STELLARSTART GLOBAL

Minds Beyond Borders

INDUSTRY BROCHURE

Fifteen Sectors. One Integral Team.

A comprehensive guide to how we work, what we deliver, and where we operate, across the fifteen sectors we serve.

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Foreword

This brochure is a complete reference to the fifteen sectors we serve. Each section covers one sector in detail — the challenges that sector typically faces, the services we deliver, the deliverables you receive, and typical engagement examples drawn from how clients actually arrive at our door.

Our practice is structured around expertise areas (entity formation, IP, contracts, compliance, and others) but our clients tend to think first in industry terms: I am a SaaS founder, I run a fashion brand, I am building a fintech. This brochure speaks to that. Each sector chapter shows how our expertise areas combine to address that sector's specific needs.

The fifteen sectors are:

- SaaS & Cloud Software — startups, growth-stage, and mature SaaS businesses
- E-commerce & D2C — D2C brands, Amazon FBA, Shopify, marketplace sellers
- Fashion & Apparel — emerging designers through established brands
- Influencer, Creator & Personal Brand — creators, agencies, personal brands
- Film, TV, Podcast & Audio Production — producers, networks, production companies
- Web3, Crypto & Digital Assets — crypto-native projects through token launches
- Gaming, Esports & Interactive Entertainment — game studios through esports teams
- Hospitality, Restaurants & Travel — multi-unit operators, hotels, travel businesses
- Healthcare, Wellness & Cosmetics — supplement, cosmetic, and wellness brands
- EdTech & Online Learning — EdTech platforms, online learning, education
- Real Estate & Property Investment — investors, developers, short-stay operators, property tech
- Financial Services & FinTech — FinTech, payments, lending, wealth-tech
- Manufacturing & Industrial — consumer goods, OEM, industrial businesses
- Pharmaceutical & Life Sciences — pharma, biotech, medical device, health-tech
- NGO, Charity & Social Enterprise — charities, non-profits, social enterprises

We are a UK consultancy, not an SRA-authorised firm of solicitors. Where regulated legal advice is required in England and Wales, we work in collaboration with independently authorised solicitors. Where regulated tax advice is required, we work with qualified accountants and tax advisers. Where regulated regulatory work is required (FCA, MHRA, FDA, equivalents), we work with specialist regulatory advisers. The full regulatory notice is set out in the regulatory section.

How to Use This Brochure

This is a long reference document. It is not designed to be read cover to cover. Use it as follows:

If your business is in one of our sectors

Jump straight to the relevant chapter. Each chapter contains: an opening positioning statement, the challenges that sector typically faces, the services we deliver, typical deliverables, typical engagement examples, and any sector-specific regulatory notes.

If your business straddles multiple sectors

Many businesses do — a SaaS-enabled marketplace for fashion creators sits in SaaS, E-commerce, Fashion, and Influencer. Read the relevant chapters and we will integrate them in our initial conversation with you.

If you are sharing this with colleagues or advisers

Each sector chapter is self-contained at three to four pages. Print or share the relevant pages with people who need to evaluate that practice area. The contact details and regulatory notice apply across the whole brochure.

Contents

Each sector chapter runs approximately three to four pages.

About StellarStart Global

StellarStart Global Limited is a UK-headquartered consultancy delivering global business setup, intellectual property, compliance, and cross-border services to founders, growth-stage businesses, established brands, and other professional firms across the world. We work primarily in the United Kingdom, the United States, the European Union, the United Arab Emirates, India, Singapore, Hong Kong, Canada, Australia, and other Asia-Pacific, EMEA, and offshore jurisdictions covered through trusted local partners.

What sets us apart is our integral team. Where most providers stop at one piece of the puzzle, we deliver the whole stack from a single point of contact. One engagement letter, one project lead, one invoice, one team that understands how the pieces fit together. This matters most for cross-border work and for industries where multiple regulatory regimes apply simultaneously.

Designed first, then filed

Every engagement starts with a structure-and-strategy conversation. We do not just file what you ask for — we make sure you are asking for the right thing.

Cross-border by default

Our practice was built for clients with multi-jurisdictional needs. Cross-border setup, cross-border tax, cross-border IP, cross-border contracts — all under one roof.

Productised where possible

Filings, registrations, ongoing compliance, and routine contracts are sold at fixed fees so you know your cost before we begin.

Regulated where required

For matters needing regulated advice (SRA-reserved activities, regulated tax advice, FCA / MHRA / FDA work), we coordinate with regulated advisers.

SECTOR 01

SaaS & Cloud Software

For SaaS founders launching, scaling, or fundraising

SaaS is the practice area where our work began and remains one of the largest sectors we serve. The legal infrastructure of a SaaS business is now standardised in form but increasingly complex in detail: every contract has to address GDPR, AI use, data residency, sub-processor management, security obligations, and increasingly bespoke enterprise customer demands. The cost of getting this wrong is real — deals fail in legal, investor diligence surfaces problems that delay rounds, and operational mistakes turn into regulatory complaints.

Our SaaS practice covers founders launching their first product, growth-stage businesses winning their first enterprise customers, and mature SaaS companies scaling into multiple markets. We work with B2B SaaS, B2C SaaS, AI-native products, vertical SaaS, and developer tools — across the UK, US, EU, and Asia-Pacific.

Our model is to deliver the complete SaaS legal infrastructure under one engagement: the website legal pack, the product contract suite, the data protection and AI compliance framework, the cross-border tax setup, the IP protection, the corporate structure, and the ongoing compliance. For most SaaS clients, this comes as a startup launch package at fixed fee, with ongoing retainer for ongoing growth.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Selling to enterprise customers who throw you their MSA

Every enterprise SaaS deal eventually arrives at the customer's paper: a 50-80 page MSA written for the customer, full of clauses that quietly transfer risk and cost back to you. Negotiating these without specialist support either kills the deal, slows it down catastrophically, or signs you up to unacceptable terms.

GDPR, UK GDPR, and the growing EU AI Act

Data protection is no longer optional in SaaS. UK GDPR, EU GDPR, and increasingly the EU AI Act demand documented compliance: ROPAs, DPAs, DPIAs, transfer mechanisms, vendor due diligence. Without proactive compliance, you cannot pass enterprise diligence, you cannot sell into regulated industries, and you risk regulatory action.

AI features now trigger new compliance regimes

Any SaaS product incorporating AI features now faces EU AI Act classification (prohibited, high-risk, limited-risk, minimal-risk), training-data provenance questions, AI transparency disclosures, and copyright concerns. The Act's phased enforcement is underway.

Fundraising legal diligence

Investor diligence on SaaS companies is increasingly forensic: IP chain of title, all-employee IP assignments, GDPR documentation, customer contract reviews, founder agreements. Companies that have not invested in their legal hygiene typically discover issues during diligence that delay or reprice the round.

Cross-border tax, particularly US sales tax for SaaS

US sales tax now applies to SaaS in 25+ states (rules vary by state). UK and EU VAT applies to digital services delivered to consumers. UAE 9% corporate tax applies above thresholds. The compliance burden is not just registration but ongoing returns across multiple jurisdictions.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

Complete SaaS Startup Legal Package. Terms of Service, Privacy Policy, Cookie Policy, Acceptable Use Policy, Master Services Agreement, order form templates, Data Processing Agreement, Service Level Agreement, End User Licence Agreement, mutual NDA, contractor agreements with IR35 awareness, and founders IP assignment deeds. Sold as a fixed-fee package.

Enterprise contract review and negotiation. Review of customer MSAs and counter-redlining with clear risk-graded commentary. Negotiation support including live calls. Negotiation playbooks for repeated patterns.

GDPR and UK GDPR compliance. Records of Processing Activities (Article 30), Data Protection Impact Assessments for high-risk processing, cookie consent audit and remediation, international transfer mechanisms (SCCs, UK IDTA, Transfer Risk Assessments), Outsourced DPO services, breach response playbooks.

EU AI Act compliance. AI system classification, technical documentation and conformity assessment for high-risk systems, AI policy and acceptable-use frameworks, training data audits, GPAI compliance support.

Cross-border tax and entity setup. Delaware C-Corp formation for venture-backed startups, UK Ltd or Singapore Pte Ltd for non-fundraising founders, EIN application, US sales tax nexus analysis and registrations, UK and EU VAT setup, OSS / IOSS for B2C SaaS.

IP protection for SaaS. Trademark filings for product name and key marks (UK, US, EU, key Asian markets), copyright assignments and documentation, IP holding structure design where useful.

Ongoing compliance and contract template management. Annual compliance subscription covering UK confirmation statement, US franchise tax, beneficial-ownership filings. Quarterly contract template refresh as regulations evolve. Privacy operations support.

Fundraising diligence support. Investor diligence readiness audit, IP chain-of-title verification, employee IP assignment confirmation, customer contract review, compliance documentation pack ready for VC and corporate diligence.

Typical Deliverables

- Complete SaaS contract suite: ToS, Privacy, Cookies, AUP, MSA, order form template, DPA, SLA, EULA
- GDPR compliance pack: ROPA, DPIA templates, cookie consent banner spec, international transfer mechanisms
- AI use policy and EU AI Act classification memo
- Founders agreement, shareholders agreement, founders IP assignment deed
- NDA template (mutual and one-way)
- Employment and contractor agreement templates with IR35 awareness
- US sales tax nexus analysis and registrations in priority states
- UK and EU VAT registration and ongoing returns
- Trademark filings across UK, US, EU, plus Asia where relevant
- Annual compliance subscription covering all entities

Typical Engagements

Two-founder UK SaaS launching a developer tools product

Two technical co-founders launching a developer-tools SaaS product needed the complete legal foundation before public launch. We delivered: UK Ltd incorporation, founders agreement with vesting and IP assignment, contractor agreements for three early hires, GDPR-compliant website legal pack, MSA template, mutual NDA, and trademark filings in UK and US. Total engagement: 4 weeks, fixed fee.

Growth-stage US SaaS preparing for Series A

A growth-stage US SaaS preparing for Series A diligence engaged us to audit and remediate before VC diligence began. We reviewed all customer contracts (158 contracts), reconfirmed employee IP assignments (43 employees and contractors), audited GDPR documentation, ran a privacy compliance gap analysis, and produced a diligence-ready data room. Issues surfaced and remediated before the lead VC started diligence.

UK SaaS signing first US enterprise customer (Fortune 500)

A UK SaaS provider closing its first Fortune 500 US customer faced a 60-page customer MSA full of issues. We reviewed, produced a redline marking 12 commercial and legal issues, supported negotiations across three rounds of customer counsel discussion, and got 11 of 12 issues resolved acceptably. Deal closed two weeks after our engagement.

AI-native SaaS preparing for EU AI Act compliance

An AI-native SaaS product offering automated decision-support features in HR contexts needed EU AI Act classification before EU launch. We ran the classification analysis (high-risk under Annex III), drafted the conformity-assessment documentation, designed an internal AI governance framework,

> and supported the AI registration. Engagement spanned 6 weeks.

Sector-Specific Regulatory Notes

Where the SaaS product processes special-category personal data (health, biometric, political beliefs), additional Article 9 GDPR conditions apply and we recommend a formal DPIA before launch.

AI-enabled SaaS products in the EU face phased EU AI Act enforcement. Prohibited AI practices took effect from February 2025. General-purpose AI obligations took effect from August 2025. High-risk system obligations take effect through 2026.

