



# How to create an EVP that resonates

# Contents

- Introduction
- What is EVP?
- What's the difference between EVP and employer brand?
- How to create an EVP that resonates
- Case study: Quantum Motion
- The steps to building a strong EVP
- Best examples of EVP from well-known companies
- Conclusion





# Introduction

Steve Dilley, Managing Consultant – Consultancy+,  
part of Reed Talent Solutions



**In the modern workplace, employee engagement is becoming increasingly significant.**

Taking a people-focused approach is vitally important and developing a strong employee value proposition (EVP) is central to that goal.

Job satisfaction is key not only to retention but to attracting the very best talent to a business.

The coronavirus pandemic hit the reset button on the way we work and think about work, from increasing demand for remote and hybrid working, to a realisation we need human interaction.

It put the spotlight on cracks in the traditional workplace, while the Great Resignation focused people's minds on everything from internal mobility to how to retain the best talent among the shifting sands of ever-changing work environments.

The location of work has also impacted on working hours, with questions being posed around family time, flexibility, and how to switch off from work.

As a result, there has been a renewed need for commitment to employer brand and developing a strong EVP, one that walks the walk as well as talks the talk.

Companies are beginning to treat employees like customers to win them over, with employee satisfaction as strong a draw as salary.

Reed's own recent survey on [the subject showed 45% of workers](#) found the people they work with to be the most satisfying element of working for their company.

**But how do you  
create an EVP that  
resonates both for your  
current workforce and  
the talent you wish  
to attract?**





# What is EVP?

**No matter what size a company is, where it is located, its structure, or the services it offers, recruiting and retaining talent is a top priority.**

One way of not only staying competitive and attractive in the hiring market, but also making sure employees remain happy, engaged, and loyal, is by developing a strong employee value proposition (EVP).

The CIPD has defined EVP as “what an organisation stands for, requires and offers, an employer”.

It is akin to a business’ mission statement or even personality, serving as a constant reminder of its values and goals.

A strong EVP can hold far more value for employees than just a salary and it can do wonders for your employer brand, demonstrating a company’s dedication to the workforce and providing a good environment to work in.

To create an EVP that resonates, businesses need to state who they are, what they can offer and what their values are. It is about giving employees a reason to choose your company by being transparent.

In return, companies will get a workforce that enjoys what they do on a daily basis, is proud to work for them, and will go the extra mile when necessary.

Conversely, businesses can face negative impacts if they do not have a strong EVP.

These include:

- **Failing to meet hiring or organisational goals, putting their teams under extra pressure as a result**
- **Increased recruitment costs and a higher staff turnover leading to the need for more recruitment**
- **Having to offer higher salaries to compensate**
- **The loss of talented people, who are costly to replace**
- **A reduction in service and capability, leading to a loss of customers**







# What's the difference between EVP and employer brand?

**It is important to distinguish between an organisation's employer value proposition and employer brand.**

As we have seen, EVP is a unique set of benefits which employees receive in return for the skills and experience they offer.

This proposition helps to shape your company culture and everything from your workforce's motivation and ambition to how your organisation responds to major decisions. It engages employees, and helps companies to retain their top talent and attract the best people.

Conversely, employer brand helps organisations differentiate what they offer externally, and to recruit, retain and engage the talent they need to succeed.

While an organisation's employer brand is those things which are tangible, such as your logo or visual identity, EVP is the more intangible benefits brought through things like diversity, inclusivity, and workplace culture.

Organisations will have an employer brand whether they consciously develop it or not. Your brand is not just about a mission statement or values but is based on the everyday experience of your workforce and their reviews and opinions of your organisation.

In short, EVP is the articulation of the employer brand. It explains why someone should work for, or stay at, your company – employer brand is your reputation, EVP is the narrative.



# How to create an EVP that resonates

**A strong EVP is not determined by location, by the hours people work or even by their salaries.**

Employees will also look at factors such as who they work with, the nature or type of organisation they work for, and the benefits they get.

It is too simple to turn to salary as a panacea, even in the face of the current cost-of-living crisis.

Instead, companies should look to re-evaluate their EVP, examining how much it has changed in the face of Covid-19 and looking into the reasons why people stay with you and if these have changed.

