

EMPLOYEE VALUE PROPOSITIONS: 2025 GUIDE FOR ENHANCING YOUR EMPLOYER BRAND



2025

*Insights from
heads of talent
marketing on
building an
effective employer
value proposition
and measuring its
success after
launch.*

Table of Contents



03	Overview	11	Make Your EVP Authentic Through Employee Storytelling
04	Talent Marketing Leaders Featured in This Guide	16	Launch Your EVP Internally
05	Establish the Foundation of Your EVP	18	Launch Your EVP Externally
08	Align Your EVP with Company Goals and Culture	21	Measure the Success of Your EVP
		24	About the Talent Marketing Board

Overview



For heads of talent marketing, a strong employer value proposition (EVP) is now seen as a critical tool to differentiate your organization and successfully engage top candidates.

However, with the rise of remote work, increased demand for workplace flexibility, and evolving employee expectations, recruiting and retaining top talent is more challenging today than ever.

Companies with effective EVPs have [lower turnover rates](#), spend [less on cost-per hires](#), and [increase engagement with candidates](#) across career sites. But how exactly can you bring your EVP to life – or revamp it – and improve your overall talent marketing strategy?

In this guide, you'll gain actionable insights from heads of employer brand and recruitment marketing at the world's largest companies on establishing an effective foundation for your EVP and steps for measuring success after launch.

Talent Marketing Leaders Featured in This Guide



Danny Francisco
Bristol Myers Squibb

Digital Project Manager of
Strategic Talent Attraction



Keri La Ra
U.S. Bank

Head of Talent Attraction and
Experience



Charlotte Jones
Rite Aid

Director of Associate
Experience & DEI



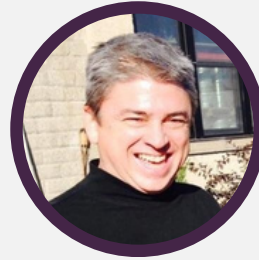
Jojo Longnecker
Fidelity Investments

Head of Employer Brand and
Talent Marketing



Francesca McCaffrey
MassMutual

Employer Brand Marketing
Consultant



Steve Crumley
Leidos

Principal Recruitment
Marketing Specialist and Talent
Acquisition Systems Analyst



Mollie Bush
Target

Lead Employer Brand
Consultant



Erica White-Dunston
Parsons

Director of DEI



Britt Bloch
Navy Federal Credit Union

Vice President of Talent
Acquisition Strategy and Head
of Recruiting



Vanessa Sain-Diequez
Spectrum

Senior Director of Talent
Attraction



Madigan Cochran
Capital One

Communications Manager for
People Leadership and Retail Risk

1) Establish the Foundation of Your EVP

WATCH
THE PANEL



Secure Executive Buy-In with Data Showcasing the Impact of an EVP

During a [Talent Marketing Board panel on activating EVPs](#), our members shared that it's critical to ensure your executive team understands the impact of an EVP and how it helps attract and retain top talent for continued investment and increased resources.

Board.org

FiscalNote

Paul Darracott (He/Him) - FiscalNote/Board...

Danny Francisco, Bristol Myers Squibb

Francesca McCaffrey, MassMutual

Keri La Ra - U.S. Bank

“Before we kicked off our project, we scoped out a good six to eight months of research,” said [Danny Francisco](#), Digital Project Manager of Strategic Talent Attraction at Bristol Myers Squibb. “We needed to do research internally and externally with our teams and take that back to our leaders as we executed and planned for the scope of work that we had ahead of us.”

By analyzing competitors and identifying companies excelling in EVP, they built a strong case for how their EVP could resonate with their specific audience. Aligning this research with larger business goals helps drive executive support.



Before we kicked off our project, we scoped out a good six to eight months of research.
— *Danny Francisco, Bristol Myers Squibb*

Collect Candidate and Employee Insights to Refine Your Targeted Talent Segments

Talent Marketing Board alumna [Charlotte Jones](#), Director of Associate Experience, Diversity, Equity and Inclusion at Rite Aid and former Recruitment Marketing Leader at Lockheed Martin, shared how [her team first identified their critical talent segments to help define their scope](#).

