

CONNECTLY RECRUITING INSIGHTS

# The Definitive Guide to Building Your **EVP.**

How to define, activate, and sustain an Employee Value Proposition  
that attracts top talent, reduces turnover, and drives lasting  
business performance.

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**Connectly Recruiting**

THE ART OF CONNECTION. THE SCIENCE OF SUCCESS.

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## A Note from Connectly Recruiting

In more than a decade of placing leaders and building teams across Louisiana and the Gulf South, we have observed a consistent pattern: the organizations that win the talent competition are not always the ones that pay the most. They are the ones that articulate, with clarity and authenticity, why someone should choose to build a career with them.

That articulation is your Employee Value Proposition. This guide distills the latest research, workforce data, and our own advisory experience into a practical roadmap for building an EVP that resonates with the talent you need and the culture you want to create.

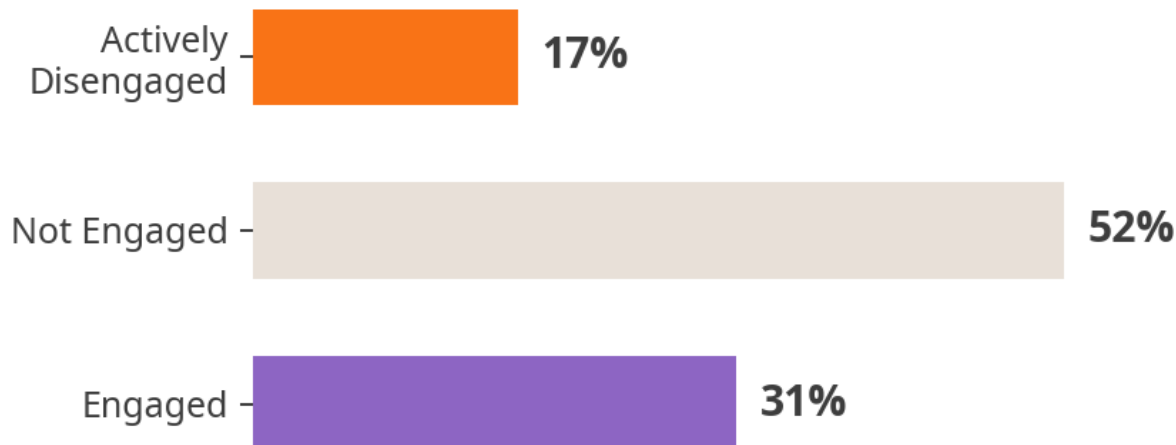
**We wrote this guide for CEOs, CHROs, and talent leaders who are ready to move from reactive hiring to intentional talent strategy.**

## CHAPTER 1

# The Talent Crisis: Why EVP Matters Now More Than Ever

The rules of talent acquisition have fundamentally changed. Organizations that fail to articulate a compelling reason to join, stay, and grow will find themselves in a perpetual cycle of hiring, losing, and rehiring.

The global workforce is experiencing a structural transformation that shows no signs of reversing. According to Gallup's 2025 State of the Global Workplace report, employee engagement fell to just 21% globally in 2024, while U.S. engagement dropped to 31%, its lowest point in a decade. More than half of the world's employees are actively or passively searching for new opportunities. The financial toll is staggering: disengagement cost the global economy an estimated \$438 billion in 2024 alone, with total lost productivity reaching \$8.8 trillion, equivalent to 9% of global GDP.



Source: Gallup State of the Global Workplace, 2024-2025

These numbers reveal a deeper truth: compensation alone no longer secures loyalty. The post-pandemic workforce expects more from employers. McKinsey's research on the Great Attrition found that 40% of employees considered quitting their jobs even without another position lined up, citing uncaring leaders, a lack of career development, and insufficient flexibility as their primary motivations. Meanwhile, the Society for Human Resource Management (SHRM) estimates that replacing a single employee costs between six and nine months of that person's annual salary, with executive-level replacements often exceeding 200% of salary.

This is the environment in which your Employee Value Proposition operates. It is no longer a "nice to have" for employer branding. It is a strategic imperative that directly affects your ability to attract, retain, and engage the people who drive your business forward.

## CHAPTER 2

# What Is an Employee Value Proposition?

Your EVP is the total value exchange between your organization and your people. It answers a deceptively simple question: "Why should a talented person choose to work here, and why should they stay?"

An Employee Value Proposition encompasses every tangible and intangible benefit that an employee receives in return for the skills, capabilities, and commitment they bring to your organization. This includes compensation and benefits, but extends far beyond them to include career development opportunities, organizational culture, work-life balance, leadership quality, purpose, and the day-to-day experience of being part of your team.