SECTOR 02

E-commerce & D2C

For D2C and e-commerce sellers on Shopify, Amazon, and beyond

E-commerce sits at the intersection of more regulatory regimes than almost any other sector: consumer protection law, advertising rules, product safety, IP enforcement, sales tax / VAT / GST, marketplace policies, returns regimes, payment processor rules. A successful D2C brand quickly finds itself dealing with all of these across multiple jurisdictions simultaneously.

Our e-commerce practice serves growing D2C brands, Amazon FBA sellers, Shopify-native brands, marketplace sellers, and dropshipping operators. We work primarily with businesses selling cross-border (UK + US + EU is a very common combination) where the legal complexity multiplies but the operational maturity has often not yet caught up.

Our service model bundles the legal launch package into one fixed-fee engagement, with ongoing retainer for the recurring work: sales tax filings, marketplace IP enforcement, advertising compliance reviews, and ongoing privacy and consumer-law compliance.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Sales tax / VAT compliance across multiple jurisdictions

US sales tax nexus, UK VAT, EU OSS / IOSS, Canadian GST/HST, Australian GST — each with different thresholds, rules, and filing frequencies. Most cross-border e-commerce businesses end up exposed in at least one jurisdiction.

Counterfeits and copyright knock-offs

Successful brands attract knock-offs faster than they can react. Amazon, Etsy, eBay, Walmart, TikTok Shop, and increasingly print-on-demand platforms (Redbubble, TeePublic, Printify) all host infringers. Reactive takedowns are slow; a proper enforcement programme is necessary at scale.

Consumer protection and returns compliance

UK Consumer Rights Act, EU Omnibus Directive, Distance Selling Regulations, US state consumer protection laws — all create specific obligations for D2C sellers around returns, refunds, faulty goods, and pre-contract information.

Advertising claim compliance and ASA / FTC scrutiny

Health claims, sustainability claims, comparative claims, influencer-promoted claims — all face active regulatory attention. CAP Code in UK, FTC endorsement guides in US, EU advertising rules.

Subscription trap and auto-renewal compliance

The UK CMA, FTC, and EU regulators have all tightened rules on subscription cancellations and auto-renewals. Hidden cancellation, dark-pattern checkouts, and obscure auto-renewal terms now attract enforcement.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

E-commerce Launch Package. Terms of Sale, Returns Policy, Privacy Policy, Cookie Policy, Acceptable Use Policy, marketing consent flows, influencer agreement templates, supplier agreements, dropshipping documentation. Sold as a fixed-fee package.

Marketplace brand protection. Amazon Brand Registry enrolment, Amazon Transparency Program setup, Etsy IP enforcement enrolment, eBay VeRO enrolment, Walmart Brand Portal setup, TikTok Shop brand protection, Shopify brand protection.

Ongoing marketplace enforcement. Monthly enforcement programme across all major marketplaces and social platforms: takedown filings, counter-notice handling, escalation to marketplace counterfeit crimes units where appropriate.

US sales tax compliance. Nexus analysis, multi-state registration coordination, ongoing returns through automation platforms (Avalara, TaxJar, Anrok) or directly handled.

UK and EU VAT compliance. UK VAT registration and quarterly returns, EU OSS / IOSS for cross-border B2C, marketplace VAT considerations.

Trademark and design protection. Trademark filings across UK, US, EU, plus manufacturing-country protection. Registered designs for distinctive product designs.

Advertising and consumer law compliance. CAP Code / ASA pre-publication review, FTC endorsement compliance for influencer marketing, subscription trap audit, dark patterns audit.

Customs IP recordals. UK Border Force Application for Action, US CBP IPR e-Recordation, EU AFA — enabling border seizure of suspected counterfeit imports.

Typical Deliverables

- Complete e-commerce legal pack: ToS, Privacy, Cookies, Returns, AUP
- Influencer / ambassador agreement templates with FTC / ASA compliance
- Supplier and dropshipping agreement templates
- Trademark portfolio in priority markets
- Amazon Brand Registry enrolment and ongoing enforcement programme
- US sales tax nexus analysis and multi-state registrations
- UK and EU VAT setup
- Customs recordals (UK, US, EU)
- Advertising compliance review reports
- Annual compliance subscription

Typical Engagements

Cross-border Shopify brand launching in UK, US, EU

A founder launching a cross-border D2C wellness brand needed everything in place before launch: UK Ltd parent, US LLC for US fulfilment, UK and US trademarks, UK VAT, US sales tax nexus analysis, complete e-commerce legal pack, supplier agreements with manufacturers, and Amazon Brand Registry setup. We delivered the full launch package in 5 weeks.

Amazon FBA seller with 12-state US sales tax exposure

A UK-based Amazon FBA seller with inventory across 12 US states had no sales tax registrations and significant historical exposure. We ran a nexus analysis, negotiated voluntary disclosure agreements with 3 states to limit look-back periods, registered for sales tax in all 12, and set up automated filing through Anrok. Total backlog cleared within 8 weeks.

Fashion brand fighting Etsy and TikTok Shop knock-offs

A UK fashion brand suffering coordinated knock-offs across Etsy, TikTok Shop, and Redbubble engaged us for ongoing enforcement. We enrolled with each platform's brand protection programme, ran monthly takedown campaigns, escalated repeat infringers to platforms' fraud units, and coordinated cease-and-desist letters. Knock-off volume reduced by approximately 70 percent over four months.

D2C brand restructuring its subscription model after CMA enforcement signal

A subscription-box brand received a regulator letter signalling concern about its auto-renewal terms. We ran a subscription compliance audit, redesigned the checkout flow to meet CMA requirements, drafted revised subscription terms, and supported a response to the CMA. The matter was resolved without enforcement action.

Sector-Specific Regulatory Notes

Marketplace VAT collection rules (Amazon, eBay, Etsy) have changed in the UK and EU and continue to evolve. Sellers should not assume marketplace collection covers all their VAT obligations.

US sales tax economic nexus thresholds vary by state, with most around $100,000 in sales or 200 transactions per year. Nexus analysis should be refreshed at least annually.

SECTOR 03

Fashion & Apparel

For Fashion brands, emerging designers, and accessory labels

Fashion is one of the most IP-intensive sectors we serve. Brand names, logos, distinctive prints, garment designs, fabric patterns, and lookbook photography all require protection — in priority sales markets and increasingly in priority manufacturing markets. Without it, knock-offs spread across Etsy, Amazon, and TikTok faster than any brand can react.

Beyond IP, fashion brands face increasing regulatory pressure on supply-chain practices: Modern Slavery Act statements above the UK threshold, sustainability and greenwashing claims under CMA and ASA scrutiny, ethical sourcing documentation, and increasingly EU CSRD reporting for larger groups. Influencer marketing brings its own CAP Code and FTC obligations.

Our fashion practice serves emerging designers, growth-stage brands, accessory labels, and established fashion houses across UK, EU, US, and Asian markets. We are particularly active in trademark and design enforcement against high-volume knock-off operations.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Knock-offs across marketplaces and print-on-demand

Successful fashion brands attract knock-offs almost instantly. Amazon, Etsy, eBay, Redbubble, TeePublic, AliExpress, and TikTok Shop all host infringers. Reactive takedowns are inadequate. A proper enforcement programme requires ongoing monitoring and rapid takedown capacity across multiple platforms.

Design protection across UK, EU, and key manufacturing countries

Registered design rights are the single most powerful tool for fashion brand protection — they protect the visual appearance of products without needing to prove copying. Many fashion brands underinvest in registered designs and discover only after a knock-off appears that they have no effective enforcement option.

Sustainability and greenwashing scrutiny

ASA, CMA, and EU regulators are actively scrutinising sustainability claims. "Conscious," "eco-friendly," "sustainable," and "ethical" claims now require substantiation. Vague or unsupported claims attract regulatory attention and consumer-protection complaints.

Influencer marketing compliance

Influencer disclosure rules (ASA in UK, FTC in US, EU member states) require clear and prominent advertising disclosure for paid promotions. Brands are liable alongside the influencer.

Manufacturing-country IP risk

IP filed only in your sales markets gives no protection at the source. Factories in China and Vietnam can produce knock-offs for parallel-market sale without infringing your registered rights. Trademark and design filings in manufacturing countries are often the most cost-effective enforcement option.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

Brand IP portfolio. Trademark filings for brand name, logos, sub-brands across UK, EU, US, Canada, Australia, and key Asian manufacturing markets (China, Vietnam, India) where relevant.

Registered designs. UK and EU registered designs for distinctive garment designs, prints, accessories, and packaging. Multi-design EU applications for cost efficiency. Hague Agreement international designs for global protection.

Marketplace enforcement. Amazon Brand Registry, Etsy, eBay, Redbubble, TeePublic, TikTok Shop, Shopify enforcement programmes. Monthly takedown campaigns and counter-notice handling.

Customs recordals. UK Border Force AFA, US CBP recordation, EU AFA, with detailed authentic-product information enabling border-force interception of counterfeit imports.

Supply chain compliance. Modern Slavery Act statements (UK), supplier code of conduct templates, ethical sourcing documentation, CSRD reporting preparation for groups above thresholds.

Advertising and influencer compliance. CAP Code / ASA pre-publication review, FTC endorsement compliance, influencer agreement templates, sustainability claim audits.

Manufacturing and distribution agreements. Manufacturing agreements with IP protection clauses, cross-border distribution agreements (exclusive / non-exclusive / selective), wholesale supply terms.

Cross-border tax. UK and EU VAT setup, US sales tax for fashion D2C operations, customs duty advisory through trade partners.

Typical Deliverables

- Comprehensive trademark portfolio across sales and manufacturing markets
- Registered design portfolio (UK, EU, Hague)
- Marketplace brand protection enrolment and ongoing enforcement
- Customs recordals (UK, US, EU)
- Modern Slavery Act statement template and policy
- Supplier code of conduct
- Manufacturing and distribution agreement templates
- Influencer / ambassador agreement templates
- Pre-publication advertising compliance reviews
- Annual brand-IP portfolio review

Typical Engagements

Emerging UK womenswear brand entering EU and US markets

An emerging womenswear brand from London expanding into EU and US needed a complete IP portfolio before launch in the new markets. We filed UK and EU trademarks for the brand and three sub-brands, registered designs covering 12 distinctive garment designs (multi-design EU application), and registered US trademarks via the Madrid Protocol. Total portfolio in place within 8 weeks.

Established fashion brand fighting AliExpress knock-offs

A growth-stage UK fashion brand discovered systematic copying of its signature prints by AliExpress sellers. We filed UK and Chinese registered designs, recorded with Chinese customs (through partners) and UK Border Force, ran takedown campaigns through AliExpress IPP, and pursued cease-and-desist correspondence against the worst offenders. Knock-off volume reduced significantly.

Sustainable fashion brand facing greenwashing scrutiny

A "sustainable" fashion brand received an ASA complaint about its product claims. We ran a sustainability claims audit, advised on which claims could be substantiated and which needed removing, rewrote the website and product page copy, and supported the ASA response. Complaint withdrawn after revised claims framework.

Accessory label appointing distributors across the EU

A UK accessory label appointing distributors in France, Germany, Italy, and Spain needed a master distribution agreement plus country-specific schedules addressing local consumer protection and Commercial Agents Directive issues. We drafted the master plus four country annexes, supported negotiations, and the brand now operates a coordinated EU distribution programme under one document architecture.

Sector-Specific Regulatory Notes

Brands with UK turnover above £36 million are required to publish an annual Modern Slavery Act statement. We prepare these and supporting policies.

CMA Green Claims Code guidance applies to all UK sustainability claims and is actively enforced. Vague terms (“eco-friendly,” “sustainable,” “clean”) require specific substantiation.

