

WBA's Results Management Framework

The following table presents WBA's results management framework (RMF) for the reporting period between January 1st 2020 – December 31st 2023. The RMF is used to measure our progress towards achieving WBA's overall impact and is aligned with our [Theory of Change](#). As with the impact stories, data is gathered every quarter by WBA's Impact, Development and Learning Team and helps inform decision making and ensures continuous learning and improvement. The data generated by different transformations offers the opportunity for knowledge sharing and results are disseminated internally after every quarter.

For results where there is an N/A, this is primarily because WBA reformulated its RMF in 2021. The RMF was reformulated due to a recognition that previous indicators did not capture everything WBA was measuring or that the phrasing of indicators could be more specific. Therefore, many indicators in the table below were measured for the first time in 2022 so we do not have the data from 2020 or 2021. Moreover, N/As are also used when we are unable to compare the performance to a previous year because it was the first iteration of an activity or output. For example, the first iteration of a benchmark does not allow for comparing companies performance to a previous benchmark iteration.

Theory of Change	Indicator #	Indicator text	Performance			
			2020	2021	2022	2023
IMPACT 1: Transformed systems and improved business impact on people, workers, communities and the environment, particularly in developing countries	1.1	# of companies that have improved on transformational indicators compared to baseline	N/A	N/A	N/A	Climate: 58/131 (44%) Digital: 48/100 (48%) Food: 101/329 (31%) Social: 49/224 (22%) Total: 256/784 (33%)
PRIMARY OUTCOME 1: Companies change behaviour and improve sustainable practices	1.1	% of companies that have improved on indicator scores compared to baseline	CHRB ¹ : 123/196 (63%) Total: 123/196 (63%) *Only 196 of the 229 companies were under scope again in CHRB.	Access to Seeds: 15 / 95 (16%) South and Southeast Asia = 8/31 (26%) Eastern and Southern Africa = 3/32 (9%) Western and Central Africa = 4/32 (13%) Independent Seeds companies: 15/67 (22%) Digital inclusion: 43 / 100 (43%) Seafood: 10 / 30 (33%) Total: 68/197 (35%)	CHRB: 83/127 (65%) Total: 83/127 (65%)	Corporate Human Rights Benchmark: 74/106 (70%) Digital : 66/100 (66%) Electric Utilities: 47/48 (98%) Food and Agriculture: 249/329 (76%) Gender: 30/34 (88%) Oil and Gas: 79/83 (95%) Seafood Stewardship Index: (27/30) 90% Total: 572/730 (78%)
INTERMEDIATE OUTCOME 1: Companies respond actively	1.1	% of companies included in WBA benchmarks that engaged with WBA	CHRB: 121/229 (53%) Climate and Energy: 23/80 (29%) Digital Inclusion: 47/100 (47%) Total: 191 / 409 (47%)	Access to Seeds Index (ATSi): 33/67 (49%) Automotive: 10/30 (33%) Digital Inclusion: 76/150 (51%) Electric Utilities: 27/50 (54%) Food and Agriculture: 110/350 (31%) Gender: 24/35 (69%) Oil and Gas: 22/100 (22%) Seafood Stewardship Index: 21/30 (70%) Total: 323 / 812 (40%)	CHRB: 82/127 (65%) Financial System: 120/400 (30%) Nature: 82/397 (21%) Transport: 38/90 (42%) Total: 322 / 1014 (32%)	CHRB: 56/110 (51%) Digital Inclusion: 74/200 (37%) Buildings: 17/50 (34%) Electrical Utilities: 24/79 (30%) Food and Agriculture: 139/350 (40%) Oil and Gas: 34/100 (34%) Gender: 48/112 (43%) Seafood Stewardship Index: 18/30 (60%) Nature: 149/380 (39%) Total: 559/1411 (40%)

