



Investors in People is a flexible, easy to use framework which helps organisations transform their business performance and boosts the productivity of the UK economy. It improves the ways in which organisations manage and develop their people. The framework is outcome focused, outlining what needs to be achieved, never prescribing how. Investors in People focuses on identifying organisational priorities, applying the framework in a tailored way to deliver them.



Product

At the heart of Investors in People is The Standard. It comprises 39 outcome-based evidence requirements which follow the 'plan, do, review' cycle. This allows organisations to build up a complete picture of how they are managing their people and where they can make improvements. Organisations need to meet these 39 evidence requirements in order to be recognised as an Investor in People and permitted to display the laurel logo and plaque.

In May 2009, following extensive consultation with customers, Investors in People launched an extended framework offering greater breadth and depth of expertise. This was introduced alongside a more tailored approach to delivering business support shaped around organisational needs. This new approach is focused on listening to the organisation's



priorities and applying the framework towards meeting objectives giving in-depth feedback on the issues that matter most.

The extended framework provides customers with more scope for continuous improvement and stretch. It offers deeper and more



challenging evidence requirements where relevant. To celebrate progress, additional Bronze, Silver and Gold recognition have been introduced to acknowledge additional achievement beyond The Standard.

Investors in People offers a number of free online support tools, including Interactive. This tool is built around five management practices that relate directly to the Investors in People framework. It is designed to guide organisations through development activities so that they can establish a clear understanding of their current strengths, and prioritise areas that require further focus.

Market

Born out of the recession of the early 1990s, Investors in People was launched by business, for business. Since then thousands of employers throughout the UK have worked with the Investors in People framework in conjunction with expert advisors and assessors to enhance their performance and meet their goals. Currently almost eight million employees in more than 35,000 organisations, based in 50 countries worldwide, are working with Investors in People. Of those organisations, 3,500 have been recognised for 10 or more years bearing testimony to the long term effectiveness of the Investors in People approach.

| 1990 | 1991 | 1993 | 1995 | 2001 | 2004 |
|--|--|--|---|---|--|
| Investors in People is created when The Employment Department is tasked with developing a national standard that sets out a level of good practice for training and development to achieve business goals. | The first 28 Investor in People organisations – both large and small – are celebrated at the formal launch of Investors in People on 16th October. | Investors in People UK is formed as a business-led, non-departmental public body. The following year the first Investors in People Week is launched. | The first review of The Standard is carried out and an operation is established in Australia. | A total of 5,939,825 employees are in organisations working with Investors in People. | Investors in People launches the latest version of The Standard and The Champions programme is launched. |



Achievements

When Superbrands revealed its top 500 Business Superbrands for 2009, Investors in People had risen an impressive 207 places to sit at 210, making it the biggest year-on-year riser. Investors in People has consistently achieved high levels of consumer recognition and its listing as one of the top Business Superbrands is testament to its reputation as the UK's leading tool for business improvement through people.

Investors in People aims to be relevant, trusted and flexible. During its history, the framework has been through three extensive reviews to ensure it is at the forefront of best practice, challenging organisations to continuously improve. Furthermore, Investors in People delivers real results; it creates improved employee engagement, increased flexibility and better bottom line results. Independent research in 2008 from Cranfield School of Management shows a causal link between the adoption of the Investors in People Standard and improved financial performance. This research also showed that the more an organisation embraces the principles of Investors in People, the greater the benefits.

Recent Developments

Investors in People is introducing a Health and Wellbeing Good Practice Award in the spring of 2010. This award will help employers develop effective health and wellbeing strategies, ensuring that activity is linked to corporate objectives and the impact of interventions is evaluated. The award aims to build resilience and engagement with employees, enabling organisations to adapt and remain innovative in a continued climate of change.

| 2007 | 2008 | 2009 | 2010 |
|---|---|--|--|
| Investors in People Interactive, a free online support tool, is launched. | Some 7,771,357 employees are in organisations working with Investors in People. | Investors in People unveils an extended framework plus Bronze, Silver and Gold recognition for those who work beyond The Standard. | The Health and Wellbeing Good Practice Award is launched in spring 2010. |

Promotion

Investors in People's marketing strategy focuses on the promotion and positioning of the brand as a business improvement tool. Investors in People thrives on word-of-mouth recommendation through trusted, respected sources and has two programmes recognising the value of advocacy: The Champions Programme and The Ambassadors Programme. Champions are organisations that disseminate and share best practice with employers of all sizes and sectors, engaging in additional promotional activity to extend understanding of Investors in People and its benefits. Currently over 50 organisations have gained the prestigious status of Investors in People Champion.

Ambassadors are individuals who promote and represent Investors in People, inspiring others to adopt best people management practices. They take part in a series of high profile events and speaking platforms.



Brand Values

Investors in People takes pride in offering an accessible, flexible and responsive service to customers, reflecting its promise to deliver real benefit to employers of all sizes and in all sectors throughout the UK. The brand aims to be confident, credible and energising – values which are underpinned by research findings and reflected in customers' pride in achieving success with Investors in People.

These values are expressed in a new identity and revised logo that Investors in People launched alongside its new approach and extended framework in May 2009. The laurel mark has been developed to make it work more effectively and the brand's regional delivery partners have rebranded using the new logo to present a seamless identity throughout the delivery network.

Essentially the Investors in People brand represents a promise; it is an expression of the positive performance improvement experience that everyone – customers, suppliers and its own people – expect and should receive.

investorsinpeople.co.uk

Things you didn't know about Investors in People

Investors in People has introduced a new approach that can transform performance by targeting an organisation's specific business priorities.

Since 1991 over 40 per cent of the UK workforce, more than 10 million people, have worked in an Investors in People recognised organisation.

Investors in People brings a wide range of benefits to organisations of all sizes. Any changes are always developed in consultation with customers so the framework remains universally relevant.