



Corporate Human Rights Benchmark Investor Guidance

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Introduction

Business can play a vital role in job creation, securing livelihoods, community development and generating public revenue. However, without a strong commitment to human rights and implementation through due diligence, jobs can be precarious, communities affected, and inequalities exacerbated. Investors also have a duty to uphold human rights and advocate for responsible investment practices. By doing so, they can prevent and address both current and potential negative impacts on people, manage financial risks, and meet the evolving expectations of beneficiaries, civil society, regulators, and clients.

Benchmarking for a better world

Founded in 2018, the [World Benchmarking Alliance](#) is a non-profit organisation holding 2,000 of the world's most influential companies accountable for their part in achieving the Sustainable Development Goals. It does this by publishing free and publicly available benchmarks on their performance and showing what good corporate practice looks like. The benchmarks provide companies with a clear roadmap of what commitments and changes they must make to put our planet, society and economy on a more sustainable and resilient path. They also equip everyone – from governments and financial institutions to civil society organisations and individuals – with the insights that they need to collectively incentivise leading companies to keep going and pressure the laggards to catch up.

WBA works with asset managers, asset owners and key actors across the investment industry to accelerate corporate accountability and sustainable systems transformations. By using our open-source data, insights, and expertise to conduct investment analysis and individual stewardship activities, investors can confidently challenge companies on the speed of progress and the decisions taken in relation to global sustainability goals. We developed this Guidance to further build on our Corporate Human Rights Benchmark key findings and translate them into a series of assessment questions for investors to use in their stewardship activities.

A tool for investors: WBA's Corporate Human Rights Benchmark

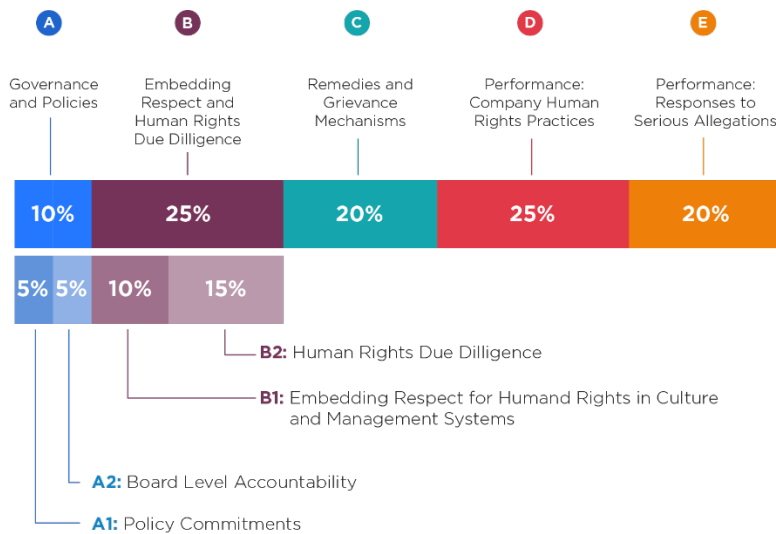
The Corporate Human Rights Benchmark (CHRB) assesses the most influential companies operating in high-risk sectors on their human rights performance. The benchmark looks at the policies, processes and practices companies have in place to systematise their human rights approach. We completed the benchmark's fifth iteration in 2022 and 2023, assessing 227 companies in five high-risk sectors for human rights impact. In 2022, we assessed companies in the food and agricultural products (57 companies), ICT manufacturing (43 companies) and automotive manufacturing (29 companies) sectors. Subsequently in 2023, we assessed companies in the apparel (55 companies) and extractives (55 companies) sectors. The results, which are freely and publicly available, provide insight into the human rights practices of some of the most influential companies, including their best practices and key areas for improvement.



The CHRB Methodology

The CHRB Methodology is based on multistakeholder consultation and grounded in international standards such as the UNGPs and the OECD Guidelines for Multinational Enterprises.

Companies in the CHRB are assessed across the following measurement areas:



How to use this guidance

This guidance elaborates on key findings from the World Benchmarking Alliance’s fifth iteration of Corporate Human Rights Benchmark. Each finding concludes with a series of questions investors can use in their stewardship activities. These questions can be used during company engagement, and evidence from the benchmark can inform the engagement rationale. These questions are meant to provide a starting point and may require additional research and context in some cases.