"Your EVP captures the essence of your uniqueness as an employer and the give-and-get between your organization and your employees."

PeopleScout Talent Advisory

## EVP vs. Employer Brand: A Critical Distinction

These two concepts are closely related but serve different functions. Your EVP is **internal**: it is the promise you make to your workforce about what they will experience and receive. Your employer brand is **external**: it is the reputation you hold in the talent market and the creative expression of that promise to the outside world.

Think of it this way: your EVP is the substance. Your employer brand is the story you tell about that substance. When the two are aligned and authentic, they create a powerful gravitational pull for the right talent. When they diverge, when the external message does not match the internal reality, the result is broken trust, early attrition, and a damaged reputation on platforms like Glassdoor, where 83% of job seekers now research company reviews before deciding where to apply.

### The Authenticity Imperative

A well-crafted EVP is not aspirational marketing copy. It must reflect the genuine, lived experience of your employees. The most effective EVPs are built from the inside out, grounded in employee feedback, validated by data, and honest about both strengths and areas of growth. Organizations that overpromise and underdeliver on their EVP see higher first-year turnover and lower engagement scores than those with no formal EVP at all.

The organizations that get this right understand that their EVP is a living commitment, not a static document. It must evolve as the workforce evolves, as business strategy shifts, and as the competitive landscape for talent changes.

## CHAPTER 3

# The Five Pillars of a Compelling EVP

Research consistently identifies five interconnected dimensions that form the foundation of every effective Employee Value Proposition. The weight you place on each pillar should reflect your organization's identity and the expectations of the talent you seek.



## 1. Compensation and Benefits

Fair and competitive total rewards remain foundational. A JLL workplace study found that 54% of employees rank earning a comfortable salary as their second-highest priority. However, compensation is a threshold factor: it must be competitive, but it alone will not differentiate you.

## 2. Career Growth and Development

Opportunities for learning, mentorship, internal mobility, and career progression are increasingly decisive. Younger employees seek organizations where they can develop new skills. Effective EVPs articulate clear pathways for growth and invest in professional development.

## 3. Work-Life Balance and Wellbeing

Flexibility, mental health support, and respect for personal boundaries have moved from perks to expectations. EY's Work Reimagined Survey found that 80% of employees want to work remotely at least two to three days per week.

## 4. Culture and Belonging

The quality of relationships, sense of purpose, and feeling valued define organizational culture. McKinsey found that 35% of employees who left their jobs cited uncaring or uninspiring leaders as a top-three reason. Culture is the daily experience of work.

## 5. Stability and Security

Job security, organizational health, and psychological safety provide the foundation on which all other pillars rest. In volatile economic conditions, stability becomes a powerful differentiator, particularly for mid-career professionals.

### The Pillar Priority Shift

Before 2020, compensation and stability dominated EVP priorities. Today, culture, flexibility, and purpose have risen to equal or greater importance.

## CHAPTER 4

## The Business Case: EVP by the Numbers

A compelling EVP is not a soft initiative. It is a measurable business strategy with documented returns across retention, recruitment efficiency, engagement, and profitability.

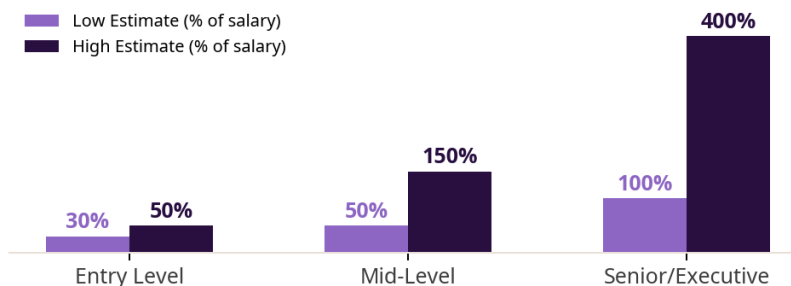


Sources: Gartner, LinkedIn Talent Solutions, Gallup

Gartner's research reveals that organizations with an effectively delivered EVP can reduce annual employee turnover by up to 69% and decrease cost per hire by 50%. These organizations are also four times more likely to report highly engaged employees. The data is clear: a well-executed EVP is a strategic investment with measurable returns.

