



THE LAW SOCIETY
OF SINGAPORE

Annual Report 2026



YEARS

Celebrating the Rule of Law





OUR MISSION

**To serve our members and the community by
sustaining a competent and independent Bar
which upholds the rule of law and ensures
access to justice.**

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OUR PEOPLE

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THE COUNCIL



Tan Cheng Han, SC
President



Koh Choon Guan Daniel
Vice-President



Dinesh Singh Dhillon
Vice-President



Yee May Kuen Peggy Sarah
Treasurer



Lim Seng Siew



Liow Wang Wu Joseph



Samuel Chacko



Hing Shan Shan, Blossom, SC



Lisa Sam Hui Min



Michael S Chia



Nicholas Narayanan



Ramesh s/o Selvaraj



Khelvin Xu Cunhan



Choo Zheng Xi



Low Ying Li, Christine



Foo Guo Zheng Benjamin



Darryl Chew Zijie



**Thaddaeus Aaron
Tan Yong Zhong**



Phoon Wuei



Ong Mori



Arthur Junda Lim

THE EXECUTIVE COMMITTEE



Tan Cheng Han, SC
President



Koh Choon Guan Daniel
Vice-President



Dinesh Singh Dhillon
Vice-President



Yee May Kuen Peggy Sarah
Treasurer



Liow Wang Wu Joseph



Ramesh s/o Selvaraj



Darryl Chew Zijie



Phoon Wuei

COUNCIL REPORT

Outgoing Council Members for 2025

The term of the following Council members ended on 31 December 2025:

Teh Guek Ngor Engelin, SC
Chan Tai-Hui Jason, SC
Muhamad Ashraf s/o Syed Ansari

Council Members for the Period 1 January 2026 to 31 December 2026

Senior Category (not less than 15 years' standing)

Tan Cheng Han, SC (President)
Koh Choon Guan Daniel (Vice-President)
Dinesh Singh Dhillon (Vice-President)
Yee May Kuen Peggy Sarah (Treasurer)
Lim Seng Siew
Liow Wang Wu Joseph
Samuel Chacko
Hing Shan Shan, Blossom, SC
Lisa Sam Hui Min (Immediate Past President)
Michael S Chia
Nicholas Narayanan
Ramesh s/o Selvaraj
Khelvin Xu Cunhan

Middle Category (5 to 15 years' standing)

Choo Zheng Xi
Low Ying Li, Christine
Foo Guo Zheng Benjamin
Darryl Chew Zijie
Thaddaeus Aaron Tan Yong Zhong
Phoon Wuei

Junior Category (less than 5 years' standing)

Ong Mori
Arthur Junda Lim

The following members of Council for 2026 are Statutory Members appointed by the Minister for Law to serve on the Council:

Nicholas Narayanan
Dinesh Singh Dhillon
Hing Shan Shan Blossom, SC

The following members of Council for 2026 are Statutory Members appointed by the Council to serve on the Council:

Yee May Kuen Peggy Sarah
Lim Seng Siew
Khelvin Xu Cunhan

Council Meetings

There were 4 ordinary meetings and 1 special meeting of the Council from September 2025 to December 2025. The attendance of members was as follows:

Member	Present	Absent
Sam Hui Min Lisa (Lisa Cen Hui Min) (President)	5	0
Teh Guek Ngor Engelin, SC (Vice-President)	5	0
Samuel Chacko (Vice-President)	5	0
Michael S. Chia (Treasurer)	5	0
Lim Seng Siew	4	1
Tan Cheng Han, SC	4	1
Liow Wang Wu Joseph	4	1
Koh Choon Guan Daniel	4	1
Nicholas Narayanan	3	2
Chan Tai-Hui Jason, SC	2	3
Khelvin Xu Cunhan	5	0
Choo Zheng Xi	5	0
Low Ying Li, Christine (Liu Yingli)	5	0
Foo Guo Zheng, Benjamin	3	2
Darryl Chew Zijie	5	0
Thaddaeus Aaron Tan Yong Zhong	5	0
Phoon Wuei	5	0
Muhamad Ashraf s/o Syed Ansari	4	1
Ong Mori	4	1

There were 8 ordinary meetings and 3 special meetings from January 2026 to August 2026. The attendance of members was as follows:

Member	Present	Absent	Recused
Tan Cheng Han, SC (President)	11	0	0
Koh Choon Guan Daniel (Vice-President)	11	0	0
Dinesh Singh Dhillon (Vice-President)	10	1	0
Yee May Kuen Peggy Sarah (Treasurer)	7	4	0
Lim Seng Siew	11	0	0
Liow Wang Wu Joseph	10	1	0
Samuel Chacko	10	1	0

Hing Shan Shan Blossom, SC	10	1	0
Sam Hui Min Lisa (Lisa Cen Hui Min) (Immediate Past President)	4	4	3
Chia Soo Michael	11	0	0
Nicholas Narayanan	8	3	0
Ramesh s/o Selvaraj	9	2	0
Khelvin Xu Cunhan	11	0	0
Choo Zheng Xi	11	0	0
Darryl Chew Zijie	11	0	0
Foo Guo Zheng Benjamin	5	6	0
Low Ying Li, Christine (Liu Yingli)	8	3	0
Thaddaeus Aaron Tan Yong Zhong	9	2	0
Phoon Wuei	7	1	3
Ong Mori	11	0	0
Arthur Junda Lim	10	1	0

THE SECRETARIAT



Alvin Chen
Executive Director

Head of Department:

- Compliance
- Knowledge Management and Professional Standards
- Representation and Law Reform



Chan Sok Fung
Chief Financial Officer



Lee Wei Yan
Chief Operating Officer

Head of Department:

- Administration
- Communications and International Relations
- Learning and Development



Rachel Lam
Deputy Head of Department (Regulatory) *

*From April 2026



Joseph Tay
Department Head
(IT Security & Infrastructure and Data Protection)



Sharmaine Lau
Department Head (Publications) *

*Until 28 December 2025



Ian Chai
Director (Publications) *

*From May 2026

The key activities and initiatives of the Law Society of Singapore (the "Law Society") during the period from 1 September 2025 to 31 August 2026 (the "Reporting Period") are set out in detail in the sections that follow. This report provides an overview of the Law Society's key developments and accomplishments during the Reporting Period.

This report highlights four key areas of focus for the Law Society during the Reporting Period:

- (a) Strengthening the future sustainability of the profession;
- (b) Supporting and educating members;
- (c) Promoting and strengthening international relations; and
- (d) Contributing to law reform and practice initiatives.

Throughout the Reporting Period, the Law Society continued its efforts to support members in an increasingly dynamic legal landscape, deepen engagement with stakeholders in Singapore and abroad, contribute to the development of law and practice, and advance initiatives aimed at ensuring that the legal profession remains resilient, competitive and sustainable for future generations of Singapore lawyers.

1. Strengthening the Future Sustainability of the Profession

The Law Society remains committed to fostering a legal profession that is sustainable, resilient and fulfilling for future generations of lawyers. During the Reporting Period, the Law Society undertook several significant initiatives aimed at better understanding the challenges facing the profession, supporting the development of younger lawyers, and promoting workplace practices that enhance lawyer well-being, professional growth and long-term retention within legal practice.

(a) Legal Profession Sustainability Study

In June 2026, the Law Society released the key findings of the Law Society-Anthro Insights Legal Profession Sustainability Study, the most comprehensive examination of talent sustainability undertaken for Singapore's legal profession. The study identified workplace culture, supervisory support and lawyer well-being as key factors influencing retention and long-term sustainability in legal practice. Its findings provide an evidence-based foundation for future profession-wide initiatives aimed at strengthening lawyer well-being, professional development and the sustainability of legal practice.

To address the issues identified, the Law Society established the Task Force on the Fulfilment and Sustainability of Younger Lawyers to examine measures relating to mentorship, workplace practices, professional development and lawyer well-being. The Task Force's recommendations will be presented to Council in due course. In parallel, a Joint Working Committee comprising representatives of the Judiciary and the Law Society was established to consider appropriate follow-up measures arising from the study.

(b) Structured Workplace Mentoring Programme

On 9 January 2026, the Law Society launched the Structured Workplace Mentoring Programme ("SWMP"), a framework designed to support the professional development of junior lawyers through structured mentorship within law practices. Developed in response to recommendations made by the Ethics and Professional Standards Committee, the SWMP provides law practices with a comprehensive mentoring syllabus that may be adapted to their organisational needs. The programme focuses on three key areas: core values of the legal profession, safe and sustainable workplaces, and practice management. Through the SWMP, the Law Society seeks to strengthen professional formation, ethical awareness and workplace support for younger members of the profession.

2. Supporting and educating members

The Law Society supports and engages members through a wide range of programmes, resources and initiatives aimed at enhancing professional competence, promoting ethical and responsible practice, and supporting lawyers at every stage of their careers. These include mentorship and professional development programmes, practice management resources, ethics guidance, legal technology initiatives and continuing professional education opportunities.

During the Reporting Period, the Law Society continued to strengthen its support for members through the launch of new learning platforms, knowledge resources, mentorship initiatives and professional guidance materials. These efforts were designed to help members navigate an evolving legal landscape while equipping them with the skills, knowledge and support necessary to thrive in modern legal practice.

(a) Legal technology and events

(i) Expansion of legal technology resources

The Law Society continued its efforts to support members in navigating the rapidly evolving legal technology landscape through the Technology and Innovation Committee's Legal Tech Bulletin series. Following the inaugural bulletin issued in late 2025, the Committee published a second bulletin on 10 April 2026, providing a practical overview of AI tools relevant to legal practice. The publication examined both general-purpose and legal-specific AI solutions, including their features, pricing models, security considerations, and practical applications across litigation, corporate work, legal research and document-intensive workflows. The bulletin also provided guidance on responsible and secure adoption of AI technologies within legal practice.

(ii) Legal technology events

During the Reporting Period, the Legal Technology Secretariat organised 16 events, including the Legal Tech Fair 2026, aimed at helping members understand and adopt legal technology and artificial

intelligence tools. Programmes covered practical applications of AI, legal research, document drafting, practice management and responsible technology use. The Law Society also continued efforts to engage students and Institutes of Higher Learning to promote awareness of legal technology careers.

(b) New professional education and thought leadership platforms

(i) Practice Perspectives podcast series

On 17 July 2026, the Building & Construction Law Committee launched Practice Perspectives, the Law Society's inaugural video podcast series featuring conversations with leading practitioners and distinguished guests from within and beyond the legal profession. The first episode, "Advocacy in Construction Disputes", featured discussions on advocacy skills relevant to construction disputes, including opening statements and the examination of factual and expert witnesses. The initiative forms part of the Law Society's efforts to develop new and accessible platforms for professional learning and thought leadership.

(ii) Strategic Partnership with the Institute of Singapore Chartered Accountants and LSS On-the-Go

On 14 April 2026, the Law Society and the Institute of Singapore Chartered Accountants ("ISCA") entered into a second Memorandum of Understanding to strengthen collaboration in professional learning, professional services development and knowledge exchange. The partnership includes the development of a digital learning platform, reciprocal sharing of professional content and expertise, and the establishment of a Professional Services Centre to facilitate access to legal and accounting services.

As part of this collaboration, the Law Society and ISCA launched LSS-On-the-Go in September 2026, an on-demand learning platform providing members with access to legal, business and financial learning content, together with automated continuing professional development tracking. The initiative reflects the Law Society's commitment to equipping members with multidisciplinary knowledge and skills in an increasingly interconnected professional environment.

(iii) Family Office Advisory Certification Programme

In partnership with the Wealth Management Institute, the Law Society launched a Family Office Advisory Certification Programme in 2026 to equip lawyers with specialised expertise in private wealth and family office practice. The programme covers governance, succession planning, compliance, ESG and international tax issues.

(iv) Bicentennial Reflections

Throughout 2026, the Law Society leveraged the Bicentennial of Singapore's legal profession as a platform for professional education and reflection. Special editions of the Singapore Law Gazette examined the development of Singapore law, the legal profession and emerging issues affecting legal practice, providing members with insights into both historical developments and future challenges.

(c) Key conferences

(i) Litigation Conference 2026

The Litigation Conference 2026 was held on 21 and 22 April 2026, bringing together practitioners and stakeholders to discuss developments affecting civil litigation practice and procedure. This year's conference marked a historic milestone of the 200th

Anniversary of the Second Charter of Justice, which provided for the reception of English law in Singapore.

The conference featured a keynote address by Mr Edwin Tong, Minister for Law and Second Minister for Home Affairs, and a discourse on the History and Future of English Law in Singapore delivered by The Honourable Justice Ang Cheng Hock of the Court of Appeal, Supreme Court of Singapore. More than 200 participants, including litigation practitioners, members of the judiciary and representatives of other key stakeholders, attended the conference to explore the evolving litigation landscape.

(ii) Inaugural International Sports Law Conference

The inaugural International Sports Law Conference was held on 28 August 2026 as part of Singapore Convention Week 2026. The conference brought together local and international practitioners to discuss developments in sports governance, arbitration and dispute resolution, while highlighting Singapore's growing role in the global sports and dispute resolution ecosystem.

(d) Ethics education and professional standards

(i) Professional Ethics Digest 2026

On 24 July 2026, the Law Society published the Professional Ethics Digest 2026, a comprehensive resource comprising 82 anonymised ethics guidances issued by the Advisory Committee of the Professional Conduct Council between January 2020 and January 2026. Covering key areas such as conflicts of interest, confidentiality, anti-money laundering obligations, legal fees, client instructions and professional responsibilities, the publication provides practitioners with practical guidance based on real-world ethical issues encountered in legal practice. The Digest serves as an important knowledge resource supporting the ethical and professional development of members.

(ii) Practice Management Guide Update

In February 2026, the Law Society refreshed its Practice Management Guide 2017 and issued Addendum 2026-01 to reflect developments in regulatory requirements, professional standards and law practice management. The updated resources consolidate guidance relating to financial controls, anti-money laundering compliance, client complaints management and conflicts of interest, while introducing new materials on sustainable legal practice, workplace harassment and bullying prevention, law practice interns, unclaimed client monies and the SWMP. The updated materials have also been incorporated into the Law Society's Legal Practice Management Course, further strengthening support for practitioners managing modern legal practices.

3. Promoting and strengthening international relations

(a) Lawyers Go Global

As part of the Lawyers Go Global ("LG2") programme jointly launched by MinLaw, the Law Society and Enterprise Singapore in 2018, the Law Society explored various options to further our internationalisation efforts. The objective of the LG2 programme is to help Singapore lawyers and law firms venture overseas.

During the Reporting Period, the Law Society organised international missions to London, Jakarta and Ho Chi Minh City, engaging bar associations, arbitral institutions, law firms and business organisations. These missions strengthened professional relationships, supported the internationalisation of Singapore lawyers and created opportunities for members to build networks with overseas legal and business communities.

(b) Other international relations events

During the Reporting Period, the Law Society also hosted leaders from different jurisdictions including the Moroccan Ministry of Justice, the Bar Association of Sri Lanka, the Fukuoka Bar Association, and the Chengdu Lawyers Association. Further details of other international relations activities can be found in the International Relations section later in this Annual Report.

The Law Society also participated in various international forums and summits, exchanging views and thought leadership with overseas counterparts. These included the International Conference of Legal Regulators 2025, held in Hong Kong, and the ASEAN Bar Leaders' Summit 2026, held in the Philippines. The latter is a dedicated platform for leaders of ASEAN bar associations and law societies to engage in dialogue on issues affecting the legal profession, exchange views on emerging developments, explore collaborative initiatives, and strengthen professional networks across the region.

The Law Society also organised a number of training and secondment programmes for overseas partners from China, providing participants with exposure to the Singapore legal system, arbitration, mediation and international commercial dispute resolution.

In addition, the Law Society signed several MOUs with Bar Associations during the Reporting Period such as the Bahrain Chamber for Dispute Resolution, the Fukuoka Bar Association, and the Geneva Bar Association, to promote closer collaboration and partnership between the respective associations. Further details on these MOUs can be found in the International Relations section later in this Annual Report.

Singapore will host the International Bar Association ("IBA") Annual Conference 2027. In the lead-up to the conference, the Law Society will host a breakfast session on 8 October 2026 at the IBA Annual Conference 2026 in Copenhagen to raise awareness of Singapore's hosting of the 2027 conference and to strengthen engagement with the international legal community.

4. Contributing to law reform and practice initiatives

(a) Engagement with the Courts

The Law Society continued its close engagement with the Judiciary on matters affecting litigation practice. During the Reporting Period, feedback and discussions with the Supreme Court contributed to the preparation and dissemination of a consolidated guidance document relating to Affidavits of Evidence-in-Chief. The Law Society also participated in dialogue sessions addressing practical issues relating to pleadings, expert evidence and civil procedure.

On the family law practice front, the Law Society maintained regular engagement with the Family Justice Courts through dialogue sessions involving both the Family Law Practice Committee and Probate Practice Committee. These engagements enabled practitioners to provide feedback on operational and procedural issues while facilitating communication between the Bench and the practising Bar.

(b) Implementation of revised AML framework

Following the introduction of amendments to the Legal Profession (Prevention of Money Laundering, Financing of Terrorism and Proliferation Financing) Rules 2015 on 1 July 2025, the Law Society updated the Council's Practice Direction 3.2.1 on Prevention of Money Laundering, Financing of Terrorism and Proliferation Financing, which took effect on 6 October 2025. The updated practice direction was accompanied by revised compliance resources, including customer due diligence, ongoing monitoring and firm-wide risk assessment templates, to assist practitioners in implementing the enhanced

regulatory requirements. The Law Society also prepared supporting educational initiatives to facilitate members' understanding of the revised regime, including several webinars held during the Reporting Period.

(c) Feedback on amendments to AMLA

On 19 June 2026, the Muslim Law Practice Committee submitted feedback on proposed amendments to the Administration of Muslim Law Act 1966 during the public consultation process. In addition to commenting on the proposed amendments, the Committee highlighted inheritance-related issues for consideration in future reviews of the legislation.

(d) Advancing the future of legal practice

The Coordinating Committee for the Advancement of the Legal Profession ("CCALP") continued its work during the Reporting Period to strengthen the standing, professionalism and competitiveness of Singapore advocates and solicitors. Its work groups focused on key issues including lawyer sustainability, responsible adoption of artificial intelligence and internationalisation.

In July 2026, the Law Society, with the assistance of the CCALP's work groups, submitted a discussion paper as part of the profession-wide dialogue leading up to the Legal Profession Symposium 2026, setting out practical measures to address lawyer retention, promote responsible AI adoption and enhance the international competitiveness of Singapore lawyers, particularly those in small and medium-sized practices.

Alvin Chen
Executive Director and Chief Legal Officer

YEAR IN REVIEW

2025 SEPTEMBER

1, 9, 16 & 30 SEPTEMBER 2025

[Virtual] International Arbitration
in Practice

5 SEPTEMBER TO 29 OCTOBER 2025

[Hybrid] Senior Counsel Forum 2025

8, 22, 29 SEPTEMBER 2025



Criminal Trial Advocacy Webinar Series

12 SEPTEMBER TO 14 SEPTEMBER 2025

Bench & Bar Games 2025

3 SEPTEMBER 2025



Fireside Dialogue with Senior Practitioners -
Still in the Game: Redefining Legal Practice in
Later Years

5 SEPTEMBER 2025



Visit by Senior Leadership of American
Society of International Law

9 SEPTEMBER 2025



Legal GenAI in Practice from
Implementation to Impact

12, 19, 26 SEPTEMBER & 3 OCTOBER 2025

[Webinar] Essential Advocacy Skills Series
2025 – Expert Evidence

15 TO 19 SEPTEMBER 2025



**Sustainability Apex Programme (SAP)
Mission Trip to Vietnam**

17 SEPTEMBER 2025

**Seminar on Modern Communications Law in
Singapore: What Every Lawyer Needs to
Know**

18 SEPTEMBER 2025

**[Webinar] Navigating Legal Frameworks:
AML & CFT Compliance for Today's Law
Practices**

23 SEPTEMBER 2025

**[Webinar] Day of Conveyancing Highlights
2025 – Day 2**

24 & 25 SEPTEMBER 2025

Family Conference 2025

16 SEPTEMBER 2025

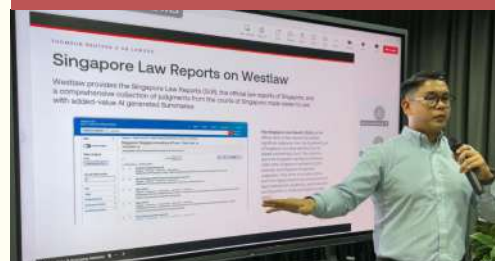


**Canine Chums: Save Our Street Dogs
("SOSD"), in collaboration with the Law
Society Young Lawyers Committee**

18 SEPTEMBER 2025

Council Luncheon 2025

19 SEPTEMBER 2025



**Meet CoCounsel - Your AI Powered
Legal Assistant**

23 SEPTEMBER 2025



**Let's Talk: A Peer Support Session for
Young Lawyers**

2025 OCTOBER

1 OCTOBER 2025

Building Bridges Not Barriers – Latest Developments in Collaborative Contracting

6 OCTOBER 2025

[Webinar] At the Crossroads between Arbitration and Insolvency – the Singapore, Vietnam and International Perspectives, *Jointly Organised with Vietnam Bar Federation*

7 OCTOBER 2025

[Webinar] The Singapore Variable Capital Company (VCC) 2025, Jointly Organised with *Clifford Chance*

8 OCTOBER 2025

[Virtual] Workshop on De-escalating Disputes with Clients

10 OCTOBER 2025



Fireside Chat with Ng Jern Fei, KC

2 OCTOBER 2025



Dinner-and-Learn: LinkedIn 101 for Young Lawyers

7 OCTOBER 2025



Busting Myths About Effective Mentoring and Mastering Difficult Conversations

8 OCTOBER 2025

Series of Socials for Small Law Firms by the Small Law Firms Committee

9 TO 11 OCTOBER 2025

The Law Society Criminal Trial Advocacy Course 2025

13 & 29 OCTOBER 2025

[Hybrid] Senior Counsel Forum 2025

14 OCTOBER 2025

[Webinar] Modern Communications Law in Singapore: What Every Lawyer Needs to Know

15 OCTOBER 2025

Public Law Conference 2025

Discretion in Public Law: The Prerogative Powers of Government and the Attorney-General

15 October 2025 | In person

Public Law Conference 2025

22 OCTOBER 2025



Delegation from Upaay

24 OCTOBER 2025



Annual Dinner 2025: Night of Local Classicus!

23 OCTOBER 2025

Annual Conveyancing Social 2025 by the Conveyancing Practice Committee

15 OCTOBER 2025

Socials for Small Law Firm Practitioners – All Categories

21 OCTOBER 2025

Women in Advocacy – Breaking Barriers, Building Excellence

22 OCTOBER 2025



MinLaw Makan Conversations with Ms Indranee Rajah: From Legal Associates to Legal Architects: Purpose and Resilience in a Time of Disruption and Uncertainty

23 TO 25 OCTOBER 2025

The Law Society Civil Trial Advocacy Course (Experts Focus) 2025

27 OCTOBER 2025

Singapore x Malaysia Young Lawyers Summit

2025 NOVEMBER

4 & 5 NOVEMBER 2025

[Webinar] Annual CPD Day 2025 (Part 2)

12 NOVEMBER 2025

Socials for Small Law Firm Practitioners – Senior Category

13 NOVEMBER 2025

PIPD Huddle 2025

14 NOVEMBER 2025

[Webinar] Part 1: Risk, Ethics and Client Management in ECM Practice Today

17 NOVEMBER 2025

Lunchtime Dialogue: Diversity & Inclusivity – In Conversation with MinLaw

4 TO 6 NOVEMBER 2025



Mission Trip to Bahrain

12 NOVEMBER 2025



[Webinar] AI – Risk, Responsibility, and Regulation, *Jointly Organised with Fountain Court Chambers*

13 NOVEMBER 2025

[Webinar] Drafting in the Age of AI: Practical Guidance for Today's Law Firm

14 NOVEMBER 2025

[Webinar] Sustainability Apex Programme (SAP) Masterclass – ESG Assurance

18 NOVEMBER 2025

Procedures in Contested Probate and Ethical Issues in Probate Practice

18 NOVEMBER 2025



Deepavali Luncheon 2025

20 NOVEMBER 2025

[In-person] Bridging the Gap in Syariah Practice

22 TO 29 NOVEMBER 2025



Lawyers Go Global Mission to London

26 NOVEMBER 2025



Law Society & AIJA Networking Event 2025

**2025
DECEMBER**

1 DECEMBER 2025

[Webinar] Harnessing Generative AI for Small and Mid-Sized Law Firms

4 DECEMBER 2025

A Civil (Practice) Evening with the Minister for Law

5 DECEMBER 2025



Annual Law Fraternity Golf Tournament 2025

6 DECEMBER 2025



Young Mediators: Navigating Sticky Situations and Difficult Clients

9 DECEMBER 2025



MOU with Tax Academy of Singapore

10 DECEMBER 2025

Council Tea Session with Members

**2026
JANUARY**

14 JANUARY TO 1 FEBRUARY 2026



Law Fraternity Games 2026

21, 22 & 23 JANUARY 2026



The ISCA-Law Society Sustainability Apex Programme (SAP) Workshop

28 JANUARY 2026

Part 2: Recent Developments in ECM Practice Today

29 JANUARY 2026

Building a Strong Legal Tech Foundation for the Year Ahead with Verlata Consulting

29 JANUARY 2026



Virtual Networking Between LSS and Aichi Bar Association

2026 FEBRUARY

2 FEBRUARY 2026

Legal Practice in the AI Era

4 & 5 FEBRUARY 2026



[Webinar] Legal Practice Management
Course 2026

2026 MARCH

3 MARCH 2026



Lunar New Year Luncheon 2026

5 MARCH 2026

[Webinar] Book-Keeping for Law Practices
Course

11 MARCH 2026



MOU with Fukuoka Bar Association

12 MARCH 2026

Consumer Disputes in Practice: CPFTA,
Mediation and Access to Recourse, *Jointly
Organised by the Law Society of Singapore
and the Consumers Association of
Singapore ("CASE")*

24 MARCH 2026



Volunteers' Thank you Dinner 2026

26 MARCH 2026

[Lunchtime Insights] AI Tools for Everyday Legal Tasks

31 MARCH 2026



Hari Raya Luncheon 2026

25 MARCH 2026



Charting Your Course: The Future of Women in Leadership

27 MARCH 2026



The Path of an Advocate: A Fireside Chat with Chelva Rajah, SC

**2026
APRIL**

1 APRIL 2026

[Webinar] Recent Cases on Legal Advice Privilege

13 APRIL 2026

[Webinar] Effective Written Appellate Advocacy on Appeals – How to Get Judges' Attention

9 APRIL 2026

[Webinar] Navigating the Legal Ethics Journey

13 & 17 APRIL 2026



Charting Your Course: The Future of Women in Leadership

16 APRIL 2026



[Lunchtime Session] Ethical and Responsible Use of AI in Law

17 APRIL 2026

[Webinar] What Makes for Effective Appellate Advocacy – A Practical Webinar on Persuasion, Strategy, and Impact

21 & 22 APRIL 2026



Litigation Conference 2026

23 APRIL 2026

[Webinar] Employment Law: Where Law Meets Practice

29 APRIL 2026



Fireside Chat with the Honourable the Chief Justice Sundaresh Menon

29 APRIL 2026



WIP x Love, Bonito - Professional Workwear Styling Session

30 APRIL 2026

[Webinar] Navigating the Legal Ethics Journey

**2026
MAY**

8 MAY 2026



Online Virtual Information Session by
Wealth Management Institute

12 MAY 2026

[Webinar] The 2026 Anti-Money
Laundering Roadmap: Strengthening Firm
Infrastructure and CDD Strategies

14 MAY 2026



Realism and Ethics in International Relations:
A Lecture by Professor Peter Singer

15 MAY 2026

[Webinar] AI for Litigators: You Will Be
Amazed What AI Can Do!

