

Intended Change			Monitoring Approach				Data Collection Process			
Impact Pathway	Stage	Description	Monitoring Approach	Indicator(s)	Data Collection Time Period	Unit	Data Source	Data Location	RJC Department Data Stewards	Reporting Frequency
Members First	Short term outcome	A wide spread uptake of a common set of standards across the whole value chain	Performance monitoring	The RJC membership profile, annual member growth rate and annual member retention rate Annual member resignation rate and most commonly cited reasons for resignations Number of RJC applicants that: 1) have evaluated the SDGs and determined how their company impacts them 2) have used the GRI report format	Jan-Dec	#	Members	CRM Membership application form	Certification Membership	Annual @ YE
	Short term outcome	Peer to peer learning and solutions to shared challenges	Performance monitoring	Number of RJC member stories/case studies shared via Impact Reports, per forum	Jan-Dec	#	Members	Communications materials Impact reports	Impacts	Annual @ YE
	Medium term outcome	Implementation of COP through achievement of certification	Performance monitoring	Total number of certified members per annum, and proportion of certified members who are conformant with each provision of the COP Number of RJC certified members who achieve 3 year certification vs 1 year certification during the year	Jan-Dec	% and #	Members	CRM	Certification	Annual @ YE
	Medium term outcome	Bar raised across the industry by strengthening standards over time	Performance monitoring	Number of new provisions added to the COP Number of existing COP provisions strengthened and/or updated Number of new materials added to scope Number of minor and major NCs raised during RJC audit against ISEAL Standards Code Number of NCs identified by auditors at first COP certification and at re-certification Average number of queries raised per audit per CAB for COP and CoC audits (and breakdown of nature of queries) Number of minor and major NCs raised by ASI (per CAB)	Jan-Dec	#	RJC Members Auditors	Internal report	Standards Certification Assurance	Annual @ YE
Steps for Progress	Short term outcome	Participation in transformative partnerships shaped by a shared purpose	Performance monitoring	Number of RJC applicants who: 1) are signatories of any corporate responsibility/sustainability focussed organisations 2) have signed the UN Women Empowerment Principles 3) are a member of the UNGC	Jan-Dec	#	Members	Membership application form	Membership	Annual @ YE
	Short term outcome	Implement innovative and inclusive solutions on priority SDGs	Performance monitoring	Number of multi-stakeholder partnerships RJC participates in	Jan-Dec	#	RJC	Internal report	Impacts	Annual @ YE

Partnership	Medium term outcome	Transformative partnerships enable the industry to go beyond 'do no harm' and positively impact priority SDGs	Performance monitoring	Number of RJC applicants that already impact, track or set goals for SDGs Number of certified RJC members who impact, track or set goals for SDGs	Jan-Dec	#	Members	Membership application form Post audit member survey	Impacts	Annual @ YE
	Short term outcome	Engagement and advocacy with key stakeholder groups to mobilise action on SDGs	Performance monitoring	Number of SDG taskforce meetings held per year, and attendance rate percentage for SDG taskforce meetings	Jan-Dec	% and #	RJC	Meeting minutes	Impacts	Annual @ YE
Advocacy for Positive Change	Medium term outcome	Establish engagement with policy makers	Performance monitoring	Number of international policies/laws which recognise RJC certification % of RJC certified members whose policies and processes have been impacted by COP provisions.	Year End	% and #	External policy stakeholders Members	Internal report Post audit member survey	Standards Impacts	Annual @ YE
	Medium term outcome	Harmonisation with standards and sourcing schemes	Performance monitoring	Number of value chain standards/ schemes/ certifications/ initiatives which are recognised by the RJC as equivalent or partially equivalent.	Year End	#	External supply chain initiatives	Internal report	Standards	Annual @ YE
	Medium term outcome	Empower members to advocate within their own networks	Performance monitoring	Number of member tools and guidance published during the year Member satisfaction with RJC tools and support Attendance rate at RJC webinars Percentage of RJC certified members who have noted a positive impact as a result of membership in or more of the following areas - legal compliance, talent acquisition, risk management, license to operate, operational efficiency, new suppliers/customers or market share, consumer confidence, product integrity, audit burden, competitive advantage, leadership, business resilience.	Jan-Dec	% and #	RJC Members	Internal report Post webinar attendance download Post-audit member survey	Standards Impacts	Annual @ YE
	Long term outcome	SDG 5 - Gender equality and empowerment of women	Research Performance monitoring	In depth research project in partnership with an academic institution to look at SDG 5 Level of RJC member compliance against relevant COP provision	N/A Jan-Dec	N/A %	N/A Members	N/A CRM	N/A Impacts	N/A Annual @ YE
Convergence of Three Impact Pathways	Long term outcome	SDG 13 - Our planet's climate is protected for future generations	Research Performance monitoring	In depth research project in partnership with an academic institution to look at SDG 13 Level of RJC member compliance against relevant COP provision	N/A Jan-Dec	N/A %	N/A Members	N/A CRM	N/A Impacts	N/A Annual @ YE
	Long term outcome	SDG 8 - Inclusive and decent work for all	Research Performance monitoring	In depth research project in partnership with an academic institution to look at SDG 8 Level of RJC member compliance against relevant COP provision	N/A Jan-Dec	N/A %	N/A Members	N/A CRM	N/A Impacts	N/A Annual @ YE
	Long term outcome	SDG 12 - Sustainable use of natural resources	Research Performance monitoring	In depth research project in partnership with an academic institution to look at SDG 12 Level of RJC member compliance against relevant COP provision	N/A Jan-Dec	N/A %	N/A Members	N/A CRM	N/A Impacts	N/A Annual @ YE
	Long term outcome	SDG 16 - Value chains are free from corruption, conflict and illicit activities	Research Performance monitoring	In depth research project in partnership with an academic institution to look at SDG 16 Level of RJC member compliance against relevant COP provision	N/A Jan-Dec	N/A %	N/A Members	N/A CRM	N/A Impacts	N/A Annual @ YE