SECTOR 04

Influencer, Creator & Personal Brand

For Content creators, influencers, talent agencies, and personal brands

The creator economy has matured rapidly. The most successful creators run businesses with millions in revenue, multiple brand deals per month, merchandise lines, podcast networks, paid subscriptions, and increasingly their own software or product launches. The legal infrastructure required is now closer to that of a small media company than a sole-trader.

Our creator practice serves individual influencers and creators, talent agencies managing rosters of creators, multi-channel networks, and creator-led brands. We handle brand deals, name and likeness rights, audience data, subscription platforms, royalty structures, content licensing, defamation and reputation work, and the personal-brand IP that supports it all.

Particularly important for creators: protecting their personal brand (real name, stage name, signature catchphrases, distinctive visuals), managing the tax position across multiple income streams and increasingly multiple jurisdictions, and structuring the underlying business to support sustainable scaling.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Personal-brand IP fragmentation

Creator names, stage names, signature phrases, logos, and even distinctive visual identities can all be trademarked — but most creators come to us with no registered IP. Once a brand starts generating real revenue, knock-off merchandise, impersonation accounts, and unauthorised use proliferate.

Brand deal contract management

Creators sign 5-15 brand deals per year on average, often through self-serve marketplaces or PR-team intermediaries. Most contracts heavily favour the brand and contain problematic clauses on exclusivity, usage rights, defamation indemnities, and post-campaign content usage.

FTC, ASA, and disclosure compliance

Failure to properly disclose advertising relationships attracts regulatory attention and platform sanctions. ASA in UK, FTC in US, and EU member state regulators have all stepped up enforcement against undisclosed influencer promotions.

Multi-jurisdiction tax for cross-border creators

Creators who travel, who have international brand deals, or who relocate (UK creators moving to Dubai is now a common pattern) face complex multi-jurisdiction tax issues: residence, source-of-income, withholding tax, and increasingly UK statutory residence rules.

Platform deplatforming and content rights

Reliance on a single platform (YouTube, Instagram, TikTok) creates existential risk. We help creators structure their business to retain content rights, build cross-platform presence, and have legal recourse where platforms remove content or accounts incorrectly.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

Personal-brand IP portfolio. Trademark filings for creator names, stage names, signature phrases, logos, and brand identities. Coverage across UK, US, EU, and key Asian markets where merchandise sells.

Brand deal contract review. Pre-signing review of all brand deal contracts with risk-graded commentary. Negotiation support. Brand deal contract templates for repeat use.

Creator business structuring. Choosing the right corporate structure: UK Ltd, personal-service company, US LLC, UAE free-zone (for relocating creators), with attention to multi-income-stream consolidation and tax efficiency.

Talent and creator agreements. For talent agencies managing rosters: standardised creator engagement agreements, exclusivity terms, commission structures, and IP licensing frameworks.

Merchandise and licensing setup. Brand licensing agreements for merchandise, royalty structures, manufacturing agreements with IP protection, trademark licensing to print-on-demand and merch partners.

Subscription platform legal pack. Patreon / OnlyFans / Substack / Memberful subscriber terms, refund policies, age verification compliance, content licensing terms, exclusivity provisions.

Reputation and defamation work. Pre-publication defamation review for sensitive content, response to defamatory content about the creator, takedown of defamatory material, coordination with regulated solicitors for litigation.

Cross-border tax coordination. For relocating creators, multi-jurisdiction creators, or creators with international brand deals: tax-residence advisory coordinated with qualified tax advisers, withholding tax management, treaty position analysis.

Typical Deliverables

- Trademark portfolio for creator name, stage name, logos, signature phrases
- Brand deal review reports and negotiation support
- Creator business structure and entity setup
- Talent / creator engagement agreement templates
- Merchandise licensing agreement template
- Manufacturer agreement with IP protection
- Subscription platform legal pack (subscriber terms, refunds, age verification)
- Content licensing template (sync, master use, brand placement)
- NDA template for collaborations and brand pitches
- Pre-publication defamation review service

Typical Engagements

YouTuber with 500k subscribers protecting personal brand IP

A UK YouTuber with a growing audience and merchandise line had no registered IP. After a fan started selling unauthorised t-shirts using the YouTuber's catchphrase, we ran clearance, filed UK and US trademarks for the channel name, the YouTuber's stage name, and three signature catchphrases. Once registered, we issued cease-and-desist correspondence to the unauthorised seller and enrolled the brand in Amazon Brand Registry.

Influencer relocating from UK to Dubai

A lifestyle influencer relocating from UK to Dubai needed coordinated advice on tax residence, corporate structure, banking, and ongoing UK obligations. We coordinated with a UK tax adviser on statutory residence test analysis, set up a UAE free-zone consultancy, supported residency visa applications, and structured a transition plan including timing of relocation and existing brand deals.

Talent agency managing roster of 25 creators

A growing talent agency representing 25 creators needed standardised documentation across the roster: creator engagement agreement, commission structure, exclusivity terms, brand-deal sign-off process, and IP-licensing-back frameworks. We delivered a complete documentation suite plus an internal playbook for onboarding new creators.

Podcaster launching paid subscription tier

A growing podcaster launching a Memberful-based paid subscription tier needed subscription terms, refund policy, content licensing terms, and age verification provisions (some content was 18+). We drafted the full subscription legal pack, integrated with the Memberful platform, and added the appropriate age-verification flow.

Sector-Specific Regulatory Notes

UK ASA enforces a strict standard on advertising disclosure: paid promotions must be clearly identifiable, typically with #ad or #advertising at the start of the post caption. Vague disclosures (#partner, #sp, #thanks) are not sufficient.

US FTC endorsement guides require clear and conspicuous disclosure of material connections between endorsers and advertisers. The FTC has stepped up enforcement against creators and brands alike.

SECTOR 05

Film, TV, Podcast & Audio Production

For Independent producers, podcast networks, and production companies

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Film, TV, and podcast production is a chain-of-title business. Every copyrighted element needs documented ownership: scripts, music, sound recordings, performance contributions, and ultimately the finished work itself. When chain-of-title fails, the work cannot be distributed, licensed, or sold — we routinely see deals collapse because production companies skipped fundamental documentation.

Our practice serves independent film and TV producers, podcast networks, audio production companies, documentary makers, and emerging multi-channel networks. We handle the production legal stack — option agreements, writers agreements, music clearance, performer releases, location releases, distribution agreements — plus the underlying business setup, IP protection, and ongoing compliance.

Particularly active areas: podcast network legal infrastructure (sponsor agreements, host agreements, distribution rights), film and TV production formation (loan-out companies, single-purpose vehicles, completion-bond coordination), and music clearance / synchronisation licensing for audio and video content.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Chain-of-title gaps that block distribution

Distributors, broadcasters, and streaming platforms now demand complete chain-of-title documentation before they will license or commission content. Missing writers agreements, undocumented music clearance, incomplete performer releases — all common gaps that block distribution deals.

Music clearance complexity

Synchronisation rights, master-use rights, mechanical rights, performance rights — even using a 30-second music clip requires multiple clearances. Most producers underestimate this and end up with cleared music for some uses but not others (festival broadcast vs streaming vs DVD, for example).

Performer releases and SAG / Equity considerations

On-camera performers and voice actors require properly drafted releases covering image, voice, name, biography, and likeness for the territories and platforms intended. Productions using SAG-AFTRA or Equity-covered talent face additional union framework requirements.

Cross-border financing and tax credits

Many productions are financed across multiple jurisdictions to access tax credits and rebates: UK BFI / HMRC creative-industry credits, US state film credits (Georgia, New York, California), Canadian and Australian credits. Each requires specific structural compliance.

Podcast sponsorship and host agreements

Podcast networks managing multiple shows face complex sponsorship attribution, IAB compliance, host exclusivity, and post-departure rights. Without proper agreements, departing hosts can take audiences and back-catalogue access with them.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

Production formation and structuring. Single-purpose vehicle formation, production company formation, loan-out company structures for talent, completion-bond coordination, tax-credit-aware structuring.

Underlying rights agreements. Option agreements, life-rights agreements, source-material licensing, format rights, format adaptation agreements.

Writers, directors, and producer agreements. Writers agreements with proper IP assignment, work-for-hire structures, directing agreements with completion obligations, producer agreements.

Music clearance and licensing. Synchronisation licensing (master + publishing), mechanical licensing, performance rights coordination, library-music agreements, custom-score composer agreements.

Performer releases and engagement. On-camera and voice performer releases with proper rights coverage, child performer compliance, SAG-AFTRA / Equity coordination.

Location, prop, and depiction releases. Location filming agreements, prop and clearance licensing, real-person depiction releases, brand and product clearance.

Distribution and licensing agreements. Distribution deals, sales agent agreements, streaming licensing, broadcast licensing, festival agreements.

Podcast network infrastructure. Host agreements, sponsorship and ad-sales agreements, host-read endorsement compliance, podcast platform distribution terms, ad insertion (DAI) rights structure.

Typical Deliverables

- Production company formation and chain-of-title documentation
- Option / underlying rights / source-material licensing
- Writers, directors, producers, and key crew agreements
- Music clearance documentation (sync, master, mechanical)
- Performer releases and child-performer compliance documentation
- Location, prop, and depiction releases
- Distribution and licensing agreements
- Tax-credit-aware production structure
- Podcast host and sponsorship agreement templates
- Chain-of-title certificate ready for distributor and insurer review

Typical Engagements

Independent feature film documenting chain-of-title for distribution

An independent UK feature film completed production with documentation gaps in scripts, music, and performers. We ran a chain-of-title audit, identified 14 gaps, secured retrospective documentation for 11 (writers, music, performers), and replaced 3 unclearable music tracks with library alternatives. Distributor was able to complete commercial review and finalise the deal.

Podcast network with 8 shows formalising sponsorship infrastructure

A growing podcast network running 8 shows had inconsistent host agreements and informal sponsorship arrangements. We drafted standardised host agreements (with proper exclusivity, departure provisions, and IP licensing-back terms), produced a master sponsorship template, and built an internal playbook for sponsor onboarding and host-read endorsement compliance.

Documentary maker clearing real-person depictions and archival footage

A documentary maker producing a historical documentary needed clearance for real-person depictions, archival footage, and music. We coordinated archival licensing, drafted depiction releases for surviving subjects, secured estate consents where required, and ran music clearance through library suppliers and direct rights holders. Documentary cleared for festival, streaming, and broadcast distribution.

Production company accessing UK BFI tax credit on TV series

A UK production company producing a TV series wanted to qualify for the UK's creative-industry tax credit. We coordinated the BFI cultural test certification, structured the production through a UK single-purpose vehicle, ensured the qualifying-expenditure documentation was maintained throughout production, and supported the BFI final certification at completion.

Sector-Specific Regulatory Notes

Child performer engagement in the UK requires local authority licensing under the Children (Performances and Activities) Regulations 2014. Failure to obtain proper licensing exposes producers to enforcement.

UK BFI cultural test certification is a prerequisite for UK creative-industry tax credits. Provisional certification can be obtained before production; final certification is issued at completion.

SECTOR 06

Web3, Crypto & Digital Assets

For Web3 projects, DeFi protocols, NFT platforms, and crypto-native businesses

The Web3 and crypto regulatory environment has matured rapidly. EU MiCA is now in force. UK FCA crypto-asset business registration is mandatory for AML-regulated activities. US enforcement actions have established clearer (if still contested) lines on securities classification. Singapore, UAE, and Hong Kong have built specific licensing regimes. The era of “regulators do not know what to do about this” is over.

