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**NORC** at the  
University of  
Chicago

Coalition for the  
Rule of Law in  
Global Markets

2026

# Global Rule of Law and Business Dashboard

Foundations for a Shifting Global Economy



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In partnership with



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## **About the U.S. Chamber of Commerce**

The U.S. Chamber of Commerce is the world's largest business organization representing companies of all sizes across every sector of the economy. Our members range from the small businesses and local chambers of commerce that line the Main Streets of America to leading industry associations and large corporations. They all share one thing: they count on the U.S. Chamber to be their voice in Washington, across the country, and around the world. For more than 100 years, we have advocated for pro-business policies that help businesses create jobs and grow our economy.

## **About the Coalition for the Rule of Law in Global Markets**

The U.S. Chamber of Commerce's Coalition for the Rule of Law in Global Markets works to advance a global business environment grounded in the principles of the rule of law, where legal frameworks are transparent, predictable, and applied equitably to investors, producers, and service providers regardless of nationality. Rooted in the conviction that constitutionalism is the bedrock of fair and open markets, the Coalition identifies and draws attention to rule of law deficiencies worldwide while championing timely, just, and durable resolutions.

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# Foreword

“The 6th edition of the Global Rule of Law and Business Dashboard is the Chamber’s contribution to a more informed and deliberate conversation about what it takes to build markets where investment is welcomed, contracts are honored, institutions are trusted, and growth is genuinely shared.”

**Neil Bradley**

Executive Vice President, Chief Policy Officer,  
and Head of Strategic Advocacy,  
U.S. Chamber of Commerce

“Capital is a coward,” as Secretary of State Colin Powell famously said. “It will go nowhere where it is put in fear. Money will fly and go away from corruption and bad policies. It does not want to be around conflicts. It does not want to be around political unpredictability or instability. It goes where it is welcome and where investors can be confident of a return on the resources they have put at risk.”

In other words, capital is drawn to the rule of law.

Across the world, the conditions that give business and investment their footing are under measurable strain. Rule of law indices have trended downward in a growing number of markets. Enforcement has grown selective, regulatory environments more capricious, and the institutional scaffolding that underpins confidence in contracts, dispute resolution, and due process has weakened in ways that compound quietly until they become impossible to ignore. For companies operating across borders, these conditions are part of daily decisions — where to invest, where to expand, where the risk calculus has shifted beyond what any balance sheet can absorb.

It was precisely this reality that compelled the U.S. Chamber of Commerce’s Coalition for the Rule of Law in Global Markets to create the Global Rule of Law and Business Dashboard in 2013. At the time, the initiative covered ten countries in the Americas and was born from a

recognition among U.S. companies that advocating for better rule of law conditions required structured and comparable evidence that could anchor a conversation with any policymaker in any market. The response was consequential among business and policymakers. Edition after edition, the Dashboard expanded its reach and deepened its relevance. By the fifth edition in 2021, it measured 113 markets and had established itself as a practical instrument for reform advocacy across every region of the world.

The five pillars at its foundation — Transparency, Predictability, Stability, Accountability, and Due Process — were identified as operational realities that determine whether business can genuinely flourish or merely survive in a given market. Those pillars remain the backbone of this sixth edition. What has changed is the rigor and precision with which they are examined and the scale at which they are applied.

After the fifth edition, we made a deliberate choice to take a pause. The disruptions of the COVID-19 pandemic, the reconfiguration of global supply chains, and the emergence of new geopolitical fault lines pointed to the same conclusion: The world had been fundamentally reordered, and our methodology needed to meet that moment with commensurate seriousness.

In partnership with NORC at the University of Chicago and supported by an Advisory Board of

international experts and private sector representatives, we rebuilt how the Dashboard measures rule of law conditions for business, disaggregating each pillar into distinct dimensions of risk, grounded in a carefully curated set of primary sources. The result is a Dashboard that can tell you not only where a country stands, but what is driving that position and where the most significant opportunities for reform reside. This edition covers 149 markets — the broadest scope in the Dashboard's history — and it is built to hold.

This report shows how the global environment for business has become more complex. For business leaders and policymakers alike, operating on instinct or incomplete information is impractical. The 6th edition of the Dashboard is the Chamber's contribution to a more informed and deliberate conversation about what it takes

to build markets where investment is welcomed, contracts are honored, institutions are trusted, and growth is genuinely shared.

The Dashboard has always been a convening instrument as much as an analytical one — a common ground where business leaders, policymakers, academics, and civil society can arrive at shared diagnoses and, from there, shared strategies. We offer this 6th edition in that same spirit, and we invite readers to bring these findings into your deliberations, act on what they reveal, and champion the reforms your markets need. The work of strengthening the rule of law is neither swift nor simple, but it is among the most important investments any society can make. This Dashboard exists to make that work more focused, more collaborative, and more effective — and this edition is a stepping stone toward the world we are all working to build.

# Executive Summary

The Global Rule of Law and Business Dashboard 2026 equips governments, businesses and other stakeholders with a clear, comparative view of rule of law conditions, supported by a strengthened, evidence-based methodology that enhances how firms assess operating environments and inform strategic decisions across markets.

The *Global Rule of Law and Business Dashboard 2026* delivers a comprehensive business-focused assessment of how rule of law conditions shape commercial risk, opportunity, and predictability across global markets.

This edition introduces a substantially updated and strengthened measurement framework designed to improve conceptual clarity, coverage, and practical relevance. The 2026 Dashboard draws on 12 high-quality global data sources, replaces discontinued legacy measures, and introduces refined pillar and indicator definitions that more accurately reflect how rule of law conditions affect commercial activity and enabling environments in practice. Together, these methodological enhancements provide a more accurate, transparent, and actionable picture of the rule of law conditions for business across 149 global markets.

Figure 1 provides a high-level snapshot of the Dashboard's overall results, offering an entry point into how countries compare across the five rule of law pillars most relevant to business: 1) Transparency, 2) Predictability, 3) Stability, 4) Accountability, and 5) Due Process. Beneath these top-line results, the Dashboard enables users to examine pillar- and indicator-level performance, regional patterns, correlations across pillars, and trends over time—supporting more precise assessments of risk, opportunity, and reform potential.

Complementing this report, the *Global Rule of Law and Business Dashboard* is also available as an interactive online platform. The interactive Dashboard enables users to examine country performance at the overall, pillar, and indicator level and compare country performance, supporting tailored analysis and more informed decision-making.

## Using the Global Rule of Law and Business Dashboard

Businesses, governments, practitioners, and other stakeholders use the *Global Rule of Law and Business Dashboard* as a practical tool to:

**Support dialogue and engagement,** grounding discussions among companies, governments, and other stakeholders in comparative, evidence-based data.

**Inform investment, policy, and stakeholder engagement decisions,** benchmarking legal and institutional conditions across markets.

**Identify risks and areas for improvement,** highlighting jurisdictions where enhanced due diligence, safeguards, or reforms may be needed.

## Key Findings

The 2026 Dashboard highlights several cross-cutting patterns in how the rule of law shapes business conditions. These findings underscore the importance of looking beyond headline scores to understand how different dimensions of the rule of law influence risk, reform priorities, and engagement strategies across contexts:

- Global rule of law conditions for business differ by an order of magnitude across markets, creating fundamentally different operating environments for firms.
- Regional context shapes business risk and opportunity, as shared legal, economic, and security dynamics influence how rule of law conditions are experienced across markets.
- Transparency is a shared strength among advanced economies, but uneven due process creates uncertainty even in otherwise strong markets.
- Rule of law and economic development are closely linked but income alone is an incomplete guide to business risk.
- Overall scores can mask vulnerabilities, while pillar-level analysis shows where reforms can unlock opportunity.
- Predictability, accountability, and due process form a core cluster of mutually reinforcing conditions that underpin reliable business environments.
- Rule of law conditions affecting businesses have weakened globally over the past five years, driven by sharp declines in dispute resolution and enforcement.
- Real-world market dynamics in Indonesia, Central America, and Iraq illustrate how rule of law conditions directly shape investment outcomes and where business engagement can support reform.

Taken together, these findings highlight the value of combining global benchmarking, pillar-level analysis, and context-specific insight to

## Key Facts and Figures from the Dashboard

The top-10 countries score 70+ points higher than the bottom 10.

Across OECD markets due process indicators vary by 30–40 points.

Over half of countries show uneven performance across rule of law pillars.

Predictability has the strongest link to economic development.

56.1% of countries saw rule of law conditions decline (2021–2026).

66.7% of countries declined in enforcement of judgments.

inform more effective decision-making, risk assessment, and policy responses.

## Recommendations

The following recommendations translate these insights into practical actions for businesses, governments, and other stakeholders to manage risk, strengthen institutional performance, and support more predictable operating environments for business:

- Prioritize enforcement and due process as core drivers of risk and areas for reform.
- Strengthen dispute resolution systems and contractual reliability to address rising legal uncertainties.
- Align investment strategies and reform priorities with distinct country typologies and rather than headline scores.
- Build and leverage mutually reinforcing rule of law conditions to strengthen predictability and investment confidence.
- Leverage collective action and local expertise to address systemic constraints and support reform.

Figure 1. Global Rule of Law and Business Dashboard Scores

Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank
Norway	92.1	1	Greece	66.7	38	Peru	47.9	76	Madagascar	33.3	114
Finland	90.8	2	Romania	66.1	39	Senegal	47.9	77	Lao PDR	33.2	115
Netherlands	89.3	3	Malta	65.5	40	Philippines	47.4	78	Togo	33.1	116
Luxembourg	89.3	4	Bhutan	65.0	41	Benin	46.8	79	Bangladesh	33.0	117
Denmark	88.6	5	Israel	64.7	42	Azerbaijan	46.6	80	Bolivia	32.0	118
Australia	88.2	6	Barbados	64.3	43	Trinidad and Tobago	46.1	81	Liberia	31.7	119
Japan	86.9	7	Georgia	63.2	44	Timor-Leste	46.1	82	Angola	30.8	120
Germany	86.7	8	Mauritius	63.0	45	Vietnam	45.4	83	Burkina Faso	30.6	121
Austria	84.2	9	Bulgaria	61.3	46	Saudi Arabia	45.2	84	Pakistan	30.0	122
Sweden	83.6	10	South Africa	59.7	47	Uzbekistan	44.9	85	Iraq	29.5	123
Estonia	83.6	11	Malaysia	57.3	48	Sri Lanka	44.9	86	Uganda	29.3	124
New Zealand	83.5	12	Montenegro	57.3	49	Tanzania	44.8	87	Algeria	29.3	125
France	83.5	13	Botswana	56.8	50	Morocco	44.6	88	Turkmenistan	29.2	126
Lithuania	83.1	14	Hungary	56.5	51	Bosnia and Herzegovina	43.9	89	Cambodia	29.1	127
Ireland	82.9	15	Mongolia	55.3	52	Bahrain	43.9	90	Mali	28.9	128
United Kingdom	81.5	16	Armenia	55.3	53	Mexico	43.6	91	Nigeria	27.6	129
Belgium	80.0	17	Colombia	55.1	54	Malawi	43.4	92	Zimbabwe	27.1	130
Latvia	79.4	18	Brazil	55.0	55	Ukraine	43.3	93	Lebanon	26.8	131
Canada	79.2	19	Argentina	54.8	56	Zambia	42.7	94	Niger	26.8	132
Korea, Rep.	78.8	20	Qatar	54.6	57	Paraguay	42.5	95	Gabon	26.3	133
Singapore	78.0	21	Moldova	54.5	58	Kenya	41.5	96	Mozambique	26.0	134
Czech Republic	77.1	22	Namibia	54.5	59	Kyrgyz Republic	41.2	97	Eswatini	24.6	135
Taiwan, China	77.0	23	India	54.5	60	Lesotho	40.6	98	Guinea	24.3	136
OECD Average	76.5		Kuwait	54.2	61	Gambia, The	40.3	99	Cameroon	24.2	137
United States	76.0	24	Jamaica	53.7	62	Türkiye	39.6	100	Ethiopia	23.3	138
Iceland	76.0	25	Serbia	52.0	63	Tunisia	39.2	101	Guinea-Bissau	22.2	139
Slovenia	75.2	26	United Arab Emirates	51.8	64	Ecuador	39.1	102	Nicaragua	21.1	140
Chile	75.1	27	North Macedonia	51.5	65	China	38.7	103	Congo, Rep.	20.7	141
Spain	74.4	28	Albania	51.4	66	Thailand	38.5	104	Iran, Islamic Rep.	20.4	142
Portugal	74.4	29	Rwanda	51.3	67	Honduras	37.0	105	Central African Republic	19.2	143
Hong Kong SAR, China	72.5	30	Panama	51.0	68	Côte d'Ivoire	37.0	106	Equatorial Guinea	18.6	144
Italy	72.1	31	Ghana	50.5	69	El Salvador	36.8	107	Congo, Dem. Rep.	16.5	145
Uruguay	71.4	32	Jordan	50.0	70	Papua New Guinea	36.2	108	Myanmar	14.6	146
Poland	69.9	33	Cape Verde	49.8	71	Egypt, Arab Rep.	35.6	109	Chad	13.4	147
Slovak Republic	69.5	34	Kazakhstan	49.8	72	Guatemala	35.1	110	Sudan	10.3	148
Costa Rica	68.3	35	Dominican Republic	49.7	73	Tajikistan	35.1	111	Venezuela, RB	9.0	149
Cyprus	67.8	36	Nepal	48.5	74	Sierra Leone	35.0	112			
Croatia	67.4	37	Indonesia	48.4	75	Russian Federation	34.3	113			

Section 1

# Introduction



# The Global Rule of Law and Business Dashboard: Sixth Edition






The Dashboard provides a clear, data-driven assessment of rule of law conditions for business. The 2026 edition builds on this foundation with expanded data, refined measurement, and clearer insight into the drivers of country performance.

Strong rule of law is foundational to a healthy business environment. When the institutions and processes that govern commercial activity are transparent, predictable, stable, accountable, and grounded in fair and effective dispute resolution, businesses can plan, invest, and operate with confidence. Conversely, weak or uneven rule of law increases uncertainty, raises transaction costs, and deters investment by exposing firms to risks such as arbitrary regulatory changes, corruption, insecurity, and ineffective dispute resolution mechanisms. For domestic and international businesses alike, the rule of law shapes not only day-to-day operations, but also long-term decisions about where to allocate capital, build supply chains, and create jobs.

To capture the dimensions of the rule of law most relevant to business activity, the U.S. Chamber of Commerce’s Coalition for the Rule of Law in Global Markets has identified five pillars or interrelated concepts that together define the most salient aspects of the rule of law that shape the operating conditions for business: transparency, predictability, stability, accountability, and due process. Together, these five pillars translate core rule of law principles into concrete conditions that matter for business operations. They provide the organizing framework for the *Global Rule of Law and Business Dashboard* and for interpreting how rule of law dynamics shape investment climates across markets.

First launched in 2013, the *Global Rule of Law and Business Dashboard* is the U.S. Chamber’s flagship analytical tool that assesses the current state of the rule of law for business in markets worldwide. The Dashboard is designed to support evidence-based decision-making, inform dialogue between businesses and policymakers, and help businesses, governments and other stakeholders compare performance across countries and regions. Previous editions tracked trends in more than 100 markets and demonstrated the relationship between stronger rule of law, more attractive environments for investment, and economic growth.

## Pillars of the Rule of Law for Business

	<b>Transparency</b>
	<b>Predictability</b>
	<b>Stability</b>
	<b>Accountability</b>
	<b>Due Process</b>

This report presents the sixth edition of the *Global Rule of Law and Business Dashboard*. Building on past editions while responding to changes in the global data landscape, the 2026 Dashboard introduces several important updates:

**A broader evidence base.** The Dashboard now draws on 12 publicly available data sources, combining firm-level surveys, expert assessments, and structured country evaluations. This approach reduces reliance on any single source, strengthens analytical coverage, and increases resilience to future disruptions in data availability.

**An updated conceptual and measurement framework.** The 2026 edition applies refined definitions of the five pillars of the rule of law for business and a clearer mapping of variables to business-relevant indicators of risk and performance, improving conceptual clarity and users' ability to interpret results.

**More balanced scoring.** The revised methodology ensures that no single data source or pillar dominates results, enabling users to distinguish performance at the overall, pillar, and indicator levels and better understand the drivers of country scores.

In addition to quantitative scores, the 2026 Dashboard report includes trend statements that provide qualitative context for the data, illustrating how rule of law conditions affect business operations in practice. Together, these enhancements allow users to move beyond top-line rankings to better understand the drivers of performance, identify strengths and vulnerabilities within countries, and engage more effectively on policy and reform priorities.

This report presents the *2026 Global Rule of Law and Business Dashboard* as both an analytical resource and a practical tool for understanding how rule of law conditions shape business environments worldwide. It begins by outlining

the Dashboard's updated conceptual and measurement framework, explaining how the five pillars of the rule of law for business are defined and how diverse data sources are integrated to produce comparable country scores. It also discusses changes in Dashboard results between editions, distinguishing between changes driven by methodological improvements and those reflecting real-world developments in business environments.

The report then examines what the 2026 data reveal—highlighting global patterns, regional differences, and variation across pillars—while selected trend statements provide concrete illustrations of how these conditions affect business operations on the ground. Building on these insights, the report concludes with a set of forward-looking, evidence-based recommendations that translate the findings into practical actions for businesses and policymakers.

A dedicated methodology section describes how the Dashboard is constructed, including data sources, scoring and validation approaches, and key limitations to consider when interpreting results. A supporting annex shows how Dashboard scores have changed between 2021 and 2026 at both the overall and pillar level, using the updated methodology. This provides a clear, side-by-side view of how country performance has evolved over time.

Together, these elements are designed to help readers interpret the findings rigorously and apply the Dashboard effectively for analysis, advocacy, and decision-making.

Section 2

# About the Dashboard



# Overview of the Global Rule of Law and Business Dashboard

The 2026 Dashboard provides a redesigned, data-driven view of how rule of law conditions shape business environments worldwide, offering deeper insights beyond headline rankings.

*The Global Rule of Law and Business Dashboard* is a comparative tool designed to help businesses, policymakers, and analysts understand how rule of law conditions shape the business environment across countries. It brings together data from multiple widely used international sources to assess how well countries provide the transparency, predictability, stability, accountability, and due process that businesses rely on when investing, operating, and resolving disputes.

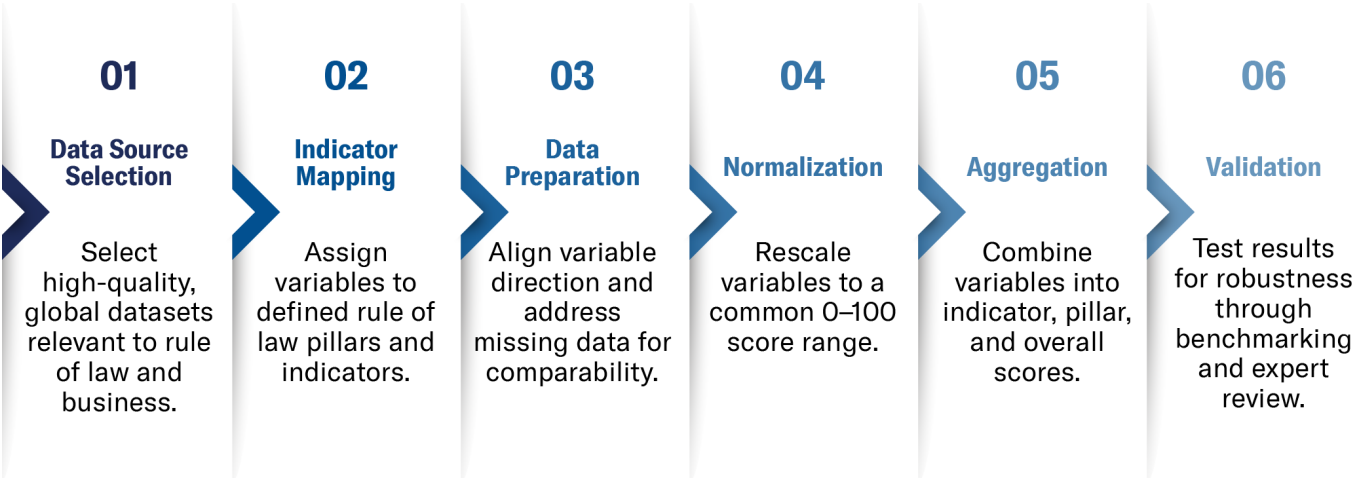
This edition of the Dashboard reflects a substantial update since the previous version published in 2021. Responding to changes in the global data landscape, the Dashboard has been comprehensively redesigned to ensure stronger data coverage, clearer interpretation, and greater long-term resilience.

At the same time, the updated Dashboard introduces a strengthened conceptual and

measurement framework. Building on the five pillars of the rule of law for business identified by the U.S. Chamber of Commerce’s Coalition for the Rule of Law in Global Markets, the new framework allows users to move beyond a single headline score and take a deeper, more multidimensional look at how different aspects of the rule of law function within a country. This approach produces more robust scores, makes country strengths and weaknesses easier to identify, and supports more informed decision-making.

Figure 2 provides an overview of the updated methodology for constructing the Dashboard. The elements shown in the figure are discussed in the sections below, while a full technical description of data processing, variable mapping, and score construction is provided in Section 6 of this report.

**Figure 2.** Dashboard Methodology at a Glance



# Dashboard Data Sources

The Dashboard combines globally comparable primary data from multiple independent sources to provide a transparent, business-relevant assessment of rule of law conditions across countries.

## Underlying Data and Variables

The Dashboard draws on 12 internationally recognized data sources, selected to maximize country coverage, conceptual relevance, and independence across sources, as shown in Table 1. Together, these sources provide a broad and complementary picture of rule of law conditions that matter for business and contribute more than 100 individual variables that are used to construct comparable country scores.

The current set of data sources reflects a deliberate evolution from the seven sources used in the 2021 edition of the Dashboard. Since that time, several legacy sources used for previous editions have been discontinued, restructured, or published less regularly, reducing their suitability for cross-country comparison and analysis over

time. Rather than replacing discontinued datasets on a one-for-one basis, a comprehensive review of potential alternatives was conducted. This review focused primarily on identifying legacy data sources that remain available as well as the underlying primary data sources that feed into legacy data sources.

Sources were selected based on clear inclusion criteria: they rely on primary data, offer broad global coverage, are publicly available, are published with sufficient regularity, and measure concepts directly relevant to business-facing dimensions of the rule of law. These considerations led to the inclusion of additional sources that expand geographic and conceptual coverage while strengthening the Dashboard’s long-term analytical resilience.

**Table 1.** Dashboard Data Sources

Organization	Data Source
World Bank Group	Enterprise Surveys
World Justice Project	Rule of Law Index
World Bank Group	B-Ready
World Economic Forum	Executive Opinion Survey
International Budget Partnership	Open Budget Index
V-Dem Institute	Varieties of Democracy (V-Dem)
S&P Global	Country Risk Ratings
Bertelsmann Stiftung	Transformation Index
Economist Intelligence Unit	Country Risk Service
PRS Group	International Country Risk Guide
Freedom House	Freedom in the World
Financial Action Task Force (FATF)	FATF Assessments

At the same time, the updated data architecture was designed to maintain continuity with previous editions of the Dashboard. Even as individual sources have been updated or replaced, the key concepts captured by the Dashboard—and their relevance to business conditions—remain consistent with earlier editions. This approach preserves comparability in substance, even as the measurement framework is updated.

### **Value of a Multi-Source Approach**

Using many independent data sources is a deliberate design choice. It allows the Dashboard to triangulate rule of law conditions, reducing reliance on any single dataset and making the results more robust. Where different sources point in the same direction, confidence in the findings increases. Where they diverge, the framework helps reveal meaningful variation across different aspects of the rule of law rather than obscuring those differences in a single average score.

### **Perspectives Reflected in the Data**

The data underlying the Dashboard reflect multiple perspectives, rather than a single viewpoint:

- Businesses and investors, through firm-level surveys and executive assessments
- Legal experts and practitioners, through surveys and expert scoring of judicial quality, enforcement, and legal safeguards
- Policy analysts and country experts, through structured country and governance risk assessments
- Ordinary citizens, through select public opinion and governance perception measures

No single perspective dominates the Dashboard. Some sources capture how laws and institutions function in practice for firms, while others focus on institutional integrity, judicial fairness, security conditions, or government accountability. This mix ensures that the Dashboard reflects both day-to-day business realities and the broader governance conditions that sustain the rule of law.

# Conceptual and Measurement Framework

The Dashboard translates rule of law principles into a structured framework that identifies the key drivers shaping business-relevant performance across countries.

## Defining the Rule of Law

The concept of the rule of law has been defined in many ways by practitioners, international organizations, and academics.<sup>1</sup> While these definitions differ in emphasis, they share several core principles, including the accessibility and clarity of laws, consistency and fairness in their application, accountability of public institutions, protection of fundamental rights, and the availability of independent mechanisms for resolving disputes.

Building on the five pillars identified by the U.S. Chamber of Commerce’s Coalition for the Rule of Law in Global Markets, this Dashboard defines the rule of law as the extent to which laws are transparent, predictable, and fairly enforced; institutions act with integrity and accountability; public order is maintained; and individuals and businesses have access to impartial justice and effective remedies for resolving disputes. These elements are essential not only for governance and fundamental rights, but also for long-term investment and economic activity.

## From Concept to Measurement

The updated Dashboard uses a structured framework built around five pillars that define the rule of law as it relates to business:

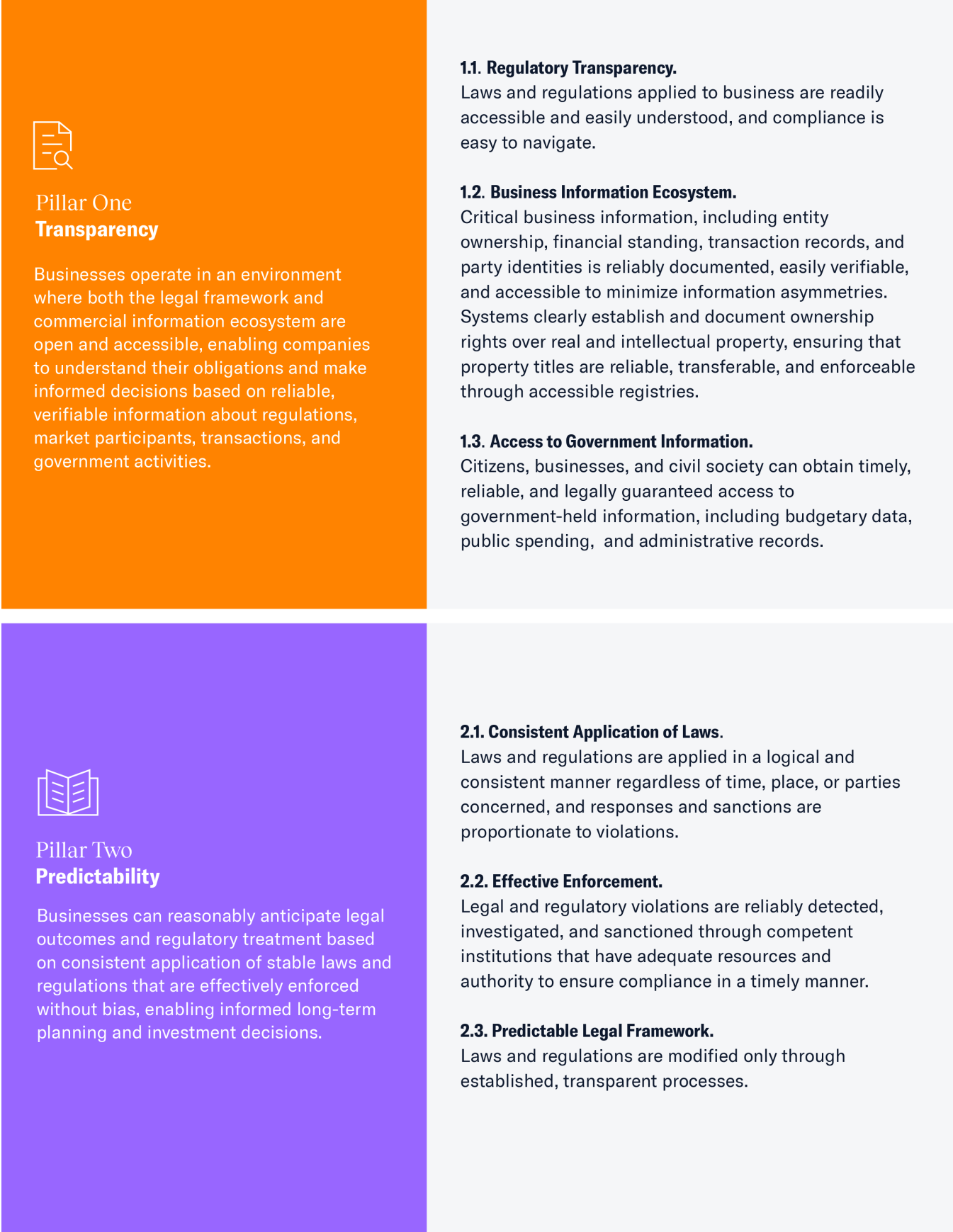
1. Transparency
2. Predictability
3. Stability
4. Accountability
5. Due Process

In this edition of the Dashboard, the five pillars are accompanied by updated and refined definitions that clarify their scope, strengthen conceptual distinctions, and improve alignment with measurable, business-relevant variables.

Each pillar is further broken down into clearly defined indicators that identify the specific institutional, structural, and policy drivers shaping performance within that pillar of the rule of law. These indicators capture concrete, measurable conditions—such as access to government information, political stability, or enforcement of judgments—that help explain why countries perform differently within a given pillar and where targeted reforms or risk mitigation efforts may have the greatest impact. Figure 3 presents and defines each pillar and indicator used in the Dashboard.

