



# HOW TO DEVELOP A STRONG EVP

# DEVELOPING YOUR EVP

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It's important for companies to brand themselves for their customers and also for their employees. Strong employer branding means that you will be in a better position versus your competitors in both recruiting and retaining employees.

There are a number of components to employer branding and whilst we do not position ourselves as experts in 'branding', we offer a practical approach to this, based on our market experience from working with a variety of businesses, particularly those in a 'high growth' phase.

With a clear employer 'brand' you are able to target and market to the right individuals producing a better return on investment and ensuring that your new people reinforce your culture.



A key part of your employer brand is your employer value proposition (EVP). This clearly defines what would be attractive about you to potential employees; what sets you apart from potential competitors in the market, what's unique about you?

This clarity also enables you to rule-out candidates who may not be suitable, or who will lack motivation and under-deliver because they don't value what you have to offer.

Your EVP is your promise to employees of the value they can expect from working for you and includes everything from the office space they will work in, company benefits, people they will work with, development opportunities and more.

In essence your EVP is your marketing tool to candidates. It is worth noting that whilst an EVP needs to be attractive, it also needs to be deliverable, realistic and honest to ensure that candidates who join your organisation, get what they expected.

# COMPONENTS OF YOUR EVP

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## IDENTIFY

Identify representatives across the business, reflecting the areas into which you're recruiting. You can then capture input from these representatives to document both a generic EVP, and also specific components targeted to the different groups e.g. what a scientist values will be different to a marketing manager.

## COMPENSATION

This considers your policy regarding the positioning of compensation (salary plus the broader monetary benefits on offer such as healthcare, bonus / share potential etc.) versus the competition.



For example, it's common for scale-up businesses to successfully attract talent using other elements of the EVP to compete with larger competitors, adopting a policy of paying around the market average.

It's important to understand why you have positioned yourself in this way. For example, your salary may be below market rate but the career development, and perhaps long-term financial opportunities are great.

## WORKING ENVIRONMENT

Office space, working hours, flexible working options. What do you provide for people working from home by way of equipment, do you expect standard working hours?

# COMPONENTS OF YOUR EVP

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## COMPANY CULTURE

This is where sharing the company vision, mission and understanding what is valued within the company is important.

## PEOPLE

Why do people work for the business? What can a candidate expect from their colleagues – e.g. is it a ‘high performing’ organisation with a competitive culture? Is it collaborative or are individuals task-focussed? If relevant, discuss why others may have left the business (for example if they joined from a larger organisation and didn’t enjoy the lack of structure). These questions will be asked, and honest answers build engagement with (the right) candidates.

## CAREER DEVELOPMENT

Being clear about how individuals can develop their skills and experience is important and often in the top 3 things that candidates will ask about their potential employer.

## PROPOSED APPROACH

We suggest holding 20-30 minute sessions with 6-10 key individuals to run through a number of structured questions to build a picture of these components.

Questions would be adapted to reflect their role (for example we wouldn't ask junior team members to discuss compensation policy).

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Examples include:

- Why did you decide to join the company.
- What do you think is unique about working for your company versus other organisations.
- Would you recommend the business to a friend if so what would you say to them.
- What do you enjoy about your work.
- In your own words why should people consider working for your company.



## FEEDBACK

It's important that you have a representative sample from different departments within the business.

We suggest that you incorporate this feedback into your careers page.

This will ensure that you communicate a clear and consistent message to potential candidates regarding why they would want to work for you.

Developing a competitive edge and a well-positioned employer value proposition has countless benefits to a company. It's everything your company can offer as an employer, in exchange for all the skills and experience your employees bring to the table.



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