Our Web3 practice serves crypto-native projects from idea-stage through token launch through ongoing operations. We work with DeFi protocols, NFT platforms, crypto exchanges, custodial services, layer-1 and layer-2 ecosystems, validator operations, GameFi projects, and traditional businesses adopting crypto payments or treasury.

Substantive securities-law advice and full FCA / MiCA authorisations are provided through regulated advisers; we coordinate the engagement and handle the supporting paralegal work, structure design, jurisdiction selection, IP protection, and the wider corporate setup.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Securities classification risk for token issuances

The single biggest risk in token launches is securities classification by the SEC, FCA, ESMA, or equivalent regulators. Misclassification can result in unwound issuances, enforcement actions, and personal-liability exposure for issuers. Pre-launch securities analysis is essential.

MiCA classification and CASP authorisation

EU MiCA classifies all crypto-assets and requires CASP (crypto-asset service provider) authorisation for most regulated activities. Existing operators face transitional arrangements and significant new compliance burden.

UK FCA crypto-asset business registration

AML-regulated crypto activities require UK FCA registration. The application process is rigorous and rejection rates are high. Without registration, regulated activities cannot lawfully be conducted in or from the UK.

Jurisdiction selection for token issuance

BVI, Cayman, Switzerland, Singapore, UAE (DMCC, RAKDAO), Liechtenstein, Estonia — token-issuer structuring is its own specialist area. The choice has profound implications for tax, regulatory access, and operational substance.

NFT platform legal infrastructure

NFT platforms operate at the intersection of IP, securities, AML, and consumer protection. Smart contract terms, marketplace terms, KYC frameworks, and tax/VAT positioning all need bespoke design.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

Token issuance structuring. Jurisdiction selection for token-issuing entity (BVI, Cayman, Switzerland, UAE), token classification analysis, contributor and developer agreements, tokenomics documentation, smart contract licensing.

Securities classification (coordinated with regulated advisers). Howey, EU MiCA, UK FSMA classification analysis through specialist counsel, with our team coordinating the engagement and producing supporting documentation.

EU MiCA compliance. Crypto-asset classification (asset-referenced tokens, e-money tokens, other crypto-assets), CASP authorisation coordination, whitepaper drafting, marketing communication compliance.

UK FCA crypto-asset business registration. Pre-application gap analysis, governance and compliance documentation preparation, AML / CTF framework design, application coordination with FCA-experienced advisers.

NFT platform legal infrastructure. Platform terms, marketplace terms, smart contract terms, IP ownership and licensing frameworks, royalty enforcement mechanisms, KYC integration, returns / refunds compliance.

DAO and on-chain governance structuring. Wrapper entity structures (DAO LLC, foundation, association), governance documentation, treasury management frameworks, contributor agreements.

Crypto IP protection. Trademark filings for project / protocol names, NFT-collection branding, copyright in code and creative content, customs recordals for NFT-linked physical merch.

Crypto-friendly banking and payment. Banking partner introductions for crypto-native businesses (BCB Group, Mercury for certain categories, others), fiat on / off-ramp partner introductions, crypto-payment integration.

Typical Deliverables

- Jurisdiction selection memo for token issuance
- Token classification analysis (coordinated through regulated counsel)
- Token-issuing entity formation and operating structure
- Tokenomics and contributor agreements
- MiCA whitepaper and marketing compliance documentation
- UK FCA application package (coordinated through regulated advisers)
- NFT platform legal pack (terms, marketplace, IP licensing)
- DAO wrapper entity formation and governance documentation
- Trademark portfolio for project / protocol / collection
- Crypto-friendly banking introductions

Typical Engagements

Layer-2 protocol structuring token issuance through Cayman foundation

A layer-2 protocol approaching mainnet launch wanted to structure token issuance through a Cayman foundation to balance regulatory and operational considerations. We coordinated with regulated securities counsel on classification analysis, set up the Cayman foundation structure through partners, drafted contributor and operating documentation, and structured token allocation between team, investors, foundation treasury, and community.

NFT marketplace launching with cross-border compliance

An NFT marketplace launching from UK base with global users needed regulatory positioning across UK FCA, EU MiCA, US state-by-state, and key Asian jurisdictions. We coordinated the analysis through regulated advisers, designed the platform terms with proper jurisdictional carve-outs and warranties, and integrated KYC and AML frameworks tailored to platform risk profile.

DeFi protocol applying for UK FCA crypto-asset business registration

A DeFi protocol with UK-based development needed FCA crypto-asset business registration to conduct AML-regulated activities lawfully. We coordinated with FCA-experienced regulated advisers on the application, prepared the supporting governance / compliance documentation, ran the gap analysis to surface application risks, and supported the FCA dialogue through to determination.

Traditional business adopting crypto treasury

A growth-stage SaaS business wanted to hold a small portion of treasury in crypto and accept crypto payments from enterprise customers. We coordinated the corporate-governance documentation (board approval, treasury policy), the accounting treatment with their accountants, the AML and consumer-warning provisions in customer-facing terms, and the integration with their banking provider.

Sector-Specific Regulatory Notes

EU MiCA Regulation has been in force since 30 December 2024 for asset-referenced and e-money tokens; full CASP regime from 30 December 2024.

UK FCA financial-promotion rules now apply to crypto-asset promotions to UK consumers. Non-compliant promotions are a criminal offence carrying personal liability for senior managers.

SECTOR 07

Gaming, Esports & Interactive Entertainment

For Game studios, esports teams, gaming brands, and interactive media

Gaming is one of the largest and fastest-growing entertainment sectors globally. Game studios, esports organisations, gaming hardware brands, streaming platforms, and interactive media businesses all operate at the intersection of IP, licensing, consumer protection, age-rating compliance, and increasingly cross-border tax. We have a specialist gaming practice covering studio formation through to esports licensing through to gaming-related product launches.

Our gaming clients range from solo indie developers and small studios through mid-sized game-publishing operations through to esports teams and gaming-adjacent consumer brands. We handle the legal stack across IP protection, contracts, publishing agreements, esports player contracts, tournament licensing, age-rating compliance, and gambling-adjacent regulatory considerations (loot boxes, in-app purchases, fantasy sports).

The sector is heavily regulated in some jurisdictions (UK Gambling Commission, EU consumer-protection, US state gambling laws, age-verification rules under UK Online Safety Act) and lightly regulated in others. Multi-jurisdictional launch requires careful regulatory mapping.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Game publisher contracts heavily favour publishers

Indie developers signing with publishers face contracts that transfer IP, restrict future projects, control marketing and distribution, and often capture revenue at multiple points. Without specialist negotiation support, developers sign away long-term value.

Esports player contract complexity

Esports player contracts mix elements of employment, talent representation, streaming exclusivity, IP licensing, and brand endorsement. Many existing contracts are unenforceable or expose teams to significant liability.

Age-rating, loot boxes, and gambling-adjacent rules

Loot boxes are gambling-regulated in some jurisdictions (Belgium, Netherlands) and consumer-protection-regulated in others. UK Online Safety Act creates age-verification obligations. US state laws vary significantly. Compliance design at launch is critical.

In-app purchase and platform-store rules

Apple App Store and Google Play Store rules govern in-app purchases, subscriptions, and consumer disclosures — with severe penalties for non-compliance. Recent regulatory rulings (Epic v Apple, EU DMA) have changed parts of this landscape.

IP enforcement against game mods, cheats, and asset rips

Successful games attract modding communities (some legitimate, some infringing), cheat developers, and asset rippers. IP enforcement requires careful balancing between legitimate creator-economy support and protection against infringement.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

Studio formation and structuring. Game studio entity formation, multi-entity structures for IP holding vs operating, founder agreements, IP assignment from developers, contractor agreements.

Game development and publisher contracts. Publisher contract review and negotiation, work-for-hire developer agreements, royalty structures, sequel and IP-extension rights, marketing and distribution control.

Esports infrastructure. Player contracts, coach and analyst contracts, team operating agreements, streaming exclusivity provisions, tournament participation agreements, sponsorship contracts.

Tournament and event licensing. Tournament licensing (organiser side and participant side), tournament rules, prize-pool structuring, broadcast rights, sponsorship documentation.

Loot box and gambling-adjacent compliance. Multi-jurisdiction loot-box compliance analysis, in-app purchase compliance, age-verification frameworks under UK Online Safety Act, gambling-licensing-or-exemption analysis.

Platform and storefront compliance. Apple App Store and Google Play compliance, Epic Games Store, Steam, console platform compliance (PlayStation, Xbox, Nintendo).

Gaming IP protection. Trademark filings for game name, studio name, character names; copyright in code, art, audio; trade dress for distinctive visual elements; merchandising trademark protection.

Anti-cheat and mod enforcement. Cheat-developer cease-and-desist programmes, marketplace enforcement against asset rips and unauthorised merchandise, DMCA takedowns of leaked or pirated content.

Typical Deliverables

- Studio formation and multi-entity structure
- Founders agreement, IP assignment, contractor agreements
- Publisher contract review and negotiation support
- Esports player contract templates
- Tournament rules and licensing documentation
- Age-rating and loot-box compliance audit
- Platform compliance documentation (App Store, Play Store, Steam)
- Trademark and copyright portfolio
- Anti-cheat and IP enforcement programme
- Cross-border tax setup

Typical Engagements

Indie studio negotiating publisher contract

A two-person indie studio offered a publisher deal worth a six-figure advance faced a contract that captured 70% of revenue, took ownership of the IP, and restricted future projects for three years. We reviewed, identified 18 problematic provisions, supported a 4-week negotiation, and got the studio to a contract with 50/50 revenue split (post-recoupment), studio retained IP, and a narrower non-compete. Deal closed at acceptable terms.

Esports team formalising player contracts and team operations

An esports team operating informally with 12 players across three games engaged us to formalise the structure. We drafted player contracts (with proper streaming exclusivity, social media obligations, and post-departure provisions), team operating agreement, sponsorship contract template, and IP-licensing-back framework for player likeness. Team is now operating on a fully documented basis.

Game launching with loot boxes in EU markets

A mid-sized game studio launching a game with loot boxes in EU markets needed multi-jurisdiction compliance analysis. We coordinated analysis across UK, France, Germany, Netherlands, and Belgium (where loot boxes are particularly restricted), redesigned the monetisation system to comply with the most-restrictive market, and drafted age-verification and consumer-disclosure documentation.

Streamer-led gaming brand launching apparel line

A successful gaming streamer with millions of followers launched an apparel and merchandise line. We coordinated trademark filings for the brand name across the streamer's major markets, drafted manufacturing agreements with IP protection, set up Amazon Brand Registry, drafted brand licensing for merchandise partners, and coordinated FTC-compliant endorsement language for

> cross-promotion with the streamer’s content.

Sector-Specific Regulatory Notes

Loot box regulation varies dramatically across jurisdictions. Belgium prohibits them outright; Netherlands has restricted them under gambling rules; UK treats them as consumer-protection matters; US is mixed. Cross-border launches require jurisdiction-by-jurisdiction analysis.

UK Online Safety Act creates age-verification obligations for adult and high-risk content, with strict enforcement timelines now underway.

SECTOR 08

Hospitality, Restaurants & Travel

For Restaurants, hotels, hospitality groups, travel businesses

Hospitality is a multi-licence, location-intensive sector with significant exposure to consumer protection, employment, food safety, and increasingly sustainability regulation. Multi-unit operators expanding into new markets face stacked licensing requirements (state, city, county, federal in the US; council, FSA, Home Office in UK), employment obligations that vary by jurisdiction, and brand-protection challenges as their concepts get copied.

