

BARCELONA 2026

The Barcelona Assembly

14-15 AUGUST 2026

The complete book of
deliberations, participation
& formal acts

HYATT REGENCY BARCELONA TOWER
BARCELONA, SPAIN

FINAL PROGRAMME BOOK · 4 AUGUST 2026
CONFIRMED CHAIRS NAMED · REMAINING OFFICES BY ORDER OF THE DAY
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BEGIN HERE

Who leads, speaks and participates?

Four clearly defined roles govern every deliberation and every named intervention.

01

Assembly Chair

ON STAGE, IN THE CENTRAL POSITION

The Chair opens the question, introduces the named speakers, protects each allocated speaking period, leads the exchange and states what has been agreed, left open or carried forward.

02

Principal Speakers

A FULL 15-MINUTE INTERVENTION FROM THE PODIUM

Each named Principal Speaker receives one clearly identified intervention on the exact subject shown in this Book. The detailed programme states the sequence and time available in each deliberation.

03

Named Round-Table Contributors

SEATED AT THE TABLES AND NAMED BY DELIBERATION

Each named contributor is assigned to one or more deliberations. They add jurisdictional or professional evidence, test the discussion and respond when invited by the Chair.

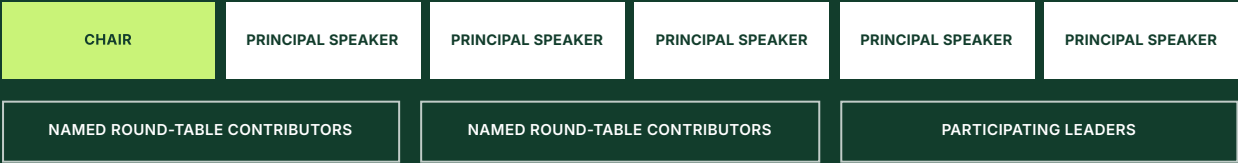
04

Participating Leaders

SEATED THROUGHOUT THE ASSEMBLY

All other accredited leaders participate through table deliberation, selected responses, written observations and the Declaration process. The Assembly Team supports quietly from the sides and rear.

Where everyone sits



Stage rule: the Chair remains in control. Principal Speakers receive the intervention period shown in the detailed programme. Named Round-Table Contributors remain part of the deliberation and may be called for concise evidence, challenge or response.

ONE BOOK · TWO DAYS · EVERY DETAIL

Contents

Begin with the two glance pages. Then follow the detailed deliberations in sequence. This book contains the programme method, questions, preparation, instruments and participant guidance. The Order of the Day issued at accreditation completes final appointments and adjustments.

01	Day One at a glance	04	02	Day Two at a glance	05
	The complete first day in one clear view.			Decisions, formal acts, Honours and closing.	
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	Corridors, institutions, AI, Declaration and formal acts.			Consideration, amendment, decision and support.	
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	Status words, Business Corridors and responsible continuation.			Approval, pledge, signature process and verified record.	
09	Principal Speakers & Programme Contributors	38	10	Personal record and closing	43
	Principal Speakers, named Round-Table Contributors and their deliberation roles.			Record what you will carry forward, then close the Assembly.	

Use this book throughout the Assembly.

The glance pages give the quick timetable. The detailed pages explain exactly what happens in each hour.

FRIDAY · 14 AUGUST 2026

Day One at a glance

UNDERSTAND. CONTRIBUTE.

Arrival and registration begin at 08:30. The formal Assembly programme runs from 09:00 to 17:30. Each named speaker follows the sequence and speaking allocation shown in the detailed programme.

09:00	Constitution and Deliberation I - What must investors understand before entering and building in a new jurisdiction? p.12 Four perspectives: Mauritania, Libya, Morocco and Honduras.
10:00	Morning Coffee A protected 30-minute interval.
10:30	Deliberation II - How can cross-border investment, trade and Business Corridors create real economic opportunities? p.13 UAE, India-EU, Spain/EU-LATAM and Mauritius investment perspectives.
11:45	Deliberation III - How should law, finance and tax work together to support responsible global expansion? p.14 Private equity and law-firm growth, effective finance and cross-border tax.
12:45	Leaders' Luncheon A protected 60-minute working lunch.
13:45	Joint Leaders' Intervention - What legal and tax considerations shape international mobility? p.16 USA and Australia-focused mobility perspectives under Anant Bhatia.
14:20	Afternoon Coffee A protected 30-minute interval.
15:05	Deliberation IV - How can governance remain effective, accountable and trusted across organisations, institutions and jurisdictions? p.17 Governance failures, institutional governance, family wealth and succession.
16:05	Deliberation V - What can parties, advisers and institutions do earlier to prevent disagreement from becoming formal dispute? p.18 Soft-law clauses, dispute boards, external oversight, PRC negotiation and neutral trust.
17:30	Day One formal close p.18 The verified record is stated and the Assembly adjourns.

DAY ONE RESULT

A clearer view of the routes, principles and professional responsibilities that may move to decision on Day Two.

SATURDAY · 15 AUGUST 2026

Day Two at a glance

DECIDE. CONTINUE.

Doors open at 08:30. Saturday moves from Business Corridor decisions to institutional continuation, AI and human responsibility, the Barcelona Declaration and the verified final acts.

09:30	Deliberation VI - Which Business Corridors Should Move Forward? (p.21) Chair-led Corridor decisions with Dr. Roshan Boodhoo, Kelvin Egbe and Brent Bergan.
10:30	Morning Coffee A protected 30-minute interval.
11:00	Deliberation VII - How can the six institutions work as one integrated ecosystem for continuing cross-border work? (p.24) Rut Rivera Encarnación, CA Sandeep Gupta, Dr. Roshan Boodhoo and Urvashi Bissoonauth.
11:45	Deliberation VIII - What must remain human as artificial intelligence transforms legal and professional decision-making? (p.25) Stewart A. Levitt, Kris Seyen, Peter McLaughlin and Dr. Hajra Nazir.
13:00	Leaders' Luncheon A protected 60-minute working lunch.
14:00	Deliberation IX - The Barcelona Declaration (p.30) Chair Dr. Musaed Alrashidi with Kevin McSharry, Kris Seyen, Maria Antonia Garcia-Solanas and Norris Yang.
15:00	Afternoon Coffee, clean drafting, Pledge signing and capacity checks (p.37) The clean text and verified formal sequence are prepared.
15:30	Declaration decision, Leaders' Intervention and verified formal acts The decision is stated; named leaders intervene; verified formal acts follow.
15:55	Final Act, Assembly Record and substantive close (p.35 / 37) Only the status actually reached is entered into the Final Act.
16:00	UNBOUNDED™ Honours and Closing (p.37) The protected two-hour Honours programme closes at 18:00.

DAY TWO RESULT

Accurately stated decisions, accepted responsibility, confirmed signatures and a clear record of what will and will not continue.

THE SAME SIMPLE RHYTHM THROUGHOUT BOTH DAYS

How each session works.

This is an Assembly built around substantive, chaired interventions rather than compressed panel rotations. Each named speaker receives the allocation shown in the detailed programme. The Chair connects the contributions, tests the practical implications and confirms the record.

1 · THE CHAIR FRAMES

The Chair states the central question, the responsibility of the session and the order of Principal Interventions.

2 · PRINCIPAL SPEAKERS ADDRESS THE ASSEMBLY

Each named Principal Speaker receives the full 15 minutes printed in the programme. The Emcee introduction and Chair handover are outside that time.

3 · THE CHAIR CONNECTS THE ARGUMENTS

The Chair compares the positions, identifies tensions and asks the question that the Assembly must answer.

4 · PARTICIPATING LEADERS RESPOND

Selected leaders add one relevant fact, challenge or practical proposal. Open-floor time is controlled so promised speaking time is never reduced.

