

UNBOUNDED™

GLOBAL ECOSYSTEM

A Global Ecosystem for Professionals, Firms, Institutions and Businesses *Operating Across Borders.*

Six founding institutions. One connected ecosystem. Continuous intelligence, visibility, opportunities and influence - for everyone who operates across jurisdictions.

FIRST CONVERGENCE · BARCELONA · AUGUST 2026

WONE GLOBAL™ · WORLD LAW ALLIANCE · UNIONE™
THENEUTRALS.ORG · FOREMARK GLOBAL · IJC

Every day, the
world does
business across
borders.
The
infrastructure
has not kept up.

Every day, businesses expand internationally and find the expertise they need fragmented across unconnected providers. Every day, professionals seek trusted counterparts in other jurisdictions with no reliable way to find them. Every day, opportunities are missed simply because the right people never meet.

Every day, disputes arise that prevention could have avoided. Every day, professionals with genuine expertise remain invisible outside their own market - not because their work is insufficient, but because no structure exists to surface it.

UNBOUNDED™ exists to bring together the expertise, intelligence, relationships and institutions required to navigate an increasingly interconnected world - continuously, not just at annual events.

Six institutions. One ecosystem. Built to serve the professionals, firms and businesses that the existing infrastructure was never designed to support.

Six disciplines. *One ecosystem.*

A permanent cross-border ecosystem - not a conference, not a membership body. Six sovereign institutions, connected so that professionals and businesses operating across borders have continuous access to the expertise they need.

<p>01</p> <h2>Law & Corporate</h2> <p>M&A, IP, cross-border enforcement and corporate practice.</p>	<p>02</p> <h2>Tax & Advisory</h2> <p>Cross-border tax, accounting and advisory across multiple jurisdictions.</p>	<p>03</p> <h2>Market Entry</h2> <p>How markets actually work - not how they present themselves.</p>	<p>04</p> <h2>Mediation & Prevention</h2> <p>Neutrals embedded early. Disputes prevented before damage is done.</p>	<p>05</p> <h2>International Arbitration</h2> <p>Speed, certainty and enforceability. Dispute resolution rebuilt for the real world.</p>	<p>06</p> <h2>Jurisdictional Intelligence</h2> <p>How law actually operates on the ground - jurisdiction by jurisdiction.</p>
<p>✓ Find trusted counterparts across jurisdictions</p>	<p>✓ Access practitioner intelligence - not published reports</p>	<p>✓ Post and receive cross-border referrals and mandates</p>	<p>✓ Build visibility beyond your immediate market</p>	<p>✓ Prevent and resolve disputes more effectively</p>	

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LOYA

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MUNJHAL

PETER MARAS

Six institutions. *One shared ecosystem.*

Each institution sovereign in its domain. Together, covering the complete spectrum of cross-border professional practice.

Why six institutions rather than one?

No single organisation can be genuinely excellent across law, tax, arbitration, mediation, market entry and jurisdictional intelligence simultaneously. Attempting to do so produces generalism where depth is required.

UNBOUNDED™ takes a different approach. Each institution remains sovereign and specialist in its domain. Together, they cover the complete spectrum of cross-border professional practice - without any single body compromising its expertise to achieve breadth.

The institutions are not subsidiaries or departments. They are custodians of their discipline - connected by shared intelligence, shared participants and a shared commitment to the ecosystem they have built together.

Depth without fragmentation.

Each institution sovereign in its discipline. Every participant connected to all six.

Breadth without generalism.

No institution tries to be everything. Together they cover everything that matters in cross-border practice.

Permanent, not periodic.

The ecosystem operates 52 weeks a year. Barcelona is where it physically converges once a year - not the other way around.

Six institutions. *One connected ecosystem.*

Each institution remains sovereign in its domain while contributing to a shared ecosystem - covering the complete spectrum of cross-border professional practice.

TAX · ADVISORY · ACCOUNTING

WONE Global™

A global practitioner network spanning tax, advisory, accounting and legal disciplines across multiple jurisdictions.

