

UNBOUNDED™ BARCELONA ASSEMBLY 2026 · FOUNDING EDITION

The Barcelona Declaration.

Barcelona, Spain · 15 August 2026

ASSEMBLY DATES

14–15 August 2026

INSTRUMENT

Barcelona Declaration

STATUS

Adopted by the Assembly
Signatories

INSTITUTIONAL NOTE

The Barcelona Declaration constitutes the principal institutional instrument of the UNBOUNDED™ Barcelona Assembly 2026, preserving the positions, conclusions and continuing matters that have entered the official record.

INSTITUTIONAL PREAMBLE

Foreword to the Declaration

The Barcelona Declaration constitutes the principal institutional instrument of the UNBOUNDED™ Barcelona Assembly 2026. It records only those positions, conclusions and continuing matters that have proceeded through the deliberative method established by the Assembly and have entered the official record in accordance with its proceedings. It neither reproduces discussion nor attributes individual opinion. Its function is to preserve, in institutional form, the outcomes reached through structured deliberation and collective professional judgement.

The Declaration derives its standing from the Assembly process itself. Every matter incorporated within this instrument originates from one of nine deliberations or the Joint Leaders' Intervention, each conducted under an appointed Chair, considered against a defined central question, informed through Principal Interventions, Roundtable Contributions and participating leaders, and concluded through a Chair's recorded synthesis. Collectively, these proceedings considered matters relating to jurisdictional entry, cross-border investment, Business Corridors, the coordination of law, finance and tax, international mobility, governance, earlier dispute prevention, institutional cooperation, the continuing responsibilities that remain human as artificial intelligence transforms professional decision-making, and the principles proposed for inclusion within the Barcelona Declaration. No proposition, amendment or position forms part of this Declaration unless it has proceeded through that process and been accepted into the verified Assembly record.

The Assembly recognises that professional judgement acquires institutional standing only through disciplined deliberation. Accordingly, each recorded position reflects examination rather than advocacy, considered responsibility rather than individual preference, and institutional reasoning rather than commentary. The Declaration therefore preserves conclusions reached through the Assembly method and distinguishes adopted positions from discussion, observation and preliminary proposal.

The text of the Barcelona Declaration was itself considered as a formal proceeding of the Assembly. Its proposed provisions were examined section by section, amendments were considered individually, and drafting instructions were incorporated only as determined through the deliberation dedicated to the Declaration. The resulting text proceeded to the Final Act in the form accepted through that deliberative process.

Presented during the Final Act of the UNBOUNDED™ Barcelona Assembly 2026 and subscribed to by its Assembly Signatories, the Barcelona Declaration stands as the authoritative institutional record of the positions adopted through the Assembly. The Final Act gives formal effect to the Assembly's concluding instruments, comprising the Barcelona Declaration, Business Corridor outcomes and any Joint Pledge accepted through the proceedings. Together, they constitute the formal conclusion of the UNBOUNDED™ Barcelona Assembly 2026 and preserve, in permanent institutional form, the conclusions reached through its deliberations, its method and its collective judgement.

FINAL ACT · PRINCIPAL INSTRUMENT

The Declaration.

Positions recorded as the official outcome of the UNBOUNDED™ Barcelona Assembly 2026, adopted by its undersigned participants.

THE DECLARATION

Adoption of the Declaration

We, the undersigned participants of the UNBOUNDED™ Barcelona Assembly 2026, having participated in the deliberations of the Assembly and considered the matters placed before us, hereby adopt this Barcelona Declaration.

Accordingly, the following positions are recorded as the official outcome of the UNBOUNDED™ Barcelona Assembly 2026.

I. Jurisdictional Entry

What must investors understand before entering and building in a new jurisdiction?

Legal, tax, regulatory and institutional intelligence should precede market entry.

II. Cross-Border Investment, Trade and Business Corridors

How can cross-border investment, trade and Business Corridors create real economic opportunities?

Corridors require evidence of demand, readiness, capability and responsible execution.

III. Law, Finance and Tax

How should law, finance and tax work together to support responsible global expansion?

Global expansion requires coordinated legal, financial, tax and institutional oversight.

IV. International Mobility

(Joint Leaders' Intervention)

What legal and tax considerations must employers, advisers and individuals coordinate before international mobility begins?

Mobility requires integrated legal, tax, immigration and HR intelligence from the outset.

