



Investors in People is a flexible framework that helps organisations transform their business performance and boosts the productivity of the UK economy. The framework is outcome focused, outlining what needs to be achieved, never prescribing how. Employers find Investors in People easy to use because the assessments are all interview-based; no paperwork or evidence gathering is required.



On 1st April 2010, the UK Commission for Employment and Skills became responsible for the strategic ownership of Investors in People. This move has strengthened Investors in People's position, placing it at the heart of the Commission's mission to improve employer ambition and to maximise UK competitiveness and individual opportunity.

Product

At the heart of Investors in People is The Standard, which has 39 outcome-based evidence requirements that encourage employers to 'plan, do and review'. 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 to be recognised as an Investor in People and to display the laurel logo and plaque.



Market

Born out of the recession of the early 1990s, Investors in People was launched by business, for business. Investors in People helps organisations manage change, become more efficient, maintain employee engagement and retain key talent – all important issues for employers coming out of a recession.

Since Investors in People started, thousands of UK employers have worked with its framework alongside expert advisors and assessors to enhance their performance and meet their goals. Currently over seven million employees in more than 28,000 organisations, based in 75 countries worldwide, are working with Investors in People. Of those, 4,700 have been recognised for 10 or more years.



In May 2009, following extensive consultation with customers, Investors in People launched a new approach to working. The extended framework offers more choice, and a greater breadth and depth of expertise. This was introduced alongside a more tailored approach to delivering business support that centres on achieving each organisation's goals by listening to the organisation's priorities, applying the framework towards meeting objectives, and giving in-depth feedback on the issues that matter most.

The extended framework provides customers with more scope for continuous improvement and stretch. To celebrate progress, additional Bronze, Silver and Gold recognitions have been introduced to acknowledge additional

achievement beyond The Standard. In excess of 700 organisations have achieved Bronze status, with more than 250 claiming Silver and over 200 reaching Gold. In November 2010, Sainsbury's became the biggest organisation globally to achieve Investors in People Gold.

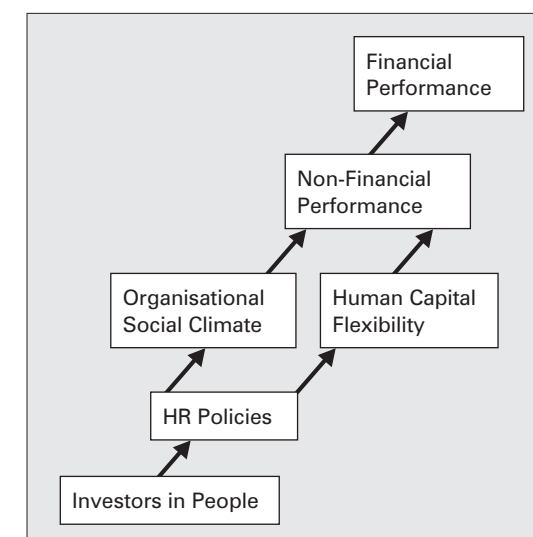
Investors in People offers several free online support tools, including Interactive. This tool is built around five management practices that relate directly to the Investors in People framework. It is designed to guide organisations through development activities so that they can establish a clear understanding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



Achievements

Recent independent research from the Cranfield School of Management has found empirical evidence that Investors in People underpins effective management. This includes enhancing the knowledge, experience and skills of managers; supporting the development of an organisational learning culture; improving the effectiveness of management development practice; and facilitating the creation of a high-performance environment.

The research shows that compared with non-accredited companies, those recognised by Investors in People have better managerial capabilities, which then trigger a chain of events leading to better financial performance and higher profitability – as shown in their published accounts. The findings are illustrated in the flow diagram below, reproduced from the Cranfield School of Management's report. Furthermore, it found that the more the companies embrace



the Investors in People framework, the better their performance will be (Source: 'Investors in People, Managerial Capabilities and Performance' Cranfield University School of Management January 2010).

Recent Developments

Investors in People introduced its Health and Wellbeing Award in March 2010. The award helps employers develop effective health and well-being strategies, ensuring that activity is linked to corporate objectives and the impact of interventions is evaluated. It helps build resilience and engagement with employees, enabling organisations to adapt and remain innovative in a continued climate of change.

A new benchmarking and good practice tool, Compare and Learn, is currently in development.

It will allow employers to compare their performance against that of other Investors in People organisations, and will also provide benchmarks by size, sector and region. The UK Commission is piloting the tool with a view to launching it in the spring of 2011.

Promotion

Investors in People's marketing strategy focuses on the promotion and positioning of the brand as a business improvement tool. It thrives on word-of-mouth recommendation through trusted, respected sources like the Champions programme, which recognises the value of advocacy. 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 more than 90 organisations have gained the prestigious status of Investors in People Champion.

Brand Values

Investors in People takes pride in offering an accessible, flexible and responsive service to customers, reflecting its promise to deliver real benefits to employers of all sizes and in all sectors throughout the UK. The brand defines itself as confident, credible and energising – values that 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 was launched alongside the extended Investors in People framework in May 2009. The brand's regional delivery partners have rebranded using the new logo to ensure 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 – expects and should receive.

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 organisation recognised by Investors in People.

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.

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 launches.	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 introduced.

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.