For additional information to the questions included in this document, we encourage users to reference the various CHRB publications (see text box below). The methodology, which details indicator rationales and indicator elements, can equip investors to understand what is specifically being asked of companies and why. Further consulting the results via our insights report and ranking page will provide context to the findings while the ranking can inform prioritised engagements. The individual company scorecards and detailed data sets provide additional detail on company scores, including reasoning and evidence. Finally, the examples of leading practices can inform users about what good disclosure looks like on specific areas of our assessment.

Disclaimer: this guidance publication serves as informational support and does not constitute financial or investment advice. Users are encouraged to independently assess the information provided and consult with appropriate professionals before making any decisions. WBA disclaim any responsibility for financial risks that may arise from its use.



Key resources

[CHRB Methodology](#)

[Insight reports \(2022 and 2023\)](#)

[Company ranking \(2022 and 2023\)](#), including individual company scorecards

[Detailed data sets \(2022 and 2023\)](#)

[Examples of leading practices](#)



Key findings and recommendations for investor action

Key finding: Key company practices can accelerate progress

Rationale: Over the course of five CHRB assessments, corporate accountability on human rights has gained momentum. Overall, 66% of companies improved their performance on key human rights indicators (a subset of the CHRB indicators covering policy commitments, human rights due diligence and grievance mechanisms) since their first inclusion in the benchmark. While 61% of companies still score below 20 out of 100 points, demonstrating that a large group is not keeping up with stakeholder expectations on human rights, some have improved at a rapid pace of more than five times the average. The CHRB identified the key practices that these fast-progressing companies are implementing: allocating senior-level responsibility for day-to-day human rights management, assessing salient human rights risks and impact, building internal capacity through training, and implementing grievance mechanisms for external stakeholders. These key practices act as catalysts for improvement and have enabled this group of companies to integrate human rights into various aspects of their operations, understand the potential risks and impacts that their activities pose to people on the ground, and give people affected by their actions a platform to voice their concerns.

Key questions to ask companies

- Has the company allocated senior-level responsibilities for implementation of and decision making on human rights within the company?
- Does the company have processes in place at board level to discuss and address human rights issues and how they fit within the company's overall purpose and strategy?
- What steps is the company taking to communicate its human rights policies to its business relationships/suppliers?
- Does the company have a process to identify and assess its most salient human rights risks and impacts as part of human rights due diligence?
- Does the company have a grievance mechanism for external individuals and communities?

Corresponding indicators in the CHRB methodology: A.2.2 (*board responsibility*), B.1.1 (*senior-level responsibility*), B.1.4.b (*policy dissemination to business relationships*), B.1.5 (*training on human rights*) B.2.1 and B.2.2 (*human rights due diligence identification and assessment*) and C.2 (*external grievance mechanism*).

Key finding: Clear responsibility and capacity building on human rights is key for translating commitments into action

Rationale: More than three quarters (78%) of the CHRB companies disclose a clear commitment to respect human rights. However, such commitments are only truly meaningful once they are embedded within the company and translated into action. CHRB analysis has shown that top performing companies prioritise clear responsibility and internal capacity building on human rights.



This includes assigning responsibility for the implementation of human rights policy commitments into day-to-day management and providing relevant workers and management with human rights training specific to their role. We have found that companies that do both score 150% better across the benchmark on average. Additionally, all top ten companies in 2023 benchmark implement both these practices, highlighting how these practices are key for translating human rights commitments into action.

Key questions to ask companies

- Beyond allocating senior-level accountability for overseeing human rights, does the company cascade this down by assigning responsibility for implementing commitments into day-to-day practices across departments?
- Do workers in the company receive human rights training?
 - Does the company offer specific training opportunities to departments who are often faced with decisions affecting human rights, such as procurement?
- Does the company have internal capacity building programs on human rights, for example for workers implementing due diligence processes?

Corresponding indicators: B.1.1 (*day-to-day responsibility for human rights*) and B.1.5 (*training on human rights*).