WONEGLOBAL.ORG

LAW · M&A · IP · CORPORATE

World Law Alliance

A global network of leading law firms. M&A, IP, corporate law and enforcement realities - law as it is actually practised.

WORLDLAWALLIANCE.COM

INTERNATIONAL ARBITRATION

UNIONE™

A 21-day international arbitration tribunal. Speed, certainty and enforceability without sacrificing procedural integrity.

THEUNIONE.ORG

MEDIATION · NEUTRAL EVALUATION · INDS™

TheNeutrals.org

Home of the INDS™ methodology. Moving the focus from resolution to prevention - neutrals embedded early, before damage is done.

THENEUTRALS.ORG

MARKET ENTRY · GOVERNMENT INTERFACE

Foremark Global

Strategic market entry advisory and government interface. How markets actually work at ground level - not how they present themselves.

FOREMARKGLOBAL.COM

JURISDICTIONAL INTELLIGENCE

International Jurisdictions Council

Jurisdictional intelligence and legal reality mapping. Translating how law actually operates on the ground into actionable guidance.

THEIJC.ORG

THIS DID NOT START IN BARCELONA

Four editions. Four continents. *One converging system.*

UNBOUNDED™ has been building cross-border professional dialogue since 2022. Barcelona 2026 is where it formally converges.



2022 · INAUGURAL

New Delhi

India. Where the founding question was first asked in a room.



2023 · WLA GLOBAL

Dubai

UAE. Legal and dispute resolution placed at the centre.



2024 · WORLD BUSINESS FORUM

London

UK. Advisory and legal disciplines aligned for the first time.



2025 · ASIA-PACIFIC

Singapore

Asia-Pacific. The ecosystem's reach confirmed across the region.

Dubai.

WLA Global Summit · United Arab Emirates · 2023

Legal and dispute resolution professionals from the Gulf, Africa and Asia converged in one of the world's most active commercial jurisdictions.



London.

World Business Forum · United Kingdom · 2024

Advisory and legal disciplines aligned for the first time in the same city at the same event - confirming the multi-disciplinary model.



Singapore.

WONE Global Summit · Marina Bay Sands · 2025

The first Asia-Pacific edition. Professionals from across Asia, Australia and the Middle East establishing the region as a critical ecosystem hub.



If you operate across borders, *this was built for you.*

LAW FIRMS

Cross-border referrals. Multi-jurisdiction mandates. Intelligence that sharpens advice. Visibility in multiple markets. Joint engagements with trusted, pre-vetted practitioners from within the ecosystem.

TAX & ADVISORY FIRMS

Weekly intelligence from 52 jurisdictions. Regulatory updates before they become problems. Referral pathways for cross-border structuring. Direct connection to legal and dispute expertise.

ARBITRATORS & NEUTRALS

Global visibility through the Visibility Engine. Appointments through UNBOUNDED Exchange™. Dispute intelligence from UNIONE™ and TheNeutrals.org. Influence over the future of international dispute practice.

CORPORATE & IN-HOUSE

Trusted advisors across every jurisdiction where your business operates. Intelligence that informs board decisions. One connected ecosystem replacing multiple fragmented service relationships.

BUSINESS LEADERS

Market entry intelligence from practitioners already operating there. Legal and tax reality - not textbook theory. A trusted network operating where your business needs to go next.

From first contact to *Founding Contributor*.

1

Join Any Founding Institution

WONE Global, World Law Alliance, UNIONE, TheNeutrals, Foremark, or IJC

2

Automatic Membership

You become part of the full UNBOUNDED™ ecosystem automatically. No extra application or fee.

3

Engage with FLOW™

Weekly briefings, monthly roundtables, quarterly forums, research, visibility - every week of the year.

4

Gain Visibility

Podcast, publications, spotlights, speaker roles - recognised beyond your own market.

5

Gain Relationships

Trusted introductions, referrals, joint mandates - the relationships that create real outcomes.

6

Join Barcelona 2026

14-15 August. The Founding Global Convergence. The entire ecosystem gathers for the first time.

