

> The

# Global CEO LinkedIn Tracker

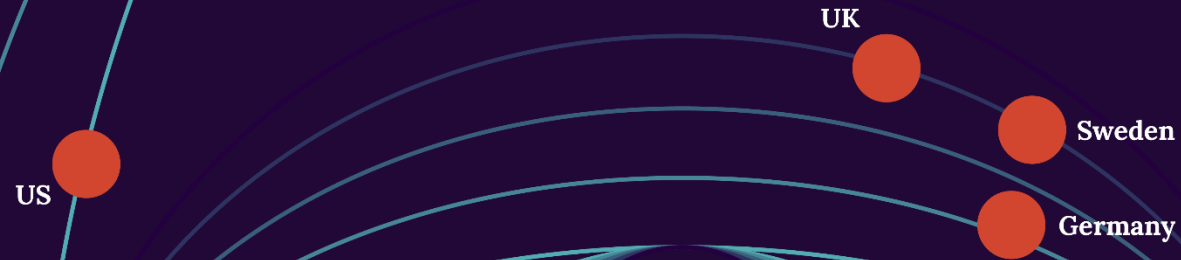
March 2023

# Foreword

We're pleased to share the third edition of Kekst CNC's CEO LinkedIn Tracker. This is the first global edition that looks at prominent CEOs across the UK, US, Germany and Sweden.

# 4,494

posts from leaders on LinkedIn from January 1<sup>st</sup> 2022 to December 31<sup>st</sup> 2022 have been manually analyzed by our team of digital and insights specialists.



The report comes at a moment of global economic and political danger, further fueled by societal unrest. As central banks have raised interest rates to calm inflation, a global cost-of-living crisis has emerged. Geopolitical upheaval from the war in Ukraine is impacting policy coordination while disrupting global supply chains. Sustainability commitments made by countries and companies look increasingly unlikely to be met as the world goes into survival mode.

This is the environment corporate leaders find themselves in: while some businesses are achieving record-breaking profits, others are restructuring. And it's pressuring corporate leaders to communicate with a greater sense of purpose.

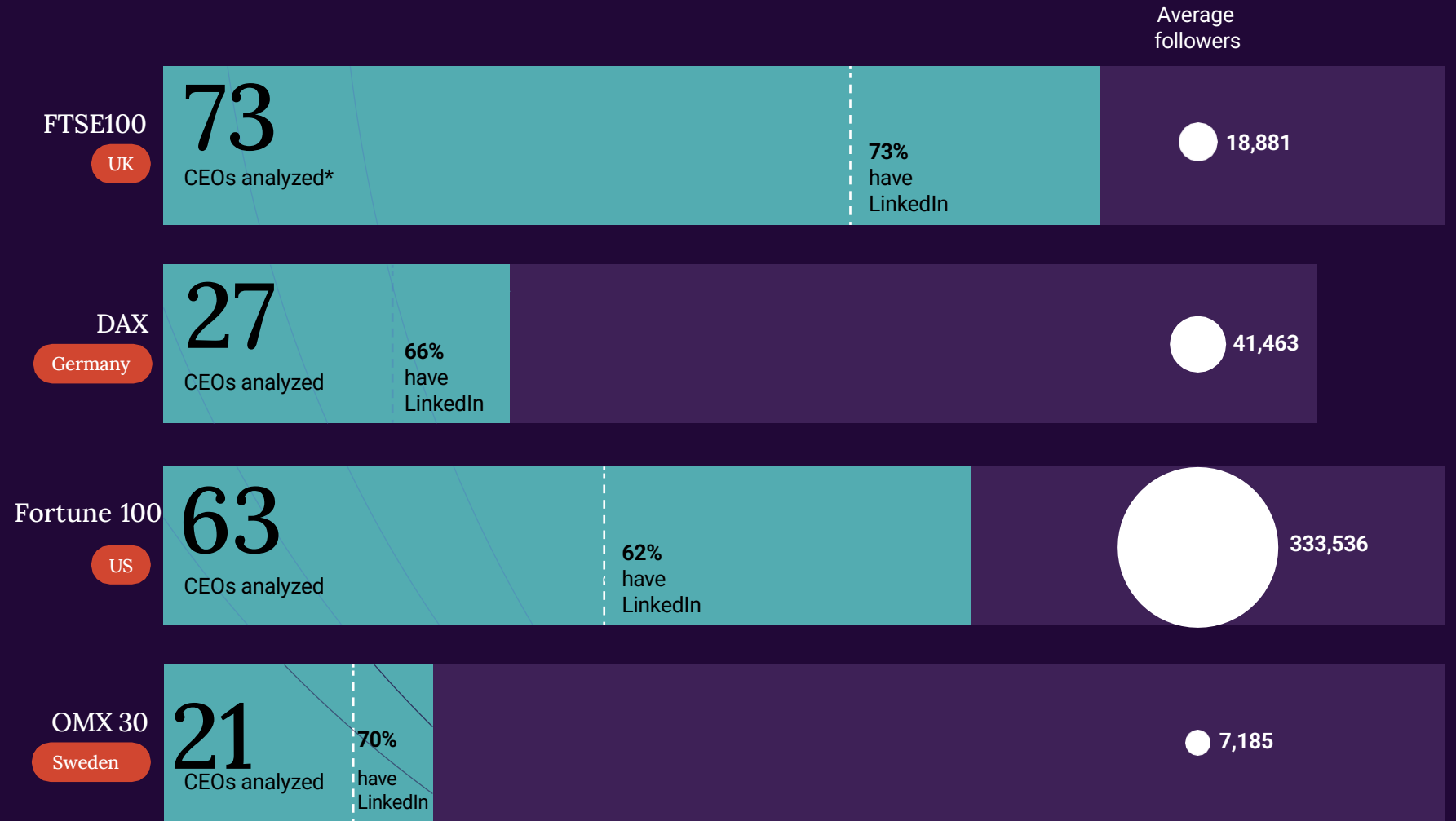
This Tracker sees a shift in expectations – while CEOs in Germany double-down on sustainability narratives, globally we have identified a dip in engagement on this topic. While company announcements still drive content generation, it's personal posts that engage followers. Talent and DE&I content remain the focus of leadership – but it's innovation that people want to know about.

It's clear leaders need to change tactics in their executive communications, showing personality, action, and, ultimately, transformation. However, it would be remiss to suggest that the change is uniform – each market has its own nuances that have been captured in this research, with regional data and local expertise from our team.

## Understanding how the CEOs communicate

# 184

CEOs and 4,494 total posts manually analyzed, covering Q1 – Q4 2022.



Part 1

# How to enhance executive profiles

Data-led insights to master the LinkedIn algorithm



We know leaders feel pressure to use their LinkedIn profile to share corporate announcements, comment on wider social and political events, and share innovation and business developments, all while needing to talk directly to future talent and current employees about the topics that matter to them. With this pressure comes the common question of how to balance being the face and voice of the company while still being faithful to their own personal values and opinions. **In this section, we have assembled takeaways from our global analysis that address questions about how to act, what to post, and how to approach editorial planning on the platform.**

# 1. What you post, and how you say it, matters...

## Insight

Personal stories and reflections drive greater engagement. This indicates the need for leaders to adapt announcements or messages on DE&I that incorporate a personal opinion, or at a minimum convey a human tone. Similarly, we know that basic reshares (such as company posts) perform poorly, proving that it is not enough just to rely on corporate news or announcements.



## Action

Leaders using LinkedIn should consider how to create their own voice on the platform, so that they can be both an effective corporate representative and an inspirational leader. We suggest defining a distinct tone of voice and agreeing on usable soundbites as part of any narrative guidelines.

## 2. DE&I remains a relevant, year-long topic...

### Insight

Data from our global analysis indicates that those leaders who use their platform to spread and share stories from their team throughout the year – beyond "awareness days" – can engage with their followers. The challenge for leaders discussing DE&I is to ensure they represent the multifaceted topics in an authentic, relevant, and informed way. For example, our analysis shows that the single most mentioned DE&I topic was gender equality, which made up 32% of DE&I related posts across all our markets analyzed. Those leaders wanting to comment on themes such as LGBTQ+ rights, or racial equality and inclusion will need to define an appropriate language and guardrails in approaching these topics.



### Action

We recommend mapping topics the leader is passionate about alongside what is being driven internally across the business. Tapping into internal DE&I teams will be invaluable for planning and self-learning.



### 3. The subject of sustainability should be linked directly to business efforts...

#### Insight

Our analysis indicates that when leaders talk about sustainability, there is a need to link directly to business strategy and commitments. None of our results indicate that personal reflections on this topic outperform those posts that speak directly to business efforts. But it's not enough to merely repost corporate announcements – indeed, 60% of those sustainability posts that were least engaged-with were reposts.



#### Action

Our understanding of what works in driving engagement suggests linking content directly to innovations and achievements, and where possible, recognizing the people behind those innovations and project milestones. Interestingly, 80% of the most-engaged-with posts used relevant hashtags, while 70% of the least engaged with posts did not, indicating the need to also do your homework and adding tags that matter.

## Insight

Posts that use images drive greater engagement over text-only posts. The use of visual aids will need to be carefully planned for, and at times adapted to ensure correct market, cultural and audience relevancy.

The use of visuals can be further enhanced by leaning into LinkedIn features such as image carousels, with industry research indicating that posts using LinkedIn functionality are rewarded in the algorithm.

Finally, copy itself is important, with both length and language impacting engagement. From our analysis, 100% of the least engaged with posts about popular talent-related content were under 320 characters. It's worth noting that the top 10 posts from our DAX CEO category were written in English, showing us how language can drive engagement.

## 4. An effective post requires considered craftsmanship...



### Action

When it comes to drafting posts, we recommend creating calendar templates and Rules of Engagement guidelines to help with consistency, speed-of-turnaround, and sign off.

Part 2

# The global perspective

How CEOs around the world use LinkedIn and how they perform



Because people look up to CEOs as trusted voices in times of crisis, corporate leaders need to be willing to show their humanity. They need to share messages of hope in a relatable manner, while presenting solutions for a sustainable and innovative future to key stakeholders and society at large.

Because people look up to CEOs as trusted voices in times of crisis, corporate leaders need to be willing to show their humanity.

They need to share messages of hope in a relatable manner, while presenting solutions for a sustainable and innovative future to key stakeholders and society at large.

4 in 10

CEOs in the US focused on talent, with nearly half of them touching on DE&I-related topics.

Because people look up to CEOs as trusted voices in times of crisis, corporate leaders need to be willing to show their humanity.

They need to share messages of hope in a relatable manner, while presenting solutions for a sustainable and innovative future to key stakeholders and society at large.

8 in 10

CEOs across all markets posted personal content, achieving the highest engagement rate per post compared to other topics.

Because people look up to CEOs as trusted voices in times of crisis, corporate leaders need to be willing to show their humanity. They need to share messages of hope in a relatable manner, while presenting solutions for a sustainable and innovative future to key stakeholders and society at large.

9 in 10

DAX CEOs have posted about sustainability, making Germany the leading market engaging on the topic.

# Leadership on LinkedIn: Personas

An overview of different markets...



# CEOs' activity on LinkedIn

Working through a full year of LinkedIn data, we were able to build country-specific CEO personas

Number of posts

CEOs analyzed

10

20

30

40

50

60

**The Talent Magnet CEO**  
Utilizes LinkedIn almost exclusively as a platform to champion employees and attract talent.

Sweden



**The Purpose-Driven CEO**  
Talks about climate change, decarbonization, energy transition and sustainable mobility.

Germany



**The Social CEO**  
Leverages LinkedIn to tell their brand story, e.g. speaking events, conference attendances, visits.

US



**The Relatable CEO**  
Uses LinkedIn as a platform to connect to their audiences, using a more casual language.

UK



LinkedIn posts manually collated and analyzed between Q1 – Q4 2022.