Our hospitality practice serves restaurant groups (single-unit through multi-unit), hotel and short-stay operators, travel businesses, hospitality-tech businesses, and food and beverage brands moving into bricks-and-mortar. We are particularly active in cross-border hospitality expansion (UK groups opening US locations is a common pattern).

Our work spans entity formation, the full licensing stack, employment documentation, supplier contracts, brand protection, and ongoing compliance. For franchise and multi-unit operators we handle the underlying franchise documentation and ongoing licensing across the network.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Multi-layered US licensing for restaurants

A US restaurant opening typically requires: state seller's permit, city business licence, county health permit, alcohol licence (separate state regime), food handler certifications, signage permits, and often building / occupancy permits. Each is its own application with its own timeline.

Alcohol licensing complexity

Alcohol licensing is one of the most jurisdiction-specific regimes anywhere. UK premises licences under the Licensing Act 2003, US state liquor authorities (each completely different), Canadian provincial liquor boards, EU member-state regimes. Multi-location operators face matrix complexity.

Employment law sensitivity

Hospitality has high employee turnover, often with tipped staff, casual or zero-hours workers, and complex shift arrangements. Wage-and-hour compliance, tipping rules, immigration documentation, and tronc / service charge handling all create risk.

Food safety and allergen compliance

UK FSA, US FDA, Health Canada, and EU food safety regimes all require documented food-safety procedures, allergen disclosures, and supplier traceability. Failure to comply can result in business closure.

Concept and brand copying

Successful restaurant concepts attract copycats quickly. Brand names, distinctive interior designs, signature dishes, and proprietary processes all need protection where commercially material.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

Restaurant / hotel entity setup. Operating entity formation, holding company structure for multi-unit operators, single-purpose vehicles for individual locations, franchise corporate structures.

Multi-jurisdiction licensing. State, county, city business licensing in the US; UK premises and personal licences under Licensing Act 2003; UAE DED and free-zone licensing for hospitality; equivalent regimes elsewhere.

Alcohol licensing. US state-by-state alcohol licensing coordination, UK premises licence applications, Designated Premises Supervisor appointments, ongoing compliance with licensing conditions.

Employment documentation. Employment contracts (employee, fixed-term, casual, zero-hours), employee handbooks, tronc and service charge documentation, restrictive covenants, immigration documentation coordination.

Food safety and FSA compliance. Food safety management documentation, allergen disclosure templates, Natasha's Law compliance for UK pre-packed-for-direct-sale, supplier audit support.

Supplier and tenancy agreements. Supplier agreements with quality and exclusivity provisions, commercial property leases (negotiation and review only — substantive landlord-tenant advice through partners), tenant fit-out agreements.

Brand protection. Trademark filings for restaurant / hotel / brand name in operating markets, registered designs for distinctive interior elements where appropriate, ongoing marketplace enforcement against unauthorised merchandise.

Multi-unit and franchise structuring. Franchise documentation (franchise agreement, FDD where US, brand standards manual, area development agreements), franchisee onboarding documentation, ongoing franchise compliance.

Typical Deliverables

- Entity formation for operating company, location SPVs, holding structure
- Complete licensing stack for each location
- Alcohol licence applications and ongoing compliance
- Employment documentation pack (contracts, handbook, policies)
- Tronc and service charge documentation
- Food safety management documentation
- Allergen disclosure templates
- Supplier agreement templates
- Trademark portfolio
- Franchise documentation suite (where applicable)

Typical Engagements

Restaurant group opening locations in California, New York, and Florida

A multi-unit restaurant group expanding to three US states needed coordinated licensing across state, city, and county levels: seller's permits, city business licences, county health permits, alcohol licences (each state with its own regime), food handler training, and signage permits. We mapped the full licence stack for each location, sequenced applications to meet opening targets, and coordinated state-local agency engagement.

UK restaurant group opening first US location

A successful UK restaurant group opening its first US location in New York needed entity setup, full licensing stack, employment documentation aligned to New York wage and hour rules, and food-safety compliance. We coordinated the New York LLC formation, alcohol licence application (which alone took 16 weeks), employment pack with New York-specific provisions including the Hospitality Industry Wage Order, and food-safety compliance documentation.

Short-stay operator with portfolio across UK and EU markets

A short-stay rental operator with properties in UK, Spain, Portugal, and Italy needed coordinated compliance across local short-stay regimes (London short-stay 90-day rule, Spanish autonomy-by-autonomy registration, Portuguese Alojamento Local). We coordinated registrations, drafted booking terms and guest agreements compliant across markets, and supported ongoing compliance with local registration renewals.

Hotel brand launching franchise programme

A boutique hotel brand wanting to franchise its concept to other operators needed franchise documentation: franchise agreement, brand standards manual, area development agreement, training materials, and ongoing franchise compliance framework. We drafted the documentation suite, supported the first three franchisee onboardings, and built an internal franchise compliance playbook.

Sector-Specific Regulatory Notes

UK Allergen Information Regulations (“Natasha’s Law”) require full ingredient and allergen labelling on all pre-packed-for-direct-sale food. Non-compliance attracts FSA enforcement and significant fines.

US state alcohol licensing timelines vary widely (8-24 weeks for new applications in most states). Planning openings around licence approval is essential to avoid revenue gaps at launch.

SECTOR 09

Healthcare, Wellness & Cosmetics

For Healthcare brands, wellness products, supplements, and cosmetics

Healthcare-adjacent products face the most stringent regulatory regimes in commerce: medicines, medical devices, cosmetics, food supplements, novel foods, and increasingly digital health products. Each category triggers a different regulatory regime in each jurisdiction, and misclassification can mean the difference between launching in 6 weeks and 6 months. Marketing claims face active regulator scrutiny under ASA in UK, FTC in US, and EU-equivalent regimes.

Our practice serves consumer health brands (supplements, cosmetics, personal care), medical device makers, digital health platforms, healthcare marketplaces, and wellness brands of all sizes. We work primarily with brands selling cross-border (UK + EU + US is the most common combination) where regulatory coordination is essential.

Substantive regulatory advice on borderline products (medicine-vs-supplement, medical-device classification, novel food applications) is delivered through specialist regulatory advisers; we coordinate the engagement, prepare the supporting documentation, handle the filings, and integrate the regulatory work with the wider corporate and IP setup.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Product classification (cosmetic vs medicine vs medical device)

The same physical product can be regulated as a cosmetic, a supplement, a medicine, or a medical device depending on its claimed effect and intended use. Misclassification at launch creates rework, market withdrawal, and regulatory exposure. Product classification analysis should precede branding and marketing decisions.

UK Responsible Person and EU Responsible Person requirements

Cosmetics sold in the UK and EU each require a Responsible Person established in that market. Post-Brexit, UK and EU RP roles are separate. Many brands launch with EU RP arrangements but lack proper UK RP coverage, exposing them to enforcement.

FDA registration and MoCRA compliance for US cosmetics

The US Modernization of Cosmetics Regulation Act (MoCRA) requires facility registration, product listing, and adverse event reporting for cosmetics sold in the US. Compliance is now mandatory and enforcement has begun.

Health claims, marketing claims, and ASA / FTC enforcement

Health claims on supplements, cosmetics, and wellness products attract aggressive regulator attention. ASA in UK, FTC in US, EFSA in EU — all have active enforcement programmes. Many ostensibly innocuous marketing claims fall foul of the rules.

Novel foods and supplement ingredient compliance

CBD products, mushroom extracts, exotic ingredients, and many "wellness" ingredients face novel-food registration requirements in UK and EU. Trading non-compliant products is a regulatory offence.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

Product classification analysis. Pre-launch product classification analysis: cosmetic, food supplement, medicine, medical device, or hybrid. Coordinated with specialist regulatory advisers where the position is borderline.

Cosmetics compliance. UK CPSN, UK CPSR, EU CPNP, UK and EU Responsible Person services through partners, ingredient compliance review, product information files.

US FDA registrations and MoCRA compliance. FDA facility registration, product listing, adverse event reporting framework, MoCRA compliance documentation, US Responsible Person designation.

Supplement compliance. UK food supplement notifications, EU member-state notification coordination, US DSHEA compliance, EFSA health claim analysis, structure-function claim compliance.

Novel food applications. UK FSA novel food applications, EU EFSA novel food applications, CBD compliance, ingredient dossier coordination through specialist advisers.

Medical device support. MHRA medical device classification (paralegal scope), Class I self-declarations, EU MDR registration coordination, US FDA medical device pathway through partners.

Marketing claim compliance. CAP Code / ASA pre-publication review, FTC compliance for US marketing, EFSA health claim analysis, social media and influencer claim audits.

Cross-border distribution and import. Distribution agreements with proper regulatory allocation, import compliance, customs and product safety coordination.

Typical Deliverables

- Product classification analysis memo
- UK CPSN and EU CPNP cosmetic registrations
- UK and EU Responsible Person arrangements
- US FDA facility registration and product listing
- MoCRA compliance documentation
- Supplement notifications across operating markets
- Marketing claim audit reports
- Pre-publication marketing review service
- Distribution agreements with regulatory allocation
- Annual regulatory compliance review

Typical Engagements

Cosmetics brand launching across UK, EU, and US

A skincare brand launching simultaneously in UK, EU, and US needed coordinated regulatory compliance across all three markets. We delivered: UK CPSN and EU CPNP submissions through partners with Responsible Person designation, US FDA facility registration and MoCRA compliance, marketing claim audit and pre-publication review of website copy and packaging, and integrated the regulatory work with trademark filings and e-commerce legal pack.

Supplement brand reclassifying after ASA enforcement letter

A wellness supplement brand received an ASA enforcement letter about unauthorised health claims. We ran a complete marketing claim audit, identified 14 problematic claims, rewrote website and packaging copy to compliant alternatives, drafted the ASA response, and put a pre-publication review process in place. Enforcement closed without further action.

CBD brand navigating UK novel food registration

A CBD oil brand needed UK FSA novel food registration to lawfully sell in the UK. We coordinated the application through specialist regulatory advisers, supported the technical dossier preparation, and managed the FSA dialogue through to inclusion on the public list. Brand resumed full UK trading lawfully.

Digital health platform clarifying medical device classification

A digital health platform offering symptom-tracking features was unclear whether its product was a medical device. We coordinated with specialist regulatory advisers on MHRA classification (Class I non-measuring under MDR), supported the conformity assessment, drafted the technical file, and integrated with the platform’s wider GDPR and AI Act compliance.

Sector-Specific Regulatory Notes

US MoCRA brought significant new obligations including mandatory facility registration, product listing, and adverse event reporting. Non-compliance can result in product seizure and import refusal.

UK and EU cosmetic regulations diverged post-Brexit. UK CPSN is no longer the same as EU CPNP, and a single notification no longer covers both markets. Separate Responsible Persons are required.

SECTOR 10

EdTech & Online Learning

For EdTech platforms, online learning, and education businesses

EdTech sits at the intersection of consumer protection, data protection, child-safety law, and accreditation regimes. The sector has matured rapidly since 2020, with growing regulatory attention to safeguarding, AI in education, age-verification, and consumer transparency. Successful EdTech businesses now need to handle child-data protection, accessibility compliance, accreditation positioning, and increasingly AI Act compliance.

Our EdTech practice serves online learning platforms, K-12 EdTech, higher-ed and professional learning, corporate training providers, tutoring marketplaces, and education-adjacent businesses (e.g. exam-prep, language learning, music education). We work with both teacher-facing and learner-facing products across UK, US, and EU markets.

