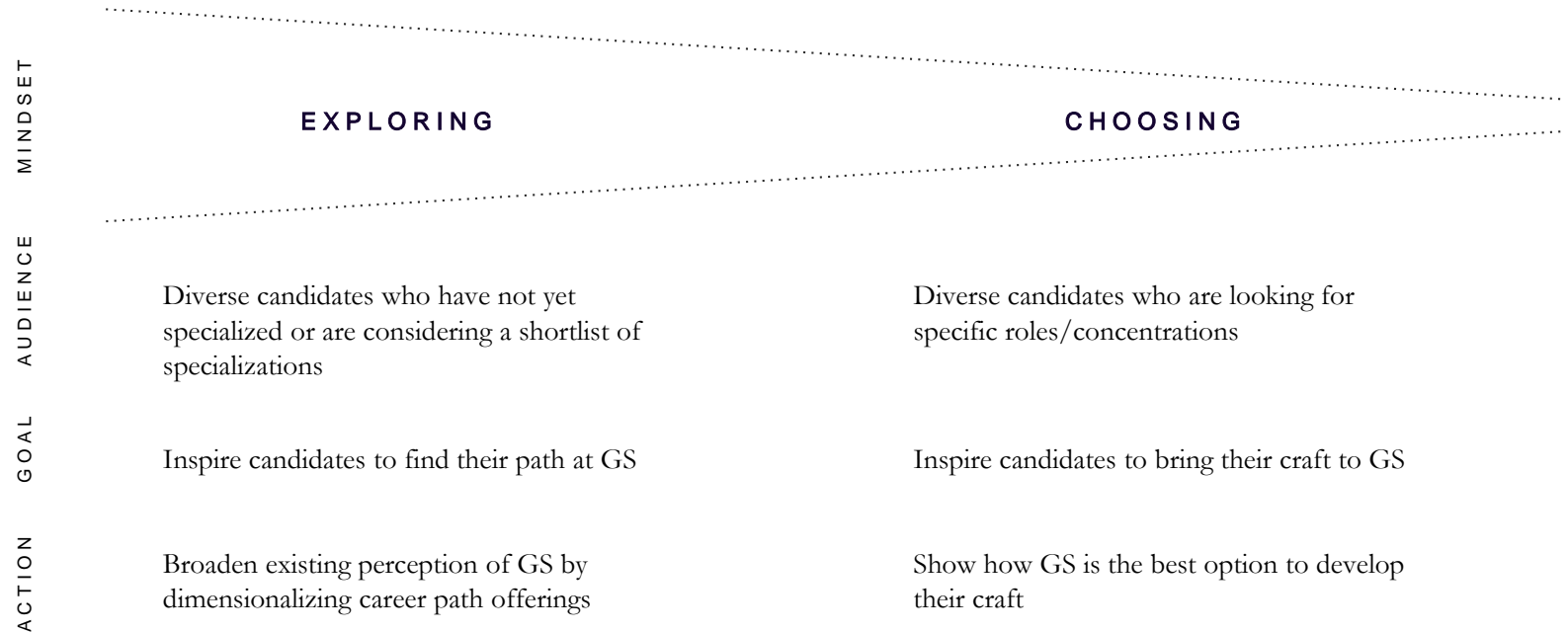


*Recruitment Programs*  
Naming Architecture & Messaging Framework

June 8, 2020



We've developed an audience-led naming framework that focuses on the recruit journey for an internal organizing structure:



## RECAP

### NAMING & COMMUNICATIONS GUARDRAILS

The development of the program naming and messaging system is guided by five key principles:

#### AUDIENCENTRIC

*Focused on the individual and their mindset*

#### CLEAR

*Intuitive to navigate*

#### CONSISTENT

*Future-proofing through structure*

#### SIMPLE

*Descriptive and straightforward*

#### INNOVATIVE

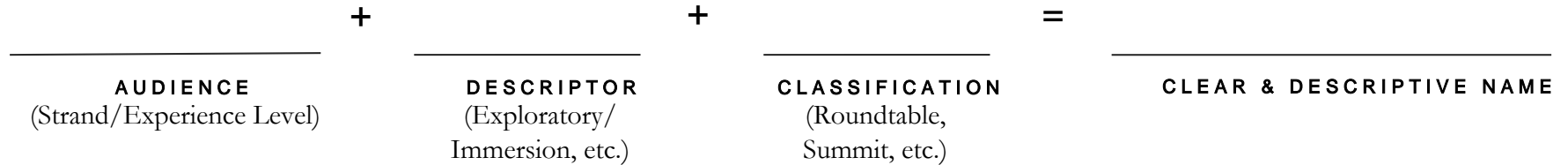
*Setting an example for best-in-class programs*