Drawing on the 12 global data sources introduced in the previous section, more than 100 conceptually relevant variables were identified, extracted, and combined to produce the Dashboard’s scores. Rather than simply averaging or pooling these variables together, each variable is mapped to the specific indicator in Figure 3 that it best reflects, based on the concepts it measures. This approach helps ensure the Dashboard captures the distinct drivers of performance within each pillar, rather than obscuring meaningful differences through overly simplistic aggregation.

**Figure 3.** Pillars and Indicators of the Global Rule of Law and Business Dashboard





### Pillar Three **Stability**

Businesses operate in an environment characterized by effective law and order that controls criminal activity, combined with low risk of civil conflict and political instability, creating a stable foundation for commercial operations and long-term investment.

#### **3.1. Control of Crime.**

Law and order prevail and crime is kept in check, ensuring that businesses can operate without undue risk of violence or unlawful interference.

#### **3.2. Political Stability.**

There is low risk of civil conflict, political unrest, or abrupt changes in governance that could disrupt commercial operations or undermine investor confidence.



### Pillar Four **Accountability**

Businesses can be confident that public officials, institutions, and business actors are held responsible for their actions and decisions, with effective mechanisms in place to allow public input into policymaking and prevent, detect, and punish corruption and bribery that would otherwise distort fair competition and undermine the integrity of business operations.

#### **4.1. Anti-Corruption Enforcement.**

Government agencies and judicial systems actively investigate, prosecute, and penalize corrupt practices and bribery involving public officials and private actors with sufficient resources and independence to ensure meaningful consequences.

#### **4.2. Institutional Integrity and Open Government.**

Public institutions and regulatory bodies operate with transparent processes, ethical standards, and oversight mechanisms that allow for public input and minimize opportunities for corruption. Information regarding government contracting decisions, policymaking, and public spending enables public scrutiny and informed citizen engagement.



### Pillar Four **Due Process**

When disputes inevitably arise, they must be resolved not by ad hoc arrangements or special interventions but in a fair, transparent, and predetermined process.

#### **5.1. Access to Justice.**

Businesses and individuals have access to competent, timely, and affordable courts and alternative dispute resolution mechanisms.

#### **5.2. Fair and Impartial Proceedings.**

Judicial processes are independent, transparent, and free from undue influence, with procedural safeguards that guarantee equality before the law.

#### **5.3 Enforcement of Judgments.**

Court decisions and arbitral awards must be executed consistently and effectively, providing confidence that legal outcomes will be honored and remedies enforced without unreasonable delay.

# Using and Understanding the Dashboard

Clear score construction and a refined framework help users interpret results appropriately, understand what drives differences across countries, and use the Dashboard as a diagnostic tool.

## Interpreting Scores

All Dashboard scores are reported on a 0 to 100 scale, where 100 represents the strongest possible performance. Scores at different levels of the Dashboard are produced by aggregating information upward—from variables to indicators, from indicators to pillars, and from pillars to the overall score—as follows:

- The overall Dashboard score is the average of the five pillar-level scores.
- Pillar-level scores are averages of the relevant indicator scores.
- Each indicator score is constructed from multiple variables drawn from the underlying data sources.

A complete mapping of variables to pillars and indicators is provided in a downloadable Excel score file accompanying this report.

Figure 4 illustrates how these aggregation levels come together for South Africa, showing the country's overall Dashboard score alongside its pillar- and indicator-level performance.

## Using the Dashboard

The Dashboard is intended as a diagnostic and comparative tool, not a definitive judgment on any country. Like all composite indices, the Dashboard has inherent constraints:

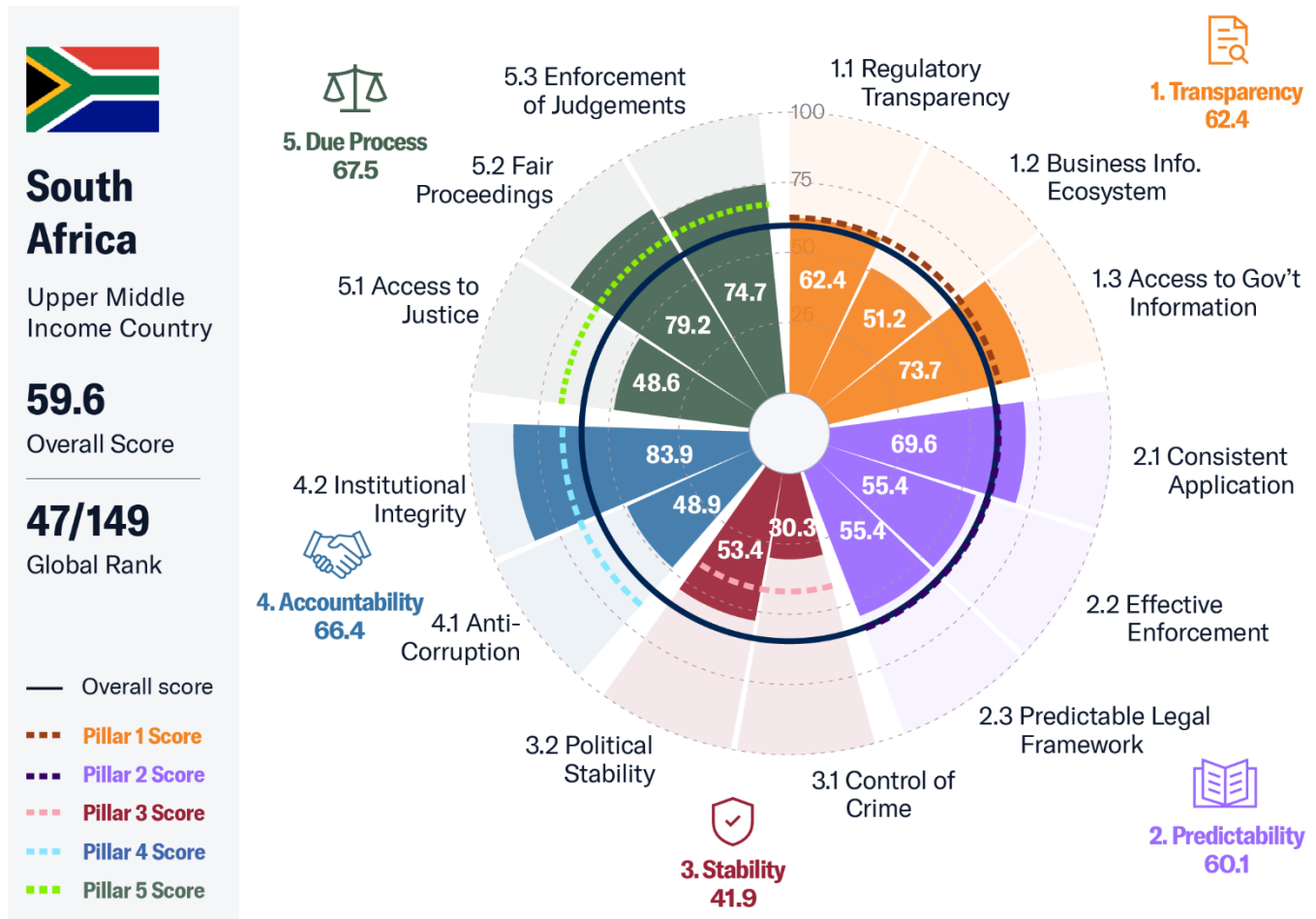
**Time-bound snapshot.** It reflects rule of law conditions as observed during a specific period, recognizing that country performance can evolve. The Dashboard reflects conditions at the moment in time data were collected, as described in Table 3 in the Methodology section, and does not capture changes in real time.

**Focused scope.** The Dashboard summarizes complex realities into comparable metrics and cannot capture every country-specific nuance of the business environment. As a diagnostic tool focused on rule of law issues, it does not capture all factors that shape the broader operating environment for businesses, such as administrative complexity, high costs of regulatory compliance, or other considerations related to ease of doing business. As a result, countries may perform strongly on rule of law measures while firms continue to face operational challenges that fall outside the scope of this analysis. Companies making market entry decisions may therefore find the Dashboard most useful when used alongside other tools, as well as qualitative analysis and local expertise.

However, when used thoughtfully and transparently, it offers a powerful way to understand how different dimensions of the rule of law shape the business environment across countries. Viewed in this context, the Dashboard provides a snapshot that can help identify priorities, highlight areas of reform momentum or risk, and inform a forward-looking roadmap for policy engagement and institutional improvement. Users are encouraged to:

- Look beyond the overall score and examine pillar- and indicator-level results
- Use the Dashboard alongside qualitative country analysis and other assessment tools
- Focus on patterns, strengths, and gaps rather than small differences in scores

**Figure 4. Illustrative Country Scores: South Africa**



## The Dashboard's Value Proposition

A wide range of global datasets assess governance quality, institutional integrity, and aspects of the business environment. *The Global Rule of Law and Business Dashboard* is designed to complement these efforts—not duplicate them—by focusing specifically on rule of law conditions that matter for commercial decision-making. It brings together evidence on governance and business operations within a single, coherent framework, adding value in three key ways:

**Explicit business-relevance.** Rather than assessing democracy or civil liberties broadly, it translates core rule of law principles into concrete conditions that shape how firms invest,

operate, comply with regulations, and resolve disputes across markets.

**Grounded in a credible, curated, multi-source evidence base.** The Dashboard draws on independent, publicly available sources of primary data, including firm-level surveys and expert assessments, and maps variables deliberately to defined pillars and indicators, thereby reducing conceptual overlap and avoiding double counting.

**Designed as a diagnostic tool.** Users can move beyond overall scores to examine pillar- and indicator-level results, enabling more nuanced interpretation of strengths, vulnerabilities, and sources of risk within countries.

Taken together, these features position the Dashboard as a business-focused complement to existing governance indices, supporting more

informed analysis alongside qualitative assessment and country expertise.

## Applications of the Dashboard

The Dashboard is used by businesses, governments, and other stakeholders as a practical input into decision-making, risk assessment, and engagement strategies across markets. Its pillar- and indicator-level structure allows users to apply the data flexibly depending on objectives, sector exposure, and policy or investment priorities. In practice, the Dashboard is used in several core ways:

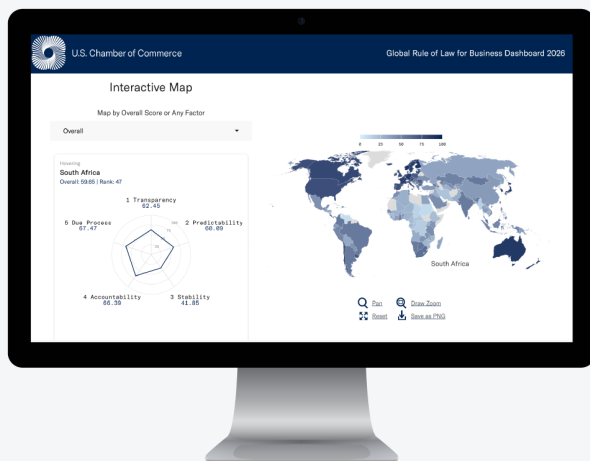
### Dialogue, advocacy, and reform engagement.

Companies, governments, and other stakeholders can use Dashboard results to support evidence-based dialogue, grounding discussions in comparative, independently sourced data. Pillar- and indicator-level results enable users to move beyond general concerns and engage constructively on specific issues—such as regulatory predictability, judicial efficiency, or enforcement gaps—where reforms could strengthen operating environments.

**Benchmarking and prioritization.** The Dashboard supports investment screening, policy prioritization, and stakeholder engagement by enabling comparisons across countries and peer groups. By benchmarking performance across pillars, users can better identify strengths, vulnerabilities, and areas of opportunity, helping inform investment decisions, reform agendas, and engagement strategies.

**Risk identification and institutional assessment.** Indicator-level scores—such as anti-corruption enforcement, access to justice, or enforcement of judgments—provide a high-level diagnostic of legal and institutional conditions. These insights can help flag areas where enhanced due diligence, safeguards, or reforms may be warranted. Used alongside qualitative analysis and local expertise, the Dashboard helps inform more grounded assessments of legal, regulatory, and institutional risk.

## Explore the Interactive Global Rule of Law and Business Dashboard 2026



Interactive 2026 dashboard scores are available online at: <https://www.uschamber.com/international/rule-of-law-dashboard>

Access country-level data through the interactive *Global Rule of Law and Business Dashboard*. Users can explore, analyze, and download results tailored to your needs:

**View Country Results.** Look up and compare side-by-side scores for any market.

**Explore Results by Pillar.** Examine the results across the five rule of law pillars.

**Compare Peers Countries.** Filter results by region and income group.

**Adjust Weights.** Re-weight pillars to see how priorities affect overall scores

**Download Results.** Export visualizations, maps, and underlying data for further analysis

# Interpreting Changes in Dashboard Results

Changes in Dashboard results reflect both improved measurement and real-world developments, requiring careful interpretation to distinguish methodology effects from shifts in country performance

Users may notice that some country scores or rankings differ notably from those reported in the 2021 edition of the Dashboard. These differences should be interpreted carefully. In most cases, they reflect deliberate improvements in how the Dashboard measures the rule of law conditions for business, rather than sudden changes in country performance. The discussion that follows explains how earlier scores were constructed, what has changed in the updated approach, and how to interpret differences across editions and over time.

## Legacy Dashboard Methodology

In previous editions, the Dashboard combined a small number of widely used indices, each of which already aggregated information from multiple underlying sources. While this approach provided broad global coverage, it also created important limitations. Because these indices were constructed differently and weighted their components inconsistently, the resulting Dashboard scores could obscure what specific aspects of the rule of law for business were being measured, and how much each dimension influenced overall results. For businesses, governments, and other users of the Dashboard, this made it more difficult to diagnose country-level risks or understand what was driving differences across markets.

## Updated Measurement Framework

The 2026 Dashboard addresses these limitations through a fundamentally redesigned approach. Instead of relying on aggregated indices, it draws on 12 high-quality primary data sources and more than 100 underlying variables. Each variable is explicitly mapped to clearly defined pillars and

indicators, translating broad rule of law principles into concrete, business-relevant dimensions such as regulatory transparency, enforcement of contracts, and access to justice. This structure ensures that all pillars are consistently represented and that the contribution of each component is transparent and analytically meaningful.

## Conceptual Coverage and Weight

While the method of measurement has evolved, the core concepts captured by the Dashboard remain consistent with earlier editions. The focus on transparency, predictability, stability, accountability, and due process—and their importance for business operations and decision-making—has not changed. What has changed is how these concepts are defined, measured, and weighted. The updated framework provides clearer definitions and gives greater visibility to areas that were previously underrepresented, such as institutional integrity, open government, and judicial fairness, resulting in more balanced and precise scores.

## Methodology-Driven Changes

These improvements affect how countries are scored. To isolate the effect of the updated methodology, we conducted a backward-calculation exercise, applying the new measurement framework to data available in 2021. This allows us to compare scores produced under the legacy and updated methodologies for the same point in time. Across most countries, relative positions remain broadly similar, but a subset of countries experience noticeable shifts. These changes occur because the updated framework explicitly measures and gives greater

weight to certain dimensions—such as institutional integrity, open government, and access to information—that were previously captured only indirectly or received less emphasis in previous editions.

In some cases, these shifts follow clear regional patterns that shed light on differences that were less visible under the earlier approach. For example, several countries in Latin America and the Caribbean see improved relative performance under the updated methodology, reflecting comparatively stronger scores on measures related to transparency, open government, and institutional integrity. By contrast, several countries in Asia experience relative declines, as these same dimensions—particularly openness in policymaking, access to government information, and transparency in public decision-making—tend to be weaker relative to their overall performance. These patterns do not indicate sudden changes in country conditions; rather, they reflect the updated framework's greater emphasis on dimensions of the rule of law that are relevant for business and that were previously underrepresented.

## **Trends Using a Consistent Methodology**

Building on the exercise of recalculating 2021 scores using the updated framework and data available at that time, we can then compare 2021 and 2026 scores using the same updated framework to assess changes over time. This provides a consistent basis for understanding how rule of law conditions for business have evolved across countries. When examined this way, most countries remain relatively stable, while a smaller number show meaningful improvement or deterioration. Where large changes are observed, they can generally be linked to concrete developments—such as legal reforms, shifts in enforcement practices, or changes in political stability—that directly affect business environments.

To illustrate how methodological enhancements affect country results—and how these effects differ from real-world changes over time—Table 2 presents four country examples: Colombia, Saudi Arabia, Singapore, and the United States.

For each country, the table presents scores, rankings, and relative global performance from the 5th edition of the Dashboard (labeled as 2021 (legacy)), alongside 2021 scores recalculated using the updated methodology (labeled as 2021 (updated)), and the 2026 scores presented in this edition. It then describes how methodological updates have affected each country's score and its position relative to other countries globally. The table also highlights key real-world developments that have influenced rule of law conditions for businesses and shows how these changes are reflected in differences between 2021 and 2026 scores calculated using the updated framework. Finally, it summarizes evidence from other data sources and external benchmarks that help validate and lend confidence to the Dashboard results.

These examples highlight how shifts in measurement can alter relative rankings by bringing new dimensions into focus, while also demonstrating how observed changes over time reflect concrete developments in legal systems, governance, and business operating environments.

A more detailed technical explanation of these issues is provided in a separate technical appendix for this report. It includes side-by-side comparisons of scores produced using the legacy and updated methodologies, analysis of how specific indicators influence results, and a deeper review of country-level changes between 2021 and 2026. Together, these analyses help distinguish changes driven by improved measurement from those reflecting real shifts in rule of law conditions.

**Table 2.** Illustrative Country Examples: Distinguishing Methodology-Driven Differences from Real-World Changes in Rule of Law Conditions

 <p><b>Colombia</b></p> <p><b>Score Comparison</b></p> <ul style="list-style-type: none"> <li>2021 (legacy): 52.7, rank 69/113 (top 61%)</li> <li>2021 (updated): 51.3, rank 59/127 (top 46%)</li> <li>2026 (updated): 55.1, rank 54/149 (top 36%)</li> </ul>	 <p><b>Saudi Arabia</b></p> <p><b>Score Comparison</b></p> <ul style="list-style-type: none"> <li>2021 (legacy): 60.2, rank 49/113 (top 43%)</li> <li>2021 (updated): 38.1, rank 89/127 (top 70%)</li> <li>2026 (updated): 45.2, rank 84 /149 (top 56%)</li> </ul>	 <p><b>Singapore</b></p> <p><b>Score Comparison</b></p> <ul style="list-style-type: none"> <li>2021 (legacy): 86.4, rank 1/113 (top 1%)</li> <li>2021 (updated): 81.3, rank 20/127 (top 16%)</li> <li>2026 (updated): 78.0, rank 21/149 (top 13%)</li> </ul>	 <p><b>United States</b></p> <p><b>Score Comparison</b></p> <ul style="list-style-type: none"> <li>2021 (legacy): 76.9, rank 18/113 (top 16%)</li> <li>2021 (updated): 78.1, rank 27/127 (top 21%)</li> <li>2026 (updated): 76.0, rank 24/149 (top 15%)</li> </ul>
<p><b>Measurement Effects on Scores and Rankings</b></p> <p>Colombia’s improved relative position reflects stronger performance on Indicator 1.3 (Access to Government Information), Indicator 1.1 (Regulatory Transparency), and Indicator 4.2 (Institutional Integrity and Open Government), which are more explicitly weighted in the updated framework. For businesses, better access to reliable public information supports due diligence, improves visibility into procurement and licensing, and reduces uncertainty in regulatory requirements.</p>	<p><b>Measurement Effects on Scores and Rankings</b></p> <p>Saudi Arabia’s lower relative ranking reflects explicit inclusion of Indicator 1.3 (Access to Government Information) and Indicator 4.2 (Institutional Integrity and Open Government), where performance is comparatively weaker. For businesses, limited transparency around policymaking and procurement reduces visibility into regulatory changes, increasing uncertainty even where formal laws and administrative systems are otherwise well-developed.</p>	<p><b>Measurement Effects on Scores and Rankings</b></p> <p>Singapore’s relative decline reflects lower scores in Indicator 1.3 (Access to Government Information) and aspects of Indicator 4.2 (Institutional Integrity and Open Government), which receive greater emphasis in the updated framework. For businesses, more limited transparency in policymaking can reduce visibility into regulatory developments, even within an otherwise highly predictable environment with strong performance in other pillars.</p>	<p><b>Measurement Effects on Scores and Rankings</b></p> <p>The updated methodology places greater weight on Indicator 5.1 (Access to Justice), Indicator 5.2 (Fair and Impartial Proceedings), and Indicator 2.1 (Consistent Application of Laws), highlighting variability relative to strong transparency performance in Pillar 1 (Transparency). For businesses, uneven access to legal remedies and differences across jurisdictions can affect predictability in dispute resolution and compliance.</p>
<p><b>Real-World Drivers of Change (2021–2026)</b></p> <p>Colombia has expanded open government initiatives and strengthened anti-corruption frameworks, as highlighted in Organisation for Economic Co-operation and Development (OECD) governance reviews. These developments are reflected in improved scores for Indicator 1.3 (Access to Government Information) and Indicator 4.1 (Absence of Corruption). Weaker performance persists in Indicator 3.1 (Control of Crime) under Pillar 3 (Stability), indicating continued security constraints despite transparency gains.</p>	<p><b>Real-World Drivers of Change (2021–2026)</b></p> <p>Saudi Arabia enacted legal reforms, including the 2023 Civil Transactions Law, which codifies rules previously derived from uncoded principles. These reforms are reflected in improved scores for Indicator 2.3 (Predictable Legal Framework) and Indicator 2.1 (Consistent Application of Laws) within Pillar 2 (Predictability), while limited change in Indicator 4.2 (Institutional Integrity and Open Government) signals continued transparency constraints.</p>	<p><b>Real-World Drivers of Change (2021–2026)</b></p> <p>Singapore has maintained highly stable legal and institutional conditions, with no significant structural reforms or deterioration during this period. This stability is reflected in consistently high scores across Indicator 2.2 (Effective Enforcement), Indicator 5.2 (Fair and Impartial Proceedings), and Indicator 5.1 (Access to Justice), reinforcing continuity rather than meaningful change. Instead, changes to Singapore’s scores and rank reflect areas for improvement in Pillars 1 (Transparency) and 4 (Accountability), which were underweighted in previous Dashboard editions.</p>	<p><b>Real-World Drivers of Change (2021–2026)</b></p> <p>There have been no major structural legal reforms, but ongoing challenges such as court backlogs and political polarization have influenced institutional performance. Rising polarization and governance tensions are reflected in modest variation in Indicator 3.2 (Political Instability) within Pillar 3 (Stability), alongside changes in Indicator 5.2 (Fair and Impartial Proceedings) and Indicator 4.2 (Institutional Integrity and Open Government), while overall conditions remain broadly stable.</p>
<p><b>Why We Are Confident in the Results</b></p> <p>Colombia’s positioning aligns with WJP, EIU, and World Bank B-READY, which similarly place it in the upper-middle global range, with strengths in transparency but weaker performance in Pillar 3 (Stability). Its placement between roughly the top third and midpoint globally in the 2026 Dashboard is consistent with these external benchmarks.</p>	<p><b>Why We Are Confident in the Results</b></p> <p>This pattern is consistent with IMF, EIU, and B-READY, which place Saudi Arabia in the middle global tier, highlighting gains in Pillar 2 (Predictability) alongside weaker transparency indicators. Its mid-range ranking in the 2026 Dashboard closely aligns with how other benchmarks position the country relative to peers.</p>	<p><b>Why We Are Confident in the Results</b></p> <p>Singapore remains within the top 16% globally. External benchmarks reinforce this positioning: while WJP, EIU, and World Bank B-READY place Singapore in the top decile or higher, other measures—such as Freedom House, V-Dem, and World Bank governance indicators, which capture institutional openness and accountability—position it closer to the top 10–20% globally. This again highlights how the underweighting of Pillars 1 and 4 contributed to Singapore’s higher scores in previous Dashboard editions.</p>	<p><b>Why We Are Confident in the Results</b></p> <p>The United States’ placement in the top ~15% globally aligns with OECD, EIU, and B-READY, which similarly rank it as a high-performing but variable environment. These benchmarks consistently mirror the Dashboard’s findings across Pillar 2 (Predictability) and Pillar 5 (Due Process).</p>

Section 3

# Results and Data Insights



# Data Insights

Analysis of the 2026 Dashboard results highlights cross-country trends in rule of law performance, helping businesses interpret current conditions and emerging risks and opportunities.

For businesses operating across borders, understanding both how countries perform today and how rule of law conditions are changing over time is essential for assessing risk and opportunity across markets. The Dashboard provides a clear, data-driven snapshot of where legal and institutional foundations are strongest, where constraints are most acute, and how performance varies across geographies and pillars that matter for commercial activity.

This section presents a comprehensive view of Dashboard results, organized around a set of key finding statements and supported by analysis at the overall, pillar, and indicator levels. It begins with a global and regional overview of performance, highlighting the magnitude of differences between top- and bottom-performing markets. It then examines how performance varies across the five rule of law pillars, showing how strong overall scores can mask underlying vulnerabilities. Subsequent insights explore variation within higher-income economies, the relationship between rule of law and economic development, and the ways in which pillar-level strengths and weaknesses combine to shape

distinct country risk profiles. The section also analyzes how the rule of law pillars reinforce one another, identifying clusters of institutional strength that underpin more reliable business environments, before turning to changes over time to show where conditions have improved or deteriorated since 2021 and which indicators are driving these trends.

Taken together, these insights translate directly into actionable implications for businesses, governments, and other stakeholders. They highlight where firms can expect stable and predictable operating environments, where hidden risks may emerge despite strong headline performance, and where targeted engagement or risk mitigation strategies may be required. They also help identify where institutional improvements are creating new opportunities, as well as those where weakening enforcement or due process may increase exposure to legal and regulatory uncertainty. In this way, the findings move beyond benchmarking to support practical decision-making on market entry, investment prioritization, and dialogue between businesses and policymakers.

## Insight 1

**Global rule of law conditions for business differ by an order of magnitude across markets, creating fundamentally different operating environments for firms.**

Across the 2026 Dashboard, the gap between top- and bottom-performing countries is striking. On average, the top 10 performing countries score more than 70 points higher than the bottom 10 countries on a 0–100 scale. This level of divergence effectively reflects two distinct worlds for doing business, one defined by

predictability, enforceability, and institutional reliability, and another shaped by uncertainty, weak enforcement, and higher operational risk.

For businesses, this variation is not abstract. It directly affects how firms enter, operate, and compete across markets. In higher-performing

environments, companies can rely on transparent regulations, consistent enforcement, and effective dispute resolution to support long-term planning and investment. In lower-performing environments, firms face greater exposure to regulatory unpredictability, weak contract enforcement, and higher transaction costs, often requiring more complex and resource-intensive risk mitigation strategies.

As shown in Figure 5, which presents a global map of overall Dashboard scores across countries, high-performing markets are concentrated in Western Europe, with additional strong performers in parts of Asia-Pacific, the Americas, and Eastern Europe. At the same time, performance is not determined by income alone. Several low- and middle-income countries, including Bhutan, Georgia, Mauritius, South Africa, Malaysia, and Montenegro, rank among the top third globally. This pattern demonstrates that targeted institutional strength can create more favorable business environments even in less wealthy economies.

Figure 6 complements this global view by presenting a table of country scores, including both overall results and performance across the five rule of law Pillars: Transparency, Predictability, Stability, Accountability, and Due Process. This more detailed view shows that even among higher-performing economies, performance is rarely uniform across all Pillars. As a result, headline rankings alone provide an incomplete picture for decision-making and policy responses. Countries with strong overall scores may still exhibit weaknesses in specific areas, such as enforcement or dispute resolution, that can materially affect operational risk.

As explored in subsequent insights, variation across countries and across Pillars has direct implications for how businesses assess risk, allocate investment, and engage with policymakers. In particular, differences in Predictability, Accountability, and Due Process help explain why some markets offer stable, low-risk environments, while others require more cautious, adaptive strategies.

Figure 5. Global Map of Overall Rule of Law and Business Scores

# Global Rule of Law and Business Dashboard 2026

## Scores Around the World

Scores for the 149 countries included in the 2026 Global Rule of Law and Business Dashboard. Scores range from 0-100, where 100 signifies the highest possible score.

