



A modern law firm purpose built to support ambitious businesses from start-up to scale-up

# Starting a business during a pandemic

Helping start-ups to kickstart the economy

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## Introduction

Few economies have escaped the ongoing effects of 2020's global coronavirus pandemic. While the pandemic has led to thousands of firms having to close their doors in the UK and abroad, record numbers of intrepid founders are striking out and opening up for the first time.

According to analysis by the Centre for Entrepreneurs, nearly half a million companies have been set up between March and September 2020 in the UK, an increase of over 44,500 additional companies when compared to the same period in 2019.

Toby Harper, founder and CEO of Harper James Solicitors, who have advised the founders of over 1,700 start-ups and scale-ups including many formed during the pandemic, recognises the important role start-ups will play in kickstarting the UK economy:

'We've never known a year like 2020 in business before. What's heartening to us as a law firm supporting some of the UK's most high-growth businesses is that entrepreneurs are being spurred on by the challenging conditions rather than put off. Record numbers of companies are opening their doors this year and that's not surprising, as entrepreneurs are society's problem solvers.

Sound legal advice is the difference between surviving and thriving as a new business. And it's those successful start-ups who are going to help Britain's economy navigate its way out of these stormy seas. Supporting entrepreneurial businesses is what Harper James was set up to do and we intend to keep helping founders realise their goals into 2021 and beyond.'

Here, we share how five clients have adapted to the challenges and opportunities of launching a business during the pandemic. And, for those who are inspired to launch their own business, we explain nine legal considerations that every entrepreneur should be aware of before starting out.

**Toby Harper**

Founder and CEO, Harper James Solicitors, November 2020



Econscia are a London-based tech start-up who specialise in analytics, founded in May by Ed Maclean and Cyrus Shamfard. They build tools to help businesses better understand the environmental impact their products have on the world around us.

[econscia.com](https://econscia.com)

#### **Why did you decide to launch at a time where there was so much uncertainty?**

Starting a business has always been a goal, but it had been a lot more long-term. My co-founder and I were in the same position: I was on furlough and his consulting business had taken a big hit. That initial finance cushion was definitely a once-in-a-lifetime chance to have the space to start something. We're in our 20s and the crash in 2007 was one of the first times we both began to take notice of the wider economy and how it affected people's lives. It looks to me like we are likely to see similarly large shocks every 10 years. So now is a good time to try and build up something which lasts!

#### **What has been the biggest opportunity about launching a new business in 2020?**

I'd say that this is actually a good time to be developing a new service. Every global market has had a giant impact and small players like us can open doors to businesses which might otherwise have remained closed. As a B2B business in a growth economy, you have to work hard to try to divert attention from the business-as-usual activities which companies think are working well for them. They don't see any reason to investigate other services. When everybody's idea of how their industry operates has been thrown out of the window, or income has suddenly dried up, people are much more willing to go to the marketplace to investigate solutions.

#### **In what areas are legal services important to you as a new business founder?**

As a B2B vendor, especially a small unproven firm, it's critical that you can show your credibility to potential customers and protect both of you against risks. Harper James has been a key part of this so far through contracting and we expect to use this a lot more. We are also investing in start-up governance (a board, a chair) to make sure we can maximise our efforts and grow as people: Harper James has helped a lot with the execution aspect of these pieces.

#### **Where do you hope to be in a year's time as a business?**

There are a lot of other players in our market, so we need to find a repeatable, unique proposition. For a software company, it will take 2-5 years to get to profit and 5-10 years to win exponentially, so we are patient. In one year, success would look like a growing pipeline of opportunities with some early products being used by hopefully paying customers.

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Every global market has had a giant impact and small players like us can open doors to businesses which might otherwise have remained closed.

Ed Maclean, Co-founder, Econscia

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### **What advice would you have for anyone considering launching a new business?**

Focusing 100% on a problem you are solving for a customer is always key. It can be a tiny problem for a lot of people, or a big problem for a huge range of people. There's a huge difference between what people say they do and what they actually end up doing, too: we are still figuring this out. Try to be the expert in something and leverage that. Pick a good team to go on the road with and focus on continuous improvement. We are still in the early days with all of these aspects.