5 · THE POSITION IS STATED

The Chair explains what appears agreed, what remains different, what requires verification and what may move forward.

6 · THE RECORD IS CONFIRMED

The verified record line is read or shown clearly and confirmed before entering the official Assembly record.

Language and controlling text. The Assembly is conducted in English. Any language assistance must be arranged in advance. The English text is the controlling text for formal instruments considered or signed at Barcelona.

EVERYTHING APPEARS WHERE IT IS NEEDED

Everything you need appears in the programme.

Each detailed programme page shows the named speakers, their subjects, the exact timed sequence and the Chair-led synthesis or record that follows.

What is the question?

The central question defines the work. It keeps the session focused and prevents general speeches.

Who gives the Principal Interventions?

The timed sequence shows each named speaker, the exact subject and the period reserved for that contribution.

How does the Assembly join?

One table or floor question is shown clearly. Participants can prepare one fact, concern, challenge or practical proposal.

What may come out?

The page states what may be agreed, amended, assessed, commissioned, signed, deferred or placed into the official record.

Stage arrangement

The Chair controls the stage. Speakers address the Assembly from the podium and join the Chair only where useful for synthesis. Longer deliberations use a controlled sequence so every named contribution remains protected.

Protect the essential sequence. Named interventions, Chair synthesis and record confirmation are never removed. If time is lost, open-floor responses are shortened first.

A SMALL AMOUNT OF USEFUL PREPARATION

What to prepare and know.

Principal Speakers should prepare the exact subject and time allocation printed in their programme entry. Participating Leaders prepare one concise response to the central questions. No speaker should discover a different subject in the final programme.

Principal Speakers

Prepare the exact title shown in the detailed programme. Build one clear argument with practical evidence, one caution and one action the Assembly should consider, calibrated to the stated speaking time.

Participating leaders

Read the central questions relevant to your work. Be ready with one concise observation from your jurisdiction, profession or experience.

Representatives who may sign

Know whether you may sign personally, for your institution, provisionally, or only after later institutional approval.

Practical information

Arrival: 08:30 on both days. The Assembly level and welcome desk will be signposted. **Dress:** business formal. Wi-Fi, emergency contacts and recording guidance are issued at accreditation.

LEADERS CONSIDERING CONTINUED WORK

Be ready to state only what you can genuinely accept: one first action, one responsible lead and one realistic review date.

WHAT THE ASSEMBLY MOVES THROUGH

How the two days move.

The book follows the actual journey. The principal programme instruments and the appointment record are distinguished here so every participant knows what each one is, who may support it and when it is considered or issued.

01 Friday · Understand and test Jurisdictional change, Business Corridors, professional coordination, mobility, trust and earlier dispute action are examined.	02 Saturday morning · Decide what may continue Corridor status, the Barcelona Compact, institutional support and human responsibility are tested.
03 Saturday afternoon · Deliberate and act The Declaration is considered, final texts are checked, signatures and formal acts are verified.	04 Closing · Record only what happened The Final Act states the exact status, accepted responsibility, first action and review date for every continuing matter.

THE PROGRAMME INSTRUMENTS

Each term below carries a distinct meaning. The Assembly Record uses only the status actually reached.

Barcelona Declaration

Voluntary shared principles · considered in Deliberation IX · eligible participants may support or sign the final text.

Barcelona Compact

Practical commitments for continuing cooperation and Business Corridors · tested within Deliberation VI.

Joint Pledge

A voluntary personal or institutional commitment · signed only in the verified capacity shown.

Memorandum or mandate

A specific record or assignment between named parties · called only when separately confirmed.

Final Act

The verified closing record · it records only what was actually adopted, signed, commissioned, activated, deferred or closed.

Later accession

An eligible participant may become a signatory after Barcelona where the adopted instrument permits it.

Order of the Day

The appointment and final-adjustment record · issued at accreditation · it names remaining presiding officers and records any programme change made after this Book entered production.



DAY ONE · UNDERSTAND. CONTRIBUTE.

Barcelona begins with perspective.

The first day brings jurisdictions, professions and practical cross-border experience into one connected working process.

FRIDAY, 14 AUGUST 2026

Day One. Morning.

The morning moves from investment and jurisdictional entry to Business Corridors and then to the legal, financial and governance systems required for credible global expansion.

08:30	Arrival, accreditation and Leaders' Coffee Role checks, pronunciation confirmation and speaker readiness.	All speakers ready.
09:00	Deliberation I - What must investors understand before entering and building in a new jurisdiction? What investors must understand before entering and building in an unfamiliar market. CHAIR · PROF. ALESSANDRO DAGNINO Malainine El Moujtaba - Mauritania · Mr. Mohamed Kurd - Libya · Mouad Aktaou - Morocco · Marielena Ulloa de Pineda - Honduras FOUR NAMED INTERVENTIONS IN A CHAIRED 60-MINUTE DELIBERATION	Jurisdictional entry realities placed on record.
10:00	Morning Coffee A protected 30-minute interval.	Speaker change and connections.
10:30	Deliberation II - Cross-border investment, trade and Business Corridors How cross-border investment, trade and Business Corridors can create real economic opportunities. CHAIR · MR. PRIJU DOMINIC Mr. Piju Dominic - UAE · Anant Bhatia - India · Maria Antonia Garcia-Solanas - Spain · Shailendr Ramsagur - Mauritius FOUR PRINCIPAL INTERVENTIONS + CORRIDOR TEST	Investment routes and Corridor questions identified.
11:45	Deliberation III - How should law, finance and tax work together to support responsible global expansion? The systems that allow international growth without multiplying hidden risk. CHAIR · ANDRZEJ JAKUB ZACHARZEWSKI Prof. Alessandro Dagnino - Italy · Abdullah Alhussaini - Saudi Arabia · CA Sandeep Gupta - India THREE PRINCIPAL INTERVENTIONS + INTEGRATION TEST	Legal and financial responsibilities clarified.
12:45	Leaders' Luncheon A protected 60-minute working lunch.	Afternoon speakers assembled.

FRIDAY, 14 AUGUST 2026 | 09:00-10:00

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

Four jurisdictional perspectives examine the legal, tax, regulatory and execution realities that international investors must understand before entry.

CHAIR · PROF. ALESSANDRO DAGNINO

CENTRAL QUESTION What must investors understand before entering and building in a new jurisdiction?		
09:00-09:05	Constitution and Chair's frame	The appointed UNBOUNDED™ Lead constitutes the Assembly. Prof. Alessandro Dagnino sets the jurisdictional-entry test and introduces the four speakers.
09:05-09:16	Malainine El Moujtaba	Doing Business in Mauritania: Practical Insights for International Investors and Lessons for Sub-Saharan Africa.
09:16-09:27	Mr. Mohamed Kurd	Doing Business in Libya - Cross-Border Advisory Services.
09:27-09:38	Mouad Aktaou	Morocco at the Crossroads: Legal, Tax & Strategic Realities for Investors Entering Africa.
09:38-09:49	Marielena Ulloa de Pineda	The Power of Promise: Law, Investment and the New Era of Opportunity in Honduras.
09:49-09:57	Chair-led comparison	The Chair tests market-entry readiness, local capability, regulatory certainty, tax exposure, execution risk and the role of trusted advisers.
09:57-10:00	Synthesis and record	The strongest jurisdictional-entry realities and any issue requiring later verification are stated.
SPEAKER PREPARATION Prepare the exact submitted subject and one practical market-entry lesson. Keep the intervention within the printed allocation. CHAIR AND PARTICIPANT PREPARATION Participating Leaders should bring one practical market-entry question or comparison from their own jurisdiction.		
NAMED ROUND-TABLE CONTRIBUTORS Anant Bhatia · Shailendr Ramsagur · Peter McLaughlin · Mekonnen Shiferaw · Nardos Zewdu · Reagan Blankfein Gates · Nancy Teresa Anzoategui · Kelvin Egbe · Pedro Gloria Ponce de León		

FRIDAY, 14 AUGUST 2026 | 10:30-11:45

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

Four interventions examine how destination strategy, trade opportunity, foreign investment law and professional guidance turn international interest into executable work.