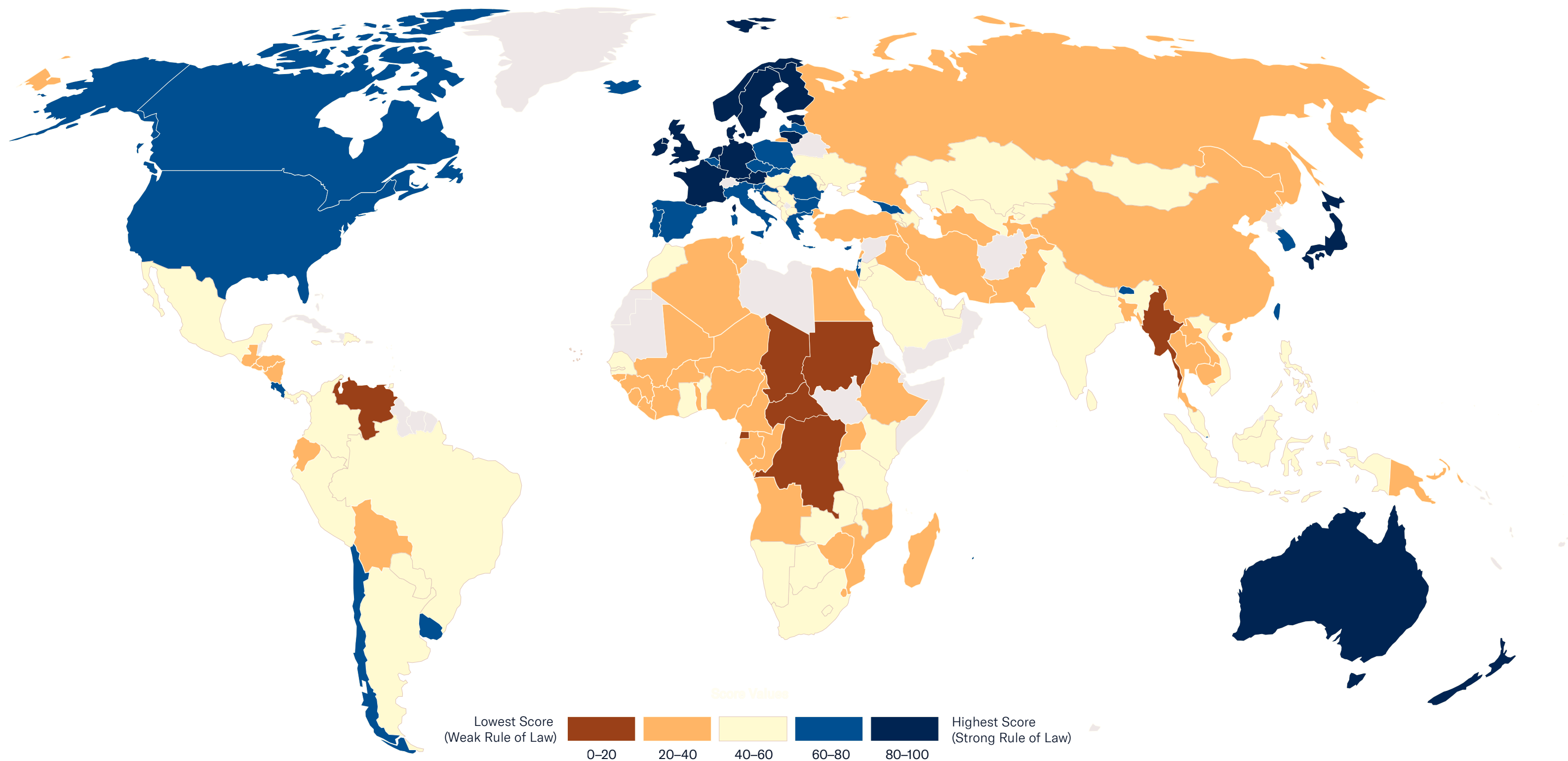


Figure 6. Overall and Pillar-Level Dashboard Scores by Country

														0 50 100													
							OVR Overall Score		Pillar One Transparency		Pillar Two Predictability		Pillar Three Stability		Pillar Four Accountability		Pillar Five Due Process		Lowest Score (Weak Rule of Law) Highest Score (Strong Rule of Law)								
							OVR																				
							OVR						OVR						OVR								
Albania	51.4	56.8	48.4	55.6	43.3	53.0	Ecuador	39.1	47.7	40.2	27.2	41.9	38.5	Latvia	79.4	85.7	77.7	74.7	77.8	81.0	Russian Federation	34.3	66.9	24.9	29.4	29.9	20.4
Algeria	29.3	15.1	35.8	34.7	27.2	33.6	Egypt, Arab Rep.	35.6	40.4	34.4	39.2	34.5	29.3	Lebanon	26.8	36.0	25.9	27.9	14.4	29.8	Rwanda	51.3	52.7	49.5	47.8	57.6	49.1
Angola	30.8	25.9	35.7	38.2	24.5	29.4	El Salvador	36.8	42.7	37.1	44.8	29.9	29.4	Lesotho	40.6	31.0	39.9	45.6	39.9	46.8	Saudi Arabia	45.2	48.5	50.5	68.5	33.1	25.4
Argentina	54.8	64.0	55.2	42.2	54.7	57.9	Equatorial Guinea	18.6	4.8	16.5	52.5	9.0	10.4	Liberia	31.7	23.1	25.9	34.2	35.3	39.9	Senegal	47.9	41.9	48.5	49.7	47.8	51.4
Armenia	55.3	72.4	57.4	46.1	56.3	44.1	Estonia	83.6	86.7	79.6	74.6	89.6	87.5	Lithuania	83.1	85.4	84.7	74.2	83.1	88.0	Serbia	52.0	57.2	58.5	61.0	32.8	50.3
Australia	88.2	79.3	90.4	86.7	92.6	92.0	Eswatini	24.6	24.6	20.8	14.3	27.3	35.9	Luxembourg	89.3	94.7	91.2	83.0	90.8	86.6	Sierra Leone	35.0	30.4	28.6	33.6	37.6	45.0
Austria	84.2	79.9	89.7	81.5	82.1	87.5	Ethiopia	23.3	18.6	16.7	28.3	29.7	23.2	Madagascar	33.3	29.0	32.7	39.0	30.4	35.5	Singapore	78.0	75.3	81.5	84.4	75.5	73.2
Azerbaijan	46.6	71.6	46.9	51.9	32.8	29.8	Finland	90.8	92.8	90.8	82.4	95.5	92.6	Malawi	43.4	28.4	37.1	43.2	41.7	66.6	Slovak Republic	69.5	73.6	72.3	69.6	65.7	66.5
Bahrain	43.9	54.4	48.2	44.9	35.8	36.0	France	83.5	91.7	84.7	70.2	88.3	82.5	Malaysia	57.3	47.3	53.3	62.3	57.4	66.1	Slovenia	75.2	72.8	76.8	78.9	75.8	71.7
Bangladesh	33.0	33.9	40.9	36.4	24.8	29.4	Gabon	26.3	15.0	34.9	33.7	20.0	27.8	Mali	28.9	26.5	29.0	19.6	32.9	36.4	South Africa	59.6	62.5	60.1	41.9	66.4	67.5
Barbados	64.3	41.3	60.9	79.6	75.5	64.3	Gambia, The	40.3	19.9	34.9	51.3	43.3	52.1	Malta	65.5	55.2	59.3	82.5	65.7	64.8	Spain	74.4	72.3	75.0	75.8	72.1	76.9
Belgium	80.0	74.9	86.8	75.4	82.6	80.1	Georgia	63.2	69.9	60.2	58.8	70.8	56.2	Mauritius	63.0	46.7	69.7	67.5	71.3	59.6	Sri Lanka	44.9	37.1	45.9	49.2	45.0	47.2
Benin	46.8	43.8	42.1	50.2	54.0	43.8	Germany	86.7	86.8	92.1	75.4	89.4	89.7	Mexico	43.5	65.7	50.8	24.7	40.8	35.8	Sudan	10.2	9.4	5.2	7.4	13.0	16.4
Bhutan	65.0	48.7	59.3	78.6	71.6	66.9	Ghana	50.5	42.2	47.0	51.3	53.1	59.1	Moldova	54.5	70.4	54.1	52.3	47.4	48.3	Sweden	83.6	86.8	83.3	74.8	86.7	86.5
Bolivia	32.0	42.0	36.0	25.6	35.1	21.4	Greece	66.7	71.5	68.7	75.1	55.2	63.3	Mongolia	55.3	49.5	55.7	65.6	48.4	57.3	Taiwan, China	77.0	68.0	72.3	79.3	84.6	80.5
Bosnia and Herzegovina	43.9	39.5	55.7	57.5	33.0	33.8	Guatemala	35.1	51.4	26.3	31.8	34.9	31.1	Montenegro	57.2	49.0	63.0	66.3	56.7	51.2	Tajikistan	35.1	40.5	35.3	55.5	19.8	24.1
Botswana	56.8	40.5	64.9	57.0	61.0	60.8	Guinea	24.3	18.4	21.4	28.3	25.1	28.3	Morocco	44.6	52.4	43.8	47.6	33.9	45.3	Tanzania	44.8	33.4	39.8	54.9	43.1	52.9
Brazil	55.0	75.3	58.1	36.2	47.1	58.4	Guinea-Bissau	22.2	6.9	19.7	44.4	16.5	23.4	Mozambique	26.0	15.0	25.7	22.7	32.7	34.0	Thailand	38.5	46.8	37.2	33.5	40.0	35.0
Bulgaria	61.3	65.0	61.9	62.1	58.1	59.4	Honduras	37.0	53.7	33.6	33.1	28.0	36.6	Myanmar	14.6	18.8	10.7	19.9	14.5	9.2	Timor-Leste	46.1	28.3	38.9	75.5	44.7	43.1
Burkina Faso	30.6	33.5	29.0	24.3	35.0	31.3	Hong Kong SAR, China	72.5	76.8	73.2	72.1	81.5	58.6	Namibia	54.5	43.0	44.3	59.0	58.5	67.7	Togo	33.1	24.0	29.7	40.8	35.0	36.3
Cambodia	29.1	35.7	31.4	46.1	16.9	15.3	Hungary	56.5	45.8	60.9	73.1	45.4	57.4	Nepal	48.5	40.1	42.4	60.1	45.4	54.7	Trinidad and Tobago	46.4	39.0	48.3	43.6	48.5	52.4
Cameroon	24.2	29.1	27.7	18.6	22.0	23.9	Iceland	76.0	59.4	77.7	87.4	78.4	76.9	Netherlands	89.3	93.1	89.5	81.2	91.2	91.6	Tunisia	39.1	37.0	39.1	52.8	30.6	36.2
Canada	79.2	71.9	81.1	81.3	81.9	80.1	India	54.5	73.0	51.9	52.5	51.7	43.3	New Zealand	83.5	86.7	78.8	75.0	90.7	86.4	Turkmenistan	29.2	36.5	21.3	53.7	12.2	22.4
Cape Verde	49.8	34.5	56.0	42.6	64.5	51.4	Indonesia	48.4	63.2	51.6	28.9	50.7	47.5	Nicaragua	21.1	36.0	10.9	34.5	17.6	6.5	Türkiye	39.5	58.5	40.2	38.1	32.5	28.5
Central African Republic	19.2	13.0	14.0	32.5	11.3	25.1	Iran, Islamic Rep.	20.4	19.4	18.7	27.1	10.6	26.2	Niger	26.8	15.4	33.5	15.6	25.0	44.5	Uganda	29.3	27.3	28.7	25.1	31.0	34.5
Chad	13.4	10.2	18.2	8.7	10.8	19.0	Iraq	29.5	39.1	25.0	28.9	21.3	33.4	Nigeria	27.6	25.7	23.8	13.7	35.7	39.3	Ukraine	43.3	64.3	35.6	37.2	41.2	37.9
Chile	75.1	73.4	81.0	65.1	76.8	79.0	Ireland	82.9	83.7	82.4	78.5	87.8	81.9	North Macedonia	51.5	47.8	50.7	64.1	47.9	46.8	United Arab Emirates	51.8	35.6	62.2	73.7	46.6	40.9
China	38.7	38.8	44.5	50.9	31.7	27.5	Israel	64.7	64.8	73.7	55.0	72.2	57.9	Norway	92.1	93.1	94.5	87.3	92.9	92.8	United Kingdom	81.5	82.6	83.0	74.1	88.1	79.7
Colombia	55.1	67.5	57.0	34.1	61.2	55.8	Italy	72.1	76.5	74.9	73.1	72.4	63.8	Pakistan	30.0	31.5	33.7	23.8	31.9	29.2	United States	76.0	76.0	78.7	63.5	83.2	78.7
Congo, Dem. Rep.	16.4	17.7	14.5	5.0	20.9	24.0	Jamaica	53.7	58.9	51.2	46.3	54.4	57.7	Panama	51.0	52.2	52.7	51.5	48.2	50.3	Uruguay	71.4	74.3	61.4	63.9	83.8	73.5
Congo, Rep.	20.7	13.4	21.7	29.6	11.6	27.3	Japan	86.9	82.3	90.3	87.3	87.3	87.4	Papua New Guinea	36.2	46.2	39.2	29.6	21.4	44.6	Uzbekistan	44.9	48.0	45.2	61.0	37.8	32.6
Costa Rica	68.3	69.2	67.2	63.0	74.9	67.3	Jordan	50.0	55.9	45.2	57.0	38.8	52.7	Paraguay	42.5	58.4	35.8	43.3	39.0	36.2	Venezuela, RB	9.0	6.0	8.3	17.4	8.5	4.8
Croatia	67.4	67.9	70.0	76.8	60.1	62.2	Kazakhstan	49.8	59.7	46.9	59.2	38.8	44.3	Peru	47.9	59.9	53.4	32.2	50.3	43.6	Vietnam	45.4	39.4	44.0	62.8	45.9	34.8
Cyprus	67.8	63.2	74.1	72.8	68.4	60.7	Kenya	41.5	38.9	41.4	28.1	46.7	52.5	Philippines	47.4	57.1	52.7	33.8	48.3	45.1	Zambia	42.7	34.6	35.5	49.2	47.5	46.6
Czech Republic	77.1	76.3	80.0	73.3	79.8	76.2	Korea, Rep.	78.8	78.0	76.8	79.1	79.9	80.0	Poland	69.9	72.9	70.7	72.4	72.4	61.0	Zimbabwe	27.1	38.3	12.9	26.6	24.6	32.8
Côte d'Ivoire	37.0	41.7	35.8	29.9	34.6	42.8	Kuwait	54.2	32.8	62.5	69.5	53.2	52.9	Portugal	74.4	66.6	70.8	82.5	80.1	71.8							
Denmark	88.6	86.0	90.3	79.9	95.6	91.2	Kyrgyz Republic	41.2	59.0	37.3	49.9	30.8	28.8	Qatar	54.6	47.8	54.4	78.8	46.6	45.3							
Dominican Republic	49.7	62.7	44.2	48.0	50.5	43.0	Lao PDR	33.2	22.4	29.4	61.6	21.9	30.5	Romania	66.0	66.3	67.8	67.5	58.5	70.0							

## Insight 2

### Regional context shapes business risk and opportunity, as shared legal, economic, and security dynamics influence how rule of law conditions are experienced across markets.

For businesses, policymakers, and other stakeholders assessing markets, benchmarking countries against regional and income peers helps distinguish structural constraints from policy-driven outcomes. This perspective highlights relative risks and advantages across comparable settings.

Figure 7 shows the top-performing country in each income group by region, placing results in context. Figures 8–12 build on this by showcasing scores at the overall, pillar, and indicator levels for leading performers within each income group. Each figure also includes country scores and rankings for the full region.

The discussion below highlights key strengths and constraints for each region and what these patterns mean for the business environment.

**Americas.** The overall Dashboard score for the region is 49.8 on average, slightly below the global average of 50.7. The region's main strength is in Pillar 1 (Transparency), averaging 56.1, supported by Indicator 1.3 (Access to Government Information), which reaches a score of 60.4. Weaknesses are concentrated in Pillar 3 (Stability), averaging 44.9 for the region, particularly Indicator 3.1 (Control of Crime), which is notably low at 31.6.

Sub-regional differences are significant. North America performs well above the regional average, with an overall score of 66.3 and strong results across all pillars, including Pillar 2 (Predictability), scoring 70.2. Central America lags with an overall score of 41.6, reflecting weaker scores for Pillar 2 (Predictability), at 38.0, and Pillar 5 (Due Process), at 36.9. South America, at 48.2 overall, shows weaker scores for Pillar 3 (Stability), while the Caribbean, at 53.5

overall, performs better in Pillar 4 (Accountability), which reaches a score of 57.2.

Transparency is a relative strength in the Americas, but risk remains elevated due to crime, enforcement gaps, and political volatility.

Canada leads high-income peers with particularly strong scores in Pillars 3 (Stability) and 4 (Accountability). Colombia performs comparatively well on Pillars 1 (Transparency) and 4 (Accountability) despite broader stability challenges. Honduras stands out among a small peer group of lower-middle-income countries in the region—including Bolivia and Nicaragua—for its performance on Indicator 1.3 (Access to Government Information).

**Asia.** Asia has an overall regional score of 54.2, above the global average. Its strongest area is Pillar 3 (Stability), averaging 58.8, supported by Indicator 3.1 (Control of Crime), which reaches 60.5. Other pillar scores are moderate on average, including Pillar 2 (Predictability) at 53.9 and Pillar 4 (Accountability) at 53.0.

Sub-regional variation is notable. The average overall score for East Asia and the Pacific is 55.5, with strong performance in Pillar 3 (Stability), at 59.7, and Pillar 2 (Predictability), at 55.4. South Asia trails with an average overall Dashboard score of 49.2, with weaker performance in Pillar 1 (Transparency) and Pillar 2 (Predictability), with scores of 46.6 and 48.1, respectively. However, South Asia performs relatively well on Indicator 3.1 (Control of Crime), which reaches 61.6.

The region offers relatively reliable business environments, with stability standing out as a core strength even as transparency varies across markets.

Australia, a high-income country, leads its peers through strong performance in Pillars 4 (Due Process) and 5 (Accountability). Malaysia, an upper-middle-income country, sees its strongest performance in Pillar 5 (Due Process). Bhutan, a lower-middle-income country, stands out in Pillars 3 (Stability) and 4 (Accountability).

**Europe and Central Asia (ECA).** ECA has a regional score of 66.2, but this masks large differences across sub-regions.

Western Europe is the highest-performing sub-region globally, with an average score of 77.3 and consistently strong results across all pillars, including Pillar 2 (Predictability), at 78.7, and Pillar 4 (Accountability), at 77.7. Eastern Europe and Central Asia trails with an average overall score of 46.6, and weaker outcomes in Pillar 4 (Accountability), at 39.1, and Pillar 5 (Due Process), at 38.4.

Western Europe offers highly predictable, rules-based systems, while Eastern Europe and Central Asia presents more uneven enforcement and institutional integrity.

Norway leads high-income peers with strong performance across all pillars, particularly Pillars 1 (Transparency) and 2 (Predictability). Georgia stands out among upper-middle-income countries on Indicator 1.3 (Access to Government Information) and Pillar 4 (Accountability). Uzbekistan, the leading lower-middle-income performer in ECA within a peer group that includes Tajikistan and the Kyrgyz Republic, shows relative strength on Indicators 1.2 (Business Information Ecosystem) and 3.1 (Control of Crime).

**Middle East and North Africa (MENA).** The MENA region has an average overall score of 41.3, reflecting a mix of legal, economic, and security dynamics.

The region performs well on Indicator 3.1 (Control of Crime), averaging 58.7 and drawing particular

strength from the Gulf Arab states. This indicator primarily captures common forms of crime affecting day-to-day safety and business operations, such as theft, disorder, and the effectiveness of policing. The region scores lower on Indicator 3.2 (Political Stability), with an average score of 38.6. MENA faces constraints in Pillar 4 (Accountability), at 35.4, and Indicator 1.3 (Access to Government Information), which is low at 22.1.

Across the region, relatively stronger day-to-day security contrasts with lower political stability and limited transparency.

Israel leads high-income peers with strong results in Pillar 2 (Predictability). Iraq stands out among upper-middle-income countries in MENA, particularly for its comparatively stronger performance on Indicator 1.2 (Business Information Ecosystem). This is within a small peer group that includes Algeria and Iran. Jordan, a lower-middle-income country, performs particularly well in Pillar 3 (Stability).

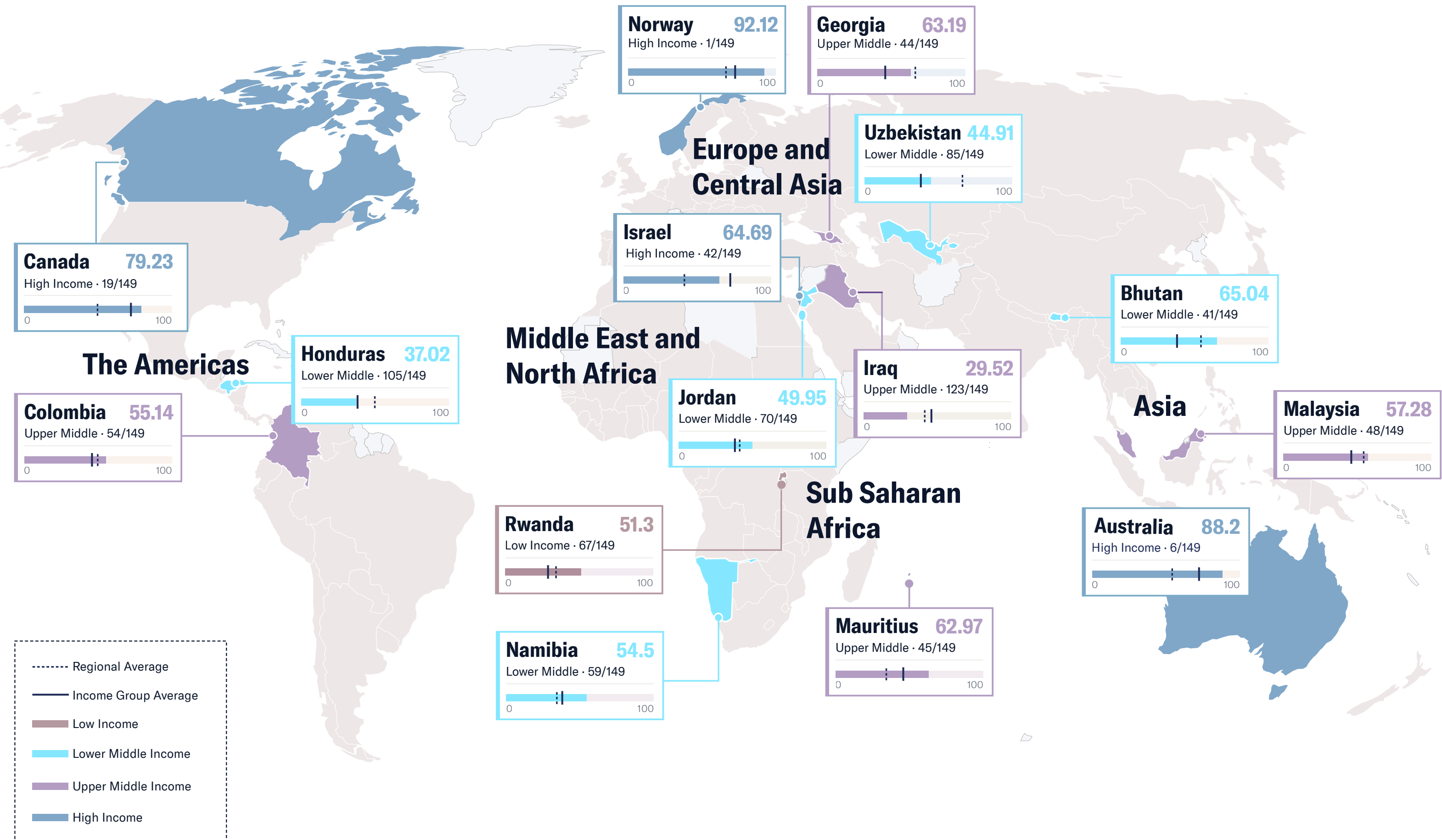
**Sub-Saharan Africa.** Sub-Saharan Africa has a regional score of 34.4, reflecting diverse but often constrained operating environments.

The region's weakest areas are Pillar 1 (Transparency), averaging 28.3, and Pillar 2 (Predictability), at 32.8. It performs somewhat better in Pillar 5 (Due Process), at 39.9, particularly Indicator 5.2 (Fair and Impartial Proceedings), which reaches 40.1.

Business environments in the region tend to be more variable and risk intensive, though opportunities exist where reforms are advancing.

Mauritius leads upper middle income countries with strong performance in Pillars 2 (Predictability) and 4 (Accountability). Namibia shows particularly strong performance on Pillar 5 (Due Process), while Rwanda stands out on Indicators 1.1 (Regulatory Transparency) and 5.3 (Enforcement of Judgments).

**Figure 7.** Top Performers by Region and Income Group



**Figure 8.** The Americas: Top-Performing Countries by Income Group

# The Americas

Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank
Canada	79.2	19	Jamaica	53.7	62	El Salvador	36.8	107
United States	76.0	24	Panama	51.0	68	Guatemala	35.1	110
Chile	75.1	27	Dominican Republic	49.7	73	Bolivia	32.0	118
Uruguay	71.4	32	Peru	47.9	76	Nicaragua	21.1	140
Costa Rica	68.3	35	Trinidad and Tobago	46.4	81	Venezuela, RB	9.0	149
Barbados	64.3	43	Mexico	43.5	91			
Colombia	55.1	54	Paraguay	42.5	95			
Brazil	55.0	55	Ecuador	39.1	102			
Argentina	54.8	56	Honduras	37.0	105			