# Planned Chaos

Michele Incendiario is in the process of setting up his new venture, Planned Chaos. The business will specialise in selling mother and baby products. They will be opening their first store in London before the end of the year.

## **What has been the biggest challenge you've faced launching a new business in 2020?**

We emigrated recently from South Africa and believe there's an opportunity for growth even during these uncertain times. The biggest challenge has been uncertainty. We can't make plans to grow and move forward. We have less control over our business risk, as most of it is coming from external factors.

## **What has been the biggest opportunity you've experienced starting your new business this year?**

I think we have a little more freedom to try new ideas and shape new business models. As an example, working from home in the past was seen as a luxury: now it is a necessity for some. Where we might have followed a tried and tested path with a new business, we now face the prospect that some change has to be factored in to find a level of success.

## **In what areas are legal services important to you as a new business founder?**

When it comes to forming and operating a business, it's always prudent to have good legal representation. It gives certainty to the business model and operations structure that you would like to employ. From formation or advice on structure of the company, to lease negotiations, supplier and staff contracts, an expert legal opinion helps set a more certain course for a

business's direction. I have found the advice I have received has provided clarity on certain aspects of our contract negotiations. This way I can focus on my core business and not on the fine print.

## **Where do you hope to be in a year's time as a business?**

In this climate it is best to keep it simple yet achievable. In a year from now, I would love to have a smooth-running business that is able to serve our customers, remunerate our employees equitably and lay the foundation for future growth and expansion opportunities. All this while still trying to achieve a work-life balance with my family.

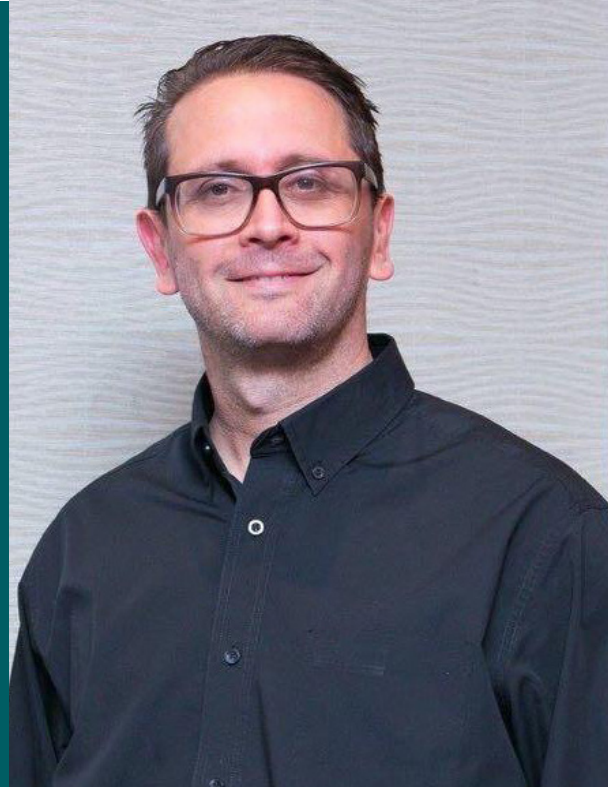
## **What advice would you have for anyone considering launching a new business?**

I believe the risks of opening a business have always been high. Especially if this is your first business. So my advice would be the same as if there were no pandemic: do your research. Ask questions of those who know. Don't overextend your financial commitment. Be patient. Have passion. Stay committed. Now is a good time to build solid foundations so that you are able to reap bigger rewards in the future.

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**Small businesses are the lifeblood of an economy. We need innovative founders to employ the creative talents of labour.**

Michele Incendiario, Founder, Planned Chaos

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**What message would you like to send to the government about the support they need to provide for small businesses and start-ups?**

I think this is an across the board message – certainty in uncertain times pays dividends. Small businesses are the lifeblood of an economy. We need innovative founders to employ the creative talents of labour. All businesses need policy certainty with as little red tape as possible. If we open, we are open; if we closed for a period, we are closed. Financial support is important, but if it's too onerous to access or too complicated to understand, it's an own goal. And while the focus on business support is important, if your customers don't know that you will be in business, this could be a self-fulfilling prophecy.