### The Cost of Inaction

Employee turnover is one of the largest hidden expenses in any organization. SHRM estimates that replacing an entry-level employee costs 30-50% of annual salary, mid-level roles cost 50-150%, and senior executives can cost 100-400% of their compensation. Beyond direct costs, turnover creates what PeopleScout calls a "productivity vacuum": one-third of new hires begin looking for a new job within their first six months, while it takes approximately eight months for a new employee to reach full productivity.



Replacement cost as percentage of annual salary. Sources: SHRM, Gallup, Center for American Progress

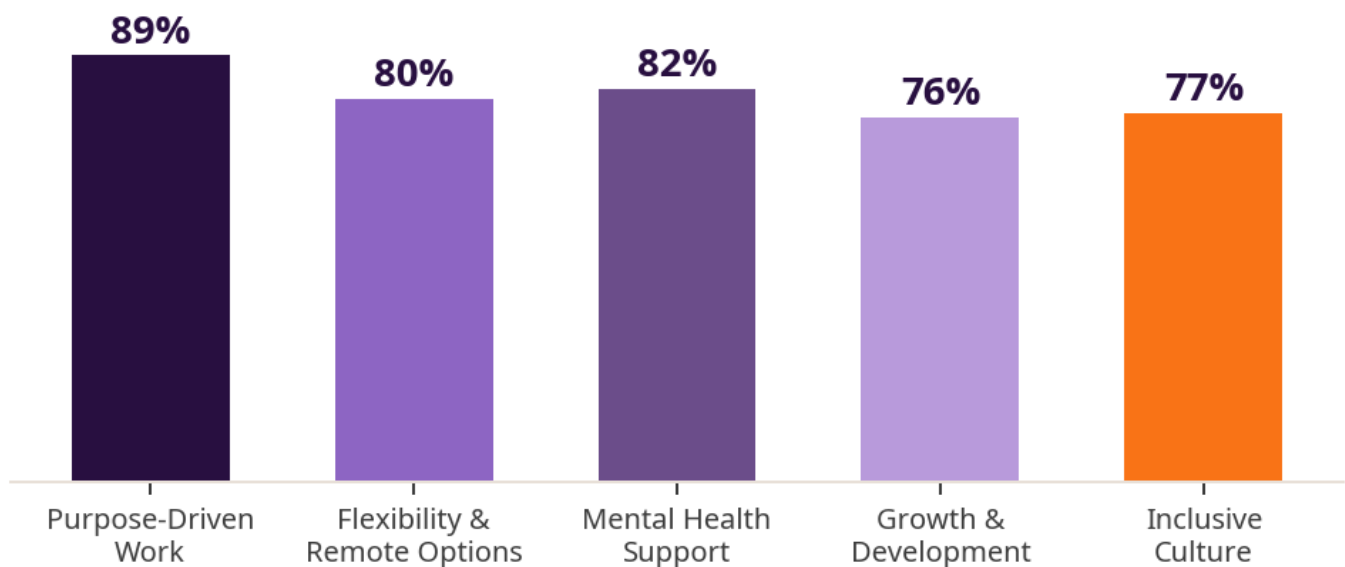
LinkedIn's employer branding research adds another dimension: organizations with strong talent brands attract 50% more qualified applicants, hire one to two times faster, and experience a 28% reduction in turnover. When your EVP is clear and compelling, the right candidates find you.

## CHAPTER 5

## The Generational Shift: What Today's Talent Expects

The workforce is undergoing a generational transition that is reshaping what employees value most. Organizations that understand these shifting priorities will build EVPs that resonate across demographics.

By 2025, Gen Z comprised approximately 27% of the global workforce, according to the World Economic Forum, and that share continues to grow. Combined with millennials, these two generations now represent the majority of working professionals. Their expectations are measurably different from those of previous generations, and they are willing to act on those expectations by leaving employers who fail to meet them.



Sources: Deloitte 2025 Gen Z and Millennial Survey, EY Work Reimagined, McKinsey

Deloitte's 2025 Gen Z and Millennial Survey reveals that 89% of Gen Z employees consider purpose-driven work essential to their job satisfaction, while 92% of millennials share that view. This is not a passing trend. It reflects a fundamental shift in the psychological contract between employer and employee, one that prioritizes meaning, impact, and alignment with personal values alongside financial compensation.

### What This Means for Your EVP

#### Purpose Over Prestige

Younger workers want to understand how their role connects to a larger mission. Your EVP must articulate not just what you do, but why it matters and how each employee contributes to that purpose.

#### Flexibility as a Baseline

Remote and hybrid work options are no longer differentiators; they are expected. Eighty percent of employees across all generations want to work remotely at least two to three days per week. Your EVP should address how you enable flexibility without sacrificing collaboration.

