



EVOLVING YOUR EVP

HOW TO REVIEW AND
REFRESH YOUR **EMPLOYEE
VALUE PROPOSITION**

E-BOOK



It's the end of the era for the smoke-and-mirrors employee value proposition (EVP)—the kind that promises much to candidates during recruitment, then fails to deliver once they're hired.

Word of mouth, social media, online reviews, and news reports have exposed the realities of false-promise EVPs like never before. With a quick online search, today's candidates can quickly find out if your company lives their EVP or if it's all talk and no action.

An accurate EVP isn't just about recruitment, of course. This declaration of the benefits, values, opportunities, and culture your company offers plays a vital role in every aspect of the business. It's a promise that candidates will verify, employees will expect, and the market will evaluate.

When that promise falls short, the consequences ripple through your organization, from rising recruitment costs to premature resignations.

Yet, many organizations continue operating with outdated value propositions that reflect neither their current reality nor their future aspirations.

- Some struggle to differentiate themselves in a competitive talent marketplace.
- Others find their global EVPs don't resonate locally.
- Many don't realize their EVP needs to be reviewed until they're already losing top talent.

This guide helps you decide why and when you should update your EVP, then walks you through the process of evaluating and evolving your EVP.

A photograph of a man with a beard and a young girl with a pink bow in her hair, both smiling and touching noses. The man is wearing a grey sweater, and the girl is wearing a colorful striped shirt. The background is a bright, slightly blurred indoor setting. The text is overlaid on the left side of the image.

Why You Need to Review Your EVP Now

Companies often misunderstand what really attracts talent.

While offering a competitive rewards package will always be important, that's only one part of a candidate's decision.

In a recent Korn Ferry survey of recruiters, 42% said their candidates' decision to accept an offer was determined by company reputation and EVP, outweighing traditional factors like position, pay, or benefits.

And executives at the World's Most Admired Companies (WMAC) rank poor employee experience among their top risks to company reputation and success. They recognize that employer reputation and EVP are significant factors in attracting and retaining top talent.

Time for a Tune-Up?

If you're thinking it might be time to review your EVP, you're not alone.



72%

**of HR leaders say their
EVP needs updating in order
to attract future talent**



45%

**of HR leaders admit their
employee experience doesn't align
with their employer brand**

Source: Korn Ferry HR Leader Survey

Costs of an Outdated or Ineffective EVP

Organizations with weak or poorly aligned EVPs face mounting challenges across their talent life cycle.

It starts with recruitment costs. “If you don’t have a strong EVP, you’ll have to pay more, because money will be the only reason people join,” says Korn Ferry’s Maria Amato.

Low employee engagement and productivity are also linked to an ineffective EVP, says Amato.

Early turnover statistics tell an equally concerning story. According to [research by Korn Ferry](#), the most common reasons employees leave in their first six to 12 months (sometimes called “quick quitting”) can be traced directly to talent attraction and EVP communication—specifically, how organizations present their employer brand and articulate job roles.

Red flags

Watch out for these danger signs that your EVP is falling short:

- ✘ Compensation is the primary reason candidates accept your offers
- ✘ Rising early turnover rates, especially in the first year
- ✘ Declining quality of applicants
- ✘ Increasing time-to-fill for key positions
- ✘ Negative employee feedback across social channels
- ✘ High withdrawal rates from hiring process

What Attracts Today's Top Talent

In a recent Korn Ferry survey of 10,000 office workers around the world, we asked:

“If you were to look for a new job, what are the most important things a new employer could offer you?”

Here are their top five answers:

1

Flexible working hours



2

Generous compensation



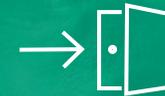
3

**High job security/
a stable company**



4

Excellent learning and development opportunities



5

Hybrid working options



How to Review Your EVP

Maybe you're struggling with rising attrition. Perhaps you're tired of relying on compensation as your only attraction strategy. Or it could be you're simply sensing a disconnect between your promises and employee experience. In any of these cases, a systematic EVP review can help.