TU  
BR

Dash Tabor was so fed up with her daily crowded commute on the London Tube, that she developed an app to try and combat the problem. Before the end of this year, the tech entrepreneur hopes Tubr will be live and helping thousands of travellers enjoy a better journey. The app works by telling people when the best time to travel is. Dash founded the company just before the country went into lockdown in March.

[gettubr.com](https://gettubr.com)

### **What inspired you to start your business?**

Living in London depends on public transport. Pre-Covid, more often than not, I found travelling by Underground to be very uncomfortable. I dreaded my commute most days, so I started to wonder why isn't data solving this problem for us? Why isn't there an app for that? I decided 2020 was my year to make this happen and started market research in January, when the world first turned upside down. By March I realised the app was now a necessity to encourage people back onto public transport and not just a nice thing which helped avoid an uncomfortable morning commute. I registered the company in April 2020.

### **What has been the biggest challenge about launching a new venture in 2020?**

Virtual networking! I've had to get really creative about how I meet people and build relationships. In the beginning I had great responses on LinkedIn, but now with so many people looking for jobs, starting businesses and working from home, I've found that access to the right people has got even harder. Previously, I would offer to buy someone a coffee or a beer in exchange for an hour of their time. Now, with everything being virtual, I have to find more compelling reasons why someone would want to spend an hour on just another video call with me. Building relationships is harder as conversations tend to be very topic-focused. That in turn which makes follow-up trickier on a personal level.

### **What has been the biggest opportunity about starting a new business?**

I have found that the people I am able to engage with are flexible about when they can communicate, because we're all working from home. My schedule is a lot more flexible as well and I'm not as locked into the normal work hours. I can run my company from just about anywhere, which has allowed me to spend more time with family, while also smashing out the workload.

### **In what areas are legal services important to you as a new business founder?**

I waited to get legal advice and now I have a list a mile long that needs to be addressed. I don't want to do anything that impacts my business later down the road. I want to ensure that I'm setting strong foundations for the future. I searched high and low before I finally decided to contract with Harper James. Legal is expensive and I wanted to make sure I went with an agency that gave me the most bang for my buck! Harper James' Enterprise Plan is unique in the market and is a great opportunity for me to have exactly the right level of support.



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**Grow a thick skin and think:  
I can.**

Dash Tabor, Founder, Tubr

”



#### **Where do you hope to be in a year's time as a business?**

In a year I hope to have secured enough funding to increase the speed of delivery of the next phase of the market, have hired my staff full-time and have expanded to other cities across the UK and maybe even the world.

#### **What advice would you have for anyone considering starting a new business?**

Grow a thick skin and remember that imposter syndrome is real. I know I'm tough but I still give myself pep talks multiple times a day. Also, more pandemic-focused: even with a great team, get used to being alone. Meeting up is hard for many reasons you wouldn't even expect, like finding a location! Video calls will never replace physical human interaction. For a large part of the hours in your day, you'll be sat alone in front of a computer hoping someone somewhere reads your message, email, post and likes it enough to write something back.

#### **What message would you like to send to the government, about the support they need to provide for small businesses and start-ups?**

Don't dismiss the little people, the start-ups with incredible drive, the people who are innovative and can help you out of this mess! Don't forget to look up and don't be too busy to stop and realise there could be another better way. The people who will find themselves on top at the end of this will be those who are able to adapt and change with the times.



Charlotte Zao launched her industry-leading audio learning platform, Avid Transcription Results, in May. Born out of her own experiences learning English, the founder is now looking forward to growing her business as we move into 2021.

[avid.fm](http://avid.fm)



#### What's the story behind your business?

It came into being unbeknownst to me at first. I began audio learning when I was 12, because I had no option at the time, when I was learning English. It turned out to be immensely productive. Later on in life I used the same technique, to teach myself coding.

Before building Avid, I co-founded a non-profit organisation called Codebar. We teach underrepresented members coding for free. It's grown organically all over the world to a membership of 15,000.