★

Founding Contributor

Permanently recognised as part of the group that built this from the beginning.

Or join directly as an Ecosystem Associate and begin from step 3.

The Rhythm of the *Ecosystem*.

The ecosystem is alive 52 weeks a year.
Every week something is delivered. Every
month something is published. Every quarter
something is convened.

EVERY DAY

Opportunities move.

New mandates and requirements posted on UNBOUNDED Exchange™.

Cross-border introductions made between trusted members.

Intelligence shared across the network in real time.

EVERY WEEK

A jurisdiction speaks.

One practitioner from one jurisdiction delivers what is actually changing - tax, regulatory, legal, market, dispute. 52 jurisdictions covered annually. Permanent library created.

Global Counsel Live conversation recorded and published.

EVERY MONTH

Communities gather.

Jurisdiction Spotlight - one country explored in depth all month.

Practice Roundtables - Legal, Tax, Advisory, Mediation, Arbitration, Corporate Counsel.

New visibility features, interviews and publications released.

EVERY QUARTER

Research is published.

UNBOUNDED™ Quarterly Report released across all institutional networks.

Global Opportunity Forum - four hours, multiple jurisdictions, live opportunities discussed.

Dispute Trend and Jurisdiction Attractiveness indices updated.

EVERY YEAR

Everyone converges.

The annual Global Convergence - the one moment the entire ecosystem physically gathers.

Honours Evening - exceptional cross-border practitioners recognised.

The ecosystem renews, grows and sets direction for the year ahead.

A man in a dark suit and glasses is speaking at a white podium. The podium has a microphone and the text 'WONE GLOBAL SUMMIT 2025 SINGAPORE' on it. The background is a large banner with the same text. The overall scene is dimly lit, with the speaker and podium being the main focus.

Intelligence is lived
experience.
Not a report.

The best intelligence comes from people, not publications.

Intelligence

See what others cannot see.

The Intelligence Engine turns the collective experience of practitioners across multiple jurisdictions into practical insight that members can use every week. Not research reports. Not academic papers. Intelligence drawn directly from practitioners operating at the forefront of their fields.

I

Members make better decisions earlier. That is the only purpose of this engine.

Jurisdiction Intelligence Briefings

Each week, a different practitioner from a different jurisdiction provides first-hand intelligence on what is actually changing - tax developments, regulatory shifts, enforcement trends, market movements, dispute patterns. 52 jurisdictions covered annually. Every briefing is archived within the intelligence library for ongoing reference.

Regulatory & Market Updates

Intelligence on regulatory shifts that affect cross-border business - delivered before they become problems rather than after.

Dispute Trend Analysis

Where disputes are forming. Sector patterns. Risk mapping. Prevention intelligence from TheNeutrals.org and UNIONE™ - shared across the ecosystem.

Market Entry Intelligence

How markets actually function versus how they present themselves. Practitioner-sourced from Foremark Global and IJC - not analyst-generated.

UNBOUNDED™ Quarterly Reports

Published four times annually. Global dispute trends, tax developments, market attractiveness indices, and enforcement reality updates - drawn from all six institutions.

Visibility

Visibility beyond borders.

Many excellent professionals remain unknown outside their immediate market - not because their work is insufficient, but because no structure exists to surface them globally. The Visibility Engine creates that structure. All visibility is built through contribution, never through self-promotion.

II

Contribution creates visibility. Visibility creates opportunities.

Global Counsel Podcast & Interviews

The Global Counsel conversation series features ecosystem participants in substantive discussions about cross-border practice. Each conversation reaches practitioners across all six institutional networks and the broader ecosystem globally. Selected for insight, never for promotional value.

Jurisdiction Spotlights

Monthly features on specific jurisdictions - led by practitioners from within that market. Their expertise, their voice, their market - presented to a global audience of cross-border professionals.

Thought Leadership Publications

Articles, white papers and research co-authored with ecosystem practitioners. Published across all six institutional networks. Distributed to members in multiple jurisdictions.