CHAIR · MR. PRIJU DOMINIC

CENTRAL QUESTION	How can cross-border investment, trade and Business Corridors create real economic opportunities?
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10:30-10:35	Chair's opening frame	Mr. Priju Dominic sets the Corridor test: destination value, commercial demand, regulatory readiness, professional capability and continuing responsibility.
10:35-10:50	Mr. Priju Dominic	The UAE as an Investment Destination: Building Bridges Across the World - A Wider MENA Perspective.
10:50-11:05	Anant Bhatia	The Implications of the India-EU Free Trade Agreement - The Future Beckons.
11:05-11:20	Maria Antonia Garcia-Solanas	Foreign Investment in Spain/EU: Mid-Market M&A and the LATAM Bridge.
11:20-11:35	Shailendr Ramsagur	Mauritius as an Investment Destination: Real Estate, Residency & Taxation.
11:35-11:42	Chair-led Corridor test	The Chair compares what investors need before entry and what professional commitments would make each route credible after Barcelona.
11:42-11:45	Synthesis and record	Priority Corridor questions and the evidence still required are stated for Day Two.

SPEAKER PREPARATION Show one opportunity, one structural risk and one practical action for international investors.	CHAIR AND PARTICIPANT PREPARATION The Chair protects the four printed speaking periods. Open-floor comments are limited to the final comparison.
NAMED ROUND-TABLE CONTRIBUTORS CA Sandeep Gupta · Brent Bergan · Ebrahim Asvat · Kris Seyen · Vasu Gupta · Dr. Roshan Boodhoo · Gerald Zimba · Prof. Antonio Perrone	

FRIDAY, 14 AUGUST 2026 | 11:45-12:45

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

Three interventions examine professional-firm growth, effective finance functions and the tax and compliance systems required before global expansion.

CHAIR · ANDRZEJ JAKUB ZACHARZEWSKI

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

11:45-11:50	Chair's frame	The Chair places one shared situation before the Assembly: an organisation expanding across jurisdictions while its internal controls and professional coordination are still developing.
11:50-12:05	Prof. Alessandro Dagnino	Growth of Professional Firms through Buy-and-Build and Private Equity.
12:05-12:20	Abdullah Alhussaini	Building Effective Finance Functions: From Accounting Records to Strategic Decisions.
12:20-12:35	CA Sandeep Gupta	Cross-Border Tax Structuring, Transfer Pricing, Compliance and International Expansion.
12:35-12:42	Chair-led integration test	The Chair tests how law, governance, finance, tax, audit and professional responsibility should be sequenced and coordinated.
12:42-12:45	Synthesis and record	The minimum readiness conditions for responsible global expansion are stated.

SPEAKER PREPARATION

Build the intervention around one growth or failure pattern, one practical example and one discipline leaders can adopt immediately.

CHAIR AND PARTICIPANT PREPARATION

The Chair should identify where professional hand-offs fail and what one coordinated control would prevent that failure.

NAMED ROUND-TABLE CONTRIBUTORS

Marielena Ulloa de Pineda · Dr. Salah M. Alkhateeb · Anant Bhatia · Ulrike Berner · Apoorva Naidu · Swati Naidu · Gilesh Bhinda · Michael Sterchi · Dr. Roshan Boodhoo · Vasu Gupta

FRIDAY, 14 AUGUST 2026

Day One. After lunch.

The afternoon connects international mobility with ownership and governance, then closes with the dispute-prevention sequence and verified Day One record.

13:45	Joint Leaders' Intervention - What legal and tax considerations shape international mobility? A focused cross-border mobility discussion through USA and Australia perspectives. CHAIR · ANANT BHATIA Brent Bergan - USA · Dimitrios Katsaros - Australia TWO PRINCIPAL INTERVENTIONS WITHIN THE 13:45-14:20 JOINT SLOT	A coordinated mobility preparation sequence.
14:20	Afternoon Coffee A protected 30-minute interval.	Stage and speaker change.
15:05	Deliberation IV - How can governance remain effective, accountable and trusted across organisations, institutions and jurisdictions? Governance failures, institutional governance, family wealth and succession across jurisdictions. CHAIR · DIMITRIOS KATSAROS Kevin McSharry - Ireland · Dr. Musaed Alrashidi - Saudi Arabia · Ebrahim Asvat - Panama THREE PRINCIPAL INTERVENTIONS + RESPONSIBILITY TEST	Governance safeguards stated.
16:05	Deliberation V - What can parties, advisers and institutions do earlier to prevent disagreement from becoming formal dispute? Soft-law clauses, dispute boards, external oversight, PRC negotiation and trust-building before escalation. CHAIR · RUT RIVERA ENCARNACIÓN Andrzej Jakub Zacharzewski - Poland · John Papworth - UK · Salah M. Akhteeb - Iraq · Norris Yang - Hong Kong · Rut Rivera Encarnación - Puerto Rico FIVE PRINCIPAL CONTRIBUTIONS IN A CONTROLLED SEQUENCE	Earlier-action principles and Day One record.

17:30 / DAY ONE FORMAL CLOSE

The Chair states the verified record and the Assembly adjourns without reducing any Principal Speaker's promised time.

FRIDAY, 14 AUGUST 2026 | 13:45-14:20

What legal and tax considerations shape international mobility?

Two focused interventions connect corporate expansion, mobility tax, immigration and human movement as one coordinated cross-border decision.

CHAIR · ANANT BHATIA

CENTRAL QUESTION	What legal and tax considerations must employers, advisers and individuals coordinate before international mobility begins?
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13:45-13:50	Chair's frame	The Chair distinguishes workforce mobility, immigration and tax coordination while showing why the legal and human questions cannot be separated.
13:50-14:05	Brent Bergan	Cross-Border Corporate Expansion and the Role of Global Mobility - a United States perspective.
14:05-14:20	Dimitrios Katsaros	Global Mobility & Immigration - with an Australia-focused perspective.
14:20	Handover to coffee interval	The Chair closes the joint intervention and carries the mobility considerations into the later Assembly record.

SPEAKER PREPARATION Distinguish clearly between immigration, mobility tax, employer responsibility and the human implications of cross-border movement.	CHAIR AND PARTICIPANT PREPARATION The Chair should prevent repetition and connect the two interventions into one usable preparation sequence.
NAMED ROUND-TABLE CONTRIBUTORS Ulrike Berner · Michael Sterchi · Urvashi Bissoonauth · Cassy Bernier	

FRIDAY, 14 AUGUST 2026 | 15:05-16:05

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

The Assembly examines governance failure, institutional responsibility, cross-border family wealth and succession when ownership, capital and professional duties intersect.