#### What has been the biggest challenge about launching a new business in 2020?

Business relationships have become so much more remote. A lot of conversations we have with creators who are based internationally, would have been virtual anyway. I really like meeting people in person and as a team. During the pandemic, we haven't been able to do so. I think in many ways we're in a very fortunate position that we have the luxury of experimentation. We're able to try things and make sure we find that perfect product market fit. We know our mission is to promote audio learning but there are so many different ways to achieve it.

**If you have a brilliant idea, you're passionate, you're hungry, you want to pursue it, then go for it.**

Charlotte Zhao, Co-Founder,  
Avid Transcription Results

#### Has the pandemic thrown up any advantages for your business which you did not anticipate when you launched?

Since the pandemic, our work has gone virtual. We've been able to work with people who sometimes wouldn't be able to attend in-person workshops and that has been really rewarding. We intend to continue promoting our virtual workshops going forward.

#### Where do you hope to be in a year's time as a business and what advice would you give others?

We hope to have found our product market fit. That's the key for us. If you have a brilliant idea, you're passionate, you're hungry, you want to pursue it, then go for it.



Working from home has become the norm for most of us this year. But how do you keep remote-working teams connected, happy and invested in the job they are doing? HomeWerk provides the answer. Founders Nathan Svirsky and Dan Strang created the platform after a contact at Facebook asked them to come up with a way to help keep their remote-working staff better connected.

[homewerk.co](https://homewerk.co)

### **What is the idea behind HomeWerk?**

The problem that HomeWerk helps to solve is something that we experienced well before we launched in April. Having previously managed remote teams, the challenge of keeping up regular team-building activities has always proved problematic, time-consuming and inconsistent. The real lightbulb moment came when Facebook, who were existing clients of ours, got in touch and asked us to come up with some ideas to help keep their newly-remote staff connected on a weekly basis. The realisation that Facebook, one of the biggest companies in the world, and us, a tiny start-up in comparison, shared the same problems, made it clear that there was an opportunity to help the thousands of companies in between.

### **What has been the biggest opportunity about launching a new business in 2020?**

We're building a product which instantly solves a huge problem for lots of people. There's no denying that the current climate has really taken a toll on our collective mental health, and severely heightened feelings of isolation. Early signs are showing that what we're doing at HomeWerk is performing well towards helping to quell these issues dramatically. It's been amazing to get such good validation of our idea, and the continued feedback has been essential to understanding what works and doesn't work for our users.

### **In what areas are legal services important to you as a new business founder?**

Although we're still very much at the beginning of our journey, it's important that we're always thinking about the long-term future of the business. Starting a business from scratch is stressful enough, so making sure that we're building it on watertight legal foundations is a top priority. For example, one of the first hurdles we faced was setting up an agreement which would allow five of the founders to all have an equal share in the business. However, we needed this agreement to be flexible if the company or our own career paths changed. Harper James was able to very quickly take something which was complex and deliver a swift solution which allowed us to invest in our business with confidence. Now that we're raising our first round of investment, it's crucial that the agreements and structures put in place provide a high level of trust and clarity between us and our investors.

### **Where do you hope to be in a year's time as a business?**

Whenever anyone talks about their working from home tech stacks, we'll be there as an essential tool for automating remote employee happiness management. Weekly team-building, birthday gifts and anniversary celebrations will no longer be something which requires time and effort to do consistently.

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**This current climate is filled with enough doubt and uncertainty, so you need to wholeheartedly believe in the problem you're solving. The world is changing quicker than ever and necessity drives innovation.**

Nathan Svirsky, co-founder, HomeWerk

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### **What advice would you have for anyone considering starting a new business?**

You've actually picked a great time: the world is changing more quickly than ever and necessity drives innovation. Whatever you do, it's important that from the start you own your decision and get rid of any excuses holding you back. This current climate is filled with enough doubt and uncertainty as it is, so you need to wholeheartedly believe in the problem you're solving. Seek out people who can help early in the journey and do your best to absorb as much information from them as possible. Leverage the fact that many people are excited by the prospect of being part of the early stages of start-up and willing to help if you ask!

### **What message would you like to send to the government about the support they need to provide for small businesses and start-ups?**

First off, we need better access to cash or loans to secure cash flow for at least a six-month period of time. This could be guaranteed through small business loans directly by the Department of Trade and Industry, or by banks. The criteria should be that it's not based on past performance, as most new businesses do not have a track record to satisfy a traditional bank loan.

