



Impellam
Group

Believe in the power of work

Building a Resilient Workforce:

The evolution of
your EVP and
why it matters



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The workplace of today isn't the workplace of yesterday. And by tomorrow, it could all change yet again. On top of external political and socio-economic factors, the constant evolution of job roles and the way people work within them, changing employee and employer expectations, and technological advancements contribute to what has become a very difficult-to-predict employment landscape.

Now, more than ever before, professionals across permanent and contingent workforces are weighing career moves more carefully, conscious of the potential for unpredictability.

Employers must respond. Not only to attract the best talent available, but to retain that high calibre talent too. It is vital to devise and deliver a powerful Employer Value Proposition (EVP), and a company culture that promotes growth, development, and stability.

An evolving landscape

While we are no longer experiencing such a candidate driven market, it is – and will continue to be – a competitive talent market for the most in-demand roles, particularly as skills shortages grow. As a result, an organisation's culture and EVP must be agile and resilient enough to react.

Making a company stand out as an employer of choice through the opportunities, rewards, development, and environment it provides for people to be the best version of themselves can be the difference between not only finding and hiring talent, but also ensuring they stay long-term.

As Impellam North America's Senior Director of Enterprise Growth & Strategy, Esther Swaty explains,



Culture and candidate experience are more important than ever. Just because a brand had limited attrition last year, doesn't mean they will next year."

— Esther Swaty,
Senior Director of
Enterprise Growth
& Strategy, North America



Similarly, Adam Barratt, Guidant Global UK's Head of Talent Marketing, believes:



There's a new energy with companies now; they are hiring for transformation and preparing for what the future could be. The best talent want to be a part of that, so you really can't afford to have a bad culture or poor EVP. If another company has a better one, it will cost you good people."

— Adam Barratt,
Head of Talent Marketing,
Guidant Global UK



We've seen an array of workforce trends that procurement teams have had to react to. While "quiet quitting" may be tapering off, we see more movement in talent pools on the horizon and the impacts could be felt as early as now.

With the potential of another period of mass talent movement looming, organisations need to be prepared and proactive in their approach to attracting and retaining individuals. Whatever their needs and goals, the approach must be centred on the right employer branding.

“

Workers are looking for something deeper than a paycheck; they're after purpose, something they can connect with, and the chance to build careers with an organisation. The changing needs of the emerging generations are amplifying this desire.”

— Scott Waletzke,
Vice President Client
Solutions, Guidant Global



Indeed, a recent [Deloitte](#) report on Gen Z revealed that this demographic values purpose over pay.

Darren Topping, Director of Enterprise Solutions, Insight & Partnerships at Lorien & Impellam UK, echoes this statement:

“

Today's employees, particularly newer generations to the workforce, are digital natives who expect consumer-grade experiences in their work environment. By harnessing data-driven insights, we can help our customers to adapt the values of the emerging workforce, focusing on purpose, diversity, and innovation.”

— Darren Topping,
Director of Enterprise
Solutions, Insight &
Partnerships Lorien
and Impellam Group UK





The impact of strong cultures and EVP

We've long been advocates of strong employee culture and the impact it has, from reducing attrition rates to increasing loyalty. But there's so much more value that can be delivered and demonstrated with a strong EVP.

Empowering people to showcase their talents and be the best version of themselves not only promotes a happier, more motivated workforce, but also has a direct effect on bottom line results and productivity.

- Research from [Deloitte](#) shows 88% of employees believe a distinct workplace culture is important to business success.
- According to a [Forbes](#) article, companies with a strong culture have reported a 4x increase in revenue growth.
- The same piece cited evidence that businesses on Fortune's "Best Companies to Work For" list see significantly higher annual returns.

Promoting authenticity, trust and loyalty creates a sense of optimism too. According to a [recent report from PwC](#), employees who felt that their behaviours and their company culture were aligned, were more positive that their company will still be in business in ten years. They were also more likely to bring innovative ideas to the team.

Measuring the impact of a negative EVP

A responsible organisation looks beyond its achievements. It is crucial to understand where risks have been negated through a strong EVP and authentic culture.



Today's talent are more than potential employees and workers; they're also customers. Companies must consider that candidates are consumers, as well, so the candidate experience is more important than ever."