Where the platform serves children under 13 (US COPPA) or under 16 (some EU member states for GDPR child-data purposes), additional layers of compliance apply. Where AI features support assessment, feedback, or content generation, EU AI Act considerations now apply.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Child-data protection (COPPA, UK Age Appropriate Design Code, GDPR)

EdTech platforms serving children face overlapping and stringent child-data protection regimes: US COPPA (under 13), UK Age Appropriate Design Code, GDPR Article 8 (variable age threshold by member state). Non-compliance attracts severe penalties and can result in app-store removal.

Safeguarding obligations

Platforms with direct child-adult interaction (tutoring marketplaces, mentoring platforms) face safeguarding obligations including background checks, supervision frameworks, and incident response procedures.

Accessibility compliance

EU European Accessibility Act (in force June 2025), UK accessibility regulations for public-sector digital, and US ADA digital-accessibility expectations all create compliance obligations. EdTech is a particular target for accessibility-related litigation in the US.

AI in education compliance

AI-enabled educational tools (automated grading, AI tutoring, AI content generation) face EU AI Act classification — potentially as high-risk systems under Annex III where they materially affect access to education or assessment. Compliance is non-trivial.

Subscription models and consumer protection

EdTech consumer subscriptions face CMA, FTC, and EU regulator scrutiny around auto-renewal, cancellation, and pre-contract information.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

EdTech legal pack. Terms of Service, Privacy Policy with age-aware provisions, Cookie Policy, AUP, parental consent flows for under-age users, payment terms, content licensing terms.

Child-data protection compliance. COPPA compliance assessment, UK Age Appropriate Design Code conformance, GDPR child-data flows, age verification mechanisms, parental consent flows.

Safeguarding framework. Safeguarding policy, background check coordination (DBS UK, equivalent elsewhere), incident response procedures, mandatory reporting frameworks.

Accessibility compliance. WCAG-aligned accessibility audit support, EU European Accessibility Act compliance documentation, accessibility statement drafting.

AI in education compliance. EU AI Act classification of educational AI features, high-risk system compliance documentation where applicable, AI transparency disclosures, training data audits.

Content licensing and IP. Educator and contributor agreements with proper IP licensing, content licensing terms with publishers and creators, copyright compliance for course materials.

Tutor / educator engagement (for marketplaces). Tutor / educator engagement agreements, classification analysis (employee vs contractor), commission structures, exclusivity provisions.

Cross-border tax and entity. UK Ltd or Delaware C-Corp formation, US sales tax for digital learning (taxable in some states), UK and EU VAT (digital services rules), accreditation-aware structuring.

Typical Deliverables

- Complete EdTech legal pack: ToS, Privacy, AUP, payment, content licensing
- COPPA / Age Appropriate Design Code compliance assessment
- Parental consent flow design
- Safeguarding policy and procedures
- Accessibility statement and compliance documentation
- AI in education compliance documentation
- Educator / contributor agreement templates
- Tutor / marketplace engagement agreements
- Cross-border tax setup
- Annual compliance review

Typical Engagements

K-12 EdTech platform launching in US with COPPA compliance

A K-12 EdTech platform launching in US with under-13 learners needed COPPA compliance from day one. We delivered: parental consent flow design, school authorisation pathway (under FERPA / school-authorised-collection framework), Privacy Policy with COPPA-required disclosures, vendor due diligence for sub-processors, and incident response procedures. Launched with compliant flows.

Tutoring marketplace formalising safeguarding and tutor agreements

A growing tutoring marketplace connecting tutors and learners (including minors) needed proper safeguarding and tutor-engagement framework. We drafted the safeguarding policy, background check coordination, tutor engagement agreement (with classification analysis, exclusivity, IP licensing-back), parental consent and supervision provisions, and incident response procedures.

AI-tutoring product preparing for EU launch

An AI-tutoring product offering automated feedback and adaptive content needed EU AI Act analysis before EU launch. We coordinated the classification analysis (potentially high-risk under Annex III as it affects access to education), supported the conformity-assessment documentation, drafted AI transparency disclosures, and integrated with the platform's GDPR compliance.

Professional learning platform expanding from UK to EU and US

A professional learning and certification platform expanding from UK to EU and US needed coordinated regulatory framework: UK and EU GDPR alignment, US state privacy laws (California CCPA, others), US sales tax positioning for digital learning, accessibility compliance, and accreditation-aware structuring for the certification programmes.

Sector-Specific Regulatory Notes

UK Age Appropriate Design Code (Children’s Code) applies to any online service likely to be accessed by children, not only services targeted at children. The ICO actively enforces.

US COPPA penalties have risen significantly with recent FTC enforcement actions. Non-compliant platforms face significant fines and app-store removal.

SECTOR 11

Real Estate & Property Investment

For Property investors, developers, short-stay operators, and property tech

Real estate is one of the most jurisdiction-specific sectors we work in. Property law, tax, and regulatory frameworks vary dramatically by country and often by sub-jurisdiction (US states, UAE emirates, EU member states). Our role is not to provide substantive conveyancing or local property advice — that work belongs with licensed conveyancers, real estate attorneys, and local advisers — but to coordinate the corporate, IP, and ongoing structures that wrap around property holdings and operations.

Our practice serves international property investors, developers, short-stay rental operators (Airbnb, Vrbo, Booking.com), property tech businesses, and family offices with real-estate exposure. We are particularly active in the cross-border setup work: structuring international property holdings, setting up the operating entities, integrating with banking and tax compliance.

Substantive property advice (conveyancing, lease drafting, planning, landlord-tenant litigation) is delivered by regulated local advisers and we coordinate the engagement. Our work covers the corporate wrapper, the cross-border tax positioning, the IP for property-tech businesses, and the ongoing compliance.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

International property holding structures

Holding international property without proper structuring creates exposure to inheritance tax in multiple jurisdictions, ongoing reporting complexity, and difficult succession outcomes. UK property held directly by non-residents now attracts significantly more tax than property held through corporate structures (or vice versa, depending on profile). Each jurisdiction has its quirks.

Short-stay rental regulatory complexity

Short-stay rentals face increasingly strict regulation: London 90-day rule, EU member-state registration regimes (Spain, Portugal, Italy each have their own), US city-by-city rules. Operators with multi-jurisdiction portfolios face matrix compliance.

Property-tech regulatory exposure

Property platforms (rental marketplaces, property management software, real estate transaction platforms) sit between estate-agency regulation, consumer protection, payment services, and data protection. Many platforms underestimate the regulatory perimeter.

Cross-border financing and FDI rules

Several jurisdictions restrict foreign property ownership or require FDI screening. Australia FIRB, Canada foreign-buyer rules, EU member-state restrictions, UAE freehold rules — all create specific structural considerations.

AML / source of funds documentation

Real estate transactions face heightened AML scrutiny. Source-of-funds documentation, beneficial ownership disclosure, and politically-exposed-person screening are all standard in real estate transactions involving cross-border money.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

Property holding structures. Holding company design for international property portfolios: UK Ltd or LLP, US LLC, BVI / Cayman structures (where appropriate with substance), single-purpose vehicles per asset, integration with personal tax structuring.

Cross-border property transactions (corporate wrapper). Corporate setup for property acquisition, structuring of share purchase vs asset purchase, integration with local conveyancing partners, source-of-funds documentation.

Short-stay rental compliance. Multi-jurisdiction short-stay registration coordination, booking terms compliance, host agreement templates, guest agreements, local regulator engagement.

Property tech business setup. Property tech entity setup, regulatory perimeter analysis (estate agency regulation, payment services, consumer protection), platform terms, tenant / landlord / agent agreements.

Property management agreements. Property management agreements with proper allocation of liability, agency authorisations, fee structures, performance metrics.

Construction and development structuring. Joint venture structures for development, profit-share agreements with developers, construction contract review (coordinated with construction-specialist partners).

AML and source-of-funds documentation. AML compliance frameworks for property transactions, source-of-funds documentation, beneficial ownership disclosure, PEP screening.

Family office property structures. Multi-generational property holding structures, integrated with trusts and foundations through specialist partners, succession-aware structuring.

Typical Deliverables

- Property holding structure design and implementation
- Single-purpose vehicles for individual property holdings
- Short-stay rental registrations across operating markets
- Host and guest agreement templates
- Property management agreements
- Property tech platform legal pack
- AML compliance framework and source-of-funds documentation
- Integration with local conveyancing partners
- Ongoing compliance subscription
- Annual structure review

Typical Engagements

Family office consolidating international property holdings

A family office with property holdings across UK, France, Spain, UAE, and US wanted to consolidate the structure for succession and management efficiency. We designed a multi-tier structure with UK holding company over jurisdiction-specific single-purpose vehicles, integrated with the family's existing trust structure through specialist partners, and supported the asset migrations over an 18-month period.

Short-stay operator with portfolio across UK, Spain, Portugal, Italy

A short-stay rental operator with properties across four EU markets needed coordinated compliance: London short-stay 90-day rule, Spanish autonomy-by-autonomy registration (Cataluña, Andalucía, Madrid), Portuguese Alojamento Local, Italian regional regimes. We coordinated registrations, drafted booking terms compliant across markets, and supported ongoing compliance with local registration renewals.

Property tech platform clarifying regulatory perimeter

A property tech platform connecting landlords and tenants with payment-facilitation features was unclear whether it triggered UK estate agency regulation, payment services rules, or anti-money-laundering supervision. We ran the regulatory perimeter analysis, coordinated specialist advisers where substantive regulatory advice was needed, and structured the platform terms and operating model to manage exposure.

International investor acquiring UK commercial property

A Middle Eastern investor acquiring a UK commercial property portfolio needed corporate wrapper setup, AML compliance, source-of-funds documentation, and integration with UK conveyancing solicitors. We set up the UK property-holding company, coordinated the AML documentation, supported the conveyancers on the share-purchase elements of the transactions, and integrated ongoing UK compliance into the investor’s wider structure.

Sector-Specific Regulatory Notes

UK non-resident landlords face specific tax obligations (Non-Resident Landlord Scheme; ATED for high-value residential; UK property capital gains tax for non-residents). Structural planning before acquisition saves significant ongoing cost.

UAE freehold property ownership is restricted to designated areas and certain entity types. Structural planning should precede acquisition decisions.

SECTOR 12

Financial Services & FinTech

For FinTech businesses, payment service providers, lending platforms, and wealth-tech

Financial services is among the most heavily regulated sectors anywhere. UK FCA, EU under MiFID II / PSD2 / MiCA / BNPL regimes, US state-by-state money transmitter licensing, Singapore MAS, UAE DFSA / FSRA — each is its own world. Substantive regulatory authorisation work is delivered through regulated advisers; our role is coordination, structure design, jurisdictional positioning, IP protection, corporate setup, and ongoing supporting compliance.

Our practice serves FinTech businesses (payments, lending, wealth-tech, insurtech, RegTech), traditional financial services adopting tech, payment service providers, lending platforms, and BNPL operators. We work primarily with businesses launching cross-border or migrating from one jurisdiction to another (post-Brexit migrations have been a major workstream).

Where regulated activities are being conducted, full authorisation work is essential and must be delivered through regulated advisers. Our role is to coordinate the engagement, prepare the supporting paralegal-scope documentation, and integrate the regulatory work with the wider corporate setup, IP protection, and ongoing compliance.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

UK FCA Part 4A authorisation complexity

FCA Part 4A authorisation for regulated activities (payment services, e-money, investment services, consumer credit, others) is a multi-month process with rigorous governance, compliance framework, and ongoing supervision expectations. Many applications are returned for incomplete documentation.

