

The use of valuation in a capitals approach

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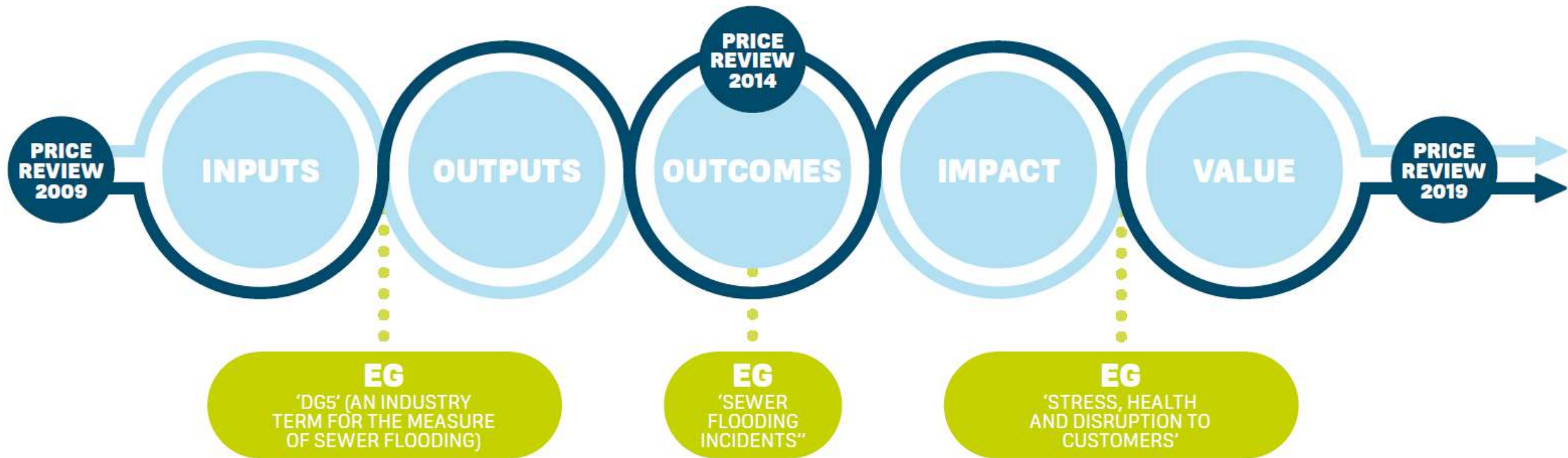


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YorkshireWater

The underlying concept



What the Capitals mean to us

Financial Capital



Our financial health and efficiency

Manufactured Capital



Our pipes, treatment works, offices and IT

Natural Capital



The materials and services we rely on from the environment, especially water

Human Capital



Our workforce's capabilities and wellbeing

Intellectual Capital



Our knowledge and processes

Social Capital



Our relationships and customers' trust in us

Examples

Salaries

The reliability of our infrastructure

Water consumption

Accidents

The reliability of our operations

Customer feedback

Debt

Our energy generation

Water quality

Diversity

Innovations

Charitable donations

Tax contribution

Carbon emissions

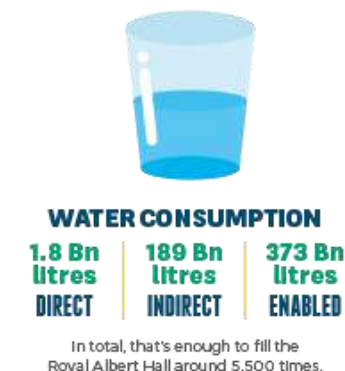
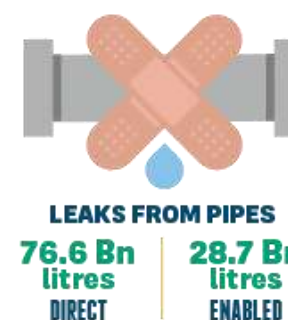
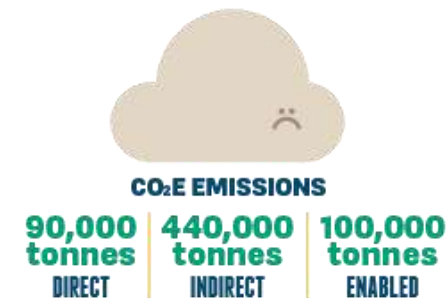
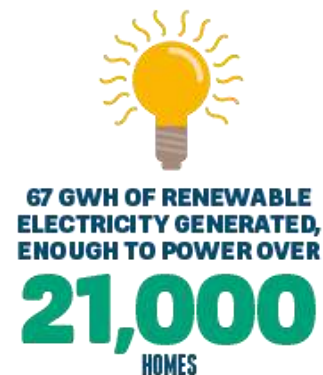
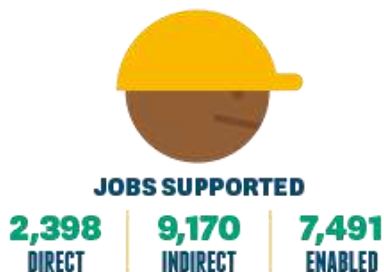
Education and training