CHAIR · DIMITRIOS KATSAROS

CENTRAL QUESTION How can governance remain effective, accountable and trusted across organisations, institutions and jurisdictions?		
15:05-15:10	Chair's frame	The Chair defines the boundary: this is about responsible ownership, governance and professional judgment, not product promotion or private advice.
15:10-15:25	Kevin McSharry	What Actually Breaks in Businesses - and How Governance Quietly Fails Before It Does.
15:25-15:40	Dr. Musaed Alrashidi	Law, Governance and Institutional Responsibility Across Public and Professional Settings.
15:40-15:55	Mr. Ebrahim Asvat	Aligning International Business, Family Wealth and Succession Across Jurisdictions.
15:55-16:02	Chair-led responsibility test	The Chair tests conflicts, control, institutional authority, succession and the duties that cannot be delegated.
16:02-16:05	Synthesis and record	The governance safeguards requiring further institutional attention are stated.
SPEAKER PREPARATION Keep the intervention at principle and system level. Do not disclose private client or transaction information. CHAIR AND PARTICIPANT PREPARATION The Chair should connect governance choices with professional independence, institutional legitimacy and long-term responsibility.		
NAMED ROUND-TABLE CONTRIBUTORS Stewart A. Levitt · Mr. Priju Dominic · Malainine El Moujtaba · Abdullah Alhussaini · Wong Che Ming · Renato Giallombardo · Prof. Antonio Perrone · Cassy Bernier		

FRIDAY, 14 AUGUST 2026 | 16:05-17:30

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

Five contributions move from soft-law clauses and dispute boards to external oversight, PRC negotiation and the role of the neutral before positions harden.

CHAIR · RUT RIVERA ENCARNACIÓN

CENTRAL QUESTION What can parties, advisers and institutions do earlier to prevent disagreement from becoming formal dispute?		
16:05-16:10	Chair's frame	The Chair establishes a practical sequence: prevention, early warning, structured negotiation, neutral intervention and proportionate escalation.
16:10-16:25	Andrzej Jakub Zacharzewski	How professionals can work together and the role of soft-law clauses in international commercial transactions.
16:25-16:40	John Papworth	Dispute Avoidance and Adjudication Boards.
16:40-16:55	Salah M. Akhteeb	The Role of External Oversight in the Settlement of International Disputes.
16:55-17:10	Norris Yang	International Commercial Negotiation and Mediation with PRC Parties.
17:10-17:25	Rut Rivera Encarnación	The Neutral Advantage: Building Trust in Cross-Border Conversations.
17:25-17:30	Chair synthesis and Day One record	The Chair states the dispute-prevention principles and the matters carried into the Declaration and continuing work.
SPEAKER PREPARATION Explain one prevention process, where it works, where it fails and what parties should do before conflict hardens. CHAIR AND PARTICIPANT PREPARATION The Chair should connect all five contributions into a single early-action pathway and close Day One precisely at 17:30.		
NAMED ROUND-TABLE CONTRIBUTORS Prof. Alessandro Dagnino · Brent Bergan · Mekonnen Shiferaw · Reagan Blankfein Gates · Wong Che Ming · Nancy Teresa Anzoategui · Pedro Gloria Ponce de León		



DAY TWO · DECIDE. CONTINUE.

From discussion to responsible action.

The second day tests what can move forward, who is prepared to support it and how each outcome will be recorded.

SATURDAY, 15 AUGUST 2026

Day Two. Morning.

Saturday protects Corridor decisions and institutional continuation, then gives the four AI speakers a complete responsibility session before luncheon.

09:30	Deliberation VI - Which Business Corridors Should Move Forward? The Day One evidence is converted into clear status, ownership, first action and review dates. CHAIR · MR. EBRAHIM ASVAT THREE NAMED PERSPECTIVES + CORRIDOR DECISIONS + BARCELONA COMPACT TEST	Corridor and Compact status stated.
10:30	Morning Coffee A protected 30-minute interval.	Decision record checked.
11:00	Deliberation VII - How can the six institutions work as one integrated ecosystem for continuing cross-border work? Institutional roles, boundaries and responsible continuation are tested. CHAIR · MARIA ANTONIA GARCIA-SOLANAS FOUR NAMED PERSPECTIVES + INSTITUTIONAL BOUNDARY TEST	Roles and continuing work clarified.
11:45	Deliberation VIII - What must remain human as artificial intelligence transforms legal and professional decision-making? Four interventions examine legal practice, generative AI, US privacy developments and autonomous enterprise. CHAIR · DIMITRIOS KATSAROS Stewart A. Levitt - Australia · Kris Seyen - Belgium · Peter McLaughlin - USA · Dr. Hajra Nazir - UAE FOUR PRINCIPAL INTERVENTIONS + CHAIR-LED RESPONSIBILITY TEST	Human responsibility stated.
13:00	Leaders' Luncheon A protected 60-minute working lunch before the Declaration sequence.	Afternoon readiness.

SATURDAY, 15 AUGUST 2026 | 09:30-10:30

Which Business Corridors Should Move Forward?

The Assembly tests Corridor evidence, hears three named perspectives, identifies responsible leads and confirms the exact status of work that may continue.

CHAIR · MR. EBRAHIM ASVAT

CENTRAL QUESTION

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

09:30-09:35	Chair opens the decision deliberation	The Chair confirms the Day One record and explains the permitted Corridor status terms.
09:35-09:47	Dr. Roshan Boodhoo	A Mauritius-based perspective on viable investment routes, financial capability and responsible Corridor development.
09:47-09:59	Kelvin Egbe	An Africa-facing perspective on cross-border demand, participating jurisdictions and practical professional capability.
09:59-10:11	Brent Bergan	A United States perspective on international expansion, mobility and the conditions required for executable Corridor work.
10:11-10:20	Assembly route and Compact test	The Assembly tests demand, participating jurisdictions, capability, responsible lead, first action and the practical commitments in the Barcelona Compact.
10:20-10:27	Status statements	The Chair states the exact status, responsible lead, first action and review date for each route.
10:27-10:30	Record and close	The verified Corridor and Compact record is confirmed.

SPEAKER PREPARATION

Prepare one concise Corridor proposition: the route, evidence of demand, responsible capability and first verifiable action.

CHAIR AND PARTICIPANT PREPARATION

Use only the permitted status vocabulary. No route is described as activated unless responsibility and first action are verified.

NAMED ROUND-TABLE CONTRIBUTORS

Mouad Aktaou · Anant Bhatia · Shailendr Ramsagur · Mr. Priju Dominic · Marielena Ulloa de Pineda · Vasu Gupta · Gerald Zimba · Apoorva Naidu · Urvashi Bissoonauth

THE WORDS THE CHAIR MAY USE AT 10:20-10:25

What can happen to a Business Corridor today?

Discussion does not automatically create a Business Corridor. During the closing status statement of Deliberation VI, each route receives only the status supported by confirmed people, capability and first action.

Proposed

The route has been identified. More evidence or participation is still needed.

Under assessment

Its purpose, demand, participating jurisdictions and professional capability will be examined further.

Commissioned

Named leaders have accepted a specific assessment or development task and a review date.

Constituted

The purpose, participants, responsible lead and first action have been formally confirmed.

Activated

A constituted Corridor has begun its first agreed action.

Deferred

The route will not move forward yet because authority, participation or preparation is incomplete.

What the Chair will state for every route

Its status; the participating jurisdictions; the capability already present; the gap still to be filled; the person who has accepted the next action; and the date on which progress will be reviewed.

SATURDAY MORNING · 10:15-10:20

From shared principles to continuing cooperation.

The proposed Compact explains how willing professional firms and institutions may continue working together after Barcelona, including the responsible development of Business Corridors. It is tested before Corridor and Compact statuses are stated at 10:20-10:25.

THE CHAIR INTRODUCES IT

The commitments are stated in short form: clear roles, verified capability, professional independence, responsible introductions, accurate public statements and review of continuing work.

THE ASSEMBLY TESTS IT

Participants consider whether each commitment is clear, realistic and suitable for different professions and jurisdictions.

THE CHAIR STATES ITS STATUS

The Compact may be adopted, endorsed in principle, commissioned for final completion or deferred. The exact word is entered in the record.

SUPPORT IS RECORDED ACCURATELY

If a final text is ready, an eligible person may sign. A representative needing later firm approval may sign provisionally; later approval is recorded as institutional ratification.