EU passporting and post-Brexit migration

UK FCA-authorised firms lost EU passporting post-Brexit. Many have migrated or established EU subsidiaries (Ireland, Netherlands, Lithuania, Luxembourg are common choices). Each path has different cost, timeline, and substance implications.

US state-by-state money transmitter licensing

US money transmission is licensed state-by-state with no federal alternative. Operating across all states requires 49 separate licenses (Montana being the exception). Compliance burden is significant; substitutes like NMLS-registered MSB and state-by-state agency models partially mitigate this.

EU MiCA for crypto and tokenisation

EU MiCA classifies all crypto-assets and requires CASP authorisation for crypto-asset service providers. Existing operators face transitional arrangements and significant new compliance.

BNPL regime preparation

UK BNPL regime has been delayed multiple times but final implementation is approaching. EU BNPL rules under the Consumer Credit Directive are already in transposition. Operators need to plan for compliance.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

Regulatory perimeter analysis. Pre-launch regulatory mapping: what activities trigger which authorisations across UK, EU, US, Singapore, UAE, Hong Kong. Coordinated with regulated advisers where substantive regulatory opinion is needed.

FCA application coordination. Pre-application gap analysis, governance and compliance documentation preparation, AML / CTF framework design, application coordination with FCA-experienced regulated advisers.

EU CASP and authorisation work. EU member-state authorisation coordination (Ireland, Netherlands, Lithuania, Luxembourg) through partners, MiCA classification and CASP application documentation.

US money transmitter strategy. US MTL strategy (NMLS registration, state-by-state licensing, agency models, federal alternatives), coordination with US licensing counsel.

Corporate structure for regulated firms. Holding company design integrating regulated and unregulated activities, intra-group services arrangements, regulatory-capital and substance positioning.

FinTech contract suite. Customer agreements, partner bank arrangements, payment service provider agreements, BAA-style agreements for embedded finance partners, processor agreements.

AML / CTF compliance documentation. AML / CTF policy and procedures, customer due diligence framework, transaction monitoring framework, sanctions screening framework, training documentation.

Ongoing regulatory compliance support. Compliance Monitoring Programme support, regulatory reporting coordination, FCA / MAS / equivalent regulator dialogue management, conduct-risk frameworks.

Typical Deliverables

- Regulatory perimeter analysis memo
- Authorisation application coordination (FCA, EU member state, MAS, others)
- Governance and compliance framework documentation
- AML / CTF policy and procedures
- Customer terms and partner agreements
- Corporate structure for regulated activities
- EU MiCA classification and CASP documentation (coordinated through partners)
- BNPL compliance documentation (where applicable)
- Ongoing compliance monitoring framework
- Regulatory dialogue support

Typical Engagements

UK FinTech applying for FCA Part 4A authorisation

A growth-stage FinTech in payment services applied for FCA Part 4A authorisation. We coordinated with FCA-experienced regulated advisers, prepared the supporting governance and compliance documentation (compliance manual, risk framework, AML policy, business plan, financial projections), and managed the FCA dialogue through the application. Authorised on first application.

Post-Brexit migration of UK FinTech to Ireland for EU passporting

A UK-authorised FinTech needing EU passporting set up an Irish subsidiary with Central Bank of Ireland authorisation. We coordinated through Irish regulated advisers, designed the corporate structure (parent UK + Irish operating subsidiary), structured the intra-group services arrangement, and supported the Central Bank of Ireland application. EU passporting restored.

US-based BNPL operator preparing for UK BNPL regime

A US-based BNPL operator preparing for UK market entry and the impending UK BNPL regime needed UK strategy. We coordinated regulatory analysis through FCA-experienced advisers, prepared the UK entity setup, drafted customer agreements aligned to anticipated BNPL rules, and built the compliance documentation framework.

Crypto exchange seeking UAE ADGM authorisation

A crypto exchange seeking authorisation in UAE ADGM (FSRA-regulated) needed coordinated setup. We coordinated through ADGM-experienced regulated advisers, set up the ADGM corporate structure, supported the FSRA application, integrated with banking partners willing to bank ADGM crypto entities, and built the operational compliance framework.

Sector-Specific Regulatory Notes

Substantive FCA, MAS, FSRA, and EU regulatory authorisation work is delivered through regulated advisers. Our role is coordination, paralegal-scope documentation, and supporting infrastructure. Engagement letters make this distinction clear.

UK Senior Managers and Certification Regime (SM&CR) applies to FCA-regulated firms and creates personal accountability obligations for senior managers. Compliance design from launch is essential.

SECTOR 13

Manufacturing & Industrial

For Product manufacturers, OEMs, industrial businesses, and consumer-goods makers

Manufacturing is a contracts-and-IP-intensive sector with high exposure to product liability, supply chain compliance, and increasingly sustainability and ESG reporting. International manufacturers face the additional complexity of cross-border supply chains, IP filings in manufacturing countries, customs and trade compliance, and multi-jurisdictional product safety frameworks.

Our practice serves consumer-goods manufacturers, industrial OEMs, electronics manufacturers, contract manufacturers, and supply-chain-integrated businesses. We are particularly active in cross-border supply chain work: manufacturers in Asia supplying brands in UK / EU / US, with the corporate, IP, and contractual layer wrapping around the operations.

Substantive product safety opinions and CE / UKCA conformity assessments are coordinated through specialist regulatory advisers; we handle the corporate, IP, supply-chain contracts, customs recordals, and ongoing compliance.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Supply chain IP exposure in manufacturing countries

Brands manufactured in China, Vietnam, India, Bangladesh, or Turkey face IP exposure at the source. Without registered rights in manufacturing countries, factories can produce parallel-market knock-offs without infringing the brand's home-country registrations.

Product safety and liability frameworks

UKCA, CE marking, US CPSC, Health Canada, Australian ACCC — each market has its own product safety regime. Compliance is technical, ongoing, and unforgiving.

OEM and contract manufacturing agreements

Contract manufacturing agreements need to allocate IP, quality, defect risk, minimum-order commitments, exclusivity, and termination. Poorly drafted agreements expose brands to capacity capture, IP misuse, and quality liability.

Supply chain compliance (Modern Slavery, CSRD, ESG)

Modern Slavery Act statements, CSRD reporting (for larger groups), ESG-aware supplier audits, and increasingly Scope 3 emissions reporting all create supplier-level documentation requirements.

Customs, trade, and tariff considerations

Cross-border manufacturing involves customs classification, rules of origin, preferential tariffs (UK-EU TCA, US trade agreements), and increasingly trade-defence considerations (anti-dumping duties, export controls).

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

IP protection in manufacturing countries. Trademark and registered design filings in China, Vietnam, India, Bangladesh, Turkey, and other manufacturing countries. Customs recordals in manufacturing countries where available.

Contract manufacturing and OEM agreements. Contract manufacturing agreements with proper IP, quality, capacity, exclusivity, and termination provisions. OEM agreements for hardware businesses.

Distribution and reseller agreements. Multi-jurisdiction distribution agreements, selective distribution networks, channel-conflict management, agency vs distribution structuring.

Product safety and conformity. Coordination of CE / UKCA conformity assessment through specialist partners, technical file preparation support, supplier conformity documentation, recall procedures.

Supply chain compliance. Modern Slavery Act statements (UK), supplier code of conduct, audit frameworks, CSRD preparation for groups above thresholds, Scope 3 emissions documentation support.

Customs and trade compliance. Customs IP recordals (UK, US, EU), rules-of-origin documentation, preferential tariff positioning, anti-counterfeiting customs interception support.

Trademark and design enforcement. Marketplace enforcement, customs interception, factory-level enforcement coordination through partners in manufacturing countries.

Cross-border corporate setup. Manufacturing-aware corporate structures: brand-holding entity, IP-holding entity (with substance), operating entity, sales entities in target markets.

Typical Deliverables

- Trademark and registered design portfolio in manufacturing countries
- Contract manufacturing agreement templates
- OEM and distribution agreement suite
- Conformity assessment documentation (coordinated through partners)
- Modern Slavery Act statement and supplier code of conduct
- Customs IP recordals across operating markets
- Multi-jurisdiction trademark enforcement programme
- Cross-border corporate structure
- Supply chain audit support documentation
- Annual brand-IP review

Typical Engagements

Consumer-electronics brand with Asian supply chain

A growth-stage consumer-electronics brand manufactured in Shenzhen and Vietnam, selling into UK, EU, US, and Australia, needed coordinated IP and supply-chain compliance. We delivered trademark and design portfolio across all sales markets plus China and Vietnam, contract manufacturing agreement with the Shenzhen and Vietnam factories (including IP protection and capacity commitments), and customs recordals in UK / US / EU to enable border interception.

Furniture manufacturer fighting copycats from a third-party factory

A UK furniture brand discovered that one of its former Chinese manufacturers was producing the same designs for parallel-market sale. We filed Chinese registered designs (already too late for the original products but in time for new designs), pursued cease-and-desist correspondence through Chinese partners, restructured manufacturer agreements with the brand's remaining factories, and recorded brand rights with Chinese customs.

Industrial OEM expanding distribution into EU markets

An industrial equipment OEM expanding distribution into France, Germany, Italy, and Spain needed coordinated documentation: master distribution agreement with country-specific schedules, conformity assessment coordination for CE marking, technical file preparation, and IP filings in priority manufacturing and sales markets.

D2C brand publishing first Modern Slavery Act statement

A growing D2C brand crossing the UK Modern Slavery Act threshold for the first time needed a compliant statement plus underlying supplier framework. We drafted the Modern Slavery statement, prepared the supporting policies (supplier code of conduct, due-diligence framework), and supported the supplier audit programme through audit partners.

Sector-Specific Regulatory Notes

UK and EU product conformity has diverged post-Brexit. CE marking and UKCA marking are separate regimes (despite UK government acceptance of continued CE recognition for many products).

Modern Slavery Act applies to UK businesses with global turnover above £36 million. The threshold is consolidated group turnover; corporate structuring does not avoid the obligation.

SECTOR 14

Pharmaceutical & Life Sciences

For Pharma businesses, biotech startups, medical device makers, and health-tech

Pharmaceutical and life sciences is a regulator-led sector where substantive regulatory authorisation work is conducted through specialist regulatory advisers. Our role is to coordinate the wider corporate, IP, contractual, and supply-chain layer that wraps around the regulatory programme: setting up the corporate structure, filing the trademarks and designs, contracting with manufacturers and distributors, and managing the ongoing compliance.

Our practice supports pharma startups (corporate setup, IP, fundraising-readiness, founder agreements), medical device manufacturers (corporate, IP, distribution, customs recordals), digital health platforms (regulatory perimeter, IP, GDPR alignment), and health-tech businesses spanning the device-software-service spectrum.

Substantive MHRA, FDA, Health Canada, EMA, and equivalent regulatory work is conducted through specialist partners. We coordinate the engagement, prepare supporting paralegal-scope documentation, and integrate the regulatory work with the corporate setup.

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Medical device classification and conformity

EU MDR / IVDR, US FDA medical device pathway, UK MHRA classification under MDR-mirroring rules — each requires specialist regulatory work coordinated through partners. Misclassification at launch can result in market withdrawal.

Clinical trial documentation

Clinical investigation under MDR, clinical trial under EU CTR / UK CTA, clinical data documentation — all require specialist regulatory and clinical input. Supporting contractual layer (CRO agreements, investigator agreements, patient consent forms) is part of our paralegal scope.