**"Defining your EVP from engaging with your people, rather than manufacturing it based on what you think it should be, is vital in ensuring it reflects the changes in reality.**

**"But it needs to stand out in a crowded market.**

**"An EVP needs to be unique, it needs to be true, and it needs to resonate with people."**



**Steve Dilley**

Managing Consultant at  
Consultancy+, part of  
Reed Talent Solutions

If your EVP was built around flexible working before, there may be a case for change. This might mean doubling down on flexibility or introducing policies that are even more adjustable than the new market normal.

Or from your evaluation is there something new that will resonate with people?

It may be that your remote-first approach has enabled more communication and team working, and that you have an incredible team spirit in a remote environment.

# Case study: Quantum Motion

‘The underlying goal is a north star – the why’



**Christine Ng**  
Head of Talent  
& Media, Quantum  
Motion

**Christine Ng is the Head of Talent & Media at Quantum Motion, an innovative tech start-up aiming to build a quantum computer using silicon chips.**

She says working in such a niche space has both benefits and challenges in terms of recruitment – and that in both cases EVP is a vital tool to meet the company’s needs.

Christine defines EVP as “a set of collective principles and values that attracts a certain candidate to work for your company”.

She says the underlying goal of EVP “is a north star: the why.

“Why should a candidate join your company, and ultimately why should someone stay in your company, especially in this current market.”

As far as Quantum Motion goes, she is grateful the niche space it operates in a quantum computing start-up “naturally means we attract some of the brightest and smartest talent within the space”.

As an example, Christine reveals how a recent machine learning role attracted more than 80 applications, something she calls “quite rare for a tech company”.

There are challenges though. Christine says there is not enough technical talent graduating from universities and there are more vacancies available than there is talent.

“As a company you need to be able to build a technology EVP to attract that talent – and not only to attract them, but to retain them as well,” she says.

One way she has worked to do this is by embracing diversity and inclusion: “It is not only about hiring technical talent, but also how you attract talent from different groups, specifically when it comes to gender and different socio-economic backgrounds.”

Christine said part of building a strong EVP is realising – particularly if your company comes from a product background – that while people will associate your product with your company “the reality is the product and why you work in that company are two very different ideas”.

She says part of her work is to shift that perception in order to attract and retain talent, adding: “We are looking in quite specific areas where the brand needs to be built, such as electronic engineering.”

EVP, for Christine, is about “trying different things, ensuring you have good partnerships, being seen in the right places, having the right content, and importantly remembering everything is a learning experience – what can you learn from each experience, measure it and then do better next time.”



**Watch our video**

**Hear more from Christine Ng about  
how to create an EVP that resonates**



# The steps to building a strong EVP

## Be honest, accurate and unique

Your employee value proposition should make your top talent feel represented.

The best EVPs resonate with a broad range of people and will allow your whole company to adhere to them.

It is important that they are an accurate representation of your company and its values – people will see through box ticking exercises.

If there is a disconnect between the EVP you create and the lived experience, you risk losing employees.

It is important to take the time to research what your workforce wants. Employee surveys can be a good way of doing this, helping you to ascertain job satisfaction levels and highlighting what can be improved.

An EVP should also enable companies to differentiate themselves from their competition.

## Define your employee persona

To create the perfect EVP, companies first need to decide what sort of people they want to attract.

Many businesses will have more than one type of employee they want to appeal to. A marketing specialist will have different needs to an IT professional, for example.

It may be useful to divide an EVP into different sections, each equating to different personas – that said, having guiding values and ideals across the company is also important.



Learn how to improve your company's employee satisfaction levels in our free eBook, 'Employee satisfaction: building a happier workforce'





### What do you offer – and can it be improved?

By looking at what your company offers, you can highlight what it does well and what needs to be improved.

To do this it can be helpful to examine five vital elements of EVP:



#### Financial rewards

The salary people receive is a central reason for their choice of employer.

Fair, performance-based compensation is vitally important. Looking to the external market is crucial to inform your decision-making and ensure you are paying competitively, while promoting internal transparency and consistency will mean everyone in your organisation feels they are being appropriately rewarded for their work.

Effectively communicating total reward packages is also important, meaning employees feel they are included in the conversation and that pay across your organisation is transparent.