Speaker Opportunities

Speaking roles at the Founding Global Convergence, regional gatherings and online forums - curated from within the ecosystem based on experience and contribution. Never promotional.

Honours Recognition

Annual recognition of exceptional cross-border practitioners. Legal Excellence, Advisory & Business, Dispute & Neutrality, and Founding Contributor categories. Announced at the Founding Global Convergence.

Opportunities

From connection to collaboration.

Most professional networks produce conversations. Few produce measurable outcomes. The Opportunity Engine is designed for one purpose: to turn the connections that exist within the ecosystem into real commercial, professional and strategic results for participants.



Opportunities that would otherwise never occur - because the right people had no way to find each other.

UNBOUNDED Exchange™

A curated private environment where members post and receive real cross-border requirements. Litigation counsel needed in Madrid. Transfer pricing specialist sought in Singapore. Investor seeking a Kenyan partner. Mediator required in Dubai. Specific, real, and matched to trusted participants within the ecosystem.

Cross-Border Referrals

Structured referral pathways between institutional members. Trust already established within the ecosystem. Capability already known. No cold introductions, no uncertainty about quality.

Joint Engagements

Multi-discipline mandates requiring legal, tax, advisory and dispute expertise simultaneously - matched within the ecosystem and coordinated across institutions without fragmentation.

Market Entry Introductions

Foremark and IJC intelligence combined with World Law Alliance and WONE Global networks - opening access to markets that participants could not navigate reliably alone.

Investment & Partnership Connections

Strategic partnerships, acquisition targets, investment opportunities and expert appointments - surfaced through the ecosystem and matched to participants with the right profile and geography.

Influence

Help shape what comes next.

The most valuable professionals do not merely react to change - they contribute to shaping it. The Influence Engine provides structured pathways for participants to play a genuine role in the conversations, research and frameworks that will define cross-border practice for the next generation.

IV

*Participants do not merely belong to the ecosystem.
They help build it.*

Practice Groups & Working Committees

Dedicated communities for Legal, Tax, Advisory, Mediation, Arbitration and Corporate Counsel professionals - meeting regularly to develop shared frameworks, exchange intelligence, and contribute to positions on the issues that matter in cross-border practice.

Global Research Initiatives

Annual indices, multi-jurisdiction research and sector studies co-developed by practitioners - not research analysts alone. Published and distributed across the full ecosystem.

Jurisdiction Reports

Practitioner-authored jurisdiction reports that become part of the permanent intelligence layer - shaping how businesses, advisors and institutions understand and navigate individual markets.

Thought Leadership & Policy Dialogues

White papers, position documents and policy dialogues that establish ecosystem participants as authoritative voices on the issues defining international practice.

Future Institutional Development

As the ecosystem grows, participants contribute to the design of new institutions, disciplines and geographies - building the next layer of what UNBOUNDED™ becomes.

Your discipline. *Your community. Your voice.*

Every participant belongs to a practice community. Every community has its own roundtables, research, and voice within the ecosystem.

Legal

Law firms, in-house counsel, barristers and legal practitioners navigating enforcement realities, jurisdictional complexity and cross-border mandates.

Tax & Advisory

Tax practitioners, advisors, accountants and structuring specialists operating across multiple jurisdictions simultaneously.

Mediation & Neutrals

Mediators, neutral evaluators and dispute prevention specialists working with the INDS™ methodology and cross-border conflict lifecycle.

Arbitration

International arbitrators, adjudicators and dispute resolution practitioners engaged with UNIONE™ and the broader arbitration community across jurisdictions.

Corporate Counsel

General counsel, CFOs and in-house advisors managing cross-border legal, tax and dispute complexity for businesses operating internationally.

Business Leaders & Investors

Business owners, investors and executives who need trusted advisors, market intelligence and professional relationships across multiple jurisdictions.

Intelligence you can act on. Not just read.

The ecosystem produces four categories of ongoing research and publication - each co-developed with practitioners who are actually operating in the jurisdictions and disciplines being covered. Not commissioned research. Practitioner intelligence.