## Personal Topics

CEOs in the US used LinkedIn as an extension of their companies, enabling them to connect with their audiences by posting about their companies and personal topics. Company announcements led all posts with a 28% share, followed by personal topics with 20%. Personal posts got the most engagement.

## Sustainability and DE&I

Posts on DE&I and sustainability were closely connected to external events and the news cycle. DE&I posts correlated with specific time periods or events, such as Pride Month, Juneteenth and International Women's Day. Sustainability-related content echoed events such as Earth Day, initiatives like the Climate Pledge, or recognition of sustainability schemes such as #AmericasMostJustCompanies.

The

# Social CEO

leverages LinkedIn as a platform to connect and communicate on a personal level.

## Visual

US CEOs used images most frequently in LinkedIn posts, followed by videos, links to websites and links to articles. Simple text posts were the least-used format. However, simple text posts received the highest engagement score, as nearly half of these posts were about personal topics (which in turn received the second-highest engagement out of all topics).

## Positive Feedback

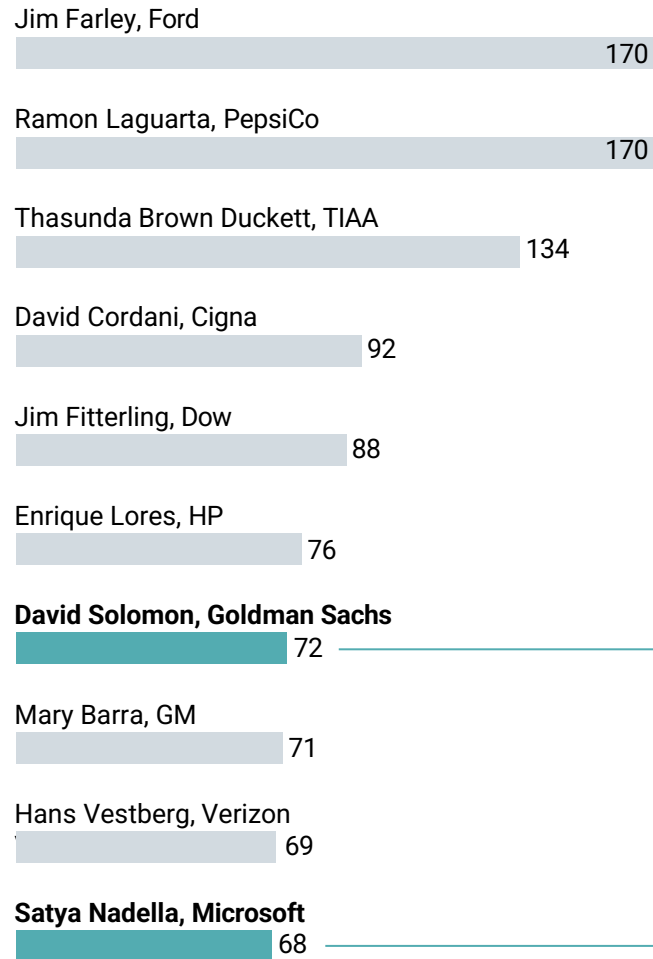
CEOs garnered favorable exposure on LinkedIn, with only 3% of posts receiving negative comments. The few negative comments were often broader grievances with companies such as poor customer service, rather than directly engaging with the CEO.



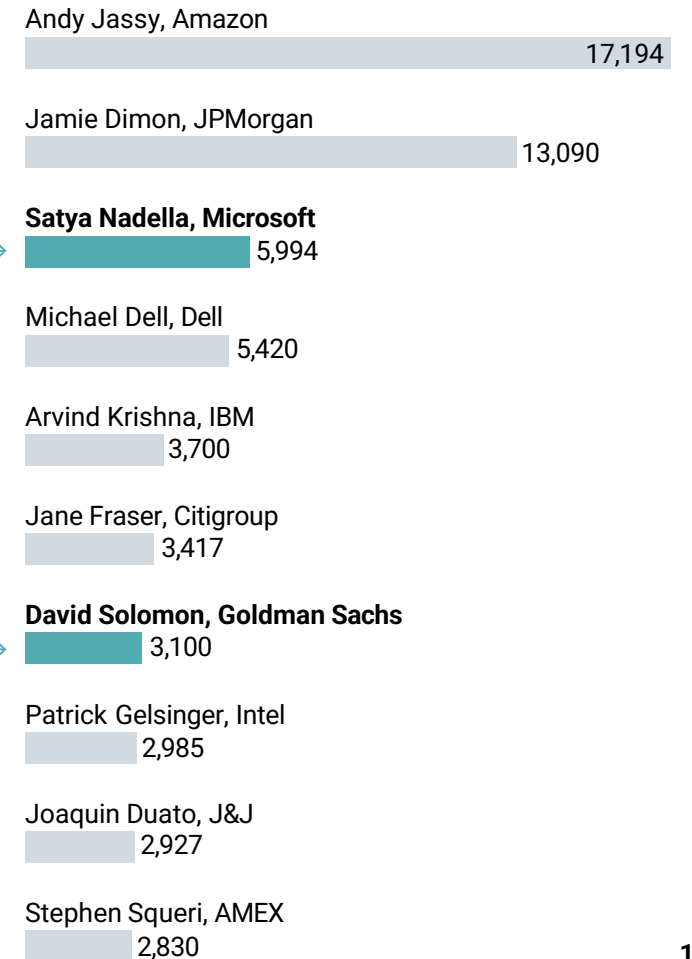
# High-profile US CEOs post less often but garner high engagement rates: quality content posted frequently is bringing results



The most active CEOs  
Number of posts, in 2022



The most engaging CEOs  
Number of engagements, in 2022



LinkedIn posts manually collated and analyzed between Q1 – Q4 2022.

**Sustainability**

91% of active DAX CEOs on LinkedIn have talked about sustainability in 2022, mostly around climate change, decarbonization, energy transition and sustainable mobility.

**Value-driven Communications**

The continued sustainability agenda is one example of how German leadership focuses on value-driven communications that amplify corporate activities.

The

# Purpose-Driven CEO

uses personal communication to blend company values with their response to global challenges.

**Strategy**

Communicating decarbonization targets is a given. The next step is to take the LinkedIn community along for the transformation journey, and communicate the implementation of the strategy, supported by milestones and sustainability proof points.

**Visual**

CEOs use personal leadership communications to combine company values with presenting solutions, milestones and innovation. They underline their commitment with images of themselves or their team, communicating progress, hope and a clear prioritization of goals.

In Germany, there's a correlation between frequency of posting and engagement rates.

Only 4 out of the 10 most active CEOs failed to make the ranks of the top 10 most engaging CEOs.

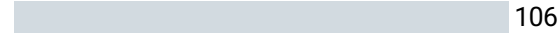


The most active CEOs  
Number of posts in 2022

**Ola Källenius, Mercedes Benz**



Dr. Markus Krebber, RWE AG



Dr. Markus Steilemann, Covestro



**Timotheus Höttges, Deutsche Telekom**



Dr. Leonhard Birnbaum, E.ON



**Christian Klein, SAP**



**Dr. Martin Brudermüller, BASF**



**Dr. Roland Busch, Siemens**



Carsten Knobel, Henkel



**Dr. Bernd Montag, Siemens Healthineers**



The most engaging CEOs  
Number of engagements in 2022

**Ola Källenius, Mercedes Benz**



**Christian Klein, SAP**



**Dr. Roland Busch, Siemens**



Belen Garijo, Merck



Jochen Hanebeck, Infineon Technologies



Oliver Bäte, Allianz



**Dr. Bernd Montag, Siemens Healthineers**



**Timotheus Höttges, Deutsche Telekom**



Dominik Richter, HelloFresh



**Dr. Martin Brudermüller, BASF**



### Personal Topics

Personal posts increased by 87% in the second half of 2022, showcasing that in the UK, personal posts gain quality engagement from the platform. They also had a higher average engagement rate than other topics.

### Career Stories

LinkedIn is used not just as a platform for corporate content, but as a stage to showcase personal career developments. FTSE100 CEOs often share personal anecdotes from their career alongside more "informal" images.

### Visible & Present

Personal posts about site visits and meeting employees are popular. There's been an uptick in personal posts following the pandemic, with CEOs once again trying to be more physically visible in their company.

### The Queen

The external environment affects how and when FTSE100 CEOs communicate. In 2022, Q4 had the most LinkedIn posts, while Q1 had the least due to a posting "hiatus" following Russia's invasion of Ukraine. In Q3, over 50% of CEOs posted about the passing of Queen Elizabeth II.



The

## Relatable CEO

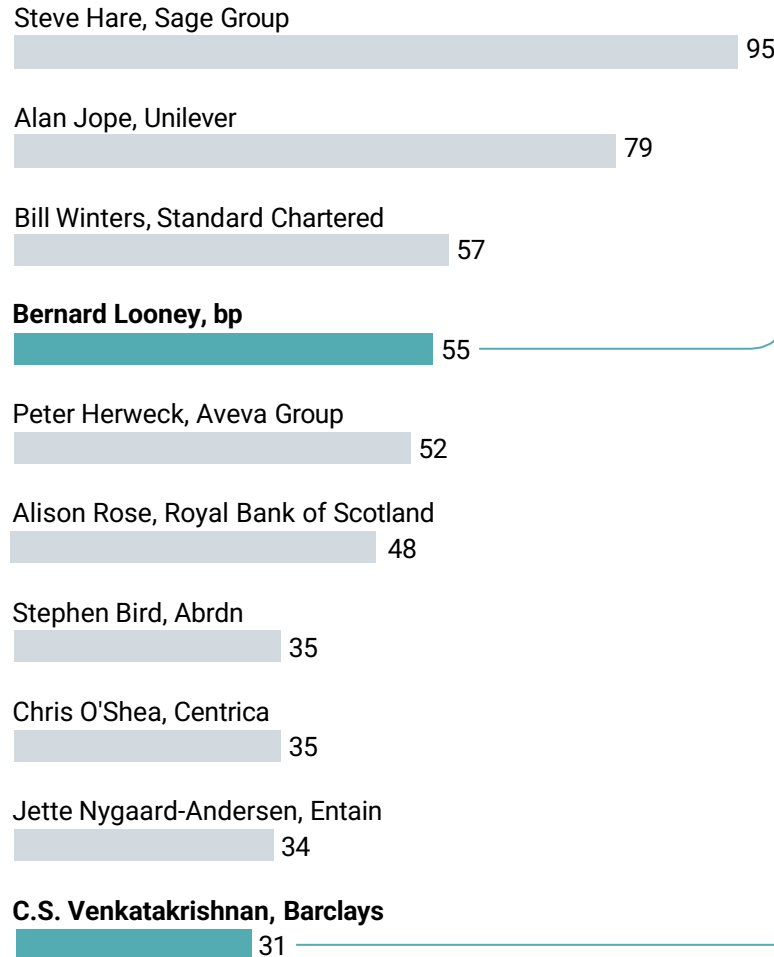
uses LinkedIn to connect with employees and network in the post-pandemic world.

Similar to the US, brand recognition serves as a great vehicle for high audience engagement rates for CEOs in the UK.