“We knew that our target was going to be consistent, so we focused on the STEM audience,” Charlotte said while at Lockheed Martin. “Especially those who graduated with engineering degrees and are early-career, and those who had military backgrounds. Security clearance is a major requirement for many of our positions.”

Her team collaborated with a digital employment branding agency to gather external labor market insights from Universum and other surveys. This research helped identify what key talent segments typically seek from employers.

Next, they collected employee insights through engagement surveys and Glassdoor reviews.

“We gathered information from an enterprise-wide standpoint, because we have many breakdowns for the business areas. But at the time, it was not specific to certain critical talent segments,” Charlotte said.

They then leveraged internal research on leaders’ aspirations through interviews and published communications to align their strategy with executive goals.

By presenting this data to executives, you can effectively plan and execute your EVP strategy, ensuring that it resonates with your candidates’ values.



We gathered [results from our employee engagement survey and Glassdoor employee reviews] from an enterprise-wide standpoint, because we have many breakdowns for the business areas. — Charlotte Jones, Rite Aid



2) Align Your EVP with Company Goals and Culture

Analyze What Sets Your Company Apart From Competitors

Charlotte explained that after securing buy-in for your EVP and analyzing data, the next step should be to identify the key pillars for your EVP and company culture.

While at Lockheed Martin, they focused on what distinguished them the most from their competitors and EVP components that were the strongest in the gap analysis. Their pillars included: diverse and challenging work, influential colleagues, innovation that benefits humanity, heritage that proves they can solve the hardest problems, and sustainability.

“The pillars represent our ethics which have been consistent over the years. And even though we’re refreshing our EVP, those ethics are still a big part of why people come join us and why people stay,” Charlotte said.

During a private leadership discussion on relaunching EVPs, several Talent Marketing Board members noted that establishing the core components requires a clear understanding of what existing employees value most.

Your pillars should highlight the strengths of your company culture, such as work environment, flexibility, career development opportunities, compensation, and benefits.

But several members said when it comes to the rollout, they focus on sharing the EVP tagline rather than a full explanation of the pillars. This streamlines the effectiveness of your initial messaging and makes the first stages of your EVP easier to comprehend for all audiences.

Collaborate with All Business Units for a Unified Strategy

In another [panel on 2024 talent marketing priorities](#), Target Lead Employer Brand Consultant [Mollie Bush](#) noted that connecting your employer brand strategy to HR priorities is a key factor in aligning your EVP with company goals.

By focusing on "hot topics" within the organization -- like [internal talent mobility](#) in 2023 -- they were able to show how employer branding efforts directly impact business outcomes.

[Britt Bloch](#), Vice President of Talent Acquisition Strategy and Head of Recruiting at Navy Federal Credit Union, discussed the importance of moving away from traditional top-down, siloed operations.

She explained that in their model, talent acquisition, branding, marketing, talent development, compensation, and business units work together closely.

"It needs to be title agnostic -- where you're inviting diverse perspectives, skills, and experiences to the table -- because that's where you're going to achieve innovation," Britt said. "It can't be someone up here making decisions when they're not closest to the work and don't understand the unintended consequences or the downstream impact. Everything we do with EVP is tied to talent management, talent development, internal mobility, growth, development, and continuous learning."



[Your model] needs to be title agnostic -- where you're inviting diverse perspectives, skills, and experiences to the table -- because that's where you're going to achieve innovation.

— Britt Bloch, Navy Federal Credit Union

Mollie added that partnering with various teams -- such as marketing, enterprise communications, DEI, culture, and HR -- can ensure everyone is invested in the EVP.

"It's not about myself and my team trying to activate this far-fetched employee value proposition," Mollie said. "It's bringing our culture and team member experience to life through that storytelling that everyone wants a hand in."