Key finding: Most companies fail to include rightsholders in their human rights due diligence processes

Rationale: Conducting HRDD enables companies to identify and understand their actual and potential impacts on people and take action to mitigate these. As this process is fundamentally about impacts on people, it is crucial that those who are or might be affected are consulted. Companies that fail to gather the perspectives and concerns of rightsholders on issues that affect them often encounter barriers in understanding local contexts and identifying hidden risks and key considerations for mitigating specific risks. While 60% of companies assessed are undertaking at least part of an HRDD process, consulting rightsholders remains a critical gap. Only 27% of companies disclose evidence of engaging rightsholders throughout the HRDD process. This means that more than half (55%) of the HRDD processes assessed did not include any disclosure of consultation with rightsholders. The absence of input from and perspectives of those directly impacted in HRDD processes raises questions about the effectiveness and value of these processes and their outcomes.

Key questions to ask companies

- How does the company communicate to rightsholders about human rights impacts raised by them or on their behalf? Can the company share examples and learnings?
- Can the company provide specific examples of engagement with rightsholders or their legitimate representatives (i.e. civil-society organisations, workers organisations etc.)?
- How does the company involve relevant rightsholders as part of its process to identify and assess human rights risks?
- How does the company involve relevant rightsholders in decisions about actions to take in response to its salient human rights issues?



- How does the company involve relevant rightsholders in its evaluation(s) of the effectiveness of actions taken as part of HRDD?

Corresponding indicators: B.2.1 / B.2.2 / B.2.3 / B.2.4 / B.2.5 (*human rights due diligence*) and B.1.8. (*engaging with stakeholders*).

Human Rights Due Diligence

In 2023, more than half (51%) of assessed companies have at least one aspect of a HRDD process in place. While this means that 49% of companies did not fully implement any part of HRDD process, most of them (53% of these companies) have started disclosing relevant evidence. The practices and processes they disclose are steps in the right direction but are not sufficient to constitute (a step of) an *integrated HRDD process*. To help move companies in the right direction, consider asking companies to focus on some of the following aspects:

- While human rights impact assessments (HRIAs) are a useful tool, they are most effective when their findings feed into a **continuous process** that identifies and assesses human rights risks and impacts **across the company's global activities**. Similarly, (external) audits or compliance processes for parts of the company's operations and/or the supply chain are insufficient as a risk identification process on their own, but can be integrated into a global system that covers all activities. In this way, audits can complement other (desk-based) activities aimed at identifying and assessing the company's human rights risks.
- Often companies do identify potential risks but do not take the next step to assess **which risks are most salient** to the company. Such a saliency assessment should be based on factors such as their business model, locations of operations as well as social, economic and geographical considerations. Generic ESG risk management systems are often too broad and may not include a **specific focus on human rights risks and impacts**. Similarly, a materiality assessment alone is not sufficient as this usually considers risk to business, as opposed to **risk to people**.
- The HRDD process requires that companies are **specific about the metrics/data sources used for risk identification**. Likewise, companies need to be specific about the tools used to conduct the assessments. Other company processes and tools, such as supplier monitoring, can feed into the HRDD process but it needs to be clear how they are integrated and contribute to the identification, assessment or tracking of human rights risks and impacts.

Corresponding indicators can be found in Measurement Theme B.2 (*human rights due diligence*).

Key finding: Access to grievance mechanisms without trust and ownership hinders just remedies

Rationale: Companies are increasingly providing mechanisms to facilitate access to remedy. 90% of companies assessed by the CHRB provide a grievance mechanism for workers and 68% for external stakeholders. The availability of such mechanisms is encouraging, as they offer affected rightsholders



a non-judicial avenue to raise concerns and can allow companies additional means to identify human rights issues. However, one of the most important functions – allowing rightsholders to claim remedies when they are negatively impacted by a company – heavily depends on the quality and characteristics of the mechanism. Rightsholders’ ability and willingness to utilise and engage with grievance mechanisms hinges on their sense of ownership and trust. Most companies still have a long way to go - only 4% disclose evidence of ensuring rightsholder trust by providing predictability about procedures and transparency on outcomes and only 11% demonstrate ensuring rightsholder ownership by involving them in the design of the mechanism.