¹ CHRB= Corporate Human Rights Benchmark

Theory of Change	Indicator #	Indicator text	Performance			
			2020	2021	2022	2023
INTERMEDIATE OUTCOME 1: Companies respond actively	1.2	% of companies included in WBA benchmarks that are highly engaged	N/A	Access to Seeds Index: 20/67 Automotive: 6/30 Digital Inclusion: 29/150 Electric Utilities: 11/50 Food and Agriculture: 99/350 Gender: 3/35 Oil and Gas: 30/100 Seafood Stewardship Index: 17/30 Total: 215 / 812 (26%)	CHRB: 10/127 Financial System Transformation: 5/400 Nature: 1/397 Transport: 27/90 Total: 43 / 1014 (4%)	2023 Digital Inclusion: 47/200 (24%) Buildings: 4/50 (8%) Oil and Gas: 16/100 (16%) CHRB: 2/110 (2%) Food and Agriculture: 57/350 (16%) Nature: 12/380 (3%) Gender: 2/112 (2%) Electrical Utilities: 15/79 (19%) Seafood Stewardship Index: 4/30 (13%) Total: 159/1411 (11%) 2022 Financial System transformation: 24/400 (6%) Climate and Energy: 23/90 (26%) Total: 47/490 (10%)
	1.3	% of companies included in WBA benchmarks that mention/ reference WBA and/or WBA benchmarks in corporate communications	21	18	19	24
INTERMEDIATE OUTCOME 2: Key stakeholders use the methodologies and/or results and act	2.1	# of investor actions informed by WBA materials	5	3	41	325
	2.2	# of references/mentions of WBA and/or WBA benchmarks in governmental and intergovernmental publications	13	15	10	10
	2.3	# of civil society organisations' actions informed by WBA materials	N/A	N/A	9	10
	2.4	# of other stakeholder organisations' actions informed by WBA materials	N/A	N/A	12	11
	2.5	# of media mentions of WBA and/or WBA benchmarks	311	385	846	2258
	2.5.1	# of top tier media mentions of WBA and/or WBA benchmarks in news outlets	176	209	215	392
	2.5.2	% of organic media mentions	N/A	N/A	51%	59%
	2.5.3	% of proactive media mentions	N/A	N/A	41%	41%

Theory of Change	Indicator #	Indicator text	Performance			
			2020	2021	2022	2023
INTERMEDIATE OUTCOME 2: Key stakeholders use the methodologies and/or results and act	2.6	# of (self) assessments using WBA methodologies	N/A	N/A	4	12
INTERMEDIATE OUTCOME 3: Stakeholders group around action	3.1	% of Allies that have mentioned WBA / WBA benchmarks in publications and external communications	18/187 Total: 10%	26/287 Total: 9%	14/344 Total: 4%	11/391 Total: 3%
	3.2	# of collective engagement actions undertaken by multi-stakeholder coalitions informed by WBA materials	N/A	N/A	Digital Inclusion: 7 Food and Agriculture: 1 Social: 2 Total: 10	Social: 3 Climate: 2 Digital Inclusion: 1 Total: 6
OUTPUT 1: Publication and socialisation of methodologies	1.1	# of methodologies published	Gender Digital Electric Utilities Total: 3	Access to Seeds Index CHRB Financial Systems Transformation Food and Agriculture Just Transition Oil & Gas Seafood Stewardship Index Social Transformation Framework Total: 8	Food and Agriculture Nature Seafood Stewardship Index Transport Total: 4	Gender Oil and Gas Buildings Total: 3

Theory of Change	Indicator #	Indicator text	Performance			
			2020	2021	2022	2023
OUTPUT 1: Publication and socialisation of methodologies	1.2	# of stakeholders that have participated in WBA methodology process	N/A	N/A	Food and Agriculture: 6 Nature: 83 Seafood Stewardship Index: 6 Transport Total: 95	Gender: 23 Total: 23
OUTPUT 2: Publication and socialisation of results	2.1	# of benchmarks published	CHRB Climate and Energy Digital Inclusion Total: 3	Access to Seeds Index Automotive Digital Inclusion Food and Agriculture Gender Oil and Gas Utilities Seafood Stewardship Index Total: 8	CHRB Financial System Nature Transport Total: 4	Buildings CHRB Digital Inclusion Electrical Utilities Food and Agriculture Gender Nature Oil and Gas Seafood Total: 9
	2.2	# of companies benchmarked in WBA benchmarks	CHRB: 229 Climate and Energy: 80 Digital Inclusion: 100 Total: 409	Access to Seeds Index: 67 Automotive: 30 Digital: 150 Food and Agriculture: 350 Gender: 35 Oil and Gas: 100 Utilities: 50 Seafood: 30 Total: 812	CHRB: 127 Financial System: 400 Nature: 397 Transport: 90 Total: 1014	CHRB: 110 Gender: 112 Electrical Utilities: 79 Food and Agriculture: 350 Nature: 380 Seafood: 30 Buildings: 50 Digital Inclusion: 200 Oil and Gas: 100 Total: 1411