It's not about myself and my team trying to activate this far-fetched EVP. It's bringing our culture and team member experience to life through that storytelling that everyone wants a hand in.

— Mollie Bush, Target

Ensure Your Leadership Team is Influenced by Your EVP

During the panel on activating EVPs across your company, U.S. Bank Head of Talent Attraction and Experience [Keri La Ra](#) discussed how you must ensure EVP efforts influence the decisions of executives.

She emphasized the need to ensure that all communications, projects, products, and new employee experiences are reflected in the EVP across the organization.

"That way, the work that we share to our leadership, it's done organically versus us having to clearly state that this is how the EVP applies."

The goal is to make your EVP a seamless part of daily operations rather than a separate, overtly stated concept. Although Keri and her team continued to build awareness, they focused on demonstrating how the EVP drives their executives' decisions.

3) Make Your EVP Authentic Through Employee Storytelling

Gather Employee Feedback to Understand What They Value

During the panel on [activating EVPs](#), members discussed methods for gathering employee feedback to create authentic messaging and storytelling.

[Francesca McCaffrey](#), Employer Brand Marketing Consultant at MassMutual, said you should regularly gather feedback through surveys. By mapping survey questions to different aspects, you can identify how the EVP aligns with company culture and where growth is still needed.

Keri at U.S. Bank shared that it's also key to revisit with new hires after their initial onboarding process.

"It's supposed to carry through that employee experience," Keri said. "After seven days, people are excited about a new role in the organization, and there's a lot of great materials to support that. But how does it feel after 30 days? How does it feel at 100 days? Do they still feel that sentiment or not? Maybe there are opportunities there, too."

Danny at Bristol Myers Squibb said they stayed connected with onboarding teams through quarterly employee sentiment surveys to gauge ongoing satisfaction and gather insights for potential adjustments.

Flexibility is important as well, and it's essential to revisit and tweak your EVP as both the company and the external environment evolve.

Use Storytelling to Showcase Actual Experiences

After gathering initial feedback, the next step is taking what employees value most and [creating marketing content that candidates also find valuable](#).

“It’s always important to think about not only what story we want to tell about the company, but also what is helpful to a candidate,” Francesca said.

Using employee stories from various business lines can help attract specific top talent. Being specific about the content you’re providing to candidates can also give perspective on what they’re looking for within certain business lines throughout your organization.