Key questions to ask companies

- Does the company communicate procedures for addressing complaints to (potential) users of the mechanisms?
 - Does this include information about timescales for addressing complaints and informing the complainant?
- Does the company provide technical, financial or advisory support during the grievance mechanism process to enable equal access?
 - How is this communicated to (potential) users?
- Does the company communicate the possible outcomes of the grievance mechanism process?
- How does the company involve (potential) users on the design, performance and improvement of the grievance mechanism?
 - Can it provide examples of doing so?
- How does the company provide or enable a timely remedy for victims for adverse human rights impacts which they have caused/contributed to?

Corresponding indicators: C.3. (*Users are involved in the design and performance of the mechanism(s)*), C.4 (*Procedures related to the grievance mechanism(s) are equitable, publicly available and explained*), C.7 (*Remedying adverse impacts*).

Key finding: Companies are taking a hands-off approach to human rights in their supply chains

Rationale: Companies responsibility to respect human rights extends not only within their organisational boundaries but also throughout their supply chains. While effective HRDD processes and requirements for business relationships are a key part in this, relying solely on a compliance structures for the effective management of human rights impact is insufficient and does not take into account inequality within the value chain. The CHRB finds that while most companies place expectations on their suppliers, the vast majority neglects to actively support and monitor their progress. 74% of companies disclose taking human rights into account when deciding to engage or terminate contracts with suppliers. However, only a small minority of companies demonstrate actively enabling their suppliers to meet their human rights expectations through implementing responsible purchasing practices. While averages remain low, there are significant variations per sector. 27% of apparel, 12% of ICT, 9% of food and agriculture and only 3% of automotive companies ensure coherence between their purchasing practices and human rights commitments.



Key questions to ask companies

- Has the company identified its suppliers, including direct and indirect suppliers?
- Does the company adopt practices to avoid price or short notice requirements or other business considerations undermining human rights?
- Does the company adopt practices to pay suppliers in line with agreed timeframe(s) and for the amount(s) agreed in the payment terms?
- Does the company review its own operations to mitigate negative impacts of its purchasing practices in planning, merchandising and costing?

Corresponding indicators: B.1.7 (*engaging or terminating business relationships*), D.x.2 (*aligning purchasing decisions with human rights*) and D.x.3 (*mapping and disclosing the supply chain*).



Prioritising sectoral risks as an investor

WBA has identified five sectors that are particularly high-risk from a human rights perspective and assesses how companies address these heightened sectoral risks. Investors can leverage these findings to deepen their understanding of how companies can approach these sector-specific human rights risks.

The issues of particular concern for each of these sectors are:

Food and Agriculture (FAB): Living wage, freedom of association and collective bargaining, forced labour, child labour, gender & women's rights, water and sanitation, land rights, and right to Free, Prior and Informed Consent (FPIC)

Apparel (AP): Living wage, freedom of association and collective bargaining, forced labour, working hours, and gender & women's rights

Extractives (EX): Transparency, security, land rights, and FPIC

ICT: Living wage, freedom of association and collective bargaining, forced labour, working hours, and responsible sourcing of minerals

Automotive (AUTO): Living wage, freedom of association and collective bargaining, forced labour, working hours, responsible sourcing of minerals, and responsible sourcing of materials

The following section provides an overview of heightened human rights risks investors should take into account when engaging with companies in these five high risk sectors. The insights reports ([2023](#) for apparel and extractives, [2022](#) for food and agriculture, ICT and automotive manufacturing) provide more detailed sector insights. Additionally, the CHRB sector-specific methodologies can provide more guidance on specific sector-risks.

Freedom of association and collective bargaining (EX, AP, ICT, AUTO, AG)

Without the ability to association and bargain collectively, workers often struggle to effectively demand improvements. This heightens risks of deteriorating working conditions such as declining real wages, precarious work and longer hours. In the supply chain this may be coupled with downward pressure on supplier from buying companies, further increasing risks of worsening conditions for workers.

