



Profile/Information about World Link for Law

1 Introduction

World Link for Law® is a leading and business development-oriented, dynamic international association of independent law firms, comprising of over 50 law firms and over 400 partners and 1,400 additional lawyers and professional staff in 40 countries worldwide (in 64 office locations).

A schedule of our representation in different countries appears in the **Appendix** (*below*).

World Link for Law's website is: <http://www.worldlink-law.com>

Most firms are small to medium-sized, and all are focused on providing corporate and commercial legal services to medium-sized companies involved in international trade. The association is primarily a work referral network, with strong personal affiliations, providing members with easy and confident access to other law firms overseas (and vice versa).

To secure minimum standards in work referral situations, the association has a quality code that binds all members. The association also organises conferences, shares practice management ideas, exchanges information and publishes business and legal information.

The association was created in 1989 and is legally formed as a Swiss association, and it is owned by all the members. The total combined fee income turnover of all members is approximately 100m GBP (\$120m USD or 120m Euros).

World Link for Law exists to support member firms' business clients who are involved in international trade (or private client matters). This means that it is an opportunity to receive and make referrals to/from responsive lawyers that you meet and know from conferences and events, **and who are bound by the World Link for Law quality code**. It also exists for the mutual education, sharing of knowledge/information and fraternal contacts of its members. The Association also acts as a facilitator of international legal services for the international business community, in-house lawyers, lawyers in private practice, or individuals needing a lawyer in another country. **Please note:** we do not operate a policy of exclusivity regarding either membership or referrals. We recognise that member firms have existing relationships, but wherever possible, we ask that members try to refer to each other and work together. (Please also see: point 12 below)

All World Link for Law member firms have a bias towards corporate/commercial work. Also, as noted in our recent members' research:

- World Link for Law members have combined expertise in the following Market Sectors: Information Technology; Construction; Retail; Automotive; Maritime/Shipping; Distribution & Air, Road & Rail Transport.
- World Link for Law members have significant combined expertise in the following legal specialisations: Company law/corporate finance; Litigation/Arbitration and Dispute Resolution; Intellectual Property/Trademarks; Tax law; Real Estate; International transactions; and Labour law.
- An average member firm has 42.5% of clients involved in international trade.

One of our main objectives is to achieve greater international representation and to develop regional groups within World Link for Law, as we appreciate that many referrals tend to occur on a regional economic basis. Member firms in Hong Kong, New York and São Paulo act as our 'regional centre' firms in Asia, North America and South America, respectively.

Most members are small to medium-sized firms. The comparative size of our member firms are as follows: 13 firms have 5-10 fee earners; 20 firms have 11-25 fee earners; 15 firms have 26-59 fee earners; and 4 firms have 60+ fee earners.

One of the ambitions of World Link for Law is not to be a single network, but rather an integrated association, to service the international activities of our members' clients.

2 World Link for Law Structure

World Link for Law is registered in Switzerland as an International Association. The registered office address is at Bahnhofstrasse 70, 8021 Zurich, Switzerland and the company's registration number is CHE-100.992.308

The Association is effectively therefore owned by each member in equal shares. Constitutionally, there are Rules and Regulations. The Rules concern the Association's organisation, structure and member compliance issues, while the Regulations determine the methods by which the Rules will be followed and determined.

There is an elected Board of Directors. This presently comprises 12 members from 9 countries. Currently, Board members are located in Germany, the Netherlands, Switzerland, England, the USA, Malta, Canada, Brazil, and Italy. The Board members are unpaid in their duties and they meet at least twice annually. They are elected for a three-year tenure at the Annual General Meeting, which takes place in connection with an Annual Conference, usually in May/June of each year. Members are welcome to attend Board meetings as observers.

Additionally, as part of the Board, there is a small unpaid Executive comprising the President (Wim Bulthuis of PlasBossinade Advocaten en Notarissen, Leeuwarden, The Netherlands); the Vice President (Neil Montgomery, of Montgomery & Associados, São Paulo, Brazil); the Association's Secretary (Malcolm Mifsud of Mifsud & Mifsud Advocates); the Treasurer (Kurt Blickenstorfer of Bratschi AG, Zurich, Switzerland); and also Rachel Tombs, a marketing/business consultant from England, as the Administration Service for World Link.