Research creates credibility. Credibility creates trust. Trust creates opportunity.

UNBOUNDED™ Quarterly Report

Published four times annually. Covers global dispute trends, tax and regulatory developments, market entry conditions, enforcement realities and jurisdiction attractiveness - drawn from practitioner intelligence across all six institutions and multiple jurisdictions.

Jurisdiction Attractiveness Index

An annual ranking of jurisdictions by practical attractiveness for cross-border business, investment and dispute resolution - based on practitioner experience, not published statistics alone.

Global Dispute Trends Report

Annual analysis of where cross-border disputes are forming, which sectors carry the highest risk, and what patterns practitioners and businesses should be anticipating.

Jurisdiction Intelligence Library

A permanent, continuously expanding library of practitioner-authored jurisdiction reports, weekly briefing recordings and sector analyses - available to all ecosystem participants. 52 new jurisdiction briefings added annually.

Every discipline. *One room.*

Law. Tax. Advisory. Mediation. Arbitration. Corporate Counsel. No silos. No separation. Every discipline at full weight.

Four engines. Every week. Every month. *Every year.*

Continuous value - not just at annual events. The four engines run year-round, 52 weeks a year.

I

Intelligence

Practical insights from practitioners across multiple jurisdictions. Tax developments. Legal changes. Market realities. Dispute trends. Regulatory shifts. Delivered every week - not just at conferences.

See what others cannot see.

II

Visibility

Structured opportunities to be seen, heard and recognised beyond your immediate market. Podcast, interviews, publications, awards, speaking roles, jurisdiction spotlights - all contribution-based, never promotional.

Be seen beyond your jurisdiction.

III

Opportunities

Referrals, introductions, joint engagements, market entry connections, partnerships and mandates. Real commercial outcomes - not just conversations. Including UNBOUNDED Exchange™, a curated opportunity matching environment.

Transform relationships into outcomes.

IV


Influence


Practice groups, working committees, research initiatives, policy dialogues, jurisdiction reports and thought leadership projects. Participation in the conversations that shape how international practice evolves.


Help shape what comes next.


Exceptional work deserves to be *seen globally*.

UNBOUNDED™ HONOURS - FOUR CATEGORIES

-  **Legal Excellence**
Cross-border legal practice across jurisdictions, dispute realities and legal architecture.

-  **Advisory & Business**
Outstanding leadership in tax, advisory and market-entry across borders.

-  **Dispute & Neutrality**
Excellence in arbitration, mediation and cross-border dispute prevention.

-  **Founding Contributor**
Every participant at Barcelona 2026 is permanently recognised as a Founding Contributor.

VISIBILITY PROGRAMMES

- Global Counsel Podcast & Interviews**
Conversations with ecosystem practitioners - reaching professionals across all six institutional networks globally. Selected for insight, never for promotional value.

- Jurisdiction Spotlights**
Monthly features giving practitioners the opportunity to present their jurisdiction and expertise to a global audience of cross-border professionals.

- Publications & Thought Leadership**
Articles, white papers and research co-authored with ecosystem practitioners. Published across all six networks and distributed to members in multiple jurisdictions.

- Speaker Opportunities & Awards**
Speaking roles at the Founding Global Convergence, regional events and online forums - curated from within the ecosystem based on experience and contribution.

What changes *when you participate.*

People do not join ecosystems. They join because something specific changes for them.

LAW FIRMS & PRACTITIONERS

You stop losing mandates because you lack a trusted counterpart in the right jurisdiction. You gain pre-vetted referral relationships across multiple jurisdictions - without cold introductions or uncertainty about quality.

- Cross-border referrals and joint mandates
- Weekly intelligence on enforcement realities
- Visibility beyond your domestic market

TAX & ADVISORY FIRMS

You gain access to regulatory and market intelligence before it becomes a problem for your clients. You find specialist collaborators for cross-border structuring - and your own expertise becomes visible to firms in other jurisdictions looking for exactly what you offer.