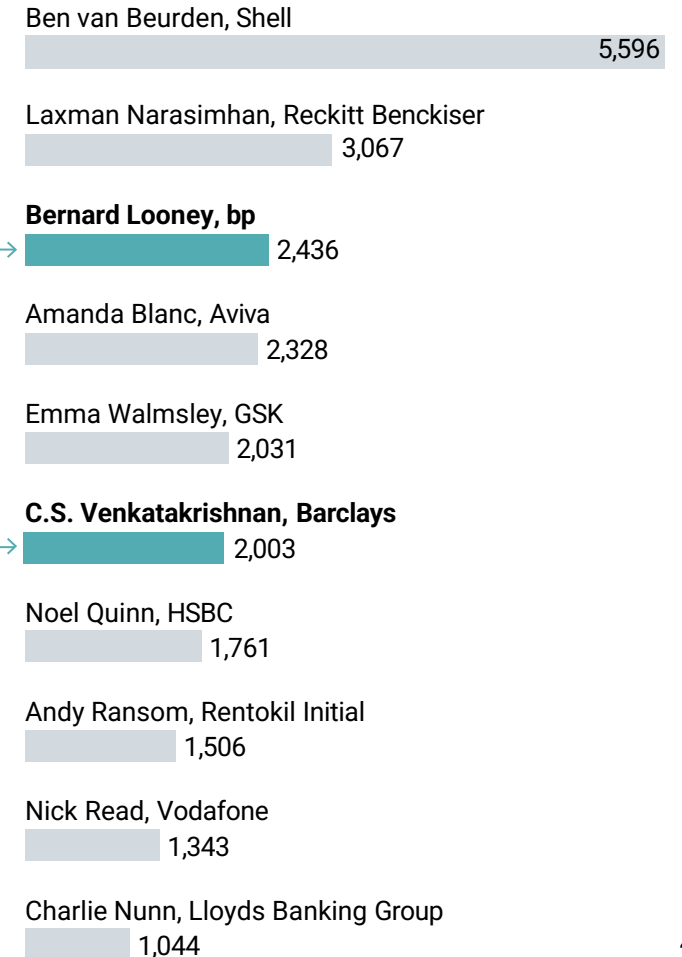
Only **Bernard Looney** and **C.S. Venkatakrishnan** made the top 10 most active and engaging ranks.



The most active CEOs  
Number of posts in 2022



The most engaging CEOs  
Number of engagements in 2022



### Positive Feedback

CEOs on the OMX 30 receive almost exclusively positive reactions to their posts. Positive company announcements, employer branding and HR-related posts dominate. These are relatively easy-to-navigate and low-risk topics.

### Corporate First

CEOs rarely write posts about sustainability, DE&I and innovation. LinkedIn is still viewed as a platform for corporate news and talent acquisition, with very little thought leadership shared.

### Inspiring

The posts are about empowering and lifting employees worldwide. Themes include office visits, team-building activities or an employee winning a prize. The most frequently used format are images, usually of the employees being highlighted.

## The Talent Magnet CEO

leverages LinkedIn as a platform for hiring, retaining talent, and engaging employees.

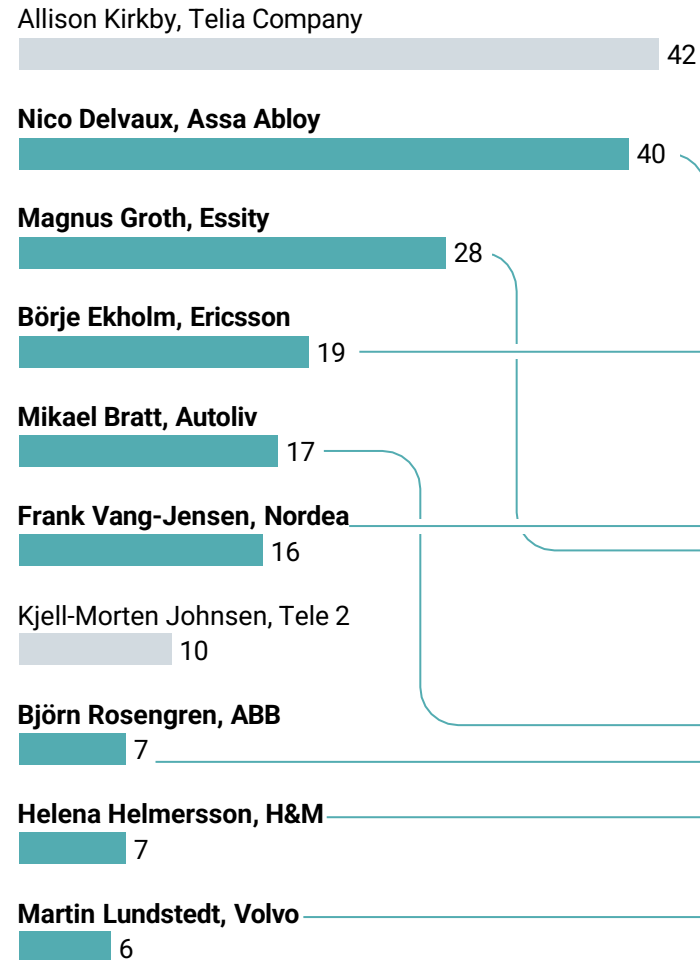




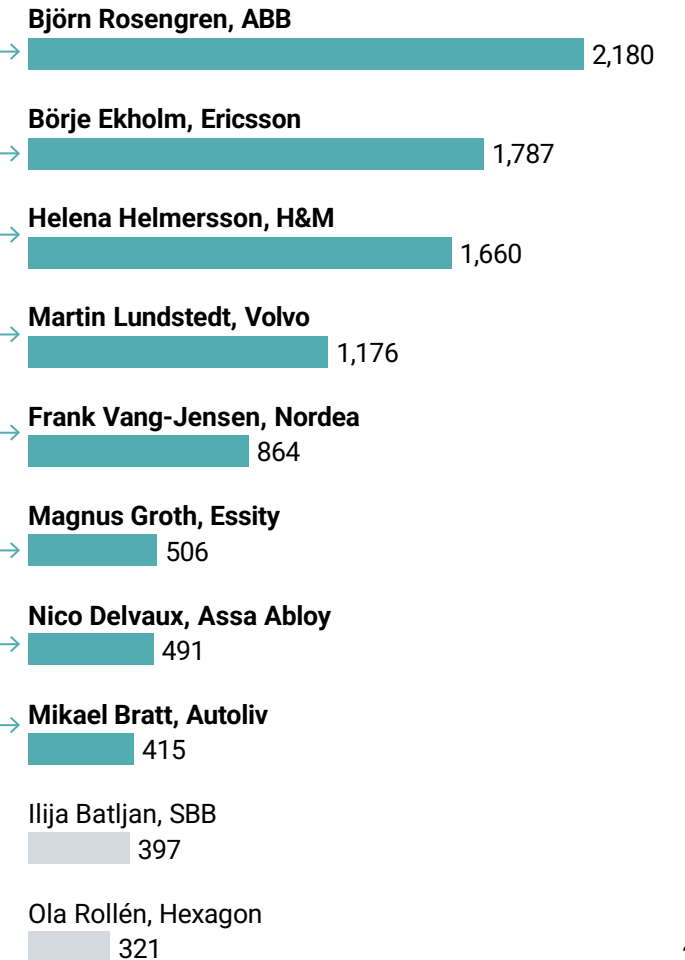
In Sweden, quality posts are rewarded with high engagement rates.



The most active CEOs  
Number of posts in 2022



The most engaging CEOs  
Number of engagements in 2022



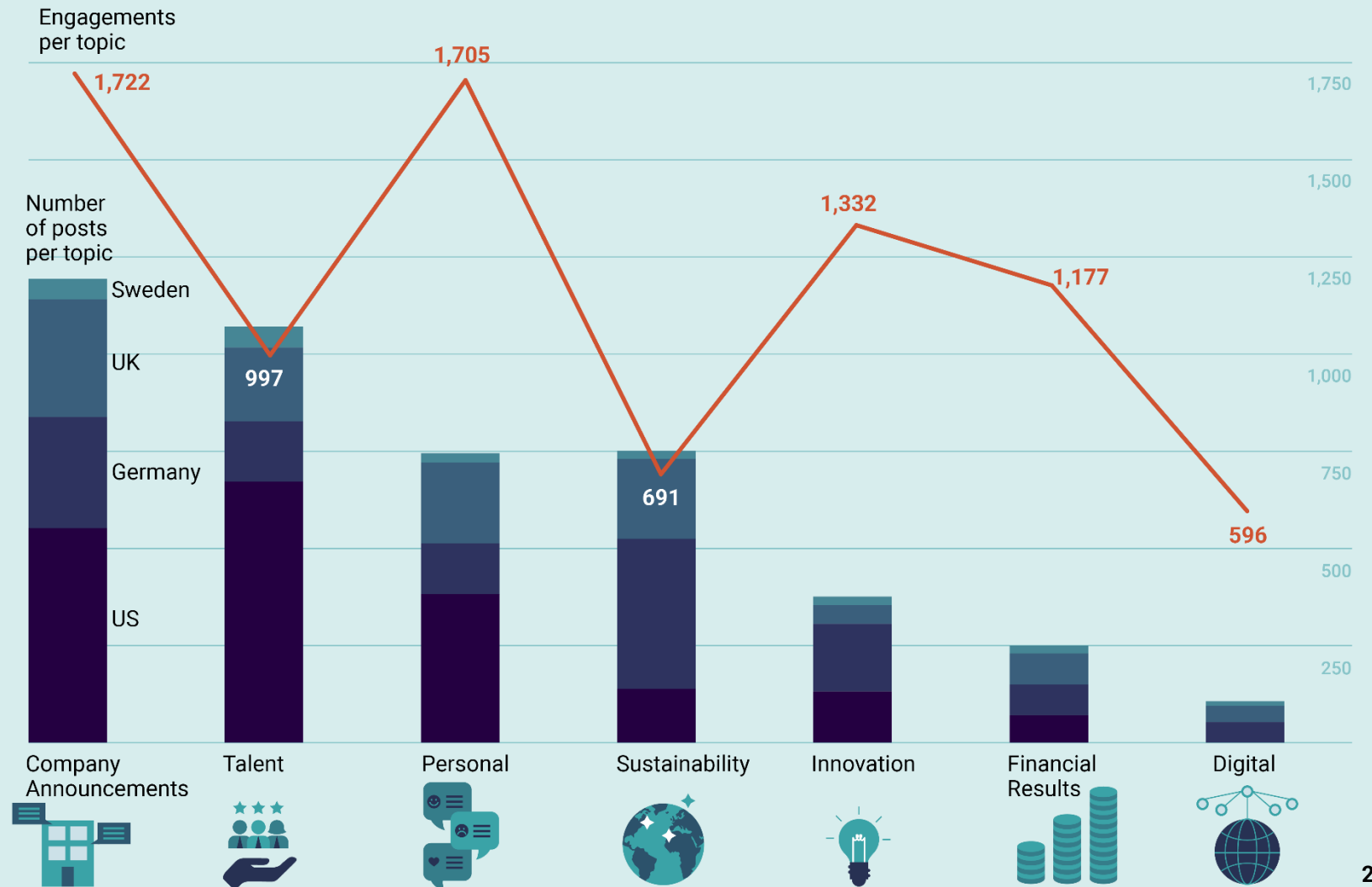
# Analyzing the **key topics** of conversation

# Sustainability looks to be losing momentum.

While company announcements, talent and personal posts lead in terms of volume, what is striking is the dip in engagement on sustainability.

Despite 2022 having been the year for two COP Summits, sustainability engagement ranks lower than other topics. This suggests fatigue around ESG messaging, or a shift in priorities users want to see from corporate leadership. The balance between the world of work and people's priorities has also shifted since COVID.

Number of posts and engagements per topic





# Communicating Talent

New appointments,  
DE&I, promotions,  
praise and gratitude  
over the celebration  
of public holidays.