— Tracy Monsour,
Marketing SVP,
Impellam Group,
North America



The impact of talent pool experiences on consumer behaviours is highlighted by a [Virgin Media case study](#) demonstrating the direct link between a bad candidate experience and millions of dollars in lost revenue. This is a real-life example of how crucial it is to have a culture aligned to what talent want. And it's not just linked to customer buying patterns either. In the retail sector for example, global powerhouse brands such as [Dior](#) and [Nike](#) have experienced reduced stakeholder investment in recent years due to claims of unethical labour practices.



But what does a ‘good’ culture and EVP look like?

Cultures and, in turn, EVPs, evolve as the expectations of people evolve. Workplaces and their workforces change as new people with new ideas, beliefs, wants, and needs become part of the working environment, and failure to adapt risks setting an organisation up to fail.

Beyond the experience and insights of people, an increasingly technology-driven world is presenting new ways to evaluate and evolve an EVP, Darren Topping goes on to explain,

“

AI is beginning to revolutionise the way we deliver the message of our employer value proposition to the job market, enabling us to create a more personalised, inclusive, and responsive employee experience.”

— Darren Topping,
Director of Enterprise
Solutions, Insight &
Partnerships Lorient
and Impellam Group UK



There isn't a 'one size fits all' approach to creating a strong culture and EVP. The time spent getting it right - conveying a company as people-focused and a place to thrive is time well spent. As Sarah Jane King, Impellam Group HR Director commented,

“

To truly engage your workforce, including your contingent workforce, your EVP must be authentic, adaptable and multi-faceted.”

— Sarah Jane King,
HR Director,
Impellam Group



Don't leave the contingent workforce behind

The contingent workforce is, and will continue to be, key to business flexibility and transformation. Just a few short years ago, it would be common to see employers approaching EVP development and cultural assessment purely from the perspective of the permanent workforce.

“

Not everyone has paid as much attention to their contingent workforce as they perhaps should have. Encouragingly, however, many companies are recognising this. Investing in contingent will be a catalyst to growth but contingent talent pools are still often treated as a separate entity, even by those firms with an extensive history of hiring this workforce.”

— Esther Swaty,
Senior Director of
Enterprise Growth
& Strategy, North America



This is beginning to shift. There's a growing recognition that employer value propositions need to encompass contingent workers too. Employers are tapping into this segment of the workforce in growing numbers across the globe, and while contingent talent may only be with a company for a limited period, the impact they have on the culture is long-lasting.

Alexa Bradbury, Impellam's Director of Marketing, UK & Europe believes:

“

The rise of the contingent workforce is reshaping how work gets done, driven by HR and procurement working more collaboratively than ever before. As organisations embrace blended workforce models, technology enables seamless integration, ensuring that all workers – regardless of role or status shared values. Agility and alignment are now essential for success, creating consistency across every aspect of the business.”

— Alexa Bradbury,
Director of Marketing
Impellam Group
UK and Europe





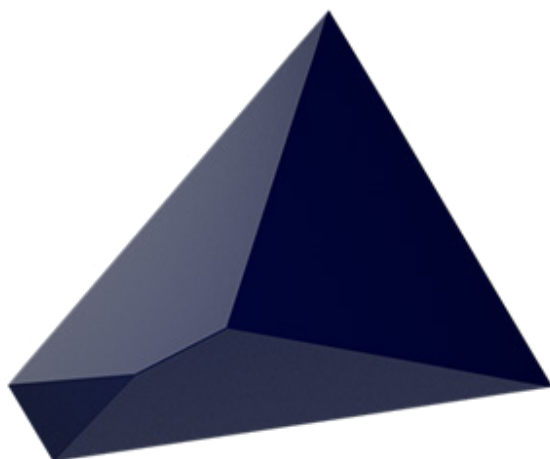
Contingent resources also have the potential to return time and again to a business. Ensuring they are factored into a proposition will aid continued engagement with this core talent pool (which is particularly important given the role they play in alleviating the impact of skills shortages).

Mindsets also have to shift to be more relevant for the blended workforce. According to Adam Barratt,



History teaches us that the term ‘career’ is associated with permanent workforces, and job with contingent but this is an archaic view. Contractors have careers too; they have simply chosen a different route. This must be recognised to ensure cultures truly speak to these audiences.”

— Adam Barratt,
Head of Talent Marketing,
Guidant Global UK



The perils of misconstruing corporate culture

While culture must reflect and respond to the wants and needs of the workforce: it is important that authenticity remains at the heart of everything.

