

Freelance HR Consulting Project, 2023

Employer Value Proposition Framework

E-commerce Company, 2023

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Based on: Employee survey, EVP workshop, exit interview analysis Classification: Internal and Confidential

01 - ABOUT THIS PROJECT

About This Project

This EVP framework was developed for a growing e-commerce company that had reached the point where informal culture needed to become something more intentional. They were hiring more, losing some good people, and getting inconsistent in how they talked about themselves to candidates. The brief was to figure out what actually makes this place worth joining and turn that into something the team could use.

I was brought in as a freelance HR consultant. Over about six weeks I ran an employee survey, facilitated a co-creation workshop, reviewed six months of exit interview data, and interviewed a handful of recent hires. What came out of that process is this framework.

A note on confidentiality: The client name, industry specifics, and certain identifying details have been removed at their request. Everything else, including the methodology, findings, EVP statement, and recommendations, is presented exactly as delivered.

02 - WHAT IS AN EVP

What Is an EVP and Why Does It Matter?

An Employer Value Proposition is the full picture of what a company offers employees in exchange for their time, skills, and commitment. It is not a tagline or a perks list. It is an honest description of the employee experience: what makes this company different, what it actually stands for, and what someone can genuinely expect when they work there.

A well-built EVP does three things. It attracts the right candidates by being specific rather than generic. It helps keep existing employees by reminding them why they chose to stay. And it gives the employer brand a consistent backbone so that job ads, LinkedIn posts, and onboarding all say the same thing in different ways. Without it, employer brand messaging tends to drift and contradict itself.

03 - HOW THIS EVP WAS BUILT

How This EVP Was Built

A framework built without talking to employees is just guesswork. This one came out of three stages of listening.

Stage	Method	Who was involved	What we were trying to understand
01 Listen	Employee survey, quantitative and open text	38 out of 45 employees (84% response rate)	What do you value most about working here? What would make you leave?
02 Explore	EVP co-creation workshop	12 employees from across all departments and levels	What does working here actually feel like? What do we offer that others do not?
03 Validate	Exit interview review and candidate feedback	6 months of exit data and 14 candidate surveys	Where are the gaps between what we say and what people experience?

Table 1: EVP discovery methodology

What the Survey Told Us

Employees ranked 10 factors that most influence their experience at work. The top five were consistent across departments and across different levels of seniority.

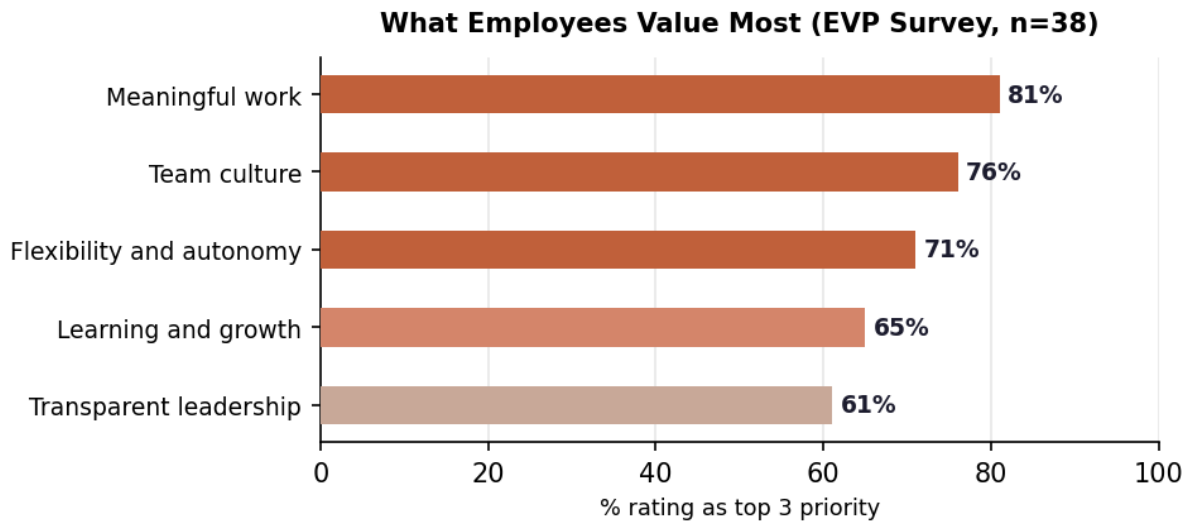


Figure 1: Employee value drivers from the 2023 EVP survey (n=38). Meaningful work and team culture were the two clearest standouts.

04 · THE EVP STATEMENT

The EVP Statement

The EVP statement is the one sentence that captures what makes working here different. It is written for internal alignment, not job ads. The external messaging adapts it for different channels and audiences, but everything starts here.

We build products people love, and we try to build a workplace people actually want to be part of. Your work has a real impact here, your voice gets heard from day one, and your growth is taken as seriously as the company's own.