# 44% of all talent content across markets related to DE&I

Of the top 10 most-engaged-with posts, 60% related to DE&I content. This highlights how important the topic is to the CEO audience, but it also reflects how US CEOs play a role in amplifying this messaging, as they have shown the highest overall engagement as leaders.

Number of posts engagements



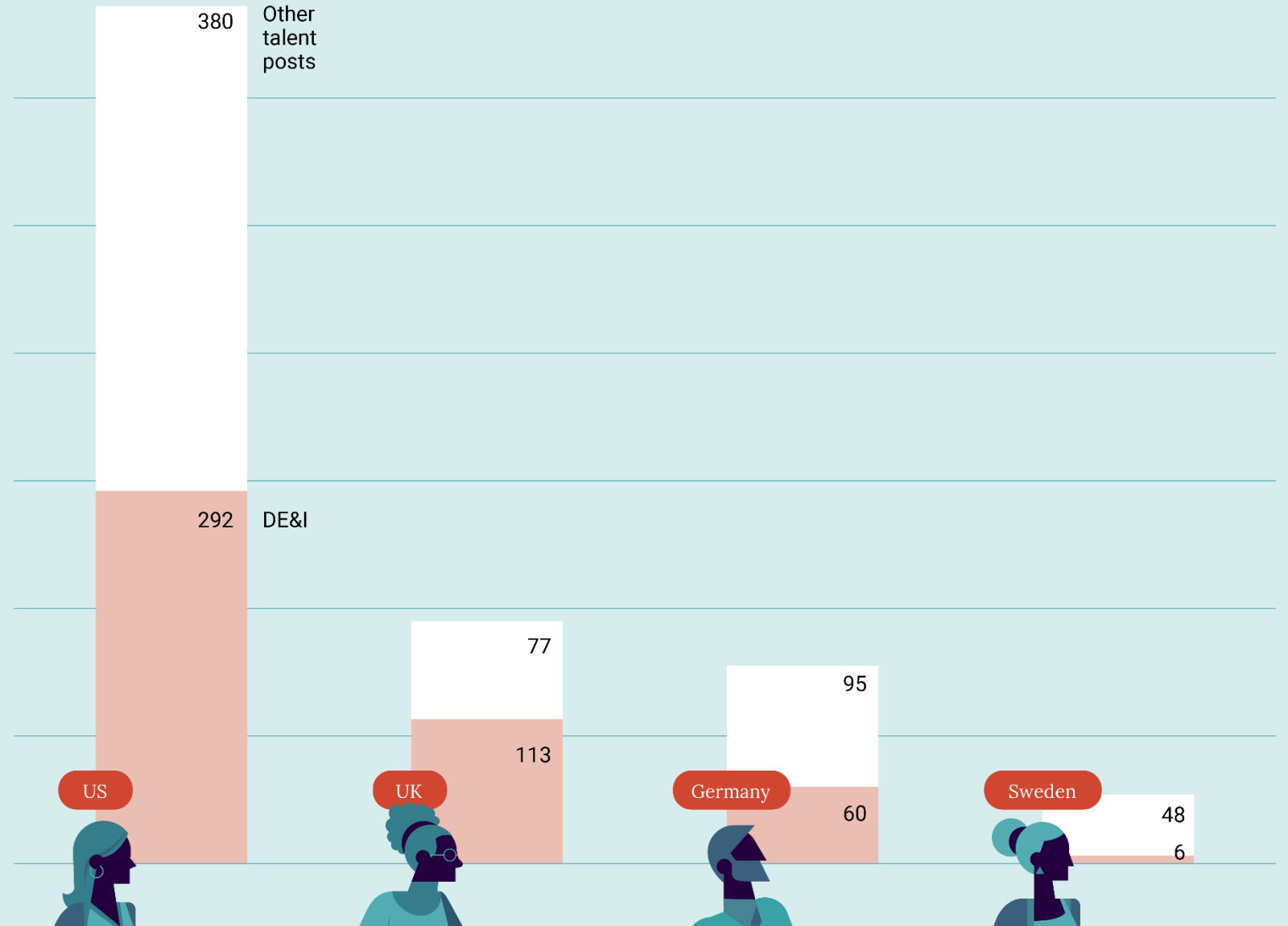
# DE&I is a key topic within talent for some markets

DE&I-related posts form a significant portion of talent-related posts in the US, UK and Germany.

DE&I posts include topics such as gender equality, LGBTQ+ rights, racial equality and inclusion. The single-most mentioned DE&I topic was gender equality, which made up 32% of DE&I related posts across markets.

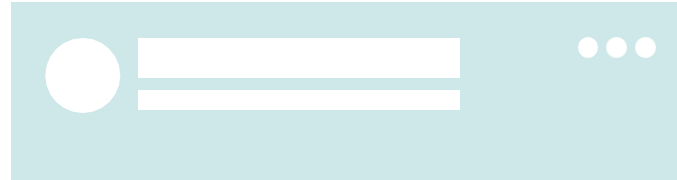
While previously, DE&I posts were rooted in "awareness days," the data shows that CEOs are not only using specific calendar dates to raise awareness, but also to amplify personal and employee stories around DE&I.

Talent posts mentioning DE&I





Information sharing is not enough – people look to CEOs for solutions



100% of the **least-engaged-with posts** were re-shares or external links.

- Share genuine/personal stories on how you dealt with certain career scenarios and the path forward.

11 engagements



Steve Hare • 3rd+  
Chief Executive Officer at Sage  
10mo • 🌐

+ Follow ...

Inspiring podcast episode featuring The Boss Network Founder, [Cameka Smith, M.S.Ed.](#), discussing how she's grown her platform to reach 200k women globally.

Fantastic to hear her mention Sage's Invest in Progress grant programme and how we're working with the grassroots-level organisation to help knock down barriers for underrepresented groups. Listen here from 14 mins:

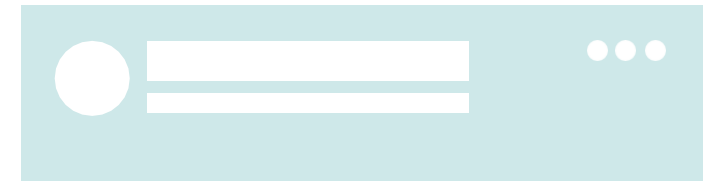


Ep.95 - The BOSS Network | ReelAbilities Houston Film & Arts Festival 2022 by The Public Affairs...

anchor.fm • 1 min read

👍 10

1 comment • 3 reposts



100% of the **least-engaged-with posts** were under 320 characters.

- Write longer form posts - above 350 characters, ideally accompanied by relevant and relatable imagery.

25 engagements



Chris O'Shea • 3rd+  
Chief Executive Officer at Centrica  
7mo • 🌐

+ Follow ...

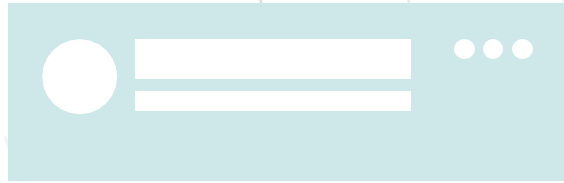
Diversity is important for society and businesses. We're proud of all of our colleagues at [Centrica](#) and delighted to be working with [the Valuable 500](#) to ensure opportunities are open to all

#disabilityinclusion #inclusion

Example posts with the lowest number of engagements (likes, shares, comments).



Content must relate to the CEO's persona and style, showing authenticity and credibility



20% of the **most-engaged-with leaders** visibly represented marginalized groups.

- Show how an action or commitment will impact/help your employees.

3,311 engagements



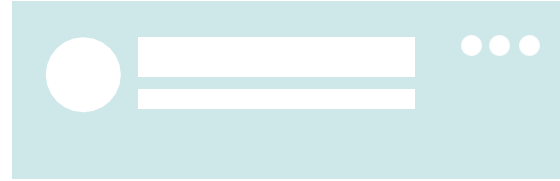
People with disabilities around the world regularly face discrimination, rejection and isolation, and it's something we have the power to stop. So naturally, I was happy and proud to sign the [International Labour Organization's](#) Global Business and Disability Network Charter on behalf of [Unilever](#).

There are one billion people around the world living with disabilities - a huge proportion of us - that still face limited access to employment and social inclusion.

As a business we need to keep finding ways to improve our recruitment, retention, and development of colleagues who have a disability. Not only is it the right thing to do, but if we don't we risk losing so much talent and potential.

By signing the disability charter, every one of us at Unilever is reaffirming our commitment to promoting equal treatment and opportunities for all.

[#UniquelyUnilever](#)



60% of the **most-engaged-with posts** related to gender or racial diversity.

- Make the message relatable to your persona and style to ensure credibility.

13,358 engagements

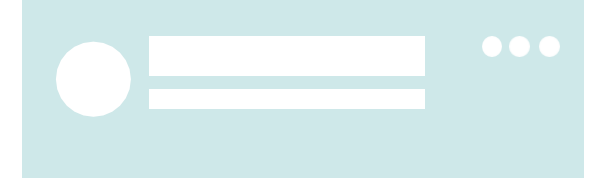


It brings me so much joy to congratulate Judge Ketanji Brown Jackson on becoming the first Black woman to be confirmed to the Supreme Court. For Judge Jackson, this is a dream becoming a reality. For many others, this is inspiration to keep dreaming big. Let this moment be a stepping stone for the future of inclusion and diversity in this country. I look forward to watching the impact Judge Jackson has during her time on the Supreme Court and the path she will pave for so many others. [#BeTheChange](#)



Senate confirms Ketanji Brown Jackson to be first Black woman to sit on Supreme Court | CNN Politics

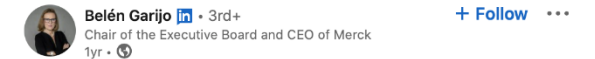
[cnn.com](#) • 5 min read



40% of the **most-engaged-with posts** discussed political issues in relation to DE&I.

- Talk about how this action or commitment will make a change beyond the company's walls.

5,836 engagements



Medicine has always been my passion. When I was ready to start university, a new system of restricted admission threatened my dream of becoming a doctor. I took to the streets with other students to protest - and we protested successfully.

The picture I am holding here, from the front page of a newspaper, shows when the Minister of Health came to speak with us. Look at everyone: the Minister, journalist, and student representatives. All men, except for one 17-year old girl who pushed herself to the front because she was determined to be part of the discussion.

To this day, I keep this photo in my office. It reminds me of how important it is to follow your dreams. And today, especially, it reminds me of how hard it can still be for girls and women who aspire to a career in science.

According to [UNESCO](#), women still account for only 28% of engineering graduates worldwide, for example, and 40% of those in computer sciences. Fields where we cannot afford to leave talent untapped!

So, to all the girls, young women and future leaders out there, whether male or female: Believe in yourselves and dream big. The future is yours to take. So don't take NO for an answer. [#WomenInScience](#)

Example posts with the highest number of engagements (likes, shares, comments).





## The Social CEO

focused on connecting with colleagues and the issues they care about, engaging in politics and using images.



### Content & Messaging

## Use DE&I-related posts to amplify in-person connection

35% of all posts from US CEOs focused on talent. Within that, 44% of posts focused on DE&I, showing how significant and relevant the issue is in the US.

Content outside of DE&I focused broadly on direct engagement with CEOs and their colleagues across markets.

This reflects how CEOs in the US are using LinkedIn as a platform to amplify in-person connections, as well as tackling prevalent issues that employees care about.



### Tone

## Keep a neutral and objective tone when discussing talent

US CEOs don't take a deeply personal tone when sharing talent-related posts. In contrast, they focus on events, impact and the news cycle.