# Naming Architecture

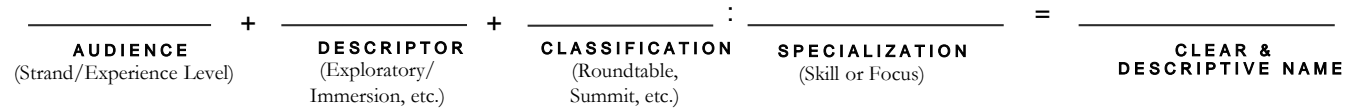
## DEVELOPING THE ARCHITECTURE

### THE NAMING FORMULA

We've developed a consistent formula, built from the candidates' perspective, that *creates a filter for refining existing names, and a system for creating new ones*:



When necessary to include a specialization/skill/focus, leverage a colon (:) to build this into the name.



# REFINING TERMINOLOGY

## NAMING GLOSSARY

<b>AUDIENCE</b> (Strand/Experience Level)	<b>DESCRIPTOR*</b> (Exploratory/ Immersion, etc.)	<b>CLASSIFICATION</b> (Roundtable, Summit, etc.)	<b>SPECIALIZATION</b> (Skill or Focus)
Black Women Hispanic/Latinx LGBT+ Disability Neurodiversity Veterans Armed Forces Undergrad / Student MBA Early Career Experienced Hire Pre-University	Exploratory Immersion  <i>Specialized:</i> Possibilities <i>(used for core strand-specific summits/programs)</i> Integration <i>(used for military reintegration programs)</i>  Career Pivot <i>(used for pivoting professionals programs)</i>	(add “Virtual” to front of classification where applicable)  Meet-up / Event* <i>(1-2 hr cocktail or networking receptions)</i>  Roundtable <i>(1-4 Hrs/ Dinner/Lunch)</i>  Event <i>(Multi-hour / 1 Day)</i>  Summit <i>(Multi-day, to use “Programme” in EMEA)</i>  Program/Programme <i>(Multi-week, to use Programme in EMEA)</i>  Series <i>(Multi-week + Digital)</i>  Returnship/Fellowship/Internship <i>(Outliers)</i>  Challenge** <i>(Competitive Events / Competitions)</i>  *Can use Meet-up or Event, **Use only for multi-strand	Finance Engineering Trading Banking Investment Research Legal Etc.  <i>(Additional focus areas to be developed as needed, e.g., Coding)</i>

# APPLYING THE ARCHITECTURE

PROGRAM NAMES: EXPLORING

- = Americas
- = EMEA
- = India
- = APAC

*Program names noted in italics are still being discussed*

## EXPLORATORY

	EXPLORATORY							
STUDENTS	<b>WOMEN</b>	A-Level Programme / Girls Inspire	Discover GS Women's Event	Goldman Sachs Women's Events	Women's Trader Academy	Women's Leadership Camp	MBA Women's Summit / Symposium	Women Emerging in Finance Program
		Pre- University Women's Event	Women's Exploratory Series	Women's Exploratory Events	Women's Trader Academy	Women's Possibilities Summit	Women's MBA Summit	Women's Possibilities Summit: Finance
	<b>BLACK</b>	HBCU Leadership Summit	<b>LATINX</b>	Latino / Hispanic Leadership Summit	<b>LGBT+</b>	Success in the City Event s/b LGBT network	Goldman Sachs Pride Summit	LGBT Tokyo Session
		HBCU Possibilities Summit		Hispanic/Latinx Possibilities Summit		LGBT+ Exploratory Event	LGBT+ Possibilities Summit	LGBT+ Exploratory Event
<b>OTHER STRAND SPECIFIC</b>	Make Things Possible Academy	Diverse Abilities	Introduction to Goldman Sachs s/b Disability Interest Forum					
	Student Possibility Programme	Diverse Abilities Summit	Diverse Abilities Event					
<b>MULTI-STRAND</b>	A-Levels	Insight Series	Undergraduate Camp	Goldman Sachs Virtual Office Hours Sessions	Central City Symposium	Scholarship for Excellence*	MBA Diversity Symposium	MBA Roundtable
	A-Levels Exploratory Event	Undergrad Virtual Insight Series	Undergrad Possibilities Summit	Virtual Office Hours Series	Undergrad Possibilities Event	Scholarship for Excellence*	Black and Hispanic/Latinx MBA Summit	MBA Virtual Roundtable Series
PROFESSIONALS	<b>OTHER STRAND SPECIFIC</b>	Veteran's Integration Program	A Day at GS with Finance Division	Candidate Engagement Session with Defense Officers	<b>MULTI-STRAND</b>	Career Pivot Program		
		Veteran's Integration Program	Exploratory Event: Finance	Defense Officers Exploratory Event		Career Pivot Series		