The Declaration states the principles. The Compact carries them into continuing cooperation. The closing session will state the exact status reached; nothing is treated as adopted or ratified before the required act is complete.

SATURDAY, 15 AUGUST 2026 | 11:00-11:45

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

This institutional boundary and continuation session clarifies what each institution may responsibly do after Barcelona and what must remain outside its role.

CHAIR · MARIA ANTONIA GARCIA-SOLANAS

CENTRAL QUESTION	How can the six institutions work as one integrated ecosystem for continuing cross-border work?
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11:00-11:05	Chair opens	The Chair identifies the six institutions and explains that distinct mandates, authority and responsibility must not be blurred.
11:05-11:13	Rut Rivera Encarnación	A named perspective on neutral practice, trust and the institutional support of early dispute engagement.
11:13-11:21	CA Sandeep Gupta	A named perspective on tax, finance, compliance and the boundaries of coordinated institutional support.
11:21-11:29	Dr. Roshan Boodhoo	A named perspective on financial services, investment readiness and continuing Business Corridor work.
11:29-11:37	Urvashi Bissoonauth	A named legal-practice perspective on cross-jurisdictional support, responsibility and continuing work.
11:37-11:42	Institutional boundary and continuation test	The Chair tests overlap, representation, referral risk, authority, responsible contact and the work that may continue without implying guaranteed appointment or outcome.
11:42-11:45	Synthesis and record	The institutional support and continuing-work record is stated and carried into the final afternoon.

SPEAKER PREPARATION Prepare a concise statement of institutional purpose, boundary, responsible contact and one possible continuation pathway.	CHAIR AND PARTICIPANT PREPARATION The Chair should prevent promotional language and ensure that support is never confused with guaranteed work, appointment or outcome.
NAMED ROUND-TABLE CONTRIBUTORS Malainine El Moujtaba · Dr. Salah M. Alkhateeb · Dr. Musaed Alrashidi · Norris Yang · Nardos Zewdu · Swati Naidu · Renato Giallombardo · Prof. Antonio Perrone · Giles Bhinda	

SATURDAY, 15 AUGUST 2026 | 11:45-13:00

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

Four interventions examine what remains human, what must be verified, how privacy rules are changing and what governance is required when enterprises begin to act autonomously.

CHAIR · DIMITRIOS KATSAROS

CENTRAL QUESTION

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

11:45-11:50	Chair's frame	The Chair defines the responsibility test and confirms that the session concerns professional duty, not technology promotion.
11:50-12:05	Stewart A. Levitt	Legal Practice in the Intelligence Age: What Is Left for Lawyers After Artificial Intelligence?
12:05-12:20	Kris Seyen	How Generative AI Transforms the Legal Landscape.
12:20-12:35	Peter McLaughlin	Data Privacy and AI Developments in the United States - Mid-Year Review.
12:35-12:50	Dr. Hajra Nazir	AI Beyond Automation: Building Autonomous Enterprise in the Age of Decision Intelligence.
12:50-12:57	Chair-led responsibility test	Verification, confidentiality, privacy, explainability, human judgment, accountability and access to justice are tested together.
12:57-13:00	Synthesis and record	The responsibilities that cannot be delegated are stated for the Declaration and Final Act.

SPEAKER PREPARATION

Use the exact title and distinguish clearly between present capability, emerging risk and the responsibilities that remain human.

CHAIR AND PARTICIPANT PREPARATION

The Chair protects the four principal intervention periods and limits discussion to the final responsibility test.

NAMED ROUND-TABLE CONTRIBUTORS

Wong Che Ming · Nardos Zewdu · Prof. Antonio Perrone · Michael Sterchi

SATURDAY, 15 AUGUST 2026

Day Two. Afternoon.

Consider the Declaration, complete verified signatures and formal acts, state the Final Act and close with a protected two-hour Honours programme.

14:00	Deliberation IX - The Barcelona Declaration Section-by-section deliberation on professional trust, responsibility, technology, dispute prevention and cross-border cooperation. CHAIR · DR. MUSAED ALRASHIDI Kevin McSharry · Kris Seyen · Maria Antonia Garcia-Solanas · Norris Yang FOUR NAMED CONTRIBUTIONS + SECTION-BY-SECTION DELIBERATION + DRAFTING RECORD	Working text and precise drafting instruction confirmed.
15:00	Afternoon Coffee, clean drafting, Pledge signing and capacity checks A protected 30-minute interval. Accepted changes are inserted. The Joint Pledge and capacity checks proceed at two stations; Declaration signature cards are prepared pending the final decision.	Clean text, signatures and formal sequence ready.
15:30	Leaders' Intervention - Verified Formal Acts and Declaration Decision The Declaration decision is stated at 15:30; the named Leaders' Intervention begins at 15:33; verified formal acts follow at 15:47. CHAIR · MR. PRIJU DOMINIC Prof. Alessandro Dagnino · Marielena Ulloa de Pineda · Mr. Mohamed Kurd · Dr. Musaed Alrashidi VERIFIED DECISION + FOUR CONCISE INTERVENTIONS + SEPARATELY PRESIDED FORMAL ACTS	Verified acts and statuses entered in the record.
15:55	Final Act, Assembly Record and substantive close The appointed UNBOUNDED™ Lead reads the exact status of every matter, takes any factual correction and formally closes the substantive work before the Honours programme.	Substantive Assembly work completed.
16:00	UNBOUNDED™ Honours and Closing Presided over by the appointed UNBOUNDED™ Lead, this protected two-hour programme recognises verified professional contribution, institutional leadership and work aligned with the purposes of the Assembly. Recipients, categories and citations are confirmed before the session; no recognition is announced until the recipient, citation and presentation record have been verified.	Verified contribution recognised and the Assembly formally concluded.

DAY TWO RESULT

Clear status, recorded decisions where reached, named responsibility where accepted and an accurate account of what will and will not continue.

SATURDAY, 15 AUGUST 2026

How the Barcelona Declaration will be considered.

This page shows the single governing sequence. The authoritative proposed Barcelona Declaration is printed on pages 28-29. Participants read that text before Barcelona and deliberate from 14:00 to 15:00. The protected coffee interval is used for clean drafting, Joint Pledge signing and capacity checks. The final Declaration text is placed before the Assembly for decision at 15:30.

BEFORE BARCELONA		
Read the proposed text		
Read pages 28-29. Mark any sentence that is unclear or difficult to support. Where possible, bring precise replacement wording. Those two pages are the authoritative proposed text for consideration at Barcelona.		
14:00-14:10	THE DELIBERATION IX CHAIR OPENS	The Deliberation IX Chair explains that the Declaration is a voluntary professional statement, not a treaty and not a document binding any State.
14:10-14:40	Contributors and Assembly consider the text	Drafting contributors introduce their assigned sections. The Deliberation IX Chair then takes each principle in order and invites concise amendment, qualification or objection.
14:40-15:00	Amendments, status and drafting instruction	Specific wording changes and unresolved points are stated. The Deliberation IX Chair marks each section for final drafting, amendment, deferral or omission and gives the exact drafting instruction.
15:00-15:30	Clean text, Pledge signing and capacity checks	Accepted changes are inserted. Two stations process the Joint Pledge and verify names and capacities. Declaration signature cards are prepared pending the final decision; no Declaration signature enters the record yet.
15:30-16:00	Declaration decision, interventions, formal acts and Final Act	At 15:30 the Deliberation IX Chair places the final clean text before the Assembly and states whether it is adopted, continued or deferred. At 15:33 Mr. Priju Dominic chairs the Leaders' Interventions. At 15:47 the appointed presiding officer calls completed signatures and formal acts, followed by the 15:55 Final Act.
CENTRAL QUESTION		
Which principles are clear and sufficiently supported to enter the Barcelona Declaration, and which need a precise change or further work?		