In contrast, leaders like Thasunda Brown Duckett earned high engagement on DE&I posts that related to political change. In particular, her posts on Kentanji Brown Jackson joining the US Supreme Court were some of the highest-engaged with posts on this topic.

There is potentially an overall reticence to offer personal reflection on talent, instead erring on the side of caution with a more impersonal tone.

### Format

## Visuals are a must to showcase your company culture and employees

Visuals are vital for US CEOs communicating about talent and employees. 6 out of 10 of the most-engaged-with posts used images, and 55% of posts overall used them.

Just 3% of posts were text-only, suggesting that leaders rely on visuals to help communicate and engage with talent.



## The Purpose-Driven CEO

celebrating employees with an informal tone, relying on visual storytelling.



### Content & Messaging

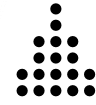
## Amplifying employee voices is key

12% of all posts by German CEOs focused on talent, highlighting how this wasn't high on the agenda for leadership in terms of content.

Within talent content, 39% of posts discussed DE&I issues, and of the top 10 most-engaged-with posts, 3 out of 10 mentioned DE&I, suggesting that this topic doesn't resonate with audiences as much as other issues.

The core focus of high-engagement posts is celebrating current employees and highlighting personal interactions between leaders and their teams.

True to the persona, sustainability was mentioned in one of the top posts, with SAP's Christian Klein mentioning decarbonizing supply chains.



### Tone

## Use personal anecdotes to engage with your audiences

Across the most-engaged-with posts, leaders opted for a relatively informal tone, using personal anecdotes to engage with wider topics that impact employees such as internal events, visiting other offices, or to inspire employees.

It's clear that the goal behind these posts is to humanize CEOs, and given the high engagement, it clearly resonates with their followers.

### Format

## English language posts reach a broader audience when it comes to talent

62% of all talent posts used images, further showcasing how visual communication is key to engaging with talent.

It's also worth noting that all of the top 10 posts were written in English, suggesting that using a language that can reach a broader audience will drive further engagement.



## The Relatable CEO

communicating positive change for employees, focusing on action and showcasing it with images.



### Content & Messaging

## Use LinkedIn to champion diversity across your company

18% of all posts by UK CEOs focus on talent. However, 71% of those posts relate to DE&I, highlighting just how prevalent this topic is to UK leaders.

6 out of 10 of the most-engaged-with posts focused on change within the business, be that in policy or people. It highlights how content focused on action in this area resonates with audiences on LinkedIn.



### Tone

## Use personal anecdotes when communicating important company updates

Given content is focused primarily on policy and team changes, the most-engaged-with content was particularly personal in tone.

It was highly action-oriented, focused on the bigger picture and change in the business.

The exception to this is Emma Walmsley, who had the highest-engaged-with post for this topic in the market. Her combination of personal anecdotes with policy updates drives strong engagement. This suggests that this could be the “winning formula” for communicating talent-related topics.

### Format

## Visual content is popular, but all formats are widely used

As expected, visual storytelling is key for UK CEOs to communicate talent. 47% of all talent posts used images, and 13% of posts were text only, suggesting favoring visual content for this kind of post.



## The Talent Magnet CEO

celebrating the next generation, keeping it neutral in tone, with images to back it up.



### Content & Messaging

## Communicate about talent to drive engagement

27% of all posts by Swedish CEOs are about talent and employees. Within that, 13% of posts related to DE&I.

Based on the top 10 posts with the highest engagement rates, CEOs drive the most engagement when talking about future talent, university visits and connecting with students. Additionally, showcasing in-person meetings across different markets and offices also generates strong engagement.



### Tone

## A neutral tone works best when discussing provocative topics

CEOs in Sweden opt for a neutral tone, even when discussing more provocative topics. When Telia called out Ukrainian talent, offering them jobs in Lithuania, Allison Kirkby re-shared the post with a short comment and didn't offer a personal reflection in her post.

It highlights how CEOs in this market are more likely to play it safe in their copy, focusing on the content and not using over-embellished storytelling.

### Format

## Use images to amplify your talent message

With 84% of all talent posts using images, it's clear that this is the preferred format for leaders to communicate with talent and employees.



# Communicating the Personal

Work-related experiences (such as sexism), personal stories (such as health issues), stepping down announcements, impressions from visits to offices in other countries.

# Over 77% of all CEOs post personal content

The majority of CEOs across markets posted about personal topics, with the US, UK and Germany all showing upticks in Q4 around the holidays.

Personal posts included a range of topics such as public appearances, office visits and personal travel, major global events, career and personal milestones and reflections and awards.

LinkedIn posts manually collated and analyzed between Q1 – Q4 2022.

Number of personal posts

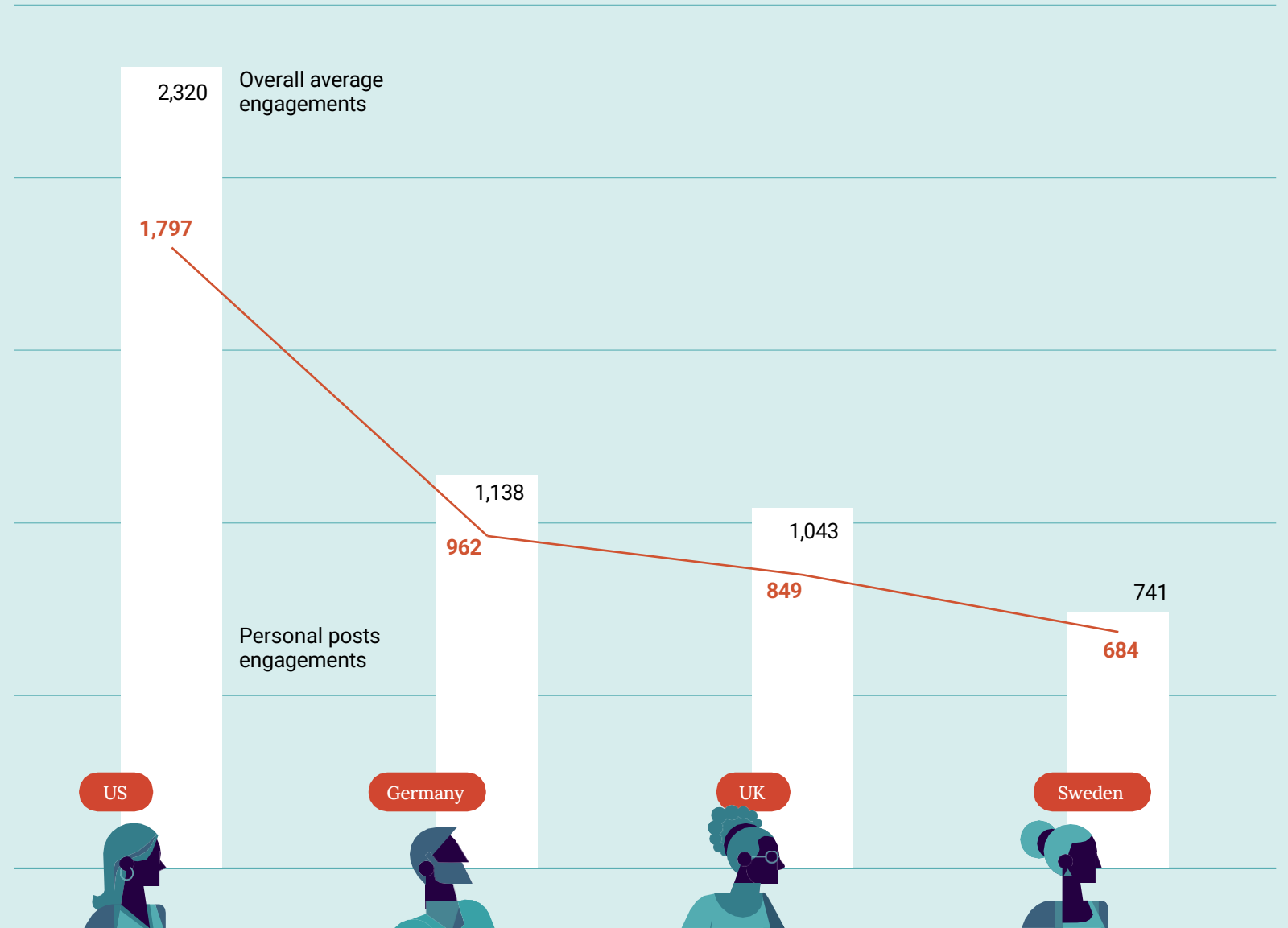


# 40% of all personal content related to public appearances and major global events

CEOs across markets utilized LinkedIn to share personal but relevant public appearances including conferences, interviews, discussions and keynotes.

Of the 100 posts that referenced global events, 42 mentioned the passing of Queen Elizabeth II and 17 mentioned the war in Ukraine.

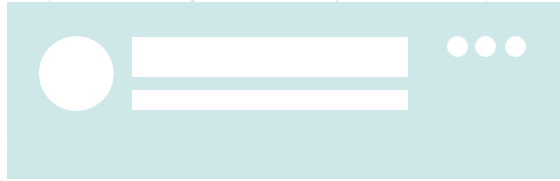
## Personal posts engagements








What works for business messages does not necessarily work when communicating personal stories



80% of the **least-engaged-with posts** used images.

- Visual assets are less relevant when communicating personal experiences.

94,552 engagements

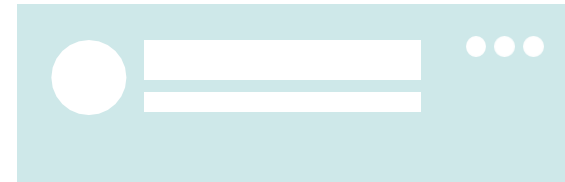
 **Andy Jassy** • 3rd+  
President and CEO at Amazon  
10mo • 🌐

[+ Follow](#) ...

Today is my 25th Anniversary at Amazon.

I took my last graduate school final exam on the first Friday in May of 1997, and started at Amazon the following Monday. I had no idea what my job was going to be, what group I'd be in, what my title would be, or where I'd live—all I knew was that I needed to be in Seattle to start on 5/5.

The way I ended up at Amazon was mostly luck. I was returning home on a red eye in March of 1997 from a final round interview at a tech company in the Bay Area, and I arrived at my apartment at around 730a. I never checked the answering machine back then (remember those?), but noticed the flashing light and listened to the message from a woman named Jennifer Cast while I unpacked my bag. She said she'd found my resume in my school's resume book, thought my background might be a fit, had a cancellation in her schedule, and was going to leave it open for me at 9a to come (or not). I was leaving Boston at 11a that morning to go to a Shawn Colvin concert at the Beacon theater in NYC, so had that window open, and decided to show up. I was not that well prepared and didn't know much about Amazon at that point except that it sold books online. But, I must have answered enough questions competently to get invited to Seattle for another set of interviews. A few weeks later, I interviewed with a number of Amazonians on campus, was



30% of the **least-engaged-with posts** referenced public appearances.

- Public appearances are not always considered as personal stories, but these do work when using a more casual/anecdotal tone.

29 engagements

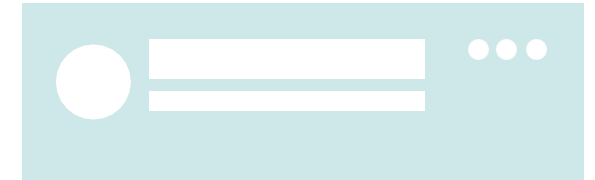
 **Stephen Bird** • 3rd+  
Chief Executive Officer at abrdn  
8mo • 🌐

[+ Follow](#) ...