- Early regulatory and market intelligence
- Cross-border structuring collaborations
- Inbound referrals from the ecosystem

MEDIATORS & ARBITRATORS

You are involved earlier - before disputes escalate - rather than being called in after damage is done. Your expertise reaches businesses and advisors across multiple jurisdictions who need a trusted neutral with genuine cross-border experience.

- Earlier appointment in dispute lifecycles
- Visibility across all six institutional networks
- Contribution to dispute prevention frameworks

BUSINESS LEADERS & INVESTORS

You replace fragmented, expensive advice with access to an integrated ecosystem of trusted specialists. Legal, tax, advisory, dispute and market entry expertise - coordinated, not siloed - across the jurisdictions where you operate or plan to expand.

- Integrated expertise across disciplines
- Market entry intelligence from practitioners
- Trusted advisors across multiple jurisdictions

The ecosystem today. The opportunities of tomorrow.

Six institutions is the beginning. The architecture is designed to grow - new disciplines, new geographies, new capabilities. What will not change is the governing principle: every addition must serve the participants and deepen the connections that make the ecosystem valuable.

| *The ecosystem will grow. The principles will not.*

The Ecosystem Today

Six institutions spanning tax, legal, arbitration, mediation, market entry and jurisdictional intelligence, connected through an expanding global footprint. UNBOUNDED FLOW™ operating 52 weeks a year. UNBOUNDED Exchange™ matching opportunities. Four engines - Intelligence, Visibility, Opportunities, Influence - running continuously.

New Institutions & Disciplines

The ecosystem is designed to welcome additional institutions as it grows - new disciplines such as ESG and governance, digital and technology law, sovereign wealth and investment, and academic and research institutions that contribute to the intelligence layer.

New Geographies

Regional convergences in major international centres. Deeper intelligence coverage across Africa, Southeast Asia, the Middle East and Latin America.

The Long Term

A permanent, global, practitioner-governed ecosystem that makes cross-border professional work genuinely easier - not just for those who can afford expensive fragmented advice, but for anyone operating internationally who needs trusted connections, practical intelligence and real opportunities.

One ecosystem. *Two ways to participate.*

THROUGH AN INSTITUTION

Institutional Participant Included

No additional fee - access through your institution

If you already participate in any of the six founding institutions - as a member, associate or contributor - you automatically belong to UNBOUNDED™. No separate application. No additional fee.

- ✓ Full ecosystem access automatically
- ✓ Discount on all cross-institutional engagement
- ✓ Priority access to UNBOUNDED Exchange™ - the curated cross-border

DIRECTLY

Ecosystem Associate

USD 2,995

per year - full access - no hidden fees

If you do not belong to any of the six institutions, you may participate directly as an Ecosystem Associate. Full access to every engine, every session, every community - from day one.

- ✓ All year-round FLOW™ sessions - weekly briefings, monthly roundtables, quarterly forums
- ✓ All four engines - Intelligence, Visibility, Opportunities, Influence

ALSO AVAILABLE

Barcelona Attendance Event fee

Convergence access only - no annual membership

For those who wish to attend the Founding Global Convergence in Barcelona without annual ecosystem participation. Barcelona is where many experience the ecosystem for the first time. That is by design.

- ✓ Full access to all Barcelona 2026 sessions
- ✓ Access to ecosystem participants and networking
- ✓ Honours Evening attendance

Full access. *One decision. One fee.*

ANNUAL PARTICIPATION

USD 2,995

Per year. Full access. No hidden fees.

INTELLIGENCE & RESEARCH

- ✓ **All online FLOW™ sessions**
Weekly briefings, monthly roundtables, quarterly forums.
- ✓ **Jurisdiction Intelligence Library**
52 jurisdiction briefings annually plus the full permanent archive.
- ✓ **Quarterly research publications**
All UNBOUNDED™ reports, indices and research outputs.
- ✓ **Practice communities**
Your discipline's working group, roundtables and research.