18 MAY TO 15 JUNE 2026

[Virtual] Essential Written Advocacy
Series 2026

6 MAY 2026

[Webinar] Climate Change – Still Sticking to
the Fight?

8 & 9 MAY 2026



The Law Society Civil Appellate
Advocacy Course 2026

13 MAY 2026

[Webinar] Duties of Good Faith in
Commercial Contracts

14 MAY 2026



Cybersecurity Incident Response: Legal and
Ethical Obligations for Law Firms

17 TO 22 MAY 2026



Charting New Horizons: Lawyers Go Global
Mission to Jakarta

20 MAY 2026

**Injunctive Relief in Cross-Border Disputes:
Recent Themes and Issues**

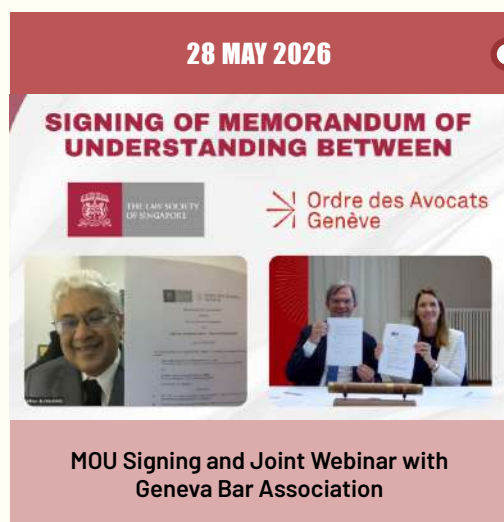


25 MAY 2026

**[Webinar] Key Considerations in Writing
Legal Correspondence**

21 MAY 2026

**[Webinar] SAP Masterclass 9:
Carbon Markets**



26 MAY 2026

**[Webinar] Modern Communications Law
in Singapore: What Every Lawyer
Needs to Know**



2026 JUNE

2 JUNE 2026

**[Webinar] Starting Strong: Practical Tips
in Pleading**

3 JUNE TO 1 JULY 2026

**[Virtual] Certificate in Legal Secretarial
Skills 2026**

8 JUNE 2026

**[Webinar] Presenting the Evidence:
Affidavits**

8 JUNE & 15 JUNE 2026

**[Virtual] Essential Written Advocacy
Series 2026**

11 JUNE 2026



The Calling: A Young Lawyers' Celebration

22 JUNE 2026



LawNet 4.0 Training Workshop

23 JUNE 2026

[Webinar] Practical Course on Stamp Duty Rules for Common Real Estate Transactions

26 JUNE 2026

Capacity Matters: Recent Developments on Singapore Mental Capacity Law

18 JUNE 2026



**From Billing Software to Brain of the Firm:
The New Clio for Singapore Lawyers**

23 JUNE 2026



MOU with Macau Lawyers Association

25 JUNE 2026



**[Virtual] Risk Management Symposium 2026:
Resilience and Readiness in an Era of
Accelerating Risks**

30 JUNE 2026



**Mentorship Scheme 3rd cycle -
Mentorship: How It's Evolving**

**2026
JULY**

1 JULY 2026

[Webinar] Bridging the Gap:
Multigenerational Communication
in Legal Practice

2 JULY 2026

From Chaos to Order: Maximising Microsoft
Word's Tools for Legal Documents

3 JULY 2026



[Webinar] New Frontiers for Online Safety

3 JULY 2026



Visit by Prof Muneer Abduroaf

6 JULY 2026

[Webinar] Challenging Clients, Challenged
Lawyers: Ethics and Excellence in Modern
Client Care

7 JULY 2026

Mastering AML/CFT in the Digital Age:
Effective Internal Framework, Emerging
Risks, and Tech-Enabled Compliance for
Legal Professionals

9 JULY 2026

[Webinar] Day of Conveyancing Highlights
2026 - Day 1

10 JULY 2026



Legal Tech Fair 2026

14 JULY TO 30 SEPTEMBER 2026

[Webinar] Senior Counsel Forum 2026

15 JULY 2026

[Webinar] Damages in Commercial Disputes: The Supreme Court Rewrites the Rules – And What It Means for Singapore, Jointly Organised with Fountain Court Chambers

22 JULY 2026

Drafting CPF Division Orders: Getting It Right

24 JULY 2026

[Webinar] Business and Property Valuations Essentials for Litigation Lawyers

30 JULY 2026



Practice Pathways - The Multi-Vehicle Road

31 JULY 2026

Legal Practice of the Future with Harvey AI

14 JULY 2026

MINLAW MAKAN CONVERSATIONS
Beyond the First Seven Years: Mentorship, Milestones and Defining Success

TUESDAY, 14 JULY 2026
7.00PM TO 8.30PM
THE MALAYAN COUNCIL
FULLERTON WATERBOAT HOUSE



MR EDWIN TONG
MINISTER OF LAW AND SECOND
MINISTER OF HOME AFFAIRS

MinLaw Makan Conversations – Beyond the First Seven Years: Mentorship, Milestones and Defining Success

21 JULY 2026

[Webinar] Small & Medium Firms – Business Planning, Marketing and Client Development, Jointly Organised with College of Law

23 JULY 2026

Cybersecurity and Data Protection Conference 2026

27 JULY 2026

[Webinar] Navigating Cross-border Dispute Resolution in Indonesia: Where Law Meets Reality

30 JULY 2026

B.Y.O.B
Build Your Own Book
Candid conversations. Practical strategies.

30 July 2026
4.30pm - 7.00pm
Drew & Napier

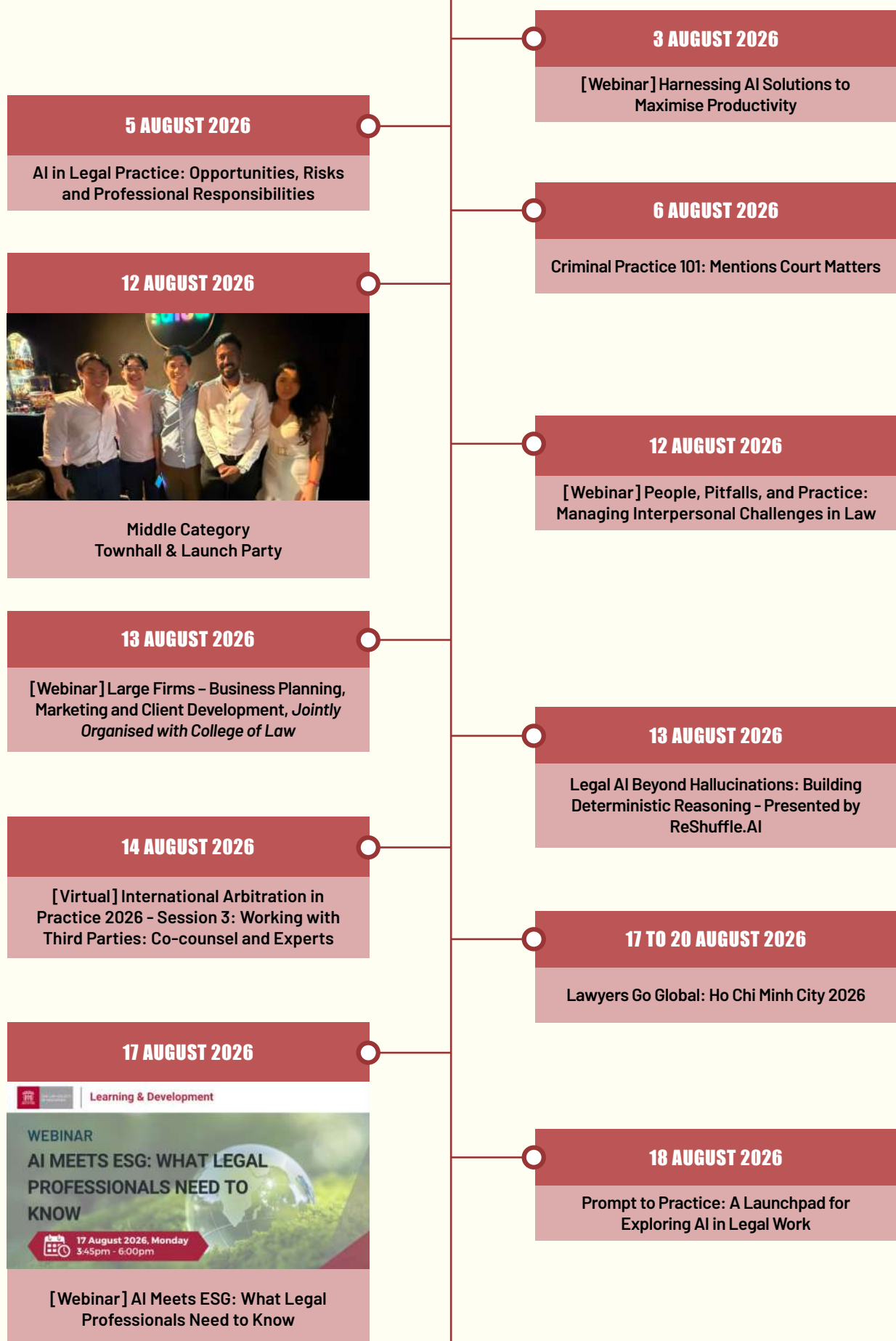


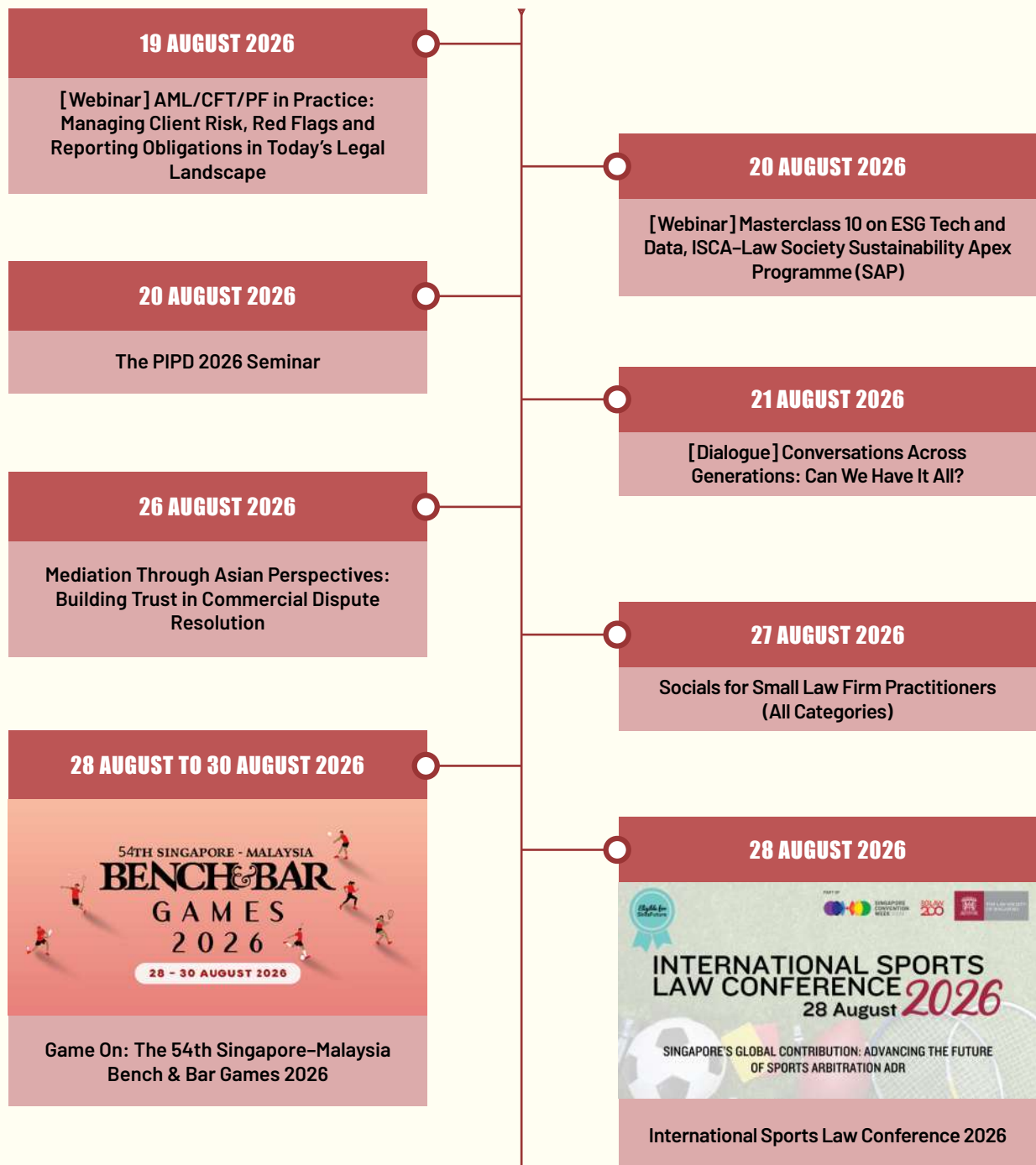
B.Y.O.B - Build Your Own Book, Organised by Law Society's Women in Practice Committee

31 JULY, 7, 14 & 21 AUGUST 2026

[Virtual] International Arbitration in Practice 2026

2026 AUGUST





STATISTICS

Profile of Practitioners

Number of Practitioners in the Last Five Years

	2022	2023	2024	2025	2026
No. of Practitioners	6,273	6,512	6,348	6,434	6,536

Years in Practice Based on Date of Admission in 2026

Year	< 5 years	5 to 15 years	> 15 years
2026	1,679	2,274	2,583

Gender

Year	Male	Female
2026	3,711	2,825

Number of Advocates and Solicitors Admitted

522

Number of Lawyers (Non-Practitioner) Admitted

536

Number of Associate Members

100

Number of Non-Practising Members

106

Number of Honorary Members

14

GROWING OUR PRACTICE

2



The Advocacy Committee of the Law Society of Singapore aims to promote effective advocacy.

Effective advocacy is a hallmark of a good lawyer. Being able to present a perspective persuasively is essential, whether it be in the Courtroom, Boardroom or professional interactions.

The Advocacy Committee aims to create opportunities for lawyers at all levels to be involved in our programmes, with highlights below:

Practice Training Advocacy Course (In conjunction with the Singapore Institute of Legal Education)

In its second run, under the new admission framework, our pool of 78 advocacy trainers conducted advocacy training sessions for practice trainees from February to August 2026. These trainers consist of practising lawyers, legal service officers, and judicial officers with at least five years of advocacy experience.

A total of 468 candidates participated in the Practice Training Advocacy Course, delivered in a hybrid format. The virtual sessions, conducted via Zoom, covered topics such as civil applications and pleas in mitigation. The in-person sessions held at the State Courts emphasised trial skills, focusing on witness handling: examination-in-chief and cross-examination.

The Practice Training Advocacy Course is being overseen and managed by an Executive Committee that is comprised of Darrell Low, P Padman and Paul Loy.

Programme Highlights

The Criminal Advocacy Sub-Committee successfully organised several programmes:

- **Criminal Trial Advocacy Webinar Series:** This webinar series was conducted as a lead-up to the inaugural Criminal Trial Advocacy Course. Each of the three webinars had a niche focus touching upon specific topics relevant to criminal advocacy. The webinar *"Ethics in Preparation and Conducting a Trial"* in criminal matters was conducted by Ramesh Tiwary and this had 71 attendees. The webinar *"Formulating a Case Theory"* in criminal matters was conducted by Sreenivasan Narayanan, SC and this had 43 attendees. The Honourable Justice Mavis Chionh also led a webinar where she shared from a judicial perspective what makes a good criminal defence advocate and this had 59 attendees.
- **The Law Society Criminal Trial Advocacy Course 2025:** This programme, which is the first programme organised by the Law Society of Singapore that focused on advocacy in criminal proceedings, was a 2.5-day course that focused on hands-on training in case analysis, pre-trial applications, and witness examination. Sixteen participants received real-time feedback and guidance from the esteemed faculty consisting of local senior practitioners as well as fellows from the American College of Trial Lawyers. The Honourable Justice Choo Han Teck was the keynote speaker for this course.

The Civil Advocacy Sub-Committee also successfully organised several programmes:

- **Essential Advocacy Skills Series 2025 – Expert Evidence:** This webinar series delved into the skillsets required of effective and ethical advocates, specifically when dealing with expert evidence. There was a distinct focus on how the Rules of Court 2021 have affected expert evidence, as well as a lawyer's ethical considerations in respect of expert reports.
- **Effective Written Appellate Advocacy on Appeals – How to Get Judges' Attention:** The first in a two-part series of webinars leading up to the Civil Appellate Advocacy Course, the webinar explored ways to craft persuasive appellate briefs that not only capture judicial attention but also clarify complex legal issues and strengthen the client's position. The webinar was conducted by Danny Ong, SC and had 174 attendees.



Trainers, participants and student volunteers of the programme –
The Law Society Trial Advocacy Course 2025

- **What Makes for Effective Appellate Advocacy – A Practical Webinar on Persuasion, Strategy, and Impact:** The second in a two-part series of webinars leading up to the Civil Appellate Advocacy Course, this webinar shared more examples of how to communicate complex ideas with clarity and persuasion, and also looked into the strategic value of brevity and well-timed concessions. This webinar was conducted by Marina Chin, SC and had 137 attendees.
- **The Law Society Civil Appellate Advocacy Course 2026:** The inaugural Civil Appellate Advocacy Course was held over 1.5 days, with the first day consisting of workshops and masterclasses that gave the participants insight into how to sharpen their advocacy and succeed in appellate practice, and the last half-day being mock trials. These sessions were led by a team of local and international senior faculty, which included retired and sitting judges, King's Counsel and Senior Counsel. The course was fully subscribed, with 24 participants in attendance. The Honourable Justice See Kee Oon was the keynote speaker for this course.
- **Essential Written Advocacy Series 2026:** A regular project of the Advocacy Committee, this five-webinar series ran from May to June, with senior practitioners, Senior Counsel and sitting judges leading the sessions. The webinar series was well received, having at least 110 attendees per webinar.

Overseas Exchanges

Senior advocacy trainers have been invited to train at prominent advocacy courses and trainings hosted by the General Council of the Bar of South Africa, the Australian Bar Association, and the Hong Kong Advocacy Training Council. This highlights their expertise and esteemed reputation in the international legal community. We have also received invitations from the Northern Territory Bar Association and the Mumbai Bar Association to send advocacy trainers to train on their courses, thus adding to the growing overseas opportunities available for our local advocacy trainers. In addition to that, 13 of the advocacy trainers attended the International Advocacy Training Council (“IATC”) Conference in Penang, of whom two spoke at the conference.



Trainers and participants of the programme:
The Law Society Civil Appellate Advocacy Course 2026

Lady Advocates Sub-Committee

This Sub-Committee, led by Sadhana Rai, was set up as a response to the need to support female advocates in charting their own paths in the profession. A programme titled Women in Advocacy – Breaking Barriers, Building Excellence was held on 21 October 2025. Blossom Hing, SC, Rebecca Chew and Sapna Jhangiani, KC, were the speakers on the panel. The event was attended by 61 participants, predominantly female, with a smattering of male supporters.

Advocacy Mentorship

As part of the committee’s initiatives to promote advocacy mentorship, a few of the advocacy trainers participated in the Mentorship Scheme and were paired with mentees across the nine-month duration of the programme. A further development of this advocacy mentorship is a series of fireside chats titled The Path of an Advocate, where senior advocates are invited to share their wealth of experience through a more intimate and relaxed platform. The first in this series was the fireside chat with Chelva Rajah, SC, which was held on 27 March 2026, with 73 participants in attendance.

Appreciation

The Committee expresses gratitude to all trainers, the Judiciary, and the Attorney-General’s Chambers for their steadfast support of our advocacy programmes. Such continued support is highly valued and anticipated in the upcoming year. Special mention is made of the hard work and tireless support provided by the Law Society Learning and Development team to ensure that all the programmes ran smoothly.

COMMITTEE MEMBERS

- Goh Siong Pheok Francis – Chairperson
- Darrell Low Kim Boon – Co-Vice-Chairperson
- Khelvin Xu Cunhan – Co-Vice-Chairperson
- Navindraram Naidu – Co-Vice-Chairperson
- Sadhana Rai – Co-Vice-Chairperson
- Samuel Chacko – Council Representative
- Chelva Retnam Rajah, SC
- Narayanan Sreenivasan @ N. Sreenivasan, SC
- Gregory Vijayendran, SC
- Arthur Yap
- Cheng Sun Cheok Alvin
- Kyle Gabriel Peters
- Leong Hui Wen, Rachel
- Lim Zhuo Jun Jennifer
- Muk Chen Yeen Jonathan
- P Padman
- Paras Lalwani
- Paul Loy Chi Syann
- Senthil Dayalan
- Twang Kern Zern (Zhuang Gengren)
- Vanathi Eliora Ray

SECRETARIAT REPRESENTATIVE

- Alvin Chen

The Alternative Dispute Resolution Committee (the “ADR Committee”) is dedicated to the review and advancement of various dispute resolution methods. Its core mission is to promote effective alternatives to litigation, with particular emphasis on the administration and development of the Law Society Arbitration Scheme (“LSAS”) and the Law Society Neutral Evaluation and Determination Scheme (“LSNEDS”).

For the reporting period of 1 September 2025 to 31 August 2026, the ADR Committee engaged in the following key activities:

1. Initiatives to Promote the LSAS and LSNEDS

a. Collaboration with the Financial Industry Disputes Resolution Centre (FIDReC)

The ADR Committee continues to promote the Law Society Neutral Evaluation and Determination Scheme (“LSNEDS”) through its collaboration with FIDReC that was launched in January 2023.

Since its operational start in May 2023, the Scheme has seen tremendous growth. In 2025, the LSNEDS had 145 neutral evaluation cases referred to it from FIDReC, attesting to the strong demand for the Law Society’s neutral evaluation services.

In collaboration with FIDReC, the Committee also conducted an annual refresher session for the Scheme’s Neutrals to keep them updated on relevant financial trends and developments. In addition, a specialised training session was organised to equip Neutrals with the knowledge and practical guidance necessary to provide indications on disputes commonly referred under the Scheme, including issues relating to card fraud and scams.

The Committee remains dedicated to strengthening this partnership and ensuring the Scheme’s continued effectiveness.

b. Collaboration with the Consumers Association of Singapore (CASE)

The LSNEDS-CASE Scheme was launched in October 2024 to provide a cost-effective, impartial alternative to litigation. Under the Scheme, trained Neutrals assess consumer disputes referred by CASE, focusing on accessibility and protection in unfair practice and contractual matters. The ADR Committee continues to monitor and refine the Scheme.

2. Enhancing the Law Society Arbitration Scheme (LSAS) Rules

Following the transfer of responsibility for the review and development of the LSAS Rules from the Council ADR Working Group to the ADR Committee, the Committee undertook a comprehensive revision of the Rules to align them with current best practices and the evolving needs of legal and commercial users.

With the revised Rules now finalised, the Committee is focused on planning for their launch, including the development of supporting guidance materials and outreach initiatives to promote awareness and adoption among practitioners and users. These efforts aim to

enhance the relevance, accessibility and utilisation of LSAS as a dispute resolution option in Singapore.

3. Singapore Convention Week Event on 27 August 2026

The Committee reports that in 2026, it continued its efforts to advance Singapore’s standing as a leading arbitration hub by promoting engagement and strengthening connections within the arbitration community. As part of Singapore Convention Week 2026, the Committee organised *The Great Arbitration Quiz: A Singapore Convention Week Trivia Night*, a networking event designed to bring together international and local lawyers, arbitrators, in-house counsel, academics and emerging practitioners in an informal and interactive setting.

Through a team-based arbitration trivia quiz and networking session, the event encouraged meaningful interaction among participants from diverse jurisdictions, organisations and practice backgrounds. By fostering collegiality, knowledge-sharing and professional connections across different segments of the arbitration ecosystem, the Committee sought to strengthen industry engagement and contribute to the continued growth of Singapore’s ADR community.

The Committee remains committed to supporting initiatives that promote collaboration, professional development and greater participation in the arbitration sector.

4. International Arbitration in Practice 2026

As part of the Committee’s continued commitment to promoting alternative dispute resolution and strengthening arbitration capabilities among members, the Committee further developed its flagship introductory arbitration training programme, formerly known as *Arbitration 101* and now rebranded as *International Arbitration in Practice*. The rebranding reflects the Committee’s objective of providing more practice-focused training that equips legal practitioners with the knowledge and skills required to participate effectively in international arbitration proceedings.

Conducted over four virtual sessions in July and August 2026, *International Arbitration in Practice 2026* brought together experienced arbitration practitioners from Singapore and overseas to share practical insights across key stages of the arbitration lifecycle. Topics covered included navigating the early stages of arbitration, document production, working with co-counsel and experts, and global enforcement strategies. The programme combined lectures, panel discussions and interactive exercises, enabling participants to gain practical perspectives on strategic decision-making, procedural issues and contemporary developments in international arbitration practice.

Through initiatives such as *International Arbitration in Practice*, the Committee seeks to support the professional development of practitioners, enhance the legal profession’s understanding of international arbitration, and contribute to the continued growth of Singapore’s arbitration ecosystem.

5. Witness Statements in International Arbitration

As part of the Committee’s commitment to build capacity and strengthen arbitration capabilities among members, the Committee is developing the Witness Statement in *International Arbitration*

course for 2026. The course aims to share best practices in how to draft witness statements for international arbitration and be mindful of ethical considerations when interviewing witnesses and drafting their statements.