THE DECLARATION

Adoption of the Declaration • continued

V. Governance

How can governance remain effective, accountable and trusted across organisations, institutions and jurisdictions?

Effective governance requires accountability, early warning and timely institutional action.

VI. Earlier Dispute Prevention

What can parties, advisers and institutions do earlier to prevent disagreement from becoming formal dispute?

Dispute prevention requires early intelligence, trusted processes and proportionate intervention.

VII. Business Corridors

Which routes are ready for structured development, who accepts responsibility and what is the first verifiable action?

Business Corridors require evidence, capability and accountable action before development.

THE DECLARATION

Adoption of the Declaration • continued

VIII. Institutional Cooperation

How can the six institutions work as one integrated ecosystem for continuing cross-border work?

Cross-border work requires defined roles, coordinated hand-offs and continuity of support.

IX. Artificial Intelligence and Professional Responsibility

What must remain human as artificial intelligence transforms legal and professional decision-making?

AI may assist; professional responsibility cannot be delegated.

X. Principles of the Barcelona Declaration

Which principles are sufficiently clear and supported to enter the Barcelona Declaration, and which should be amended, deferred or omitted?

The Declaration rests on evidence, accountability, responsibility and professional judgment.

DELIBERATIONS I-IX · JOINT LEADERS' INTERVENTION

Official Records of Deliberation.

Structured records of each deliberation and the Joint Leaders' Intervention, verified by the appointed Chair and prepared for the Assembly archive.

D1-REC-I · 14-15 AUGUST 2026

Official Record of Deliberation I

DELIBERATION

I

CHAIR

Prof. Alessandro Dagnino

DATE & TIME

14 August 2026
10:00 AM

PRINCIPAL SPEAKERS

Mr. Malainine El Moujtaba, Mr. Mohamed Kurd,
Ms. Marielena Ulloa de Pineda

CENTRAL QUESTION

What must investors understand before entering and building in a new jurisdiction?

Principal Matters Considered

Market entry readiness; legal and regulatory conditions; tax exposure; sector-specific requirements; local professional capability; banking and compliance requirements; execution conditions; and access to trusted local advice.

Chair-led Synthesis

The deliberation established that market potential alone does not determine investment readiness. Effective entry requires an assessment of how legal, tax, regulatory and institutional conditions operate in practice.

Outcome of the Deliberation

Investors should assess the proposed business model, applicable sector requirements and conditions for execution before committing capital, supported by appropriate local professional advice.

Matters Carried Forward

- ☒ Barcelona Declaration
- ☐ Continuing Work
- ☐ Further Verification

Details (if applicable):

The outcome is carried forward to the Barcelona Declaration.

Verified Record

PREPARED BY

UNBOUNDED™ Team

VERIFIED BY (CHAIR)

Prof. Alessandro Dagnino

DATE

14 August 2026

D1-REC-II · 14-15 AUGUST 2026

Official Record of Deliberation II

DELIBERATION

II

CHAIR

Mr. Prijumon Dominic

DATE & TIME

14 August 2026
11:00 AM

PRINCIPAL SPEAKERS

Mr. Priju Dominic, Mr. Anant Bhatia,
Ms. Maria Antonia Garcia-Solanas,
Mr. Shailendr Ramsagur

CENTRAL QUESTION

How can cross-border investment, trade and Business Corridors create real economic opportunities?

Principal Matters Considered

Proposed Business Corridor routes included India → UAE → Europe, Spain/EU → UAE and Mauritius → UAE → Africa, alongside the UAE investment hub, India–EU trade, Spain/EU–LATAM opportunities and Mauritius' investment, residency and tax role.

Chair-led Synthesis

The Chair proposed four tests for every potential Corridor: Demand, Readiness, Capability and Responsibility, supported by evidence of commercial viability and execution.

Outcome of the Deliberation

The Assembly identified the proposed routes for further evidence-based consideration and agreed that Corridors should not be launched on the basis of conceptual opportunity alone, but tested for practical readiness and execution.

Matters Carried Forward

- ☐ Barcelona Declaration
- ☒ Continuing Work
- ☒ Further Verification

Details (if applicable):

A proposed 90-day readiness test will examine demand, jurisdictional readiness, execution capability, accountable ownership and the appropriate next action for each route.