VISIBILITY & OPPORTUNITIES

- ✓ **Visibility initiatives**
Podcast, publications, spotlights and speaking opportunities.
- ✓ **UNBOUNDED Exchange™**
Post and receive cross-border referrals, mandates and introductions.
- ✓ **Ecosystem introductions**
Curated introductions across all six institutional networks.
- ✓ **Honours programme**
Annual recognition across four categories at the Global Convergence.

EVENTS & RECOGNITION

- ✓ **Barcelona 2026 - priority access**
Discounted access to the Founding Global Convergence, August 2026.
- ✓ **Pathway to institutional membership**
Clear route to full membership of any of the six founding institutions.
- ★ **Founding Contributor - 2026 only**
Permanently recorded as a Founding Contributor to the global ecosystem. This recognition does not expire.

The question is not what it costs. The question is what becomes possible.

A year built *for outcomes.*

Q1 - JANUARY TO MARCH

January

First Jurisdiction Intelligence Briefing. Practice community kickoff. Year goals set with working group.

February

Practice Roundtables begin. First introductions made. UNBOUNDED Exchange™ activity.

March

Q1 Global Opportunity Forum. First Quarterly Report published across all networks.

Q2 - APRIL TO JUNE

April

Podcast feature. Research initiative launched. Exchange opportunities posted.

May

Jurisdiction Spotlight feature. Thought leadership article published across networks.

June

Q2 Forum. Mid-year report. Relationship pipeline building for Barcelona.

Q3 - JULY TO SEPTEMBER

July

Global Opportunity Forum. Pre-Barcelona introductions. Honours nominations open.

August - BARCELONA

The Founding Global Convergence. 14-15 August. The entire ecosystem gathers.

September

Post-Barcelona momentum. New mandates emerge from connections made in person.

Q4 - OCTOBER TO DECEMBER

October

Q3 Research publication. Jurisdiction Attractiveness Index updated. Speaker applications open.

November

Honours announced. Annual Dispute Trends Report published. Year-end forum convened.

December

Annual review. The ecosystem enters its next year stronger and larger.

A photograph of two men in suits engaged in conversation at a conference. The man on the right is holding a plate of food and has a lanyard with a badge around his neck. The background is slightly blurred, showing other people and a conference setting.

Practitioners. *Not presenters.*

Selected for lived cross-border experience. Never for promotional value. When everyone in the room has genuinely practiced across borders, the conversations are different. The outcomes are different.

THE FOUNDING GLOBAL CONVERGENCE

Barcelona. *August 2026.* Be there.

UNBOUNDED operates year-round. Barcelona is where the ecosystem converges physically. This is the first time the entire architecture gathers in one place. Years from now, this is the reference point. Everyone in this room becomes a Founding Contributor permanently.

EVENT DETAILS

DATES

14-15 August 2026

VENUE

Hyatt Regency Barcelona
Tower

Gran Via 144 - Barcelona - Spain

FORMAT

Three parallel tracks. 60+ speakers.
40+ jurisdictions. Honours Evening on
15 August.

APPLY

unboundedglobal.com

6

INSTITUTIONS

60+

SPEAKER ROLES

40+

JURISDICTIONS

1

FOUNDING MOMENT

The one moment everyone gathers in the same room.

Once a year, all six institutional streams physically converge. Participants from across the ecosystem - law firms, tax advisors, mediators, arbitrators, market entry specialists, jurisdictional intelligence practitioners, business leaders and corporate counsel - gather in one city for two days.

This is not a conference where people listen to presentations. It is a convergence where the connections made throughout the year become real relationships - and where new ones begin.

FIRST CONVERGENCE

14-15 August 2026 · Hyatt Regency Barcelona Tower
Gran Via 144 · Barcelona · Spain

UNBOUNDEDGLOBAL.COM

Three Parallel Tracks - Running Simultaneously

TRACK A

Business & Advisory

Tax, market entry, commercial structuring and cross-border business development.

TRACK B

Legal Reality

Cross-border law, enforcement realities, jurisdictional intelligence and mandates.