What participants do

Read the draft, identify any sentence needing a precise change and speak only when the relevant section is called.

What happens after discussion

Accepted changes are inserted and authority is checked. Joint Pledge signing may proceed during coffee; Declaration support is entered only after the final text has been placed for decision.

What may then happen

The text may be adopted, endorsed, signed personally or provisionally, commissioned for further work or deferred.

PRINCIPLES PLACED BEFORE THE ASSEMBLY

We affirm.

01 Jurisdictional respect

Cross-border work should recognise the authority, professional standards, legal context and practical realities of each relevant jurisdiction.

02 Professional competence

Professionals should accept work only where they have, or can responsibly assemble, the capability required for the matter.

03 Responsible introductions

Introductions should be relevant, contextual and consent-based. Receiving parties remain responsible for their own due diligence and engagement decisions.

04 Clear responsibility

Roles, scope, reporting lines, confidentiality, conflicts and decision authority should be understood before multidisciplinary or cross-border work proceeds.

05 Professional independence

Cooperation should not compromise independent judgment, regulatory obligations, client duties or the distinct responsibilities of each profession.

06 Earlier dispute attention

Leaders should encourage suitable review, dialogue, neutral evaluation or other intervention when material warning signs first emerge.

07 Human accountability

Where technology or artificial intelligence is used, a responsible professional should remain accountable for verification, confidentiality, judgment and the final work product.

08 Accurate institutional record

Proposals, recommendations, adoptions, signatures, launches, mandates and reservations should be distinguished and recorded without exaggeration.

International cooperation should make responsibility clearer, not more difficult to locate.

PRACTICAL COMMITMENTS

What support means in practice.

In our own work

Before significant cross-border work begins, clarify scope, responsibility, competence, conflicts, confidentiality and the professional duties that apply.

In our introductions

Do not present an introduction as a recommendation, guarantee or completed assessment unless that description is justified and clearly stated.

In our cooperation

Respect the separate role of each profession and jurisdiction. Do not claim authority, representation or institutional support that has not been granted.

In emerging disputes

Consider suitable early action, including direct dialogue, neutral assistance, evaluation, mediation or another appropriate process.

In the use of technology

Retain human review and accountability and protect confidentiality, accuracy, data use and professional judgment.

In continuing work

Support continuing work only where there is a clear purpose, a willing lead, a credible first action and a date for review.

These are voluntary statements of professional intention. They are not contracts, regulatory undertakings, referral obligations or promises of a commercial result. Together, pages 28-29 constitute the authoritative proposed text placed before the Assembly.

SATURDAY, 15 AUGUST 2026 | 14:00-15:00

The Barcelona Declaration.

The Assembly tests the proposed text through governance, artificial intelligence, cross-border investment and negotiation perspectives before final drafting.

CHAIR · DR. MUSAED ALRASHIDI

CENTRAL QUESTION Which principles are sufficiently clear and supported to enter the Barcelona Declaration, and which should be amended, deferred or omitted?		
14:00-14:05	Chair explains the decision method	Each section is introduced, tested for clarity and support and assigned a precise status. Silence is not treated as consent.
14:05-14:15	Kevin McSharry	Tests governance, accountability and the language required to prevent institutional responsibility from becoming merely aspirational.
14:15-14:25	Kris Seyen	Tests the artificial-intelligence provisions, verification duties and the responsibilities that must remain human.
14:25-14:35	Maria Antonia Garcia-Solanas	Tests cross-border investment, jurisdictional cooperation and the practical language needed for continuing work.
14:35-14:45	Norris Yang	Tests negotiation, cross-cultural engagement and the dispute-prevention language of the proposed Declaration.
14:45-15:00	Section status, amendments and drafting instruction	The Chair takes precise amendment or objection, states the status of each section and confirms the exact changes to be inserted during the protected drafting interval.

CONTRIBUTOR PREPARATION Prepare only the assigned perspective and any precise wording proposal. Avoid broad speeches about the Declaration as a whole.	PARTICIPANT PREPARATION Read the circulated working text and identify any wording you cannot support or believe requires clarification.
NAMED DELIBERATION CONTRIBUTORS Kevin McSharry · Kris Seyen · Maria Antonia Garcia-Solanas · Norris Yang	

THE WORDS USED DURING THE FINAL FORMAL SEQUENCE

How each outcome will be described.

The same precise words are used on stage and in the written record. This keeps discussion, support and completed action separate.

Considered

The matter was examined. This does not mean it was accepted.

Amended

A stated change was accepted before the final text was placed for decision.

Adopted

The Assembly accepted the final text through the stated decision process.

Endorsed

Support was recorded without claiming full signatory or institutional approval status.

Commissioned

A willing person or group accepted a defined task for further assessment, drafting or development.

Deferred

The matter remains open because further preparation, authority or participation is required.

At the close of each matter, the relevant Chair states the exact word that applies and the Assembly record uses the same word.

STATUS CONFIRMED DURING DELIBERATION VI AND THE 15:47 FORMAL-ACT SEQUENCE

What can continue after Barcelona.

Mr. Ebrahim Asvat states Corridor status within Deliberation VI; the appointed presiding officer calls any later verified continuing act separately. Nothing moves forward until its status, responsible lead, first action and review date are stated clearly.

Confirm the status 01

The relevant Chair states whether the route is proposed, under assessment, commissioned, constituted, activated or deferred.

Name the people 02

The responsible lead and supporting participants are named only after they have expressly accepted the role.

State the first action 03

The Assembly records the first practical step, what must be prepared and the date by which it should begin.

Fix the review date 04

A date is set to review progress, confirm readiness or decide whether the matter should continue, change or close.

POSSIBLE INSTRUMENTS

A memorandum may record intended cooperation. A mandate may assign defined work. A prepared initiative may be launched, or the first Business Corridor action may be activated.

WHAT ENTERS THE RECORD

Status · accepted responsibility · first action · target date · review date · any condition that must be completed first

HOW EACH PERSON SUPPORTS THE FINAL TEXT

How signatures and institutional approval work.

Before the final sequence, the Assembly team checks each person's name, organisation, jurisdiction and authority. From 15:00 to 15:30, two verified stations process the Joint Pledge and capacity checks. Declaration signature cards may be prepared, but Declaration support enters the record only after the final text is adopted.

Personal or authorised signature

The person signs personally or as an authorised representative of the institution shown.

Provisional institutional signature

The representative signs subject to the approval required within their firm or institution.

Institutional ratification

The firm or institution later completes that internal approval. This is institutional approval, not treaty ratification by a State.

Endorsement

The person or institution records support without claiming the full status of a signatory.

Accession after Barcelona

An eligible person or institution may become a signatory later by formally joining an adopted instrument after the original signing period.

Qualification or interpretive statement

A supporter may record a clear limitation or explain how a provision is understood.

No authority is assumed. Come to the assigned station only when called. Anyone uncertain about institutional authority may support personally, endorse, or sign subject to later approval. No Declaration signature is treated as complete before the Assembly has decided the final text.

A VOLUNTARY PERSONAL AND INSTITUTIONAL COMMITMENT

AT BARCELONA, WE COMMIT TO WORK ACROSS BORDERS WITH CLARITY, CARE AND RESPONSIBILITY.

The Barcelona Joint Pledge.

This is a simple commitment. It does not create a treaty obligation. It records how each signer intends to approach cross-border professional cooperation.

01 I will respect jurisdiction, competence, independence and professional responsibility.

02 I will support introductions and collaboration only where the purpose, context and responsibility are clear.

03 I will encourage earlier attention to disputes, responsible human oversight of technology and accurate statements about every commitment made.