There is much focus on advocacy skills in cross-examination. However, given the significance of witness statements in international arbitrations, the Committee considers that it is equally important to ensure that members are well-equipped to draft good witness statements that can withstand scrutiny at the evidential stage of an arbitration.

6. Expanding ADR Outreach and Regional Engagement/Collaboration

The Committee explored a number of initiatives aimed at increasing awareness and utilisation of alternative dispute resolution processes, while strengthening engagement with the wider regional legal community.

Among the initiatives under consideration are efforts to promote greater awareness and adoption of the Law Society Arbitration Scheme (“LSAS”) and the Law Society Neutral Evaluation and Determination Scheme (“LSNEDS”), both of which provide accessible, efficient and cost-effective avenues for dispute resolution. The Committee is also exploring opportunities to further develop practitioners’ capabilities in ADR and expand the profile of these schemes among users and stakeholders.

In addition, the Committee has been considering opportunities to share its arbitration training programmes and expertise with legal professionals in the region. Building on the success of its practitioner-focused training initiatives, the Committee has undertaken outreach efforts with overseas legal and professional organisations to explore potential areas of collaboration, knowledge-sharing and joint programming. Through these engagements, the Committee seeks to support the development of arbitration capabilities, foster stronger professional connections, and facilitate the exchange of expertise within the broader ADR community.

These initiatives remain under development, and the Committee continues to evaluate the appropriate framework and partnerships to support their implementation. Through these efforts, the Committee seeks to contribute to the growth of ADR practice, enhance professional development opportunities for practitioners, and reinforce Singapore’s standing as a leading dispute resolution hub.



Alternative Dispute Resolution Committee 2026

COMMITTEE MEMBERS

- Samuel Chacko – Co-Chairperson
- Paul Tan Beng Hwee – Co-Chairperson
- Muk Chen Yeen Jonathan – Co-Vice-Chairperson
- Jennifer Lim Zhuo Jun – Co-Vice-Chairperson
- Foo Guo Zheng Benjamin – Council Representative
- Remy Choo Zheng Xi – Council Representative
- Ahn Mi Mi
- Asiyah Binte Ahmad Arif
- Cai Xiaohan
- Divyesh Menon
- Elias Benyamin Arun
- Fan Wai Leong, Benson
- Farrah Joelle Isaac
- Gan Yun Han, Rebecca
- Koh Boon Hao Samuel
- Lee Jin Yi Mark
- Lim Mingguan
- Lim Si Cheng
- Lynette Chew Mei Lin
- Mohammad Haireez Bin Mohameed Jufferie
- Ng Shijie Hansel
- Ning Jie
- Ong Sin Yee
- Pang Yi Ching, Alessa
- Rajiv Hariharan
- Surenthiraraj s/o Saunthararajah @ S Suresh
- Tang Bik Kwan Hazel

SECRETARIAT REPRESENTATIVE

Alvin Chen

BUILDING AND CONSTRUCTION LAW

De Vaz Ian Marc Rosairo, Co-Chairperson

Ho Chien Mien, Co-Chairperson

The objectives of the Building and Construction Law Committee (the "Committee") are to facilitate learning and knowledge-sharing for members in this specialist practice area, and to seek opportunities for professional growth, development and engagement, both within and outside Singapore.

For the reporting period of 1 September 2025 to 31 August 2026, the Committee was involved in the following key activities and projects:

1. Engagements with local industry stakeholders

Over the course of 2025 and 2026, the Committee has been engaging with various industry stakeholders in Singapore such as the Building and Construction Authority, Singapore Institute of Architects, and Society of Construction Law (Singapore) for outreach and, potentially, to plan and organise events.

2. Engagements with international industry stakeholders

Outside Singapore, the Committee has plans to engage with peer associations and arbitration institutions in the region, to plan outreach events and exchanges. This is a key initiative to potentially broaden the reach of members to markets outside Singapore. To this end, the Committee has preliminarily reached out to stakeholders such as the Asian International Arbitration Centre.

3. Committee's CPD events

The Committee organised a CPD event on 1 October 2025 titled "*Building Bridges Not Barriers - Latest Developments in Collaborative Contracting*". The webinar comprised a series of short talks and a panel discussion delving into the evolving landscape of collaborative contracting, with a special focus on the New Engineering Contract ("NEC") form of contract, a framework that challenges conventional models and presents fresh considerations for legal practitioners. Through the webinar, the Committee sought to foster greater understanding and stimulate meaningful dialogue around how lawyers, contract managers, consultants, contractors, and employers can support collaborative outcomes.

The Committee is organising a further CPD event to be held in the fourth quarter of 2026. Further details of the event will be announced to members in due course.

4. Publications

On 17 July 2026, the Committee launched the inaugural episode of *Practice Perspectives*, the Law Society's video podcast collection featuring in-depth conversations with members of the Bar and distinguished guests from within and beyond the legal profession. The Committee's edition brings together leading practitioners and arbitrators to explore facets of construction law practice, and forms part of the Committee's continuing thought-leadership efforts.

The inaugural episode, "*Advocacy in Construction Disputes*", features Marcus Chia in conversation with Nuala Simpson, SC, on the advocacy skills that construction disputes demand, with a focus on opening statements and the cross-examination of factual and expert witnesses. Two further episodes are scheduled for release in 2026.

Members of the Committee have also contributed a feature article to the July 2026 issue of the Singapore Law Gazette, titled "[Bicentennial – The Evolution of Construction Law in Singapore](#)", which traces the development of construction law in Singapore from its origins in general commercial litigation to its emergence as a distinct specialist discipline.



Building and Construction Law Committee 2026

COMMITTEE MEMBERS

Ho Chien Mien – Co-Chairperson
De Vaz Ian Marc Rosairo – Co-Chairperson
Lynette Chew Mei Lin – Co-Vice-Chairperson
Sim Daryl Larry – Co-Vice-Chairperson
Tan Tian Luh – Co-Vice-Chairperson
Liow Wang Wu Joseph – Council Representative
Kent Chen Sixue
Chiam Yunxin
Er Hwee Lee Danna (Yu Huili)
Khushboo Hashu Shahdadpuri
Kishan Pillay s/o Rajagopal Pillay
Lee Jin Yi Mark
Marcus Chia Hao Jun
Ng Jie Zhen Amy
Rajiv Hariharan
Sathiaselvan s/o Jagateesan
Tan Kon Yeng Eugene
Tay Yi Ru, Derek
Teo Wei Xian Kelvin (Zhang Weixian Kelvin)
Toime Marius Elmar
Yii Li-Huei Adelle

SECRETARIAT REPRESENTATIVE

Sharmila Sanjeevi

The Civil Practice Committee (the “Committee”) presents its report for the period 1 September 2025 to 31 August 2026. In addition to its regular work, which includes close engagement with the Ministry of Law and the Courts, the Committee’s main activities and projects during the above period included the following:

1. Litigation Conference 2026

The Litigation Conference 2026 was held on 21 and 22 April 2026. The Conference brought together members of the Judiciary, Senior Counsel and members of the Singapore Bar, and covered a range of topics relevant to civil practitioners, including international litigation and the Singapore International Commercial Court (“SICC”) and Bahrain International Commercial Court (“BICC”), arbitration-related and insolvency-related litigation, practical issues arising from the Rules of Court 2021 (“ROC 2021”), feedback on the AEIC Drafting Guidelines, and AI and ethics guidelines for disputes practitioners.

2. AEIC Drafting Guidelines and Resource Launch

Following the joint panel discussion by the Supreme Court, the Singapore Academy of Law, and the Law Society on 2 December 2025, featuring Justice Kristy Tan, District Judge James Leong, Marina Chin, SC, and Edmund Kronenburg, the Civil Practice Committee, as part of its continuing support for the Bar and following engagement with the Supreme Court, published a consolidated Guidance Document in Jus News on 14 July 2026. The Guidance, which was provided by the Supreme Court, encapsulates the core principles of Supreme Court Registrar’s Circular No. 1 of 2025 and State Courts Registrar’s Circular No. 6 of 2025 and provides welcome clarity on maintaining witness independence, eliminating coaching, and streamlining ethical drafting.

3. Engagement with the Courts and Bar on ROC 2021 Issues

The Committee continued its active engagement with the Judiciary and the Bar to address practical issues arising from ROC 2021. On 13 July 2026, Committee members held a dialogue with the Supreme Court covering the pleadings regime and Single Applications Pending Trial (“SAPT”). The session provided a valuable forum to discuss operational challenges and areas requiring further clarity, including the production of Known Adverse Documents (“KADs”), voluntary disclosure practices, the default Affidavits Before Production of Documents (“AB4D”) timeline, and procedures regarding expert evidence. The Committee will continue to monitor feedback and engage with the Courts to support practitioners navigating the civil litigation landscape.

4. Standard Form Co-Counsel Collaboration Agreement

The Committee worked on a draft standard form co-counsel collaboration agreement which is intended to facilitate cooperation among Singapore law firms, particularly small and medium-sized firms, on larger litigation and arbitration matters, including SICC matters. The template, which firms may adopt as appropriate, is designed to address division of work, fee arrangements, cost sharing and client protection. The template was circulated to

Committee members for feedback and will be considered for submission to Council in due course.

5. Promotion of the SICC and Engagement on the BICC

The Committee was updated on the launch of the Bahrain International Commercial Court, and noted the significance of the arrangement whereby appeals from the BICC are routed to the International Committee of the SICC, with Singapore judges sitting as gazetted Bahraini judges and Singapore lawyers retaining rights of audience.

6. Practice Information and Resource Circulations

To keep the Bar informed of evolving procedural updates and professional responsibilities, the Committee actively disseminated key guidance throughout the year. Alongside the consolidated Guidance Document on AEIC Drafting Guidelines (referenced in paragraph 2 above), the Committee issued an update on Practice Directions Amendment No. 3 of 2026, highlighting changes to creditor-filed bankruptcy order applications (paragraph 160A), Form 13 (Defence and Further Pleadings), and the Form B43A Checklist. The Committee also published an updated digest reinforcing practitioners’ obligations regarding the amicable resolution of disputes, which was circulated via Jus News on 7 July 2026.

7. Engagement with the Coordinating Committee for the Advancement of the Legal Profession (CCALP)

The Committee contributed to the work of CCALP through representation on a work group on costs (both solicitor-and-client and party-and-party costs) which is considering possible reforms to the costs regime in civil and commercial matters. The Committee also engaged with CCALP on sustainable practice issues in civil practice, with a view to providing structured feedback to the State Courts and Supreme Court through established dialogue platforms.



Civil Practice Committee 2026

COMMITTEE MEMBERS

Dawn Tan Ly-Ru – Co-Chairperson
Mohammed Reza s/o Mohammed Riaz – Co-Chairperson
Zhuang WenXiong – Vice-Chairperson
Samuel Chacko – Council Representative
Elsie Lim Yan (Lin Yan)
Eusuff Ali s/o N B M Mohamed Kassim
Goh Hui Hua
Hoe Siew Min, Deborah (He Xiumin)
Joan Peiyun Lim-Casanova
Juliana Lake (Lu Zhixuan)
Kronenburg Edmund Jerome
Lee Yi Wei Sean
Li Jiabao
Lieu Kah Yen
Ning Jie
Ong Boon Hwee William
Poon Pui Yee
Rajvant Kaur d/o Jagit Singh
Sim Chong
Suang Wijaya
Teo Wei Jian, Tristan (Zhang Weijian)

SECRETARIAT REPRESENTATIVE

Terence Lim

CONTINUING PROFESSIONAL DEVELOPMENT

Malcolm Tan Ban Hoe, Co-Chairperson
Wong Li Ming Rachel, Co-Chairperson

2025/26 PROGRAMMES

Between 1 September 2025 and 31 August 2026, the Law Society organised more than 94 programmes, drawing a total attendance of over 8,500 participants.

With the Mandatory Ethics Component ("MEC") taking effect under the CPD framework from 2025, the Law Society has taken a proactive stance in developing MEC-accredited CPD programmes, enabling members to fulfil their annual ethics training obligations.

To date, 37 programmes have received MEC accreditation, giving members access to a diverse range of learning opportunities centred on ethical practice and professional conduct. Looking ahead, the pipeline of MEC-accredited offerings will continue to flow, ensuring members have access to varied and accessible formats suited to different practice needs.

This commitment extends to the Law Society's flagship conferences as well, both of which have incorporated the MEC component: the Family Conference 2026 and the Litigation Conference 2026 were each accredited with MEC points.

We are also pleased to report that the Singapore Institute of Legal Education has extended accreditation for Public CPD Points for webinars up to 31 December 2026.

PROGRAMME HIGHLIGHTS

The CPD Committee is committed to empowering law practices to stay competitive in an evolving profession. In collaboration with the other Practice Committees, it has introduced a diverse array of programmes designed to keep members up to date on legal and regulatory changes, while facilitating the exchange of best practices and resources to help navigate an increasingly complex legal landscape.

The Committee also recognises that professional success goes hand in hand with personal well-being and has made members' holistic wellness a key priority. By partnering with organisations such as Promises Healthcare and the College of Law Australia, it continues to champion mental health awareness and psychological resilience across the legal community.

From flagship events like Annual CPD Day 2025 to ongoing learning initiatives throughout the year, the Committee's CPD programmes provide members with the knowledge, tools, and support needed not only to keep pace with a rapidly changing legal environment, but also to flourish both professionally and personally.

Some programme highlights include:

Programme	Date
Annual CPD Day 2025 (Part 1): AI, Technology, and Legal Ethics: Building Responsible Legal Ecosystems	3 September 2025
Family Conference 2025	24 & 25 September 2025
Public Law Conference 2025	15 October 2025
Annual CPD Day 2025 (Part 2)	4 & 5 November 2025

Bridging the Gap in Syariah Practice	20 November 2025
Litigation Conference 2026	21 & 22 April 2026
Navigating the Legal Ethics Journey	30 April 2026
The 2026 Anti-Money Laundering Roadmap: Strengthening Firm Infrastructure and CDD Strategies	12 May 2026
Practical Course on Stamp Duty Rules for Common Real Estate Transactions	23 June 2026
Risk Management Symposium 2026: Resilience and Readiness in an Era of Accelerating Risks	25 June 2026
Capacity Matters: Recent Developments on Singapore Mental Capacity Law	26 June 2026
Challenging Clients, Challenged Lawyers: Ethics and Excellence in Modern Client Care	6 July 2026
International Sports Law Conference 2026	28 August 2026

MOVING FORWARD

The CPD Committee remains focused on deepening its partnerships with the Law Society's Practice Committees, alongside key institutions such as SILE, the Judiciary, the Attorney-General's Chambers, and the Singapore Academy of Law. These collaborations are instrumental in ensuring that members have continued access to CPD programmes that are timely, relevant, and grounded in practical application.

At the same time, the Committee is committed to providing high-quality, cost-effective services that meet the needs of the mandatory CPD scheme. Yet its ambitions extend beyond mere compliance: the Committee seeks to foster the continued growth, diversity, and professional development of every member, throughout every stage of their career.

We will also forge ahead to build partnerships with the other professions, such as the medical profession, with a view to crafting CPD offerings that are the confluence of law and the other professions.



Attendees listening to the speakers present for [In-person] Annual CPD Day



*Keynote Speaker for the Litigation Conference 2026,
Minister Edwin Tong*

COMMITTEE MEMBERS

Malcolm Tan Ban Hoe – Co-Chairperson
Wong Li Ming Rachel – Co-Chairperson
Gregory Xu Weicheng – Co-Vice-Chairperson
Zhuang WenXiong – Co-Vice-Chairperson
Samuel Chacko – Council Representative
Remy Choo Zheng Xi – Council Representative
Alexander Nathanael Walter
Allen Tan
Andrew Chan Chee Yin
Chew Li-Anne Corinne
Fatim Jumabhoy
Jonathan Muk Chen Yeen
Liang Junhong, Daniel
Lua Jing Ing Priscilla
Ng Jie Zhen Amy
Os Agarwal
Pooja Sinha
Sngeeta Rai
Song Ruoh Jin
Yau Yin Ting Xenia
Yeo En Fei, Walter

SECRETARIAT REPRESENTATIVE

Alvin Chen

The Conveyancing Practice Committee (the “Committee”) presents its report for the period 1 September 2025 to 31 August 2026 (“Reporting Period”). The Committee’s key activities and projects for the Reporting Period are set out below:

1. Requests to the Committee for Guidance, Direction or Ruling

In accordance with the Law Society’s Practice Direction 2.1.3 (formerly PDR 2013, para 62), the Committee continues to assist members in settling disputes in respect of conveyancing transactions and/or providing guidance on customary conveyancing practice which may be unclear. The Committee’s Queries Panel (comprised of 7 experienced conveyancing practitioners) continues to review the queries received and provide a timely response to the members. We have also continued with the process of circulating the draft response (which is prepared based on input from the Queries Panel) to the Committee for comments (if any) before the response is provided.

2. Feedback to the Singapore Land Authority (“SLA”) on the Digital Conveyancing Portal (“DCP”)

The Committee continued to liaise with SLA to provide feedback on the usability, application, concepts and design for DCP, including feedback on the proposed amendments to the Conveyancing and Law of Property Act 1886.

3. Day of Conveyancing Highlights 2026 (Webinar)

The Committee organised the “Day of Conveyancing Highlights 2026”, which marks the 15th consecutive year of the Committee’s annual flagship event.

The “Day of Conveyancing Highlights 2026” comprised 2 online half-day sessions scheduled on 9 July 2026 and 22 September 2026, and aimed to equip participants with practical knowledge on the latest developments in land law, the conveyancing landscape and anti-money laundering requirements. Speakers invited to present at the event ranged from representatives from government bodies to academics and other professionals relevant to conveyancing practice.

4. Practical Course on Stamp Duty Rules for Common Real Estate Transactions (the “Course”)

The Committee jointly organised the Course with the Stamp Duty Branch of the Inland Revenue Authority of Singapore. The Course was conducted as a webinar on 23 June 2026 and was attended by 264 participants.

The Course aimed to equip conveyancing professionals with practical and applicable stamp duty knowledge so that they can navigate today’s increasingly complex stamp duty landscape with greater confidence.

5. Real Estate Practitioners’ Social

The Committee will also be organising the Real Estate Practitioners’ Social for the fourth year running later this year. The objective behind the Real Estate Practitioners’ Social is to bring together

conveyancing practitioners and facilitate network expansion with various other professionals whose work runs incidental to conveyancing matters in a casual setting.



Conveyancing Practice Committee 2026

COMMITTEE MEMBERS

Chua Shang Chai (Cai Shangcai) – Chairperson
Loh Kent Shin Timothy – Vice-Chairperson
Peggy Sarah Yee May Kuen – Council Representative
Ang Keng Lee
Chan Lai Foong
Chew Mei Choo
Chia Hsien Lin Jennifer
Chua Lei Kwan Lina Mary
Chuang Keng Chiew
Debbie Brittany Lim Chien Hui
Haryadi Hadi
Lai Ying Ling Jenny
Lee Chang Yang
Lee Liat Yeang
Nicholas Chua Hiu Chun
Ong Ding Shun, Daryl
Selina Chin Bau Tze
Soh Su Ming, Berlin
Tan Ching Chern
Teh Yi En, Iain (Zheng Yien)
Vivian Kuok Ming Koong
Wendy Mei-Yoke Wong Nee Leong

SECRETARIAT REPRESENTATIVE

Terence Lim

During the reporting period of 1 September 2025 to 31 August 2026, the Corporate Practice Committee's (the "Committee") activities included the following:

1. Corporate Law Day

Following the success of Corporate Law Day in 2024 and 2025, this year's Corporate Law Day is scheduled for 23 and 24 September 2026. Corporate Law Day 2026 will feature the following topics:

- Tax issues that every corporate lawyer should know
- The legal and practical issues to consider for financing in the context of an acquisition
- Common legal considerations in PE-led investments
- Directors' duties
- W&I insurance
- Responsible use of AI
- Employment issues to consider in the context of an M&A transaction

2. Session in Annual CPD Day 2025

Members Faith Sing and Jeremiah Huang provided updates on corporate law at one of the sessions during the Annual CPD Day on 5 November 2025.

3. Stakeholder Engagements

The Committee continues to look into engaging the relevant stakeholders on matters related to corporate practice.

4. Feedback and Responding to Consultations

The Committee continues to provide feedback to ACRA and other relevant stakeholders and to respond to consultations as and when required.

5. Other Initiatives

Following the issuance of the best practice guide for execution of deeds and attestation requirements in 2025, the Committee continues to look into developing best practice guides relating to corporate practice issues, including the development of a template legal opinion.



Corporate Practice Committee 2026

COMMITTEE MEMBERS

Farhana Ahmed Sharmeen – Chairperson
 Gaw Ying Charn Benjamin – Vice-Chairperson
 Ong Mori – Council Representative
 Ang Chieh Leng Daselin (Hong Jieling)
 Jeremiah Huang WeiQuan
 Kwok Shuhui (Guo Shuhui)
 Liang Weitan
 Low Kah Keong
 Sing Faith Joy
 Song Ruoh Jin
 Tan Cher Chuan Justin
 Toh Leng
 Wong Li Ming Rachel

SECRETARIAT REPRESENTATIVE

Tan Yun Joo

COURT PRACTICE CHAIRPERSONS

Lim Seng Siew, Co-Chairperson
Samuel Chacko, Co-Chairperson

The Court Practice Chairpersons' Committee (the "Committee") coordinates the work of practice committees involved with the State Courts and Family Justice Courts. During the period of 1 September 2025 to 31 August 2026 (the "Reporting Period"), the Committee was involved in the following key activities and projects:

1. Dialogue Meetings with the Courts

A key part of the Committee's role is to engage the Courts to ensure an open line of communication between the Judiciary and members of the profession. During the Reporting Period, the Committee attended one dialogue session with the State Courts on 10 April 2026. Topics discussed covered a range of operational and procedural matters affecting legal practitioners. The Committee raised concerns and feedback from members of the Bar relating to the filing of Court documents at the Service Bureau and advocated for practical solutions to enhance the efficiency of filing processes for practitioners. Other matters discussed included clarity and consistency of court processes relating to enforcement proceedings, attachment of debts and the enforcement of committal orders.

The Committee also continued to receive feedback and concerns from members of the Bar, which it then, where appropriate, elevated to the Judiciary and other stakeholders. The feedback and concerns are carefully evaluated by the Committee, and matters of importance to the Bar are raised for substantive discussions with the relevant stakeholders such as the Judiciary and the Ministry of Law. The aim of submitting such feedback is to engage with the relevant stakeholders in order to find appropriate solutions to the matters raised.



Court Practice Chairpersons Committee 2026

COMMITTEE MEMBERS

Lim Seng Siew – Co-Chairperson
Samuel Chacko – Co-Chairperson
Charmaine Yap Yun Ning – General Secretary
Darryl Chew Zijie – Assistant General Secretary
Chia Soo Michael – Council Representative
Abdul Rahman Bin Mohd Hanipah
Chenthil Kumar Kumarasingam
Christine Low Ying Li
Dawn Tan Ly-Ru
De Vaz Ian Marc Rosairo
Dharma Sadasivan Yongwen
Dorothy Tan Xuan Qi
Francis Goh Siong Pheck
Ho Chien Mien
Kanyakumari d/o Veerasamy
Kee Lay Lian
Liew Yik Wee
Malcolm Tan Ban Hoe
Michael Han Hean Juan
Mohammed Reza s/o Mohammed Riaz
Paul Tan Beng Hwee
Peter Cuthbert Low
Roger Yek Nai Hui
See Chern Yang
Sui Yi Siong
Wong Kai Yun
Wong Li Ming Rachel

SECRETARIAT REPRESENTATIVE

Atiq Sameena Adam

This report is for the period 1 September 2025 to 31 August 2026.

The Criminal Law Practice Committee (the “Committee”) is committed to addressing and providing guidance on matters relating to the practice of criminal law; providing feedback in public and other consultations on legislative and practice changes in criminal practice; and liaising with the Courts and other bodies on criminal practice matters. During the reporting period, the Committee carried on its engagement with stakeholders, addressing matters of concern to criminal practice and various issues affecting criminal practitioners.

1. Committee Meetings

11 March 2026: Some of the key topics discussed at the Committee kick-off meeting included training on advocacy and vulnerable witnesses, plans for a Criminal Law Conference in 2027, stakeholder engagements with the Attorney-General’s Chambers (“AGC”), Ministry of Home Affairs and Singapore Prison Service and Continuing Professional Development events for Criminal Law for 2026.

30 June 2026: The Committee held a townhall for the Criminal Bar to address issues on the Legal Assistance Scheme for Capital Offences (“LASCO”), in particular, the appointments process and honorarium amounts and issues concerning Prisons such as Pre-Trial Conference (“PTC”) mentions issues, including waiting times and the adequacy of interview facilities.

28 July 2026: The Committee held a meeting to update on Prisons-related issues for forthcoming engagement sessions, timelines and procedural matters in respect of Court Martial proceedings, LASCO honorarium and other LASCO-related issues and preliminary feedback on EpiqFast.

2. Engagements and Dialogues

11 November 2025: Representatives from the Committee attended a dialogue with AGC to discuss the rationale for prohibiting bailors from travelling with accused persons and delays in proceedings arising from late disclosure of documents.

18 November 2025: Members from the Committee attended a briefing session held by the Ministry of Law to share more information on the Panel of Psychiatrists (the “Panel”), which will require psychiatrists to be admitted to the Panel, in order for their expert opinion on any matter concerning psychiatry to be admissible as evidence in criminal proceedings in Singapore.

19 January 2026: Members of the Committee attended an engagement session with the Senior Minister of State, Mr Murali Pillai, SC, to discuss the Ministry of Law’s proposals in relation to the seizure or production of materials that are potentially subject to legal professional privilege during criminal investigations. Following a review of the proposals by the Committee and approval by Council, a response paper was submitted to the Ministry of Law on 26 March 2026. A further engagement session was held on 20 May 2026 by the Ministry of Law to provide an update on the proposals, and to address the feedback from the Law Society.

9 March 2026: Representatives from the Committee attended a tripartite dialogue session with the Judiciary and AGC to discuss important matters which included the eligibility criteria for LASCO Counsel, the recording of statements using the Criminal Investigation Department’s new digital system “CRIMES3”, viewing of

video-recorded interviews (“VRIs”) by the Defence and stage 1 of the Sentencing Advisory Panel Plead Guilty (“PG”) Guidelines.

29 April 2026: The Committee Co-Vice-Chairperson Ashvin Hariharan attended the Opening Ceremony for the SPS Expanded Video Courts Facility where Minister for Law and Second Minister for Home Affairs, Mr Edwin Tong, SC, was the Guest of Honour.