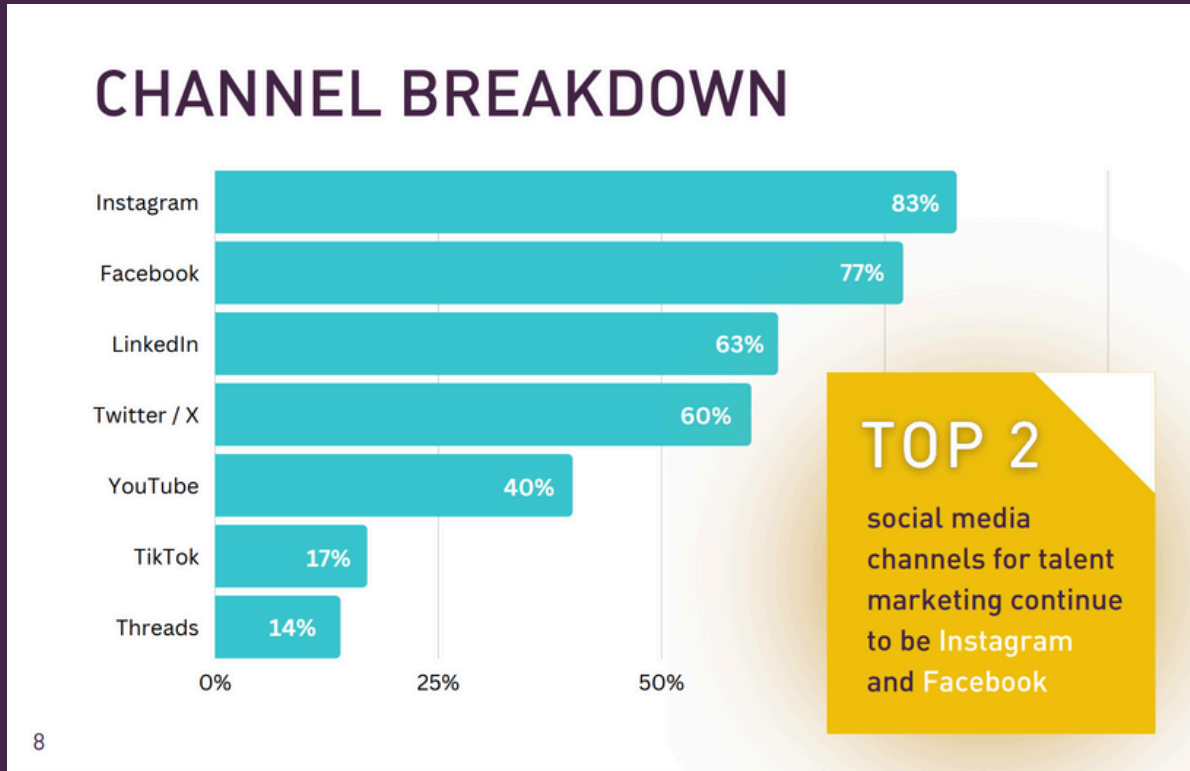
“You’re thinking about what kind of content is helpful and interesting to that candidate and what will also be a sign that you are a player in this space,” Francesca continued. “You have teams that are working on these things that are interesting to them. That all is telegraphed to the candidate through content like that.”



It’s always important to think about not only what story we want to tell about the company, but also what is helpful to a candidate.

— Francesca McCaffrey, MassMutual





In the [2023 Talent Marketing Board Benchmark Report](#), leaders reported that Instagram and Facebook are the top two channels for careers-related content.

[Jojo Longnecker](#), Head of Employer Brand and Talent Marketing at Fidelity Investments, also discussed how to leverage storytelling during another [panel on proving the ROI of talent marketing](#).

Her team [incorporated associates into their](#) videos to discuss topics like career mobility and benefits.

“We’re trying to get those things woven in so that you’re hearing it in a more natural way,” Jojo said. “So, the individual is saying why they love this company, and they’re talking about the examples or about their story. You hear it through them instead of having somebody hammer you over the head of why you want to work here.”



You hear it [from the associates] instead of having somebody hammer you over the head of why you want to work here.

— Jojo Longnecker, Fidelity Investments

[Steve Crumley](#), Principal Recruitment Marketing Specialist and Talent Acquisition Systems Analyst at Leidos, explained how talent marketing teams can also [leverage returning employees' stories](#).

His team used [stories of employees who have left the company and returned](#) in their alumni program and conducted interviews, blogs, and videos to provide insights into their experiences.

"Whenever there's a compelling story of an employee who has returned to the company, we'll share where they went and what made them come back," Steve said.



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— Steve Crumley, Leidos

Ensure Inclusion and Diversity are Embedded in Your EVP

Members also explained how to embed DEI initiatives into EVP messaging to improve engagement with diverse demographics.

When marketing to different communities, don't rely on general messaging. Tailor your content and highlight the diversity of culture that exists within your company to create a sense of belonging.

[Erica White-Dunston](#), Director of DEI at Parsons, discussed how to [highlight DEI values within your EVP messaging](#).



One of the ways that we began to think about the process is that we started from the very outset -- not just about recruiting -- but the overall message that we want everyone to know.

— Erica White-Dunston, Parsons

"One of the ways that we began to think about the process is that we started from the very outset -- not just about recruiting -- but the overall message that we want everyone to know," Erica said. "Whether you're already an employee here or coming in, you understand the values of Parsons Corporation."