Secondly, I'd ask for VAT, NI, pension and other employment costs to be cut for the next six months, while it's uncertain how the business activity will be affected by Covid restrictions. The government should also support and encourage recruitment of staff through grants which can go towards training them and allow us to hire more people.

Lastly, to help usher in the future of work, the government should help to support companies make it easier for their employees to work from home. For example, subsidised desks, office chairs, lumbar support, would go a long way to making the experience more enjoyable and healthier for us all. Also, did you know that the UK ranks 34th out of 207 countries for wifi speed? There are definitely some improvements needed to help make working from home more efficient.



## Nine legal considerations that every entrepreneur should be aware of

When you're caught up in the excitement of a product or service launch, the last thing you may want to think about is the legals. You know your business inside out, but the law is unfamiliar territory. Suddenly, strange terms like articles of association and term sheets are being thrown about, not to mention the alphabet soup of acronyms like NDA, EIS or IPO.

But try thinking of it like this. Getting on top of the law is just another business skill and is a great way to stay ahead of the competition. Many entrepreneurs neglect legal issues until it's too late. And failing to understand how start-ups can use the law to protect their interests is one of the most common mistakes they make and can cost you your business.

We've put together a collection of nine types of legal agreement that are essential to new business success. A word of caution – while Google is your friend when it comes to basic research, we advise against using standard templates found online. DIY is great but the law can be complicated and putting an effective and legally-binding document in place isn't as simple as topping and tailing a standard agreement, as tempting as that might seem.



## 1. Founders' agreement

You and your co-founders may start out as best friends, but nothing can sour a relationship more quickly than differences about business. A founders' agreement will clearly set out all the answers to essential questions such as:

- ▶ What is the company's mission and what is your ultimate goal?
- ▶ What are the roles and responsibilities of each team member?
- ▶ How will equity (shares) be owned, and when will shares vest? (co-founders may not get shares immediately, or they may have to give them back if the company doesn't achieve its objectives after a certain period)
- ▶ Who owns the intellectual property in the company's assets, and will this be assigned to the company?
- ▶ How will disagreements will be handled?
- ▶ What are your individual goals and what happens if one of you wants to leave?
- ▶ Who can you tell about the business, and what information can you share with others?

While a founders' agreement is an informal document, we recommend that you get professional advice when you set one up, because it lays the foundations for the formal documents that will follow, such as shareholder and investor agreements. As businesses grow, the formalities tend to multiply, and having a clear founders' agreement will make these formalities easier (and cheaper) to complete as you've already done most of the thinking.

## 2. Shareholder and investor agreements

If you've taken our advice and set up a founders' agreement, you'll be in excellent shape when you take your start-up to the next stage – setting up a shareholders' agreement.

Your shareholders' agreement will contain a lot of other detail too, such as what involvement you expect your investors to have in the running of the business, whether they can veto certain business decisions or will just be passive shareholders.

If you're funding your start-up yourself, then a shareholders' agreement won't be necessary. But the moment co-founders are involved, or you have outside participants – even if these are friends and family – then you'll need to be careful how much of the company you give away in return for their contribution. If you anticipate further rounds of investment, future investors' demands can end up eating a big hole in your own share of the company if you've given too much away at the start.

It's crucial to think about this detail early on. While an investor who takes an active role and a seat on the board may seem like a great idea if they've lots of experience, you may find yourself giving up too much control to an outsider in return for funds that you could have borrowed.

So, your shareholders' agreement should set out a shareholding structure and shareholder rights that are fair for all involved and that represent the true value of the investor to your business. It should also contain confidentiality provisions and have a process for resolving disagreements. You won't want a messy dispute with your shareholders disrupting your business.

### 3. Articles of association

Every company must have articles of association. The purpose of the articles is to regulate the rights and duties of every person who participates in the ownership or running of the company, such as its directors and shareholders. The articles cover five main areas:

- ▶ The liability of the shareholders to the company. Normally this is limited to the nominal value of their shares
- ▶ The number of directors, how often they meet, their powers and duties, and how their meetings are run
- ▶ Shares and dividend rights, and any other rights attaching to the shares
- ▶ Decision-making by shareholders, the annual meeting, voting procedures and dividends
- ▶ Administrative detail

The articles interface with any shareholder agreement that exists, and the terms have to be consistent. Your legal advisor will help you draft your articles – if you've used an agent to set up your company 'off-the-shelf', this will have standard or model articles that will likely need amending once your company grows and starts to get more complicated as you onboard investors, for example.