29 April 2026: The Criminal Bar Lunch and Dialogues, hosted by the SG Courts, took place at the Furama City Centre. The event is part of continuing efforts by the Chief Justice to engage the Bench and the Criminal Bar on criminal law issues. The areas of discussion centred around the rationale for restricting bailors from travelling overseas with accused persons in Leave of Jurisdiction (“LEJUR”) applications, the waiting times at PTCs, feedback on the appointment of LASCO Assisting Counsel/Junior Assisting Counsel, the sharing of technology and resources between larger and smaller firms to facilitate pro bono work and issues concerning prison interview facilities. The Committee also followed up with the Supreme Court Registry with additional feedback regarding LASCO honorarium and LASCO-related issues. The Supreme Court Registry is reviewing the feedback received.



The Criminal Bar Lunch and Dialogue hosted by SG Courts on 29 April 2026

5 June 2026: Representatives from the Committee met with the Ministry of Defence (MINDEF) Legal department to discuss processes and general timelines for the Prosecution and Defence to exchange the draft statement of facts, sentencing position, mitigation plea, and sentencing submissions before the Plead Guilty (PG) hearing. Other issues raised included accused persons being provided with a copy of their Charge Sheets, and requests for Without Prejudice discussions.

3. Training and Outreach

21 July 2026: The Committee organised a visit to Prisons for members to get first-hand knowledge of what the operational processes are like, which will be helpful in advising clients of what to expect when they start serving their sentences.

6 August 2026: The Committee organised a lunchtime seminar aimed at lawyers who are new to criminal practice and want a practical overview of how the mentions courts work. Committee Co-Vice-Chairperson Ashvin Hariharan presented on “Managing a criminal case in the mentions court” while Committee Member Kevin Liew spoke on “Navigating the mentions Court”. The seminar was moderated by Committee Co-Chairperson Sui Yi Siong.



Visit to Prisons on 21 July 2026



Members of the Criminal Law Practice Committee



Criminal Practice 101: Mentions Court Matters seminar on 6 August 2026

During the reporting period, the Committee disseminated important updates to the Criminal Bar on the following matters:

- a. Panel of Psychiatrists and Rules Relating to Expert Evidence and Reports in Criminal Proceedings
- b. Rules relating to Expert Evidence and Reports in Criminal Proceedings
- c. Outreach for the Judiciary's Future Case Management System
- d. Amendment to the Supreme Court Practice Directions 2021
- e. Bringing in Laptops for VRI viewing sessions
- f. Feedback on Security Screening at Cluster B
- g. Obtaining feedback on LASCO honorarium rates
- h. Final phase of operationalisation of the Criminal Procedure (Miscellaneous Amendments) Act 2024
- i. Processes and general timelines in PG cases in respect of Court Martial proceedings

4. Social Events

13 August 2026: Members of the Committee met with AGC over lunch to discuss organising joint social events.

6 August 2026 and 20 August 2026: Members of the Committee hosted Hong Kong barristers under the Law Society of Singapore-Hong Kong Bar Association Exchange Programme over dinner to discuss cross-jurisdictional perspectives on criminal law and potential future collaborations.

COMMITTEE MEMBERS

Chenthil Kumar Kumarasingam – Co-Chairperson
 Sui Yi Siong (Xu Yixiong) – Co-Chairperson
 Ashvin Hariharan – Co-Vice-Chairperson
 Simran Kaur Toor – Co-Vice-Chairperson
 Michael S Chia – Council Representative
 Remy Choo Zheng Xi – Council Representative
 Aaron Lee Teck Chye
 Benjamin Gabriel Sew
 Chandra Mohan s/o K Nair
 Cheryl Ng
 Chia Ru Yun Megan Joan
 Chin Li Wen Tania
 Chooi Jing Yen
 Derek Kang
 Dhaniyah Hishamuddin
 Harjeet Kaur Dhaliwal
 Johannes Hadi
 Kevin Liew Yong Peng
 Navin Thevar
 Noelle Teresa Teoh Lee Qi
 Rajvant Kaur
 Samuel Navindran
 Siraj Shaik Aziz
 Narayanan Sreenivasan @ N. Sreenivasan, SC
 Thrumurgan s/o Ramapiram

SECRETARIAT REPRESENTATIVE

Johanna Yeow
 Jeffrey Michael Ang
 Sivaranjani Kannappa (till 6 July 2026)
 Yarshani Rajendran (from 7 July 2026)

CYBERSECURITY AND DATA PROTECTION

Aw Jansen, Co-Chairperson
Lua Limian, Jeremy, Co-Chairperson

The Cybersecurity and Data Protection Committee (the “Committee”) focuses on promoting greater cybersecurity resilience and improved data protection practices within the legal profession.

For the reporting period of 1 September 2025 to 31 August 2026, the Committee engaged in the following activities and initiatives:-

- The Committee collaborated with the Information Technology Committee and the Digital Economy and Artificial Intelligence Committee of the Beijing Lawyers’ Association on a panel session on technology at the Law Society’s Annual CPD Day, held on 5 November 2025. The session brought together practitioners from Singapore and Beijing to exchange perspectives on the adoption of technology in legal practice and the regulatory and professional considerations that accompany it.
- As part of a collaboration with Div0, the Committee was featured on a mural at the Singapore Community space in connection with the DEF CON Singapore 2026 conference, which took place from 28 to 30 April 2026.
- As part of the offerings of the Singapore Data Festival 2026, the Committee organised a workshop titled “Do It Right – How to Use DPIAs as Strategic Tools” on 20 July 2026. The workshop was well attended by 112 participants. Thirteen members from the Committee facilitated this interactive workshop, which provided participants with the opportunity to work through realistic scenarios and to develop practical judgement on risk identification and mitigation, and a sharper methodology to produce a DPIA that holds up under scrutiny from key stakeholders.
- The Committee’s biennial Cybersecurity and Data Protection Conference returned as the *Cybersecurity and Data Protection Conference 2026* on 23 July 2026. The programme, curated by the Committee, addressed both strategic and practical challenges faced by organisations today, covering topics such as AI, data sharing, and cybersecurity incidents. A total of 56 participants, including colleagues from foreign bar associations, attended the Cybersecurity and Data Protection Conference.
- The Committee participated in multiple private and public consultations with industry stakeholders such as the Ministry of Law, PDPC, IMDA, and CSA. The Committee is also actively working on various fronts to promote cybersecurity and data protection awareness and training to the membership, including updating the Law Society’s Guide to *Cybersecurity for Law Practices (2020)*.

In addition to the above, the Committee wishes to express its gratitude towards the various government agencies and other partner organisations for their continued support. With the advice of Council and the support of the Secretariat, the Committee remains dedicated to looking into initiatives and engagements aimed at providing comprehensive support to members of the Law Society.



Cybersecurity and Data Protection Committee 2026

COMMITTEE MEMBERS

Lua Limian, Jeremy – Co-Chairperson
Aw Jansen – Co-Chairperson
Chen Shiyun, Su-Anne Anastasia – Co-Vice-Chairperson
Lam Zhen Guang – Co-Vice-Chairperson
Lim Sui Yin Jeffrey – Co-Vice-Chairperson
Pang Keep Ying, Joey – Co-Vice-Chairperson
Tran Le Luu Phuong – Co-Vice-Chairperson
Lim Seng Siew – Council Representative
Amira Nabila Budiyo
Anthony Yvette Loretta
Arthur Lim Jun Da
Chan Chee Kong
Chang Guo En Nicholas Winarta Chandra
Chua Teck Leong
Eugene Tan Song Jin
Kanteti Sai Alekhya
Kao Kwok Weng Jonathan
Kuek Kai Liang
Lam Chung Nian
Lau Yunkang
Lim Wei Jie
Natalie Joy Huang Kim Lian
Ngo Shuxiang, Nicholas
Nicole Leong Yu Qing
Ow Shi Jack
Pereire Kenneth George
Raina Mohan Chugani
Rajesh Sreenivasan
Sadasivan, Dharma Yongwen
Tan Mei Hui
Toh Angyan Alex
Toh Qingxiang
Wun Rizwi

SECRETARIAT REPRESENTATIVE

Sharmila Sanjeevi

The Diversity and Inclusion Committee is a relatively new standing committee of the Law Society, and in the first few months since the Committee was constituted, the Committee focused on identifying areas of relevance to the profession and developing initiatives that encourage greater awareness, engagement and dialogue on diversity and inclusion issues.

The Committee undertook a strategic review of its priorities and established three key focus areas to guide its work: (i) Parenthood, Caregiving and Mental Load; (ii) Intergenerational Inclusion; and (iii) Socio-economic Inclusion. Members have been organised into focus groups to further develop these themes and explore opportunities for meaningful engagement within the profession.

A significant portion of the Committee's efforts was devoted to the development of a proposed programme on parenthood, caregiving and mental load. Recognising the challenges faced by practitioners balancing professional responsibilities with caregiving obligations, the Committee explored ways to facilitate discussion on practical support, workplace culture and inclusive practices. Planning is currently underway and the proposal is for there to be a panel-based event featuring perspectives from practitioners, legal employers and subject-matter experts.

The Committee also advanced discussions on intergenerational inclusion within the profession. Various engagement formats were considered, including networking opportunities, panel discussions and digital content aimed at fostering greater understanding and communication between lawyers at different stages of practice. Potential collaborations with other Law Society committees were also explored.

In relation to socio-economic inclusion, the Committee examined challenges that may affect access to and participation in the legal profession. Preliminary work commenced on identifying avenues for future engagement with law schools, students and early-career practitioners, with the aim of better understanding barriers and opportunities for support.

The Committee additionally considered opportunities for outreach and thought leadership, including contributions to the Singapore Law Gazette and broader discussions on inclusive practices within the profession.

Overall, the reporting period saw the Committee establish a clear strategic direction and lay the groundwork for future initiatives. The Committee looks forward to building on this foundation through programmes, collaborations and outreach efforts that support diversity, inclusion and a sense of belonging across the legal profession.

COMMITTEE MEMBERS

Celeste Ang Hsueh Ling – Chairperson
Hannah Alysha Binte Mohamed Ashiq – Vice-Chairperson
Phoon Wuei – Council Representative
Ang Chieh Leng Daselin
Chow Ee Ning
Dinesh T
Farrah Joelle Isaac
Juliana Lake (Lu Zhixuan)
Kanteti Sai Alekhya
Kunal Haresh Mirpuri
Ng Li Shan, Iris
Tien Shin-Yi Christina
Yinghua Qu

SECRETARIAT REPRESENTATIVE

Lee Wei Yan

The Equity Capital Markets (“ECM”) Law Committee aims to provide guidance to legal practitioners on ECM legal practice and expand and solidify the services and reach of legal practitioners within the area of ECM by engaging and promoting relations with relevant stakeholders in the securities industry, for knowledge and expertise sharing, including with fellow professional bodies, government or statutory agencies or bodies and relevant industry associations. Another objective of the Committee is to promote the Law Society of Singapore (the “Society”) alternative dispute resolution schemes and other services complementary to the law and practice of ECM.

During the reporting period from 1 September 2025 to 31 August 2026:

- **Webinar:** We conducted a webinar on Risk, Ethics and Client Management in ECM Practice Today held on 14 November 2025. This was the first of a two-part series to explore current topics in ECM practice. It was presented by a panel of senior ECM practitioners who discussed the Guidance Notes issued by our Committee and shared insight into the commentaries contained in them as well as other topics such as the implications of being named as a legal adviser in public documents, managing situations of conflict and balancing duties to differing clients and other stakeholders. This provided participants with 1.5 Public MEC Points and was extremely well attended.
- **Seminar:** Part 2 of the series was an in-person seminar held on 28 January 2026 that discussed Recent Developments in ECM Practice Today. Distinguished guests from the Monetary Authority of Singapore and the Singapore Exchange Regulation (SGX RegCo) spoke on measures proposed by the Equities Market Review Group, which was convened in 2024 and completed its review and issued its final report in November 2025. The panellists from Part 1 wrapped up the seminar with a discussion on the various regulatory changes that have been implemented and/or are being proposed and how they would affect issuers/listing applicants and issue managers, as well as risk management and other issues that may be encountered by practitioners. This provided participants with 1.5 Public CPD Points (including 1.0 Public MEC Point). We were heartened by the full-house attendance and aim to continue to organise relevant and meaningful seminars for lawyers.
- **Disclosure Letter Practice:** On 3 September 2025, we published the form of a disclosure letter following from the Committee’s work on Guidance Note 4.7.1 on Disclosure Letters and Responsiveness-to-Form (“RTF”) Letters (2024) to create a template for practitioners to use. The form of disclosure letter seeks to assist law practices and legal practitioners to reflect the good practices set out in the 2024 Guidance Note on Disclosure Letters and RTF Letters and includes certain explanatory notes and guiding principles. The Committee understands that, since then, this form of disclosure letter has been widely used on various IPO transactions.



Equity Capital Markets Law Committee 2026

COMMITTEE MEMBERS

Ong Sze Shuen, Gail – Chairperson
 Rhys Goh Hien Kang – Vice-Chairperson
 Ong Mori – Council Representative
 Chen Jianhao Kennedy
 Giouw Rong Zhen Jolie
 Hsu Li Chuan (Xu Li Quan)
 Jeremiah Huang WeiQuan
 Lau Yan Wai
 Lock Yin Mei
 Ng Aik Kai
 Nicole Leong Yu Qing
 Peh Zu Hao (Bai Zuhao)
 Siraj Omar, SC
 Tong Wei Min Raymond
 Teo Zhu-En, Joel
 Wong Quee Quee Jeffrey
 Xie Xingbei Pearlyn

SECRETARIAT REPRESENTATIVE

Terence Lim

The Family Law Practice Committee (the “Committee”) focuses on liaising with the Courts, statutory bodies and government agencies on family law practice matters, and actively gathering and providing feedback in consultations on legislative and practice changes in family law.

For the reporting period of 1 September 2025 to 31 August 2026, the Committee engaged in the following activities:

1. Task Groups: Committee members were assigned to task groups to oversee the Committee’s various initiatives for 2026, including:

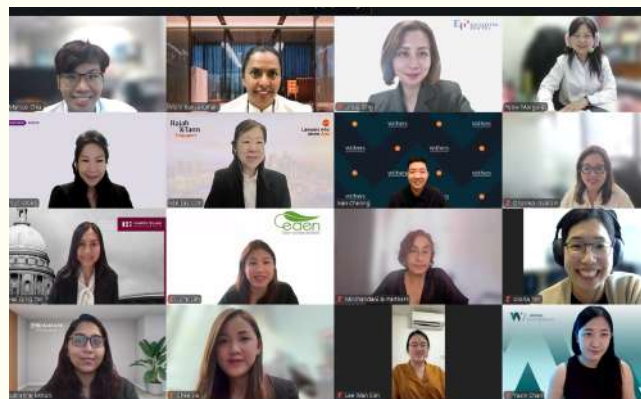
- Review and implementation of the expanded Law Society Family Mediation Scheme;
- Interdisciplinary collaboration with external stakeholders;
- Law reform and practice betterment.

2. Member Engagements: The Committee updated the Family Bar on the latest developments in family practice through the Family Law Byte e-newsletter on 31 October 2025, 11 April 2026 and 7 June 2026.

3. Dialogue Sessions with the Family Justice Court (“FJC”): The Committee continues to engage in regular dialogue sessions with the FJC to receive updates from the Bench and to provide feedback on matters pertaining to family practice on behalf of the Family Bar. During the reporting period, the Committee participated in 4 dialogue sessions.

4. Dialogue Session with University Students: Building on the dialogue sessions successfully coordinated by the Committee with the law students from the local law schools in the past, and with last year’s being held at Singapore Management University, the Committee is organising this year’s dialogue session in the third quarter of the year.

5. Family Conference 2026: The Committee will be jointly organising the Family Conference 2026 along with the Probate Practice Committee and the Muslim Law Practice Committee, set to take place on 17 and 18 September 2026.



Family Law Practice Committee 2026

COMMITTEE MEMBERS

Kee Lay Lian – Co-Chairperson
Wong Kai Yun – Co-Chairperson
Linda Joelle Ong – Co-Vice-Chairperson
Tan Hui Qing – Co-Vice-Chairperson, General Secretary
Ang Yu Wen Amelia – Assistant General Secretary
Yee May Kuen Peggy Sarah – Council Representative
Adrienne Grace Milton
Chan Yu Xin
Cheong Zhihui Ivan
Dharmambal Shanti Jayaram
Engelin Teh Guek Ngor, SC
Ho Chee Jia (He Qijia)
Ho Wei Jing Tricia
Hoon Shu Mei Sumathi (Hong Shu Mei)
Kannan Nadarajan
Kanyakumari d/o Veerasamy
Lee Wan Sim
Lim Pei Ling June
Marcus Chia Hao Jun
Noelle Teresa Teoh Lee Qi
Poonam Lachman Mirchandani
Tan Si Ying, Gloria
Yeow Tin Tin Margaret

SECRETARIAT REPRESENTATIVE

Sharmila Sanjeevi
Atiqah Sameena Adam

GENERATIVE ARTIFICIAL INTELLIGENCE

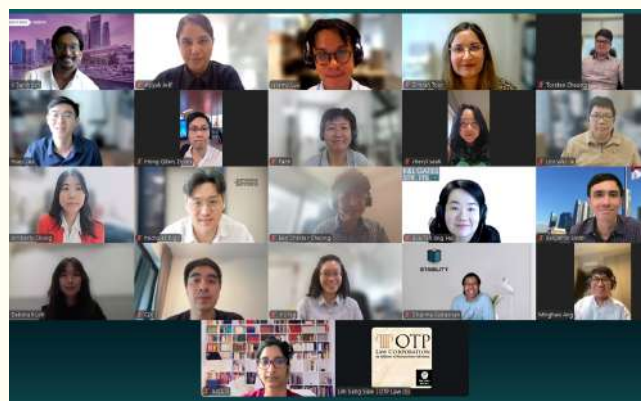
Lua Limian, Jeremy, Chairperson

The Generative Artificial Intelligence Committee (the “Committee”) focuses on advising Council, being a resource centre, liaising with statutory bodies/government agencies/other relevant stakeholders, and providing feedback in public and other consultations on all matters relating to Artificial Intelligence (“AI”) and Generative Artificial Intelligence (“Gen AI”) and the legal profession.

For the reporting period of 1 September 2025 to 31 August 2026, the Committee engaged in the following activities and initiatives:-

- The Committee reviewed and contributed to the Law Society’s Advisory on the Use of Publicly Available AI Tools, issued to members on 2 April 2026. The Advisory alerts members that the use of technology products or services not designed for business or enterprise use (in particular publicly available AI tools, including Gen AI tools) may expose lawyers to breaches of the Legal Profession (Professional Conduct) Rules 2015 (“PCR”), in particular rule 6 on the duty to maintain client confidentiality. The Advisory also sets out non-exhaustive interim recommendations on reviewing terms of use, avoiding the input of privileged, proprietary or confidential data and personal data, properly anonymising and redacting prompts and documents, reviewing privacy settings to opt out of input data retention and model training, and verifying that tools meet relevant data governance, privacy, and cybersecurity standards.
- The Committee participated in consultations and engagements with industry stakeholders, such as the Ministry of Law and the Digital Economy and Artificial Intelligence Committee of the Beijing Lawyers’ Association.
- The Committee is working on a Gen AI guide for lawyers that will build on the Advisory by providing members with more detailed and practical guidance on the responsible use of Gen AI in legal work. This guide is also intended to complement the Ministry of Law’s Guide for Using Generative Artificial Intelligence in the Legal Sector launched on 6 March 2026.

In Q4 2026, the Committee will continue to work with legal industry stakeholders to support the responsible adoption of Gen AI in legal practice.



Generative Artificial Intelligence Committee 2026

COMMITTEE MEMBERS

Lua Limian, Jeremy – Chairperson
Sadasivan, Dharma Yongwen – Co-Vice-Chairperson
Seah Li Min, Cheryl – Co-Vice-Chairperson
Smith Benjamin Yiwen – Co-Vice-Chairperson
Tan Cheng Han, SC – Council Representative
Amira Nabila Budiyo
Ang Hsueh Ling Celeste
Ang Minghao
Asiyah Binte Ahmad Arif
Cheong Bing Cheng Ben Chester
Cheong Tian Ci, Torsten
Chong Kah Wai Kimberly
Christabelle Arya Gerard
Eusuff Ali s/o N B M Mohamed Kassim
Eva Teh Jing Hui
Hong Qibin
Lee Jin Huey
Lim Seng Siew
Lim Wei Jie
Loh Yu Chin Deborah
Ng Li Shan, Iris
Ngo Shuxiang, Nicholas
Ow Shi Jack
Pang Keep Ying Joey
Rajesh Sreenivasan
Simran Kaur Toor
Sing Faith Joy
Syahrul Bahiah Binti Jamaludin
Tan Mei Hui
Theophilus Darius Thomas
Toh Angyan Alex
Toh Qingxiang
V Santhosh

SECRETARIAT REPRESENTATIVE

Sharmila Sanjeevi

For the reporting period of 1 September 2025 to 31 August 2026, the Insolvency Practice Committee (the “Committee”) sought to advance the practice area of insolvency law.

1. Singapore Insolvency Conference 2025

The Singapore Insolvency Conference 2025 (the “Conference”), organised by the Insolvency Practitioners Association of Singapore (“IPAS”), was held in person on 7 and 8 October 2025. Members Andrew Chan, Joel Chng, Teri Cheng, Lauren Tang and Samuel Loh served on the Conference Organising Committee, while Andrew Chan, Joel Chng, Ee Jia Min and Wilson Zhu contributed as speakers.

The Conference provided a valuable platform for practitioners, lawyers and other stakeholders to exchange views on current developments in restructuring and insolvency, including emerging challenges and developments affecting the practice.

2. Annual CPD Day

Member Andrew Chan was a speaker at the Annual CPD Day on 5 November 2025, contributing to a session providing practitioners with updates on recent developments in restructuring and insolvency.

3. Contribution to the Singapore Law Gazette

The Committee also contributed to the wider professional discussion on restructuring and insolvency through publications in the Singapore Law Gazette. These contributions sought to highlight significant developments in Singapore’s insolvency and restructuring framework and their practical implications for practitioners and stakeholders.

4. Engagement with the Supreme Court

The Committee continues to engage with the Supreme Court, including through discussions and consultations on matters relating to the insolvency profession and the work of insolvency practitioners, as appropriate.

5. Representative on IPAS

Chairperson Debby Lim continues to serve as the Law Society’s representative on IPAS and will remain actively involved in IPAS meetings and matters relevant to the insolvency profession.

6. Meetings / Initiatives

The Committee continued to promote engagement and collegiality among insolvency practitioners. On 16 September 2025, several Committee members participated in a charity walk led by member Andrew Chan.

The Committee also met on 8 July 2026 to gather feedback from practitioners and discuss initiatives to strengthen engagement with the insolvency practitioner community and support the development of the profession.

7. Regional Engagement: Bali Insolvency Conference 2026

Several Committee members attended the Bali Insolvency

Conference 2026 and the third Regional Restructuring & Insolvency Organisations Forum (“RRIOF”) Conference, held in Bali on 16 and 17 July 2026. The conferences brought together restructuring and insolvency practitioners, judges, regulators, academics and policymakers from across the Asia-Pacific region to discuss developments in cross-border insolvency, the UNCITRAL Model Law on Cross-Border Insolvency and issues relating to cross-border enforcement.

The participation of Committee members supported the Committee’s continued engagement with regional insolvency organisations and practitioners, and provided an opportunity to exchange perspectives on developments in other jurisdictions and their implications for Singapore’s restructuring and insolvency framework.



Insolvency Practice Committee 2026

COMMITTEE MEMBERS

Lim Hui Li Debby – Chairperson
 Chng Zi Zhao Joel (Zhuang Zizhao) – Vice-Chairperson
 Blossom Hing Shan Shan, SC – Council Representative
 Foo Guo Zheng Benjamin – Council Representative
 Alston Yeong
 Andrew Chan Chee Yin
 Chan Ming Onn David
 Cheng Yu Ning Teri
 Chew Jing Wei
 Ee Jia Min
 Han Guangyuan Keith
 Hannah Alysha Binte Mohamed Ashiq
 Jonathan Tang Yuan
 Lauren Tang Hui Jing
 Loh Song-En, Samuel
 Tay Yu Xi (Zheng Yuxi)
 Tham Wei Chern
 Wilson Zhu
 Zeng Yu

SECRETARIAT REPRESENTATIVE

Tan Yun Joo

The Intellectual Property Practice Committee (the “Committee”) focuses on supporting Intellectual Property (“IP”) practitioners in different areas of IP practice. The Committee is divided into five Sub-Committees as follows:

- (i) Trade Marks;
- (ii) Patents;
- (iii) Enforcement and Dispute Resolution;
- (iv) Copyright and Designs; and
- (v) Emerging Issues.

For the period of 1 September 2025 to 31 August 2026 (the “Reporting Period”), the Committee engaged in the following activities:

1. Feedback and Engagement Sessions

The Committee continued to engage actively with the Intellectual Property Office of Singapore (“IPOS”), members of the IP profession and other stakeholders to provide feedback on policy developments, exchange views on emerging issues and strengthen engagement within the IP ecosystem.

On 24 September 2025, following IP Week @ SG 2025, the Committee organised the Future of IP Coffee Chat, an informal engagement session that brought together in-house counsel and private practice practitioners. The session provided participants with an opportunity to exchange perspectives on developments in IP practice, discuss common challenges faced by practitioners, and foster stronger relationships across the profession.

Committee members organised the IPOS Trade Marks Registry Examiners – IP Practice Committee Tea Session on 27 November 2025, where Trade Marks Registry Examiners and members of the Committee discussed current developments affecting trade marks practice and exchanged views on matters of mutual interest.

Committee members attended the IPOS-IP Practitioners Dialogue 2026 organised by IPOS and held on 10 June 2026, where IPOS shared updates pertaining to new/existing initiatives by IPOS, and changes to filing processes. Thereafter, the dialogue was divided into parallel trade marks and patents tracks to discuss substantive examination matters. A follow-up informal chat was organised by IPOS on 31 July 2026 for IP Practice Committee and Institute of Singapore Trade Mark Agents (“ISTMA”) members to discuss raising the quality standards of trade mark agents in Singapore.

The Patents Sub-Committee submitted feedback to IPOS as part of its consultation on the implications of the Emotional Perception AI Limited v Comptroller General of Patents, Designs and Trade Marks [2026] UKSC 3 decision. The Committee’s feedback considered the potential impact of the decision on patent examination practice and AI-related inventions.

The Copyright and Designs Sub-Committee also submitted feedback to IPOS on its consultation regarding the draft Good Practice

Guidelines for Collective Management Organisations (“CMOs”), providing comments from the perspective of legal practitioners on the proposed guidelines.

2. Dialogue Meetings

The Committee continued its efforts to facilitate dialogue between members of the Judiciary and the IP profession.