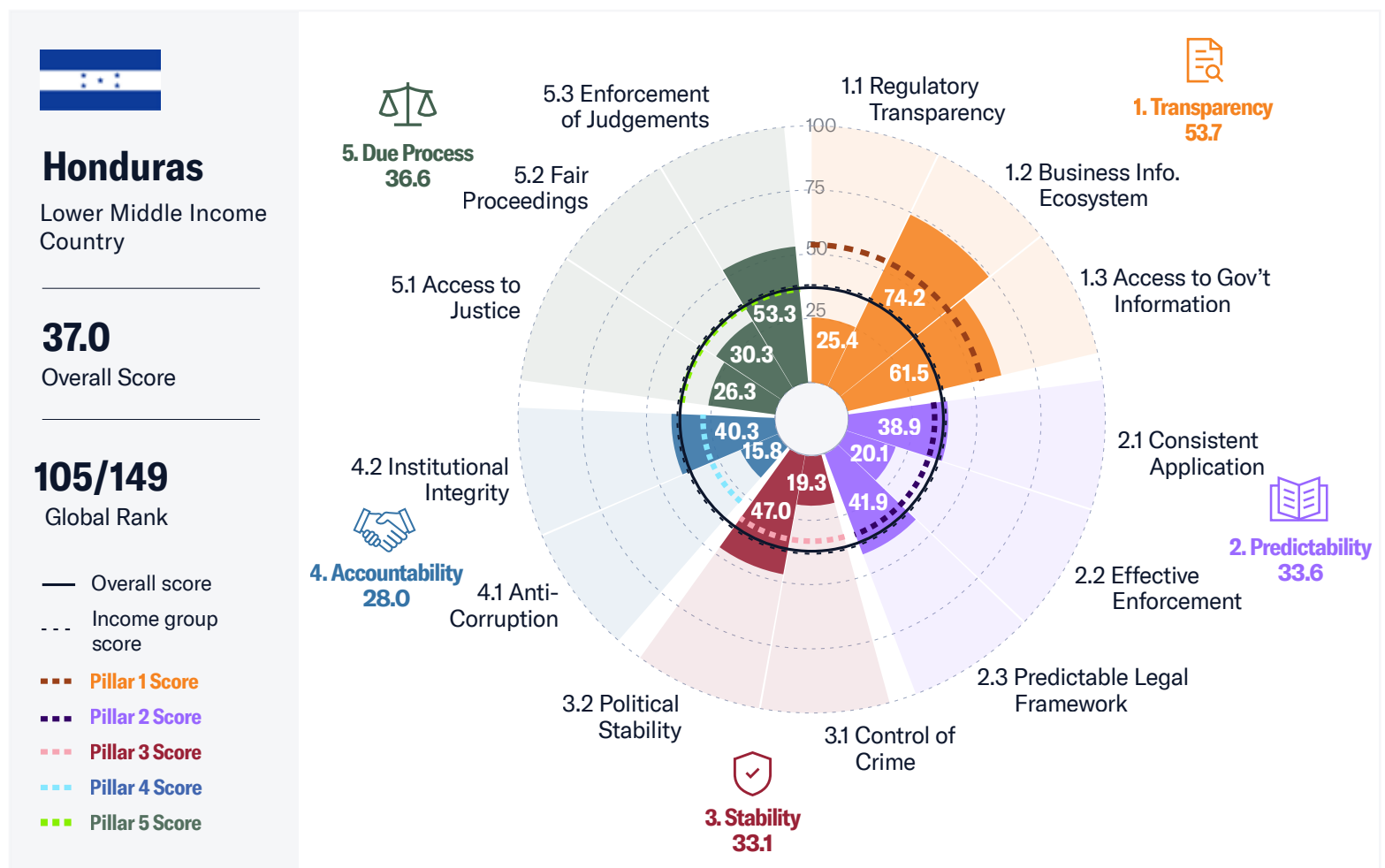
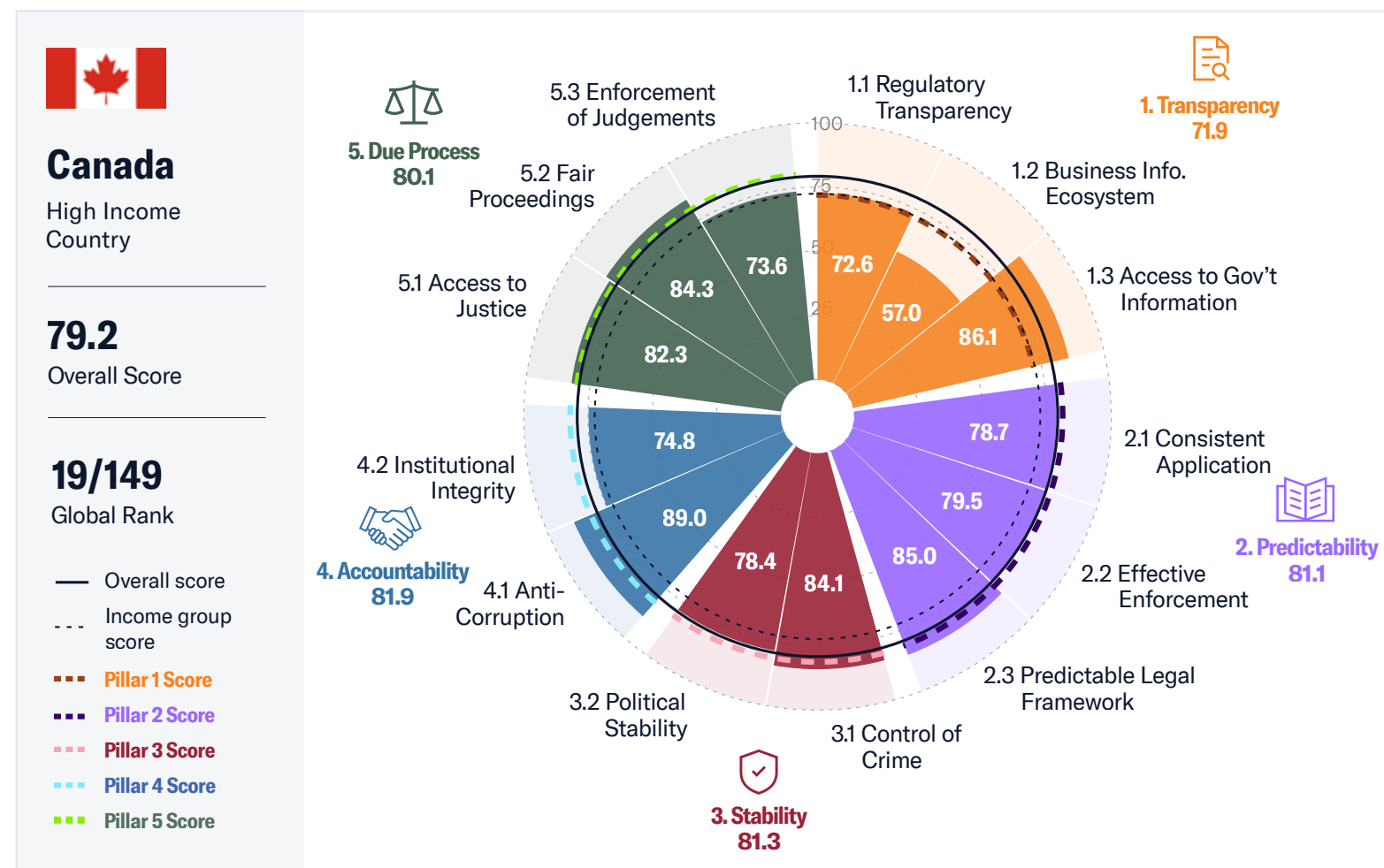
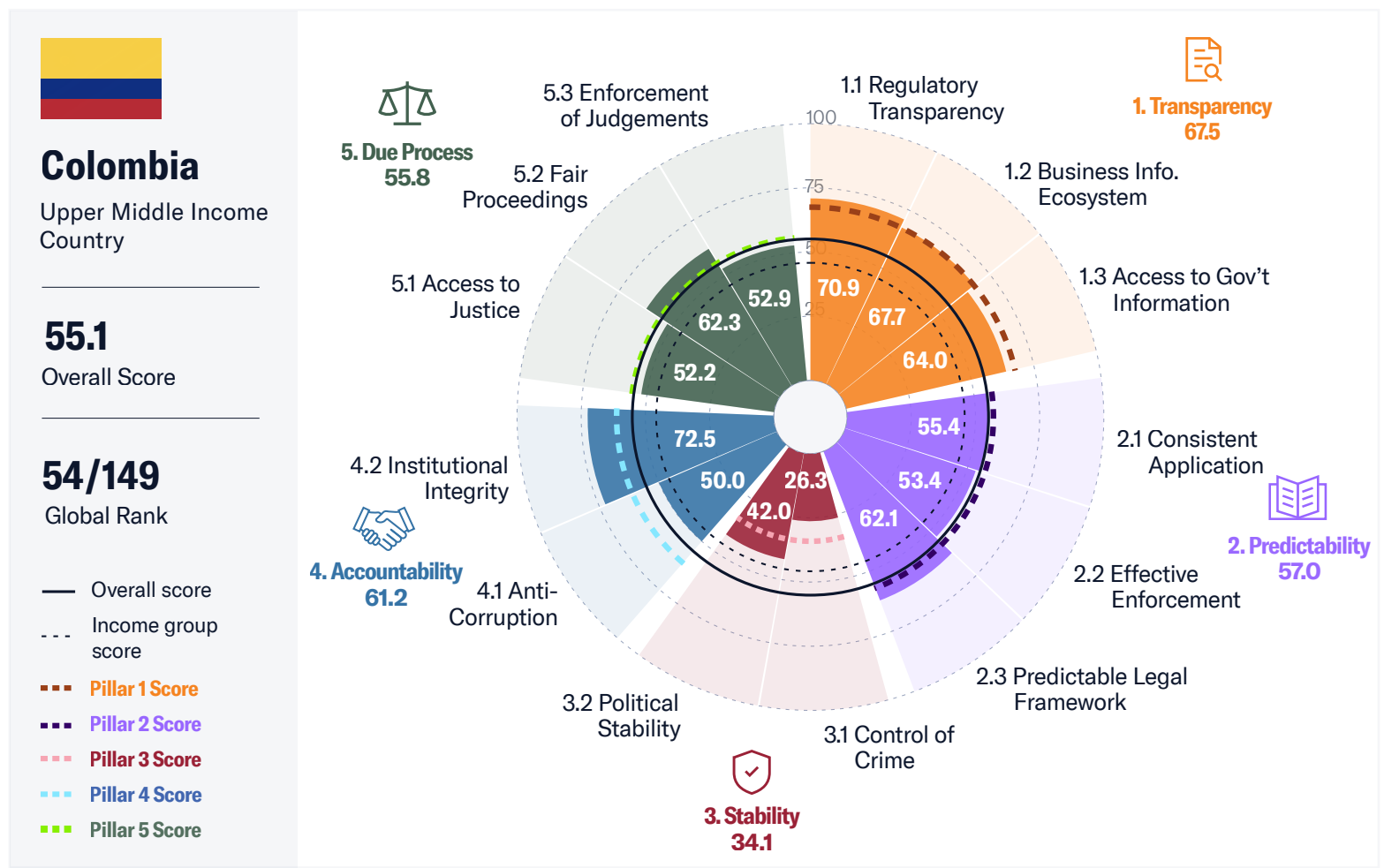


Figure 9. Asia: Top-Performing Countries by Income Group

# Asia

Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank
Australia	88.2	6	Mongolia	55.3	52	Thailand	38.5	104
Japan	86.9	7	India	54.5	60	Papua New Guinea	36.2	108
New Zealand	83.5	12	Nepal	48.5	74	Lao PDR	33.2	115
Korea, Rep.	78.8	20	Indonesia	48.4	75	Bangladesh	33.0	117
Singapore	78.0	21	Philippines	46.1	78	Pakistan	30.0	122
Taiwan, China	77.0	23	Timor-Leste	47.4	82	Cambodia	29.1	127
Hong Kong SAR, China	72.4	30	Vietnam	45.4	83	Myanmar	14.6	146
Bhutan	65.0	41	Sri Lanka	44.9	86			
Malaysia	57.3	48	China	38.7	103			



## Malaysia

Upper Middle Income Country

**57.3**

Overall Score

**48/149**

Global Rank

- Overall score
- - - Income group score
- Pillar 1 Score
- Pillar 2 Score
- Pillar 3 Score
- Pillar 4 Score
- Pillar 5 Score



## Australia

High Income Country

**88.2**

Overall Score

**6/149**

Global Rank

- Overall score
- - - Income group score
- Pillar 1 Score
- Pillar 2 Score
- Pillar 3 Score
- Pillar 4 Score
- Pillar 5 Score



## Bhutan

Lower Middle Income Country

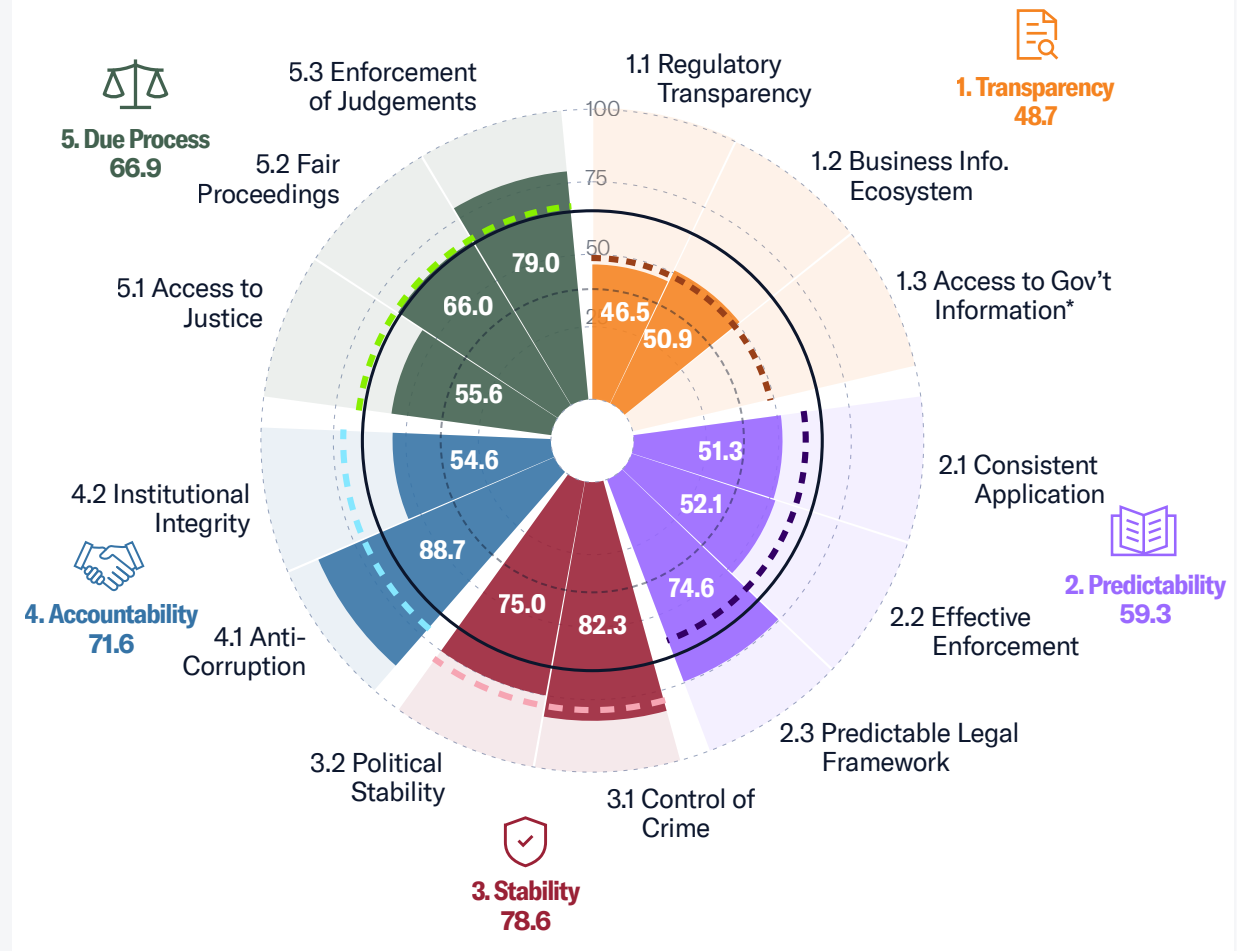
**65.0**

Overall Score

**41/149**

Global Rank

- Overall score
- - - Income group score
- Pillar 1 Score
- Pillar 2 Score
- Pillar 3 Score
- Pillar 4 Score
- Pillar 5 Score



\*Indicator score is not shown because variables used to construct this indicator are not available for the current Dashboard year.

Figure 10. Europe and Central Asia: Top-Performing Countries by Income Group

# Europe and Central Asia

Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank
Norway	92.1	1	Iceland	75.9	25	Armenia	55.3	53
Finland	90.8	2	Slovenia	75.2	26	Moldova	54.5	58
Netherlands	89.3	3	Spain	74.4	28	Serbia	52.0	63
Luxembourg	89.3	4	Portugal	74.4	29	North Macedonia	51.4	65
Denmark	88.6	5	Italy	72.1	31	Albania	51.4	66
Germany	86.7	8	Poland	69.9	33	Kazakhstan	49.8	72
Austria	84.2	9	Slovak Republic	69.5	34	Azerbaijan	46.6	80
Sweden	83.6	10	Cyprus	67.8	36	Uzbekistan	44.9	85
Estonia	83.6	11	Croatia	67.4	37	Bosnia and Herzegovina	43.9	89
France	83.5	13	Greece	66.7	38	Ukraine	43.3	93
Lithuania	83.1	14	Romania	66.0	39	Kyrgyz Republic	41.2	97
Ireland	82.9	15	Malta	65.5	40	Türkiye	39.5	100
United Kingdom	81.5	16	Georgia	63.2	44	Tajikistan	35.1	111
Belgium	80.0	17	Bulgaria	61.3	46	Russian Federation	34.3	113
Latvia	79.4	18	Montenegro	57.3	49	Turkmenistan	29.2	126
Czech Republic	77.1	22	Hungary	56.5	51			

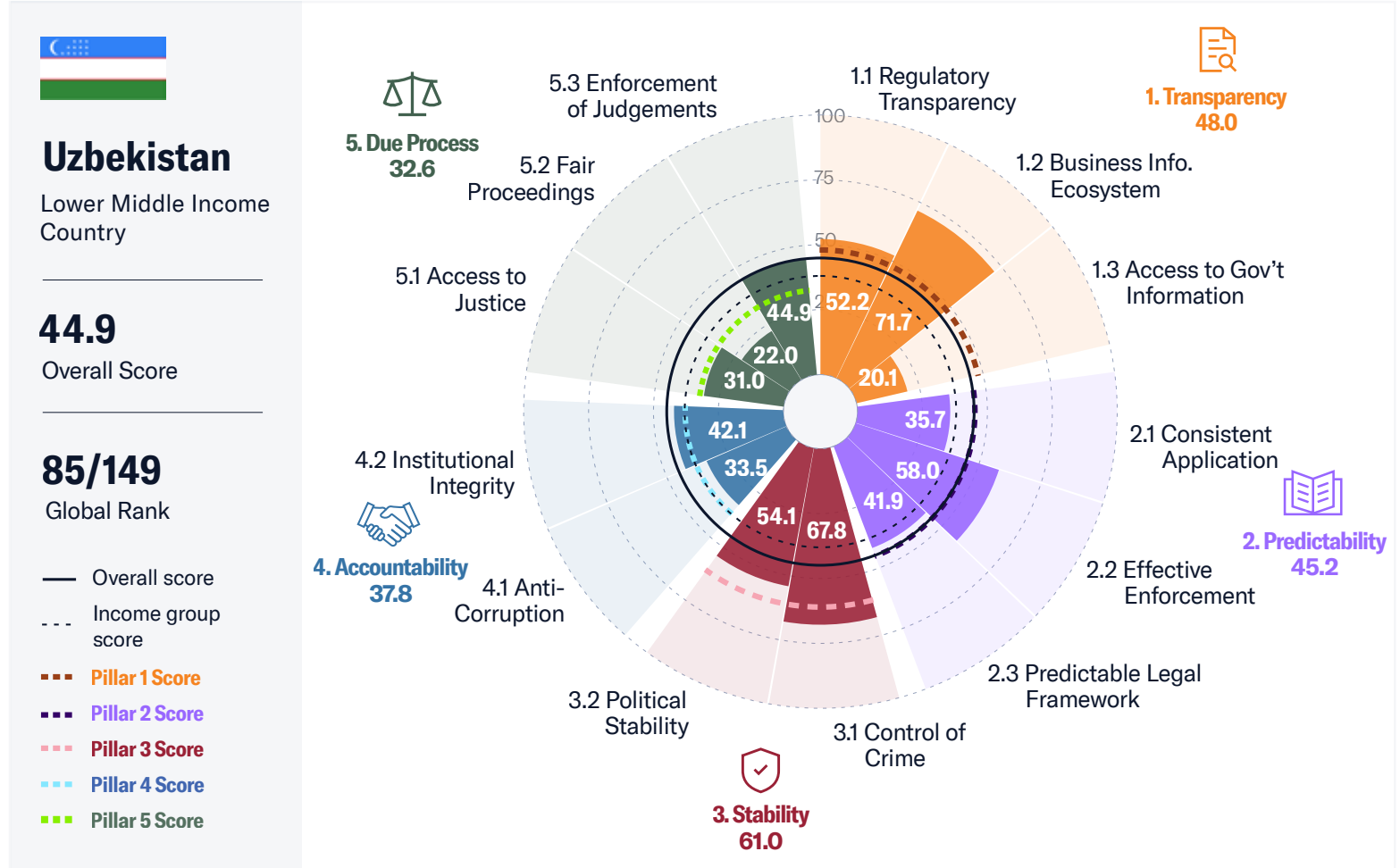
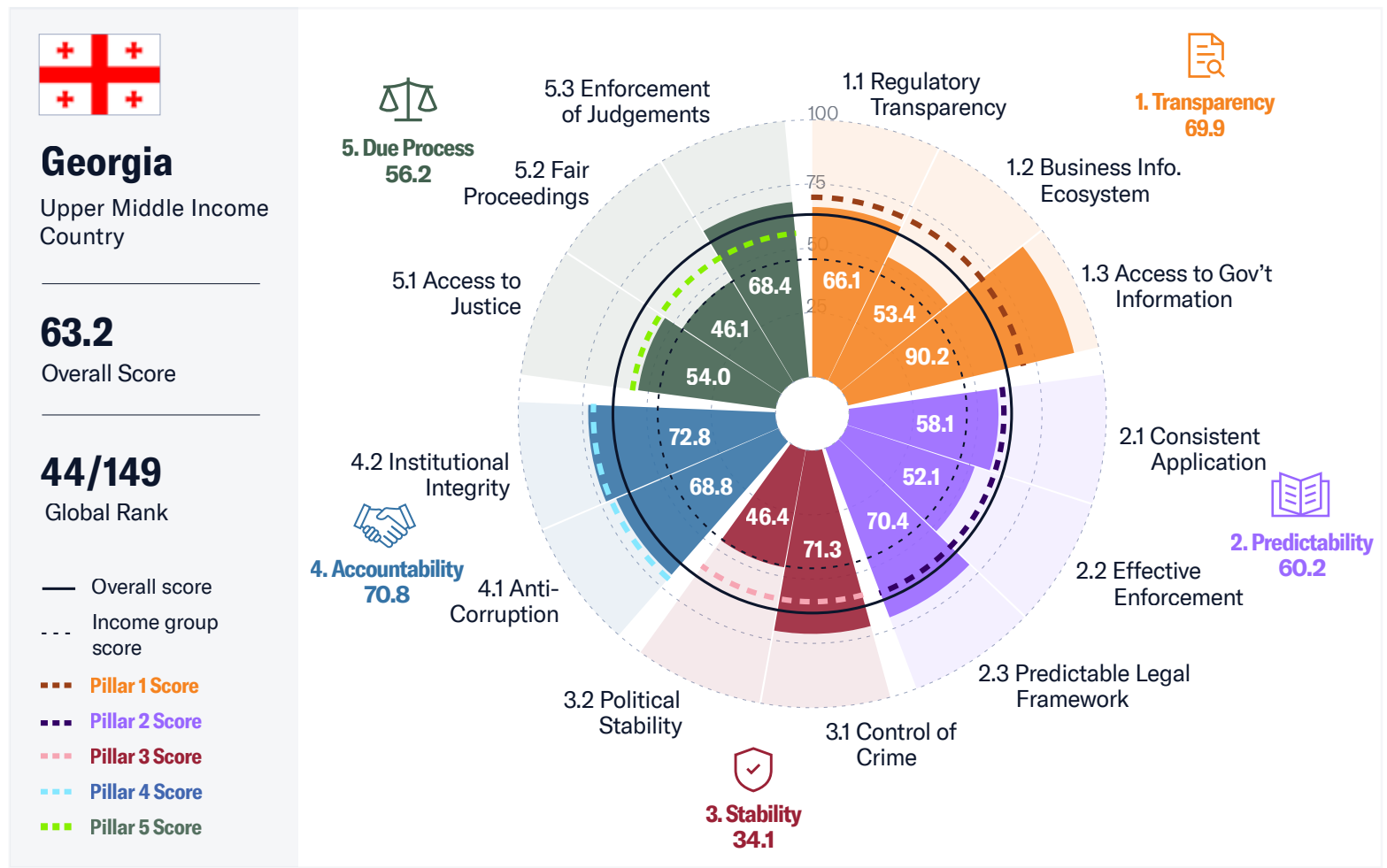
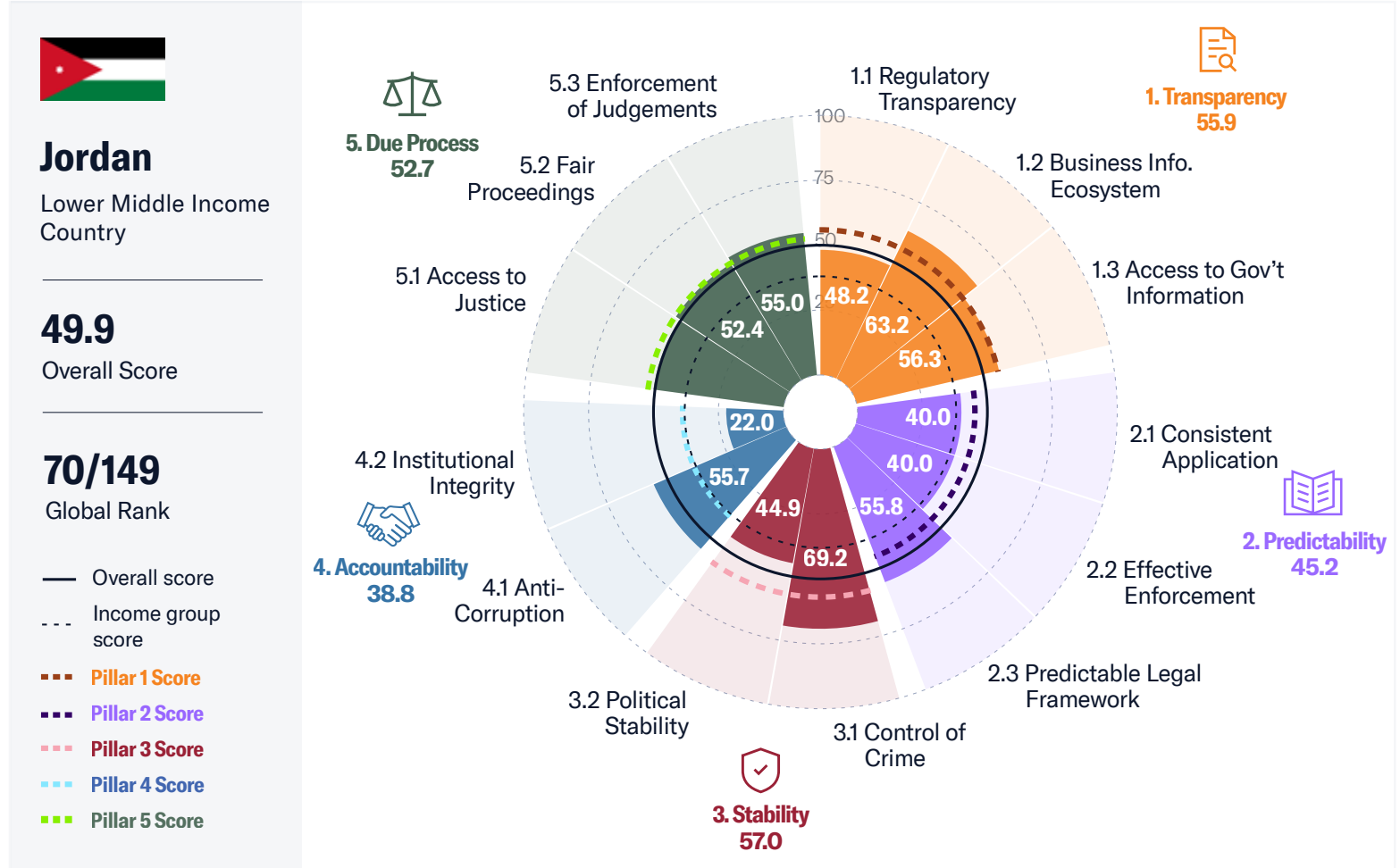
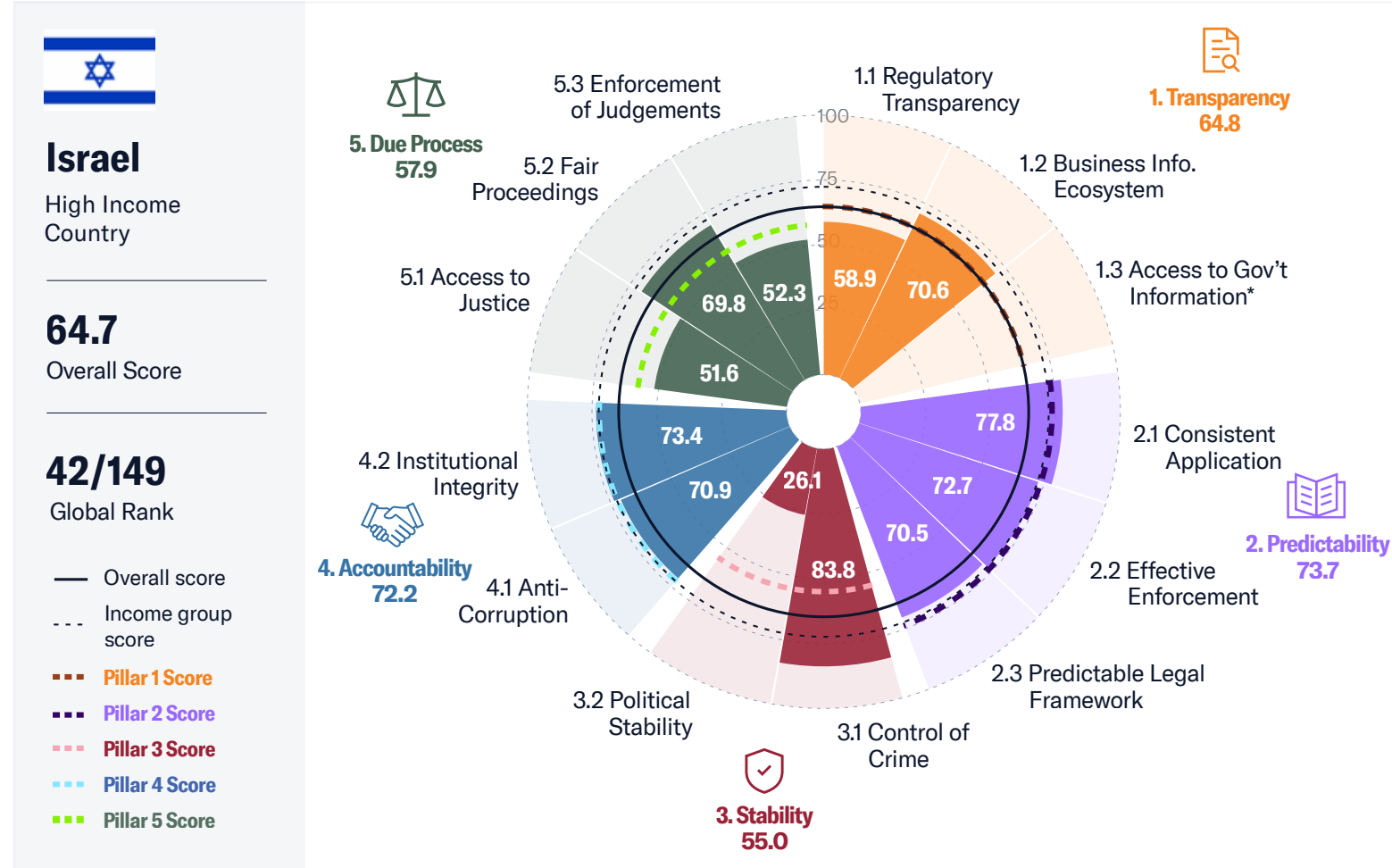
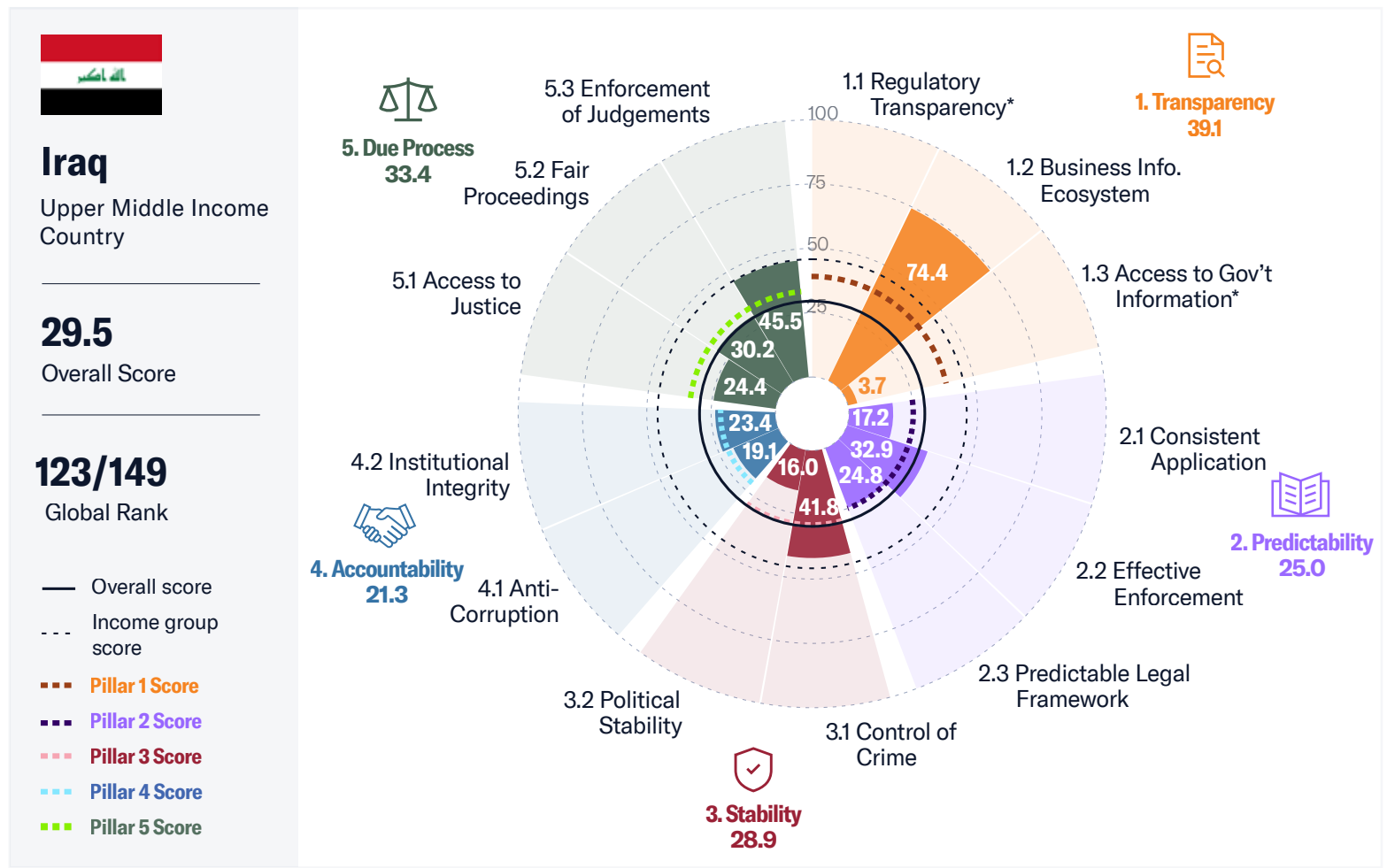