What a fantastic evening at The [abrdn](#) Yearbook exhibition last night. Great to meet [Karimah Hassan](#) and see first-hand the incredible work of the Sarabande Foundation.

I am so proud to read the stories of our colleagues – stories that shine a light on the people who have invested in them and made them who they are.

[Sarabande Foundation: Established by Lee Alexander McQueen](#)



60% of the **least-engaged-with posts** were under 320 characters.

- Snappy messages are for doing business; when communicating personal stories use warm and long formats.

24 engagements

 **Chris O'Shea** • 3rd+  
Chief Executive Officer at Centrica  
6mo • 🌐

[+ Follow](#) ...

Never like to promote the opposition, but I've known this guy for decades, and he is top quality. Whoever gets him on their team will be very, very happy.

 **Paul Selfridge** • 3rd+  
Senior Process and Technology Delivery Lead at ScottishPo...  
6mo • 🌐

[+ Follow](#)

Hi - I am looking for a new role and would appreciate your support. Thank you in advance for any connections, advice, or opportunities you can offer.

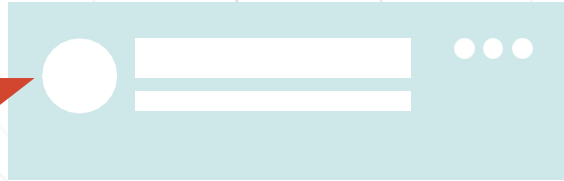
Example posts with the lowest number of engagements (likes, shares, comments).





Content needs to be adapted to the CEO's style and persona – and touch on timely, trending issues

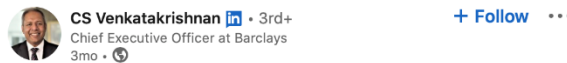
Example posts with the highest number of engagements (likes, shares, comments).



40% of the **most-engaged-with posts** used simple text.

- When communicating personal stories, focus on the content, less on the post format and design.

16,699 engagements



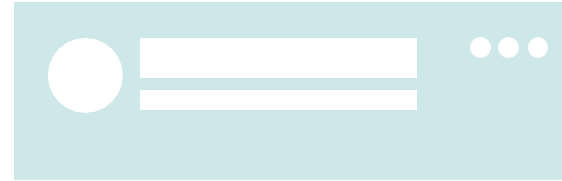
I informed my colleagues and others this morning that I have been diagnosed with Non-Hodgkin Lymphoma. The good news is that the matter has been detected early, doctors have advised that my prognosis is excellent, and my condition is curable with their prescribed regimen. This is likely to last 12 to 16 weeks. During this period, the company will run normally, and I will continue to be actively engaged in managing it. However, I will have to work from home for some periods and not be able to travel. Fortunately, I have always exercised regularly and am strong and fit as I commence this treatment. The Board has been kept apprised and I am enormously grateful for their support and that of my highly capable and seasoned Executive Committee. To any who are also diagnosed with any form of cancer, and to their families: wherever you are, you are in my thoughts and prayers.

Here are some links to organizations that are doing some great research and provide support in the fight against cancer:

The Leukemia and Lymphoma Society: <https://www.lls.org/>

Cancer Research UK: <https://lnkd.in/e9CkugHw>

Indian Cancer Society: <https://lnkd.in/ef8Ay8Gm>



50% of the **most-engaged-with posts** referenced public appearances or career/personal milestones.

- When talking about public appearances or career milestones, make sure the language is casual and reflective of your personal tone/non-corporate.

17,860 engagements



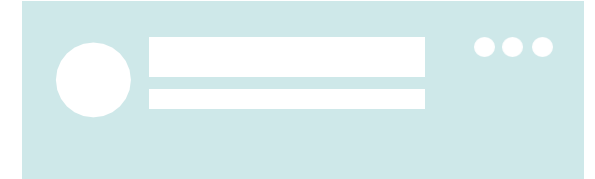
Wow - just landed in Toronto and truly overwhelmed by the number of messages, emails, texts and LinkedIn posts that greeted me when the phone fired up again. Your support and kindness is hugely appreciated.

In all honesty, after 30+ years in Financial Services I am pretty used to sexist and derogatory comments like those in the AGM yesterday.

Sadly, just like many MANY other women in business, I've picked up my fair share of misogynistic scars whilst travelling on my journey through various companies and boardrooms until arriving at [Aviva](#). We all have our own stories...

I guess that after you have heard the same prejudicial rhetoric for so long though, it makes you a little immune to it all.

I would like to tell you that things have got better in recent years but it's fair to say that it has actually increased - the more senior the role I have taken, the more overt the unacceptable behaviour. The surprising thing is that this type of stuff used to be said in private, perhaps from the safety of four walls inside an office - the fact that people are now making these comments in a public AGM is a new development for me personally.



100% of the **most-engaged-with leaders** represented either the financial services or technology industry.

- Communicate about issues and topics that your audiences are already talking about.

19,796 engagements



Doing more with less means applying technology to amplify what you can do and what an organization can achieve amid today's constraints. Here are highlights from my keynote today at [#MSIgnite](#).





## The Social CEO

tailoring the message to a specific audience, using a positive and authentic tone, while leveraging visual and creative posting formats.



### Content & Messaging

## Make your presence felt in the company

American CEOs primarily communicated about different events, conferences, interviews, and meetings they attended or hosted. CEOs utilized LinkedIn to showcase their presence at these events, as well as to thank the hosts and other speakers. Such posts accounted for over 35% of all personal posts.

They also responded to global events including the passing of Queen Elizabeth II and the war in Ukraine, and mentioned US-specific events like Juneteenth, several tragic mass shootings, and Hurricane Ian. US CEOs' desire to specifically connect with the US market was exemplified by their unique use of US-focused content.



### Tone

## Authenticity is key when sharing personal posts

CEOs typically communicated using a positive and authentic tone, and their posts often conveyed messages of gratitude, appreciation, encouragement and excitement.

Notably, CEOs used a personal tone when discussing topics important to them, such as book recommendations, personal history/childhood, sports, and mental health. For posts that had a more negative context, such as tragedy or mourning, CEOs used a more somber tone.

### Format

## Use simple text to convey authenticity, especially when it comes to emotional topics

Like the overall findings across the different markets, CEOs in the US leveraged images most frequently, followed by a link to an article, and video. Nearly 50% of all personal posts incorporated an image.

Despite simple text only accounting for 12% of personal posts, this post format received the highest engagement. Of the posts that used just text, 60% either referenced a global event or holiday. The emotional and personal nature of these topics typically evokes higher engagement from the audience, as they can connect more readily with the content.



## The Purpose-Driven CEO

values-driven, inspirational and more formal, with a penchant for visual posts.



### Content & Messaging

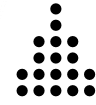
## Use LinkedIn to showcase your attendance at conferences and events

German CEOs spoke most often about topics including conferences or events they attended, as well as public appearances or comments they made.

In keeping with the theme of purpose-led German CEOs, many posts discussed their personal views on the future of energy and the environment.

Public appearances and events held the largest share of posts with 29%, followed by holidays at 16%, and then global events at 14%.

CEOs posted in German 27% of the time in this category, and 73% of the time in English.



### Tone

## An inspirational and uplifting tone attracts attention

In line with this topic area, CEO posts in this category largely used a personal, inspirational and uplifting tone.

CEOs' copy often conveyed messages of gratitude, appreciation for employees, colleagues or family, or empathy.

Notably, CEOs spoke in a personal tone about issues important to them, made book recommendations, and encouraged people to enjoy their holidays and use them to recharge.

### Format

## Use images which showcase personal moments

In keeping with broader findings, CEOs strongly preferred the image format when communicating personal stories, with images representing 68% of posts in this category.

Images often depicted CEOs at events or conferences, or showed CEOs in personal moments such as climbing mountains or with their families.

Video followed at a distant second with 15%, and then links to articles at 12%.



## The Relatable CEO

striving to connect with the audience, preferring an informal tone, and presenting themselves as a team player.



### Content & Messaging

#### Use LinkedIn to showcase your global footprint

British CEOs communicated extensively about conferences, events, interviews and other public appearances. Other prominent subjects included holidays, global events, and travel and office visits.

Understandably, many posts reacting to global events expressed sorrow on behalf of their companies at the passing of Queen Elizabeth II.

Public appearances led with 28% of posts in this category, followed by reactions to global events at 14%, and then travel and office visits at 13%.



### Tone

#### Simple, informal sentences convey authenticity and are well received

In-keeping with the topic, CEOs used a less formal, more relatable tone.

Some CEOs took this informality to great lengths, opting for simple sentence fragments when reacting to an article, public appearance, or achievement of a colleague.

Others used their position to encourage positive mental health habits in their workforces and the general public.

Notably, CEOs were most likely to use a more formal tone when commenting on the passing of Queen Elizabeth II and other global events.

### Format

#### Use images to showcase your persona with other team members

Similar to broader findings, images were the most commonly used format, making up 62% of posts. Distantly following at 11% were links to articles.

Images shared by CEOs often depicted them at conferences or events, or visiting offices in the UK and abroad. Images often captured CEOs alongside their employees or with their families, or in meetings with members of the public.



## The Talent Magnet CEO

recognizing excellence within their companies, employing an inspirational tone and being effective visual communicators.



### Content & Messaging

#### Focus on global rather than corporate events

Swedish CEOs primarily discussed global events, such as the passing of Queen Elizabeth II and the war in Ukraine, as well as public appearances, office visits, and personal career milestones and awards.

Global events accounted for 25% of all personal posts, followed closely by conferences and events (17%), and travel and office visits (13%).

Both company announcements and talent outpaced personal posts in terms of volume, highlighting how CEOs in Sweden use LinkedIn to communicate company-related content, rather than to make a personal connection with their audiences.



### Tone

#### Showcase leadership through an inspirational tone

Most personal posts were in English, with only three posts in Swedish. In general, CEOs used positive and inspirational tones.

Notably, CEOs conveyed messages of congratulations, gratitude, and reflection. In line with the Talent Magnet persona, several of the posts highlighted winners of different awards, as well as recognizing support from colleagues.

### Format

#### Use non-staged images to convey personal messages

In line with the overall findings, over 65% of all personal posts incorporated an image, and of those posts, nearly 40% included an “informal” image.

Many images shared captured the CEO doing a particular activity or posing with employees. Several images also included candid snapshots from different events and discussions.

Simple text followed distantly behind, accounting for just over 16% of all posts. The video format was not utilized by any of the CEOs when posting about personal topics.





# Communicating Sustainability

Climate change, decarbonization, energy transition and sustainable mobility.