Verified Record

PREPARED BY

UNBOUNDED™ Team

VERIFIED BY (CHAIR)

Mr. Prijumon Dominic

DATE

14 August 2026

D1-REC-III · 14-15 AUGUST 2026

Official Record of Deliberation III

DELIBERATION

III

CHAIR

Mr. Andrzej Jakub Zacharzewski

DATE & TIME

14 August 2026

12 :30 PM

PRINCIPAL SPEAKERS

Prof. Alessandro Dagnino, Mr. Abdullah Alhussaini,

Mr. Sandeep Gupta

CENTRAL QUESTION

How should law, finance and tax work together to support responsible global expansion?

Principal Matters Considered

The deliberation examined coordinated legal, financial, tax and compliance planning for global expansion, including substance-led structuring, data alignment, professional responsibility and the governance implications of private capital.

Chair-led Synthesis

The Chair identified multidisciplinary coordination, clear leadership and responsibilities, effective communication, transparency and client understanding as core conditions for responsible global expansion.

Outcome of the Deliberation

Responsible expansion requires coordinated governance, substance-led structuring, integrated compliance and financial systems, and safeguards for professional independence and client interests.

Matters Carried Forward

- ☒ Barcelona Declaration
- ☐ Continuing Work
- ☐ Further Verification

Details (if applicable):

The outcome is carried forward to the Barcelona Declaration.

Verified Record

PREPARED BY

UNBOUNDED™ Team

VERIFIED BY (CHAIR)

Mr. Andrzej Jakub Zacharzewski

DATE

14 August 2026

JLI-REC · 14–15 AUGUST 2026

Official Record of Joint Leaders Intervention

JOINT LEADERS INTERVENTION

CHAIR

Mr. Anant Bhatia

DATE & TIME

14 August 2026
2:00 PM

PRINCIPAL SPEAKERS

Mr. Anant Bhatia, Mr. Brent Bergan,
Mr. Dimitrios Katsaros

CENTRAL QUESTION

What legal and tax considerations must employers, advisers and individuals coordinate before international mobility begins?

Principal Matters Considered

The discussion examined remote work, immigration, tax and social-security exposure, payroll obligations, EOR arrangements, and the need to address mobility considerations at the outset of workforce planning.

Chair-led Synthesis

International mobility requires early coordination between legal, immigration, tax, HR and business functions, rather than treating immigration or tax as subsequent compliance matters.

Outcome of the Joint Leaders Intervention

The Leaders emphasised that collaboration, early planning and integrated professional advice can reduce avoidable complexity and address mobility risks before they become operational or compliance issues.

Matters Carried Forward

- ☒ Barcelona Declaration
- ☐ Continuing Work
- ☐ Further Verification

Details (if applicable):

The Intervention affirmed the need for coordinated professional advice at the planning stage of cross-border mobility, with efficiency and practical execution remaining central to implementation.

Verified Record

PREPARED BY

UNBOUNDED™ Team

VERIFIED BY (CHAIR)

Mr. Anant Bhatia

DATE

14 August 2026

D2-REC-IV · 14–15 AUGUST 2026

Official Record of Deliberation IV

DELIBERATION

IV

CHAIR

Mr. Dimitrios Katsaros

DATE & TIME

14 August 2026
15:00 PM

PRINCIPAL SPEAKERS

Mr. Dimitrios Katsaros, Mr. Kevin McSharry,
Mr. Ebrahim Asvat

CENTRAL QUESTION

How can governance remain effective, accountable and trusted across organisations, institutions and jurisdictions?

Principal Matters Considered

The discussion examined governance beyond formal structures, including responsibility, information quality, accountability, institutional trust, early warning, succession and organisational continuity.

Chair-led Synthesis

The Chair brought the discussion toward recognising governance failures early, particularly where responsibility becomes unclear, concerns remain unaddressed, or emerging risks are not acted upon.

Outcome of the Deliberation

Effective governance requires clear responsibility, honest challenge, early recognition of warning signs and timely intervention, supported by appropriate arrangements for continuity and succession.

Matters Carried Forward

- ☒ Barcelona Declaration
- ☐ Continuing Work
- ☐ Further Verification

Details (if applicable):

Continued attention to early-warning mechanisms, accountability, succession planning and appropriate advisory oversight in cross-border organisations and family enterprises.