Co-Chairperson Jonathan Foong as a member of the Patent Agents Qualifying Examination Board attended a roundtable discussion on 17 July 2026 on the Qualifying Examination (“QE”) for 2026 with Examination Board Members, Singapore University of Social Sciences (“SUSS”) and IPOS to discuss gaps in QE preparation and to explore additional QE preparation support in greater detail.

The Enforcement and Dispute Resolution Sub-Committee will be organising a lunch engagement session between the IP Judges and IP practitioners, scheduled for October 2026. The session aims to provide an informal platform for the exchange of views on issues affecting IP litigation and practice.



Members of Intellectual Property Practice
Committee 2026

COMMITTEE MEMBERS

Boo Yee Swan – Co-Chairperson
 Jonathan Foong Yew Cho – Co-Chairperson
 Tan Lin Yin, Gladys – Co-Vice-Chairperson
 Teng Hin Weng, Mark – Co-Vice-Chairperson
 Khelvin Xu Cunhan – Council Representative
 Chan Wenqiang
 Chew Heng Hwang (Zhou Henghuang)
 Christine Saw Hui Ying
 Ferzana Fareen Haq
 George Bonaventure Hwang Chor Chee
 Jevon Louis
 Lam Chung Nian
 Lee In Hae
 Lee Junting, Basil
 Lim Ying Sin Daniel
 Linda Shi Peifeng
 Meryl Koh
 Millicent Lui
 Moi Sok Ling
 Murgiana Haq
 Natalie Joy Huang Kim Lian
 Ng Chee Weng @ Max Ng Chee Weng
 Pang Sze Ray, Melvin
 Ravindran s/o Muthucumarasamy
 Soh Kar Liang
 Soh Zeng Sheng
 Tng Sheng Rong (Tang Shengrong)
 Toh Jia Yi
 Yuen Kit Kuan

SECRETARIAT REPRESENTATIVE

Ong Wei Peng

The International Relations Committee was restructured in 2026 to enable its members to lead various country chapters and strengthen the profession's international engagement. As Chairs of their respective Chapters, Committee members cultivate ties with overseas counterparts, identify opportunities for collaboration, and support members through cross-border networking, professional exchanges, referrals and workflow.

Consistent with the Singapore Lawyer brand proposition, "Asian Values, Global Outlook", the Committee serves as a think tank for the Law Society's international initiatives. Where appropriate, it will recommend that Council establish new Chapters, particularly in ASEAN, to deepen regional engagement and enhance inbound and outbound work opportunities for our members.

The following highlights some of the excellent work undertaken by the Chapters under the strong leadership of our International Relations Committee members.

Americas Chapter

Chapter Chair: Remy Choo Zheng Xi

The Americas Chapter, chaired by Remy Choo and vice-chaired by Divyesh Menon, has been active in building out the Chapter's presence across the Americas. On 11 May 2026, the Chapter held a joint discussion and MOU signing with the Brazilian Bar Association, formalising a framework for cooperation between the two organisations and opening the door to further discussion on potential areas of collaboration. Building on this, the Chapter met with the Singapore Business Federation's Brazil Latam Team on 10 June 2026, aimed at understanding SBF's activities in relation to Brazil and exploring potential synergies between the Americas Chapter and SBF's work across Latin America more broadly.

The Chapter also hosted and engaged with the American Bar Association Criminal Justice Section's White Collar Crime Institute in Singapore, which led to productive networking and reflected growing interest in Singapore as a recurring conference stop for the ABA Criminal Justice Section. Separately, the Chapter is in the process of finalising an MOU with the American Society of International Law.

Australia Chapter

Chapter Chair: Michael Hwang, SC

The Australia Chapter has advanced discussions with the New South Wales Bar Association and representatives of the Victorian Bar on developing a programme of ongoing engagement between the Singapore and Australian legal professions.

These discussions focused on establishing regular platforms for professional exchange, including networking events, knowledge-sharing sessions, and practice-specific collaborations. Areas identified for potential cooperation include arbitration, sports arbitration, corporate and commercial law, intellectual property,

family law, property law, and mergers and acquisitions. The Chapter also explored opportunities for future virtual seminars, exchange programmes, and delegation visits aimed at fostering deeper professional relationships and enhancing mutual understanding of legal developments and practice in both jurisdictions.

Looking ahead, the Chapter will continue to develop these initiatives with its Australian counterparts, with the objective of creating sustainable channels for engagement and collaboration between lawyers in Singapore and Australia. The Chapter will also continue discussions on the renewal or reaffirmation of the Memorandum of Understanding with the Law Council of Australia, potentially in conjunction with a future mission visit.

China Chapter

Chapter Co-Chairs: Rebecca Chew Ming Hsien and See Chern Yang

The China Chapter's engagement has centred on assisting LSS to engage with China Bar Councils and Law Commissions when they visit LSS and in representing LSS for their mission trips to China. As such, the China Chapter has also undertaken the structured training and secondment programmes with local institutions and law firms. Past initiatives include the Huangpu Arbitration Training (13–17 October 2025), a five-day programme focused on arbitration, and the Chongqing Training and Secondment Programme (23 March–10 April 2026), a three-week programme covering the Singapore legal system, arbitration and mediation, comprising one week of training and two weeks of secondment to a local law firm. Each programme also builds in networking opportunities for participants.

The Chapter's ongoing initiative is the Hainan Training and Secondment Programme 2026 (30 July–9 October 2026), a three-month programme focusing on international commercial dispute resolution, cross-border investment and financing, structured as one week of training followed by two months of secondment to a local law firm, with networking opportunities included in the programme. The Chapter also assisted in hosting China delegates during their visits to LSS and maintains ongoing conversations with China counterparts to understand their training needs and how future programmes can be developed accordingly.

Europe Chapter

Chapter Chair: Gerald Yee Mun Howe

The Europe Chapter's engagement centres on bar-to-bar collaboration on mediation, marked by a Joint Webinar and MOU Signing with the Geneva Bar Association on 28 May 2026, covering respective approaches to mediation and practical experiences in international commercial mediation, including mixed-mode processes and the benefits of the Singapore's Convention on Mediation.

The Chapter is now working to form Sub-Committees, each focused on a different region of Europe, to explore further MOU and collaboration opportunities, with a joint seminar with the Paris Bar Association planned as an upcoming initiative.



Joint webinar and MOU signing with the Geneva Bar Association on 28 May 2026.

Hong Kong Chapter

Chapter Chair: Sui Yi Siong

The Hong Kong Chapter has anchored its engagement with the Hong Kong Bar Association (HKBA) through a reciprocal Exchange Programme and other collaborative initiatives. The Chapter completed two runs of the Singapore leg of the Exchange Programme with the HKBA in 2024 and 2025, placing barristers with host firms, hosting a welcome lunch with Council members, and arranging stakeholder engagement sessions including court and university visits and social events with practitioners. It also collaborated with the HKBA to send speakers and delegates to the HKBA Young Barristers Conference from 2023 to 2025, and assisted Council in hosting visitors from Hong Kong, including HKBA Vice-President Eva Sit, SC and the Hong Kong Department of Justice Legal Aid Department.

The Exchange Programme with the HKBA remains ongoing as the Chapter's flagship initiative. Looking ahead, a Fireside Chat with the HKBA at the Hong Kong Arbitration Week 2026 is scheduled for 20 October 2026, providing a platform for the HKBA and LSS to exchange perspectives on the development of arbitration and international dispute resolution in the Asia-Pacific region, with particular focus on cross-jurisdictional trends, emerging challenges, and the evolving role of international commercial courts.

India Chapter

Chapter Co-Chairs: Avinash Vinayak Pradhan and Chong Yee Leong

The India Chapter's upcoming initiative is an India-Singapore Legal Roundtable, currently being planned for end August 2026, in person, timed to coincide with Singapore Convention Week. Details are still being finalised, but the Roundtable aims to bring together Singapore and Indian legal practitioners to exchange perspectives on key cross-border legal developments, strengthen professional ties, and identify opportunities for future collaboration between the two jurisdictions. The event reflects the Chapter's broader push to deepen ties with the Indian legal community and build a stronger platform for regular dialogue between our two jurisdictions.

Building on this, the Chapter is also exploring the possibility of organising a mission trip to India in the near term. This would allow LSS to engage more directly with Indian legal practitioners and institutions, follow through on opportunities identified at the Roundtable, and lay the groundwork for more sustained bar-to-bar collaboration going forward.

Japan Chapter

Chapter Chair: Darryl Chew Zijie

The Japan Chapter has continued to play an active role in strengthening relationships with key legal stakeholders across Japan, fostering greater engagement and collaboration between practitioners in Singapore and Japan. During the reporting period, the Chapter successfully organised a joint event with the Osaka Bar Association on 18 February 2025, a Memorandum of Understanding (MOU) signing and joint seminar on international arbitration and anti-money laundering with the Dai-Ichi Tokyo Bar Association on 22 August 2025, a virtual networking session with the Aichi Bar Association's Young Lawyers on 29 January 2026 fostering cross-border connections between the next generation of practitioners in both jurisdictions, and an MOU signing with the Fukuoka Bar Association on 11 March 2026.

Building on this momentum, discussions are currently underway with other Japanese Bar Associations on future events, including a joint combined event with the Daini Tokyo Bar Association and the Dai-Ichi Tokyo Bar Association, and a further joint event with the Aichi Bar Association.

Korea Chapter

Chapter Chair: Ong Mori



The Law Society of Singapore hosted a networking lunch for Hong Kong barristers on 12 August 2025 at Mansion 7.

The Korea Chapter met with representatives of the Korean Bar Association on 22 July 2026 to discuss potential areas of collaboration between the two organisations, with the session centred on the topic of AI in legal practice. The discussion offered an opportunity for both organisations to exchange perspectives on how AI is reshaping legal practice in their respective jurisdictions, and to explore future collaborations.

Looking ahead, the Chapter has planned a seminar exchange with the Busan Bar Association on 28 August 2026 on the topic of Recent Developments in Maritime Legal Services in Korea: The Establishment of Maritime and International Court, as well as a potential visit to the Seoul Bar Association in October 2026 during the Seoul ADR Festival, continuing its efforts to broaden engagement with bar associations across South Korea.

Middle East Chapter

Chapter Chair: Paul Sandosham Rabindranath

The Middle East Chapter recognises that the Middle East is a large region, and certain jurisdictions offer better potential for collaboration than others. The Chapter has resolved to focus on strengthening links primarily with the UAE (Dubai and Abu Dhabi) and Bahrain (particularly in light of the connections between the SICC and BICC), while exploring engagement with Saudi Arabia. Over the reporting period, the Chapter appointed various individuals to take the lead on initiatives with the legal communities in these countries.

The Chapter's efforts were unfortunately disrupted by the commencement of conflict in the region in February 2026, which continues to date.

Looking ahead and subject to the situation in the Middle East stabilising, the Chapter plans to maintain momentum through virtual programmes, with one to two webinars and panel roundtables on topics of mutual interest, such as ADR trends and regulatory and market updates for the UAE, Saudi Arabia and Bahrain.

UK Chapter

Chapter Chair: Engelin Teh Guek Ngor, SC

The United Kingdom (UK) Chapter continues to run two ongoing initiatives supporting exchange between the two jurisdictions. Under the Pegasus Scholarship Trust Programme, the Law Society of Singapore (the "Society") signed a Reciprocal Placement Agreement with the Pegasus Scholarship Trust (UK) on 26 September 2025, providing for annual placements for legal practitioners between Singapore and the UK. The initiative is intended to enable participants to gain insight into the practical workings of another legal system while fostering lasting professional connections across jurisdictions; under the arrangement, the Society sends a Singapore participant to the UK each year, while the Pegasus Scholarship Trust selects a barrister from England and Wales to undertake a placement in Singapore. Separately, under the Inner Temple's Affiliate Scheme, members of the Society are able to access selected Inner Temple events, services, and benefits at a subscription fee.

Looking ahead, the Chapter has finalised the programme for a joint webinar with the Inner Temple, featuring perspectives from the UK and Singapore on the use of AI in legal practice and mediation. The Chapter also plans to approach other Inns of Court for collaborative activities, with a view to broadening its network of relationships within the UK legal community.

Vietnam Chapter

Chapter Chair: Benjamin Foo Guo Zheng

The Vietnam Chapter jointly organised "At the Crossroads between Arbitration and Insolvency – the Singapore, Vietnam and International Perspectives" on 6 October 2025 with the Vietnam Bar Federation, which was attended by 54 participants from Singapore and Vietnam. The Chapter also contributed views and provided guidance on the Law Society's Ho Chi Minh City mission, supporting the Society's broader engagement efforts in Vietnam.

Looking ahead, the Chapter is planning to build on this momentum with a further slate of programmes aimed at deepening engagement between the Singapore and Vietnam legal communities. These plans reflect the Chapter's continued focus on substantive, practice-relevant topics that resonate with practitioners in both jurisdictions, while sustaining the collaborative relationships established through its past initiatives.

1. Delegation Visits During the Reporting Period

The Law Society of Singapore hosted 33 delegation visits during the reporting period, reflecting sustained engagement with bar associations and international legal organisations.

S/N	Date	Delegation / Organisation
1	4 Sep 2025	Mr John Mehrzad, KC, Governing Bench of the Honourable Society of the Inner Temple
2	5 Sep	American Society of International Law
3	11 Sep	Lexum
4	16 Oct	Hainan Provincial People's Procuratorate
5	22 Oct	Upaay (Association of ADR Lawyers, India)
6	23 Oct	International Commercial Dispute Prevention and Settlement Organisation
7	23 Oct	Tianjin Lawyers Association
8	14 Nov	Guangdong Lawyers Association
9	17 Nov	Anhui Lawyers Association
10	18 Nov	Hainan Lawyers Association
11	18 Nov	Moroccan Ministry of Justice
12	9 Dec	Bar Association of Sri Lanka
13	9 Mar 2026	Perhimpunan Advokat Indonesia – Suara Advokat Indonesia
14	11 Mar	Fukuoka Bar Association
15	25 Mar	China Maritime Arbitration Commission, Greater Bay Area Arbitration Center
16	7 Apr	In-House Counsel Forum

17	27 Apr	International Bar Association
18	11 May	Lawyers Council under the Royal Patronage Thailand
19	22 May	Supreme Court of Cambodia
20	29 May	Guangzhou Arbitration Commission
21	5 Jun	Hong Kong Legal Aid Department
22	11 Jun	All China Lawyers Association
23	22 Jun	International Chamber of Commerce, Shanghai
24	23 Jun	Macau Lawyers Association
25	3 Jul	Professor Muneer Abduroaf
26	15 Jul	Vietnam Department of Law
27	20 Jul	Changsha Bar Association and Chengdu Lawyers Association
28	22 Jul	Korean Bar Association
29	31 Jul	Jiangsu Provincial Lawyers Association
30	5 Aug	Inter-Pacific Bar Association
31	24 Aug	Mongolian Bar Association
32	26 Aug	Korean Commercial Arbitration Board
33	28 Aug	Busan Bar Association

2. Memoranda of Understanding Signed During the Reporting Period

A total of 13 Memoranda of Understanding were signed during the reporting period, formalising new and continuing partnerships with bar associations and professional organisations.

S/N	Date	Bar Association / Organisation
1	6 Nov 2025	Bahrain Bar Society
2	6 Nov	Bahrain Chamber for Dispute Resolution
3	18 Nov	Hainan Lawyers Association
4	9 Dec	Bar Association of Sri Lanka
5	9 Dec	Tax Academy of Singapore
6	9 Mar	Perhimpunan Advokat Indonesia – Suara Advokat Indonesia
7	11 Mar	Fukuoka Bar Association
8	14 Apr	The Institute of Singapore Chartered Accountants
9	22 May	Milan Bar Association
10	26 May	Order of the Advocates of Brazil

11	28 May	Geneva Bar Association
12	11 Jun	All China Lawyers Association
13	23 Jun	Macau Lawyers Association

3. Lawyers Go Global Missions Organised During the Reporting Period

a. Mission to London, 2025

The Law Society of Singapore organised a Mission to London from 24 to 27 November 2025. The four-day Mission was attended by 18 participants specialising in different practice areas and was led by then-President Lisa Sam. The delegation visited The Law Society of England and Wales, The Bar Council, The Commercial Bar Association, all four Inns of Court, the International Bar Association, and The Old Bailey, as well as two English law firms: Forsters LLP and Ashurst LLP. The Mission also provided networking opportunities for Singapore lawyers to connect with their English counterparts.

b. Mission to Jakarta, Indonesia, 2026

The Law Society of Singapore organised a Mission to Jakarta from 18 to 21 May 2026. The four-day Mission was attended by 18 participants specialising in different practice areas and was led by President Professor Tan Cheng Han, SC. The delegation visited various bar associations (PERADI, PERADI-SAI, PERADI RBA, and DePA-RI), the National Arbitration Centre (“BANI”), and two local Indonesian law firms: GHP Law Firm and SSEK Law Firm. A joint dialogue session was co-organised with the Singapore Business Federation, giving the delegation the opportunity to network with Indonesian business counterparts. The Mission also provided networking opportunities for Singapore lawyers to connect with their Indonesian counterparts.

c. Mission to Ho Chi Minh City, Vietnam, 2026

At the time of preparing this report, the Law Society of Singapore was organising a Mission to Ho Chi Minh City, scheduled to take place from 17 to 20 August 2026. Further details on this Mission will be shared in the 2027 Annual Report.

COMMITTEE MEMBERS

Lisa Sam Hui Min – Chairperson
Remy Choo Zheng Xi
Michael Hwang, SC
Rebecca Chew Ming Hsien
See Chern Yang
Gerald Yee Mun Howe
Sui Yi Siong
Avinash Vinayak Pradhan
Chong Yee Leong
Darryl Chew Zijie
Mori Ong
Paul Sandosham Rabindranath
Engelin Teh Guek Ngor, SC
Benjamin Foo Guo Zheng

SECRETARIAT REPRESENTATIVE

Lee Wei Yan

The Mediation Committee (the “Committee”) is dedicated to advancing mediation as an effective and appropriate form of Alternate Dispute Resolution (“ADR”). In addition to administering the Law Society Mediation Scheme (“LSMS”) and organising programmes and activities for members, the Committee promotes the development and use of mediation within the legal profession through thought leadership, engagement with external stakeholders, and strategic collaborations with other Standing Committees in specialised areas of practice. Its work is supported by four Sub-Committees: LSMS, Young Mediators, Activities and International Outreach.

The Committee’s key initiatives and achievements for the reporting period from 1 September 2025 to 31 August 2026 are outlined below.

1. The Law Society Mediation Scheme (“LSMS”)

a. Operational Growth

The LSMS remains a key pillar of the Committee’s efforts to promote accessible, practitioner-led mediation services and to strengthen confidence in mediation as an effective dispute resolution process. During the reporting period, the Committee focused on enhancing the scheme’s governance framework, professional standards and stakeholder engagement, while continuing to explore avenues to expand the reach of mediation into new and emerging areas of practice. In 2025, the LSMS received a total of 76 cases. As of 1 August 2026, the LSMS had received 46 cases, reflecting the continued demand for accessible and cost-effective mediation services.

To support the enhancement of the LSMS, the Committee organised a dedicated engagement session for LSMS panel mediators on 26 August 2026 in conjunction with Singapore Convention Week 2026. The session provided updates on the LSMS, including operational initiatives and scheme statistics. It also offered an opportunity for panel mediators to exchange views and feedback on the scheme, while facilitating professional connections and furthering camaraderie amongst members of the LSMS mediation community.

b. Targeted Initiatives

The Committee also continued to explore opportunities to broaden the application of mediation through collaborations with key stakeholders and institutions. In addition to previous collaborations, discussions have been ongoing with organisations including the Singapore Management University (SMU) and the National Parks Board (NParks) regarding potential mediation initiatives. In particular, the Committee is exploring the potential provision of mediation services under the LSMS in respect of complaints arising from veterinary disciplinary proceedings overseen by the Singapore Veterinary Council under the Veterinary Practice Act 2026.

These exploratory initiatives underscore the Committee’s commitment to expanding the application of mediation and enhancing its accessibility across a broader range of disputes.

c. Professional Standards

During the reporting period, the LSMS Sub-Committee undertook a comprehensive review of the scheme’s professional standards and accountability framework. This culminated in the adoption of the LSMS Disciplinary Rules for Panel Mediators, representing a

significant milestone in the continued development of the scheme’s governance framework. Complementing the existing LSMS Code of Conduct, the Rules establish a structured and transparent process for the management of complaints against panel mediators, whilst safeguarding the principles of integrity, impartiality and confidentiality underpinning the mediation process.

The LSMS has, since its inception, grown and established itself as one of the leading commercial mediation service providers in Singapore. The Committee is committed to working towards having the LSMS recognised/gazetted as a *Designated Service Provider* under the Mediation Act 2017.

2. The Young Mediators Sub-Committee

Following the success of its earlier programmes, the Young Mediators Sub-Committee (“YMSC”) organised its annual flagship event, “*Young Mediators: Navigating Sticky Situations and Difficult Clients*”, on 6 December 2025 at the SMU Yong Pung How School of Law.

The event featured an interactive simulated mediation in which attendees observed experienced mediators navigating challenging parties, difficult negotiation dynamics and common issues encountered in practice, including perceptions of bias and parties resistant to settlement. The simulation was followed by a panel discussion comprising experienced mediation practitioners, who shared candid reflections on their decision-making processes, practical lessons drawn from the exercise and strategies for managing similar situations in real-world mediations.

The programme concluded with a networking session that provided participants with the opportunity to connect with fellow mediators and practitioners interested in developing their mediation practice. Through initiatives such as these, the YMSC continues to support learning, mentorship and professional networking, while fostering a supportive community for the next generation of mediation practitioners.

In addition to its flagship event, the Committee supported academic engagement initiatives aimed at raising awareness of mediation among future legal practitioners. On 29 September 2025, Co-Chairperson Liew Yik Wee participated as a speaker in a panel discussion for the Singapore Management University’s International Mediation Law and Practice module at Maxwell Chambers. During the session, insights were provided on the role of the Law Society and the Law Society Mediation Scheme in advancing mediation and supporting Singapore’s international dispute resolution ecosystem. The session enabled direct engagement with law students and encouraged greater interest in mediation as a professional pathway.

3. Activities: Singapore Convention Week 2026

As part of Singapore Convention Week 2026, the Committee organised the seminar “*Mediation Through Asian Perspectives: Building Trust in Commercial Dispute Resolution*” on 26 August 2026. The seminar brought together distinguished speakers from Singapore, China and Mongolia to examine the evolving role of mediation in commercial dispute resolution across Asia. Discussions centred on the increasing importance of mediation in facilitating practical and commercially responsive outcomes in an increasingly interconnected and cross-border business environment.

The panel explored how mediation is developing across different jurisdictions and institutional settings, examining the roles of courts, arbitral institutions, trade bodies, the Bar, academics and practitioners in encouraging the use of mediation. Speakers also considered the factors influencing parties' confidence in mediation, including trust in the process, the role of legal advisers, enforceability of outcomes and the importance of professional standards. The discussion also touched on how mediation can complement arbitration and litigation in achieving constructive dispute resolution outcomes.

Looking to the future, the discussion highlighted opportunities for regional cooperation and mutual learning in strengthening mediation as a trusted mechanism for cross-border commercial dispute resolution throughout Asia. The seminar provided participants with valuable comparative perspectives and practical insights into the evolution of mediation within the region.

The Activities Sub-Committee remains committed to curating timely and thought-provoking programmes that encourage professional dialogue and support the advancement of mediation practice within Singapore and beyond. Building on the success of this year's seminar, the Sub-Committee looks forward to developing future initiatives that facilitate knowledge-sharing, strengthen professional networks and promote mediation as an integral component of the dispute resolution landscape.

4. International Outreach

The Committee continued its efforts to strengthen relationships with mediation institutions, bar associations and dispute resolution stakeholders across the region and beyond. During the reporting period, Committee members participated in a range of cross-border engagements involving organisations such as the Chongqing Bar Association, Huangpu District Lawyers Working Committee, Tianjin Lawyers Association, Guangdong Lawyers Association, Anhui Lawyers Association, Hainan Lawyers Association, the Korea Fair Trade Mediation Agency, Aichi Bar Association, Fukuoka Bar Association, the Moroccan Ministry of Justice and the Geneva Bar Association, amongst other regional and international counterparts.

These engagements provided valuable platforms for the exchange of perspectives on mediation and alternative dispute resolution, legal professional training and the evolving role of mediation in addressing transnational disputes. Committee members shared insights on Singapore's mediation framework and legal landscape, while learning from the experiences and best practices of their counterparts in other jurisdictions. Several engagements also explored opportunities for closer collaboration through professional exchanges, joint training programmes, networking initiatives and knowledge-sharing forums.

Committee members also contributed to dialogues on emerging issues such as online dispute resolution, the Singapore Convention on Mediation, mixed-mode dispute resolution processes and the future of international commercial mediation.

The Committee remains encouraged by the breadth and diversity of these international engagements and their contribution to deepening professional relationships across jurisdictions. Looking ahead, it remains committed to fostering international collaboration, knowledge exchange and professional development opportunities that support the continued growth of mediation and reinforce Singapore's position as a trusted global dispute resolution hub.



Mediation Committee 2026

COMMITTEE MEMBERS

Liew Yik Wee – Co-Chairperson
See Chern Yang – Co-Chairperson
Kevin Kwek Yiu Wing – Vice-Chairperson
Khelvin Xu Cunhan – Council Representative
Anthony Yvette Loretta
Bhargavan Sujatha
Kamalarajan Malaiyandi Chettiar
Li Jiabao
Lim Lei Theng
Loh Guo Wei, Melvin
Mak Sok Wai (Mai Shuhui)
Margaret Tin Tin Yeow
Samuel Chong
Tan Mei Hui
Vivienne Kaur Sandhu
Wong Qiao Ling Sharon
Yeo En Fei, Walter

SECRETARIAT REPRESENTATIVE

Alvin Chen

MIDDLE CATEGORY

Darryl Chew Zijie, Co-Chairperson
Dorothy Tan Xuan Qi, Co-Chairperson

Established in 2026, the Middle Category Committee was formed to support lawyers of 5 to 15 years' standing through initiatives that promote their professional development, career progression, practice support and overall welfare. During its inaugural year, the Committee focused on laying the groundwork for its future work by identifying key priorities and mapping out a strategic programme of activities aligned with its mandate.

The Committee is currently planning its first two flagship events: *Practice Pathways: The Multi-Vehicle Road*, a panel discussion scheduled for late July 2026, and the *Middle Category Townhall & Launch Party*, to be held in mid-August 2026. These events will mark the commencement of the Committee's engagement with middle category lawyers and set the stage for future initiatives.