She emphasized that genuine stories from employees with diverse backgrounds give insights to candidates on what they can expect in your organization. Utilizing videos of employees with different backgrounds gives an inside look at your workplace culture and encourages candidates to discover more about career opportunities.

"We provide accurate information about our staff and the work environment," Erica said. "It's about letting people get a good idea of the culture and being very clear on the standards regarding the position description."



4) Launch Your EVP Internally

Create Excitement and Include Stakeholders in the Initial Rollout

Talent Marketing Board members shared that it's helpful to get as many key stakeholders involved in the EVP rollout so they feel more invested in its process.

One member said they gave employees a voice in their activation, who all provided input on the direction of culture and insights on where improvement was needed.

Members also said it's critical to get as many people excited in the beginning of the rollout, especially from an executive sponsorship perspective. One member noted that the more excitement you generate, the more the EVP gets discussed, which alleviates the pressure from your team to solely keep momentum going.

Another member explained how they worked with their company's facilities team, who initially never had reason to know brand guidelines. However, a partnership opened ideas and created alignment in bringing EVP to life, leading to an office redesign.

Train Your Recruiting Team on EVP Messaging

Francesca at MassMutual emphasized the importance of [training recruiting teams on effectively using EVP messaging when hiring](#).



"I think that one thing here is going on the road internally and doing presentations to your recruiting team, their hiring managers, and their stakeholders, as well as getting them energized about using the EVP messaging when hiring," Francesca said.

It's important to equip recruiters with language they can use on social media and in candidate interactions. Ensuring they understand the key EVP pillars and know how to communicate about the benefits and company culture.

Francesca added that empowering recruiters to act as brand advocates can support your EVP rollout and emphasized how important the first interactions with candidates is.

"Making sure recruiters have some tidbits that they're able to share that they feel comfortable with naturally talking about your EVP is really important," she said.

Keri at U.S. Bank also discussed how you should empower your recruiters to share authentic stories of their experiences.

"How could they infuse the EVP when they're talking to candidates?" Keri asked. "There's still that authentic connection they're making based on their own journey within U.S. Bank. We're trying to empower our recruiters to have that authentic story to share with candidates as well."

Francesca added that toolkits on intranets or shared folders, including resources like LinkedIn banners, talking points, and boilerplate language about the company and EVP, support recruitment teams in effectively communicating the EVP.



We're trying to empower our recruiters to have [their own] authentic story to share with candidates as well.

— Keri La Ra, U.S. Bank

5) Launch Your EVP Externally

Highlight Company Benefits and Culture on Your Career Site

After launching your EVP internally, members explained that it's vital to showcase the EVP on your career sites.

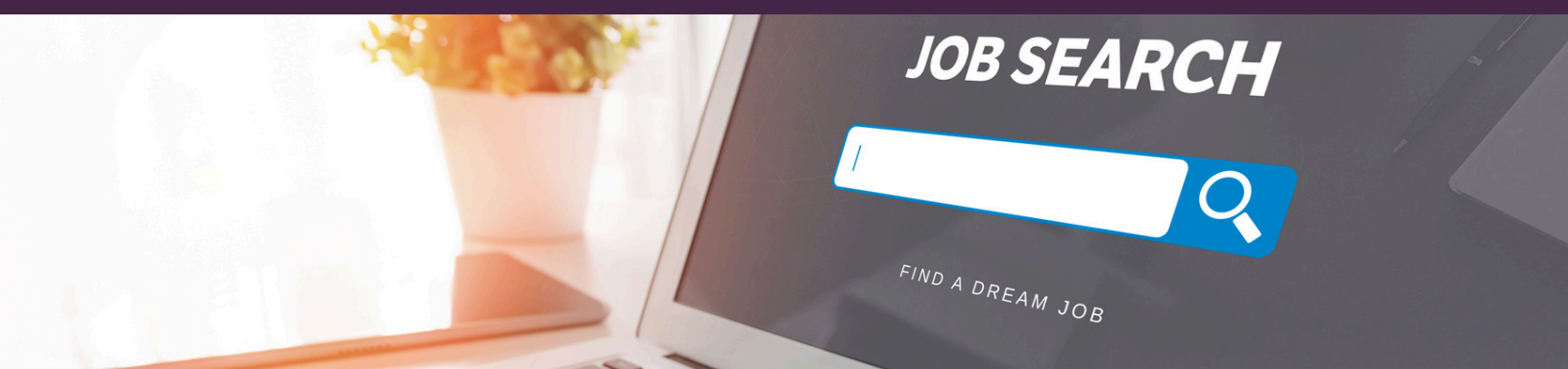
Danny at Bristol Myers Squibb said her team launched a story blog on their career site, which provided insights into the experiences of individuals, teams, and projects within the company.