If employees feel they are getting the right salary for the job they are doing then they will be engaged with their work. This will help you retain the best talent and prove attractive to candidates.

Your organisation also needs to ensure that compensation is fair across gender, race, age, religion and other protected characteristics. Not only will this make your company a more cohesive place to work, it will ensure you are practically living and breathing the kind of brand you want to promote.



#### Employment benefits

Central to any strong EVP offering is the ability to offer advantages and allowances, ranging from health or dental care to flexible – or home working, and disability support.

Add to this benefits and options such as company-sponsored holidays, paid time off for birthdays, or retirement and life insurance and you can quickly develop a set of attractive benefits.

Such packages work best when they are tailored to the geography and industry in which your company operates, as well as its culture, specific employee needs and protected characteristics such as age, race, religion, gender, and sexual orientation.

If you allow your employees to select unique benefits, that suit their life stage, from a list, then you will be likely to increase employee retention and engagement, this will also have a positive impact on your employer brand and EVP.



#### Career development and personal growth

Enabling employees to have a sense of personal achievement at work is really important.

Creating an environment in which people not only feel they have a stable future but have a chance to grow, as part of a team, will encourage individuals to stay at your company. As they develop, they feel increasingly part of the team, and your business will benefit from their increased skillset and happiness.

It is worth considering what career growth paths are available and how you can contribute to someone's career development, as well as what prospects they have to move within the business, get access to training or mentoring, how people's performance is managed, and how stable their jobs are.





### Creating a positive work environment

Looking at the nature of people's work is intrinsic to developing a strong EVP, especially following all the changes with remote and hybrid working that the pandemic has sparked.

Creating a positive environment includes factors such as the location of your office, the way it is laid out, its size and design. Having the right technology and equipment for the job is vital as well – how many times have you heard stories about the worst part of someone's day being an IT issue.

On top of this, things like autonomy, participation, empowerment, innovation, performance standards, work-life balance, and health and safety need to be considered.



### Company culture

Creating a company culture as part of your EVP doesn't only come from business leaders. It is formed through employees living and breathing your values.

An organisation's people will help it develop an ideal culture and turn that into a reality. For this to happen, you must understand what perceptions already exist among employees about your company's brand and culture.

Every step of the EVP development process should be shaped by your teams and what they want.

A really strong proposition will see employees identify almost as a tribe, with a really powerful feeling of belonging.

An organisation which gets this right can see profound results, with employees buying into their culture and the hopes, aspirations and lives of the people they work with.

It may sound sentimental, but the very best places to work will touch parts of people's lives outside of the day to day. Employees will meet their best friends, enjoy great times together and feel challenged while wanting to do the very best they can for those they work alongside as well as for themselves.

If your employees buy into what your company represents, they are more likely to stay and to work hard to make it a success.





### Define your EVP and shout about it

This process should include:

- Conducting staff surveys and having conversations with employees – really listening to what they say and what they want will help you to create that EVP that resonates.
- When sitting down and writing the proposition, it needs to be based on what you can offer potential employees, and those already working for you.
- Defining what benefits, training or professional opportunities will attract and retain the right people is essential to creating an EVP that will sing.
- Once the perfect EVP is in place, let everyone internally and externally know about it – your employees are advocates so they need to be on board and aware of your EVP.
- From internal communications and intranet posts, your EVP should shine through in everything you are telling staff.
- Make sure the message you give internally matches the values you show to the outside world. Share your EVP successes externally and give your employees the tools to shout about it too, whether that be with testimonials, social media assets, or by simply encouraging them to review your company on platforms such as Glassdoor.
- EVP is a vital candidate attraction tool. It should be included on recruitment materials and in job adverts. Highlight what makes your company so special, the policies that make people smile, and why your employees are proud to work for you – whether that be flexible working practices, high-quality training, or brilliant benefits.

By incorporating the above into your EVP and taking control of the way you promote it internally and externally, you can create a clear, consistent message about what it means to work at your company, as well as showing off what makes it such a special place to work at and thrive in.

### Manage and monitor

A strong EVP is never complete. It is important to keep updating what you offer and what your values are.

This can be done by building internal and external metrics to monitor the success of your EVP, including via surveys and by tracking any changes in perception.

Externally, it is worth monitoring things such as social media engagement levels, applicants per job opening, the time taken to fill positions and your offer acceptance rate, candidate job satisfaction and first-year attrition.