Verified Record

PREPARED BY

UNBOUNDED™ Team

VERIFIED BY (CHAIR)

Mr. Dimitrios Katsaros

DATE

14 August 2026

D2-REC-V · 14–15 AUGUST 2026

Official Record of Deliberation V

DELIBERATION

V

CHAIR

Ms. Rut Rivera Encarnación

DATE & TIME

14 August 2026
16:00 PM

PRINCIPAL SPEAKERS

Ms. Rut Rivera Encarnación,
Mr. Andrzej Jakub Zacharzewski,
Mr. John Papworth, Mr. Norris Yang

CENTRAL QUESTION

What can parties, advisers and institutions do earlier to prevent disagreement from becoming formal dispute?

Principal Matters Considered

Trust and cultural intelligence; early warning and communication; soft-law principles and model clauses; standing dispute boards; mediation and negotiation; and proportionate intervention before disputes escalate.

Chair-led Synthesis

The Chair emphasised trust as essential cross-border infrastructure, supported by cultural preparation, strategic communication, neutrality and continued engagement before, during and after negotiations.

Outcome of the Deliberation

Dispute prevention requires preparation before conflict emerges, culturally informed and trusted processes, clear contractual and neutral mechanisms, proportionate intervention, and sustained engagement beyond agreement to preserve trust and prevent renewed disputes.

Matters Carried Forward

- ☒ Barcelona Declaration
- ☐ Continuing Work
- ☐ Further Verification

Details (if applicable):

The deliberation's emphasis on early prevention, trusted processes, neutral intervention and sustained engagement is carried forward to the Barcelona Declaration.

Verified Record

PREPARED BY

UNBOUNDED™ Team

VERIFIED BY (CHAIR)

Ms. Rut Rivera Encarnación

DATE

14 August 2026

D2-REC-VI · 14-15 AUGUST 2026

Official Record of Deliberation VI

DELIBERATION

VI

CHAIR

Mr. Ebrahim Asvat

DATE & TIME

15 August 2026
10:00 AM

PRINCIPAL SPEAKERS

Dr. Roshan Boodhoo, Mr. Kelvin Egbe,
Mr. Brent Bergan

CENTRAL QUESTION

Which routes are ready for structured development, who accepts responsibility and what is the first verifiable action?

Principal Matters Considered

The deliberation assessed proposed Corridors against demand, participating jurisdictions, capability, capability gaps and accountable next action, with particular consideration of the Africa corridor and its supporting jurisdictions and gateways.

Chair-led Synthesis

The Chair directed the assessment toward evidence, capability and accepted responsibility, emphasising that a Corridor should advance because it is actionable, not merely attractive.

Outcome of the Deliberation

The Africa corridor emerged as the priority for structured development, with further work required to define participating jurisdictions, capability and the first verifiable action.

Matters Carried Forward

- ☐ Barcelona Declaration
- ☒ Continuing Work
- ☐ Further Verification

Details (if applicable):

Define the participating jurisdictions, responsible professionals and first verifiable action for the Africa corridor.

Verified Record

PREPARED BY

UNBOUNDED™ Team

VERIFIED BY (CHAIR)

Mr. Ebrahim Asvat

DATE

15 August 2026

D2-REC-VII · 14–15 AUGUST 2026

Official Record of Deliberation VII

DELIBERATION

VII

CHAIR

Ms. Rut Rivera Encarnación

DATE & TIME

15 August 2026
11:00 AM

PRINCIPAL SPEAKERS

CA Sandeep Gupta,, Ms.Urvashi Bissoonauth

CENTRAL QUESTION

How can the six institutions work as one integrated ecosystem for continuing cross-border work?

Principal Matters Considered

The deliberation examined coordination across professional roles, including clear boundaries, structured hand-offs, early neutral intervention, client continuity, communication and trust in cross-border matters.

Chair-led Synthesis

The Chair emphasised alignment, clarity of responsibility and defined pathways for referral and continued coordination across institutional boundaries.

Outcome of the Deliberation

An integrated ecosystem requires clear responsibilities, coordinated hand-offs and continuity of professional support, enabling institutions to work together without obscuring their distinct roles.

Matters Carried Forward

- ☐ Barcelona Declaration
- ☒ Continuing Work
- ☐ Further Verification

Details (if applicable):

Develop clear pathways for coordination, referral and continuity across the participating institutions.