### 4. Attracting investment – the EIS and SEIS schemes

Government-backed schemes such as the Enterprise Investment Scheme (EIS) and Seed Enterprise Investment Scheme (SEIS) are designed to help small, high-risk businesses raise finance for their enterprises. Because they attract tax benefits such as income tax and Capital Gains Tax (CGT) relief, they're extremely popular. Your company needs to qualify as eligible under the scheme, and you'll need to use the money raised for a qualifying purpose.

The SEIS allows a funder to invest up to £100K each year, for which they get a 50% income tax break. This is more generous than the EIS scheme, as seed companies are higher risk. Under the EIS, someone can invest up to £1 million every year, for which they receive 30% income tax relief. Provided investors hold the shares for a qualifying period, no CGT will be payable.

If you're aiming to attract EIS or SEIS investment, your articles and any existing shareholder agreements will need to be amended to accommodate the requirements of the scheme. And remember, to remain eligible under the scheme, you'll have to be careful which shareholders you onboard in the future, so you don't trip up on the scheme's rules.

### 5. Terms of business

Start-ups, like all other businesses, must have a standard set of terms that apply to the sale of their products or services. Even if you solely trade online, your customers need to know what to expect from your company when they deal with you.

Your terms and conditions of business should be totally clear on what is being provided, what's being paid, and the other terms of the sale. They need to describe what will happen if there's a problem, for example if a customer isn't happy with what you've delivered. By fronting up potential issues, you can save a lot of money and hassle later on.

The law will imply certain terms into your transaction, even if you don't have written terms. For example, it's assumed that what you provide is of reasonable quality, and that the customer will pay a reasonable price. But the law can only go so far.

What you'll include in your terms of business depends on your sector and offering, but generally you'll describe:

- ▶ A clear description of the goods or services
- ▶ The payment terms and what happens if payment is late
- ▶ What guarantees you're giving to the customer
- ▶ When delivery will take place
- ▶ What happens if you don't deliver or your customer doesn't pay
- ▶ How long your agreement will last, if you're providing services
- ▶ What country's laws will govern the contract

## 6. Initial contracts and licences to trade

Whether you're dealing in mattresses or micro-processors, you can be sure there's a regulation that covers your sector, so understanding what standards you need to follow to stay on the right side of the law is essential.

Some sectors are highly regulated such as finance, food, entertainment, and transport. Others are less regulated, but you may still need permits or licences to operate.

While applying for a licence might seem a burden, the consequences of not having one can be severe, from fines or worse. Your local authority may be able to provide advice (if you're starting a restaurant for example), and an internet search will likely provide valuable information about other regulations and licences that apply to your sector. A lawyer can help you submit an application for a licence.

In addition to nailing down your terms of business, one of your first jobs once you launch is to consider your relationship with your suppliers, including your accountants and lawyers.

Any agreement to provide a service in return for payment will be binding, even if just made face-to-face. But it's important to nail terms down in writing so that each side understands what's expected of them.

If your dealings are mainly with established sellers, they'll expect to contract with you on their standard terms. In other cases, such as with contractors you bring on board and advisors you hire, we'd advise you to think about having your own suite of terms on which you're prepared to deal.

There are some useful online resources to create standard contracts, but we'd advise you use a lawyer that's a specialist in your sector, because every business is different.

## 7. Intellectual property and confidentiality

We can't stress enough that getting on top of who owns your intellectual property rights (IPR) is primordial to doing business. The value of your IPR will likely be the cornerstone of your company's valuation, and whether you're looking for investors or looking to sell, you'll need to nail down who owns what.

If you have already engaged staff on employment contracts, then you'll own the IPR in whatever they create. But if the technology you depend on to operate has been created by a mish-mash of the founders, friends or contractors, you'll need to sort this out or you risk impacting your company's value.