TRACK C

Neutrals & Dispute

Mediation, arbitration, dispute prevention, INDS™ methodology and UNIONE™.

60+ Speaker Roles · 40+ Jurisdictions

Practitioners selected for lived cross-border experience - not promotional value. Every speaker is a practitioner. No keynote celebrities. No panels assembled for optics. Real practitioners. Real experience. Real insight.

The Honours Evening - 15 August

The annual recognition of exceptional cross-border practitioners across the ecosystem's four Honours categories. The first cohort of Founding Contributors is permanently recorded here.

Founding Contributor Status

Every participant at Barcelona 2026 is permanently recorded as a Founding Contributor to the global ecosystem. Years from now, this will matter. The first convergence happens once.

Be part of what it becomes from *the very beginning.*

Every participant in 2026 is permanently recognised as a Founding Contributor. This status never expires. It is part of the historical record of how this began.

Why Founding Contributor status matters

Founding moments in any institution are rare. The people who were there at the beginning occupy a different position from everyone who joins later - not by title, but by history.

UNBOUNDED™ is building something that will outlast all of its founders. The professionals who helped shape its earliest years will be part of that story permanently. Founding Contributor recognition is given to every participant at Barcelona 2026 and every Ecosystem Associate who joins in 2026.

The first convergence happens once. Everyone else joins a conference. You helped build the foundation.

WHO QUALIFIES

Any professional participating in the UNBOUNDED™ ecosystem during 2026 - whether as an institutional member through any of the six founding institutions, or as an Ecosystem Associate joining directly.

WHAT IT INCLUDES

- ✓ Permanent listing in the UNBOUNDED™ Founding Contributors record
- ✓ Recognition at every subsequent Global Convergence
- ✓ Founding Contributor designation on ecosystem profile
- ✓ Priority access to all future ecosystem initiatives
- ✓ Star recognition at the Barcelona 2026 Honours Evening

"The architecture formally converged. Barcelona. August 2026. You were there."

A woman in a grey dress stands in front of a large, stylized 'WLA 2025' sign. The sign is composed of large, dark letters for 'WLA' and '2025' in a lighter color. Below the sign, a banner reads 'POWER OF NEW THINKING'. The background features a patterned wall and a potted plant on the left.

The question is not if it matters. *It is whether you participate.*

The ecosystem is already operating - through its six founding institutions, partner onboarding, practitioner outreach across multiple jurisdictions, visibility initiatives already underway, and the active preparation of its first Founding Global Convergence in Barcelona, August 2026. Barcelona 2026 is where it formally converges for the first time.

POWER OF NEW THINKING

WHAT WE BELIEVE

We believe expertise should not remain isolated by geography.

We believe trusted relationships create opportunities that would otherwise never exist.

We believe intelligence should be shared - not hoarded by those who can afford to commission it.

We believe disputes should be prevented where possible, and resolved efficiently where necessary.

We believe professionals, firms, institutions and businesses are stronger when connected to a wider community of trusted peers.

UNBOUNDED™ exists to help make that possible.

The architecture formally converged. Barcelona. August 2026.

Six institutions. One ecosystem. multiple jurisdictions.
A perpetual calendar of intelligence, visibility,
opportunities and influence.

Simple. Real. Already operating. Joining now means
being part of what it becomes.

The ecosystem is
already operating.
The question is
whether
you are part of it.

UNBOUNDEDGLOBAL.COM
FIRST CONVERGENCE · BARCELONA · AUGUST 2026

THE SIX INSTITUTIONS

TAX · ADVISORY · ACCOUNTING
WONE Global™

LAW · M&A · IP · CORPORATE
World Law Alliance

INTERNATIONAL ARBITRATION
UNIONE™

MEDIATION · INDS™
TheNeutrals.org

MARKET ENTRY · GOVERNMENT
Foremark Global

JURISDICTIONAL INTELLIGENCE
Int'l Jurisdictions
Council

UNBOUNDED™
GLOBAL ECOSYSTEM