A comprehensive review helps organizations navigate four fundamental EVP dilemmas:

1. Balancing business needs with employee expectations
2. Managing authenticity against aspiration
3. Differentiating yourself while maintaining industry standards
4. Creating global consistency alongside local relevance

But before tackling these elements, you need to clearly understand where you stand today. A thorough EVP review begins with honest self-reflection.

It requires looking beyond what you *think* you offer. You need to understand what your employees actually experience, what your candidates truly value, and how this aligns with where your organization is heading.

Let's examine each step in detail.

Step 1:

Understanding Your Current EVP

Your EVP review must start with a clear picture of where you stand today. This candid assessment will help you identify the strengths and gaps in your current offering.

A comprehensive audit examines both your stated EVP and its lived reality.

This means analyzing what you say (your career site, job descriptions, recruitment materials) against what drives employee engagement and satisfaction in practice.

Pay particular attention to disconnects between promise and reality.

- How do your recruitment messages align with day-to-day experience?
- What do exit interviews reveal about unmet expectations?
- Where do your employee engagement surveys suggest gaps between intent and execution?

Understanding these gaps provides crucial insight for your EVP evolution.

The goal isn't just to document your current EVP, but to understand its effectiveness across different talent segments and career stages. This forms the foundation for tackling larger questions about business alignment, authenticity, differentiation, and local relevance.

“Conducting an in-depth analysis of your current culture, mission, values, and employee experience will mean engaging everyone from the C-suite to recent hires.”

—Agnes Talavera, Korn Ferry

Step 2:

Key EVP Issues a Review Should Address

A comprehensive employee value proposition strategy must address four fundamental issues.

Business Needs vs. Employee Expectations: Finding Common Ground

How well does your EVP balance organizational objectives with employee needs?

“What does the business need to achieve its strategy, and what do employees say they’re looking for? Sometimes they’re the same, but often they are not,” explains Amato.

For instance, if your business strategy emphasizes lower-cost leadership, but your employees prioritize maximum compensation,

how do you resolve this disconnect? Your review must examine this alignment—or lack thereof—across multiple dimensions.

Start with a thorough analysis of your business strategy. “Look at any strategic documentation you may have or interviews with business leaders to understand, from their perspective, what they’re trying to accomplish,” recommends Amato.

This means examining:

- Long-term business objectives
- Future skill requirements
- Transformation goals
- Market positioning

Next, dive deep into understanding what drives your employees, today and tomorrow. This can be done with a range of tools, including things like surveys and focus groups.

Understanding future talent needs requires a sophisticated approach to data collection. While broad labor market surveys provide insights, they can be expensive.

A more practical approach, says Amato, is to look within your own workforce. She recommends having executives identify employees who exemplify the mindsets, experiences, and skills your organization will need in the future.

This targeted approach doesn’t mean ignoring broader feedback, but rather ensures your EVP resonates with both current and future talent needs.

Authenticity vs. Aspiration: Striking the Right Balance

How aspirational can your EVP be while remaining authentic?

Some organizations tackle this question by maintaining two versions of their EVP. The public version includes only what's currently true, while an internal version captures their aspirational goals. They add to their public EVP as they achieve milestones and make real progress.

Others take a bolder approach, communicating future intentions alongside current realities, but only when backed by concrete action plans and leadership commitment. The key is identifying high-impact, feasible improvements.

Your review should examine not just what you say, but what you can genuinely deliver. "Base it on the strengths of the organization and positive aspects of your company

culture," says Korn Ferry's Agnes Talavera. "Be transparent, acknowledge challenges and limitations, and address how the organization is improving."

Must-Haves vs. Differentiators: What Sets You Apart

Your EVP review must identify what makes you stand out in the talent marketplace.

"Not everything about your EVP has to be unique, but you need to have at least one thing that is truly distinctive," says Amato. This requires understanding both industry standards and your genuine differentiators.