In brief, anyone who's provided you with IPR so you can launch, whether that be designing a logo, writing a piece of code, or designing a product must transfer rights to your company.

Any third-party work you use in connection with your start-up needs to be properly licensed before you can use it. You are responsible for any content uploaded to your site, so if IPR forms a part of your offering, you must seek expert advice.

Lastly, make sure your team knows that you value their confidentiality. Protect your business secrets with non-disclosure agreements (NDAs) or confidentiality provisions in your employment contracts that have been drawn up by an expert.



## 8. Employment and service agreements

Be careful when you hire people to work for you. Unless that person has a genuine business of their own, working for multiple clients, there's a risk that they could be deemed to be your employee, and you'll be on the hook for taxes and national insurance contributions. Be clear who's a member of your team (an employee) and who's just providing you with services.

The main types of employment status are employee, worker and freelance, and your rights and obligations with respect to each type vary enormously. In addition, your directors have special status, and you'll need bespoke service agreements with them that cover the extra duties they provide.

If you have someone involved in your business who spends most of their time working for you, you tell them what to do and provide their equipment, it's possible that they're in fact your employee. Alternatively, if they've their own business with multiple clients, they're probably a freelancer or a worker. Do your research and if you think your team consists of employees, make sure you know where you stand legally and that you've got employment contracts with them.

## 9. Privacy agreements

If you'll be handling customer data as part of your business, then you'll be subject to regulations relating to the privacy of data (the General Data Protection Regulations or GDPR).

It can be tough to navigate the ins and outs of the GDPR, but here are the overarching principles:

- ▶ You need to register as a data processor or data controller with the regulator (the Information Commissioner) if you hold or process customer data, either directly or through subcontractors
- ▶ You need to notify the regulator promptly if you think there's been a data breach and information about your customers could have been compromised
- ▶ You need to let your customers know that you take data security seriously and draw up a privacy and cookie policy that informs them how their data will be processed
- ▶ Your contractors have to be tied into contracts that put them on the hook if the data they hold on your customers is not secure

## Designed to support start-ups

Harper James Solicitors is a new breed of commercial law firm. We champion growing businesses that are starting up or scaling up, enabling them to access expert legal advice at an affordable cost when they need it most.

As a team of nearly 60, almost all of our lawyers have previously worked for a top 100 UK law firm or in-house at large international businesses. Many have achieved partner level or beyond, with at least 10 years' post-qualification experience.

[Meet Toby and the team](#)



A modern law firm purpose built to support ambitious businesses from start-up to scale-up



**Toby Harper**  
Corporate Lawyer & CEO



**Adam Kudryl**  
Corporate Partner



**Clive Mackintosh**  
Data Protection Lawyer



**Ian Carson**  
Dispute Resolution Partner



**Lindsay Gledhill**  
Intellectual Property Partner



**Rob Cobley**  
IP & Commercial  
Technology Partner



**Sarah Gunton**  
Commercial Partner



**Simon Gilmour**  
Employment Partner

## Enjoy peace of mind with our easy-to-access legal support

We're a full service commercial law firm, covering everything from company formation to exit, including protecting your ideas, employee share incentives, fundraising and compliance.

When you work with us, we take the time to understand your ambitions and provide you with commercially driven advice, helping you navigate challenges and overcome barriers to growth.

[See our full range of services](#)



**A modern law firm purpose built to support ambitious businesses from start-up to scale-up**

## Here for you, wherever you're based

The Harper James model of remote-working lawyers, clever use of technology coupled with unique subscription plans, enables us to deliver expert legal advice, from partner level lawyers, at just £125 per hour – a fraction of the cost compared with traditional law firms.

As we mainly work remotely, we're only a video call or instant message away. But we can arrange face-to-face meeting at our offices or a location of your choosing.

### **Birmingham**

Floor 2, Cavendish House,  
39-41 Waterloo Street, Birmingham B2 5PP

### **Cambridge**

Stirling House, Cambridge Innovation Park,  
Denny End Road, Waterbeach,  
Cambridge CB25 9QE

### **London**

10 Fitzroy Square, London W1T 5HP

### **Manchester**

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### **Oxford**

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### **Sheffield**

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