• The Secretariat/Administration Office

The Secretariat/Administration Service is responsible for generally managing the association on a day to day basis; organising marketing and promotion of the association; helping to recruit new members in target locations (recommendations from members are encouraged); maintaining databases of members and their skills; updating the website; generating social media content; organising the Annual Conference, Board and other meetings; monitoring referrals; coordinating working groups and committees; advertising and promotion; dealing with business enquiries; and generally acting as a link between member firms, the Board and the Executive. The Administration Service is paid an annual fee for their services.

3 Marketing/Business development

There is a Business Development/Marketing Plan (it is currently a rolling plan as part of our strategic plan). The primary objective is to raise World Link for Law's profile, but also to support members locally with initiatives and supportive materials for business development purposes. The Association's view is that while we need to create some 'central' initiatives, each member firm is also an 'ambassador' for World Link for Law. A copy of the Marketing Plan is available upon request (and always available in the Members Zone of the website).

We are in the process of launching our new logo/website, which will offer a more modern and functional site for our members. Our primary marketing goal is to increase our members throughout the world.

We are constantly developing/evolving our website. We also use the website and our social media accounts ([LinkedIn](#), [Facebook](#), [Instagram](#), [Threads](#), [Bluesky](#) and [YouTube](#)) to promote WLL events and member events.

Members also benefit from the promotion of their firm on our website and in international search engines.

Member firms are encouraged to use the World Link for Law logo on their notepaper, literature, email signatures and website, including links to the World Link for Law website with reciprocal link back codes. Members can also receive a certificate of membership for display in their offices.

4 Members' Services & Databases

The Association maintains a database of individual members' skills and contact partners' names and contact details. This is available via the website and 'Find a Specialist', either by Legal Specialisation or Industry Sector expertise. The Administration Service acts as a focal point to provide members with information on other firms, and it is also widely used in response to business enquiries, which are either received at the Administration office or via individual member firms.

As a result of the creation of this database, we know that we have considerable combined expertise in:

- Company law
- Mergers and acquisitions, disposals and cross-border transactions
- Contract, agency, joint ventures, leasing and distribution agreements
- Intellectual property and trademarks
- E-commerce, Information technology and telecoms law
- Dispute resolution
- Tax law
- Commercial property
- Debt recovery
- Employment or labour law

We also obtain data about our member firms' experience in particular **industry sectors**.

Additionally, we encourage and support members who want to work together to create **Specialist Interest Groups** (e.g. there are currently groups for International Tax Law, Arbitration, Litigation, Real Estate & Construction, Mergers & Acquisitions, Private Inheritance and Law Firm Management).

There is also a **Young Lawyers Group** – Novello Group and we encourage **staff exchanges** between member firms.

5 Annual Membership Fees (for 2026)

There are annual membership banded rates to cover among other annually budgeted items - administration, marketing, recruitment of new member activity and the organisation of events and the Annual Conference. Membership rates start at £1,447 for firms with 1-3 partners; rates are reviewed annually.

Annual membership rates, based on the number of partners (or directors/similar) at the firm's office(s), are as follows: *(Please note: the currency of the Association is Pounds Sterling; the conversion rates below are approximate and only for reference).*

1-3 Partners.....	£1,447 (€1,664/\$1,809)	
4-6 Partners.....	£2,172 (€2,498/\$2,715)	
7-8 Partners.....	£2,606 (€2,997/\$3,258)	
9-12 Partners.....	£2,896 (€3,330/\$3,620)	
13-18 Partners.....	£3,619 (€4,162/\$4,524)	
19-25 Partners.....	£4,003 (€4,603/\$5,004)	
26 and over.....	£5,793	(€6,662/\$7,241)

In addition to this, there is a one-off administration fee of £275 (€/\$330) to cover the preparation of details on the members' database, website, and for the provision of Rules, Quality Code and general administration.

Please note that if your firm has multiple offices, it is possible for just one office to join, and the annual fee is based on the number of partners based at that office. Generally, the definition of 'partner' means equity partner.

The Association does not charge referral fees, but asks members to provide details of referrals made to other members. There are no legal/contractual obligations to membership.

6 Quality

There is an established World Link for Law Quality Code, to cover internal relationships, external relationships, general communications and referrals. While we recognise that individual firms have their own quality standards either to suit their own jurisdiction or client needs, we aim to establish expected international minimum standards and co-operation, which can be promoted to clients to provide them with additional reassurance. Members should comply with this ethical code. (A copy is available upon request.). Compliance is regulated by the Board and a delegated Quality Committee comprising 3 member partners.