Aside from the fact that attrition rates will increase, the longer-term impact of not creating the right EVP can't be ignored. In today's socially connected landscape, people feel more empowered to publicly call out brands that have mis-sold the business and will often do so.

And with a growing reliance on the contingent workforce, a negative or mis-directed culture risks damaging the chance of re-engaging them again, while also negatively impacting your reputation with wider contingent talent pools.

It's also important not to forget about the power of your leavers' voice, as Sarah-Jane King, Impellam Group HR Director, explains,

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Understanding why people leave an organisation is as important as engaging those who stay. Exits aren't always negative; they can be positive transitions that offer valuable insights. By listening to leavers, building alumni relationships, and learning from their experiences, we gain a well-rounded view of the employee lifecycle, and can enrich our people strategy.”

— Sarah-Jane King,
HR Director,
Impellam Group



Getting the value from your EVP

Your EVP is an ever-evolving element. It will, in essence, never be complete. That doesn't mean that it is wrong, or you've failed, but rather that you are on the right path to meet the challenges of the future.

An effective EVP taps into the pride of your workforce, recognising and rewarding it to inspire even greater performance. When employees feel truly proud to work for your organisation, they become your most powerful advocates. Those that master the art of culture and EVP will reap the rewards with productivity and business resilience – especially as “new world of work” continues to change.

EVP considerations

The elements of culture and EVP vary, but as a starting point at least it is vital to consider:

- **Authenticity is key:** You might be able to talk the talk, but talent communities will judge you on whether or not you can walk the walk. People need to truly feel a part of the organisation – whether they are part of your contingent or your permanent workforce – and that requires having a ‘golden thread’ of authenticity throughout your culture. Workers themselves have indicated the value they place on this, with a study from the [Institute for Inclusive Leadership](#) revealing that 90% of people value authenticity at work.
- **Be unique:** A culture and EVP that doesn’t stand out not only has limited impact, but it also screams ‘inauthentic’ to talent communities. The language and tone need to resonate with your talent. At Impellam, for example, we have our own unique ‘Virtuoso behaviours’ that our brands and people recognise and use themselves.
- **Bring your people along on the journey:** Successful propositions are based on legacy and fact. If you are listening to your people and creating a two-way dialogue, it will be much more effective. Our Impellam Virtuoso Alliance, for example, creates a platform for our leadership to hear from our people directly, stay close to customers, get feedback on upcoming strategic initiatives, and involve everyone in the business. If we look at brands that have a strong culture and EVP, there’s a clear focus on people steering the working environment. Outdoor clothing company, [Patagonia](#), for example, puts the power in the hands of staff to set hours and safeguard their own work/life balance.
- **Be versatile:** While there needs to be some consistency in your EVP, it’s not a one-size-fits-all thing. It’s crucial to really understand your workforce and create a proposition that speaks to the unique needs of all.
- **Feedback:** One of the core components of a strong culture and EVP is the ability to share with your talent community what is being changed and why. Telling your people that you listened, and are taking action, will strengthen connections and your culture. Again, if we consider brands that have created a strong Employer Value Proposition, feedback is incorporated. [Yelp](#), for example, uses its own five-star review business proposition with its workforce.



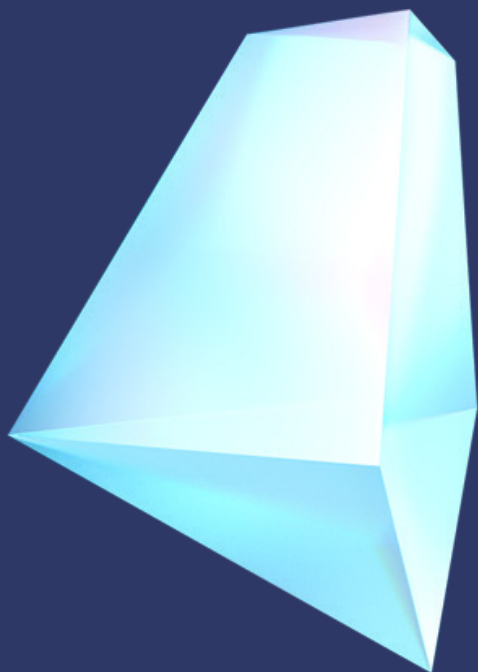


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Want to learn more about developing
or enhancing your company's
employer value proposition?
Get in touch with us via

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