Figure 11. Middle East and North Africa: Top-Performing Countries by Income Group

# Middle East and North Africa

Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank
Israel	64.7	42	Saudi Arabia	45.2	84	Iraq	29.5	123
Qatar	54.6	57	Morocco	44.6	88	Algeria	29.3	125
Kuwait	54.2	61	Bahrain	43.9	90	Lebanon	26.8	131
United Arab Emirates	51.8	64	Tunisia	39.1	101	Iran, Islamic Rep.	20.4	142
Jordan	49.9	70	Egypt, Arab Rep.	35.6	109			

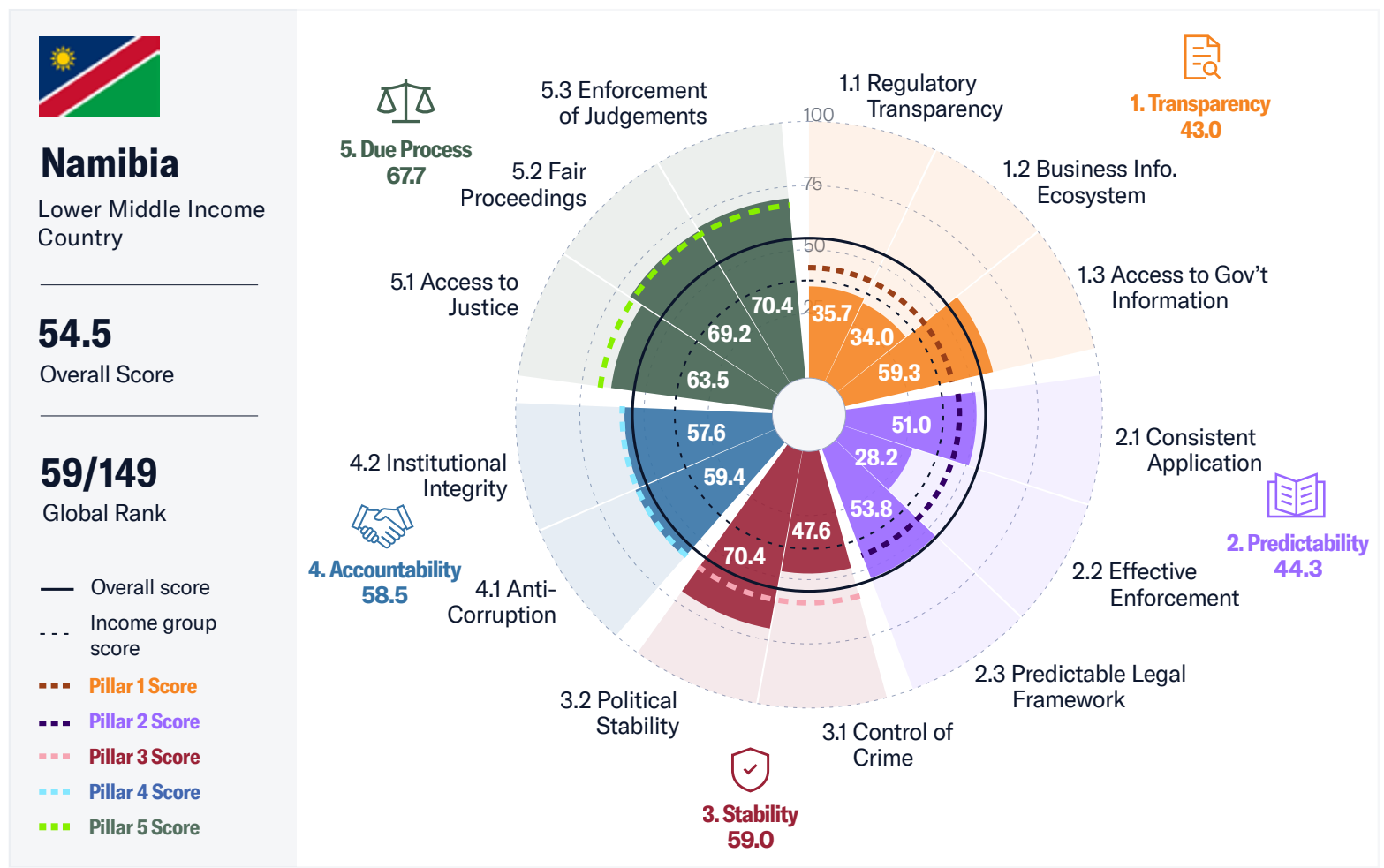


\*Indicator score is not shown because variables used to construct this indicator are not available for the current Dashboard year.

Figure 12. Sub-Saharan Africa: Top-Performing Countries by Income Group

# Sub-Saharan Africa

Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank	Country/Jurisdiction	Overall Score	Global Rank
Mauritius	63.0	45	Côte d'Ivoire	37.0	106	Guinea	24.3	136
South Africa	59.7	47	Sierra Leone	35.0	112	Cameroon	24.2	137
Botswana	56.8	50	Madagascar	33.3	114	Ethiopia	23.3	138
Namibia	54.5	59	Togo	33.1	116	Guinea-Bissau	22.2	139
Rwanda	51.3	67	Liberia	31.7	119	Congo, Rep.	20.7	141
Ghana	50.5	69	Angola	30.8	120	Central African Republic	19.2	143
Cape Verde	49.8	71	Burkina Faso	30.6	121	Equatorial Guinea	18.6	144
Senegal	47.9	77	Uganda	29.3	124	Congo, Dem. Rep.	16.5	145
Benin	46.8	79	Mali	28.9	128	Chad	13.4	147
Tanzania	44.8	87	Nigeria	27.6	129	Sudan	10.2	145
Malawi	43.4	92	Zimbabwe	27.1	130			
Zambia	42.7	94	Niger	26.8	132			
Kenya	41.5	96	Gabon	26.3	133			
Lesotho	40.6	98	Mozambique	26.0	134			
Gambia, The	40.3	99	Eswatini	24.6	135			



### Insight 3

## Transparency is a shared strength across OECD economies, while uneven due process creates uncertainty for businesses about the timeliness, cost, and outcomes of dispute resolution, even in advanced markets.

For businesses operating internationally, OECD countries and the OECD average provide useful benchmarks for rule of law performance. OECD members share broadly comparable levels of economic development, institutional capacity, and market sophistication, enabling firms to distinguish common baseline conditions from those that meaningfully differentiate legal and operational risk.

Figure 13 presents pillar-level scores for all OECD countries alongside the OECD average, illustrating how countries compare across the five pillars of rule of law. Within this group, Pillar 1 (Transparency) stands out for its strong and consistent performance, while Pillar 5 (Due Process) shows much greater dispersion, indicating that legal protection and enforcement conditions vary more substantially than formal transparency standards. Figure 14 complements this analysis by showing the distribution of OECD countries' scores across pillars and indicators, with a focus on Pillar 1 (Transparency) and Pillar 5 (Due Process).

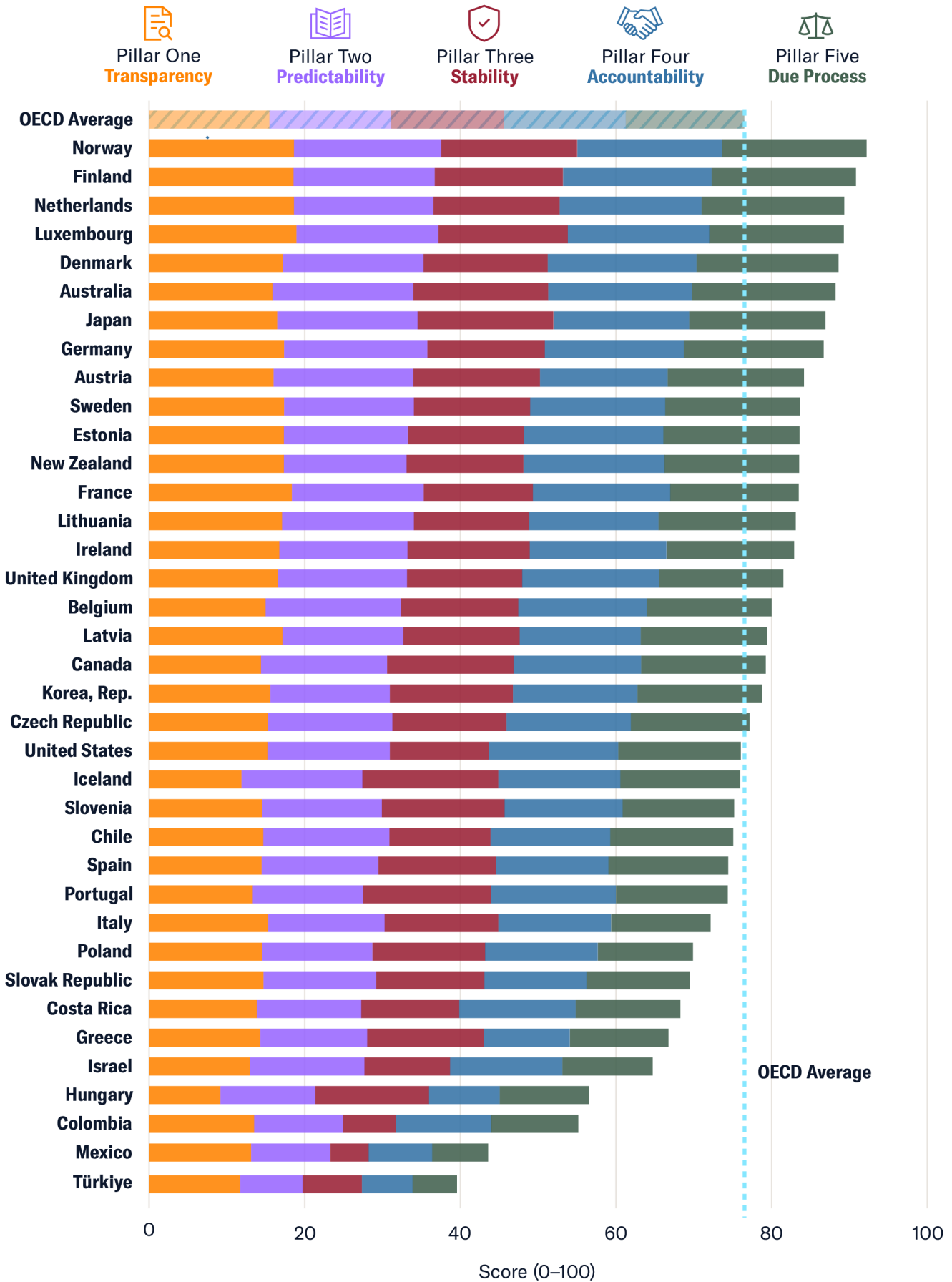
OECD consistency in Pillar 1 (Transparency) reflects strong shared performance across its indicators. In particular, Indicator 1.1 (Regulatory Transparency) and Indicator 1.3 (Access to Government Information) score highly and cluster closely across OECD countries. These indicators capture mature practices such as clearly published regulations and well-established access to information regimes. By contrast, Indicator 1.2 (Business Information Ecosystem) shows more modest divergence, reflecting variation in corporate disclosure and

beneficial ownership transparency. This consistency reduces informational uncertainty and supports cross-border comparability, making transparency a predictable feature of OECD business environments.

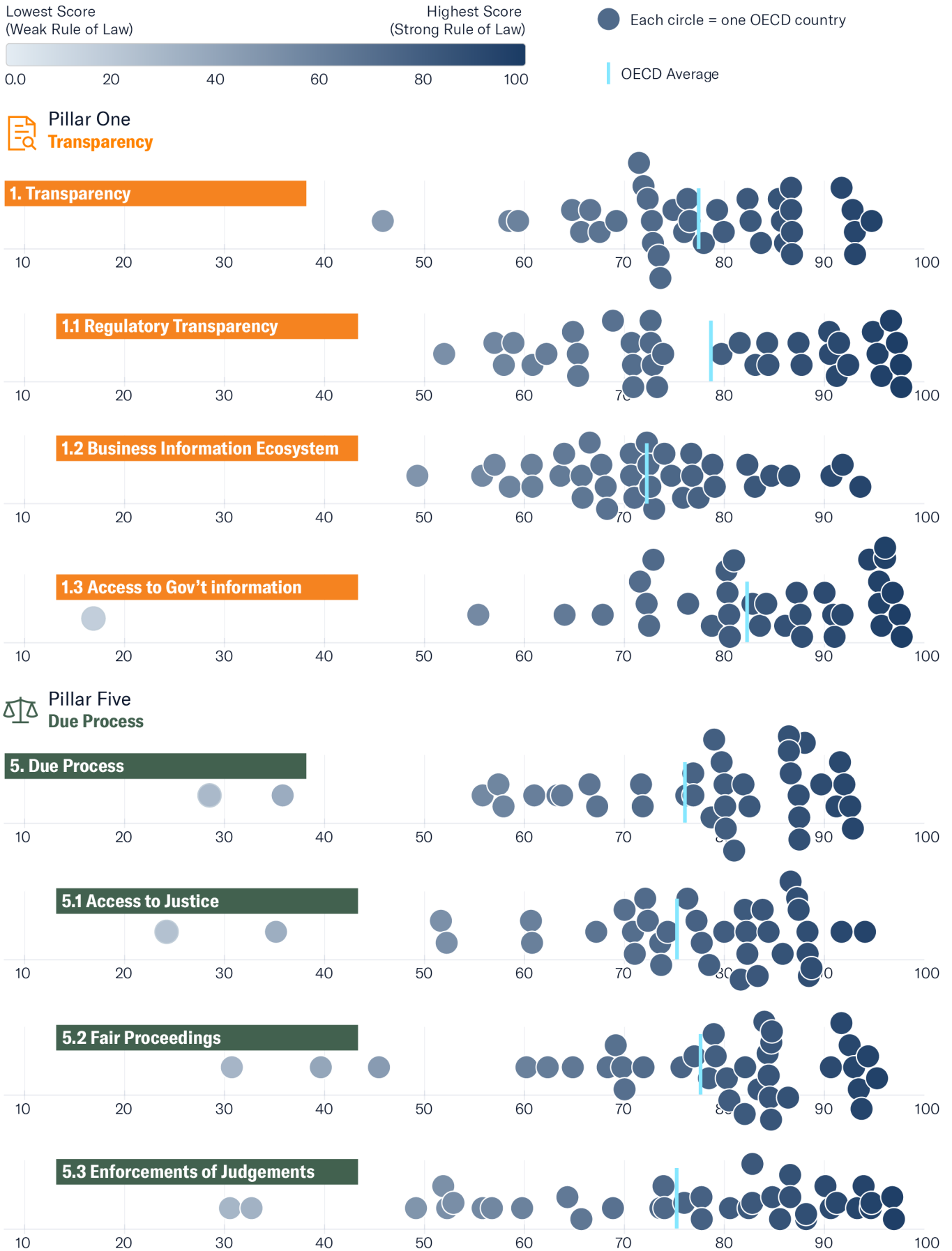
At the same time, Figures 13 and 14 highlight substantially greater variation in Pillar 5 (Due Process), even among OECD countries. All three indicators—Indicator 5.1 (Access to Justice), Indicator 5.2 (Fair and Impartial Proceedings), and Indicator 5.3 (Enforcement of Judgments)—show meaningful dispersion, with scores often spanning roughly 30 to 40 points. This indicates that while OECD countries share strong formal legal frameworks, they differ significantly in how efficiently, affordably, and reliably those frameworks operate in practice. In particular, differences in access to justice and the enforcement of judgments contribute to uneven dispute resolution outcomes. In practical terms, a dispute resolved in months in one OECD country may take years to conclude in another.

For businesses, governments, and other stakeholders, this variation has direct implications. Differences across all three due process indicators can increase transaction costs, delay dispute resolution, and weaken contract enforcement, ultimately shaping investment, location, and risk management decisions across otherwise comparable OECD markets. In this context, treating OECD membership as a proxy for uniformly low risk may lead users to underestimate meaningful differences in enforcement and dispute resolution conditions across countries.

**Figure 13. OECD Country Performance**



**Figure 14.** Distribution of OECD Transparency and Due Process Scores



## Insight 4

### **Rule of law and economic growth are closely linked, but variation across pillars, with predictability closely tied to economic development and due process diverging more widely, shows why income alone is an incomplete guide to business risk and reform potential.**

A long-standing question in governance and development research is whether strong rule of law institutions are drivers of economic development or products of it. While the Dashboard cannot definitively establish the direction of causality, the results show a clear and consistent relationship between rule of law conditions and economic development.

Across all five Dashboard pillars, countries with higher GDP per capita tend to perform better, underscoring the close linkage between legal and institutional quality and economic growth. Scatter plots illustrating these relationships for the overall Dashboard score and each of the five pillars are available in a separate technical appendix to this report.

These findings reinforce the view that rule of law conditions both shape—and are shaped by—patterns of long-term economic development. At the same time, the strength of this relationship varies meaningfully across the rule of law pillars. Notably, some countries outperform what their income levels would predict, delivering stronger rule of law outcomes than expected for their level of economic development, a pattern explored further below with examples such as Chile, Costa Rica, Namibia, and Malawi.

As shown in Figure 15, Pillar 2 (Predictability) shows the strongest correlation with economic development, reflecting the core elements measured under this pillar: the consistent application of laws, effective enforcement, and the stability of the legal and regulatory

framework over time. These features tend to improve alongside economic development because they depend on institutional capacity, professionalized bureaucracies, and sustained enforcement resources, all of which are more likely to be present in higher-income economies. As markets grow more complex, the ability of governments and courts to apply rules consistently and enforce them credibly becomes increasingly central to supporting economic activity.

By contrast, as shown in Figure 16, Pillar 5 (Due Process) exhibits a weaker relationship with GDP per capita. This is not surprising considering earlier findings showing substantial variation in due process outcomes even among OECD economies. Pillar 5 captures aspects such as access to justice, the fairness and impartiality of proceedings, and the enforcement of judgments—areas where institutional design, procedural efficiency, and legal tradition can differ widely across countries with otherwise similar levels of economic development. Court backlogs, litigation costs, and the reliability of enforcement often reflect how legal systems are organized and managed, rather than income level alone.

This weaker correlation has two important implications. First, due process risk cannot be reliably inferred from income level alone: even in advanced economies, the timeliness, cost, and enforceability of dispute resolution may vary substantially, thereby shaping firms' exposure to legal uncertainty.

**Figure 15.** GDP and Pillar 2: Predictability



Second, for governments, weaker correlations also highlight areas of opportunity for improvements. The data suggest that strong performance on Pillar 5 is not predetermined by economic development, and that targeted reforms—such as judicial digitalization, procedural simplification, or strengthened enforcement mechanisms—can yield meaningful improvements independently of income growth.

This dynamic is visible among several low- and middle-income countries that outperform the broader GDP–Due Process trend, including Chile, Costa Rica, Namibia, and Malawi, all of which demonstrate comparatively strong performance on Pillar 5 (Due Process) relative to peers at similar income levels. In Chile, this stronger performance is driven by Indicator 5.2 (Fair and Impartial Proceedings), which scores 84.5,

reflecting particularly strong judicial quality. Costa Rica similarly stands out for its performance on Indicator 5.2, with a score of 81.6 supporting its overall strong due process outcomes. Namibia’s results are anchored by Indicator 5.3 (Enforcement of Judgments), which scores 70.4, indicating relatively effective implementation of legal decisions compared to regional peers. Malawi also performs strongly on Indicator 5.3, where its score of 74.4 places it well above many low-income countries, highlighting the importance of enforcement capacity in driving its overall Pillar 5 performance.

Their experience suggests that focused investments in judicial capacity and processes can create concrete advantages for businesses by improving access to justice, reducing delays,

and increasing confidence that legal remedies will be enforced in practice.

For governments seeking to improve their investment climate, these examples illustrate how strong due process institutions can constitute a distinct competitive asset, even when overall economic conditions are broadly comparable.

These findings reinforce that rule of law performance matters for business not simply as a reflection of economic development, but as an independent dimension of commercial risk and opportunity. Predictability appears central to enabling growth supporting business environments, while variation in due process highlights both hidden risks in otherwise prosperous markets and reform-driven opportunities that can set countries apart.

**Figure 16.** GDP and Pillar 5: Due Process



## Insight 5

### High overall Dashboard scores can mask distinct business risks, while uneven pillar-level performance also highlights where areas of progress can unlock opportunity.

Overall Dashboard scores provide an important entry point and initial diagnostic for businesses assessing different markets and for governments identifying areas for improvement, offering a high-level signal of the rule of law environment at a given moment in time. However, looking only at the overall score can obscure meaningful differences. Countries with similar aggregate scores may exhibit very different strengths and weaknesses across the five rule of law pillars, resulting in distinct regulatory, legal, and enforcement risk profiles that are only visible through pillar- and indicator-level analysis.

Figure 17 visualizes these dynamics by plotting countries along two dimensions—overall Dashboard performance and the degree of alignment or dispersion across pillar scores—dividing the results into four quadrants that reflect structurally different rule-of-law profiles with distinct implications for government policymaking and business decision-making.

**Predictable Performers.** Countries classified as “Predictable Performers” combine higher overall scores with consistent performance across all five pillars, signaling institutional coherence and resilience. In these systems, strengths are mutually reinforcing rather than compartmentalized, reducing exposure to sudden regulatory or legal weaknesses that can disrupt business operations. Stable, well-aligned performance across pillars supports predictable compliance, reliable enforcement, and lower operational uncertainty for businesses.

**High Potential, Higher Variance.** Countries in the “High Potential, Higher Variance” category achieve stronger-than-average aggregate

performance but exhibit meaningful variation across pillars. In these environments, both strengths and weaknesses may be unevenly distributed, and this variation—whether reflecting strong performance in some areas or gaps in others—can be partially obscured by overall scores. As a result, headline performance may mask not only operational frictions and legal uncertainties, but also important areas of strength that could offer advantages in specific sectors or activities, making granular analysis essential.

**Lower Score, Consistent Gaps.** A different risk profile emerges among countries classified as “Lower Score, Consistent Gaps,” which exhibit lower levels of performance across most or all pillars, indicating system-wide constraints that extend beyond isolated policy or institutional interventions. In these contexts, limitations across multiple dimensions of the rule of law tend to interact, shaping the overall operating environment faced by businesses and contributing to persistently higher baseline risk.

**Lower Score, Selective Performance.** Finally, “Lower Score, Selective Performance” countries combine weaker-than-average overall scores with notable variation across pillars, including identifiable areas of relative strength alongside broader weaknesses. While baseline risks remain elevated, both strengths and weaknesses may be partially masked within the overall score. Importantly, these areas of strength—such as stronger performance in accountability or transparency—can provide meaningful entry points for targeted engagement, phased investment, or sector-specific strategies, even in otherwise challenging environments.



## Insight 6

### **Predictability, accountability, and due process form a core cluster of pillars that move together, creating reinforcing benefits in markets with strong performance in these Dashboard pillars.**

When key elements of the rule of law perform well together, they tend to reinforce one another. This creates a business environment where rules are applied consistently, risks are easier to anticipate, and firms can operate with greater confidence that regulations will be enforced fairly and that disputes will be resolved reliably. For example, an environment with strong regulatory predictability and enforceable contracts could reduce opportunities for corruption. Conversely, weaknesses in any of these areas may create a detrimental cycle that erodes the rule of law environment in other areas, compounding risks for business.

Figure 18 shows the correlations between different rule of law indicators. Correlations measure the strength of relationship between two variables on a scale from -1 to 1, where values closer to 0 indicate little to no relationship, values closer to 1 indicate a strong positive relationship (when one increases, the other tends to increase), and values closer to -1 indicate a strong negative relationship (when one increases, the other tends to decrease).

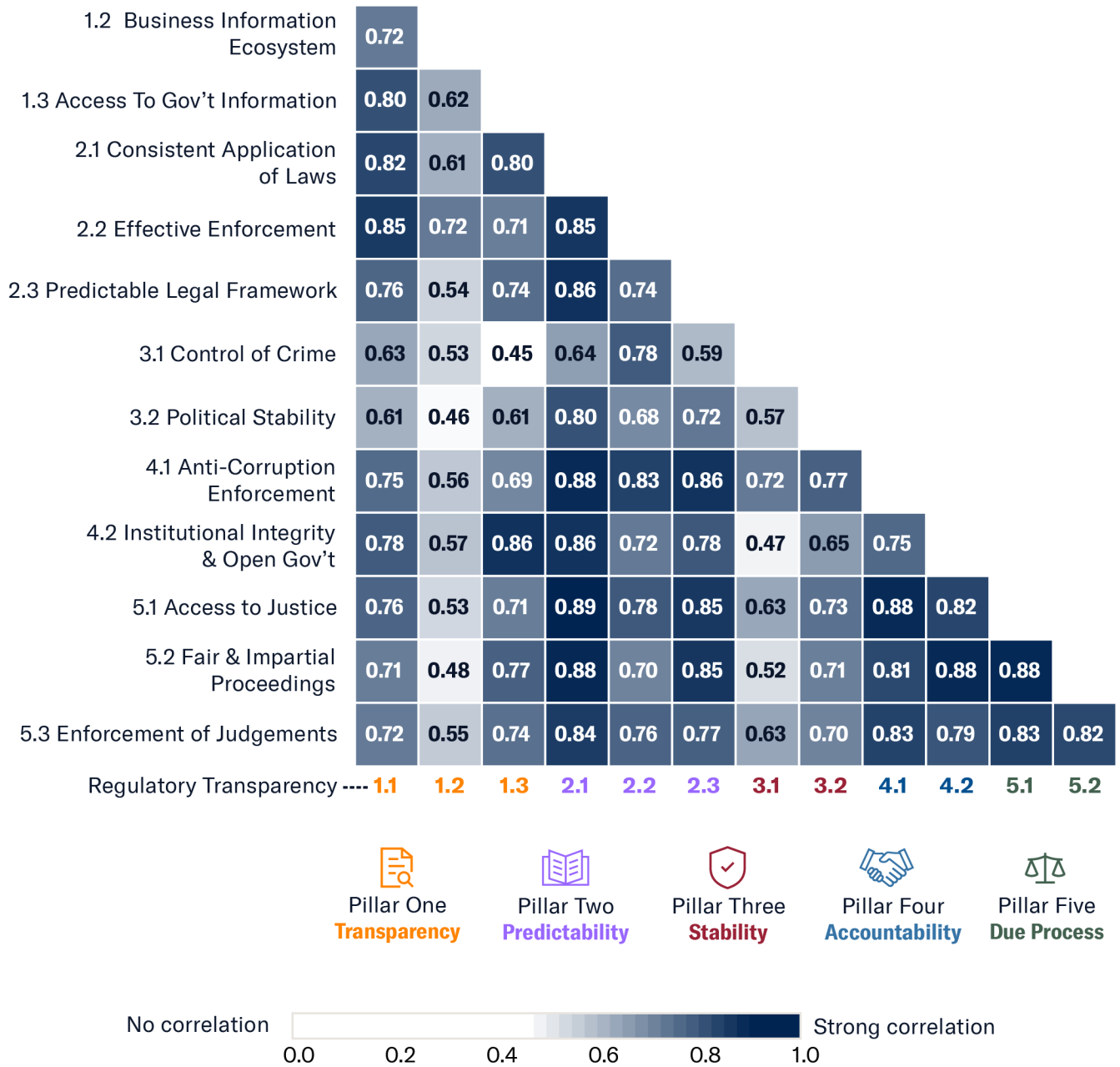
For governments assessing opportunities for improvements and for businesses evaluating market opportunities, a clear pattern emerges: strong positive correlations appear across Indicator 2.1 (Consistent Application of Laws), Indicator 2.2 (Effective Enforcement), Indicator 2.3 (Predictable Legal Framework), Indicator 4.1 (Anti-Corruption Enforcement), Indicator 4.2

(Institutional Integrity and Open Government), Indicator 5.1 (Access to Justice), and Indicator 5.2 (Fair and Impartial Proceedings).

This pattern indicates that countries where laws are applied consistently and frameworks are predictable also tend to enforce rules more credibly, limit corruption, and provide businesses with meaningful access to independent and fair dispute resolution. For firms, this combination reduces regulatory uncertainty, lowers compliance and transaction costs, and increases confidence that contracts will be enforced and investments protected over time.