#### Wellbeing as a Priority

Mental health support, manageable workloads, and genuine concern for employee wellbeing are now table stakes. JLL research found that 38% of employees feel stressed and overwhelmed by heavy workloads. Organizations that address this proactively in their EVP gain a significant advantage.

#### Growth as a Retention Tool

Career development is the new loyalty program. When employees see a clear path for advancement and feel invested in, they stay. When they do not, they leave, often within the first year.

## CHAPTER 6

# The EVP Journey: A Six-Phase Framework

Building an effective EVP is not a one-time project. It is a structured journey that begins with honest assessment and evolves into a continuous cycle of refinement.



## 1 Discovery and Audit

Begin by understanding where you stand today. Conduct employee engagement surveys, exit interview analysis, focus groups, and competitive benchmarking. Audit your current messaging across job postings, career pages, and social channels. The goal is an honest, data-driven picture of your current employee experience.

## 2 Define Your Unique Value

Identify what genuinely differentiates your organization as an employer. This requires candid conversations with leadership about company identity, strategic direction, and the culture you want to build. What can you offer that competitors cannot? What do your best employees say about why they stay?

## 3 Understand Employee Needs

Segment your workforce by role, generation, tenure, and career stage. Different employees value different things. New parents prioritize flexibility. Early-career professionals prioritize growth. Senior leaders prioritize impact and autonomy. A strong EVP acknowledges this diversity.

## 4 Craft Your EVP Statement

Synthesize your research into a clear, compelling articulation of the employment deal. Your EVP statement should be specific enough to differentiate you, authentic enough to withstand scrutiny, and flexible enough to adapt across audiences.

## 5 Activate and Communicate

Launch your EVP internally first. Train managers to embody it. Embed it in onboarding, performance conversations, and recognition programs. Then extend it externally through your career site, job descriptions, social media, and recruitment marketing.

## 6 Measure and Evolve

Establish clear metrics (detailed on page 10) and review them quarterly. Your EVP should evolve as your workforce, strategy, and market conditions change. The best EVPs are living documents, continuously refined based on employee feedback and business outcomes.

## CHAPTER 7

## Activating Your EVP Across the Employee Lifecycle

An EVP only creates value when it is woven into every stage of the employee experience. Here is how to embed your proposition at each critical touchpoint.

| Stage              | EVP Activation                                                                             | Key Actions                                                                                      |
|--------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| <b>Attraction</b>  | Your EVP shapes how candidates perceive you before they ever apply.                        | Career site messaging, job descriptions, social media, employee testimonials, Glassdoor presence |
| <b>Recruitment</b> | The candidate experience should reflect your EVP promises from first contact.              | Transparent communication, realistic job previews, values-aligned interviews, timely feedback    |
| <b>Onboarding</b>  | The first 90 days are where EVP promises are either validated or broken.                   | Structured programs, manager check-ins, cultural immersion, early wins, mentorship pairing       |
| <b>Development</b> | Growth opportunities must be visible, accessible, and aligned with individual aspirations. | Learning budgets, internal mobility, career pathing conversations, stretch assignments           |
| <b>Retention</b>   | Ongoing engagement requires consistent delivery on EVP commitments.                        | Pulse surveys, recognition programs, compensation reviews, flexibility policies                  |
| <b>Transition</b>  | How you handle departures affects your employer brand and alumni network.                  | Dignified exits, thorough exit interviews, alumni programs, boomerang hiring pathways            |

### The Manager Multiplier Effect

Research consistently shows that the direct manager is the single most influential factor in an employee's day-to-day experience. Gallup's data indicates that managers account for 70% of the variance in team engagement scores. This means your EVP lives or dies at the manager level.

Investing in manager capability, equipping leaders to have meaningful career conversations, to provide regular recognition, and to model the values embedded in your EVP, is not optional. It is the mechanism through which your EVP becomes real for every employee, every day.

#### The Onboarding Window

Research from PeopleScout and Mercer shows that one-third of new hires begin looking for a new job within their first six months. This makes the onboarding period the most critical moment for EVP delivery. Organizations that invest in structured, EVP-aligned onboarding programs see significantly higher first-year retention and faster time to productivity.