In August 2026, the Committee will participate in and collaborate with Accuracy on the panel discussion *Marriage, Parenthood and Law Practice*, featuring Minister Indranee Rajah and Minister of State Zhulkarnain Abdul Rahim. The session will explore the challenges of balancing family life and legal practice. The Committee will also collaborate with the Senior Practitioners Committee and the Young Lawyers Committee on *Conversations Across Generations: Can We Have It All?*, an intergenerational dialogue.

Looking ahead, the Committee plans to organise CPD-accredited panel discussions, seminars and workshops for skills advancement; career development talks and fireside chats; engagement sessions with the Senior and Junior Bar, the Judiciary and other stakeholders; networking and social events; and initiatives aimed at improving talent retention within the profession. This foundational work establishes a clear roadmap for the Committee's future activities and serves as a record of its intended direction and priorities.



Middle Category Committee 2026

COMMITTEE MEMBERS

Darryl Chew Zijie – Co-Chairperson
Dorothy Tan Xuan Qi – Co-Chairperson
Crystal Tan Shi Ying – Co-Vice-Chairperson
Lee Koon Foong Adam Hariz – Co-Vice-Chairperson
Christine Low Ying Li – Council Representative
Khelvin Xu Cunhan – Council Representative
Alcina Lynn Chew Aiping
Chin Cher Lin
Devathas Satianathan
Elias Benyamin Arun
Foo Chuan Ri
Liu Siew Rong
Loh Guo Wei, Melvin
Loh Weijie, Leonard
Nico Lee Yin Hao
Ning Jie
Pereira Jeremy Mark
Seah Li Min Cheryl (Xie Limin)
Tan Yong Joon Alvin
Thong Ying Xuan
Trent Ng Yong En
Yuen Kit Kuan

SECRETARIAT REPRESENTATIVE

Lee Wei Yan

For the reporting period of 1 September 2025 to 31 August 2026, the Muslim Law Practice Committee (the “Committee”) was active in the following initiatives.

1. Family Conference

The Committee co-organised the Family Conference on 24 and 25 September 2025, together with the Family Law Practice Committee and the Probate Practice Committee. Members Rashidah Binte Kader Saheer and Nur Amalina Binte Saparin were members of the 2025 Organising Committee. This year’s Family Conference is scheduled for 17 and 18 September 2026.

2. CPD Event

The Committee organised a CPD event titled “Bridging the Gap in Syariah Practice” on 20 November 2025 featuring:

- The complexities of Syariah Divorce, with a particular emphasis on identifying areas of the law that warrant further development or currently lack comprehensive statutory support.
- An expanded focus on inheritance matters, exploring potential avenues for legal refinements to enhance clarity and streamline practice for legal professionals.
- Insights from a panel of speakers including members of the Committee and representatives from MUIS, offered invaluable perspectives on the principles and rationale underpinning inheritance laws.

This year’s event is scheduled for 12 October 2026.

3. Public Consultation on Draft Administration of Muslim Law (Amendment) Bill 2026

The Committee submitted its feedback to the public consultation on the Draft Administration of Muslim Law (Amendment) Bill 2026 on 19 June 2026, which is part of the Government’s regular review of the Administration of Muslim Law Act (“AMLA”) to ensure that it continues to serve the Muslim community’s needs.

4. Singapore Council of Women’s Organisations (“SCWO”) Monthly Legal Clinics

Members of the Committee continue to volunteer and assist in the provision of legal advice to members of the public at SCWO’s monthly legal clinics, with the sessions conducted via Zoom.

5. Dialogues and Engagement with the Syariah Court

The Committee continues to engage in dialogues with the Syariah Court to share the concerns of practitioners and provide feedback on matters relating to practice and procedures.

6. Syariah Court Briefing Sessions

Members of the Committee assisted the Syariah Court in conducting briefing sessions regarding divorce to members of the public via Teams from April to June 2026. Subsequent sessions are scheduled from August to November 2026.

7. Engagement with Majlis Ugama Islam Singapore (“MUIS”)

The Committee continues to engage MUIS on issues relating to Wakaf Masyarakat Singapura, Wasiyyah Wajibah, Nuzriah, Hibah, Fatwa on Inheritance, and reference books in Section 114 of the Administration of Muslim Law Act.

8. Working Visit to Jakarta, Indonesia

Members of the Committee went on a working visit to Jakarta on 10 and 11 November 2025. Hosted by the Perhimpunan Advokat Indonesia (“PERADI”), members met with the Majelis Ulama Indonesia (“MUI”), the Badan Arbitrase Syariah Nasional Chairman, the Jakarta Utara Religious Court, PERADI and APSI. The visit provided Committee members with an overview of Indonesia’s legal system, strengthened professional ties and promoted mutual learning between the legal communities of both countries.

The Committee aims to engage in and explore Syariah Law practices in other countries.



Muslim Law Practice Committee 2026

COMMITTEE MEMBERS

Abdul Rahman Bin Mohd Hanipah – Chairperson
Mohammad Rizuan Bin Mohammad Yasin – Co-Vice-Chairperson
Nur Liyana Binte Mohamed Sinwan – Co-Vice-Chairperson
Ramesh s/o Selvaraj – Council Representative
Abdul Rohim Bin Sarip
Abdul Wahab Bin Saul Hamid
Ahmad Nizam Bin Abbas
Amrun Hisyam Bin Ahmad Nizam
Azalea Syazwany Binte Mohamad Khair
Ferzana Fareen Haq
Halijah Binte Mohamad
Kannan Nadarajan
Masayu Lynn Binte Masagoes Abdul Karim
Mohamed Fazal Bin Abdul Hamid
Mohammed Shakirin Bin Abdul Rashid
Norhakim Bin Md Shah
Nur Amalina Binte Saparin
Nur Liyana Binte Kamaludin
Rashidah Binte Kader Saheer
Renaro Daniel Ezra Bunyamin
Saburabi Nila Ibrahim Beazer
Sofia Bennita d/o Mohamed Bakhsh
Syafiqah Ahmad Fuad

SECRETARIAT REPRESENTATIVE

Tan Yun Joo

The Personal Injury/Property Damage (“PIPD”) Committee presents its report for the period 1 September 2025 to 31 August 2026.

leadership baton of the PTO to Mr Leong. It was a fruitful session of discussion and connection between the parties.

1. PIPD Huddle, 28 May 2026

Lawyers from the PIPD Bar met at the State Courts Bar Room on 28 May 2026. A delectable luncheon spread was catered for the participants. More than 60 lawyers attended the event to hear three respected speakers share about the following topics:

- a) Administrative, Procedural, Practical Issues in Case Management by District Judge (Ms) Wong Baochen; and
- b) LSMS/LSNEDS: PIPD Mediation/Neutral Evaluation Scheme by legal practitioners Mr Abdul Salim and Ms Shahira Anuar.

DJ Wong kickstarted the sharing with three helpful life tips legal practitioners ought to be aware of when their case proceeds to the case conference stage in preparation for a trial.

First, they have to put themselves in the shoes of the Court or the judicial officers (“JO”). It would be helpful to ask: *What is the relevant information/updates that the JO will need to know?* Second, they have to think three steps ahead when they attend the case conferences. They should consider whether there is any relevant evidence to be admitted for the trial like expert reports and the procedural steps needed for such admission. And lastly, they have to be on the “same page” with the other counsel so that they are able to assist the JO in granting the most appropriate directions to move the case forward.

The second segment of the Huddle was helmed by Mr Salim and Ms Anuar. They shared that most of the cases referred to the PIPD Mediation/Neutral Evaluation Scheme in 2025 and 2026 to date have been resolved. They included personal injury motor and industrial accident claims. All the mediation sessions were conducted in person. The settlement rate was approximately 86%.

For context, the Scheme was launched on 30 December 2024. It currently applies to claims above S\$60,000. It aims for the resolution of PIPD claims through mediation in a cost-effective and timely manner. It also provides disputants with an opportunity to resolve their PIPD claims without having to resort to or continue with litigation.

Both segments ended with a Q&A session and the PIPD Bar made full use of the opportunity to engage with the speakers. It was an informative and productive session for all.

2. Lunch with the outgoing PT and the incoming PT

On 26 May 2026, the PIPD ex-committee members, namely, co-chairpersons, Mr Roger Yek and Michael Han, co-vice-chairpersons, Ms Shahira Anuar and Mr Muhamad Ashraf, and joined by former co-chairperson, Mr K. Anparasan, met up with Public Trustee Office’s Mr Francis Ng Yong Kiat (“Mr Ng”), Mr Leong Kwang Ian (“Mr Leong”) and their colleagues, namely, Lim Jian Yi and Kevin Teoh for a delightful lunch at Royz Et Vous, 136 Telok Ayer Street. Mr Ng has since left the PTO to helm the newly minted Online Safety Commission, passing the

3. PIPD Seminar 2026, 20 August 2026

The PIPD Committee will be organising its annual PIPD Seminar on 20 August 2026 and this year’s programme lineups are as follows:

1. Shedding Light on Dependency and Inheritance Claims;
2. Beyond the Hype: Practical, Ethical, and Everyday AI for the Singapore Personal Injury Lawyer;
3. Hantam The Quantum;
4. From Rest to Real-Time: Navigating the Paradigm Shift in Modern Motor Vehicle Crash Reconstruction and Forensic Evidence; and
5. Raising the Bar: Panel Discussion on Precedent Cases.

Opening this year’s PIPD Seminar will be a session on dependency and inheritance claims in fatal accident litigation. Practitioners will be guided through the correct application of actuarial tables with practical suggestions on assessing the multiplier and multiplicand and the reasonable discount to be applied to firm up loss of dependency and inheritance claims.

The seminar will then address the ethical and professional obligations that arise for personal injury lawyers in the context of AI adoption, examining how AI can streamline daily workflows from analysing complex documents to drafting correspondence, while requiring practitioners to confront the essential guardrails governing AI use in legal practice.

Following this, the seminar will demonstrate how AI can be applied to generate quantum indication submissions in the assessment of damages, building on last year’s session on AI-generated liability indication submissions.

Practitioners will then be equipped with a critical framework for understanding the paradigm shift in motor vehicle accident reconstruction, from traditional scene-based backward-engineering methodology to modern data-driven approaches relying on digital video footage and Electronic Crash Data Retrieval.

The seminar will conclude with a panel discussion examining the precedent cases shaping PIPD law in Singapore, breaking down the underlying principles and offering practical guidance on sharpening advocacy and submissions in court, with a Q&A session for robust exchange on legal developments in this area.



PIPD Committee 2026

COMMITTEE MEMBERS

Han Hean Juan – Co-Chairperson
 Yek Nai Hui – Co-Chairperson
 Muhamad Ashraf s/o Syed Ansari – Co-Vice-Chairperson
 Shahira Binte Mohd Anuar – Co-Vice-Chairperson
 Arthur Lim Jun Da – Council Representative
 Liow Wang Wu Joseph – Council Representative
 Anparasan s/o Kamachi
 Abdul Salim Ahmed Ibrahim
 Cassandra Kang Zhi Qi (Jiang Zhiqi)
 Hoh Zi Bin, Mark
 Jogesh s/o Kantilal Doshi
 Liew Teck Meng
 Lim Fang Hui
 Narayanan Ramasamy
 Ng Ying Tian
 Raj Singh Shergill
 Tay Boon Chong Willy
 VM Vidthiya

SECRETARIAT REPRESENTATIVE

Terence Lim

For the reporting period of 1 September 2025 to 31 August 2026, the Probate Practice Committee (the “Committee”) has been actively involved in the following activities relating to its remit of being the voice of the Law Society in probate, wills administration, succession planning and mental capacity matters.

1. Family Conference

The Committee co-organised the Family Conference on 24 and 25 September 2025, together with the Family Law Practice Committee (“FLPC”) and the Muslim Law Practice Committee. Co-Chairperson Kanyakumari and Co-Vice-Chairperson Leonard Loh were members of the 2025 Organising Committee. Held over two days, the Conference featured in-depth panel discussions to examine and explore the blind spots across family, probate and Muslim law, and share practicalities and experiences in dealing with them. This year’s Family Conference is scheduled for 17 and 18 September 2026.

2. Series of Probate Workshops

The Committee organised the following in-person interactive probate workshop and seminars:

- a. 18 November 2025: Procedures in Contested Probate and Ethical Issues in Probate Practice, covering the procedural framework for contentious probate proceedings under the new Family Justice (Probate and Other Matters) Rules, and ethical issues that are distinctive to probate practice.
- b. 26 June 2026: Capacity Matters: Recent Developments on Singapore Mental Capacity Law, examining how the series of newly reported decisions from both the High Court and the Family Justice Courts on MCA over the past two years approached key issues such as:
 - the assessment of mental capacity;
 - the appointment of deputies and donees; and
 - solicitors’ ethical obligations when acting for clients who may lack the capacity to litigate.

One more seminar is scheduled for the last quarter of the year.

Dialogue Meetings with the Family Justice Courts (“FJC”)

The Committee continues to engage the FJC through dialogue meetings on 2 October 2025 and 9 March 2026 on matters relating to Family Justice Rules and Practice Directions, eProbate, proceedings under the Probate and Administration Act, Mental Capacity Act (“MCA”), Wills Act, and other related legislation on succession and estate.

Articles in the Singapore Law Gazette

The Committee published the following article in the Singapore Law Gazette:

- a. September 2025: The Will to Live On: Testamentary Trusts by members Tan E-Fang and Nicolette Lee

One more article is scheduled to be published in the Singapore Law Gazette this year.

Law Society Mediation Scheme – Family (“LSFS”) for Probate and MCA Matters

The Committee is finalising the details for the expansion of the LSFS to probate and MCA matters.

Meeting with the Association of Banks in Singapore (“ABS”)

The Committee continues to engage with the ABS and its member banks on matters related to the banks’ procedures about probate and letters of administration and accounts related to MCA.

Engagement with the Office of Public Guardian (“OPG”)

The Committee continues to engage with the OPG through a meeting on 6 April 2026 to exchange feedback and discuss on relating to mental capacity.

Engagement with the Singapore Academy of Law (“SAL”)

The Committee engages in conversations with the SAL to provide views and feedback on the Wills Repository Services.



Probate Practice Committee 2026

COMMITTEE MEMBERS

Kee Lay Lian – Co-Chairperson
 Kanyakumari d/o Veerasamy – Co-Chairperson
 Loh Weijie, Leonard – Co-Vice-Chairperson
 Yeow Tin Tin Margaret – Co-Vice-Chairperson
 Daniel Koh Choon Guan – Council Representative
 Thaddaeus Aaron Tan Yong Zhong – Council Representative
 Anuradha d/o Krishan Chand Sharma
 Carolyn Natalie Bava
 Chong Yue-En
 Dr Colin Tan Boon Chwee
 Dharmambal Shanti Jayaram
 Goh Kok Yeow
 Hany Soh Hui Bin
 Ho Wei Jie Vincent
 Jaryl Lim Zhi Wei
 Lee Jiemin Nicolette
 Low Hong Quan
 Ong Lee Woei
 Saburabi Nila Ibrahim Beazer
 Sumaiyah Abdul Kader
 Tan Kah Wai
 Tan Shen Kiat

SECRETARIAT REPRESENTATIVE

Tan Yun Joo

From 1 September 2025 to 31 August 2026, the Public and International Law Committee ("PILC") organised a series of successful conferences, webinars and specialist discussion forums covering significant developments in public law and international law. These activities provided members of the profession with opportunities to engage with leading practitioners, academics and public sector lawyers on contemporary legal and policy issues.

1. Public Law Conference 2025

On 15 October 2025, the Committee organised the Public Law Conference 2025, themed *"The Prerogative Powers of Government and the Attorney-General"*. The conference explored the historical origins, constitutional foundations and modern operation of executive prerogative powers within Singapore and other Commonwealth jurisdictions. Particular focus was given to government prerogative powers, prosecutorial discretion, constitutional accountability and the limits of executive authority under the rule of law.

- a. The conference featured a keynote address by Deputy Attorney-General Goh Yihan, SC, and opening remarks by Jeffrey Chan Wah Teck, SC, Chairperson of the Committee.
- b. The first panel session, *"From the Crown to our Constitution: Mapping Government Prerogative Powers"*, featured Professor Kumaralingam Amirthalingam, Assistant Professor Benjamin Joshua Ong and Dr Samuel White, and was moderated by Hansel Ng.
- c. The second panel session, *"Discretion: Unpacking the Attorney-General's Prerogative Powers"*, featured Christopher Anand Daniel, Eugene Thuraisingam and Wong Woon Kwong, SC, and was moderated by Luke Lee.

The conference provided attendees with a valuable examination of constitutional and administrative law issues of enduring significance.

2. Second Small-Group Discussion: Thailand-Cambodia Border Conflict

On 2 October 2025, the Committee organised its second small-group lunchtime discussion at the offices of WongPartnership LLP. The session was attended by more than 20 participants and focused on the ongoing Thailand-Cambodia border conflict.

The discussion was led by Lim Si Cheng and guest speaker Joshua Phang, who examined the historical, geopolitical and international law dimensions of the dispute. The presentations provided participants with a deeper understanding of the conflict and its implications for regional peace and stability within ASEAN.

3. Webinar: "Climate Change – Still Sticking to the Fight?"

On 6 May 2026, the Committee organised the webinar titled *"Climate Change – Still Sticking to the Fight?"*, which attracted approximately 70 participants. The webinar was organised by Daniel Ho, Joshua



Webinar titled *"Climate Change – Still Sticking to the Fight?"*
held on 6 May 2026

Phang, Hazel Tang and Wu Junneng, and represented the Committee's first collaboration with the International Law Association, Singapore Branch.

The panel comprised Daniel Ho, Kevin Lee, Professor Jolene Lin and Diane Tan of the Attorney-General's Chambers. Moderation was provided by Joshua Phang and Charis Tan. The webinar examined the International Court of Justice's advisory opinion on climate change, States' obligations under international law, developments in climate-related legislation, and the implications of climate change regulation for businesses and policymakers.

4. Webinar on the Online Safety (Relief and Accountability) Act 2025

On 3 July 2026, the Committee organised a webinar titled *"New Frontiers for Online Safety"* on the Online Safety (Relief and Accountability) Act 2025 ("OSRAA"), a significant new statute introducing statutory causes of action and remedies for persons harmed online.

The panel featured Professor Lee Pey Woan, Professor Chen Siyuan, Michael Palmer and Basil Lee. Moderation was provided by Daniel Ho. The discussion considered the novel legal framework established by OSRAA, including statutory torts, mechanisms for identifying online wrongdoers, remedies available to victims of online harm and the broader implications of the legislation for future litigation and public law practice in Singapore.

5. Collaboration with International Law Association (Singapore)

In early 2026, the PILC agreed to collaborate with the International Law Association (Singapore) on matters of mutual interest. These include conducting joint programmes.

COMMITTEE MEMBERS

Jeffrey Chan Wah Teck, SC – Chairperson
Christopher Anand s/o Daniel – Vice-Chairperson
Joseph Liow Wang Wu – Council Representative
Cham Shan Jie, Mark
Damien Chng Cheng Yee
Ho Qi Rui, Daniel
Joel Raj Moosa
Joshua Phang Shih Ern
Khoo Boo Teck Randolph
Lee, Soong Yan Kevin (Li Chong'En)
Lim Si Cheng
Lim Yew Nghee
Ng Shijie Hansel
Palmer Michael Anthony
Shobna Chandran
Tang Bik Kwan Hazel
Tham Wei Chern
Wee Howe Min
Wu Junneng

SECRETARIAT REPRESENTATIVE

Johanna Yeow

The Publications Committee (the “Committee”) comprised the following Sub-Committees for this reporting period: (1) Annual report (chaired by Fong Wei Li), (2) Legal writing seminar (chaired by Kishan Pillay), and (3) the Mass Call Issue (chaired by Debby Lim). Much of our work this year was shaped by the Bicentennial, with 200 Years of Rule of Law running as a common thread through the Mass Call Magazine and this year’s Annual Report.

1. Singapore Law Gazette

The Committee publishes the official monthly magazine of the Law Society of Singapore (the “Society”), the *Singapore Law Gazette* (the “Law Gazette”), which is available online at www.lawgazette.com.sg. The Committee commissions, edits and proofreads each issue, and curates thematic issues from time to time. The Law Gazette presently averages 34,700 page views per month.

2. Law Gazette Awards

The *Law Gazette* Awards were introduced in 2013 to recognise our writers for their contributions to the Law Gazette, and to encourage high-quality writing. In 2025, we awarded the prize for best feature article jointly to Professor David Tan for the article “*Copyright Fair Use in the Face of Technological Developments: Staying Ahead or Limping Behind? – Part 2*” and to Paul Cheong for the article “*The Inevitable Waltz – Medical-Legal Partnership*”.

The awards are judged by a panel of experienced volunteers from the judiciary, legal profession and academia.

3. Mass Call Magazine

Each year, the Committee publishes a magazine for newly called lawyers to coincide with the annual mass call. The Mass Call ceremony was held on 20 April 2026. For this year’s issue, the Committee commissioned a range of articles with 200 Years of Rule of Law as the running theme.

4. Legal Writing Seminar

The Committee conducted a webinar via Zoom titled “*Drafting in the Age of AI: Practical Guidance for Today’s Law Firm*” on 13 November 2025. The speakers were Lim Seng Siew, who spoke on implementing generative AI tools for smaller law practices, and Cheryl Seah, who spoke on implementation for larger practices. The webinar was well received and drew 289 participants.

At the time of writing, the Committee is organising our 2026 seminar, “*Persuasive Writing: Perspectives from the Bench*”. It will be held on 13 October 2026.

5. Online Directory of Law Practices and Lawyers

The online directory which carries paid advertising from law firms has consistently been among the top three most visited sections of the Society’s website, offering advertising in 19 practice areas. To make the directory more user-friendly, it includes features that enable search by location and language/dialect.

In addition, at the request of the Society’s subsidiary Pro Bono SG (“PBSG”), the directory includes a section called Community Law for lawyers to advertise and serve as a resource for PBSG to refer their beneficiaries to. It also allows lawyers in smaller firms to advertise their services for a modest fee of \$100.

6. Specialist Services Directory

The Committee produces the online specialist services directory which carries advertisements by legal support services providers including specialist witnesses. We hope it remains a useful resource for lawyers seeking a specialist opinion, report or instruction in contentious and non-contentious matters.

7. Annual Report

This year’s Annual Report carries the theme “*200 Years: Celebrating the Rule of Law*” and is depicted by two images bookending the Bicentennial: Maxwell’s House, our first courtroom, and Maxwell Chambers, a symbol of modern Singapore’s regional and international outlook on dispute resolution.

My thanks to the Co-Vice-Chairpersons, Council Representative and members of the Committee for their hard work and enthusiasm through the year, and to our Publications Department for their tireless support.



Publications Committee 2026

COMMITTEE MEMBERS

Lim Hui Li Debby – Chairperson
 Fong Wei Li – Co-Vice-Chairperson
 Kishan Pillay s/o Rajagopal Pillay – Co-Vice-Chairperson
 Khelvin Xu Cunhan – Council Representative
 Ang Wen Pin Lance
 Chan Wenqiang
 Chew Li-Anne Corinne
 Divyesh Menon
 Eva Teh Jing Hui
 Foo Jee Leng, Jessica
 Lai Wei Kang, Louis
 Lim Ming Yi
 Mohammed Reza s/o Mohammed Riaz
 Ong Ee Ing
 Professor David Tan
 Tan Shen Kiat
 Tee Liang Shi
 Teo Zhu-En Joel

SECRETARIAT REPRESENTATIVE

Alvin Chen

The Senior Practitioners Committee (“the SPC”) continues to serve as a vital platform within the Law Society of Singapore (the “Society”) for our most experienced members to remain engaged with the profession, to mentor the next generation of lawyers, and to contribute their considerable insight to the continued development of the legal fraternity. Over the past year, the Committee has focused its efforts on strengthening intergenerational dialogue, broadening engagement across practice areas, and preparing meaningful contributions to mark the profession’s bicentennial year.

1. Key Highlights of the Year

The SPC is pleased to report continued momentum in its efforts to keep senior practitioners connected to one another and to the wider profession. Members have contributed generously of their time and experience, whether through informal mentoring, participation in Law Society events, or sharing their perspectives on matters affecting senior members of the Bar. The SPC remains grateful for this continued engagement and looks forward to building on it in the year ahead.

Upcoming Flagship Event: “Conversations Across Generations: Can We Have It All?”

A highlight on the Committee’s calendar is the upcoming event, *Conversations Across Generations: Can We Have It All?*, which will bring together members of the Senior Practitioners Committee with representatives from the Young Lawyers Committee and the Middle Practitioners Committee for a candid, cross-generational exchange.

The session is designed as a shared platform for lawyers at different stages of their careers to reflect openly on their professional journeys: the milestones, the setbacks, and the choices made along the way. Senior members will share the lessons they have learnt over the course of long and varied careers, together with the advice they wish they had received when they were first starting out. The conversation will also explore the perennial question posed in the event’s title: whether, and how, lawyers can balance the demands of practice with the fullness of a life outside it.

The Committee looks forward to a well-attended and thought-provoking session and will share further details in next year’s report.

2. Looking Ahead

a. Technology-Focused Event (Q3 2026)

Recognising the growing impact of technology and legal innovation on practice at every level of seniority, the SPC is in the early stages of planning a technology-related event slated for the third quarter of 2026. The event will be curated with senior practitioners in mind, focusing on how emerging tools and developments in legal technology are reshaping the practice of law, and how senior members of the profession can engage with these changes meaningfully and confidently.

b. Contributions to the Singapore Law Gazette: Bicentennial Year

As 2026 marks the bicentennial of Singapore’s justice system, the Committee is looking to contribute articles to the Singapore Law Gazette in commemoration of this significant milestone. These contributions will offer senior practitioners the opportunity to reflect on the evolution of legal practice in Singapore over the decades, and to share perspectives that connect the profession’s history with its future.

As the Committee looks ahead to *Conversations Across Generations: Can We Have It All?*, the upcoming technology-focused event, and its contributions to the Singapore Law Gazette in this special bicentennial year, it does so with continued commitment to fostering connection, wisdom-sharing, and renewal across all generations of the Singapore Bar.



Senior Practitioners Dialogue



Senior Practitioners Committee 2026

COMMITTEE MEMBERS

Peter Cuthbert Low – Chairperson
Chandra Mohan s/o K Nair – Co-Vice-Chairperson
Vivienne Lim Hui Bian – Co-Vice-Chairperson
Nicholas Narayanan – Council Representative
Ahmad Nizam Bin Abbas
Engelin Teh Guek Ngor, SC
Eusuff Ali s/o N B M Mohamed Kassim
Leslie Chew, SC
Michael Hwang Sydney, SC
Raymond Chan
Sujatha Bhargavan
Vivienne Kaur Sandhu

SECRETARIAT REPRESENTATIVE

Alvin Chen

The Small Law Firms Committee (the “Committee”) presents its report for the period of 1 September 2025 to 31 August 2026 (“Reporting Period”). This report sets out the Committee’s key activities, projects, and ongoing initiatives during the Reporting Period.