On the other hand, Indicators 3.1 (Control of Crime) and 3.2 (Political Stability) exhibit weaker correlations with the other indicators. This may suggest that there are multiple approaches to addressing crime and political instability, some of which might compromise other aspects of the rule of law by relying on heavy-handed security measures, expanded discretionary powers for enforcement authorities, or limits on judicial independence and procedural safeguards in the name of maintaining order. For businesses, this weaker correlation means that low crime rates or political stability alone do not guarantee a predictable or fair operating environment: firms may face fewer security risks yet still encounter legal uncertainty, limited access to justice, or inconsistent enforcement, which complicates compliance, contract enforcement, and long-term investment decisions.

**Figure 18. Correlation Between Dashboard Indicators**



## Insight 7

### **Rule of law conditions for businesses have weakened globally, driven by sharp declines in access to justice and enforcement of judgments, despite selective transparency gains in some markets.**

For businesses operating across markets, whether rule of law conditions are improving or deteriorating over time matters as much as how countries perform today. Improvements can signal declining risk, stronger enforcement, and more predictable operating environments, while sustained declines increase legal uncertainty, compliance costs, and exposure to disputes that are harder to resolve. Understanding these directional trends is therefore critical for investment decisions, risk management, and long-term market engagement, particularly for firms making durable commitments or managing complex cross-border operations.

To assess how rule of law conditions have evolved over the last five years, we applied the updated measurement framework and expanded data sources used in this edition of the Dashboard to historical data available in 2021. Using this consistent framework, we calculated country scores for both years and examined changes over time. The results of this analysis are presented in Figure 19, which shows movement at the overall and pillar level, and Figure 20, which shows movement at the indicator level.

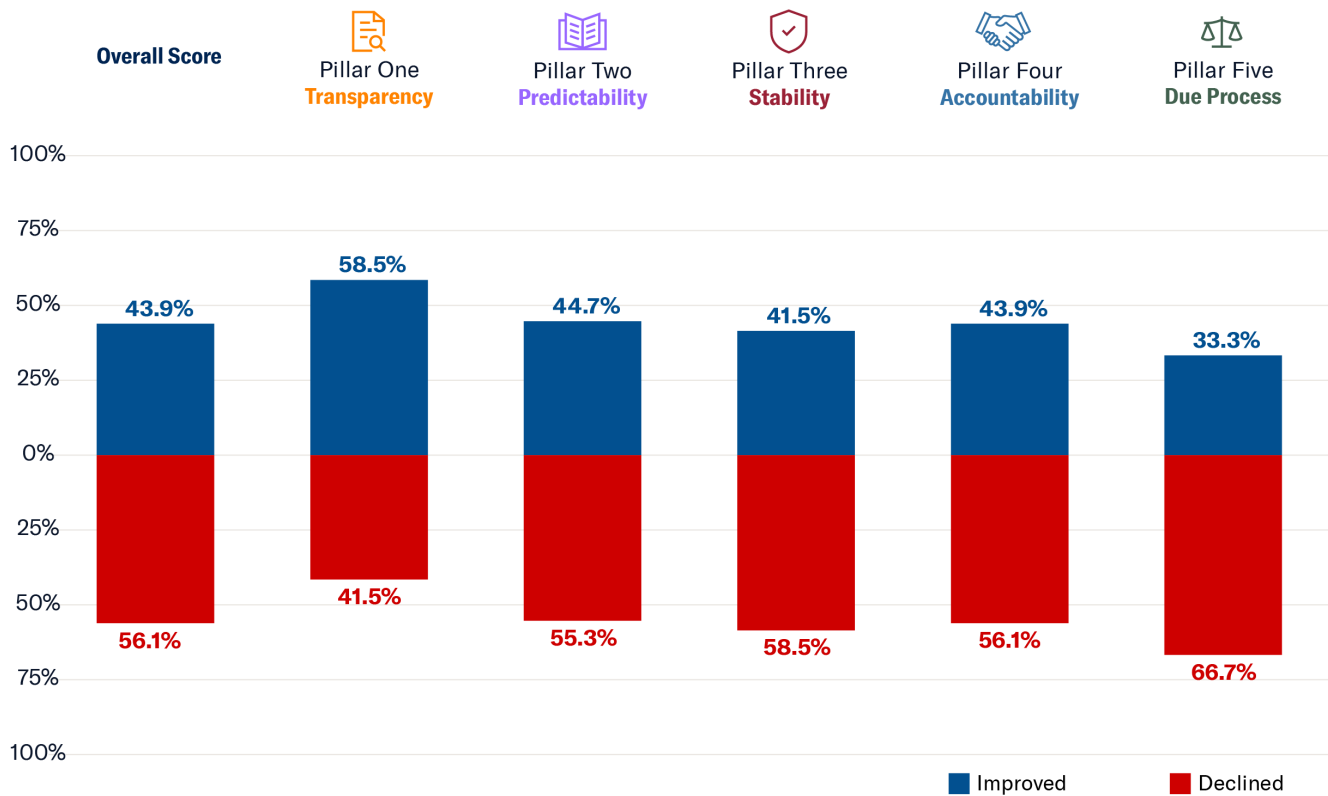
These figures show that rule of law has weakened globally over the past five years. As shown in Figure 19, 56.1% of countries declined on the overall Dashboard score between 2021 and 2026, while 43.9% improved. This pattern of net decline is reflected across most of the Dashboard's primary pillars and points to widening gaps between formal rules and their practical application.

Among the five pillars, Pillar 1 (Transparency) is the only area showing net improvement, with 58.5% of countries improving and 41.5% declining. All other pillars experienced net deterioration. Pillar 5 (Due Process) shows the steepest decline, with 66.7% of countries deteriorating, followed by Pillar 3 (Stability) (58.5% declined), Pillar 4 (Accountability) (56.1% declined), and Pillar 2 (Predictability) (55.3% declined). These shifts indicate that while information availability is improving in many markets, core legal and enforcement functions most critical to business certainty are weakening across a broad set of countries.

At the same time, aggregate and pillar-level trends can mask meaningful variation at the indicator level. In several cases, moderate movement at the pillar level reflects offsetting changes beneath the surface, where gains in information or process coexist with deterioration in enforcement or access. Examining indicators separately is therefore essential to understanding how legal risks and opportunities are actually evolving for businesses. Figure 20 helps explain what may be driving these trends by showing changes at the indicator level.

Within Pillar 1 (Transparency), improvements are concentrated in areas linked to information availability and verification. Indicator 1.2 (Business Information Ecosystem) shows the strongest global progress, with 61.9% of countries improving and only 21.4% declining. Indicator 1.3 (Access to Government Information) also improved in a majority of countries (56.9%). These gains reflect advances in business registries, ownership information, digital records, and access to official data.

**Figure 19.** Percentage of Countries Improving and Declining Overall and by Pillar



For businesses, stronger performance in these areas reduces information asymmetries, lowers due diligence costs, and facilitates compliance and market entry.

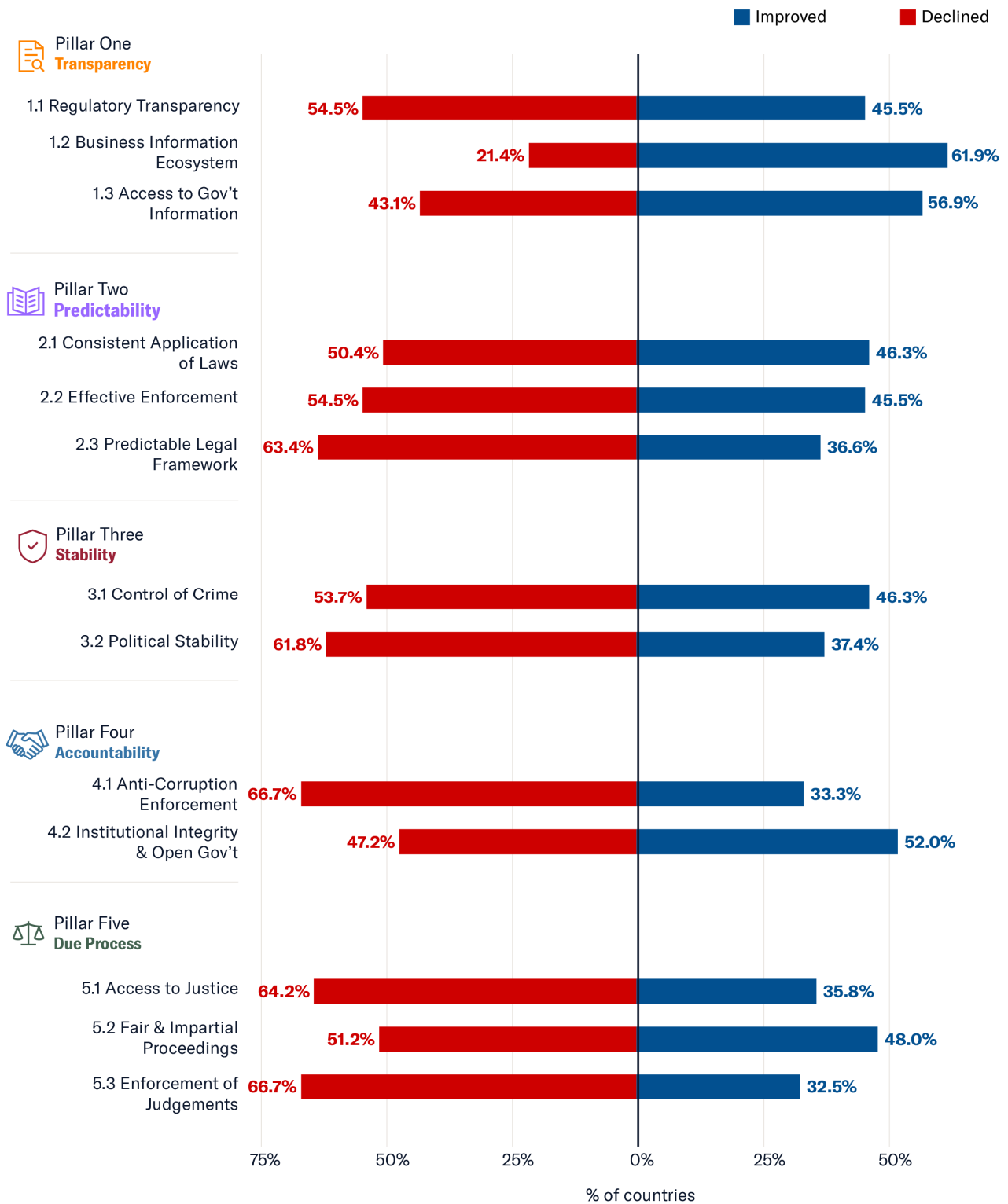
By contrast, declines are most pronounced in Pillar 5 (Due Process), which captures how disputes are resolved in practice. Indicator 5.1 (Access to Justice) declined in 64.2% of countries, and Indicator 5.3 (Enforcement of Judgments) declined in 66.7%. Even Indicator 5.2 (Fair and Impartial Proceedings) shows more countries declining than improving.

For businesses, these trends raise red flags: weaker access to courts, longer delays, and

unreliable enforcement undermine contract credibility, increase contingent risk, and can deter investment even where other institutional conditions appear stable.

Beyond highlighting areas for risk management and due diligence, these trends also point to where business engagement with policymakers may be most impactful. Targeted collaboration to strengthen due process, enforcement capacity, and accountability—especially in markets experiencing sustained decline—can help support more predictable, transparent, and rules-based environments that foster investment, competition, and long-term growth.

**Figure 20.** Percentage of Countries Improving and Declining at the Indicator Level



Note: Percentages may not sum to 100% because a subset of countries experienced no change in scores.

Section 4

# Trend Statements



# From Data to Practice: Market and Thematic Trends

Examples collected by the U.S. Chamber of Commerce experiences illustrate how politicized legal enforcement, regulatory inconsistency, and systemic corruption risks create tangible risks that distort competition and deter investment. Yet practical solutions—from collective action initiatives to institutional reforms—can yield measurable results.

Efficient and competitive markets depend on the strength of legal and institutional frameworks that govern commercial activity and guide actors, individually and as groups. Transparency in decision-making, predictability in the application of rules, and accountability of public authorities—including meaningful constraints on discretionary power—are essential to creating a level playing field for firms. Where these conditions persist, businesses may invest with confidence, contracts can be enforced with assurance, and competition can proceed on merit rather than influence. Conversely, weaknesses in these core elements introduce uncertainty, distorting market incentives and increasing investment risks, particularly for foreign investors operating across jurisdictions.

The Dashboard data reflect diverse country contexts, where variation in the effectiveness of legal frameworks and the strength of formal institutions creates different business environment risks for different countries, complicating investment decisions. To complement the Dashboard data, USCC engaged its members, soliciting real-life examples of

instances where the rule of law was compromised by opaque regulations, inconsistent enforcement, or undue political influence. Members provided a variety of examples, many of which focused on common areas of concern, including politicized legal enforcement, regulatory inconsistency, and systemic corruption risks. Each of these erodes trust in institutions and weakens market predictability, creating risks for firms and degrading efficient commerce.

The following sections examine these dynamics through concrete examples drawn from Latin America, the Middle East, and Asia, as well as comparative experiences from other emerging markets. Together, they illustrate how deficiencies in transparency, predictability, and accountability act to constrain investment and undermine economic development. While these challenges are widespread, they are also amenable to intervention and can, in effect, be counter-programmed, including through institutional reforms or the highlighted collective action initiatives.

# Collective Action Against Corruption in Indonesia

In Indonesia, collective action initiatives show how coordinated business efforts can reduce corruption risks, align ethical standards, and strengthen institutional integrity without companies acting alone.

In markets where corruption risks remain significant, collective action initiatives offer companies and local stakeholders a novel approach to promoting integrity and creating a more level playing field. Indonesia provides an example of how such approaches may address otherwise persistent governance challenges affecting domestic and foreign firms.

Despite sustained reform efforts, corruption remains a structural concern that deeply affects Indonesia's business enabling environment. Survey data and policy analysis indicate that firms in Indonesia continue to encounter informal payment requests, licensing delays, and discretionary regulatory enforcement, particularly in sectors dependent on government approvals such as natural resources and infrastructure. The Global Corruption Barometer shows that 92% of Indonesians see corruption as a major problem; 30% of public service users report paying a bribe during the past 12 months.<sup>2</sup> These challenges increase transaction costs and reduce predictability for investors.<sup>3</sup>

The shipping sector is critical to Indonesia's trade-dependent economy; too often, companies operating in the sector face demands for facilitation payments in port operations. Founded in 2015, the Maritime Anti-Corruption Network (MACN)—a collective action network of international and local firms, including global shipping companies Maersk and Cargill—works with Indonesian authorities to standardize procedures (e.g., for customs discharge permits, container tracking) and reduce opportunities for bribery. This grouping of government and non-government actors is known as a “collective action network”—a structured collaboration

among different types of organizations to address shared risks that no single actor can effectively tackle alone. In the MACN case, the network collaborated to resolve unclear regulations and discretionary inspections, which created corruption risks to business operations.<sup>4</sup>

Indonesian land and natural resource sectors are a significant source of foreign direct investment. The formal agribusiness sector sustains approximately 38.7 million workers and contributes 3.2% of Indonesian GDP. Yet corruption in the sector is resilient: A 2020 study examining KPK prosecutions found persistent governance failures in forestry licensing and estimated state losses from forestry corruption at IDR 6.03 trillion (\$426 million USD) in 2019.<sup>5</sup> Recent investigations into palm-oil permit bribery and forest-area releases further indicate that opaque licensing systems continue to facilitate corruption in the sector.<sup>6</sup> Though Indonesia's anti-corruption commission has prosecuted hundreds of corruption cases, enforcement in the forestry sector remains limited, and companies benefiting from corrupt practices often avoid accountability.<sup>7</sup>

Responding to this and similar issues, the Anti-Corruption Collective Action (ACCA) initiative has organized workshops in the provinces of Southwest Papua and East Kalimantan – centers of Indonesia's agribusiness and forestry sectors – to build and sustain multi-stakeholder collaboration efforts. Such education and dialogue platforms disseminate information about corruption risks and reinforce companies' commitments to mitigation efforts.<sup>8</sup>

Thus, collective action initiatives have emerged as viable and durable mechanisms for

strengthening collective coordination among firms. A central challenge in high-corruption environments is the “first-mover disadvantage,” where individual companies risk losing business if they refuse to engage in corrupt practices while competitors do not. Collective action seeks to mitigate this by aligning standards across firms and creating shared commitments to ethical conduct. In 2021, the Indonesian Institute of Corporate Directorship launched a successful collective action effort known as Koalisi Anti-Korupsi Indonesia (KAKI), a multi-stakeholder platform involving private companies, business associations, and civil society organizations. KAKI aims to promote corporate compliance, encourage integrity pledges, and facilitate dialogue between the private sector and government on anti-corruption reforms.<sup>9</sup>

According to the Center for International Private Enterprise (CIPE), Indonesia’s collective action initiatives against corruption are showing signs of progress, as more companies institute anti-corruption compliance measures and collaborate to address common risks. These developments are also reflected in Indonesia’s performance on the Global Rule of Law and Business Dashboard, which highlights areas of institutional strength alongside remaining challenges.

Indonesia’s score of 50.7 on Pillar 4 (Accountability) places it above the global median for this pillar. As shown in Figure 21, Indonesia performs comparatively well on several indicators that are particularly relevant for anti-corruption efforts, including Indicator 1.3 (Access to Government Information) and Indicator 4.2 (Institutional Integrity and Open Government). Indicator 1.3 captures the availability and accessibility of official government data, public records, and regulatory information—foundational inputs for transparency, monitoring, and informed participation by businesses and civil society. Indicator 4.2 assesses the integrity, openness, and reliability of public institutions,

which are critical for limiting discretionary abuse and sustaining trust in governance processes.

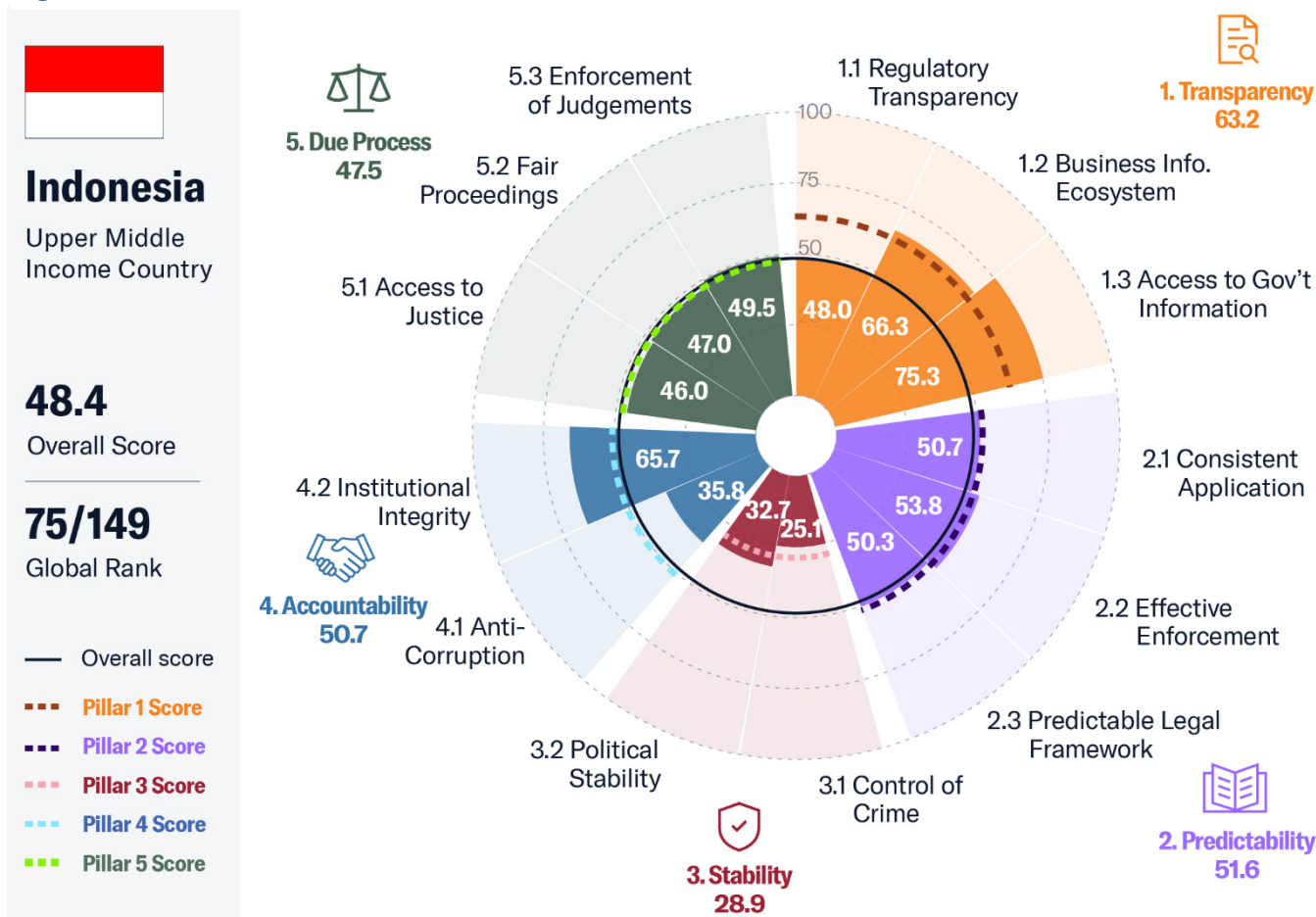
However, Indonesia’s relatively lower score of 35.8 on Indicator 4.1 (Anti-Corruption Enforcement)—which more directly measures the prevalence of bribery, misuse of public office, and corrupt practices in day-to-day interactions—suggests that improvements in transparency frameworks and institutional processes have not yet fully translated into consistently reduced corruption outcomes. This gap between inputs and outcomes highlights an important challenge common in reforming environments, where laws, regulations, and access to information improve more quickly than on-the-ground practices.

Part of the challenge is weak institutions and political resistance. In 2019, Indonesia instituted legislation weakening the KPK anticorruption authority. While Indonesia’s score on the Transparency International Corruption Perceptions Index improved every year between 2013-2019, it declined from 2019-2022 and has remained mostly flat since then. This is reflected in its Pillar 4 (Accountability) Dashboard scores, which remained mostly unchanged between 2021 and 2026 (see Annex A).

The collective action initiatives highlighted here nonetheless point to a constructive path forward. These programs coordinate efforts on widely recognized challenges, translating institutional reforms into behavioral change, particularly in high-risk sectors and business interactions.

Against this backdrop, international private sector engagement plays a critical role. When international firms actively participate in collective action, they are often better positioned to reduce bribery risks and shift expectations across markets. MACN and KAKI demonstrate how participation by major global companies can reduce bribery risks through joint refusal of facilitation payments and improved reporting mechanisms.<sup>10</sup> Similarly, the Extractive

**Figure 21.** Dashboard Scores for Indonesia



Industries Transparency Initiative (EITI), which includes participation from major international energy companies, has been effective in promoting transparency in payments and licensing in resource-rich countries such as Indonesia. The Siemens Integrity Initiative has funded collective action projects worldwide to strengthen compliance systems and reduce corruption risks in business environments.<sup>11</sup>

Comparable collective action initiatives are available in multiple emerging markets. In Ukraine, the ProZorro e-procurement platform—developed through collaboration between government, civil society, and private-sector actors—has increased transparency, competition, and efficiency in public procurement, with evidence showing that it has reduced corruption risks, increased bidder participation, and billions in public savings.<sup>12</sup> In Colombia, Integrity Pacts, supported by

Transparency International, have introduced independent monitoring and transparency mechanisms in public contracting, thereby helping to reduce corruption risks and strengthen trust in procurement processes.<sup>13</sup> In Nigeria, participation by multinational energy companies in EITI has improved transparency in licensing and revenue flows, increased public oversight, and reduced information asymmetries in the oil sector.<sup>14</sup>

Collective action can reduce corruption risks and enhance regulatory predictability, particularly when supported by strong multi-stakeholder engagement and institutional backing. It can improve business environments, strengthen compliance norms, and enhance transparency. While it cannot eliminate exposure to systemic governance challenges, participation in collective action initiatives can mitigate reputational and compliance risks.

# Politicized Legal Enforcement in Central America

In countries across the region, the rise of criminalized business disputes and politically driven prosecutions reflects deep erosion of judicial independence and creates acute legal risk for investors.

Weaknesses in judicial independence and prosecutorial accountability in much of Central America have increasingly exposed both domestic and foreign investors to the risk of politicized legal enforcement, where commercial disputes or regulatory disagreements escalate into criminal proceedings or politically motivated actions. These dynamics undermine predictability in the business environment and generate significant reputational and operational risks for firms in affected jurisdictions.

Policy and human rights organizations in Central America document a systematic pattern of politicized enforcement rather than isolated incidents. A 2022 UN Human Rights Council UPR submission found that prosecutorial powers have been used to “criminalize anti-corruption justice operators” and shield elites from accountability in Guatemala.<sup>15</sup> Similarly, the Inter-American Commission on Human Rights has identified a “crisis in the justice system” in Guatemala, driven by sustained interference in judicial independence, reinforcing concerns about the politicization of legal institutions.<sup>16</sup>

Politicized legal and institutional reforms can reshape the risk landscape for investors and business operations. Beginning in 2021, El Salvador’s legislature took several high-profile actions removing and replacing senior judicial leaders and requiring many experienced judges and prosecutors to retire, which some observers decried as undermining judicial independence and bypassing normal rules.<sup>17</sup> Such actions contribute to uncertainty in the investment climate, which suffers from opacity in policymaking, government regulation, and public finance.<sup>18</sup>

In Guatemala, a series of actions against anti-corruption officials undermined the possibility of a ‘level playing field.’ In 2022, authorities arrested prosecutors associated with the former International Commission Against Impunity in Guatemala (CICIG), drawing criticism from international observers who viewed the arrests as part of a broader rollback of anti-corruption efforts. The prosecutor driving the case had already been sanctioned by the United States for alleged obstruction of justice.<sup>19</sup>

Such developments illustrate how prosecutorial tools can be deployed selectively, potentially deterring both anti-corruption enforcement and legitimate business activity. For investors, the risk is not only legal exposure but also association with politicized proceedings, which can create reputational challenges even when cases lack substantive merit.

In more extreme cases, institutional changes can fundamentally alter the legal environment. In Nicaragua, a series of constitutional and legal reforms culminated in 2025 in the effective dismantling of judicial independence, according to external assessments. These changes consolidated executive authority and eliminated key checks and balances, leaving investors with limited recourse to impartial adjudication in disputes.<sup>20</sup> In El Salvador, the state of exception implemented in 2022 to combat gangs has suspended due process rights and fundamentally altered the judicial system.<sup>21</sup>

While businesses in El Salvador have benefited from an improved security environment, some organizations have raised concerns that the legal system is being used to punish critics,<sup>22</sup> and reduced transparency on public procurement,

implications of mass arrests for the labor force, and judicial capture create new operational risks for businesses.

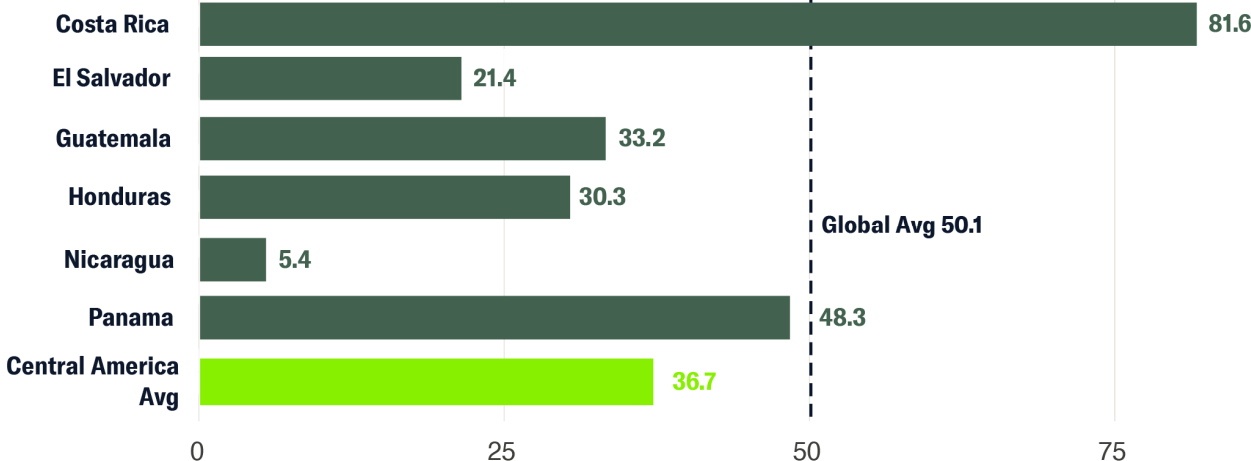
These challenges are reflected in the Dashboard scores. In the scores for Pillar 4 (Accountability), measuring anti-corruption enforcement and institutional integrity, most countries in the region are in the bottom third of the world rankings: Guatemala 102<sup>nd</sup>, El Salvador 120<sup>th</sup>, Honduras 122<sup>nd</sup>, and Nicaragua 137<sup>th</sup> out of 149 countries. Figure 22 exhibits scores across the region on Indicator 5.2 (Fair and Impartial Judicial Proceedings) and shows that most countries in the region score well below the global average, with the exceptions of Costa Rica and Panama. Scores on this indicator place Guatemala 99<sup>th</sup>, Honduras 102<sup>nd</sup>, El Salvador 120<sup>th</sup>, and Nicaragua last in the world at 149<sup>th</sup>.