# Climate action is top of mind across the board

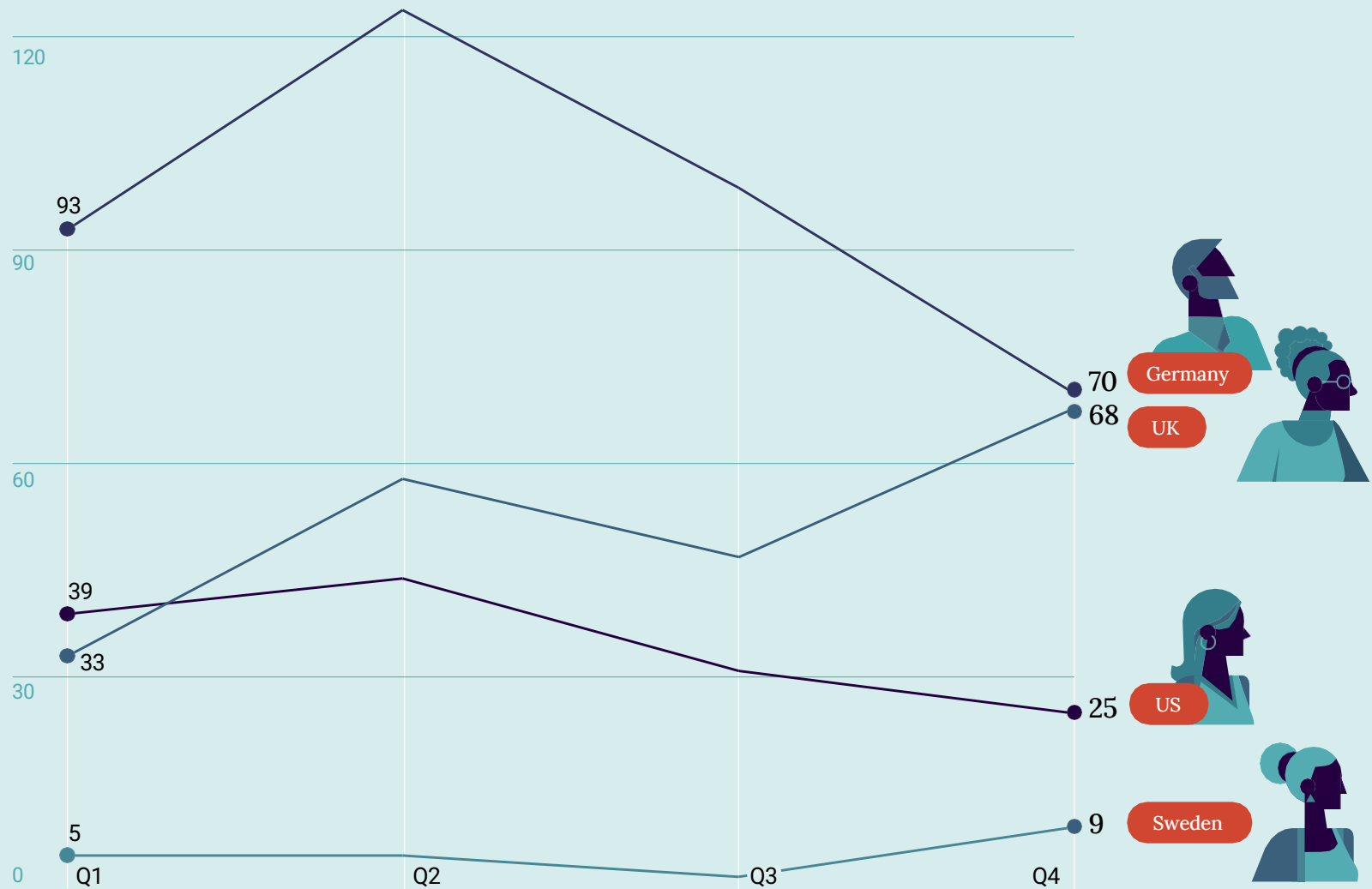
While Germany continues to lead as the most vocal market on matters of sustainability, its overall volume of posts decreased across the year.

There was an uptick in volume of posts across all other markets due to predictions for the new year and new company missions.

Sustainability posts included topics around digital transformation, net-zero ambitions, new company initiatives, personal milestones and reflections on the net-zero ambitions.

LinkedIn posts manually collated and analyzed between Q1 – Q4 2022.

Number of sustainability posts



# Climate is the #1 sustainability buzzword

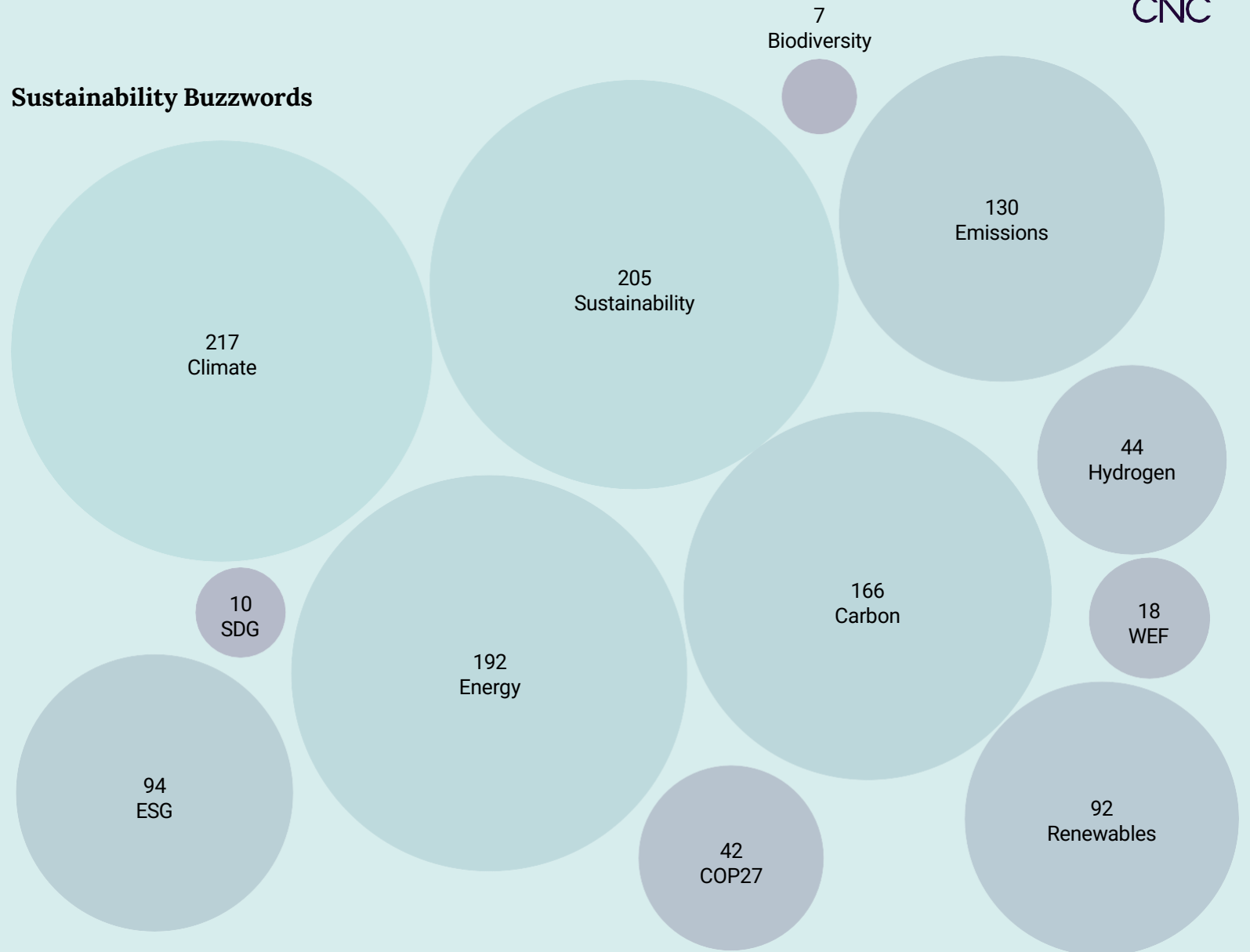
The most common term used in 2022 was "climate", followed by "sustainability" and "energy".

CEOs communicated their commitments and progress to stop climate change and showcased their response to the energy crisis and support of a fast energy transition.

In general, business decisions and corporate updates were communicated from a "sustainable" angle: what effect will this leadership announcement have for the environment and corporate net zero goals?

International conferences like COP27 have put climate action and collaboration in the focus of the CEO communications agenda.

## Sustainability Buzzwords

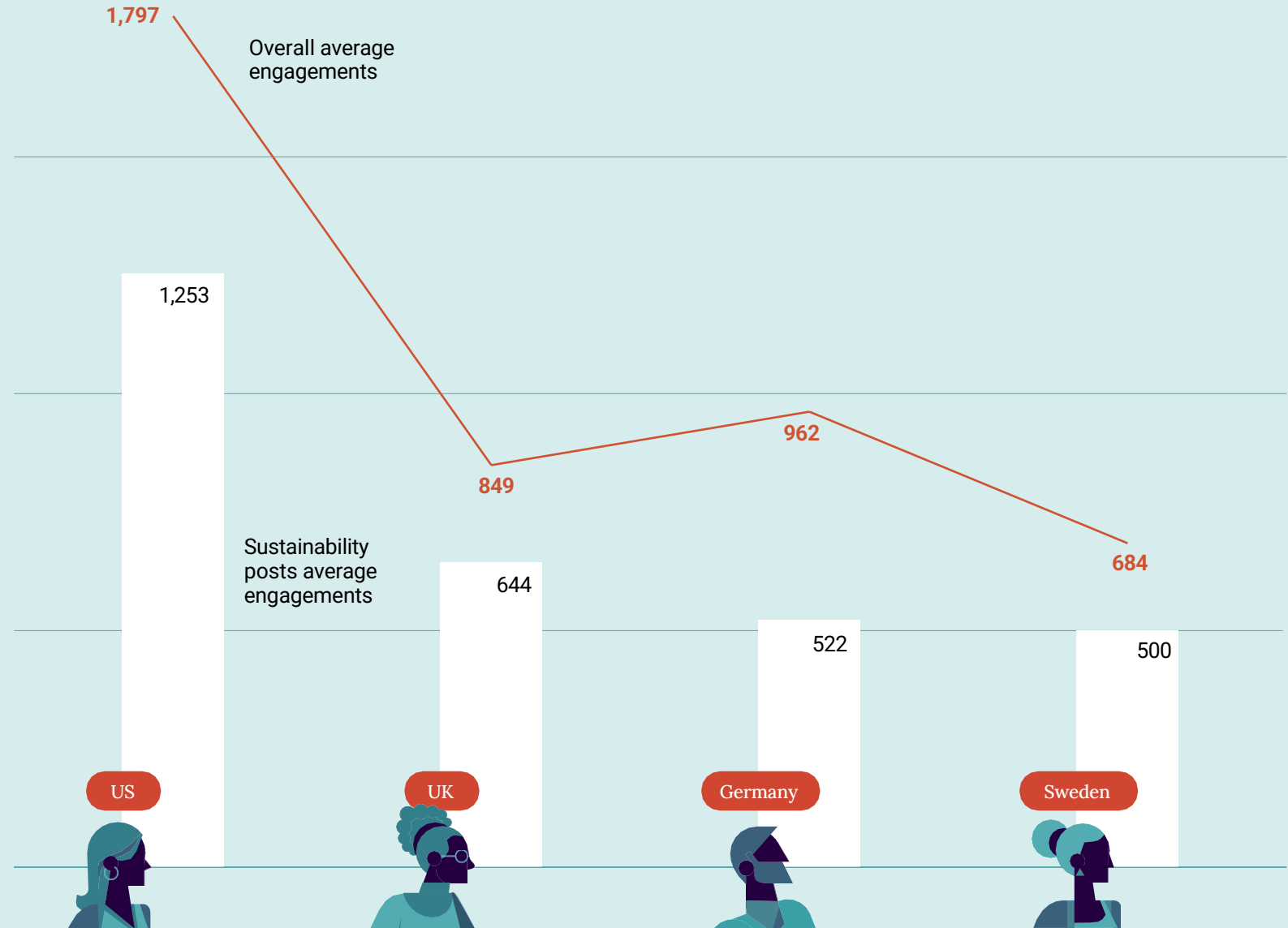




# How well do sustainability posts perform?

There is an ongoing pattern of users engaging with and responding positively to CEOs' candor when discussing their business mission to become a net-zero company, and personal connections to driving a more sustainable future.