7 Annual Conference

Each year, there is an Annual Conference, which usually takes place in jurisdictions where there are member firms. Conferences are an opportunity for the members to meet, exchange views, opinions and business ideas.

The next annual conference will be in Montreal, Canada, from May 7-10 2026. We invite and welcome potential members to our conferences (at up to 35% discount), so that they can meet us and we can meet them. Find out more [here](#).

Reviews of earlier conferences can be seen [here](#).

Conference topics generally involve legal updates of significance, practice management issues, workshops on 'working together' and creating internal business/legal products (e.g a cross border M&A checklist), plus specialist external speakers. Many of the topics are discussion-oriented so that members benefit by sharing methods and tactics deployed in different jurisdictions.

The main conference lasts 2 days (Friday and Saturday morning) with a social/excursion day on Saturday and Sunday and also various dinners. The Annual General Assembly also takes place at the Annual Conference. In accordance with the Rules of the Association, each member firm should send at least one delegate to the Annual Conference. The venue and facilities are organised by the Administration Service and members pay conference delegate fees, usually about £590 (\$/€650) plus dinners and other events (as required). Young Lawyers' fees are discounted by 50%. Guests pay for their hotel bedrooms at the conference hotel, where a 'room block' at preferential/discount rates has been negotiated and reserved for World Link members and their guests. Conferences have been held in many locations, including San Francisco, Hong Kong, Istanbul, Boston, Bucharest, Buenos Aires, Athens, Sydney, Moscow, Amsterdam, London, Chicago, Dubai and Miami.

We also organise webinars for members only, and regional meetings, most recently held in Boston (October 2025), Malta and Rome (for Europe) and in Miami (for a combined LATAM and North American Groups meeting) and Vancouver for a North American/Asia Pacific meeting. Reviews of recent regional meetings can be seen [here](#).

8 Regional Meetings

World Link for Law notes that many work referrals and business opportunities naturally occur on a regional economic basis. To make the most of these opportunities, we actively promote and organise focused Regional Meetings throughout the year.

These gatherings provide members with additional networking opportunities in smaller, more geographically relevant settings. Regional meetings are typically one/two days and are designed to be cost-effective and accessible.

Recent regional meetings have been successfully held in locations such as Boston (North America), Malta and Rome (Europe), and Miami (LATAM/North America combined).

Our next Regional Meeting is scheduled for Europe (Bordeaux) from 1-3 October. Planning is also underway for a subsequent meeting in Asia for 2027.

Attendance at Regional Meetings is optional, and separate delegate fees apply. Reviews of recent regional meetings can be seen [here](#).

9 Financial Matters

Annual membership invoices are due for payment in January of each year, and payment is expected within 30 days. Annually, the Board prepares a future financial budget, which is circulated to all members and voted upon (with the previous year's accounts) at the Annual General Assembly. The Association's financial year is from January to December.

10 Communications

The Administration Service of World Link regularly sends out communications to members'. Most communication is by e-mail. Additionally, our [LinkedIn](#) Company page and social media accounts are regularly updated. We often obtain members' opinions about the future direction of the Association by short electronic members' research questionnaires.

Many different databases are available to members to encourage communication between members and to advise how to extract specialist data of other member firms from the website, e.g. tax law, arbitration specialists, etc.

11 Membership obligations *(in no order – equally important)*

- To abide by our Quality Code (particularly with reference to member referrals and the quality and speed of response)
- To pay the annual membership fee and conference/meeting fees (as attended)
- To provide referrals to other members (wherever possible) and always to provide assistance to them as if a client.
- To introduce/recommend other law firms to be members (to the President or the Administration Service).
- To send at least one representative to the Annual Conference (Regional and Special Interest Group Meetings are optional).
- To propose topics for a conference, propose speakers either from your firm or known third parties.
- To add the World Link logo and a link on your website, preferably in a relevant/prominent place.
- To mention your membership of World Link for Law in your email sign-off.

- To respond to the Administration Service's requests for website and other database information.
- To complete occasional members' short surveys (as requested) – usually “spot research” on a particular topic concerning the Association to obtain a consensus opinion.
- To support and work together with other members in tender opportunities.
- To promote your membership of World Link for Law to your clients and local intermediaries as much as possible.