From an investment perspective, these examples reflect a broader regional trend in which legal systems may be used as instruments of political or economic leverage. This can manifest through selective prosecution, strategic use of pretrial detention, or regulatory enforcement actions that

disproportionately affect certain firms. The result is a business climate characterized by uncertainty, where outcomes depend less on legal merits and more on political context. While experimental efforts such as CICIG in Guatemala demonstrate that forward momentum toward accountability is possible, pushback from the entrenched interests it threatened undermined the sustainability of its efforts.<sup>23</sup>

These dynamics underscore the importance of strengthening judicial independence, prosecutorial accountability, and safeguards against abuse of process. International development partners and private-sector stakeholders have increasingly emphasized the need for reforms such as transparent judicial appointments, independent disciplinary mechanisms for prosecutors, and improved commercial dispute resolution systems. Without such reforms, the risk of politicized enforcement will continue to constrain investment and undermine confidence in legal institutions across the region.

**Figure 22.** Indicator 5.2 (Fair and Impartial Proceedings) Scores for Central America



# Institutional Capacity and Regulatory Inconsistency in Iraq

In Iraq, gaps between formal laws and actual enforcement—compounded by overlapping federal and regional authorities—create deep legal uncertainty that constrains foreign investment despite formal adoption of international standards.

Regulatory inconsistency and institutional weakness create uncertainty for investors and distort market outcomes. The gap between formal rules and actual enforcement remains a defining constraint on business environments. In many developing markets, limited bureaucratic capacity and fragmented governance structures lead to regulatory inconsistency, opaque administrative processes, and adversarial relations between the state and business.

In Iraq, these pillars pose significant challenges for investors seeking predictability in licensing, contracting, and dispute resolution. Iraq's regulatory environment remains unclear and inconsistent, with businesses often facing vague rules, arbitrary enforcement, and administrative delays. These issues are especially noticeable in public procurement and infrastructure projects, where uneven application of rules can cause delays and higher costs.<sup>24</sup>

A key challenge lies in the implementation gap between formal legal frameworks and actual practice. For example, Iraq acceded to the Convention on the Recognition and Enforcement of Foreign Arbitral Awards (1958)—commonly known as the New York Convention—in 2021. Doing so marked an important step for Iraq, aligning with international standards for commercial dispute resolution. The Convention obligates national courts to recognize arbitration agreements and enforce foreign arbitral awards to provide investors with a predictable, internationally enforceable mechanism for resolving disputes. But by relying on domestic

courts for implementation, the Convention depends on local judicial capacity, consistency, and independence. In Iraq, as in many institutionally constrained environments, arbitral award enforcement remains uneven. This gap between formal treaty commitments and practical enforcement illustrates broader institutional weaknesses that undermines investor confidence.

Intra-governmental tension can further complicate matters. In the Kurdistan Region of Iraq (KRI), regional dynamics with the federal government (particularly over oil revenue management and fiscal authority) have contributed to regulatory fragmentation and legal uncertainty. Investors operating across jurisdictions must navigate parallel and sometimes conflicting legal systems, increasing compliance costs and exposure to disputes.<sup>25</sup>

Institutional capacity in emerging and developing markets can take many forms, including limited technical expertise within ministries, high staff turnover, and overlapping authorities across agencies. Structural governance challenges, such as weak accountability systems and corruption, can also pose broader constraints on development and investment.<sup>26</sup>

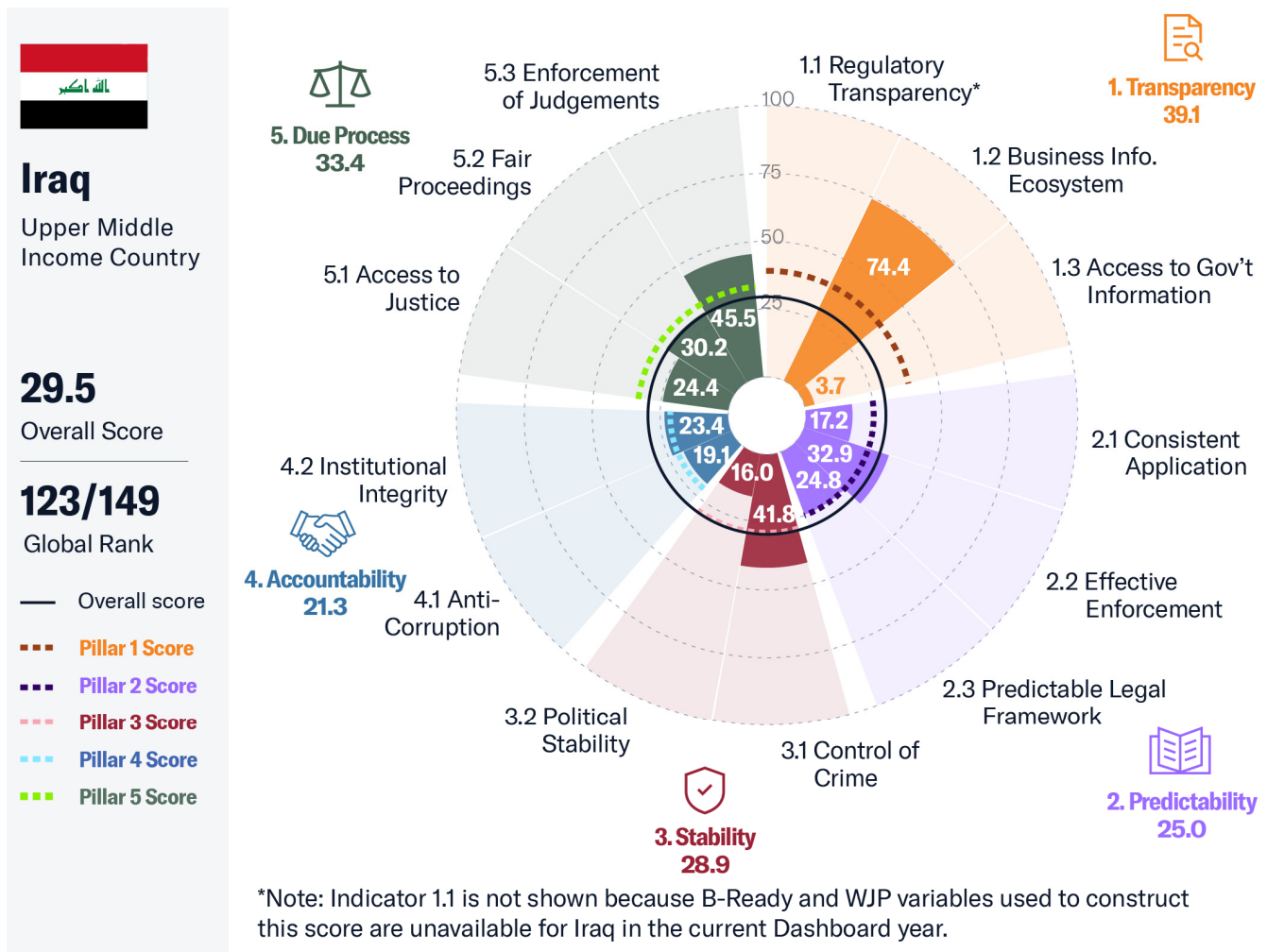
Investor experiences also highlight challenges in government–business relations, where ministries may approach disputes in a zero-sum manner rather than seeking resolution through negotiation or mediation. The World Bank notes that investor grievances and dispute settlement are among the top challenges to investment

retention in Iraq, reflecting weak institutional frameworks and limited dispute resolution mechanisms.<sup>27</sup>

Government capacity, upon which predictability depends, can be weak, or it can be affirmatively distorted through corruption. These dynamics are not unique to Iraq. In Brazil, “Operation Car Wash” revealed extensive collusion between political actors and private firms, in which companies paid bribes to secure inflated public contracts, distorting procurement processes and undermining market competition.<sup>28</sup> The scandal’s economic and institutional consequences were significant: investigations implicated senior political leaders and major corporations, triggered large-scale corporate losses and restructuring, and contributed to broader economic instability.<sup>29</sup>

Weaknesses in government enforcement and oversight capacity, especially in detecting and prosecuting bribery, are only one part of the on-the-ground challenges in developing markets.<sup>30</sup> Government capacity problems outside law enforcement can also challenge the business environment. Businesses operating across developing country jurisdictions face fragmented commercial regulatory systems characterized by inconsistent licensing requirements, lengthy approval processes, and divergent enforcement practices. Such administrative fragmentation increases compliance costs and delays project implementation, particularly in the infrastructure and resource sectors.<sup>31</sup> For firms and their investors, this translates into heightened operational risk and challenging uncertainty.

**Figure 23.** Dashboard Scores for Iraq



The dynamics described above are clearly reflected in Iraq’s Dashboard results. As shown in Figure 23, Iraq’s overall performance is weighed down by particularly weak results on Pillar 2 (Predictability)—the dimension of the rule of law that most directly captures the consistency of regulatory application, the effectiveness of enforcement, and the stability of the legal framework over time. Iraq ranks 133 out of 149 countries on this pillar, reinforcing the picture presented throughout this trend statement: a business environment in which formal rules exist, but are applied unevenly across institutions and jurisdictions, creating heightened uncertainty for investors in licensing, contracting, and dispute resolution. While Iraq narrowly leads its upper middle income MENA peers overall, its position should be interpreted in the context of broadly shared regional constraints rather than as an indication of strong or consistent institutional performance. The Dashboard shows that predictability remains a key weakness for Iraq, reinforcing the implementation gaps and enforcement challenges highlighted above.

Despite these challenges, Iraq continues to make progress. The recent launch of an electronic signature system highlights how Iraq is leveraging its digital transformation to improve both capacity and certainty across its legal environment. By modernizing its legal framework to encompass an internationally recognized electronic signature system, Iraq takes a strong

step toward improving government and commercial record keeping, reducing barriers to commerce, and enhancing the speed and efficiency of doing business.<sup>32</sup>

Looking ahead, the data underscore both the scale of the challenge and the opportunity for progress. Improving predictability—through clearer administrative procedures, more consistent enforcement, and stronger institutional coordination—would directly address the core risks identified by investors and could materially improve Iraq’s overall rule of law profile.

Recent engagement by the U.S.-Iraq Business Council with Iraqi authorities points to a constructive path forward, suggesting that targeted reforms and sustained public private dialogue can begin to translate formal commitments into more reliable, on the ground outcomes for business. These timely, solutions-oriented conversations between industry and key government decisionmakers can help ensure Iraqi leaders hear directly from industry on practical ways to deploy digitalization across Iraq’s economy in a manner aligned with global best practices. This sustained public-private dialogue can help translate reform intent into implementable steps that strengthen transparency, improve day-to-day predictability for the private sector, and create a more attractive investment environment for foreign investors.

Section 5

# Conclusions and Recommendations



# Conclusions and Recommendations

As rule of law conditions diverge across markets, businesses and governments must take targeted and coordinated actions to strengthen resilience, improve predictability, and support long-term growth.

The 2026 Dashboard reveals a complex and uneven global landscape for business and investment. Rule of law conditions vary dramatically across markets, with differences of more than 70 points between top and bottom performers, and substantial variation even among peer economies. While transparency and access to information have improved across many countries, declines in due process, enforcement, and institutional accountability are reshaping the practical realities of operating environments. At the same time, overall scores often mask important differences across pillars, underscoring that risks and opportunities are increasingly uneven and context specific.

For both businesses and governments, these findings point to a shared need to look beyond headline results and understand what is driving performance across the five rule of law pillars. The Dashboard's pillar- and indicator-level insights provide a practical diagnostic tool to identify priority gaps, align risk management and reform strategies, and focus attention on the areas that matter most for investment, competitiveness, and economic growth. The recommendations below translate these insights into cross-cutting actions that can be taken by both the private and public sectors.

## **Prioritize enforcement and due process as core drivers of risk and areas for reform.**

Dashboard findings show that Pillar 1 (Transparency) is the only pillar improving globally, driven in part by gains in indicators such as Indicator 1.2 (Business Information Ecosystem) and Indicator 1.3 (Access to Government Information). At the same time, Pillar 5 (Due Process) and Pillar 2 (Predictability)

are declining in most countries, with particularly sharp deterioration in Indicator 5.3 (Enforcement of Judgments) and Indicator 5.1 (Access to Justice). This divergence means that access to information—such as published regulations or business registries—no longer signals reliable implementation.

Companies should therefore recalibrate risk models to place greater weight on enforcement indicators, including judicial effectiveness, contract enforceability, and regulatory consistency. In practice, this entails maintaining robust compliance systems, strengthening internal controls, and avoiding reductions in compliance investment simply because information access has improved.

For governments, these findings point to the importance of prioritizing reforms that strengthen judicial effectiveness, enforcement capacity, and the reliability of dispute resolution systems, recognizing these as central to investor confidence.

Shared action should focus on identifying where gaps in enforcement and due process create the greatest constraints on investment and aligning both reform efforts and private sector safeguards to address those constraints in a targeted way.

**Strengthen dispute resolution systems and contractual reliability to address rising legal uncertainty.** With two thirds of countries experiencing declines in Pillar 5 (Due Process), the Dashboard highlights widespread deterioration across indicator-level measures, particularly Indicator 5.1 (Access to Justice) and Indicator 5.3 (Enforcement of Judgments). Even Indicator 5.2 (Fair and Impartial Proceedings)

shows more countries declining than improving, underscoring growing risks in the timeliness, affordability, and predictability of dispute resolution.

To mitigate these risks, businesses should structure contracts to incorporate international arbitration clauses with neutral venues, ensure eligibility for international dispute mechanisms where applicable, and verify enforceability under local legal frameworks. Complementary steps—such as maintaining detailed audit trails, complying rigorously with local formalities, and developing internal mediation protocols—can reduce exposure and avoid costly disputes. Where enforcement is weakest, relationship based engagement and proactive dispute management can also play a critical role in preserving commercial outcomes.

For governments, these findings highlight the need to improve access to justice, reduce delays, and ensure that legal decisions are implemented effectively, including through modernization and capacity building within judicial and administrative systems.

**Align investment strategies and reform priorities with distinct country typologies and pillar-level analysis rather than headline scores.** The Dashboard demonstrates that countries with similar overall scores can present very different risk profiles depending on pillar level variation. More than half of countries show uneven performance across pillars, meaning that headline rankings alone obscure the specific drivers of business risk and opportunity.

For businesses, this variation requires tailoring strategies to four distinct operating environments:

- In markets characterized by predictable performance, firms can scale operations, establish regional hubs, and anchor long term investments while maintaining contingency planning.

- In high potential, higher variance markets, companies should implement targeted risk mitigation—such as enhanced compliance systems, local legal engagement, and contract provisions tied to weaker pillars—while supporting policy dialogue on reforms.
- In lower score environments with consistent gaps, firms should adopt phased investment strategies, prioritize resilience, and limit exposure through conservative structuring.
- In selective performance markets, companies should identify and leverage areas of institutional strength while carefully monitoring reforms before scaling. This differentiated approach ensures that investment and operating decisions reflect the underlying drivers of risk and opportunity within each market.

For governments and policymakers, these typologies provide a practical framework for understanding how institutional strengths and weaknesses are experienced by investors and where targeted reforms can have the greatest impact:

- In predictable environments, the priority is sustaining institutional coherence and avoiding slippage in enforcement or accountability.
- In high potential, higher variance markets, policymakers can unlock investment by addressing specific bottlenecks—such as inconsistent enforcement or regulatory unpredictability—that are reflected in weaker indicator scores.
- In lower score environments with consistent gaps, progress requires broad-based reforms that strengthen institutional capacity across multiple pillars.
- In selective performance markets, governments can build on relative strengths in areas such as transparency or accountability while targeting complementary weaknesses in other pillars.

Shared action should focus on aligning business strategies and public sector reforms around these differentiated operating environments. By recognizing that risks and opportunities are not uniform, businesses and governments can work toward strengthening the specific institutional conditions that enable more predictable, competitive, and resilient markets.

**Build and leverage mutually reinforcing rule of law conditions to strengthen predictability and investment confidence.**

Dashboard analysis shows that strong performance in Pillar 2 (Predictability), Pillar 4 (Accountability), and Pillar 5 (Due Process) tends to move together, creating reinforcing benefits for business environments. Strong positive correlations across indicators—such as Indicator 2.1 (Consistent Application of Laws), Indicator 2.2 (Effective Enforcement), Indicator 4.1 (Anti-Corruption Enforcement), and Indicator 5.2 (Fair and Impartial Proceedings)—demonstrate that when these conditions perform well together, they reduce regulatory uncertainty, strengthen enforcement, and support more reliable dispute resolution in practice.

For businesses, this pattern highlights the importance of looking for clusters of institutional strength when assessing markets and making investment decisions. Firms can prioritize markets where predictability, accountability, and due process operate in a reinforcing way, as these environments tend to offer lower transaction costs, more reliable enforcement, and greater long term stability. In more uneven environments, businesses can tailor strategies to engage in sectors or activities where reinforcing conditions are stronger, while applying additional safeguards in areas where these linkages are weaker.

For governments and policymakers, the same findings underscore that improvements are most effective when they strengthen complementary aspects of the rule of law together, rather than in

isolation. Reforms that improve the consistent application of laws, strengthen enforcement capacity, and enhance the fairness and accessibility of judicial processes can generate reinforcing gains across multiple pillars, amplifying their overall impact on the business environment. Sequencing reforms to build these complementary strengths—rather than focusing on individual indicators in isolation—can help create more coherent, predictable, and credible institutional frameworks.

Shared action should focus on identifying and reinforcing these mutually beneficial linkages, aligning business engagement and policy reforms around the combination of conditions that most directly support predictable, rules based systems. By strengthening how these pillars function together in practice, businesses and governments can help create environments where investment decisions are more certain, risks are more manageable, and economic activity can expand with greater confidence.

**Leverage collective action and local expertise to address systemic constraints and support reform.**

The report's real world case studies illustrate that collective action and local engagement are critical in markets where institutional capacity is limited or enforcement is uneven. Across these contexts, businesses face recurring challenges such as opaque regulations, inconsistent enforcement, and corruption risks that cannot be effectively addressed by individual firms acting alone. The examples also show that coordinated efforts—bringing together companies, government actors, and civil society—can help reduce these risks, strengthen standards, and translate formal reforms into more consistent practices on the ground.

Businesses should join industry coalitions, integrity initiatives, and multi stakeholder platforms to align standards, reduce first mover disadvantages, and address shared risks such as corruption and regulatory inconsistency. At the

same time, firms should rely on trusted local counsel and partners to assess real world enforcement practices, identify emerging risks, and navigate complex legal and political environments.

For governments, the focus should be on both enabling collective action and reducing the underlying coordination failures and information gaps that make such workarounds necessary in the first place. This includes taking concrete steps to create clear, transparent channels for engagement between public authorities, businesses, and civil society, such as formalizing consultation processes for regulatory changes and establishing mechanisms for ongoing dialogue. Governments can also strengthen the operating environment by establishing credible grievance and dispute resolution mechanisms.

that allow firms to raise concerns without resorting to informal channels, and by improving coordination across agencies to reduce fragmented or discretionary enforcement.

Together, these actions help create an environment where firms can rely less on local intermediaries and collective risk mitigation, and more on predictable, rules based systems that operate consistently in practice.

These recommended actions reflect a central conclusion of the Dashboard: while global rule of law conditions present growing challenges, they also create opportunities for businesses and governments alike to strengthen governance, shape more predictable markets, and support sustainable economic growth through informed, proactive engagement.

# Section 6

# Methodology



# Data Sources

The Global Rule of Law and Business Dashboard combines 12 carefully selected, high-quality data sources. This represents an expanded set over the previous edition, which drew from seven data sources.

The methodological work underpinning the updated Dashboard was conducted by NORC at the University of Chicago. NORC's selection process involved reviewing legacy sources and identifying new alternatives based on criteria including conceptual relevance, data accessibility, coverage, and publication frequency. By triangulating data from diverse sources, the Dashboard aims to provide a comprehensive and robust composite score.

## Selection Criteria

To identify potential data sources for inclusion, NORC began by reviewing the seven legacy data sources used in the previous edition of the Dashboard. Some of these sources have since been discontinued or are no longer produced regularly. The initial search therefore focused on identifying suitable alternatives that covered similar concepts (e.g., the replacement of the World Bank Group's Doing Business variables with B-Ready). Once these alternatives were identified, NORC reviewed the underlying primary data available from the four legacy sources that remain in production and from the proposed replacement sources for discontinued datasets. In addition, NORC conducted a targeted review to identify primary data addressing anti-money laundering and counter-terrorist financing—an area of interest to Chamber members that was not covered by the legacy sources or proposed replacements.

In total, NORC identified 25 potential data sources. NORC established several inclusion criteria that would ensure the construction of robust, comparable, and relevant scores, and evaluated each source against those criteria. To be included in the construction of the

Dashboard, each source must constitute primary data (as opposed to an index calculated from multiple existing sources), contain conceptually relevant variables, avoid any overlap with other sources in terms of the source data, be publicly available for download, cover at least 100 countries, and be published at least every three years.

Applying these criteria across the 25 potential sources resulted in the selection of 12 final data sources for inclusion, shown in Table 3. Two of the seven legacy sources were included in the final construction of the Dashboard; the other five legacy sources had either been discontinued or were found to be constructed from existing data sources. For legacy indices that aggregate data from other sources, NORC examined their underlying datasets and included any that met our criteria. For instance, while the World Bank's Worldwide Governance Indicators (WGI) are no longer part of the Dashboard, it does incorporate qualifying sources that feed into it, such as the Open Budget Index, V-Dem, and S&P Global Insight Country Risk Ratings.

For each data source, NORC used the most recent publicly available data as of December 9, 2025. Initial Dashboard scores using the updated methodology were produced as of this date, which served as the cutoff for incorporating additional data updates in order to ensure score stability during the validation and review process, as discussed later in this section. A few exceptions apply.

First, for some data sources, the raw data are not publicly available, but aggregated data are made available through the World Bank's WGI or Transparency International's Corruption

Perceptions Index (CPI) (e.g., S&P Global Country Risk Ratings). NORC therefore used these aggregated data in cases where the underlying sources contributed important variables not well captured elsewhere. For such sources, NORC used the most recent available data through the WGI or CPI as of December 9, 2025.

Second, NORC made an exception to the December 9, 2025, cutoff for World Bank B Ready data. B-Ready 2025 was released on December 29, 2025, and includes variables not well captured elsewhere, as well as a

substantially expanded set of countries with important implications for the Dashboard’s geographic coverage.

### Market Coverage

To be included in the Dashboard, a market must be included in at least 8 of the 12 underlying data sources used to construct Dashboard scores, as shown in Table 4. This threshold ensures that all pillar-level scores can be calculated and reduces the need for imputation. Nearly 93% of included countries have data from nine sources or more.

**Table 3.** Data Sources Included in the Global Rule of Law and Business Dashboard

Source	Source Type	Markets Covered	Publication Frequency	Latest Data Used	Availability	Data Collection
<b>World Bank Group: Enterprise Surveys</b>	Legacy	170	Every 3 years per country	2020—2025	Public	Primary
<b>World Justice Project (WJP): Rule of Law Index</b>	Legacy	180	Annual	2025	Public	Primary
<b>Bertelsmann Stiftung Transformation Index</b>	New	137	Biennially	2024	Public	Primary
<b>Economist Intelligence Unit (EIU) Country Risk Service</b>	New	131	Monthly/Quarterly	2023	Accessed via WGI source data	Primary
<b>Freedom House Freedom in the World Report</b>	New	195	Annual	2025	Public	Primary
<b>International Budget Project: Open Budget Index</b>	New	125	Biennially	2023	Public	Primary
<b>S&amp;P Global Insight Country Risk Ratings</b>	New	211	Quarterly	2023	Accessed via WGI source data	Primary
<b>The PRS Group International Country Risk Guide</b>	New	150	Monthly	2022	Accessed via WGI source data	Primary
<b>Varieties of Democracy (V-Dem)</b>	New	202	Annual	2024	Public	Primary
<b>World Bank Group: B-Ready</b>	New	170	Annual	2025	Public	Primary
<b>World Economic Forum (WEF): Executive Opinion Survey</b>	New	110	Annual	2024	Accessed via CPI source data	Primary
<b>Financial Action Task Force (FATF)</b>	New	176	Rolling	2020—2025	Public	Primary

**Table 4.** Depth of Market Coverage

Data Coverage	Number of Markets	% of Markets
12/12 sources	38	25.5
11/12 sources	27	18.1
10/12 sources	43	28.9
9/12 sources	30	20.1
8/12 sources	11	7.4
<b>Total</b>	<b>149</b>	<b>100</b>

## Variable Mapping

Each of the 12 data sources included in the Dashboard may include one or more variables relevant for the construction of scores. NORC set out to map each of these variables to one of the five rule of law pillars mentioned in the conceptual and measurement framework in Section 2. By doing so, each pillar could be assigned a specific weight in the calculation of the overall Dashboard score, providing increased transparency on score construction and robustness to missing data.

The original definitions for the five pillars dated back to 2013 and provided a strong foundation for organizing the measurement framework. However, conceptual overlap in pillar definitions and a need for additional detail on what each pillar included would make it difficult to map each variable to a single pillar.

NORC therefore reviewed the original definitions to ensure clarity and alignment with measurable variables. While the initial definitions captured core principles, particular overlaps emerged across pillars where issues of regulatory consistency, enforcement, and institutional integrity intersect. For example, elements of predictability and stability both relate to the continuity of laws and regulations over time, while accountability and transparency share aspects of openness and oversight. In addition, certain dimensions critical to business operations—such as security and political

stability—were not fully reflected in the original definitions, even though variables measuring these aspects of the rule of law were included in the Dashboard.

To address these gaps, clarify distinctions between the five pillars, and improve their alignment with measurable variables, NORC proposed updated definitions (see Figure 3). Still, even with the updated definitions, pillars may cover multiple concepts. For example, the updated Pillar 3 (Stability) definition includes both crime and political unrest. Without clearly defined indicators, it would not be clear how each of these very distinct concepts is weighted.

Thus, NORC introduced indicators for each pillar, which provide a more granular structure for mapping data sources and ensure comprehensive coverage of the concepts underlying the rule of law for business.

This refined conceptual framework not only clarifies the five pillars and their core concepts but also serves as the foundation for the Dashboard's measurement framework. With the updated conceptual framework in place, NORC was able to map each variable to a single indicator. This allowed NORC to use the methodology described in the following section to calculate scores with transparent weighting for the different aspects of the rule of law.

# Score Construction

The Dashboard standardizes data from multiple sources, aggregates variables into indicator and pillar scores, and produces an overall country score, allowing users to see what drives results and examine specific aspects of the rule of law.

## Data Preparation

Because data sources do not cover all countries uniformly, our first step was to assess coverage—counting how many sources included each country and, within each country, how many sources provided data for each indicator. We then limited our analysis to countries meeting two criteria: coverage by at least eight data sources overall, and coverage for all pillars (meaning at least one data source provides information for each pillar).

To ensure consistency, we next reviewed all variables and standardized them so that higher values always represent stronger rule of law conditions for business. For variables that were not originally scaled this way, we reversed their direction by multiplying the values by  $-1$ .

## Imputation

Some variables or data sources may not be available for certain countries. For these cases, we imputed variable scores using multivariate imputation by chained equations (MICE), as implemented in the mice package in R. This method estimates missing values based on patterns in the data available from other variables, using a linear model. These MICE-imputed values are used only to establish a complete statistical distribution for calculating z-scores described in the next step. The imputed values themselves do not contribute directly to any country's score.

## Normalization

To combine data from different sources that use different scales, we convert variables values to z-scores. A z-score is a measure of how far above

or below the average a particular value is, measured in standard units that allow for fair comparisons across different variables. We then convert the z-scores into percentiles, multiplying by 100 to transform them to a 0-100 scale. This makes the scores easier to interpret, as it translates abstract statistical values into a familiar range—similar to a percentage—where higher scores clearly indicate stronger rule of law. By using distributions from the common 2026 baseline year for these calculations, we ensure that scores can be compared not just across countries, but also over time.

## Aggregation

Finally, we aggregate variables to calculate scores for indicators, pillars, and the overall Dashboard score. First, since each indicator is composed of variables from multiple data sources, indicator scores are calculated as the simple average of scores across data sources, where each source is given equal weight. Similarly, pillar scores are calculated as the simple average of indicator scores, and the overall Dashboard score is calculated as the simple average of pillar scores.

## Validation

To ensure methodological rigor and credibility, the 6<sup>th</sup> Edition of the Dashboard underwent a multi-tiered validation process designed to confirm both conceptual integrity and statistical robustness. Quantitative checks assessed the consistency and reliability of Dashboard scores across countries and pillars. This included:

### Mapping 2021 Dashboard Variables to Indicators in the New Conceptual Framework.

This allowed us to assess coverage and shifts in emphasis. We confirmed that all new indicators introduced in the 2026 Dashboard are covered in some form in the previous version of the Dashboard, but the relative weight of different concepts has changed. Indicators such as Indicator 1.2 (Information Ecosystem), Indicator 4.2 (Institutional Integrity and Open Government), and Indicator 5.2 (Fair and Impartial Proceedings) were minimally represented in the old Dashboard. Their inclusion increases weight for governance transparency and judicial independence, explaining declines for countries like Singapore. We note that we cannot definitively calculate the distribution of weight across conceptual pillars in the old Dashboard because weighting varied by country depending on data availability, and because the World Bank WGI cannot be disaggregated to estimate the weighting of underlying variables.

**Calculating the weighting of individual data sources.** This allowed us to determine the contribution of each data source to the overall Dashboard scores. We find that approximately 40% of the overall score weight comes from sources focused primarily on business operations, while about 60% comes from sources centered on governance and rule of law. This ensures the Dashboard reflects both the regulatory and institutional environment for businesses and the broader conditions that underpin the rule of law.