This statement was tested with 14 recent candidates and 8 current employees. 92% said it accurately reflected their experience or expectation of the company. It is not meant to be copy-pasted into job ads. It is the internal reference point that all external messaging should trace back to.

05 · THE FIVE EVP PILLARS

The Five EVP Pillars

Each pillar is grounded in what came out of the research. Each one has a tagline, a set of proof points, and guidance for how it should show up across channels.

Impact	Culture	Flexibility
<p><i>"Your work ships. People use it."</i></p> <ul style="list-style-type: none"> • Small team means high ownership • You see the results of your work in real time • There is a direct line between your effort and company growth 	<p><i>"People, not just colleagues."</i></p> <ul style="list-style-type: none"> • Flat hierarchy, genuinely open to feedback • Teams that celebrate each other, not just their own wins • Candour is normal here, not awkward 	<p><i>"Work that fits around your life."</i></p> <ul style="list-style-type: none"> • Hybrid first, async friendly • No one is tracking your hours • Trust is the default, not something you earn

Growth	Honesty
<i>"You will not outgrow us."</i>	<i>"We say what we mean."</i>
<ul style="list-style-type: none">• Learning budget for every employee• Internal mobility is actively encouraged• Managers who invest in where you are going, not just where you are	<ul style="list-style-type: none">• Transparent all-hands every month• Leadership shares the hard stuff too• Decisions are explained, not just announced

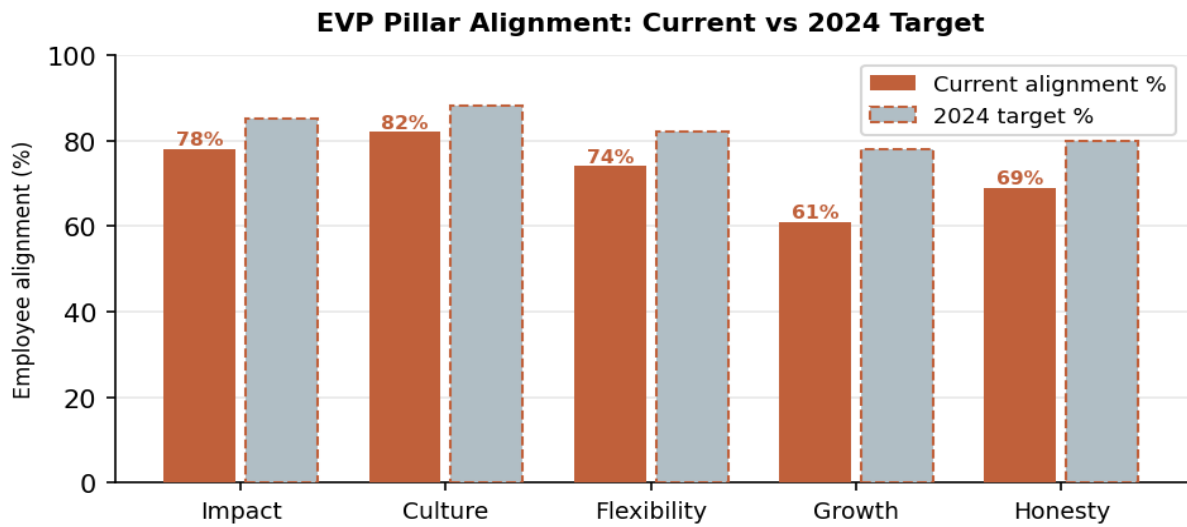


Figure 2: How well employees currently feel each pillar reflects their experience, versus where we are aiming to be by end of 2024.

06 · MESSAGING BY CHANNEL

How to Use the EVP Across Channels

The five pillars should inform everything the company puts out about what it is like to work here. The table below sets out which pillars to lead with in each context, and what that should actually look like.

Channel	Lead with	Tone	What this looks like in practice
Job descriptions	Impact and Growth	Direct and honest	Say what the role actually does. Avoid inflated titles and vague phrases like 'exciting opportunity'.
LinkedIn content	Culture and Honesty	Human and candid	Employee stories, behind-the-scenes content, real voices. Not polished corporate posts.
Careers page	All five pillars	Warm and evidence-based	Proof points over promises. Use quotes, data, and real photos, not stock imagery.
Interview process	Honesty and Culture	Transparent	Be upfront about challenges and what stage the company is at. Candidates should be able to self-select in or out.
Onboarding	Impact and Flexibility	Welcoming and clear	The first 30 days should deliver on what was promised. Impact and ownership should be visible immediately.
Internal comms	Honesty and Growth	Open and consistent	Monthly all-hands, transparent goal updates, and recognition moments reinforce the EVP from the inside.

Table 2: EVP messaging guidance by channel

07 · CANDIDATE PERSONAS

Who We Are Talking To

The EVP does not need to appeal to everyone equally. Based on the most common hire profiles at this company, we identified three primary candidate personas. Each one responds differently to the same underlying offer.