# Best examples of EVP from well-known companies



Annie Parry, Recruitment Process Outsourcing (RPO) Operational Excellence Director at Reed Talent Solutions provides her thoughts and observations on some best-practice examples of EVP.



Strava aims to keep its employees as energised as the runners, cyclists, walkers, and gym buffs who love their product. That means a fully stocked kitchen offering healthy snacks and meals.

Their proposition is:

*"You will engage in interesting and challenging work that will improve the lives of our athletes. And in the same way that Strava is deeply committed to unlocking the potential of our athletes, we are dedicated to providing a world-class workplace where our employees can grow and thrive."*



Annie says: *"This is a potentially powerful alignment of both company and employee values which would have a significant impact on both attraction and long-term retention."*



Google has always been big on brand. The phrase 'Don't be evil' – often thought of as the company's motto – is part of its corporate code of conduct. When Google restructured as Alphabet Inc in 2015, 'Do the right thing' was incorporated as the company motto, but 'Don't be evil' remains part of the code of conduct.

The company, which remains at the forefront of best-practice EVP, uses:

*"There's no one kind of Googler, so we're always looking for people who can bring new perspectives and life experiences to our teams. If you're looking for a place that values your curiosity, passion, and desire to learn, if you're seeking colleagues who are big thinkers eager to take on fresh challenges as a team, then you're a future Googler."*



Annie says: *"When we ask for examples of a strong EVP Google always comes up. They really are the gold standard of how an EVP can become renowned not just across your immediate employees."*

## Best examples of EVP from well-known companies



PwC's multinational professional services network focuses on each employee's impact and the opportunity to do amazing work with amazing people.

The company offers benefits that demonstrate a commitment to employee wellness, including a Student Loan Paydown programme designed to improve financial health.

Their proposition is:

*"From developing leaders at every level, to digital training to help you embrace the innovative technology of tomorrow, PwC provides you with support to help you develop your career and build relationships with people from diverse backgrounds and across multiple industries. Are you ready to make an impact?"*



**Annie says:** "PwC really do bring to life what an employee-centric EVP can look like. They have looked at the detail of what will appeal to employees in the current market."

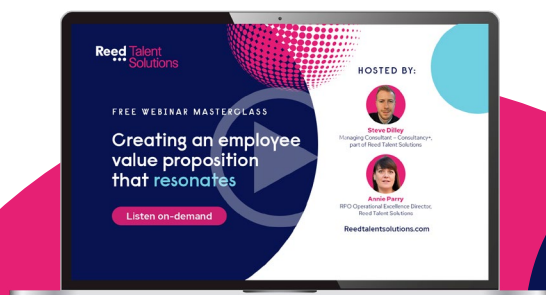


Nike's EVP is based around being "part of the family" with one key selling point being its fitness centre:

*"To inspire greatness inside and outside work, we invest in our culture and offer employees competitive health, financial, security and work-life benefits. From opportunities for career development to personalised benefit options, we want all who join our team to realise their full potential."*



**Annie says:** "Very much focused on the individual rather than the organisation. They have made this about the employees rather than just depending on their household name."



Watch our on-demand webinar  
'Creating an EVP that resonates'  
for further advice

Our free masterclass with Annie Parry, RPO Operational Excellence Director, Reed Talent Solutions and Steve Dilley, Managing Consultant, Consultancy+, part of Reed Talent Solutions, provides an in-depth look at how to create an EVP that resonates – whether it's new or existing.

# Conclusion

**The importance of EVP in the modern workplace can't be underestimated.**

Shaping, offering and upgrading this proposition is vitally important to any organisation wanting to attract the best people and keep those they already have.

From living the values it purports to offer, to fair remuneration and a range of benefits, there is plenty you can do to create an EVP that resonates.

The benefits of doing so are huge. An organisation's EVP helps to form its brand or reputation, shapes how happy its workforce is and presents its face to the world.

Making sure your EVP resonates should not consist of a series of buzzwords, but form the beating heart of an organisation that cares for and about people.

**Do you need help  
creating or finessing  
your EVP?**

Get in touch with one  
of our specialists to  
find out how Reed Talent  
Solutions can help.

[Find out more](#)