Verified Record

PREPARED BY

UNBOUNDED™ Team

VERIFIED BY (CHAIR)

Ms. Rut Rivera Encarnación

DATE

15 August 2026

D2-REC-VIII · 14–15 AUGUST 2026

Official Record of Deliberation VIII

DELIBERATION

VIII

CHAIR

Mr. Dimitrios Katsaros

DATE & TIME

15 August 2026
12:00 PM

PRINCIPAL SPEAKERS

Mr. Dimitrios Katsaros, Mr. Stewart A. Levitt,
Mr. Kris Seyen, Dr. Hajra Nazir

CENTRAL QUESTION

What must remain human as artificial intelligence transforms legal and professional decision-making?

Principal Matters Considered

The deliberation examined the human responsibilities that must remain central as AI transforms professional practice, including human judgment, verification, accountability, confidentiality, privacy, explainability and ethical responsibility.

Chair-led Synthesis

The Chair emphasised that AI should remain an instrument of professional practice, with practitioners retaining responsibility for assessing outputs, protecting client interests and applying professional and ethical judgment.

Outcome of the Deliberation

AI may enhance efficiency and decision support, but responsibility cannot be delegated. Human judgment, accountability, verification, confidentiality and ethical responsibility must remain with the professional.

Matters Carried Forward

- ☒ Barcelona Declaration
- ☐ Continuing Work
- ☐ Further Verification

Details (if applicable):

Human judgment, accountability, verification, confidentiality and ethical responsibility in AI-assisted professional practice.

Verified Record

PREPARED BY

UNBOUNDED™ Team

VERIFIED BY (CHAIR)

Mr. Dimitrios Katsaros

DATE

15th August 2026

D2-REC-IX · 14-15 AUGUST 2026

Official Record of Deliberation IX

DELIBERATION

IX

CHAIR

Mr. Ibrahim Al Aatiki

DATE & TIME

15 August 2026
14:00 PM

PRINCIPAL SPEAKERS

Mr. Kevin McSharry, Mr. Kris Seyen,
Ms. Maria Antonia Garcia-Solanas, Mr. Norris Yang

CENTRAL QUESTION

Which principles are sufficiently clear and supported to enter the Barcelona Declaration, and which should be amended, deferred or omitted?

Principal Matters Considered

The Declaration was reviewed clause by clause, focusing on governance accountability, meaningful human oversight of AI, practical cross-border investment language, and cross-cultural clarity in dispute prevention. The discussion called for definitive governance obligations, meaningful human oversight as a condition for AI use, proportionate investment language, and no substantive amendment where cross-cultural ambiguity was not identified.

Chair-led Synthesis

The review supported precise drafting amendments while preserving the Declaration's substantive principles and requiring contributions to remain confined to amendments or formal reservations.

Outcome of the Deliberation

The Declaration was finalized for adoption with strengthened governance language, meaningful human oversight of AI, refined investment language and preserved cross-cultural clarity.

Matters Carried Forward

- ☒ Barcelona Declaration
- ☐ Continuing Work
- ☐ Further Verification

Details (if applicable):

The reviewed text and recorded amendments form the basis of the final Barcelona Declaration.

Verified Record

PREPARED BY

UNBOUNDED™ Team

VERIFIED BY (CHAIR)

Mr. Ibrahim Al Aatiki

DATE

15 August , 2026

FINAL DELIBERATION

Assembly Synthesis.

The collective institutional position reached through the proceedings of the UNBOUNDED™ Barcelona Assembly 2026.

ASSEMBLY SYNTHESIS

Institutional Synthesis

Having completed the deliberations of the UNBOUNDED™ Barcelona Assembly 2026, considered the Chair-led syntheses, examined the proposed text of the Barcelona Declaration, and concluded the Final Deliberation, the Assembly records the following institutional synthesis.

The Assembly Recognises

That effective cross-border work requires intelligence, capability, trust and evidence.

The Assembly Concludes

That opportunity requires readiness, responsibility and verifiable action.

The Assembly Affirms

Accountable governance, meaningful human oversight, early dispute prevention and coordinated professional cooperation.

The Assembly Accepts

The Barcelona Declaration as the agreed statement of the Assembly's verified positions.

The Assembly Records

The verified outcomes, amendments, responsibilities and matters carried forward from the Assembly.

The Assembly Synthesis records the collective institutional position reached through the proceedings of the UNBOUNDED™ Barcelona Assembly 2026. It is expressed through the Barcelona Declaration and proceeds to subscription by the Assembly Signatories.