## CHAPTER 8

## Measuring What Matters: EVP Metrics and KPIs

What gets measured gets managed. A robust EVP measurement framework connects your talent strategy to business outcomes and provides the data you need to continuously improve.

| Category               | Key Indicators                                                                               | Target Benchmark                                       |
|------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------|
| Attraction             | Application volume, quality of applicant pool, offer acceptance rate, career site conversion | 50%+ increase in qualified applicants within 12 months |
| Recruitment Efficiency | Cost per hire, time to fill, source of hire mix, candidate experience scores                 | 30-50% reduction in cost per hire                      |
| Engagement             | Employee engagement scores, pulse survey trends, eNPS                                        | Top-quartile engagement relative to industry           |
| Retention              | Overall turnover rate, first-year turnover, regrettable attrition, tenure distribution       | 20-30% reduction in voluntary turnover                 |
| Employer Brand         | Glassdoor rating, social media sentiment, employee referral rate, brand awareness            | 4.0+ Glassdoor rating, 30%+ referral hire rate         |
| Business Impact        | Revenue per employee, customer satisfaction correlation, productivity indices                | Measurable improvement in productivity metrics         |

### Building Your Measurement Cadence

Effective EVP measurement is not a once-a-year exercise. We recommend a layered approach that combines real-time signals with periodic deep dives.

**Monthly:** Track leading indicators such as application volume, offer acceptance rates, and employee referral activity. These provide early signals of EVP resonance in the market.

**Quarterly:** Review pulse survey data, turnover trends, and recruitment efficiency metrics. Use these reviews to identify emerging issues and adjust messaging or programs as needed.

**Annually:** Conduct a comprehensive EVP audit that includes competitive benchmarking, in-depth engagement surveys, focus groups, and alignment checks against business strategy. This is the moment to assess whether your EVP needs refinement or a more significant evolution.

"The most sophisticated EVP in the world is worthless if you cannot demonstrate its impact on the metrics that matter to your board and your business."

Connectly Recruiting Advisory Practice

## CHAPTER 9

# Common Pitfalls and How to Avoid Them

In our advisory work, we see the same mistakes repeated across industries. Here are the most common EVP pitfalls and the strategies to avoid them.

## 1. The Aspiration Trap

**The mistake:** Crafting an EVP that describes the organization you wish you were, rather than the one you actually are. This creates a gap between promise and reality that erodes trust and accelerates turnover.

**The fix:** Ground your EVP in honest employee feedback. Acknowledge areas where you are still growing. Candidates and employees respect transparency far more than polished fiction.

## 2. The One-Size-Fits-All Approach

**The mistake:** Creating a single EVP message and applying it uniformly across all roles, levels, and demographics. What motivates a software engineer is different from what motivates a sales leader.

**The fix:** Develop a core EVP framework with modular elements that can be tailored to different audience segments. Your overarching promise remains consistent, but the emphasis shifts based on what each audience values most.

## 3. The Launch-and-Forget Syndrome

**The mistake:** Investing significant resources in developing an EVP, launching it with fanfare, and then allowing it to gather dust. Market conditions change, employee expectations evolve, and competitors adapt.

**The fix:** Treat your EVP as a living strategy with a dedicated owner, a measurement framework, and a regular review cadence. Budget for ongoing activation, not just initial development.

## 4. Ignoring the Manager Layer

**The mistake:** Communicating the EVP through corporate channels without equipping managers to deliver on it daily. Since managers account for 70% of engagement variance, this is a critical failure point. **The fix:** Make manager enablement a core component of your EVP activation plan. Provide training and tools that help managers translate organizational promises into team-level reality.

## 5. Competing on Compensation Alone

**The mistake:** Defaulting to salary increases and signing bonuses as the primary retention strategy. This approach is expensive, unsustainable, and ineffective against competitors who offer a more holistic value proposition. **The fix:** Use compensation as a foundation, not a differentiator. Invest in the pillars that create lasting engagement: purpose, growth, culture, and wellbeing. Gartner's research shows that organizations with strong EVPs can reduce the compensation premium needed to hire by up to 50%.

### The Bottom Line

Every one of these pitfalls shares a common root cause: treating the EVP as a communications exercise rather than a strategic commitment. The organizations that avoid these traps are those that embed their EVP into how they operate, not just how they recruit.

YOUR NEXT STEP

# Ready to Build an EVP That Transforms Your Talent Strategy?

Building a compelling Employee Value Proposition requires honest assessment, strategic thinking, and deep understanding of both your organization and the talent market. At Connectly Recruiting, we combine a decade of relationship-driven recruiting experience with advisory expertise to help organizations across Louisiana and the Gulf South define, activate, and sustain EVPs that deliver measurable results.

Whether you are starting from scratch or refining an existing proposition, we would welcome the conversation.

[Schedule a Consultation](#)

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Baton Rouge, Louisiana