04 Where I accept an action arising from Barcelona, I will help record its first step, responsible lead and review date.

I support the commitments stated above in my declared personal or institutional capacity.

PROGRAMME BOOK COPY

Official support is recorded only at the verified signing station.

01 State whether you sign personally, with institutional authority, provisionally or as an endorser.

02 The Assembly Record Team verifies your name, organisation, jurisdiction and stated capacity.

03 Only the controlled Barcelona Joint Pledge record card enters the official Assembly record.

Do not sign this Programme Book page. Controlled record cards are issued and collected at the signing stations.

THE VERIFIED CLOSING RECORD

What the Final Act will record.

The Final Act is the checked closing record. It states what the Assembly actually adopted, signed, commissioned, constituted, launched, deferred or left for further work.

The Declaration

Was the final text adopted, continued for more work or deferred?

The Compact

Was it adopted, endorsed in principle, commissioned for final completion or deferred?

Business Corridors

What exact status was given to each route, and who accepted the first action?

Signatures and institutional approval

Who signed, endorsed or signed provisionally, and which later approvals remain pending?

Memoranda, pledges, mandates and launches

What was completed, by whom, and with what first step?

Differences and review dates

What remained unresolved, what needs checking and when will each continuing matter return for review?

How it is confirmed

The appointed UNBOUNDED™ Lead gives a concise summary reading of the verified position. Detailed statuses have already been confirmed within the relevant deliberations. Any factual correction is made before the record closes. A discussion stays a discussion; a proposal stays a proposal; only completed acts are recorded as completed.

A SIMPLE GUIDE FOR THE FINAL FORMAL SEQUENCE

How the formal acts will be called.

The Assembly team arranges the texts and signature order. Participants do not need to manage the process themselves.

WHEN THE DECLARATION IS CONSIDERED

During Deliberation IX, raise a precise material correction before the Chair states each section status. At 15:30, listen as the Deliberation IX Chair places the final clean text before the Assembly for decision.

WHEN SIGNING STATIONS CALL YOU

Between 15:00 and 15:30, the stations process the Joint Pledge and verify personal, authorised, provisional or endorsing capacity. Declaration signature cards are prepared pending adoption; no Declaration signature enters the record before the final decision.

WHEN A BUSINESS CORRIDOR, COMPACT OR MANDATE IS CALLED

Confirm only the status or action you have genuinely accepted, together with the first step and review date.

WHEN THE FINAL ACT IS READ AT 15:55

Listen as the appointed UNBOUNDED™ Lead gives the summary reading. Detailed statuses were confirmed earlier; raise only a factual correction to the verified record.

AFTER BARCELONA

Complete any promised institutional approval, first action or follow-up by the recorded date. Later approval is added to the continuing record.

BEFORE THE CLOSING SESSION

Check the spelling of your name, organisation, jurisdiction, signing capacity and any action or responsibility attributed to you.

SATURDAY, 15 AUGUST 2026 | 14:00-18:00

The final afternoon, minute by minute.

One sequence governs the entire final afternoon. Deliberation, clean drafting, verified signing, formal acts, the Final Act and the two-hour Honours programme follow in one continuous sequence.

- | | |
|--------------|---|
| 14:00 | Deliberation IX - The Barcelona Declaration
Dr. Musaed Alrashidi opens, drafting contributors introduce assigned sections and the Assembly considers, amends and states the drafting status of each principle by 15:00. |
| 15:00 | Afternoon Coffee, clean drafting, Pledge signing and capacity checks
Accepted changes are inserted. Two stations process the Joint Pledge and verify names and capacities. Declaration signature cards are prepared pending the final decision. |
| 15:30 | Declaration decision
Dr. Musaed Alrashidi places the final clean text before the Assembly and states whether it is adopted, continued for more work or deferred. No Declaration support enters the record before this act. |
| 15:33 | Leaders' Intervention
Four concise interventions by Prof. Alessandro Dagnino, Marielena Ulloa de Pineda, Mr. Mohamed Kurd and Dr. Musaed Alrashidi are heard under Mr. Priju Dominic. They do not reopen matters already decided. |
| 15:47 | Verified formal acts and signature completion
Adopted Declaration support, Compact status, Business Corridor status, pledges, memoranda, mandates or launches are called separately. Only completed acts enter the record. |
| 15:55 | Final Act, Assembly Record and substantive close
The appointed UNBOUNDED™ Lead gives a concise summary reading of the verified record. Detailed statuses were confirmed in-deliberation; factual corrections are taken before the substantive work formally closes. |
| 16:00 | UNBOUNDED™ Honours begins
The UNBOUNDED™ Honours recognise verified professional contribution, institutional leadership and work aligned with the purposes of the Assembly. Recipients, categories and citations are confirmed through the authorised Honours process before the session. The protected programme uses music, lighting, presentation and photography, and no recognition is announced until its record is verified. |
| 17:45 | Final acknowledgements and official photograph
Leadership acknowledgements and the official Assembly photograph are completed within the closing programme. |
| 18:00 | Formal close
The appointed UNBOUNDED™ Lead formally declares The Barcelona Assembly concluded and controlled departure begins. |

NAMED PARTICIPATION ACROSS THE DELIBERATIONS

Named Programme Contributors.

The principal speaker profiles appear on pages 39-42. The leaders below remain named contributors across the deliberations shown beside them; some also hold a named Day Two intervention. Their evidence, questions and responses form part of the Assembly record.

Dr. Roshan Boodhoo

Mauritius · Alliance Financial Services Ltd
DII · DIII · DVI · DVII

Mekonnen Shiferaw

Ethiopia · MALO Law Firm LLP
DI · DV

Nardos Zewdu

Ethiopia · MALO Law Firm LLP
DI · DVII · DVIII

Vasu Gupta

India · SRGA & Co.
DII · DIII · DVI

Michael Sterchi

Switzerland · SSIP AG
DIII · MOBILITY · DVIII

Reagan Blankfein Gates

Zambia · Reagan Blankfein Gates Legal Practitioners
DI · DV

Wong Che Ming

Hong Kong · Wong Poon Chan Law & Co.
DIV · DV · DVIII

Nancy Teresa Anzoategui

Argentina · Anzoategui & Associates Law Firm
DI · DV

Ulrike Berner

Germany · BSP Berner Schaeffler & Partner GmbH
DIII · MOBILITY

Urvashi Bissoonauth

Mauritius · Nexius Law Chambers
MOBILITY · DVI

Cassy Bernier

Canada · KSA Legal
MOBILITY · DIV

Kelvin Egbe

Cameroon · Midas Law Group
DI · DVI

Apoorva Naidu

UAE · 10XMHub Accounting & Tax Consultants
DIII · DVI

Swati Naidu

UAE · 10XMHub Accounting & Tax Consultants
DIII · DVII

Gilesh Bhinda

Mauritius · Alliance Financial Services Ltd
DIII · DVII

Pedro Gloria Ponce de León

Mexico · Gloria-Ponce de León & Hernández Law Firm
DI · DV

Gerald Zimba

Zambia · Geroit Transfer Services Limited
DII · DVI

Prof. Antonio Perrone

Italy · LEXIA
DII · DIV · DVII · DVIII

Renato Giallombardo

Italy · LEXIA
DIV · DVII

D = Deliberation. MOBILITY = the Joint Leaders' Intervention on international mobility. The Chair may invite a named contributor for concise evidence, challenge, correction or response. The detailed programme controls every named speaking allocation.

PRINCIPAL AND NAMED PROGRAMME INTERVENTIONS

Investment and jurisdictional entry.

Submitted topics on market entry, investment destinations, trade opportunity and cross-border execution.