12 Application for Membership/Acceptance procedure

Application for membership is made by completing an application form, which is available upon request. There is no cost to make an application. This form asks for general details about your firm; experience of providing international legal services, skills/experience and two references. Once completed, this is circulated to our Board of Directors for acceptance (or to ask further questions). Membership starts after payment of the administration fee and annual membership fee, according to the size of the firm. New members are also obliged to sign the World Link for Law's Quality Code (to identify their compliance) and to acknowledge the Rules and Regulations of the Association. (These are available to view upon request).

Please note: Candidate members should have professional indemnity insurance cover if it is available in their country (and even if such insurance is not obligatory) and the cover should be a minimum of £250,000 (or equivalent in local currency).

13 Recruitment policy

World Link for Law does not offer exclusivity, but equally it has no desire to create conflict and does not aim to attract a new firm in a country, state or city where there is already an existing member. The possible appointment of another member in the same country, region or state of an existing member depends on many factors – for example the size of the existing firm, the size of the country/economy, regional cultures/languages, legal specialisations, the wishes of other members, the possibility of complementary skills; and the standing/situation of an existing firm in the same state or country. The final decision to appoint a new member is made by the Board, but an existing full member must be consulted about the potential appointment of another firm in the country (or state) of an existing member and the Board shall consider their views. No member has any veto right against the appointment of another member.

14 Benefits of Membership

Our members say (from research) that the benefits of membership are as follows:

- Being able to refer clients to known law firm contacts overseas; similarly to have contacts with law firms all around the world, to better serve the needs of our internationally focused clients.
- Regular conferences and meetings rotated around different parts of the world in members' locations, with workshops on international legal knowledge and practice management issues.
- The reassurance of the World Link for Law Quality Code.
- To be able to promote our international capability to clients, other professionals and the business community; similarly to raise our international profile, i.e. to leverage your membership for business development purposes.
- Meeting lawyers as colleagues and friends who have a broad range of commercial legal skills.

- Introductions to firms in nearby jurisdictions where there is no local World Link member (or for services not provided by a local member).
- To receive referrals and to be involved in more inward international work.
- To increase international experience both as a person and a professional.
- To become better informed about the legal conditions for doing business or having dealings in specific countries; similarly to obtain local insight and information about foreign nationals from a lawyer of that country.
- Membership allows you to provide legal services in jurisdictions where you cannot justify opening a branch office.
- A network that works together to create initiatives and information/guidance for the benefit of all its members and their clients
- Freedom to market and promote your capabilities to other members and create your own working groups to satisfy your particular client requirements. Essentially, you are part of a 'virtual' firm.
- A marketing/ business development plan and various marketing initiatives to support members.
- No referral fees.
- Support of an experienced administration and marketing service.

For further information/enquiries please contact:

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APPENDIX

Worldwide locations of World Link for Law member firms

Argentina:	Buenos Aires
Australia:	Melbourne
Belgium:	Brussels, Ghent
Brazil:	São Paulo
Canada:	Vancouver, Montreal
Chile:	Santiago
China:	Hong Kong, Shanghai
Cyprus:	Nicosia, Limassol, Paphos
Czech Republic:	Prague, Brno
Denmark:	Copenhagen, Frederikshavn
Dominican Republic	Santo Domingo
Finland:	Helsinki
France:	Paris, Bordeaux
Germany:	Frankfurt, Stuttgart, Munich, Dusseldorf
Gibraltar:	Gibraltar
Greece:	Athens
Hong Kong:	Central Hong Kong
Hungary:	Budapest
Italy:	Rome, Milan, Bolzano, Modena, Bari, Udine
Japan:	Osaka, Tokyo
Liechtenstein:	Vaduz
Malaysia:	Kuala Lumpur
Malta:	Valletta
Mexico:	Mexico City
Netherlands:	Leeuwarden, The Hague, Groningen
Nigeria:	Lagos
Paraguay:	Asuncion
Portugal:	Lisbon
Singapore:	Singapore
Slovenia:	Ljubljana
Spain:	Barcelona, Madrid
Switzerland:	Bern, Geneva
Ukraine:	Kiev
United Arab Emirates:	Dubai;
Uruguay:	Montevideo
USA:	San Francisco, California ; New York City, New York , Denver, Colorado ; Boston, Massachusetts ; Washington DC; Chicago, Illinois
UK:	England: London; Northern Ireland: Belfast