Education services

Total Impact and Value Assessment (TIVA) - Quantification



OUR IMPACT

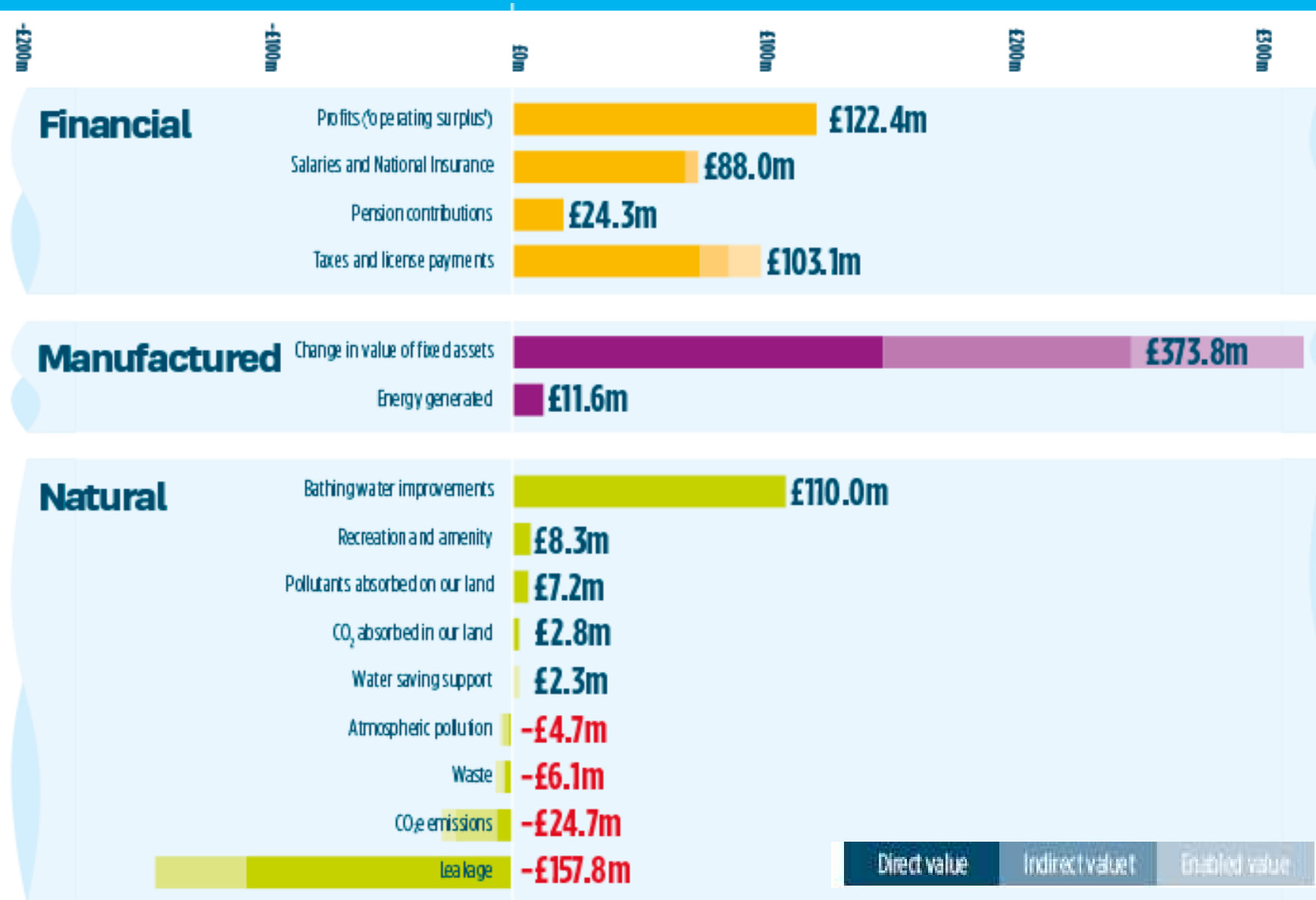


2014/15 annual impact

Total Impact and Value Assessment (TIVA) - Economic valuation



2014/15 annual impact



Total Impact and Value Assessment (TIVA) - Economic valuation



2014/15 annual impact

	£20m	£0m	£20m
Human			
Employee engagement			£8.1m
Performance reviews			£4.2m
Apprenticeships			£2.5m
Employee volunteering			£0.7m
Health benefits			£0.6m
Succession programmes			£0.4m
Injuries			-£0.1m
Commuting			-£0.1m
Protracted paid overtime			-£1.0m
(Un)equal opportunity			-£1.1m
Wage inflation			-£2.1m
Staff turnover			-£4.2m
Sickness absence			-£6.1m

	£20m	£0m	£20m
Intellectual			
Research and development			£4.0m
Employee training			£2.3m
Public information			£0.3m
Knowledge decay			-£1.2m
Social			
Financial support for customers			£6.8m
Charity and volunteering			£0.4m
Public education			£0.1m
Late payments to suppliers			-£0.7m

Only direct impact in these Capitals, with the exception of a small amount of enabled impact in charity and volunteering

Deploying the Capitals approach - A wealth of opportunities

PILOT TEST
OF THE
NATURAL
CAPITAL
PROTOCOL



FIRST TOTAL
IMPACT
AND VALUE
ASSESSMENT
(TIVA)



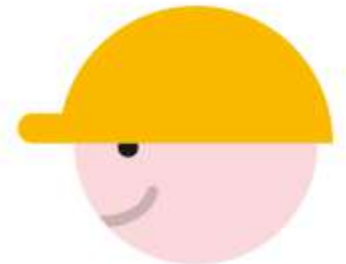
LAND STRATEGY - APPLYING A BESPOKE
CAPITALS ASSESSMENT TOOL TO SHAPE
OUR APPROACH TO LAND MANAGEMENT



INVESTMENT STRATEGY - AUTOMATING
CAPITALS ASSESSMENT IN OUR NEW
DECISION MAKING FRAMEWORK TO
SHAPE OUR INVESTMENT CHOICES



HUMAN AND INTELLECTUAL
CAPITAL ASSESSMENT INFORMING
OUR PEOPLE STRATEGY



Thank you!

Find out more

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Get in touch

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