



# GLOBAL SKILLS MATRIX 2026

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**Branding and Intellectual Property Guidelines**

This document sets out the branding and intellectual property guidelines for the Global Skills Matrix 2026. It applies to all individuals, organisations, training providers, professional associations and third parties who reference, use or build upon the framework in any form.

## Overview

The Global Skills Matrix 2026 is the intellectual property of the World Administrators Alliance. These guidelines exist to ensure that the framework, its branding and its content are used accurately, consistently and in a way that reflects the integrity of the research on which it is based.

## Copyright

The Global Skills Matrix 2026, including but not limited to the framework architecture, the five-level contribution model, the progression logic connecting those levels, the capability thresholds defined at each level, the Skills Matrix, the Tasks Matrix, the research findings, the structural methodology and all associated written content, is copyright World Administrators Alliance 2026. All rights reserved.

Copyright protection extends to the overall structure, selection and arrangement of the framework, not only to its specific wording. Any reproduction of the framework's architecture, whether through direct copying, paraphrasing, renaming of levels, reformatting of content or substantive adaptation of the contribution model, without prior written permission from the World Administrators Alliance, constitutes an infringement of copyright.

The test applied is not whether the wording has been changed. It is whether the resulting work derives its structure, logic or content from the Global Skills Matrix 2026 in a way that would not have existed independently of it.

## Permitted Use

The following uses are permitted without prior written permission, provided the source is clearly and prominently attributed in all cases:

- Referencing the Global Skills Matrix 2026 in internal HR documentation, job architecture reviews, workforce planning materials and organisational design work.
- Sharing the framework with colleagues, leadership teams and HR professionals for the purpose of organisational implementation.
- Referencing findings, statistics and contribution levels in professional presentations, articles and thought leadership, provided that the World Administrators Alliance is credited as the source.
- Downloading and sharing the full report for professional and educational purposes.

Permitted use does not extend to incorporating the framework, its levels, its capability thresholds or its structural logic into any product, service, training programme, assessment tool, publication or framework that is presented as original work, whether commercially or otherwise.

## What Constitutes Infringement

To provide clarity, the following constitute infringement of the World Administrators Alliance's intellectual property rights, regardless of whether the original wording has been retained:

- Reproducing the five-level contribution architecture under different level names or headings.
- Creating a capability or skills framework for the administrative profession that replicates the structural logic, progression model or capability thresholds of the Global Skills Matrix 2026.

- Incorporating the Skills Matrix or Tasks Matrix content into any third-party framework, product or publication in adapted or paraphrased form.
- Presenting any derivative of the Global Skills Matrix 2026 as an original or independent piece of work without attribution and written permission.

## Attribution

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When referencing the Global Skills Matrix 2026 in any published or publicly shared material, the following attribution must be used:

*Global Skills Matrix 2026, developed by the World Administrators Alliance. Research and framework development led by Lucy Brazier OBE.*

## Branding

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The Global Skills Matrix name, logo and associated visual identity are the property of the World Administrators Alliance. They may not be altered, recreated or incorporated into third-party branding without prior written permission.

The Global Skills Matrix name must always be written in full. It must not be abbreviated, adapted or combined with other terminology in a way that misrepresents the framework or implies an endorsement that has not been granted.

## Training and Commercial Use

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Organisations and training providers wishing to use the Global Skills Matrix 2026 as the basis for commercial training programmes, certification offerings, assessment tools or paid professional development must obtain prior written permission from the World Administrators Alliance. A licensing agreement will be required in all such cases.

Use of the framework, its architecture or its content in commercial contexts without permission constitutes a breach of these guidelines and of the World Administrators Alliance's intellectual property rights, and the World Administrators Alliance reserves the right to take appropriate action accordingly.

## Endorsement

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Use of the Global Skills Matrix 2026 does not constitute an endorsement by the World Administrators Alliance or by Lucy Brazier OBE of any organisation, product, service or individual unless explicitly agreed in writing.

## Reporting Potential Infringement

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If you become aware of any use of the Global Skills Matrix 2026 that you believe may constitute an infringement of these guidelines, please contact the World Administrators Alliance directly at [secretary@wa-alliance.com](mailto:secretary@wa-alliance.com).

## Contact

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For permissions, licensing enquiries or questions about these guidelines, please contact the World Administrators Alliance.

**Email:** [secretary@wa-alliance.com](mailto:secretary@wa-alliance.com)

**Website:** [globalskillsmatrix.com](http://globalskillsmatrix.com)