1. Professional Development and Practitioners’ Gatherings

The Committee continues to look into organising capacity-building sessions aimed at enhancing members’ skills to develop their practice and address practical issues encountered in practice, including business development and ethics issues. These gatherings are aimed at providing an opportunity for members to stay informed about developments in various practice areas while gaining insights on managing and building their practices, all within a collegial and engaging setting.

2. Social Engagement for Small Law Firm Practitioners and the Bar

Building on the momentum of the inaugural socials in 2024, the Committee organised a series of socials for the middle, all categories and senior lawyers from small law firms at BQ Bar on 8 October, 4 and 12 November 2025. Another social for all lawyers was held on 27 August 2026 at the Otherside. Over food and drinks, attendees had the opportunity to reconnect with peers, share experiences and forge new friendships while strengthening their professional networks. These gatherings aim to foster collegiality, encourage informal mentoring relationships and knowledge sharing between practitioners at different stages of their careers.

Additional socials for the junior, middle and senior category lawyers from small law firms have been scheduled from September to November 2026.

3. Networking Session with Professional Organisations

The Committee is planning to collaborate with the Singapore Manufacturing Federation (“SMF”) to organise a networking session in the last quarter of the year to provide member organisations with an opportunity to network and strengthen their professional networks.

4. Sub-Committee Work

The Committee continued its work through various Sub-Committees focusing on:

1. organising luncheons to facilitate more interactions among members and professional development;
2. executing events with external stakeholders to enhance networking with other professional organisations;

3. developing practice resources for lawyers; and
4. organising socials for small law firm practitioners.

5. Forward Planning and Work-in-Progress Initiatives

Looking ahead, the Committee has identified several areas for further development and is actively progressing a number of work-in-progress initiatives.

a. Talent Attraction and Retention

The Committee recognises that attracting and retaining talent remains a significant challenge for small law firms, particularly when compared to the resources and visibility of larger firms.

To address this, one proposed approach is for small firms to collaborate in participating in career fairs dedicated to showcasing opportunities within small firm practice, targeted at law students and new graduates. The Committee also plans to explore engagement with local universities through talks, panel discussions, or informal sharing sessions to provide students with an early understanding of the nature, rewards, and professional development opportunities available in small law firms. By increasing visibility and understanding of small firm practice at the earliest stages of a lawyer’s career, the Committee hopes to encourage more young lawyers to consider building their careers in this important segment of the profession.

b. Planned Professional Development Luncheons

In line with its focus on capacity-building, the Committee is planning a series of educational luncheons addressing both the practical and strategic aspects of running a successful practice. By delivering targeted, practice-relevant content, these sessions aim to help practitioners develop new skills, adapt to market changes, and explore technologies that can improve service delivery.

c. Practice Resources

Recognising that many small firm practitioners operate with limited administrative infrastructure, the Committee is preparing a resource paper compiling members’ reviews of co-working spaces and serviced offices they have used or are currently using. This initiative is intended to provide practical, experience-based guidance for practitioners considering flexible or shared office arrangements, thereby supporting informed decision-making and potentially reducing operational costs.

In addition, the Committee is shortlisting further topics for future articles to broaden the range of practice resources available to members. These may include guidance for lawyers interested in

setting up their own practices, as well as considerations for anti-money laundering compliance within the small firm context. By expanding the scope of resources in this direction, the Committee aims to offer practical, targeted support that is directly relevant to the operational realities of small law firms.

6. Acknowledgements

The Chairperson extends her thanks to the Vice-Chairperson, Council Representatives and all Committee Members for their enthusiastic support, commitment and invaluable contributions while serving on the Committee.



Small Law Firms Committee 2026

COMMITTEE MEMBERS

- Low Ying Li, Christine – Chairperson
- Tang Jin Sheng – Vice-Chairperson
- Michael S Chia – Council Representative
- Mori Ong – Council Representative
- Anuradha d/o Krishan Chand Sharma
- Aye Cheng Shone
- Benjamin Gabriel Sew Jia Jun
- Chooi Jing Yen
- Darryl Chew Zijie
- Edward Stanley Tay Wey Kok
- Elsie Lim Yan (Lin Yan)
- Eve Lyn Phang Fui Fern
- Lee Jiaxin
- Lee Shen Han
- Li Xianliang Jevan
- Lim Ming Yi
- Millicent Lui
- Nico Lee Yin Hao
- Ning Jie
- Quek Liuyong
- Shobna d/o V. Chandran
- Tan Yong Joon, Alvin (Chen Rongjun, Alvin)

SECRETARIAT REPRESENTATIVE

- Tan Yun Joo

The Social and Welfare Committee ("SWC") fosters camaraderie among Law Society members through a variety of social activities and wellness initiatives. In addition to organising popular events that promote member engagement, the SWC also administers the Law Society's welfare schemes, supporting members' well-being and helping to build a vibrant and connected community.



A proud moment as Naresh Mahtani is presented with the C. C. Tan Award by President Lisa Sam.



P.O. Ram's colleague receives the Pro Bono SG Award on his behalf, from Chairman of Pro Bono SG Dinesh Dhillon



A proud moment as Vivienne Lim is recognised with the Sports Personality Award by Vice-President Engelin Teh, SC

Highlights of the SWC's work for the period 1 September 2025 – 31 August 2026 are as follows:

1. Annual Dinner & Dance (24 October 2025)

The Annual Dinner 2025 was held at The Fullerton Hotel Singapore, with the theme "Local Classicus", in celebration of Singapore's 60th birthday. Embracing the spirit of the occasion, attendees arrived in outfits inspired by the people, places, traditions, and icons that make Singapore uniquely Singaporean.

One of the evening's highlights was the recognition of outstanding individuals who have made a lasting impact on the profession and community. Naresh Mahtani was presented with the prestigious C C Tan Award in honour of his exceptional leadership and distinguished contributions to the legal profession. We also celebrated the unwavering spirit of volunteerism of P.O. Ram, our Pro Bono Ambassador 2025/2026, and the exemplary sportsmanship of Vivienne Lim, recipient of the Sports Personality Award 2025.

The evening also featured an exciting lucky draw, with attractive prizes such as a one-night stay at The Fullerton Hotel Singapore, Hugo Boss shopping vouchers, and a Vesby chair, among many others. Adding to the festive atmosphere was the Best Dressed segment, which drew enthusiastic cheers from the crowd as participants showcased their creativity and flair in embracing the "Local Classicus" theme.

Guests put their local knowledge to the test in an engaging quiz on Singapore's history and heritage, while a photo booth at the reception area provided a fun opportunity to capture memorable moments with friends and colleagues throughout the night.



Attendees arrived in outfits celebrating Singapore's unique culture and heritage

2. Managing Clients and Yourself: A Mental Wellness Perspective (28 May 2026)

Members attended a wellness talk at the Law Society's Members' Lounge, led by Ms Kim Chua, who drew on neuroscience and behavioural psychology to examine the emotional dynamics of client management in legal practice. Covering topics such as psychological safety, emotional regulation, trust-building, and difficult client conversations, the session provided practical strategies to help participants strengthen client relationships, enhance professional effectiveness, and support their overall well-being.

Through lively discussions and interactive exercises, members gained practical insights into managing client relationships more effectively while developing greater self-awareness and emotional resilience.



Members engaging in an interactive discussion on mental wellness and client management



Active participation and thoughtful dialogue between attendees



Thoughtful conversations and shared reflections throughout the session

3. Board Games Night 2026 (10 July 2026)

In collaboration with Huggs Coffee, the 2026 Board Games Night, held at Sojourner Coffee, brought members together for an evening of camaraderie and friendly competition. Participants enjoyed a variety of games, including Poetry for Neanderthals, Secret Hitler, and Herd Mentality, creating a lively and engaging atmosphere. The event provided members with a valuable opportunity to unwind, connect with fellow members, and strengthen professional friendships in a relaxed social setting.

4. Pub Quiz 2026 (20 August 2026)

The Social and Welfare Committee organises the annual Pub Quiz, where participants form teams of four to five for an evening of friendly competition, trivia, networking, and drinks. Do look out for future Pub Quiz sessions through the Law Society's mailers.

5. Organising Festive/Council Luncheons 2025/2026

During the reporting period, a series of hybrid luncheons was held at the State Courts Bar Room, providing members with opportunities to learn, connect, and exchange ideas. Featuring presentations and discussions on a diverse range of topics, these well-attended events continued to serve as an important platform for learning, professional engagement, and the strengthening of ties within the legal community.



Welcoming the Year of the Horse with festive cheer at our Lunar New Year luncheon!



Sharing the festive spirit of Deepavali with fellow members



A sumptuous buffet spread enjoyed by members throughout the afternoon

COMMITTEE MEMBERS

Sherman Ho Wei Liang – Chairperson
 Celine Liow Wan-Ting – Vice-Chairperson
 Mori Ong – Council Representative
 Thaddaeus Aaron Tan – Council Representative
 Adrienne Grace Milton
 Anthea Choong Hsin Ying
 Chew Li-Anne Corinne
 Daniel Tan An Ye
 Elsie Lim Yan
 Foo Chuan Ri
 Foo Jee Leng, Jessica
 Kimberly Ng Qi Yuet
 Kong Yin Cheong Jared Andrew
 Lim Xiang
 Lulla Ammar Khan
 Madeleine Poh
 Mannar Rajkumar
 Michael Lukamto
 Ong Sing Huat (Nick Ong)
 Sun Weixin Nikki
 Thong Ying Xuan
 Zeng Yu

SECRETARIAT REPRESENTATIVE

Lee Wei Yan

Introduction to the Sports Committee

The Sports Committee (the “Committee”) is committed to strengthening connections within the legal fraternity through sport. By organising and supporting a range of sporting activities, the Committee provides opportunities for members of the Bar, the Judiciary, legal officers, academics, and law undergraduates to interact in a collegial setting beyond their professional roles. These initiatives encourage participation, foster lasting relationships, and contribute to a vibrant and inclusive legal community. Highlights of the Committee’s activities for the period from 1 September 2025 to 31 August 2026 are set out below.



Law Society of Singapore Masters Football team

Bench & Bar Games 2025

The 53rd Malaysia–Singapore Bench & Bar Games were held in Malacca, Malaysia, from 12 to 14 September 2025, bringing together members of the Singapore and Malaysian legal fraternities for three days of sporting competition and fellowship.

Led by Justice Woo Bih Li, Team Singapore competed across 20 sporting events, showcasing camaraderie, mutual respect, and friendly rivalry. The Games were also graced by the presence of Singapore’s Minister for Law and Second Minister for Home Affairs, Mr Edwin Tong, SC, who took to the field alongside participants in a football match, reflecting the spirit of the occasion.



Players from Singapore and Malaysia exchanging handshakes after the Ladies Football match

Malaysia emerged as the overall champions, bringing another successful edition of the Games to a close. The torch now passes to Singapore, which looks forward to hosting the 54th Malaysia–Singapore Bench & Bar Games.



Justice Woo Bih Li, The Right Honourable Chief Justice of Malaysia, Datuk Seri Utama Wan Ahmad Farid bin Wan Salleh, and Singapore’s Minister for Law and Second Minister for Home Affairs, Mr Edwin Tong, SC (third, fourth and fifth from the left, second row), with key representatives from the 53rd Malaysia–Singapore Bench & Bar Games

Inter-Professional Games (“IPG”) 2025

The Inter-Professional Games (“IPG”) 2025 brought together six professional bodies from September to November 2025 for a series of sporting competitions that promoted fellowship and friendly rivalry. Participating organisations included the Institution of Engineers, Singapore (“IES”), Institute of Singapore Chartered Accountants (“ISCA”), the Law Society of Singapore (“LSS”), Singapore Institute of Architects (“SIA”), Singapore Institute of Surveyors and Valuers (“SISV”), and the Singapore Medical Association (“SMA”).

LSS delivered an impressive performance across the various sports, with the Golf team emerging as champions in their category. At the conclusion of the Games, LSS finished as joint overall champions with IES, sharing the top spot in the overall standings.



Team LSS and IES, tied for first place for IPG Games 2025

Annual Law Fraternity Golf Tournament

Held at Tanah Merah Country Club on 5 December 2025, the annual golf tournament provided members with an opportunity to enjoy a day on the course while connecting beyond their professional roles. The tournament saw Leon Koh retain the Wee Chong Jin Cup for the third consecutive year, while Alban Kang won the C.C. Tan Cup and Edward Tiong claimed the Knowles Cup. Melinda Ang received the Ladies' Overall Champion award, a special recognition presented for this edition of the tournament. Appreciation is extended to all participants and supporters for contributing to the success of the event.



Golf Co-Convenor Tang Shang Wei (right) with other golfers on the greens



Participants enjoying a day on the course during the tournament

Law Fraternity Games ("LFG") 2026

The Law Fraternity Games ("LFG") 2026 were held from 31 January to 1 February 2026, with members of the Law Society of Singapore competing alongside students from the National University of Singapore Faculty of Law, Singapore Management University Yong Pung How School of Law, and the Singapore University of Social Sciences School of Law. The annual event continued to foster interaction between members of the practising Bar and the next generation of the legal profession through sport.

A total of 16 sports were contested, with pickleball making its debut as the newest addition. The Law Society of Singapore emerged as the overall champion, and the event concluded with a closing dinner, providing participants with an opportunity to celebrate the weekend's achievements and strengthen connections across the legal fraternity.



Pickleball made its debut at the Law Fraternity Games 2026



Participants at the closing dinner of the Law Fraternity Games 2026

COMMITTEE MEMBERS

Tan Xu Teng – Co-Chairperson, Tennis Convenor
Valmiki C Nair – Co-Chairperson, Touch Rugby Convenor
Ravin Periasamy – Co-Vice-Chairperson
Yap Kim Wee Ivan – Co-Vice-Chairperson, Squash and Boat Race Convenor
Ramesh s/o Selvaraj – Council Representative
Adrian Sebastian Kohar – Basketball Co-Convenor
Amardeep Singh s/o Gurcharan Singh – Cross Country Convenor
Amerjeet Singh s/o Jaswant Singh – Darts Co-Convenor
Bala Chandran s/o A Kandiah – Masters Football Convenor
Chan Lai Foong – Golf Co-Convenor
Chen Yixin Edith
Cheng Lynn – Ladies Football Convenor
Chua Yeow Hooi – Chess Convenor
Chung Weijian Brandon Ian – Badminton Convenor
Goh Chui Ling (Wu Qiuling)
Goh Kah Kiat Elton – Pool Convenor
Lee Terk Yang – Premier and Veteran Football Convenor
Lim Yue Tow Joey – Volleyball Convenor
Lye May-Yee, Jaime – Netball Co-Convenor
Moiz Haider Sithawalla – Cricket Convenor
Muhamad Imaduddin bin Abd Karim
Nakoorsa Bin Abdul Kadir – Darts Co-Convenor
Ng Pei Tong – Table Tennis Convenor
Nurul Nordin – Netball Co-Convenor
Senthil Dayalan
Tan Eu Shan, Kevin – Pickleball Convenor
Tan Tien Wei – Basketball Co-Convenor
Tang Shang Wei – Golf Co-Convenor
Thomas Benjamin Lawrence – Hockey Convenor
Timothy Hew Zhao Yi – Floorball Convenor
Yeo Javier – Bowling Convenor
Yeo Jih Shian – Pickleball Co-Convenor
Yeoh Jun Wei Derric – E-sports Convenor

SECRETARIAT REPRESENTATIVE

Lee Wei Yan

The Tax and Trust Committee (the “Committee”) focuses on developing interest in and growing the specialisation of tax and trust lawyers in Singapore. For the reporting period of 1 September 2025 to 31 August 2026, the Committee engaged in the following activities:

1. Collaboration with External Stakeholders

a. Tax Academy of Singapore (“TA”)

The Committee is collaborating with TA to customise a “101 Tax Training” programme for lawyers. The Committee will provide its views and inputs on the structure and content to meet the needs and objectives of tax lawyers, in terms of practical relevance and areas of focus.

In addition, Co-Chairperson Eugene Lim presented at a joint seminar “Maintaining Robust Legal Structures for Tax, Transfer Pricing and Regulatory Compliance” by the Law Society and TA on 8 July 2026 to explore how tax and legal can work together to strengthen transfer pricing compliance.

b. Wealth Management Institute (“WMI”)

As part of the collaboration between the Law Society and WMI, a Family Office programme “Family Office Advisory Certification Programme” was launched to equip lawyers with the expertise to support clients in complex cross-border structures. Co-Chairperson Edmund Leow, SC, is among the faculty of the programme.

2. Informal Tax Lawyer Discussion Group

The Committee continues with the informal discussion group which was formed in 2024 for Singapore tax lawyers to mutually share tax developments and considerations on a periodic basis.

3. CPD Events

Co-Chairperson Edmund Leow, SC, will be participating in the session “Tax Toolkit for Corporate Lawyers – Tax Issues that Every Corporate Lawyer Should Know” at this year’s Corporate Law Day on 23 September 2026.

The Committee is organising a webinar on 14 October 2026 featuring the following topics:

- Corporate Tax Considerations When Setting Up Investment Holding Companies in Singapore (Including Applicable Trust Structures)
- M&A and Loan Transactions: Tax Considerations in Transactions and When Drafting Tax Provisions in Transactional Documents

- Latest Updates on Stamp Duty and GST
- Tax Considerations When Dealing with Employees and Employee Equity Incentive Programmes
- International Tax Trends and Implications for Cross-Border Business Transactions
- Tax Treatment of Digital Assets, Crypto-Funds, and Crypto Exchanges (Including Any Trust Vehicles)

4. Singapore Law Gazette

Member Tan E-Fang and a Probate Practice Committee member published an article “The Will to Live On: Testamentary Trusts” in the September 2025 issue of the Singapore Law Gazette to provide clarity and insight into testamentary trusts. The article introduced members to the basics of a testamentary trust (also known as a “will trust”), including how such a trust can be treated, the reasons one might consider creating such a trust, and the potential pitfalls to look out for.

5. Outreach Sessions

The Committee remains committed to conducting outreach sessions to law students and fostering ongoing engagement with legal practitioners, stakeholders, and pertinent entities within the tax and trust community. The Committee also continually explores and pursues collaboration opportunities with other Standing Committees in the Law Society.



Tax and Trust Committee 2026

COMMITTEE MEMBERS

Edmund Leow Hock Meng, SC – Co-Chairperson
 Eugene Lim Yew Nghee – Co-Chairperson
 Phoon Wuei – Council Representative
 Thaddaeus Aaron Tan – Council Representative
 Balasubramanian Arvind
 Deepak Raja
 Felicia Chew Li Ying
 Goh Ziluo
 Han Junwei
 Lee Soo Pin Victoria
 Leon Kwong Wing
 Ong Beng Chwee Sherroy
 Ong Ken Loon
 Shi Wenhan
 Sundareswara Sharma
 Tan E-Fang (Chen Yifang)
 Tan Jian Hui Theodore
 Teo Zhu-En, Joal
 Vikna Rajah s/o Thambirajah
 Yong Jia-an, Ira

SECRETARIAT REPRESENTATIVE

Tan Yun Joo

The Technology and Innovation Committee (the “Committee”), formerly known as the Information Technology Committee, focuses on assisting members with matters relating to legal / information technology and legal practice, and liaising with the statutory bodies and government agencies on matters relating to legal / information technology in legal practice.

For the reporting period of 1 September 2025 to 31 August 2026, the Committee engaged in the following activities:-

- On 5 November 2025, the Committee collaborated with the Law Society’s Cybersecurity and Data Protection Committee and the Digital Economy and AI Committee of the Beijing Lawyers’ Association to present a panel session on technology and data security in legal practice at the Law Society’s Annual CPD Day 2025.
- In November 2025, the Committee developed and published the Legal Tech Bulletin 2025, a practitioner-facing resource intended as a go-to update for smarter legal practice. The bulletin mapped the principal categories of legal technology solutions available to law practices (including document drafting AI assistants, contract analysis and review tools, eDiscovery platforms, billing assistants, and practice management systems) against common law firm workflows. The bulletin also directed members to the funding and support schemes available to eligible firms, and summarised the results of the Committee’s 2025 Survey on Technology Adoption and Collective Negotiation in Small and Mid-sized Law Firms, in which 55 respondents participated.
- On 10 April 2026, the Committee published the Legal Tech Bulletin 1 of 2026. The bulletin set out a comparative overview of general-purpose foundation models and specialised legal AI tools available to practitioners. The bulletin also drew members’ attention to avenues for cost-effective adoption, including the pilot of the Ministry of Law’s Legal Innovation and Future-Readiness Transformation (“LIFT”) Initiative.
- The Committee jointly organised and/or contributed to ten (10) Law Society legal technology events during the reporting period:-
 - 1 December 2025 – *Harnessing Gen AI for Small and Mid-Sized Law Firms*: a session jointly organised with the Paris Bar Association on the adoption of generative AI by small and mid-sized law practices. [55 attendees]
 - 15 May 2026 – *AI for Litigators: You Will Be Amazed What AI Can Do!*: a webinar on the use of AI tools in contentious practice. [229 attendees]
 - 18 June 2026 – *From Billing Software to Brain of the Firm: The New CLIO for Singapore Lawyers*: a session that

included discussion on AI-powered legal research and document review. [32 attendees]

- 22 June 2026 – *LawNet 4.0 Workshop by SAL*: an interactive workshop conducted by the Singapore Academy of Law on the features of LawNet 4.0. [25 attendees]
- 10 July 2026 – *Legal Tech Fair 2026*: the Law Society’s second Legal Tech Fair, which brought together legal technology vendors and practitioners and featured discussions on the ethical adoption of AI in legal practice, cybersecurity, and change management. [150 attendees]
- 31 July 2026 – *Legal Practice of the Future with Harvey AI*: a solution showcase by PwC on the use of Harvey AI, a specialised legal AI platform, in practice. [82 registered]
- 3 August 2026 – *Harnessing AI Solutions to Maximise Productivity*: a webinar conducted by AI Singapore on the use of AI solutions to improve productivity in legal practice. [161 registered]
- 5 August 2026 – *AI in Legal Practice: Opportunities, Risks and Professional Responsibilities*: a collaboration between the Committee and the Young Lawyers Committee on the opportunities, risks, and professional responsibilities arising from the use of AI in legal practice. [84 registered]
- 7 August 2026 – *Train-the-Trainers Workshop: AI for Essential Digital Skills*: a workshop conducted by AI Singapore on essential digital skills relating to AI. [39 registered]
- 13 August 2026 – *Legal AI Beyond Hallucinations: Building Deterministic Reasoning*: a session conducted by Reshuffle.AI on approaches to improving the reliability of AI outputs in legal work. [41 registered]

As of 28 July 2026, 491 attendees have attended the past sessions and 407 applicants have registered for upcoming sessions during the reporting period.

In addition to these initiatives, the Committee maintains a resolute commitment to fostering and continuing engagement and collaboration with esteemed stakeholders, such as the Ministry of Law, Singapore Academy of Law, and IMDA. Through ongoing and proactive collaboration with these stakeholders, the Committee seeks to establish cohesive and symbiotic relationships with a view to helping the legal profession.

On behalf of the Committee, we extend our thanks to Sharmila Sanjeevi and Ong Wei Peng for their close support of our Committee’s initiatives.



Technology and Innovation Committee 2026

COMMITTEE MEMBERS

Sadasivan, Dharma Yongwen – Co-Chairperson
Wong Li Ming Rachel – Co-Chairperson
Christabelle Arya Gerard – Co-Vice-Chairperson
Moh Huixuan, Estelle – Co-Vice-Chairperson
Ong Ding Shun, Daryl – Co-Vice-Chairperson
Lim Seng Siew – Council Representative
Cai Songde
Foo Yu Kang, Wilson
Gaw Ying Charn Benjamin
Kao Kwok Weng Jonathan
Kronenburg Edmund Jerome
Lee Chee Seng Thomas
Lim Sui Yin Jeffrey
Lim Yun Heng
Ng Wei Kit Joshua
Prasad s/o Karunakarn
Raina Mohan Chugani
Seah Li Min Cheryl
Smith Benjamin Yiwen
Stuart Andrew Peter
Toh Angyan Alex

SECRETARIAT REPRESENTATIVE

Sharmila Sanjeevi

Committee Overview

The Women in Practice ("WIP") Committee was formally reconstituted as a stand-alone committee in March 2026, with its inaugural meeting held on 9 March 2026. Having operated as a stand-alone committee in 2024 before being subsumed under the Diversity & Inclusion Committee in 2025, WIP's re-establishment in 2026 reflects renewed focus and dedicated resourcing for issues facing women in the legal profession.

The Committee convenes every six weeks, with four meetings held to date as of July 2026. These meetings have centred on shaping and coordinating the Committee's key initiatives for the year.

Four Sub-Committees support the Committee's work, each led by a WIP member: **Learning and Development, Networking, Advocacy and Social Media.**

Key Initiatives and Activities

Beyond a number of smaller-scale collaborations and sharing sessions, the Committee has anchored the year around several flagship events and initiatives, set out below in chronological order.



Charting Your Course: The Future of Women in Leadership

Charting Your Course: The Future of Women in Leadership

25 March 2026 · WIP's first event since its reconstitution

Held in collaboration with the Ministry of Law and the Singapore Corporate Counsel Association in celebration of International Women's Day, this panel discussion brought together around 60 lawyers, including in-house counsel, for a wide-ranging conversation

on the evolving role of women in the legal profession. The Law Society's President, Professor Tan Cheng Han, SC, delivered the opening speech, and the panel (comprising Eric Chua, Senior Parliamentary Secretary, Ministry of Law and Ministry of Social and Family Development; Kuah Boon Theng, SC, Nominated Member of Parliament; and Ng Kim Beng, Managing Partner of Rajah & Tann Singapore LLP) was moderated by WIP Co-Chairperson Lin Shumin.

Discussions underscored that there is no single pathway to career success, with women bringing unique strengths and perspectives to the profession. Panellists highlighted the importance of adaptability, mentorship, and strong professional networks in sustaining long-term career growth, and the session offered a valuable platform for dialogue and peer learning across career stages.

Professional Workwear Styling Session, in collaboration with Love, Bonito 29 April 2026

WIP partnered with fashion label Love, Bonito on a professional workwear styling session led by its Co-founder, Rachel Lim. Over 60 lawyers attended, gaining practical insights into professional dressing, fit, and colour theory from an expert stylist, and learning how to curate a versatile wardrobe suited to a range of professional and social occasions. Alongside the styling content, the session created welcome opportunities for participants to strengthen professional relationships and expand their networks.