Mouad Aktaou

Morocco | AKT Advisor LLP

Morocco at the Crossroads: Legal, Tax & Strategic Realities for Investors Entering Africa.

PRINCIPAL SPEAKER · DELIBERATION I



Mr. Mohamed Kurd

Tunisia | TLG

Doing Business in Libya - Cross-Border Advisory Services.

PRINCIPAL SPEAKER · DELIBERATION I | LEADERS' INTERVENTION



Malainine El Moujtaba

Mauritania | MAUREX-SA

Doing Business in Mauritania: Practical Insights for International Investors and Lessons for Sub-Saharan Africa.

PRINCIPAL SPEAKER · DELIBERATION I



Mr. Priju Dominic

UAE | Dominic & Partners Chartered Accountants

The UAE as an Investment Destination: Building Bridges Across the World - A Wider MENA Perspective.

CHAIR'S PRINCIPAL ADDRESS · DELIBERATION II | CHAIR · LEADERS' INTERVENTION



Anant Bhatia

India | Bhatia & Bhatia Chartered Accountants

The Implications of the India-EU Free Trade Agreement - The Future Beckons.

PRINCIPAL SPEAKER · DELIBERATION II | CHAIR · MOBILITY



Maria Antonia Garcia-Solanas

Spain | Amber Legal & Business Advisors SL

Foreign Investment in Spain/EU: Mid-Market M&A and the LATAM Bridge.

PRINCIPAL SPEAKER · DELIBERATION II | CHAIR · DVII | CONTRIBUTOR · DIX



Marielena Ulloa de Pineda

Honduras | Ulloa & Asociados

The Power of Promise: Law, Investment and the New Era of Opportunity in Honduras.

PRINCIPAL SPEAKER · DELIBERATION I | LEADERS' INTERVENTION

PRINCIPAL AND NAMED PROGRAMME INTERVENTIONS

Law, finance, governance and mobility.

Submitted topics on professional-firm growth, finance functions, tax, governance, international mobility and immigration.



Kevin McSharry

Ireland | Circle Advisory

What Actually Breaks in Businesses - and How Governance Quietly Fails Before It Does.

PRINCIPAL SPEAKER · DELIBERATION IV | CONTRIBUTOR · DIX



Abdullah Alhussaini

Saudi Arabia | AYCA

Building Effective Finance Functions: From Accounting Records to Strategic Decisions.

PRINCIPAL SPEAKER · DELIBERATION III



CA Sandeep Gupta

India | SRGA Global

Cross-Border Tax Structuring, Transfer Pricing, Compliance and International Expansion.

PRINCIPAL SPEAKER · DELIBERATION III | NAMED SPEAKER · DVII



Shailendr Ramsagur

Mauritius | Nolands Law (Mauritius) Limited

Mauritius as an Investment Destination: Real Estate, Residency & Taxation.

PRINCIPAL SPEAKER · DELIBERATION II



Brent Bergan

USA | Global Mobility Tax LLP

Cross-Border Corporate Expansion and the Role of Global Mobility.

PRINCIPAL SPEAKER · MOBILITY | NAMED SPEAKER · DVI



Dimitrios Katsaros

Australia | Katsaros & Associates

Global Mobility & Immigration.

PRINCIPAL SPEAKER · MOBILITY | CHAIR · DIV & DVIII

PRINCIPAL AND NAMED PROGRAMME INTERVENTIONS

Ownership, institutions and dispute prevention.

Exact submitted topics on wealth, firm ownership, institutional responsibility, contract design, dispute boards and external oversight.



Mr. Ebrahim Asvat

Panama | PMA Lawyers

Aligning International Business, Family Wealth and Succession Across Jurisdictions.

PRINCIPAL SPEAKER · DELIBERATION IV | CHAIR · DVI



Prof. Alessandro Dagnino

Italy | LEXIA

Growth of Professional Firms through Buy-and-Build and Private Equity.

PRINCIPAL SPEAKER · DELIBERATION III | CHAIR · DI | LEADERS' INTERVENTION



Dr. Musaed Alrashidi

Saudi Arabia | Al-Jubairi Law Firm

Law, Governance and Institutional Responsibility Across Public and Professional Settings.

PRINCIPAL SPEAKER · DELIBERATION IV | CHAIR · DIX | LEADERS' INTERVENTION



Andrzej Jakub Zacharzewski

Poland | Zacharzewski & Partners Law Office

The Role of Soft-Law Clauses in International Commercial Transactions.

PRINCIPAL SPEAKER · DELIBERATION V | CHAIR · DIII



John Papworth

United Kingdom | John Papworth Limited

Dispute Avoidance and Adjudication Boards.

PRINCIPAL SPEAKER · DELIBERATION V



Salah M. Akhteeb

Iraq | Dr Salah AlKhateeb Office

The Role of External Oversight in the Settlement of International Disputes.

PRINCIPAL SPEAKER · DELIBERATION V

PRINCIPAL AND NAMED PROGRAMME INTERVENTIONS

Negotiation, neutrality and AI responsibility.

Submitted topics on PRC negotiation, neutral practice, legal identity, generative AI, data privacy and autonomous enterprise.



Norris Yang

Hong Kong | YYC Legal LLC

International Commercial Negotiation and Mediation with PRC Parties.

PRINCIPAL SPEAKER · DELIBERATION V | CONTRIBUTOR · DIX



Rut Rivera Encarnación

Puerto Rico | Pivot Resolutions, LLC

The Neutral Advantage: Building Trust in Cross-Border Conversations.

CHAIR'S PRINCIPAL ADDRESS · DELIBERATION V | NAMED SPEAKER · DVII



Stewart A. Levitt

Australia | Levitt Robinson, Solicitors & Attorneys

Legal Practice in the Intelligence Age: What Is Left for Lawyers After Artificial Intelligence?

PRINCIPAL SPEAKER · DELIBERATION VIII



Kris Seyen

Belgium | Consey Legal

How Generative AI Transforms the Legal Landscape.

PRINCIPAL SPEAKER · DELIBERATION VIII | CONTRIBUTOR · DIX



Peter McLaughlin

USA | Peter McLaughlin Associates

Data Privacy and AI Developments in the United States - Mid-Year Review.

PRINCIPAL SPEAKER · DELIBERATION VIII



Dr. Hajra Nazir

UAE | VASS International Auditing & Consultants

AI Beyond Automation: Building Autonomous Enterprise in the Age of Decision Intelligence.

PRINCIPAL SPEAKER · DELIBERATION VIII

BEFORE LEAVING THE ASSEMBLY

What will I carry forward?

Use this page to capture only what you have genuinely accepted, what still needs authority and when the work should return for review.

ONE INSIGHT I AM CARRYING FORWARD

ACTION OR RESPONSIBILITY I ACCEPTED

PEOPLE OR INSTITUTIONS INVOLVED

FIRST PRACTICAL STEP

INSTITUTIONAL APPROVAL OR INFORMATION STILL REQUIRED

TARGET DATE

REVIEW DATE

AUTHORITATIVE POST-ASSEMBLY RECORD

The verified outcome will follow the discussion.

The Final Post-Assembly Instruments, confirmed Business Councilor statuses, continuing mandates and later approvals will be circulated to registered participants and published through the official UNBOUNDED™ website after Barcelona.

A discussion remains a discussion. Record an action here only where you or your institution have genuinely accepted responsibility for it.

Understand. Contribute. Decide. Continue.

The Assembly is designed to turn shared perspective into clear decisions, responsible commitments and practical continuation.

What is adopted, signed, commissioned or carried forward will be stated accurately in the Final Act and the continuing Assembly record.

14-15 August 2026

Hyatt Regency Barcelona Tower
Barcelona, Spain

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UNBOUNDEDGLOBAL.COM