"The work that we do transforms the lives of patients," Danny said. "It also transforms the lives in the careers of those who do it right. We want to make sure that that comes through and we created a story blog on our career site."

Francesca at MassMutual said it's key to create content that resonates with candidates by focusing on their interests and what's helpful to them as they consider a role at your company.

"Say you're looking to hire engineers. What topic would an engineer be into?" Francesca asked.

She then suggested that while the content doesn't always need to explicitly invite candidates to apply, it should still communicate the company's involvement in areas that matter to the candidate.



[Vanessa Sain-Diequez](#), Senior Director of Talent Attraction at Spectrum, shared how her team used [employee-generated content to activate their EVP on career sites](#).

Their employees shared personal career stories through video and other creative formats, which showcased what employees' experiences.

Vanessa noted these employee video stories resulted in 40% of applicants who viewed the videos clicking "apply." She also shared that her team moved away from stock photography and used real employee photos to give a true sense of their culture.

"We're seeing a lot more use of employee photography in general when we research other sites," Vanessa said. "I think the more that you can be real and authentic and show who actually works there, the better."



We're seeing a lot more use of employee photography in general... I think the more that you can be real and authentic and show who actually works there, the better.
— Vanessa Sain-Diequez, Spectrum

Leverage Social Media Campaigns to Connect with Larger Talent Pools

Danny explained how Bristol Myers Squibb also leveraged social media campaigns and brand advocacy efforts for external rollout. Their creative ads used in-depth interviews with employees and highlighted the unique aspects of working at the company.

"We have brand advocacy and storytelling. Every creative ad we develop has a 30-minute interview associated with it," Danny said. "Take that time to cultivate that custom content because it goes a long way."

[Madigan Cochran](#), Communications Manager for People Leadership and Retail Risk at Capital One, shared how [leveraging social media campaigns to roll out EVP messaging](#) can attract passive candidates.

Her team collaborated with their in-house creative team, and they used quarterly themes, such as "Find Your Fit," which showcased associate stories and career paths to connect with candidates.

"We wanted to explore the idea that candidates don't want to just know that you have a great workplace, they want to know why your workplace would be great for them," Madigan said. "Through our associate stories, we showcase the countless career paths and opportunities available at Capital One."

Madigan also discussed inclusive content, which helped drive follower growth and increased engagement on Instagram. They found success by using associate photos, which outperformed more polished, creative team-generated materials.

"Once we found that tactic resonated more with people and started running more content in that same vein, we saw an immediate growth in the number of followers and clicks on our social channels," she added.

She advised flexibility, experimentation, and working closely with marketing, social media, and legal and risk teams to ensure EVP messaging remains authentic and adaptive to changing audience preferences.



Once we found that [associate photos] resonated more with people and started running more content in that same vein, we saw an immediate growth in the number of followers and clicks on our social channels.

— Madigan Cochran, Capital One

6) Measure the Success of Your EVP

Track Employee Sentiment and Candidate Quality

Keri emphasized that measuring the success of an EVP starts with monitoring sentiment, especially through company reputation on platforms like Glassdoor. If there is misalignment between the EVP messaging and candidate feedback, it could indicate areas that need attention.