# APPLYING THE ARCHITECTURE

## PROGRAM NAMES: CHOOSING

- = Americas
- = EMEA
- = India
- = APAC

*Program names noted in italics are still being discussed*

### IMMERSIVE

#### WOMEN

Women's / Exploring Engineering Symposium	GIR Insight Afternoon S/B the Women's Network	Women in Engineering Event Series
Women's Programme: Engineering	Women's Event: Investment Research	Women's Event: Engineering

#### BLACK

Engineering Africa Recruiting Roadshow/ Initiative	Stephen Lawrence Programme
Africa Recruiting Programme	Stephen Lawrence Programme

#### OTHER STRAND SPECIFIC

Veteran's Summit	Neurodiversity Hiring Initiative
Veterans Possibilities Summit	<i>Neurodiversity Exploratory Program</i>

#### MULTI-STRAND

Banking Building Blocks*	MBA Fellowship	Engineering Essentials
<i>Early Immersion Series</i>	MBA Fellowship	Engineering Possibilities Summit

#### WOMEN

Experienced Women in Finance 2.0
Women's Immersion Event: Finance

#### OTHER STRAND SPECIFIC

Veteran's Integration Program	Armed Forces Integration Program
Veteran's Integration Program	Armed Forces Integration Program

#### MULTI-STRAND

Returnship	Goldman Sachs Returnship Program
Returnship	Goldman Sachs Returnship Program

STUDENTS

PROFESSIONALS



# Usage Guidelines

# USAGE GUARDRAILS

## STRUCTURE

### NAME LENGTH

*Program name should aim for 3-4 word length with exception of multi-word or divisional nuances*

### TERM ORDER

*Audience (if applicable) typically comes first, followed by the descriptor.*

*Descriptor can come first if it operates as an indicator of intent for the audience*

*“Virtual” can be added to the classification or descriptor*

### COLON USAGE

*Colon is used at the end of the program name to clarify a specialization or focus (e.g., Engineering).*

*Specialization should be limited to 1 word, with exception of multi-word specializations)*

*Note: LGBT+ Legal Immersion Programme is an exception, using the more encompassing adjective form of the word and placing it inside of the program name*

### Other Event Types

*For lateral programs with intention to re-engage former employees, there’s flexibility to build bespoke events surrounding a celebration or bigger purpose (e.g., Black History Month Homecoming, Women’s Day Event), and new category names may be formed to align to this specific purpose (e.g., Homecoming).*

# USAGE GUARDRAILS

## CONTENT

### AUDIENCE CLARITY

*Tailor messaging for each program to clarify specific audiences.*

*Use scholars when term is needed to specify MBA audience (e.g., Graduate students, MBA Scholars, High School Students).*

*Experienced hires is the broad term used to describe professionals who are moving laterally into GS.*

*We use pivoting professionals to indicate hires who are shifting industries or backgrounds as they integrate into GS.*

### DESCRIPTOR USAGE

*Descriptors add intention and clarity to the program name, but should only be used if program name still maintains 3-4 word maximum.*

*Descriptors are not used when there's a specialization included in the name (e.g., Finance), or if there is a second audience qualifier (e.g., A-Level Women)*

### REGION

*Regional nuances should not be included in the name of the program, but should be specified within the program description.*

*Region should not be included as a part of the audience/strand.*

### LOCALIZATION

*Both in name and messaging, there's encouragement to use localized language and terminology (e.g., Programme in EMEA, refrain from speaking about penny stocks outside of Americas)*

# Messaging Framework Guidelines & Application

## MESSAGING FRAMEWORK HIERARCHY

Descriptions need to clearly and succinctly explain the program details, purpose and benefits that the applicant will take away.

WHAT IS IT?

IS IT FOR ME?

WHERE /WHEN IS IT?

WHAT WILL I GAIN?

## NAMING & COPY GUIDANCE

*Considerations for writing new descriptions for programs*

# When renaming the programs and writing copy, consider how you can:

### Communicate who it's for tonally.

Both the names and the descriptions should indicate who the program is for, from a journey perspective. The name should indicate the “Exploratory” or “Immersive” mindset and the copy should appeal to those respective categories as recruits want to feel like they've found the program best suited for them.