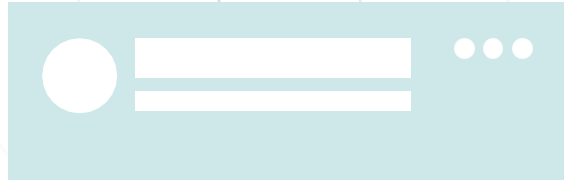
## Sustainability posts engagements





Audiences are overwhelmed by sustainability content, making engagement more difficult

Example posts with the lowest number of engagements (likes, shares, comments).



40% of the **least-engaged-with posts** used links to websites.

- Avoid sharing third party content, unless it's complementary to other original content.

4 engagements



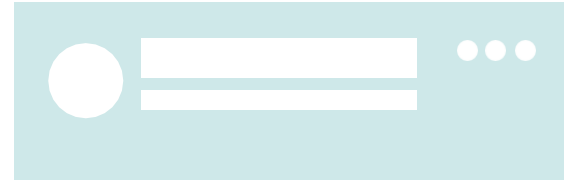
Eine ungeschminkte Bilanz zur **#Energiekrise** mit klarem Appell: Wir müssen aus den Versäumnissen der Vergangenheit lernen, die gute Zusammenarbeit zwischen Politik und Wirtschaft fortsetzen ...see more

[See translation](#)



Kullmann: „Dieses Land ist nicht darauf vorbereitet, Verzicht zu üben“

sueddeutsche.de • 1 min read



60% Of the **least-engaged-with posts** were reposts.

- Avoid syndicating content; it is too similar to news wires, which do serve a purpose, but rarely trigger high engagement.

50 engagements



#citizenverizon #greeneconomy #esg

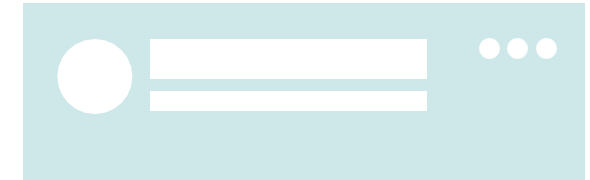


<https://lnkd.in/dDMysMfR>

As one of the largest corporate green bond issuers in the U.S., we are proud to already issue our 3rd Green Bond Impact Report today, outlining the full allocation of the nearly \$1 billion of net proceeds from our most recent green bond issuance just 5 months ago in September of 2021 #. #CitizenVerizon



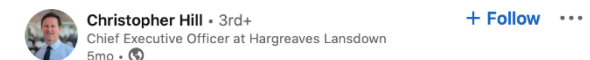
Verizon fully allocates third \$1 billion green bond



70% of the **least-engaged-with posts** did not use a hashtag.

- Hashtags might seem old fashioned, but these are still a must to help content reach wider.

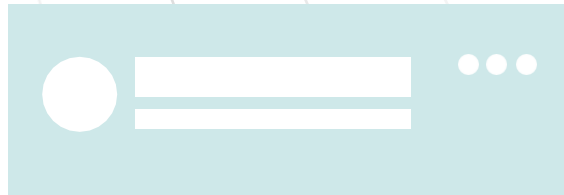
31 engagements



Well done Emma. Great opportunity for you to contribute to this important debate and bring the views of the retail investor to the table.



Content needs to show impact, accompanied by proof points, clear references and verifiability



50% of the **most-engaged-with posts** used images.

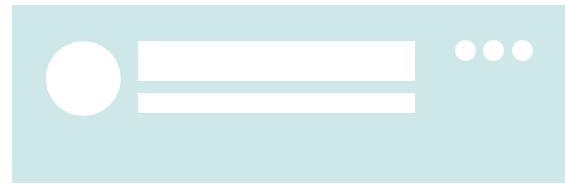
- Impactful imagery does work – just make sure it is tailored to the corporate brand.

28,941 engagements

**Andy Jassy** • 3rd+ President and CEO at Amazon 8mo •

+ Follow ...

Excited about first electric **Rivian** vans hitting the roads today to deliver for Amazon customers. Love the thoughtful design around safety, driver comfort & low emissions to help us reach our Climate Pledge of net-zero carbon by 2040. Thanks **RJ Scaringe** for the tour and partnership!  
<https://lnkd.in/gFDbBf2n>



80% of the **most-engaged-with posts** used relevant hashtags to boost their post.

- Using the right hashtags is crucial to ensure your post is easily tagged to the right communities.

10,061 engagements

**Ola Kaellenius** • 3rd+ CEO of Mercedes-Benz 6mo •

+ Follow ...

On our mission to make our cities more liveable, daily transport of goods plays a decisive role. All-electric vans can make a significant difference here. A pioneer in sustainable mobility, **Mercedes-Benz AG** aims to speed up the **#transformation** even more.

That's why **Mercedes-Benz Vans** and **Rivian** intend to establish a new joint venture with the purpose of investing in and operating a factory in Europe. The factory will be dedicated to producing large electric vans for both Mercedes-Benz Vans and Rivian, starting in a few years' time.

Today, both companies have announced the signing of a Memorandum of Understanding to initiate a strategic partnership. We pursue the common goal to rapidly scale electric van production.

Additional information: <https://lnkd.in/e5uirfFS>



65% of all CEOs analyzed posted about sustainability.

- Sustainability is still a popular topic with CEOs globally, but risks of greenwashing accusations have risen exponentially.

8,698 engagements

**Ben van Beurden** • 3rd+ Adviser to the Board of Directors at Shell 8mo •

+ Follow ...

Yesterday I had the pleasure of joining the Dutch Prime Minister, **Mark Rutte**, to announce **Shell** is building Europe's largest renewable hydrogen plant in the Netherlands.

In two years, the 200MW electrolyser will produce around 60,000kg of hydrogen a day, made from renewable power from one of our offshore wind parks.

At first this hydrogen will be used in our Energy and Chemicals Park Rotterdam, and we are working with many others to further develop a hydrogen network for transport in the Netherlands.

Hydrogen will be an essential part of the energy system of the future. This is why I want Shell to be in the lead when it comes to developing a hydrogen economy in the Netherlands and in the rest of the world. Today marks a milestone of that development.

The Holland Hydrogen I project will help Shell and the Netherlands accelerate the energy transition and move closer to achieving our shared goal of net-zero emissions. **#PoweringProgress**

<https://lnkd.in/eyC74if2>

Example posts with the highest number of engagements (likes, shares, comments).



## The Social CEO

honest, business-first mentality when communicating on different company initiatives.



### Content & Messaging

#### Use external milestones as content hooks

Posts on sustainability were closely connected to external events and the news cycle.

Content related to sustainability echoed events such as Earth Day, the joining of sustainability-focused initiatives such as the Climate Pledge, or recognition for sustainability initiatives, such as #AmericasMostJustCompanies.



### Tone

#### Adapt your tone of voice to your message and company

CEO posts in this category were evenly split between supportive, positive tones and formal, forward-facing tones.

On the one hand, the introduction of new EV vehicles, quarterly ESG reports, and more personal events adopted a positive tone.

On the other, when discussing initiatives and future-facing content such as net-zero transition, low carbon emissions, or adopting alternative energies among tech companies, the tone of voice was formal, as to clearly express the importance and active contribution the company is taking on this journey.

### Format

#### Visual posts, linking to more detailed information perform best

47% of sustainability posts across the US used images to support their posts, with the majority remaining on brand with the respective companies.

The posts with the greatest level of engagement generally included links to company blogs (16%) that dive deeper into the selected topic, notably when it comes to discussing a company's plan to reach net zero.



## The Purpose-Driven CEO

clear thought leadership and impressionable tone across sustainability projects.



### Content & Messaging

#### Link sustainability to strategy

The focus lies on communicating milestones and initiatives that are part of the company's overall sustainability strategy.

DAX CEOs highlight concrete activities such as the launch of programs, the announcement of partnerships or joint ventures, as well as events such as COP27 or the WEF.

The top-performing posts were mostly related to sustainable mobility, showcasing company initiatives such as a carbon-neutral electric car manufacturing facility or an electric van joint venture.



### Tone

#### Be honest and present the facts upfront

In general, posts tend to focus on the company's sustainability strategy and hard facts in a more neutral and professional tone.

The top-performing posts took a more authentic and personal approach by highlighting the CEO's commitment to building a sustainable future and linking this to concrete company actions, e.g., combining a visit to a new CO2-neutral production facility with a personal photo from the first site visit, showing how much has changed in the process.

### Format

#### Use images and infographics to capture your message

Images were the most popular asset used to address the topic, followed by links to articles.

Images often included pictures of the CEOs or the company's team at events, announcements or visits to initiatives. Common images such as wind turbines or green fields are still widely used.

In addition, infographics are increasingly being used to communicate facts and figures and to provide quick overviews.





## The Relatable CEO

demonstrating candor and encouraging debate across their posts to open the conversation.



### Content & Messaging

Share up to date content on projects and initiatives, supported by insights

Energy transition, decarbonization/net zero transition, green innovation and international collaboration are the most engaging topics for the UK.

Messaging is focused on showcasing milestones and first results in implementing strategy underlined with reporting data and certification achievements.

CEOs communicate progress through announcements on partnerships, green innovations, and personal project updates on what is implemented and achieved today.

Posts related to international markets and collaboration, as well as participation in sustainability events, perform particularly well.



### Tone

Keep it professional and focused on the message

The tone in general is fact-based and informative. The CEOs leading in engagement have an inspirational – as well as ambitious – tone and take their community along the transformation journey. The tone is very active and focused on the present.

Based on sentiment observed in comments, there is still skepticism and indecision towards corporate social responsibility: 43% of posts received neutral comments, 9% negative and only 34% were positive.

### Format

Use hashtags to elevate your content and drive engagement

It is clear that sustainability commitments are best communicated visually: 40% of sustainability posts used images, 23% included a link to an article, 22% were accompanied by a video and only 3% used simple text.

Pictures with CEOs and/or project or product innovation work best to showcase commitment and results.

Posts which used hashtags in this category had 51% more engagements. The five posts with lowest engagement did not use hashtags.



## The Talent Magnet CEO

driven by their  
companies' success,  
employing  
a commemorative  
and positive tone.



### Content & Messaging

**Sustainability is  
linked to innovation  
and company  
success**

Company success is at the forefront of Swedish leaders' posts on LinkedIn. They heavily advocate for their teams and the success they bring to a new initiative or green launch.

While these commemorative posts are common across LinkedIn, the posts with the highest engagement are primarily driven by future-facing actions and hard facts about the realities of climate action in Sweden.



### Tone

**Be positive and  
commemorative about  
your companies'  
achievements**

Despite the low volume of posts, the tone of voice is clearly displayed through positive and commemorative language.

Each CEO reshared company announcements of their mission to drive lower emissions and become more sustainably efficient in their operations.

### Format

**Place employees  
at the forefront of  
your visuals**

A third of all posts are driven by candid images of the employees and teams responsible for a given successful project.

# Our international authors



## Our global team



**Pavel Trosin**  
Director,  
London



**Michael White**  
Director,  
London



**Amelia Putt**  
Consultant,  
London



**Ana Rocha**  
Consultant,  
London



**Alica Radtke**  
Consultant,  
Munich



**Antonia Primbs**  
Senior Associate,  
Munich



**Melanie Göttler**  
Associate,  
Munich



**Marie Peguilhan**  
Consultant,  
Dubai



**Kyle Schut**  
Knowledge  
Manager,  
New York



**Claire O'Connor**  
Senior Research  
Associate,  
New York



**Sara Sjöberg**  
Consultant,  
Stockholm



**Simon Markebeck**  
Associate,  
Stockholm



**Carl Fredrik Kjellberg**  
Associate,  
Stockholm



**Julia Jäger**  
Associate,  
Stockholm



KEKST  
CNC  
intelligence