- Does the company prohibit intimidation, retaliation, harassment and violence against trade union members and representatives (in own operations and with suppliers)? (*D.x.6.a / D.x.6.b / D.3.3*)
- Does the company require their suppliers to respect workers' right to freedom of association and collective bargaining? (*D.x.6.b*)



- How does the company support the practices of its suppliers in relation to freedom of association and collective bargaining? *(D.x.6.b)*

Living wage (AP, ICT, AG, AUTO)

In many supply chains, poverty wages prevail as workers often lack means to collectively bargain and the legal minimum wages is significantly below the living wage in many production countries. A living wage is a wage that gives workers the means to support themselves and their families, ensuring that work becomes a pathway out of poverty.

- Does the company pay a living wage or have a time bound target for paying all workers a living wage? *(D.x.1.a)*
- Does the company include requirements to pay workers a living wage in its contractual arrangements with suppliers or supplier code of conduct? *(D.x.1.b)*

Working hours (AP, ICT, AUTO)

In manufacturing sectors, such as the apparel, ICT and automotive manufacturing sectors, excessive working hours are common due to demand fluctuations, pressures to meet deadlines and lack of labour protections. In the supply chain, these circumstances can be exacerbated by downward pressure on suppliers. Excessive working hours can have negative consequences on health and communities, and may disproportionately impact certain groups of workers.

- In its own operations, does the company commit to respect applicable international standards concerning maximum hours and minimum rest breaks? *(D.x.9.a)*
- Does the company assess the ability of workers in its factory to comply with standards on working hours? *(D.x.9.a)*
- Does the company require suppliers to respect applicable international standards concerning maximum hours and minimum breaks and rest periods? *(D.x.9.b)*
- How does the company support its suppliers in improving their practices in relation to working hours? *(D.x.9.b)*

Forced labour (AG, AP, ICT, AUTO)

Forced labour, involving work performed under threat of penalty, remains a pervasive issue in manufacturing supply chains, spanning from raw material processing to manufacturing. It takes various forms, including coercion through violence, manipulated debt, exploitative wages, or the withholding of identity papers. Forced labour allegations remain among the most common types assessed by the CHRB.

- Does the company prohibit suppliers and any third-party recruitment intermediaries from imposing financial burdens on job seekers and workers by collecting recruitment fees? *(D.x.5.b)*
- Does the company require suppliers to pay workers regularly, on time and in full? *(D.x.5.d)*
- Does the company prohibit suppliers from retaining workers' personal documents/restricting workers' freedom of movement/requiring workers to use company provided accommodation? *(D.x.5.f)*

Gender and women's rights (AP, AG)

In the apparel and food and agriculture sectors, women form the majority of workers. They are often facing unsafe conditions in the workplace, including violence and harassment, and low wages.



- Does the company describe how it takes into account differential impacts on women and men of working conditions, including to reproductive health? (D2.8.a)
- Does the company require its suppliers to provide equal pay for equal work, introduce measures to ensure equal opportunities throughout all levels of employment and eliminate health and safety concerns that are particularly prevalent among women workers? (D.2.8.b)

Companies in the apparel and food and agriculture sectors were also assessed in WBA's Gender Benchmark. For a deeper look at how gender issues can be approached by investors, please refer to our [Gender Benchmark 2023 Investor Guidance](#).

Transparency (EX)

The potential of extractive industries to drive the sustainable development of countries and communities in which they operate depends largely on how their revenues are directed and invested in society, facing challenges like illicit financial flows, corruption, governance deficits, and revenue misalignment. The increasing urgency of the just transition is re-emphasising the importance around the transparency of agreements and revenue flows.

- Does the company participate in initiatives on transparency, in particular on revenue transparency or disclosing payments and contracts (i.e. the Extractive Industries Transparency Initiative)? (D.3.2)

Land rights and Free, Prior and Informed Consent (EX)

Extractive projects, with their potential for significant consequences on material and cultural resources in surrounding areas, pose risks to communities relying on them for their livelihoods. Negative impacts related to land and resource rights issues are frequent in the sector, and it remains the most prevalent type of allegation assessed by the CHRB.