- *Who are we reaching with this program?*
- *Do these follow the high level guardrails (e.g., doesn't speak from a distance, feels more human than corporate)?*
- *Are there different ways of expressing this idea that align more closely with our tone?*

### Describe the high-level benefits that they'll gain.

Consider the main reasons why someone would want to participate in the program and clearly state them. This will help make it easy for a recruit to decide which program is right for them, while also arming them with tangible takeaways for future conversations or their resume.

- *What's in it for them?*
- *How can we best build their knowledge base around the program?*

### Build excitement around what is to come.

The description serves as an opportunity to get new recruits excited about the program and their potential future at Goldman Sachs. The pithy tagline and the copy throughout should make them feel inspired and enthusiastic about the opportunity to get involved.

- *What do we want our recruits to talk about after the program?*
- *Can we express these ideas in a pithier way?*

# MESSAGING FRAMEWORK GUIDELINES

<b>PROGRAM NAME</b> <i>Purpose-driven Tagline</i>
BRIEF DESCRIPTION ----- -----
VALUE FOR PARTICIPANT ----- ----- -----
LOCATION AND DATE -----
PARTICIPATION CRITERIA ----- -----

- Clear, descriptive name informed by the structure (**3-4 words**)
- Tagline serves as a quick intro to the program, highlighting the key takeaway and purpose (**aiming for up to 12 words**)
- Brief description of what the program is and who it is for (**limit to 2 sentences, including target audience**)
- Succinct, tangible takeaways of the program – skills learned, opportunities given, etc. (**up to 5 brief bullets**)
- Where and when the program occurs (**limit to only critical criteria**)
- Clearly outlines qualification criteria for participation (**limit to only critical criteria**)

# Application Examples



**UNDERGRADUATE CAREER SUMMIT**  
*Gain real-life perspective on the industry while making invaluable connections*

Goldman Sachs Undergraduate Career Summit is an interactive multi-day program for Black, Latinx/Hispanic, Native American and/or first generation college freshmen and sophomores. The program is open to all majors and is designed to introduce students to the financial world through hands-on experience.

As a participant, you will:

- Discover the extensive range of career opportunities in the financial services industry
- Gain tangible resume-enhancing skills and tips through interactive workshops
- Work closely with a group of peers to grow your technical and soft skills
- Network with Goldman Sachs professionals and hear more about their experiences and diverse backgrounds

March 25-27, 2020  
**DALLAS ↔ NYC ↔ SALT LAKE CITY**

Undergraduates graduating between December 2021 - June 2023 who identify as black, Hispanic/Latino, Native American, and/or first-generation college students

WHAT IS IT?

WHAT WILL I GAIN?

WHEN/WHERE IS IT?

IS IT FOR ME?

**GOLDMAN SACHS RETURNSHIP PROGRAM**  
*Transition back into work with professional skill-sharpening and an exploration of new opportunities*

This program is for talented professionals looking to restart their careers after an extended absence from the workforce. This paid, 12week program offers opportunities in a variety of divisions to strengthen technical skills, explore new career paths, and experience the vast network of resources at Goldman Sachs,

As a participant, you will:

- Experience a guided period of exploration in role opportunities
- Sharpen your skills in a work environment that may have changed since your last experience as an employee
- Explore a new area of expertise and learn new skills
- Assess whether transitioning back into the workforce full-time is right for you, and have opportunities for full time positions based on performance and suitable roles

TBD

**BENGALURU**

Previously employed professionals who have been out of the workforce for two or more years and are looking to return.

WHAT IS IT?

WHAT WILL I GAIN?

WHEN / WHERE IS IT?

IS IT FOR ME?

## SAMPLE COPY

*Women Emerging in Finance 2019*

### ALT : Women's Summit: Finance

*Connect with and learn from inspiring women in the financial world*

We bring together women across the finance industry in India to learn more about the financial field. This program will help participants build a strong network of connections with one another and with leaders at Goldman Sachs.

As a participant, you will:

- Create a network with students at your campus and leaders at Goldman Sachs
- Gain a broader awareness of the opportunities that a career in finance can offer
- Learn about personal growth experiences from your peers

July 27, 2019

**NIT CALICUT**

Women students across all years at your institute.

- Included a **quick pithy line that lets the recruit know exactly what the program is about**
- Shifted messaging **tonally to indicate the “exploratory” nature** of the program
- Cut down copy to highlight the necessary elements: **who its for, what it is, where it is and what you’ll gain**
- Broke out the **tangible benefits of the program**