Theory of Change	Indicator #	Indicator text	Performance			
			2020	2021	2022	2023
OUTPUT 2: Publication and socialisation of results	2.2.1	% of companies included in WBA benchmarks that are headquartered in developing countries	CHR: 38/229 Climate and Energy: 25/80 Digital Inclusion: 32/100 Total: 95 / 409 (23%)	Access to Seeds Index: 56/67 Automotive: 12/30 Digital Inclusion: 44/150 Food and Agriculture: 88/350 Gender: 7/35 Oil and Gas: 33/100 Utilities: 14/50 Seafood Stewardship Index: 4/30 Total: 258 / 812 (32%)	CHR: 16/127 Financial System: 85/400 Nature: 129/397 Transport: 18/90 Total: 248 / 1015 (24%)	Buildings: 24/50 (48%) CHR: 24/110 (22%) Digital Inclusion: 54/200 (27%) Electrical Utilities: 28/79 (22%) Food and Agriculture: 90/350(26%) Gender: 17/112 (15%) Nature: 100/380 (26%) Oil and Gas:36/100 (36%) Seafood: 5/30 (17%) Total: 378/1411(27%)
	2.3	# of benchmark socialisation activities organised	8	44	88	37
OUTPUT 3: Stakeholders engaged	3.1	# of events in which WBA participated as speaker/panellist to share WBA insights	40	97	51	34
	3.2	# of events hosted to socialise WBA insights	N/A	N/A	8	17
	3.3	# of external platforms WBA participates in to give WBA insights	N/A	N/A	14	16
	3.4	# of coalitions facilitated around WBA insights	N/A	N/A	Digital Inclusion Food and Agriculture Social Total: 3	Climate Digital Inclusion Social Total: 3
	3.4.1	# of stakeholders involved in collective impact coalitions	N/A	N/A	Digital Inclusion: 41 Food and Agriculture: 35 Social: 14 Total: 90	Climate: 15 Digital Inclusion: 44 Food and Agriculture: 35 Social:14 Total: 108
	3.5	# of recommendations using WBA insights delivered to policymakers	12	25	29	62

Theory of Change	Indicator #	Indicator text	Performance			
			2020	2021	2022	2023
OUTPUT 4: Evolution of the Alliance	4.1	# of WBA employees	64	70	87	100
	4.2	# of WBA Allies broken down by stakeholder group	Academic/research institution: 11 Benchmark, reporting framework, standards platform: 21 Business platform: 25 Civil society organisation: 68 Consultancy: 28 Financial institution: 26 Government, multilateral organisation: 8 Total: 187	Academic/research Institution: 18 Benchmark, reporting framework, standards platform: 29 Business platform: 40 Civil society organisation: 99 Consultancy: 57 Financial institution: 38 Government, multilateral organisation: 9 Total: 290	Academic/research Institution: 23 Benchmark, reporting framework, standards platform: 29 Business platform: 45 Civil Society organisation: 111 Consultancy: 78 Financial institution: 47 Government, multilateral organisation: 9 Total: 342	Academic/Research Institution: 24 Benchmark, Reporting Framework. Standards Platform: 34 Business platform: 50 Civil Society organization: 125 Consultancy: 91 Financial institution: 57 Government, Multilateral organization: 10 Total: 391
	4.3	# of WBA Allies headquartered in developing countries	Academic/research institution: 1 Benchmark, reporting framework, standards platform: 1 Business platform: 4 Civil society organisation: 12 Consultancy: 2 Financial institution: 2 Government, multilateral organisation: 0 Total: 22	Academic/research institution: 4 Benchmark, reporting framework, standards platform: 1 Business platform: 4 Civil society organisation: 20 Consultancy: 10 Financial institution: 3 Government, multilateral organisation: 0 Total: 42	Academic/research institution: 7 Benchmark, reporting framework, standards platform: 1 Business platform: 4 Civil society organisation: 26 Consultancy: 13 Financial institution: 4 Government, multilateral organisation: 0 Total: 55	Academic/Research Institution: 7 Benchmark, Reporting Framework. Standards Platform: 1 Business platform: 6 Civil Society organization: 30 Consultancy: 13 Financial institution: 4 Government, Multilateral organization: 0 Total: 61

Theory of Change	Indicator #	Indicator text	Performance			
			2020	2021	2022	2023
OUTPUT 4: Evolution of the Alliance	4.4	AuM ² of investors/FIs among WBA Allies	\$7.3 trillion	\$10 trillion	\$11.97 trillion	\$15 trillion
	4.5	% of Supervisory Board and Expert Review Committee members from or with significant experience in developing countries	Financial System Transformation: 6/8 Food and Agriculture Transformation: 3/15 Seafood Stewardship Index: 0/1 Social Transformation: 0/1 Supervisory Board: 0/9 Total: 9 / 34 (27%)	Access to Seeds Index: 13/23 Digital: 9/9 Financial System: 7/11 Food and Agriculture: 3/13 Gender: 1/8 Seafood Stewardship Index: 1/10 Social: 0/3 Supervisory Board: 2/11 Total: 36 / 88 (41%)	Access to Seeds Index: 13/23 Digital Inclusion: 9/9 Financial System: 6/10 Food and Agriculture: 3/14 Gender: 1/8 Nature: 1/8 Seafood Stewardship Index: 1/10 Social: 0/3 Urban: 1/1 Supervisory Board: 2/11 Total: 37 / 97 (38%)	Digital Inclusion: 9/9 Financial System Transformation: 6/10 Food and Agriculture Transformation: 3/13 Nature Transformation: 1/8 Seafood Stewardship Index: 1/10 Social Transformation: 5/13 Supervisory Board: 2/10 Total: 40/96(42%)

² AuM= Assets under management