	Long term outcome	SDG 17 - Partnerships deliver lasting positive impact on sustainable development	Research	In depth research project in partnership with an academic institution to look at SDG 17	N/A	N/A	N/A	N/A	N/A	N/A
			Performance monitoring	Level of RJC member compliance against relevant COP provision	Jan-Dec	%	Members	CRM	Impacts	Annual @ YE
External Influencing Factors and Unintended Consequences	External influencing factors	Continued collaboration with equivalent supply chain standards and initiatives is key to ensuring relevance of RJC and continued uptake of responsible business practices	Performance monitoring	Number of other supply chain schemes / standards / certifications which recognise or accept RJC certification as equivalent or partially equivalent	Year End	#	External supply chain initiatives	Internal report	Standards	Annual @ YE
	External influencing factors	Economic instability due to recessions, global health and environmental crises, may negatively impact RJC's membership growth due to financial challenges facing companies	Performance monitoring	Monitor how RJC membership and certification has positively impacted members in a variety of ways beyond CSR	Year End	%	Members	Post-audit member survey	Impacts	Annual @ YE
	Unintended consequences	Members' making misinterpretations about the scope of their certification to stakeholders poses a credibility risk to the RJC	Performance monitoring	Number of misrepresentations of certifications identified or reported	Jan-Dec	#	Various stakeholders	Complaints forms	Assurance Membership Certification	Annual @ YE
	Unintended consequences	Requirements of the RJC standard and certification may disproportionately affect smaller scale operators such as SME and ASM creating a barrier to participation. This may influence RJC's ability to achieve collective positive impact.	Performance monitoring	Proportion of RJC members that are SMEs Proportion of SME members who resign as they are unable to achieve certification	Year End	%	Members	CRM	Membership	Annual @ YE
	Unintended consequences	The strengthening of RJC standards may set the bar too high for members creating barriers to participation. Conversely, setting the bar too low increases the risk of RJC certifying "business as usual" and being perceived as a mechanism for 'greenwashing'.	Performance monitoring	Engaging with RJC Standard's committee and enabling public consultation on updates to standards Number of stakeholders engaged with COP update Number of meetings held with RJC Standard's committee	Year End	#	Stakeholders	Meeting minutes	Standards	Annual @ YE

	Unintended consequences	RJC investment in activities such as advocacy and partnerships can improve general standards across the industry beyond that of RJC membership	Research	Assess RJC membership in the context of the wider industry (per forum, per geography and material) via an in-depth research project	Year End	%	Trade associations Market research organisations Members	Various	Impacts	Annual @ YE
	Unintended consequences	Industry dominance in RJC governance may lead to diminished stakeholder trust and credibility	Performance monitoring	Number of non-RJC members on the board and who are in attendance at the AGM	Year End	#	Composition of RJC governance	Meeting minutes	Governance	Annual @ YE