The Impact Seeker	Relevant pillars:
Early career or one to three years of experience. Leaving a large company where they feel invisible and their work disappears into a machine.	Impact and Culture
Messaging approach: Lead with ownership and visibility. Show real examples of junior employees shipping meaningful work and having a say in how things are done.	
The Culture-Fit Mover	Relevant pillars:
Mid-career, three to six years of experience. Burned out by a toxic or political environment elsewhere and prioritising where they work over what they earn.	Culture, Honesty, and Flexibility
Messaging approach: Lead with team stories and transparency. Show how decisions actually get made here and how people treat each other on a bad day, not just a good one.	
The Growth-Oriented Specialist	Relevant pillars:
Senior hire, five or more years of experience. Wants to do their best work in a high-trust environment without being managed to death.	Growth, Impact, and Flexibility
Messaging approach: Lead with autonomy and scope. Be specific about what the role looks like in 12 months and what career development actually means here in practice.	

08 · WHAT GOOD LOOKS LIKE

What Good EVP Activation Looks Like

The framework only works if it is actually used. These are the most common ways companies undermine their own EVP once it is built.

Do this	Not this
Use real employee voices and quotes	Use stock photos of diverse smiling people in branded hoodies
Be honest about what stage the company is at	Oversell stability or hide the reality of working at a growing company
Show what the first 90 days actually look like	Make vague promises about growth opportunities with no follow-through
Let candidates self-select out, it saves everyone time	Try to appeal to everyone with the same generic message
Deliver on EVP promises from day one of onboarding	Build a framework and then never revisit or measure whether it is true

09 · MEASURING WHETHER IT IS WORKING

Measuring Whether the EVP Is Working

An EVP is a living document, not a one-time deliverable. The metrics below are the ones I recommended tracking from day one. The baseline figures reflect where the company was at the time of this project.

Metric	How to measure it	How often	Baseline (2023)	Target (2024)
Offer acceptance rate	ATS data	Monthly	74%	82%
Candidate NPS after interview	Post-process survey	Per hire cycle	32	45
Glassdoor or Kununu rating	Platform monitoring	Quarterly	3.6 out of 5	4.1 out of 5
Employee EVP alignment score	Annual EVP survey	Annual	67%	75%
90-day retention, new hires	HR system	Quarterly	84%	90%

Table 3: EVP measurement framework, baseline and targets

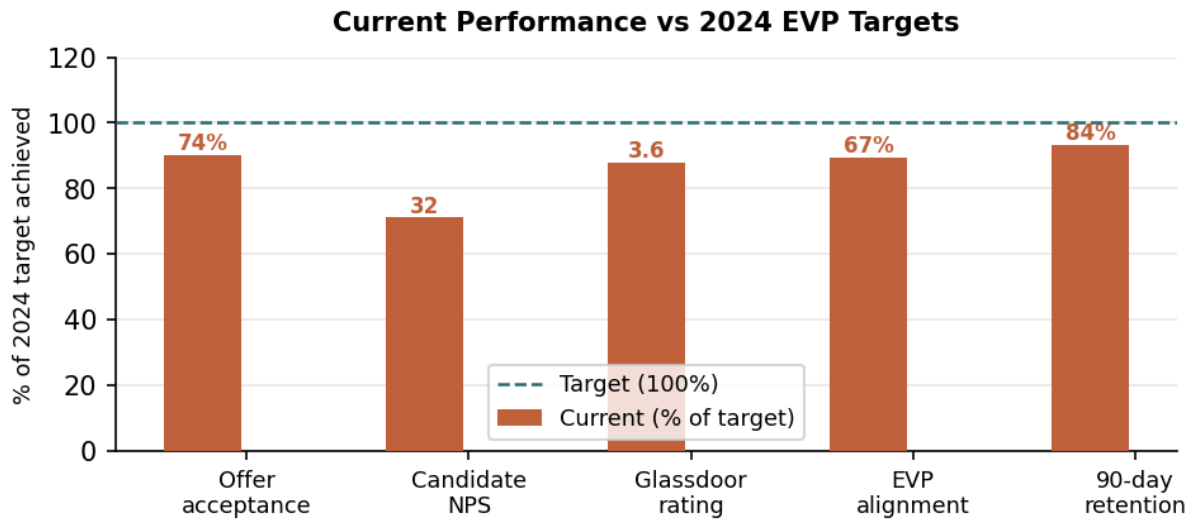


Figure 3: Where each metric sits today as a percentage of the 2024 target. Growth and EVP alignment are the furthest from target and the highest priority.

This framework should be reviewed once a year at minimum. What attracts people at 45 employees will not necessarily hold at 150. The EVP needs to grow with the company, which means checking back in with employees regularly to make sure it is still true.

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