**Correlation Checks.** We tested the reliability of Dashboard scores across countries and pillars by comparing the results with previous Dashboard editions and external indices, such as Transparency International's Corruption Perceptions Index, the World Bank WGI, and the Global Organized Crime Index by the Global Initiative Against Transnational Organized Crime. We looked at each country's percentile in the rankings across the new Dashboard and the target datasets, measured the correlation, and flagged countries that varied more than 10 percentage points in their rank. Overall, we see high correlations, providing confidence that our results align with other indices measuring similar concepts. Where we find large differences between Dashboard scores and other indices, the variation can be explained by intentional differences in the conceptual emphasis or by recent country-level events.

**Advisory Panel Review.** An independent Advisory Panel—comprising rule of law subject matter experts, specialists in cross-country governance indicators, and members of the Chamber of Commerce's Coalition for Rule of Law in Global Markets—reviewed key methodological decisions, including variable mapping, weighting, and preliminary results. The panel also assessed the face validity of the Dashboard, ensuring that findings align with expert expectations and known developments in specific countries or regions. Structured feedback was gathered through a validation workshop and follow-up consultations.

# Limitations

The Dashboard offers a rigorous, evidence-based view of rule of law conditions relevant to business decision-making, but, as with all composite indices, its results require careful interpretation and are subject to data and methodological limitations.

Dashboard results provide a structured view of rule of law conditions and should be interpreted with care. Changes in country rankings may reflect actual shifts in rule of law conditions, variations in data quality, or methodological updates rather than substantive developments. Users should be aware of key considerations when interpreting Dashboard scores:

**Missing Data.** One key challenge is data gaps, where missing information for certain countries or variables reduces completeness and reliability. The updated Dashboard methodology represents a major improvement over the previous version in terms of sensitivity to missing data. However, users should be aware that missing data may affect the comparability of scores across countries or over time.

**Uneven Pillar Coverage.** The number of variables and data sources available varies by pillar and indicator, with some supported by many variables and data sources, and others by only a few. This implies that some pillars and indicators may be reliant on one or two sources for their measurement, which increases their sensitivity to missing data. To mitigate these issues, the updated methodology calculates indices at the indicator level before aggregating to pillar and overall scores, ensuring each pillar is represented evenly in the final results. We have also conducted sensitivity tests to ensure that no indicator or variable disproportionately influences the composite score.

**Variable Mapping.** Another limitation is that some variables conceptually represent multiple

aspects of the rule of law, complicating their assignment to a single pillar. The Dashboard carefully maps each variable to one specific pillar, reducing duplication and maintaining clarity in what each pillar represents. However, for those variables that could have mapped to multiple pillars, the decision of where to assign these variables may affect scores.

**Reliance on Third-Party Data.** An additional limitation comes from reliance on third-party data providers, which may discontinue or alter datasets unexpectedly and publish on schedules that do not align with the Dashboard's biennial releases. This poses risks for the Dashboard's ability to maintain conceptual consistency and geographic coverage over time. To reduce this risk, the methodology incorporates multiple data sources per pillar, decreasing dependence on any one source, while planning for future incorporation of primary data collection to supplement or replace external data.

**Aggregation Methods and Top-Line Scores.** As a composite measure, the Dashboard aggregates diverse and complex concepts into a single score that is easier to communicate but can obscure important variations among underlying pillars. This aggregation applies predefined weighting schemes that may not align with all users' preferences or priorities. To address this, the Dashboard provides detailed pillar-level scores and encourages users to explore these more nuanced results or customize overall scores based on their own weighting preferences, allowing for more tailored interpretations.

# Section 7 Annex



# Annex A: Comparable 2021 and 2026 Dashboard Scores

Table 5 presents Dashboard scores for 2021 and 2026 constructed using the updated methodology. Both years use the same indicator framework and aggregation structure. For 2026, scores were calculated from current source data. For 2021, scores were reconstructed by applying the same methodology to 2021 source data and standardizing them using the same distributional

baseline as 2026, allowing for a consistent longitudinal comparison. For each country, the table reports an overall Dashboard score, rank within that year's scored country pool, and scores on each of the five pillars. Countries with blank values for 2021 did not have sufficient data to meet the threshold for score calculation.

**Table 5.** 2021 and 2026 Dashboard Scores and Pillar Breakdown with Updated Methodology

Country	2021							2026							Score Difference
	OVR	Rank	P1	P2	P3	P4	P5	OVR	Rank	P1	P2	P3	P4	P5	
Albania	47.5	64	47.5	45.7	57.3	37.2	49.8	51.4	66	56.8	48.4	55.6	43.3	53.0	3.9
Algeria	26.2	113	13.4	31.8	29.2	23.5	33.0	29.3	125	15.1	35.8	34.7	27.2	33.6	3.1
Angola	23.4	118	16.8	24.4	27.8	25.1	23.0	30.8	120	26.0	35.7	38.2	24.5	29.4	7.3
Argentina	57.1	46	68.6	46.9	53.0	56.2	60.8	54.8	56	64.0	55.2	42.2	54.7	57.9	-2.3
Armenia	53.8	51	77.9	49.0	44.8	50.5	47.0	55.3	53	72.4	57.4	46.1	56.3	44.1	1.4
Australia	87.6	12	78.3	90.0	85.1	92.3	92.3	88.2	6	79.3	90.4	86.7	92.6	92.0	0.6
Austria	85.8	14	83.0	90.5	84.2	83.1	88.1	84.2	9	79.9	89.7	81.5	82.1	87.5	-1.6
Azerbaijan								46.6	80	71.6	46.9	51.9	32.8	29.8	
Bahrain								43.9	90	54.4	48.2	44.9	35.8	36.0	
Bangladesh	29.4	106	41.2	34.4	24.8	28.0	18.7	33.0	117	33.9	40.9	36.3	24.8	29.4	3.6
Barbados								64.3	43	41.3	60.9	79.6	75.5	64.3	
Belgium	88.8	7	89.0	93.2	79.2	92.5	90.0	80.0	17	74.9	86.9	75.4	82.6	80.1	-8.8
Benin	45.2	72	25.2	47.9	49.9	56.0	46.9	46.8	79	43.8	42.1	50.2	54.0	43.7	1.6
Bhutan								65.0	41	48.7	59.3	78.6	71.6	66.9	
Bolivia	31.6	100	23.4	30.5	37.4	39.0	27.7	32.0	118	42.0	36.0	25.6	35.1	21.4	0.4
Bosnia and Herzegovina	41.5	82	39.7	47.1	54.2	29.5	37.0	43.9	89	39.5	55.7	57.5	33.0	33.8	2.4
Botswana	59.9	42	27.1	69.8	64.8	63.5	74.4	56.8	50	40.5	64.9	57.0	61.0	60.8	-3.1
Brazil	56.6	47	86.2	57.3	35.4	48.3	55.6	55.0	55	75.3	58.1	36.2	47.1	58.4	-1.5
Bulgaria	62.5	41	65.0	62.3	60.9	58.8	65.7	61.3	46	65.0	61.9	62.1	58.1	59.4	-1.2
Burkina Faso	35.9	94	29.3	39.5	28.8	43.8	38.3	30.6	121	33.5	29.0	24.3	35.0	31.3	-5.3
Cambodia	20.5	121	18.0	15.9	40.9	18.0	9.9	29.1	127	35.7	31.4	46.1	16.9	15.3	8.6

Country	2021							2026							Score Difference
	OVR	Rank	P1	P2	P3	P4	P5	OVR	Rank	P1	P2	P3	P4	P5	
Cameroon	17.4	125	16.3	25.3	9.5	19.4	16.5	24.2	137	29.1	27.7	18.6	22.0	23.9	6.8
Canada	83.7	16	67.0	90.9	87.0	87.4	86.1	79.2	19	71.9	81.1	81.3	81.9	80.1	-4.4
Cape Verde								49.8	71	34.5	56.0	42.6	64.5	51.4	
Central African Republic								19.2	143	13.0	14.0	32.5	11.3	25.1	
Chad								13.4	147	10.2	18.2	8.7	10.8	19.0	
Chile	77.4	28	73.9	82.7	65.3	82.9	81.9	75.1	27	73.4	81.0	65.1	76.8	79.0	-2.3
China	36.3	92	37.4	35.1	47.8	30.1	30.8	38.7	103	38.8	44.5	50.9	31.7	27.5	2.4
Colombia	51.3	59	66.1	50.7	27.4	59.2	53.3	55.1	54	67.5	57.0	34.1	61.3	55.8	3.8
Congo, Dem. Rep.	13.2	126	13.6	7.2	7.9	23.5	14.0	16.4	145	17.7	14.5	5.0	20.9	24.0	3.2
Congo, Rep.								20.7	141	13.4	21.7	29.6	11.6	27.3	
Costa Rica	71.1	35	67.5	76.1	58.6	77.0	76.4	68.3	35	69.2	67.2	63.0	74.9	67.3	-2.8
Côte d'Ivoire	34.2	98	28.1	41.1	30.7	30.2	40.6	37.0	106	41.7	35.8	29.9	34.6	42.8	2.8
Croatia	70.7	36	70.6	73.1	79.2	64.2	66.3	67.4	37	67.9	70.0	76.8	60.1	62.2	-3.3
Cyprus	76.9	29	76.1	82.0	75.0	74.2	77.2	67.8	36	63.2	74.1	72.8	68.4	60.7	-9.1
Czech Republic	79.3	24	75.9	84.8	84.3	71.8	79.8	77.1	22	76.3	80.0	73.3	79.8	76.2	-2.2
Denmark	88.7	9	86.4	89.5	80.5	95.4	91.5	88.6	5	86.1	90.3	79.9	95.6	91.2	-0.1
Dominican Republic	46.4	69	60.7	36.7	46.8	47.3	40.5	49.7	73	62.7	44.2	48.0	50.5	43.0	3.3
Ecuador	42.9	76	42.6	46.0	37.5	44.8	43.6	39.1	102	47.7	40.2	27.2	41.9	38.5	-3.8
Egypt, Arab Rep.	34.1	99	37.4	34.0	38.4	30.4	30.1	35.6	109	40.4	34.4	39.2	34.5	29.3	1.5
El Salvador	40.3	84	47.6	38.0	38.6	43.5	33.7	36.8	107	42.7	37.1	44.8	29.9	29.5	-3.5
Equatorial Guinea								18.6	144	4.8	16.5	52.5	9.0	10.4	
Estonia	89.0	6	96.7	89.9	74.5	92.4	91.5	83.6	11	86.7	79.6	74.6	89.6	87.5	-5.4
Eswatini								24.6	135	24.6	20.8	14.3	27.3	35.9	
Ethiopia	29.9	104	16.6	32.6	36.0	31.8	32.6	23.3	138	18.6	16.7	28.3	29.7	23.2	-6.6
Finland	91.6	3	91.5	92.4	85.3	95.7	93.0	90.8	2	92.8	90.7	82.4	95.5	92.6	-0.8
France	83.3	17	91.2	85.6	68.5	87.0	84.2	83.5	13	91.7	84.7	70.2	88.3	82.5	0.2
Gabon								26.3	133	15.0	34.9	33.7	20.0	27.8	
Gambia, The	38.2	88	16.7	37.1	46.9	39.3	50.9	40.3	99	19.9	34.9	51.3	43.3	52.2	2.1
Georgia	64.8	40	67.2	59.7	68.9	72.8	55.5	63.2	44	69.9	60.2	58.8	70.8	56.2	-1.6
Germany	87.7	11	90.3	92.8	76.7	89.4	89.2	86.7	8	86.8	92.1	75.4	89.4	89.7	-1.0
Ghana	51.5	58	39.3	51.3	44.5	56.0	66.2	50.5	69	42.2	47.0	51.3	53.1	59.1	-0.9
Greece	71.8	34	78.5	73.9	73.5	64.0	68.9	66.7	38	71.5	68.7	75.1	55.2	63.3	-5.0

Country	2021							2026							Score Difference
	OVR	Rank	P1	P2	P3	P4	P5	OVR	Rank	P1	P2	P3	P4	P5	
Guatemala	35.0	95	57.3	21.6	31.4	32.5	32.4	35.1	110	51.4	26.3	31.8	34.9	31.1	0.1
Guinea	21.4	120	13.3	20.8	24.1	23.3	25.5	24.3	136	18.4	21.4	28.3	25.0	28.3	2.9
Guinea-Bissau								22.2	139	6.9	19.7	44.4	16.5	23.4	
Honduras	34.2	97	50.3	26.5	33.1	27.8	33.5	37.0	105	53.7	33.6	33.1	28.0	36.6	2.8
Hong Kong SAR, China	76.0	30	84.7	75.5	72.0	82.4	65.1	72.4	30	76.8	73.2	72.1	81.5	58.6	-3.5
Hungary	55.5	48	50.7	58.2	74.5	42.4	51.7	56.5	51	45.8	60.9	73.1	45.4	57.4	1.0
Iceland								75.9	25	59.4	77.7	87.4	78.4	76.9	
India	52.0	55	60.3	48.0	49.6	54.7	47.6	54.5	60	73.0	51.9	52.5	51.7	43.3	2.4
Indonesia	46.6	68	57.4	47.9	34.2	51.1	42.6	48.4	75	63.2	51.6	28.9	50.7	47.5	1.8
Iran, Islamic Rep.	23.8	117	21.9	19.5	34.5	10.9	32.1	20.4	142	19.5	18.7	27.1	10.6	26.2	-3.4
Iraq								29.5	123	39.1	25.0	28.9	21.3	33.4	
Ireland	87.8	10	86.6	89.3	85.5	93.6	83.9	82.9	15	83.7	82.4	78.6	87.9	81.9	-4.9
Israel								64.7	42	64.8	73.7	55.0	72.2	57.9	
Italy	72.6	33	83.1	70.2	73.4	69.9	66.3	72.1	31	76.5	74.9	73.1	72.4	63.8	-0.4
Jamaica	54.4	50	43.4	60.9	49.5	57.5	60.5	53.7	62	58.9	51.2	46.3	54.4	57.7	-0.6
Japan	84.9	15	73.8	90.1	87.1	85.9	87.6	86.9	7	82.3	90.3	87.3	87.3	87.4	2.0
Jordan	46.8	67	43.5	42.0	54.5	35.0	58.8	49.9	70	55.9	45.3	57.0	38.8	52.7	3.2
Kazakhstan	47.5	65	58.1	48.3	53.6	34.5	42.9	49.8	72	59.7	46.9	59.2	38.8	44.3	2.3
Kenya	40.3	83	32.9	35.7	35.5	46.1	51.2	41.5	96	38.9	41.4	28.1	46.7	52.6	1.3
Korea, Rep.	81.2	22	80.9	79.7	81.0	78.6	86.0	78.8	20	77.9	76.8	79.1	79.9	80.0	-2.5
Kuwait								54.2	61	32.8	62.5	69.5	53.2	52.9	
Kyrgyz Republic	38.9	87	60.5	35.7	41.1	28.3	29.1	41.2	97	59.0	37.3	49.9	30.8	28.8	2.2
Lao PDR								33.2	115	22.4	29.4	61.6	21.9	30.5	
Latvia	81.7	18	83.2	86.6	75.1	79.4	84.0	79.4	18	85.7	77.7	74.7	77.8	81.0	-2.3
Lebanon	28.1	109	21.3	28.6	40.7	13.9	35.8	26.8	131	36.0	25.9	27.9	14.4	29.8	-1.3
Lesotho								40.6	98	31.0	39.9	45.6	39.9	46.8	
Liberia	30.4	103	24.5	26.8	26.7	37.0	36.8	31.7	119	23.1	25.9	34.2	35.3	39.9	1.3
Lithuania	81.2	21	84.2	75.5	75.9	82.6	88.0	83.1	14	85.4	84.7	74.2	83.1	88.0	1.9
Luxembourg	88.8	8	93.2	91.4	83.4	90.1	86.0	89.3	4	94.7	91.2	83.0	90.8	86.6	0.5
Madagascar	30.4	102	21.9	32.3	34.1	33.1	30.6	33.3	114	29.0	32.7	38.9	30.4	35.5	2.9
Malawi	45.9	70	27.3	44.3	44.1	49.3	64.6	43.4	92	28.4	37.1	43.2	41.7	66.6	-2.5
Malaysia	55.4	49	41.9	53.2	62.7	55.3	63.7	57.3	48	47.3	53.3	62.3	57.4	66.1	1.9

Country	2021							2026							Score Difference
	OVR	Rank	P1	P2	P3	P4	P5	OVR	Rank	P1	P2	P3	P4	P5	
Mali	25.4	114	19.3	28.2	13.3	28.1	37.9	28.9	128	26.5	29.0	19.6	32.9	36.4	3.5
Malta	73.8	31	65.1	75.3	84.9	68.1	75.6	65.5	40	55.2	59.3	82.5	65.7	64.8	-8.3
Mauritius	66.7	38	48.3	72.2	71.5	68.6	72.7	63.0	45	46.7	69.7	67.5	71.4	59.6	-3.7
Mexico	42.7	77	74.2	41.1	27.5	41.0	29.9	43.5	91	65.7	50.7	24.7	40.8	35.8	0.8
Moldova	51.8	56	63.3	46.8	55.5	38.5	54.7	54.5	58	70.4	54.1	52.3	47.4	48.3	2.7
Mongolia	58.5	44	48.2	62.7	72.6	47.6	61.6	55.3	52	49.5	55.7	65.6	48.3	57.3	-3.3
Montenegro								57.3	49	49.0	63.0	66.3	56.7	51.2	
Morocco	40.2	85	38.6	40.9	45.6	30.0	45.7	44.6	88	52.4	43.8	47.6	33.9	45.3	4.4
Mozambique	27.9	110	16.3	26.5	20.4	35.8	40.5	26.0	134	15.0	25.7	22.7	32.7	34.0	-1.9
Myanmar	22.8	119	20.6	25.6	26.4	25.2	16.0	14.6	146	18.8	10.7	19.9	14.5	9.2	-8.1
Namibia	58.5	45	39.2	52.5	65.4	60.5	74.9	54.5	59	43.0	44.3	59.0	58.5	67.7	-4.0
Nepal	41.8	81	36.8	33.3	51.9	38.0	48.8	48.5	74	40.1	42.4	60.1	45.4	54.7	6.8
Netherlands	91.1	4	94.1	91.2	83.2	95.5	91.8	89.3	3	93.1	89.5	81.2	91.2	91.6	-1.8
New Zealand	90.2	5	84.0	92.2	86.5	96.3	92.0	83.5	12	86.7	78.8	75.0	90.7	86.4	-6.7
Nicaragua	25.2	115	38.7	16.2	34.0	26.1	11.0	21.1	140	36.0	10.9	34.5	17.6	6.5	-4.1
Niger	29.2	107	14.3	33.2	20.7	32.7	45.3	26.8	132	15.4	33.5	15.6	25.0	44.5	-2.5
Nigeria	26.6	112	19.6	23.9	10.6	37.7	41.2	27.6	129	25.7	23.8	13.7	35.7	39.3	1.1
North Macedonia	51.8	57	47.9	54.8	64.3	39.5	52.2	51.4	65	47.8	50.7	64.1	47.9	46.8	-0.3
Norway	92.7	1	91.1	94.9	89.8	94.6	93.2	92.1	1	93.1	94.5	87.3	92.9	92.8	-0.6
Pakistan	27.4	111	28.7	28.4	16.0	33.6	30.4	30.0	122	31.5	33.7	23.8	31.9	29.2	2.6
Panama	52.3	54	53.3	56.8	51.6	51.4	48.2	51.0	68	52.2	52.7	51.5	48.2	50.3	-1.3
Papua New Guinea								36.2	108	46.2	39.2	29.7	21.4	44.6	
Paraguay	43.0	75	55.8	38.9	38.9	38.3	43.3	42.5	95	58.4	35.8	43.3	39.0	36.2	-0.5
Peru	48.5	63	55.1	53.4	35.2	51.4	47.3	47.9	76	59.9	53.4	32.2	50.3	43.6	-0.6
Philippines	41.9	79	57.3	40.9	27.8	44.5	39.0	47.4	78	57.1	52.7	33.8	48.3	45.1	5.5
Poland	68.1	37	66.0	74.4	74.1	71.7	54.3	69.9	33	72.9	70.6	72.4	72.4	61.0	1.7
Portugal	78.3	26	66.4	79.3	84.9	80.8	79.9	74.4	29	66.6	70.8	82.5	80.1	71.8	-3.9
Qatar								54.6	57	47.7	54.4	78.8	46.6	45.3	
Romania	65.2	39	70.6	60.4	68.9	54.7	71.3	66.0	39	66.3	67.8	67.6	58.5	70.0	0.9
Russian Federation	43.9	74	68.4	40.7	44.1	37.7	28.6	34.3	113	66.9	24.9	29.4	29.9	20.5	-9.6
Rwanda	52.7	53	66.0	47.0	50.5	58.3	41.6	51.3	67	52.7	49.5	47.7	57.6	49.1	-1.3
Saudi Arabia	38.1	89	47.1	25.5	67.9	31.1	19.0	45.2	84	48.5	50.5	68.5	33.1	25.4	7.1

Country	2021							2026							Score Difference
	OVR	Rank	P1	P2	P3	P4	P5	OVR	Rank	P1	P2	P3	P4	P5	
Senegal	47.3	66	25.9	56.1	47.2	48.0	59.5	47.9	77	41.9	48.5	49.7	47.8	51.4	0.5
Serbia	50.5	61	53.0	56.5	58.4	33.6	51.0	52.0	63	57.2	58.5	61.0	32.8	50.3	1.5
Sierra Leone	37.1	91	19.1	29.5	40.7	47.4	48.5	35.0	112	30.4	28.6	33.6	37.6	44.9	-2.0
Singapore	81.3	20	84.1	86.9	86.1	78.3	71.0	78.0	21	75.3	81.5	84.4	75.5	73.2	-3.3
Slovak Republic	73.7	32	71.3	83.6	69.4	68.8	75.5	69.5	34	73.6	72.3	69.6	65.6	66.5	-4.2
Slovenia	79.2	25	77.4	81.1	79.8	77.3	80.4	75.2	26	72.7	76.8	78.9	75.8	71.7	-4.0
South Africa	59.9	43	56.8	61.3	45.0	69.1	67.4	59.6	47	62.4	60.1	41.9	66.4	67.5	-0.3
Spain	80.4	23	83.5	84.9	81.6	71.0	81.0	74.4	28	72.3	75.0	75.8	72.1	76.9	-6.0
Sri Lanka	45.7	71	33.5	45.6	50.0	47.5	51.8	44.9	86	37.1	45.9	49.3	45.0	47.2	-0.8
Sudan	18.3	124	13.4	11.2	20.8	18.5	27.8	10.2	148	9.4	5.2	7.4	13.0	16.4	-8.1
Sweden	91.9	2	92.6	95.2	86.2	92.0	93.6	83.6	10	86.8	83.3	74.7	86.7	86.5	-8.3
Taiwan, China								77.0	23	67.9	72.4	79.4	84.6	80.5	
Tajikistan								35.1	111	40.5	35.3	55.6	19.8	24.2	
Tanzania	37.8	90	16.7	36.6	50.2	35.8	49.6	44.8	87	33.4	39.8	54.9	43.2	52.9	7.1
Thailand	41.9	80	46.8	49.2	37.5	39.2	36.7	38.5	104	46.8	37.2	33.5	40.0	35.0	-3.4
Timor-Leste								46.1	82	28.3	38.9	75.5	44.7	43.1	
Togo	29.2	108	14.4	36.4	38.1	27.1	30.0	33.1	116	24.0	29.7	40.8	35.0	36.3	4.0
Trinidad and Tobago	52.9	52	48.5	56.1	48.1	51.6	60.4	46.4	81	39.0	48.3	43.6	48.5	52.4	-6.6
Tunisia	49.3	62	45.9	50.2	55.2	45.1	50.2	39.1	101	37.0	39.1	52.8	30.6	36.2	-10.2
Türkiye	35.0	96	53.2	30.7	36.7	28.2	26.0	39.5	100	58.5	40.2	38.1	32.5	28.5	4.6
Turkmenistan								29.2	126	36.5	21.3	53.7	12.2	22.4	
Uganda	31.6	101	23.0	27.9	34.4	32.3	40.2	29.3	124	27.3	28.7	25.1	31.0	34.5	-2.2
Ukraine	45.2	73	70.9	33.9	44.6	40.2	36.2	43.3	93	64.3	35.6	37.2	41.2	37.9	-1.9
United Arab Emirates	51.2	60	35.2	57.6	76.2	47.0	40.0	51.8	64	35.6	62.2	73.7	46.6	40.8	0.6
United Kingdom	87.1	13	93.4	89.6	74.7	92.5	85.2	81.5	16	82.6	83.0	74.1	88.1	79.7	-5.5
United States	78.1	27	77.0	84.4	68.2	80.3	80.4	76.0	24	76.0	78.7	63.5	83.3	78.7	-2.0
Uruguay	81.4	19	82.2	81.0	64.7	92.5	86.7	71.4	32	74.3	61.4	63.9	83.8	73.5	-10.0
Uzbekistan								44.9	85	48.0	45.2	60.9	37.8	32.6	
Venezuela, RB	9.2	127	7.6	8.3	16.3	8.2	5.5	9.0	149	6.0	8.3	17.4	8.5	4.8	-0.2
Vietnam	42.4	78	46.8	39.2	60.6	43.4	22.1	45.4	83	39.4	44.0	62.8	45.9	34.8	3.0
Zambia	39.7	86	26.0	29.0	54.9	35.6	53.1	42.7	94	34.6	35.5	49.2	47.5	46.7	3.0
Zimbabwe	29.6	105	36.3	12.4	36.2	23.4	39.9	27.0	130	38.3	12.9	26.6	24.6	32.8	-2.6

## Annex B: Endnotes

<sup>1</sup> The World Justice Project defines the rule of law as “a durable system of laws, institutions, norms, and community commitment that delivers four universal principles: (1) Accountability: The government as well as private actors are accountable under the law; (2) Just Law: The law is clear, publicized, and stable; applied evenly; and protects fundamental rights, including property, contract, and procedural rights; (3) Open Government: The processes by which laws are adopted, administered, adjudicated, and enforced are accessible, fair, and efficient; and (4) Accessible and Impartial Justice: Justice is delivered timely by competent, ethical, and independent representatives and neutrals who are accessible, have adequate resources, and reflect the makeup of the communities they serve.”

The United Nations describes the rule of law as “a principle of governance in which all persons, institutions and entities, public and private, including the State itself, are accountable to laws that are publicly promulgated, equally enforced and independently adjudicated, and which are consistent with international human rights norms and standards.”

<sup>2</sup> Transparency International. “Our Work in Indonesia.” Accessed May 11, 2026. <https://www.transparency.org/en/countries/indonesia>

<sup>3</sup> World Bank. “Indonesia Overview.” Accessed April 13, 2026. <https://www.worldbank.org/en/country/indonesia/overview>; Transparency International. “Corruption Perceptions Index: Indonesia.” Accessed April 13, 2026. <https://www.transparency.org/en/countries/indonesia>

<sup>4</sup> Maritime Anti-Corruption Network (MACN). Basel Institute on Governance, 2023. <https://baselgovernance.org/projects/macn>

<sup>5</sup> Schütte, Sofie Arjon, and Laode M. Syarif. *Tackling Forestry Corruption in Indonesia: Lessons from KPK Prosecutions*. U4 Issue 2020:15. Bergen: Chr. Michelsen Institute/U4 Anti-Corruption Resource Centre, 2020. <https://www.u4.no/publications/tackling-forestry-corruption-in-indonesia>

<sup>6</sup> Jong, Hans Nicholas. “Indonesia Permit Payoff Raises Alarm About Palm Oil Industry Corruption.” *Mongabay*, August 22,

2023. <https://news.mongabay.com/2023/08/indonesia-permit-payoff-raises-alarm-about-palm-oil-industry-corruption/>

<sup>7</sup> Basel Institute on Governance. *Strengthening Integrity and Advancing Collective Action against Corruption in Land-based Sector*. 2024. <https://baselgovernance.org/publications/strengthening-integrity-and-advancing-collective-action-against-corruption-land-based>; U4 Anti-Corruption Resource Centre. *Tackling Forestry Corruption in Indonesia*. 2020. <https://www.u4.no/publications/tackling-forestry-corruption-in-indonesia>

<sup>8</sup> Basel Institute on Governance. *Strengthening Integrity and Advancing Collective Action against Corruption in Land-based Sector*. 2024. <https://baselgovernance.org/publications/strengthening-integrity-and-advancing-collective-action-against-corruption-land-based>

<sup>9</sup> Indonesian Institute for Corporate Directorship (IICD). “Koalisi Anti Korupsi Indonesia (KAKI).” Basel Institute on Governance. Accessed April 13, 2026. <https://collective-action.com/explore/initiatives/2034/>

<sup>10</sup> MACN Case Studies, at <https://baselgovernance.org/projects/macn> (Basel Institute on Governance, 2023).

<sup>11</sup> See generally, EITI reports, at <https://eiti.org>; see also *Integrity Initiative*, at <https://www.siemens.com/integrity-initiative> (Siemens, 2023).

<sup>12</sup> See <https://www.open-contracting.org/impact-stories/impact-ukraine/>

<sup>13</sup> Transparencia por Colombia. “Integrity Pacts in Colombia: Country Overview.” Basel Institute on Governance. Accessed April 13, 2026. <https://b20-dev.baselgovernance.org/explore/initiatives/1618>

<sup>14</sup> Extractive Industries Transparency Initiative (EITI). “Nigeria.” Accessed April 13, 2026. <https://eiti.org/countries/nigeria>

<sup>15</sup> Due Process of Law Foundation (DPLF) et al. *Impacts on Prosecutors' Independence and the Autonomy of the Attorney General's Office of Guatemala: Contribution to the Fourth Cycle of the Universal Periodic Review of the United Nations Human Rights Council, 42nd Session*. July 2022. [https://dplf.org/en/wp-content/uploads/2024/09/upr\\_guatemala\\_2022\\_cycle](https://dplf.org/en/wp-content/uploads/2024/09/upr_guatemala_2022_cycle)

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