Take healthcare organizations, for instance. While many build their EVP around their mission of improving lives, this rarely differentiates them—every healthcare provider shares similar aspirations.

Your review needs to dig deeper, beyond common industry elements, to find what's uniquely yours.

"Your EVP has to be credible. There's no point in saying things that aren't true because they'll soon be discovered."

—Maria Amato, Korn Ferry

“Organizations need to identify universal elements that define their essence while allowing appropriate localization for different markets and talent segments. It’s about maintaining what makes you uniquely you while ensuring relevance across diverse audiences.”

—Maria Amato, Korn Ferry

This means examining your talent competitors through multiple lenses. For example, Amato says she looks at competitors’ owned media to understand the messages they’re putting out, as well as their earned reputation. She might also survey a specific labor market to understand how they perceive different employers. What do people who have worked there, interviewed there, or have close connections say about the experience?

The goal isn’t to be different for difference’s sake. Rather, it’s about identifying which elements are essential to compete in your space, and where you can authentically differentiate. Your review should examine both your stated differentiators and whether they truly resonate with talent.

Universal vs. Local: The Flexible Strategy

For organizations operating across multiple markets, an EVP review presents an additional complexity. How do you maintain standardization while adapting to local needs?

“As EVPs are often created at a global level, it’s important to have global consistency with local flexibility,” says Talavera.

This balance becomes particularly crucial when operating across different cultures, markets, and employee segments. For example, if your EVP is positioned primarily for professional employees, don’t be surprised by attrition issues among hourly workers. Similarly, benefits and perks that resonate in one region might miss the mark in another.

Your review should examine how your EVP translates across different audiences. This means evaluating not just geographic variations, but also how it resonates across different employee segments, job families, and career levels. This creates the foundation for what’s known as a “glocal” approach.

Step 3:

Setting the Right KPIs

Once your analysis of your EVP is complete and your updates are made, it's time to think about how you'll measure how well it's working. Effective EVP strategy requires looking beyond surface metrics to understand your EVP's true impact.

"The challenge is that you have different levels of measurement, each telling a different part of the story," says Amato.

Start with fundamentals—elements completely under your control. This includes tracking EVP activation across your channels, from career site updates to social media presence. But while these metrics are easy to measure, they're just the beginning.

The next level examines how employees and candidates experience your EVP. This means monitoring employee engagement levels, candidate sentiment, and market perception.

How can you gauge how well your EVP resonates?

- Employee satisfaction surveys
- Net promoter score (NPS)
- Engagement surveys
- Retention rates

Pay particular attention to candidate experience surveys during the recruitment process.

Ultimately, tracking compensation premiums is one of the most effective ways to gauge success. If your EVP isn't performing well, you're going to have to pay a higher premium.

Finally, measure business impact through metrics like:

- Time to hire and cost per hire
- Quality of applications and hire
- Employee productivity
- Retention rates
- Revenue and profitability
- Customer satisfaction

Remember, these metrics work together to tell a complete story. While individual numbers might fluctuate, the overall trend reveals your EVP's true effectiveness in attracting and retaining the talent your organization needs.

Step 4:

Future-Proof Your EVP

As organizations navigate an increasingly complex talent landscape, EVP review has become more critical than ever. The stakes are clear.

Companies with strong, well-maintained EVPs enjoy higher employee commitment, lower recruitment costs, and greater talent attraction power. Those who fail to review and evolve their EVP risk falling behind.

As workforce expectations continue to evolve, your EVP must keep pace. The future belongs to organizations that can authentically align their employee experience with their promises while staying responsive to changing talent needs.

Now more than ever, your EVP must be your MVP.

Get more insights from our comprehensive report on 2025's Talent Acquisition Trends to discover the critical shifts that are impacting talent attraction and retention strategies now.



WANT TO CHAT?

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A KORN FERRY TALENT
ACQUISITION EXPERT**

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Career makers.**