IP strategy for life sciences

Patent strategy for life sciences is critical and delivered through registered patent attorneys. We provide paralegal support (prior art searches, PCT national phase, IDS preparation) and handle trademark strategy and design protection for product-design elements.

Distribution and supply chain in regulated products

Distribution of regulated products (medicines, medical devices) requires regulatory allocation in contracts — who holds market authorisation, who is responsible for adverse-event reporting, who handles recalls.

Digital health regulatory perimeter

Digital health products sit on the boundary of medical device regulation, GDPR, AI Act (where applicable), and consumer protection. Regulatory perimeter analysis at launch is essential.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

Pharma / biotech corporate setup. Corporate setup for pharma startups, founder agreements with IP assignment, contractor agreements, scientific advisory board agreements, fundraising-readiness documentation.

Medical device corporate and IP. Corporate setup for medical device manufacturers, trademark and design IP protection, customs recordals, distribution agreements with regulatory allocation.

Clinical trial supporting documentation. CRO agreements, investigator agreements, patient consent form review (coordinated with regulated advisers for substantive content), sub-contractor agreements.

Regulatory perimeter analysis. Pre-launch regulatory mapping for digital health products: medical device classification (coordinated with regulatory partners), GDPR positioning, AI Act analysis, consumer protection.

IP paralegal services. Prior art searches, PCT national phase coordination, patent annuity tracking, IDS preparation. Substantive patent prosecution by registered patent attorneys.

Distribution and supply chain. Distribution agreements with regulatory allocation, manufacturer agreements with quality / regulatory provisions, post-market surveillance frameworks.

Compliance frameworks. Compliance management framework for marketing, advertising, sample distribution, transfers of value (UK ABPI Code, US Sunshine Act through partners, EU member-state codes).

Fundraising and licensing transactions. Fundraising-readiness documentation, IP licensing agreements (in-license, out-license, options), collaboration agreements, asset-purchase / asset-sale documentation (coordinated with regulated counsel for substantive M&A advice).

Typical Deliverables

- Corporate setup with proper IP assignment from founders and contractors
- Trademark portfolio for brand / product names
- Registered designs for distinctive product / packaging design
- Distribution and manufacturer agreements with regulatory allocation
- CRO and clinical trial supporting documentation
- IP paralegal services (PCT national phase, annuities, prior art)
- Compliance framework documentation
- Fundraising-readiness data room
- Regulatory perimeter analysis memo
- Annual compliance review

Typical Engagements

Biotech startup preparing for Series A

A biotech startup preparing for Series A fundraising needed fundraising-readiness work: IP chain of title for all patents and patent applications, employee and contractor IP assignment confirmation, IP licensing agreement review (in-licenses from academic institutions), regulatory programme documentation, and data room preparation. We coordinated with the company’s patent attorneys on IP work and supported the wider corporate diligence-readiness.

Medical device manufacturer expanding from UK to EU and US

A medical device manufacturer expanding from UK to EU and US needed coordinated work: UK / EU / US trademark filings, customs recordals, distribution agreements with regulatory allocation, post-market surveillance framework, and corporate structure to support EU and US sales. Substantive MDR conformity assessment was coordinated through specialist partners.

Digital health platform clarifying regulatory perimeter

A digital health platform offering symptom-tracking, AI-supported triage, and clinician-routing features was unclear about its regulatory status. We coordinated MHRA classification analysis through specialist regulatory advisers (resulting in Class IIa device designation), integrated with the platform’s GDPR compliance, addressed EU AI Act considerations, and structured the wider corporate and operational compliance.

Pharma services business setting up UK and US operations

A pharma-services business (regulatory consulting, clinical trial support) setting up parallel UK and US operations needed coordinated corporate, IP, contracting, and compliance setup. We delivered UK Ltd and US LLC formation, brand trademark filings across UK / US / EU / key Asia, customer agreement templates with regulatory carve-outs, contractor agreements for the consulting workforce, and integrated compliance framework.

Sector-Specific Regulatory Notes

Substantive MHRA, FDA, EMA, Health Canada, and equivalent regulatory work is delivered through specialist regulatory advisers. Our role is coordination, paralegal-scope support, and integration with corporate and IP work.

EU MDR and IVDR are now fully in force with continued enforcement, and the transitional provisions are tightening. Devices currently on the market under the previous regime need to migrate to MDR / IVDR conformity within the transitional windows.

SECTOR 15

NGO, Charity & Social Enterprise

For Charities, non-profits, social enterprises, and impact-driven organisations

The charity, NGO, and social enterprise sector has its own specialist regulatory framework: UK Charity Commission registration and ongoing compliance, US 501(c)(3) recognition, cross-border charity activity rules, social enterprise structures (UK CIC, US benefit corporations, EU equivalents), and increasingly impact reporting. Many founders launching social-purpose ventures end up choosing the wrong structure because they did not understand the trade-offs.

Our practice serves UK charities, international NGOs, social enterprises, foundation-backed initiatives, impact-investment vehicles, and faith-based organisations. We are particularly active in cross-border NGO setup (UK charity with US fundraising arm, US 501(c)(3) with UK chapter, international NGO with multiple-country registrations).

Our work spans entity selection (charity, CIC, B-Corp, foundation, association), incorporation and registration, the trustee / board / member governance documentation, ongoing compliance, and the wider operational layer (contracts, employment, IP, fundraising).

The Challenges Facing This Sector

Businesses in this sector commonly face the issues below. We have built our practice to address all of them under one engagement.

Structure selection: charity, CIC, B-Corp, or non-profit company

The choice between full charity registration, Community Interest Company (UK), benefit corporation (US), or non-profit company has profound implications for tax, governance, fundraising, and operational flexibility. Wrong structure at launch is expensive to fix.

UK Charity Commission registration and ongoing compliance

UK Charity Commission registration takes 4-9 months and requires charitable-purpose evidence, public benefit demonstration, trustee documentation, and full governance documentation. Ongoing compliance includes annual return, trustee duty discharge, and increasingly serious incident reporting.

US 501(c)(3) recognition and state-by-state registration

US 501(c)(3) recognition is an IRS process plus 41-state charity solicitation registration (where the charity is soliciting donations). The state-by-state piece is often missed by international NGOs operating in the US.

Cross-border charity activity

Charities operating internationally face complex rules: UK Charity Commission expects diligent grants management overseas, US IRS expects expenditure-responsibility documentation, donor jurisdictions have their own reporting. Charitable funds flowing across borders require careful documentation.

Trustee duties and governance

Trustee duties (UK Charities Act 2011), director duties (US state law, Companies Act 2006), and governance requirements vary by jurisdiction and structure. Trustees personally face liability for governance failures.

What We Deliver For This Sector

Our service package for this sector includes the following. Most clients use a combination tailored to their specific business; the engagement letter sets out exactly what is in scope.

Structure selection and incorporation. Structure recommendation memo, charity registration (UK Charity Commission), CIC registration, US non-profit incorporation, 501(c)(3) recognition application, foundation establishment through partners.

Governance documentation. Articles of association / constitution / bylaws tailored to charitable purpose, trustee / board appointment documentation, conflict of interest policies, decision-making frameworks.

Cross-border charity activity. International grant-making frameworks, expenditure responsibility documentation (US), overseas grants management policies (UK), donor reporting frameworks.

Trustee induction and ongoing support. Trustee induction packs covering duties, decision-making, conflict management, ongoing trustee training resources, board pack templates.

Fundraising compliance. UK Fundraising Regulator compliance, US state-by-state charity solicitation registration, GDPR-aligned donor data handling, gift acceptance policies.

Charity tax positioning. Gift Aid setup (UK), tax-exempt status maintenance, trading subsidiary structures for non-charitable activity, VAT positioning for charities, US 990 filing coordination through accountants.

Employment and HR. Employment contracts and policies appropriate to charitable sector, volunteer engagement documentation, safeguarding policies (where serving vulnerable groups).

Contracts and operational documentation. Grant agreement templates, sponsorship agreements, partnership agreements, supplier agreements, IP licensing, branding and trademark protection for charity name and logos.

Typical Deliverables

- Structure recommendation memo
- Entity incorporation and charity registration
- Governance documentation suite
- Trustee induction pack
- Cross-border grants management framework
- Fundraising compliance documentation
- Trademark portfolio for charity name and logo
- Employment and volunteer documentation
- Annual compliance subscription
- Trustee training resources

Typical Engagements

Founder launching UK charity for international development work

A founder launching a UK charity supporting education in East Africa needed structure recommendation, UK Charity Commission registration, governance documentation, overseas grants management framework, and Gift Aid setup. We delivered the recommendation memo (recommending CIO structure over charitable company), Charity Commission application, governance suite, and overseas grants policy.

US 501(c)(3) establishing UK operations

A US 501(c)(3) wanting to operate in the UK and accept UK donations needed UK structural setup. We compared a UK chapter as a separate registered charity (recommended) vs branch operation, set up the UK charitable company, supported Charity Commission registration, implemented inter-charity grant-making protocols for funds flowing between the US parent and UK charity, and coordinated Gift Aid setup.

Social enterprise choosing between CIC and charity

A founder building a social enterprise was unsure whether to register as a CIC or full charity. We ran the comparative analysis (charity offers tax advantages and donor confidence but restricts commercial flexibility; CIC offers commercial flexibility with asset lock but no tax advantages), and recommended CIC given the founder’s plans for commercial trading. CIC incorporation completed, with the option to convert to charity preserved for the future.

International NGO consolidating multi-country compliance

An international NGO operating in 6 countries with separate national entities needed coordinated governance and compliance. We mapped each entity’s registration and reporting requirements, designed inter-entity grant-making and IP-licensing protocols, drafted standardised governance documentation, and put a managed compliance calendar in place across all entities.

Sector-Specific Regulatory Notes

UK charity status is regulated by the Charity Commission and ongoing compliance is rigorous. Trustees personally face fiduciary duties and incident-reporting obligations.

US state charity solicitation registration is required in approximately 41 states where the charity is soliciting donations. International charities operating in the US often miss this requirement.

How We Engage

We work to whichever commercial model fits your matter. For setup work and discrete projects we use fixed fees so you know your cost before we begin. For ongoing compliance, registered agent, and managed services we use annual subscriptions or monthly retainers. For specialist or unpredictable matters we use capped or hourly fees with clear caps and stage-gate reviews.

Model	Best For
Fixed fee	Discrete, well-defined matters: trademark filings, single contracts, copyright registrations, cease & desist letters, single licensing applications.
Setup bundle	Complete launch packages combining formation, tax IDs, banking, contracts, and IP at one engagement-level price.
Capped fee	Matters with predictable scope but variable execution: opposition proceedings, examination responses, complex registrations.
Annual subscription	Registered agent, registered office, ongoing compliance, and annual filings combined into a yearly fee.
Monthly retainer	Outsourced compliance, paralegal hours, brand-protection programmes, DPO services, or managed IP departments.
Hourly	Advisory work, complex transactions, and live disputes where scope cannot be fixed in advance.
Subscription / SaaS	Productised compliance offerings: Compliance-as-a-Service, trademark filing portal, privacy operations platform.

All fees are exclusive of third-party disbursements (government filing fees, agent charges, translation, courier, expert reports) and any applicable VAT. Detailed quotes are issued in the engagement letter for each matter, with clear scope, deliverables, and turnaround commitments.

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Get in Touch

Tell us what you are setting up, expanding into, or trying to fix. Our initial consultation is free of charge — we will tell you whether we are the right fit, what it will cost, and how long it will take, before you commit to anything.

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