- Does the company commit to respect ownership/use of land and natural resources? (A.1.3.a)
- Does the company commit to obtaining free, prior and informed consent? (D.3.5)
- Where (proposed) operations may affect indigenous people, does the company have a process to identify, recognise and engage with affected indigenous peoples? (D.3.5)

Security (EX)

Extractive companies often engage local governments or private security providers to safeguard their operations based on location security and operational risks. Without careful management, this may result in inhumane treatment of workers and local communities, including those opposing extraction activities like environmental activists/human rights defenders.

- Does the company commit to respecting, and ensures that its business relationships respect, the security of communities in line with the [Voluntary Principles on Security and Human Rights](#) (VPs)? (A.1.3.b provides specific examples)
- Does the company maintain the safety and security of operations within an operating framework that ensures respect for human rights and international humanitarian law, particularly in relation to the use of force? (D.3.7)



Responsible sourcing of minerals (ICT, AUTO)

Companies that use metals and minerals in their manufacturing, such as ICT and automotive manufacturing companies, are at risk of sourcing from conflict-affected and high-risk areas, thereby contributing to conflict and human rights abuses. There are legal obligations both in the [US](#) and in the [EU](#) for companies to report on these issues or conduct due diligence on their mineral supply chains.

- Does the company incorporate into commercial contracts/ written agreements with suppliers' requirements to conduct due diligence in accordance with the [OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas](#)? For tin, tantalum, tungsten and gold (3TG) at a minimum but also other metals? (D.4.10.a / D.5.10.a)
- Does the company indicate that it incorporates into commercial contracts/written agreements with suppliers' requirements to disclose to the company updated smelter/refiner information for 3TG/all minerals used in the production of its parts, materials, components and products? (D.4.10.a / D.5.10.a)

Responsible sourcing of materials (AUTO)

Automotive companies use a wide range of other materials linked to significant adverse impacts, for example rubber, leather and minerals which are not covered in responsible mineral sourcing legislation or requirements such as lithium from non-high-risk or conflict areas. Key risks are likely to include child labour, forced labour, water and land rights.

- Does the company incorporate requirements to conduct due diligence for raw materials in its contractual arrangements with suppliers or supplier code of conduct?
- Does the company describe how it works with its supply chain to contribute to building their capacity in risk assessment and improving their due diligence performance (Indicator D.5.11)

Child labour (AG)

According to [UNICEF](#), child labour remains most prevalent globally in the agricultural sector. More than 98 million children work in agriculture worldwide, often on family or other small-scale farms across the Global South.

- Does the company include child labour requirements, including a prohibition on using child labour, verifying the age of workers recruited and remediation programmes in its contractual arrangements with suppliers or supplier code of conduct?
- Does the company work with its supply chain to eliminate child labour and to improve working conditions for young workers where relevant? (D.1.4.b)

Water and sanitation (AG)

Agricultural production is heavily reliant on water and faces escalating water risks in the face of global warming. As a major user and polluter of water, the industry has a responsibility to protect the right to water in the communities affected by its operations.

- Does the company describe how it implements preventive and corrective action plans for identified specific risks to the right to water and sanitation in its own operations? (D.1.9.a)
- Does the company include access to water and sanitation requirements, including refraining from negatively affecting access to safe water, in its contractual arrangements with its suppliers or in its supplier code of conduct? (D.1.9.b)



Collaborate with WBA and its Allies to improve corporate performance on human rights

Gender Collective Impact Coalition

WBA's Collective Impact Coalition (CIC) for gender equality provides a space for WBA Allies and stakeholders to take forward cross-sector, collaborative action based on data and evidence provided by the Gender Benchmark. The CIC is multistakeholder and time-bound, bringing together diverse actors from large institutional investors to civil society, academia and business platforms to coordinate and collaborate on actions to drive positive change on addressing gender equality in companies.

Join the Alliance

Investors who believe in the power of benchmarks and cross-sector partnerships to drive systemic progress on the United Nations Sustainable Development Goals can join our [multi-stakeholder Alliance](#).

WBA provides a collaborative and solutions-oriented platform to highlight successful models of action, build upon and scale existing efforts, facilitate cross-sector partnerships between like-minded organisations, and increase the scope and ambition of efforts to achieve broad transformations of our current economic, environmental, and social systems.

To become an Ally, or to express your interest in collaborating, please reach out to Talya Swissa at info.social@worldbenchmarkingalliance.org.



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