Keri also said analyzing EVP effectiveness within different business lines can highlight areas of strength and opportunity. Over time, more traditional metrics like applicant quality and time to fill will become useful.

“There’s consumer behaviors that evolve that absolutely impact how we think about EVPs,” Keri said. “Candidates are consumers. So, keep tabs with your consumer marketing teams on how things are evolving that might be impactful to what you’re doing on the recruiting side of the house.”

Francesca said it's also important to examine the candidates who reach the interview stage. This reflects whether the EVP is attracting individuals who resonate with your company's values, are qualified, and would be a good cultural fit.

Track Employee Sentiment and Candidate Quality

Danny at Bristol Myers Squibb said it’s also critical to monitor quantitative metrics like career site visits and ad click-through rates. A decline in clicks or engagement with ads might signal that the EVP isn't resonating with your target audience.

However, she also noted that it’s important to consider other factors that could influence these metrics, such as seasonal changes or external events, and to track these metrics over time to get a clear picture of your EVP's impact.



Talent Marketing Board members noted that employee retention rates, time-to-hire, quality of hire, and employee engagement scores are also key metrics.

During a private call on measuring EVP activation, one member said it helps to identify 2-4 key data points to track progress. This member recommended developing a rubric to measure this progress, and ensure the data is relevant, has integrity, is repeatable, and quantifiable.

Present the data in an easily understandable format to facilitate quick insights for leadership teams. After setting up the framework, allow it to operate for at least a year to gather reliable trends, and review quarterly and annual data to adjust and improve over time.

Other members said they're also measuring application flow and conversions, acceptance rates of offers to top candidates, and attrition and turnover rates. Other notable metrics included time on site for career pages to measure engagement with candidates, engagement from chatbots, and candidate routing.

Francesca at MassMutual suggested [tracking marketing materials](#) that use your EVP.

“When you share something on Slack or on [Microsoft Teams], see how many people actually click on that link, share it, or read that article, and try to get a sense of what employees are driven to share as well,” she explained.

Then analyze social media performance to gauge the effectiveness of your EVP content and where to focus your efforts.

Be Patient and Make Adjustments as Needed

Talent Marketing Board members said that patience is needed to truly measure EVP success.

Keri also noted that it's important to be cautious about expecting immediate results, as it takes time to embed the EVP. Once your measurement framework is established, allow it to run for a year to gather meaningful insights. Regularly review quarterly and annual trends to refine your strategy and focus on areas needing attention.

Since there's no industry standard for measuring EVP, one member developed a custom grading system inspired by a school's grade point average scale. They defined performance levels with grades such as 1.0 for no growth, 2.0 for slow progress, 3.0 for mild growth, and 4.0 for significant progress.

This member refined a broad list of potential employer brand metrics to those meeting these criteria, utilizing HRIS or data analysis teams to assess the reliability of measurements.

While goals should be set with a long-term perspective, it's important to remain flexible. Members recommended setting goals and objectives for at least a year but acknowledged that metrics and grading scales may need adjustments based on evolving business conditions, such as changes in management or strategic priorities.



About Us

The [Talent Marketing Board](#) delivers unbiased peer insights from a trusted community -- led by expert advisors -- that help employer brand and recruitment marketing leaders and their teams at big companies quickly make informed strategic decisions.

Leaders from more than 70 large enterprises rely on the Talent Marketing Board to discuss employer brand strategy, recruitment marketing, employer reputation, career sites, diversity attraction, EVP, proving ROI of talent brand, and more. With no vendors and no selling allowed, members get honest answers from true peers -- who don't have an agenda. And because we enforce strict confidentiality rules, members get information they can't get anywhere else.

Our service is fast, unlimited, and on-demand -- with dedicated, full-time advisors who don't stop until members have the answers they need. All members have to do is ask, we take care of everything else.



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