*Professional Workwear Styling Session,
in collaboration with Love, Bonito*

B.Y.O.B: Build Your Own Book

30 July 2026 · An event to share insights on client development strategies

This flagship event is expected to draw an attendance of approximately 120 lawyers practising across multiple areas in Singapore to share strategies for building and retaining a book of clients. Held under the Chatham House Rule, the programme will include facilitated breakout sessions designed to encourage candid and in-depth sharing amongst fellow lawyers at different stages of their careers. In the process, we hope to build a caring and supportive environment within our community. Panellists include Blossom Hing, SC of Drew & Napier, Charis Tan of Peter & Kim, Nanthini Vijayakumar of TSMP, Sharon Lau of Latham & Watkins Singapore and Kuah Boon Theng, SC of Legal Clinic LLC. We hope to draw some conclusions and findings from the discussion concerning women in practice. Posts for LinkedIn drawing on the event's findings are also being planned.

IBA Singapore Women Lawyers' Networking Breakfast (Women in Practice: An Asia Pacific Perspective)

26 August 2026

Jointly organised with the IBA Asia Pacific Regional Forum and the IBA Women Lawyers' Committee, this inaugural breakfast networking event, held in conjunction with Singapore Convention Week, is expected to draw around 80 participants. It will provide a dedicated platform for women lawyers across the Asia Pacific region to exchange thoughts and insights relating to practice challenges, career sustainability, work-life integration, and the advancement of women into leadership roles. We hope to use this rare opportunity for our women lawyers to share candid views with lawyers from different jurisdictions and in the process, we can explore more interactions and engagements using the IBA Asia Pacific Regional Forum.

Upcoming Events

WIP x SCCA Event with Minister Indranee Rajah

20 October 2026

Minister Indranee Rajah will headline this event as Guest of Honour, jointly organised by WIP with SCCA. The focus for this event will be on work, marriage, and parenthood and whether anything needs to give. There will be an opening address by the Law Society's President, Professor Tan Cheng Han, SC. Panellists include Lai Jiunn Ning, Head of Real Estate Legal and Assistant General Counsel at GIC; Ethel Yeo, General Counsel at EDM Limited; Simran Toor, Partner and Co-Head of Disputes at Tang Thomas LLC; and Adam Maniam, Director, Disputes at Drew & Napier LLC. Around 120 attendees are expected, along with media coverage.

Finally, we will end the year with a casual networking drinks event to encourage our community of women lawyers to build bridges and connections with each other. We hope to end the year with reflections on the WIP programmes and to encourage more female lawyers to be active in WIP. This will largely be self-funded by members who attend the event and WIP is happy to lead in the organisation of the event.

COMMITTEE MEMBERS

Rebecca Chew Ming Hsien — Co-Chairperson
Lin Shumin — Co-Chairperson
Phoon Wuei — Council Representative
Andrea Chee
Chan Wai Yee Rachel
Farrah Joelle Isaac
Gan Yun Han Rebecca
Janice Goh Chen Nee
Lim Pei Ling June
Ng Sui May
Ooi Huey Hien
Shobna Chandran
Sim Wei Min Stephanie
Simran Kaur Toor
Tan Tian Hui
Tay Jia Yi
Teoh Sze Min
Tien Shin-Yi, Christina
Valerie Wu
Vanathi Eliora Ray
Vivienne Kaur Sandhu
Yau Yin Ting Xenia

SECRETARIAT REPRESENTATIVE

Lee Wei Yan

The Young Lawyers Committee (“YLC”) is dedicated to organising programmes, activities and events for the benefit and welfare of lawyers with less than seven years of practice. In doing so, the YLC endeavours to understand and to address the needs and concerns of our young lawyers. With its core goals revolving around the themes of Community, Competence and Contribution, the YLC has endeavoured to be in touch with the latest developments and trends affecting junior practitioners.

As at 13 November 2025, the Terms of Reference for the YLC have expanded to include conducting outreach activities for practice trainees, where appropriate.

For the Reporting Period of 1 September 2025 to 31 August 2026, the YLC held four committee meetings to discuss projects and work out its calendar of events for the year. A summary of the activities and events of the YLC for the year is below.

Community

The annual Mass Call hosted by the Supreme Court took place on 20 and 21 April 2026. This year’s Newly Qualified Lawyers (“NQLs”) comprise the inaugural batch of newly admitted Lawyers (Non-Practising) (“LNPs”) from 2025. The Mass Admission for this year’s LNPs took place on 27 April 2026.

To continue the tradition of welcoming the newest members to the legal profession, the YLC contributed to the Singapore Law Gazette Mass Call Magazine 2026. All NQLs and LNPs also received a complimentary Otterney plushie from the Law Society.

Building on the YLC’s efforts to foster the community for young lawyers, the YLC held its annual Mass Call Party, The Calling: A Young Lawyers’ Celebration, at The Spot on 11 June 2026 for this year’s NQLs and LNPs to welcome them into the legal fraternity. Mr Dinesh Dhillion, Vice President of the Law Society of Singapore, and representatives from our sponsors kindly shared words of wisdom on navigating a legal career. With the generosity from our sponsors, the YLC was able to cater food and drinks for all attendees (approximately 100). It was truly heartening to see the NQLs and LNPs bond with members of the Bar. The YLC thanks its sponsors and speakers for contributing to the success of its efforts to build the community for young lawyers.



23 September 2025:
Peer Support Pilot Session



Canine Chums — Save Our Street Dogs (“SOSD”)

The YLC piloted two new initiatives: **Firstly**, in collaboration with Save Our Street Dogs (“SOSD”) on 16 September 2025, a small group of young lawyers spent an evening unwinding with therapy dogs from SOSD’s Canine Chum programme. **Secondly**, the pilot Peer Support session was held on 23 September 2025 where attendees participated in small-group conversations on burnout, stress, and anxiety in practice, and shared actionable ideas for building a more sustainable career. These conversations were guided by insights from Susan de Silva. The YLC looks forward to developing this Peer Support initiative further and organising other initiatives to assist young lawyers to destress in 2026.

Looking beyond the Junior Bar community in Singapore, the YLC organised its second networking event with AIJA, the International Association of Young Lawyers, on 26 November 2025. The YLC also hosted its first Singapore x Malaysia Young Lawyers Summit on 27 October 2025, where lawyers from both sides of the causeway and Hong Kong came together to exchange ideas, share experiences, and explore collaborative opportunities to shape the next generation of legal practice. The Young Lawyers Summit kicked off with a roundtable discussion between Council of the Law Society, the YLC, the Malaysian Bar Council and the Malaysian Bar’s National Young Lawyers & Pupils Committee (“NYLPC”), and the afternoon comprised a site visit to Pro Bono SG and two interactive panel discussions on pro bono and career pathways. All these culminated in an informal dinner with our foreign delegates.

The YLC also continued to send delegates to attend the Hong Kong Bar Association Young Barristers Conference on 30 and 31 October 2025 and the NYLPC’s Soirée on 22 January 2026.

Besides networking events, the YLC remained active in its contributions to the Singapore Law Gazette.



27 October 2025:
Malaysia-Singapore Young Lawyers Summit



10 October 2025:
Fireside Chat with Ng Jern Fei, KC

Competence

The YLC had the privilege of hosting two fireside chats with two luminaries of the profession.

On 10 October 2025, Ng Jern Fei, KC, engaged participants candidly and shared his reflections on his professional journey, the internationalisation of his practice and his insights on building a meaningful and dynamic career in the law.

On 29 April 2026, the YLC had the privilege of hosting the Honourable the Chief Justice Sundaresh Menon ("Chief Justice Menon") in an intimate fireside chat. Chief Justice Menon shared his candid reflections on the rapidly evolving landscape of legal practice, where artificial intelligence and the internationalisation of practice are driving unprecedented changes, and on how young lawyers can successfully navigate this shifting landscape and prepare themselves for the future, while protecting their well-being and building sustainable careers.

Recognising that soft skills are equally important for young lawyers, the YLC introduced a new "Dinner-and-Learn" concept. On 2 October 2025, the YLC organised a LinkedIn 101 workshop for young lawyers to learn best LinkedIn practices and how to build a professional profile that stands out over dinner.



2 October 2025:
LinkedIn 101 for Young Lawyers

Contribution

The YLC initiated the Young Lawyers Law Mentors Scheme in August 2020, which has been incorporated under the broader Law Society Mentorship Scheme. Present and former YLC members actively support the Law Society Mentorship Scheme as organisers and participants. The YLC also continues to support mentorship through having its members appointed as mentors in the new mentorship scheme or by providing ad-hoc mentors for aspiring mentees who fall outside the scope of the mentorship scheme.

The YLC's efforts to raise awareness on law as a career were not limited to undergraduates. Members of the YLC participated in career talks at Jurong West Secondary School and Yishun Town Secondary School. At these sessions, YLC members shared with students on the role of the Law Society and their personal experiences as young lawyers, in addition to answering questions raised by the students.



2 February 2026:
Career Talk with Jurong West Secondary



26 May 2026:
Student Engagement with Yishun Town Secondary School

Collaborations with the Ministry of Law

The collaboration with the Ministry of Law titled "MinLaw Makan Conversations" has been well received over the last four years. These casual, interactive sessions were designed to give young lawyers a fresh platform to engage with political office holders and key individuals in the Singapore legal system. Participants enjoyed asking questions and hearing the political office holders' candid thoughts about the legal industry and challenges facing Singapore, as well as their personal experiences as practising lawyers. Seven dialogue sessions have taken place since its inception. The 2025 dialogue session hosted by Minister Indranee Rajah on 22 October 2025 was also a collaboration with the National Youth Council ("NYC") and formed part of the NYC's SG Youth Plan engagements. The most recent dialogue session was hosted by Minister Edwin Tong on 14 July 2026. For the first time, practice trainees were invited to attend the 14 July 2026 session with Minister Edwin Tong.



22 October 2025: MinLaw Makan Conversations 2025 with Minister Indranee Rajah "From Legal Associates to Legal Architects: Purpose and Resilience in a Time of Disruption and Uncertainty"

The Law Society's Sustainability Study

The YLC led a study commissioned by the Law Society in 2022. Conducted by Anthro Insights, the study explored the challenges and opportunities that the legal industry had for lawyers in Singapore. Phase II commenced in January 2025, with the release of the profession-wide survey, which closed on 17 February 2025.

The Sustainability Study was published on 23 June 2026.

Prior to the release of the same, Professor Tan Cheng Han, SC, President of the Law Society, commissioned a Task Force to assist Council to consider what further steps may be taken to create a more fulfilling environment for younger lawyers. The work of the Task Force is underway, with YLC representatives on the Task Force.



(Photos credit: Singapore Court)
20 – 21 April 2026: President of the Law Society of Singapore, Professor Tan Cheng Han, SC, giving his speech at the Mass Call Ceremony 2026.

Important Issues for Young Lawyers

In addition to its core goals, the YLC continued its work on various issues which young lawyers hold dear, in hopes of addressing the needs of current and future young lawyers. For example, the YLC has also continued to provide its views in relation to ad-hoc projects or matters pertaining to legal practice.

Recognising that the priorities for young lawyers are evolving, the YLC has collaborated with Accuracy in a panel discussion on 11 August 2026, which included Minister Indranee Rajah, Minister of State Zhulkarnain Abdul Rahim and Marina Chin, SC, on the realities of balancing marriage, parenthood and legal practice. The YLC was also represented at the candid dialogue session organised by the Senior Practitioners Committee on how success has been redefined over the years. This dialogue was held on 21 August 2026.

The YLC also organised a closed-door discussion with Minister Edwin Tong on the Report of the Committee to Review the Regulatory Framework for Law Practices and Collaborations in Singapore on 24 November 2025. The YLC was also involved in a closed-door informal feedback dialogue with Chief Justice Menon on 13 July 2026.

The YLC hopes that these conversations will lay the foundation to address important issues for young lawyers.

Last but not least, the YLC would like to express its gratitude and appreciation to all who have been supportive of its projects and events thus far. We look forward to planning more meaningful activities and events for the Junior Bar community!



14 July 2026: MinLaw Makan Conversation 2026 with Minister Edwin Tong "Beyond the First Seven Years: Mentorship, Milestones and Defining Success"



*29 April 2026:
Fireside Chat with Chief Justice Sundaresh Menon*



Members of the Young Lawyers Committee 2026

COMMITTEE MEMBERS

Darryl Chew Zijie – Co-Chairperson
 Charmaine Yap Yun Ning – Co-Chairperson
 Foo Hsien Weng – Co-Vice-Chairperson
 Shalini Kumar – Co-Vice-Chairperson
 Shaquil Ahmad Woozer – Co-Vice-Chairperson
 Arthur Lim Jun Da – Council Representative
 Mori Ong – Council Representative
 Anthea Choong Hsin Ying
 Arjit Pandey
 Azalea Syazwany Binte Mohamad Khair
 Brendan Lai Hong Sheng
 Chua Shi Jie
 Fan Wai Leong, Benson
 Juliana Lake (Lu Zhixuan)
 Lim Xiang
 Linda Shi Peifeng
 Loh Pei Wen Bernadette Rena
 Ng Li Shan, Iris
 Nico Lee Yin Hao
 Poh Hui-Ying Hannah
 Prashaanth Kumar Rajandran
 See Wern Hao
 V Santhosh
 Wang Si Ying Sarah

SECRETARIAT REPRESENTATIVE

Lee Wei Yan

ENHANCING PROFESSIONAL STANDARDS

3



This report by the Admissions Committee is in respect of the period 1 September 2025 to 31 August 2026 (the “Reporting Period”).

A. The Committee’s Scope of Work

Apart from the Court, there are three key stakeholders involved in the admissions process for persons seeking to be admitted as an Advocate and Solicitor or a Lawyer (Non-Practitioner) in Singapore:

- (a) the Attorney-General’s Chambers;
- (b) the Singapore Institute of Legal Education; and
- (c) the Law Society of Singapore.

Comprising 30 legal practitioners of varying seniorities drawn from firms of different sizes, the Admissions Committee:

- (a) supports the Council of the Law Society with the review and assessment of applications received under the Legal Profession Act 1966 (“LPA”), including those in which the applicant has declared matters which may affect their suitability to practise as a legal practitioner in Singapore; and
- (b) reviews applications for the ad hoc admission of foreign counsel (e.g. King’s Counsel) as well as applications under Section 78 of the LPA.

B. Overview of Reporting Period

Since the implementation of the LNP admissions framework on 1 January 2025, the Admissions Committee has seen an increase in the number of applications received.

The following numbers of applicants were admitted between 1 September 2025¹ and 24 August 2026²:

Lawyer (Non-Practitioner)	Advocate and Solicitor
536	522

C. Case Law Developments

Since the publication of the Law Society’s last annual report, two decisions on admissions-related matters have been released:

- (i) *Re Ariffin Iskandar Sha bin Ali Akbar and other matters* [2025] 4 SLR 887; and
- (ii) *Re Tan Jia Wei Zenn and other matters* [2026] 3 SLR 1613.

Re Ariffin Iskandar Sha bin Ali Akbar and other matters [2025] 4 SLR 887

Background

In three applications for admission in 2023/2024 under the previous admission regime under the Legal Profession (Admission) Rules 2011 (“2011 Rules”), each applicant disclosed prior misconduct in their supporting affidavits, namely, a conviction of criminal defamation and various academic offences of plagiarism.

The stakeholders initially invited the applicants to withdraw their applications, but once the new admission regime under the Legal Profession (Admission) Rules 2024 (“2024 Rules”) took effect, requiring a withdrawal and filing of fresh applications at a later date could mean the applicants would have to re-fulfil their Part B and training requirements. The stakeholders and the applicants therefore proposed that the applications be stayed or adjourned for such period as the Court might deem appropriate.

The Court accordingly dealt with the issue of whether an application for admission to the Singapore Bar could be stayed or adjourned before addressing whether any exclusionary period ought to be imposed in each of the three applications, and if so, of what duration.

(i) The purpose of an exclusionary period

Where the Court determines that an applicant is not yet suitable for admission to the Bar on account of some issue of character, the usual approach is to invite the applicant to withdraw their application and to defer the filing of a future application for a specified period. This is to allow the applicant time to be rehabilitated so that the applicant may take steps to come to terms with and resolve the character issue in question. However, withdrawal is not always a suitable way of effecting an exclusionary period. The Court may dismiss an application to signal its view as to the state of the applicant’s awareness of and engagement with the relevant character issues.

(ii) Power to Stay, Adjourn, or Dismiss

Where an applicant met the substantive requirements for admission under the 2011 Rules but was found unsuitable only after the 2024 Rules took effect, requiring withdrawal and a fresh application would have unintended and unduly onerous consequences, namely, having to retake the Part B examinations and serve a longer 12-month practice training period, with no ability to extend time (since the statutory deadline of 1 October 2024 to seek the Minister’s approval had passed). To avoid this, the Court may instead stay or adjourn such applications rather than requiring withdrawal. There was no statutory impediment that stood in the way of the Court’s power to order a stay in an application for admission to the Bar. In this regard, it was stated that Order 3 r 2(2) of the Rules of Court 2021 vested the Court with power to regulate its own processes to serve the ends of justice, and this extended to staying proceedings.

¹ The start of the Reporting Period.

² The date of the August 2026 Monthly Hearing.

The type of order carries different signalling values: (a) **adjournment or permitting withdrawal** signals that the application should not presently proceed, with the specific choice depending on the length of the period of deferment; and (b) **dismissal of the application** signals that the misconduct is egregious and that the applicant has failed to even begin the journey of reform and rehabilitation. Any adverse consequences on the applicant would be a result of their own inability to grasp the severity of their actions.

(iii) The three-tier framework

The approach for Legacy Cases (i.e. admission cases caught in the transition between the 2011 and 2024 Rules) should mirror, as closely as possible, the approach ordinarily taken in Non-Legacy Cases:

- (1) For relatively short exclusionary periods (generally under 6 months), an adjournment is appropriate.
- (2) For longer exclusionary periods (beyond 6 months and certainly 12 months or more), a stay is appropriate. This is equivalent to the ordinary case where the Court would have permitted the applicant to withdraw the application. A stay of 12 months or more is preferred over an adjournment specifically to avoid the risk of deemed discontinuance under the Rules of Court 2021 (which deems an application discontinued if no step is taken for over a year). Using a stay for longer periods also helps maintain parity in how Legacy Cases are treated relative to Non-Legacy Cases.
- (3) For cases where the Court considers dismissal is warranted, dismissal is to be ordered without any concession on account of the fact that the Court is dealing with a Legacy Case. An applicant unwilling to embark on a course of reform must face the consequences of that choice.

Re Tan Jia Wei Zenn and other matters [2026] 3 SLR 1613

The new two-stage admissions framework created a novel issue.

Unlike under the previous framework (where an AAS applicant's exclusionary period necessarily ran only after completion of the practice training period ("PTP") since PTP completion was a precondition to filing the admission application), an LNP applicant can apply for admission while concurrently serving the 12-month PTP. This raised the question as to when an exclusionary period (if any) was to commence for an LNP applicant.

The AGC and the SILE submitted that the exclusionary period should commence only after completion of the applicant's PTP on the basis that a "protected time-out period" was needed for reflection and rehabilitation. It was also submitted that running the exclusionary period only after the conclusion of the applicant's PTP would provide a "sting" and "impetus" for the applicant to reform.

The Law Society submitted that any exclusionary period imposed by the Court should start to run from the adjournment, withdrawal or dismissal of the relevant LNP application (i.e. from the date of the order). The Law Society emphasised that the purpose of any exclusionary period is not to punish the applicant, but to provide time for the applicant to resolve their character issues and for the stakeholders to regain confidence in the applicant's suitability to be admitted. The Law Society also argued that Section 34(a) of the Legal Profession (Admission) Rules 2024 imposes a responsibility on

supervising solicitors to ensure that each practice trainee under supervision receives adequate training, including matters relating to professional responsibility, etiquette, and conduct. In the premises, the Law Society's view was that should an applicant complete their PTP successfully and without incident, this would be a factor showing their rehabilitation.

The Court agreed with the Law Society. In general, any exclusionary period imposed on an LNP applicant under the new framework should commence from the date of the Court order, regardless of whether the Court adjourns the matter, permits withdrawal, or dismisses the application outright. Where the Court has taken time to consider the matter, the Court may consider backdating the exclusionary period to the date of the original hearing.

D. Rule 25 of the Legal Profession (Admission) Rules 2011: Application for Abridgement of Time

There were nine applications for abridgement of time during the Reporting Period.

E. Section 78(1) of the LPA: Application for Employment or Remuneration of Certain Persons by Solicitor

There was 1 new application during the Reporting Period.

F. Section 15 of the LPA: Ad hoc Admissions of King's Counsel

There were no new applications during the Reporting Period.



Admissions Committee 2026

COMMITTEE MEMBERS

Sanjiv Kumar Rajan – Chairperson
 Saw Seang Kuan – Vice-Chairperson
 Darryl Chew Zijie – Council Representative
 Christopher Anand s/o Daniel
 Chan Hian Young
 Kenneth Lim Tao Chung
 Jaikanth Shankar
 Renaro Daniel Ezra Bunyamin
 Matthew Gearing, KC
 Brinden Anandakumar
 Tham Wei Chern
 Fatim Jumabhoy
 Davis Tan Yong Chuan
 Michael Lukamto
 Jasmine Quek Hui Kee
 Lim Min
 Kiran Makwana
 Tan Kah Wai
 Jaime Lye May-Yee
 Darrell Low Kim Boon
 Keith Han Guangyuan
 Gerard Quek Wen Jiang
 Pradeep G Pillai
 Michael Anthony Palmer
 Glenna Liew Min Yi
 Gregory Xu Weicheng
 Akesh Abhilash
 Sim Chong
 Kawal Pal Singh
 Kent Chen Sixue

SECRETARIAT REPRESENTATIVE

Melanie Tien
 Sivaranjani Kannappa

This report is in respect of the period 1 September 2025 to 31 August 2026.

1. Anti-Money Laundering/Countering the Financing of Terrorism/Counter-Proliferation Financing (“AML/CFT/CPF”) Webinars and Training

In February 2026, Alvin Chen presented on the AML component at the Legal Practice Management Course, a mandatory course for all new partners, directors and sole proprietors of Singapore law practices.

On 12 May 2026, the Committee organised a webinar, “*The 2026 Anti-Money Laundering Roadmap: Strengthening Firm Infrastructure and CDD Strategies* webinar”. The programme lineup featured presentations on “*Risk-Based Due Diligence in a Digital World*” by Committee Member Grace Chong, “*STR Obligations & Tipping-Off*” by Alvin Chen and “*Guidance on Analysis of Client Risk, Material Red Flags, SOW, Ongoing Monitoring and STR Filing Timeline*” by Herman Lee, Deputy Director, AML/CFT Division, Ministry of Law. The panel discussion was moderated by Chairperson Andy Yeo.

On 19 August 2026, the Committee organised another webinar, “*AML/CFT/CPF in Practice: Managing Client Risk, Red Flags and Reporting Obligations in Today’s Legal Landscape*”. Vice-Chairperson Marianne Lim spoke on “Red Flags in Practice – Transactional, Corporate, Real Estate and Private Client Scenarios” while Committee Member Cheryl Chong moderated the panel discussion at the webinar. The other co-presenters were Terence Tan, Director, Drew & Napier LLC, and representatives from the Ministry of Law and the Suspicious Transaction Reporting Office.

The AML Online E-Learning Programme is currently undergoing a revamp to reflect updates to the relevant legislation and regulatory framework.

2. Financial Action Task Force and Asia Pacific Group on Money Laundering (“FATF/APG”) 5th Round of Mutual Evaluation of Singapore

In May 2026, the FATF/APG published the Mutual Evaluation Report of the on-site assessment of the effectiveness of Singapore’s AML/CFT/CPF measures that was conducted in July 2025. Singapore was placed in regular follow-up, which is the process for FATF members that have done well. This represents an improvement over Singapore’s 4th round results in 2016, despite the significantly enhanced FATF Standards. In April 2026, the Committee met with representatives from the ACD of the Ministry of Law to discuss the findings of the FATF Mutual Evaluation Report on Singapore and follow-up actions.

3. Update of Council’s Practice Direction 3.2.1 on Prevention of Money Laundering, Financing of Terrorism and Proliferation Financing (“PD 3.2.1”)

In line with the 2025 amendments to the Legal Profession (Prevention of Money Laundering, Financing of Terrorism and Proliferation Financing) Rules 2015 which came into operation on 1 July 2025, the updated PD 3.2.1 was published on 6 October 2025.

The updated PD 3.2.1 is available on the Law Society’s AML Resources webpage.

The revisions also include updated samples of the Client Due Diligence (“CDD”) Checklist Template, Ongoing CDD Checklist Template and Firm-Wide Risk Assessment Template.

A briefing was held on 27 October 2025 to assist members to understand the updated PD 3.2.1 and the sample templates.

4. Outreach and Stakeholder Engagement

In July 2026, Vice-Chairperson Marianne Lim contributed an article titled “*Beyond the Checklist: Identifying Red Flags in Practice*” in the Singapore Law Gazette. The article provided guidance on identifying and evaluating red flags in practice and the obligations regarding Suspicious Transaction Reporting (“STR”). During the reporting period, the Committee also provided guidance on several AML-related queries from legal practitioners.

To keep practitioners informed on evolving AML requirements, the Law Society regularly shares guidance and regulatory alerts through its digital news channel. Throughout the reporting period, some of the key updates that were disseminated to members were as follows:

- changes to the countries that were placed on FATF’s grey and blacklists;
- newly added individuals and entities under MAS targeted financial sanctions;
- revised Alert List which sets out the names and other identification details of persons who are known to have been involved in terrorism or terrorism financing related activities;
- FATF Publications: Horizon Scan on AI and Deepfakes, Targeted Report on Stablecoins and Unhosted Wallets;
- Setting up a SONAR account/Filing a Suspicious Transaction Report/MAS mailing list subscription;
- Training Videos on Proliferation Financing and filing STRs

The Committee also engages with external stakeholders, including relevant regulators and industry bodies, to understand regulatory expectations, obtain feedback, and stay informed of emerging regulatory developments. In July and August this year, the Committee met with the ACD, Ministry of Law to discuss AML/CFT requirements and regulatory expectations.

The Committee will continue to actively collaborate with essential stakeholders to promote the establishment of partnerships, enhance learning opportunities, and facilitate the sharing of best practices to ensure adherence to the applicable international AML/CFT standards.

COMMITTEE MEMBERS

Andy Yeo Kian Wee – Chairperson
Marianne Lim Ai Min (Lin Aiming) – Vice-Chairperson
Blossom Hing Shan Shan, SC – Council Representative
Akesh Abhilash
Cai Songde
Charis Low Jia Ying
Chen Jianhao Kennedy
Chong Xue Er Cheryl
Chuang Keng Chiew
Grace Chong Siew Lin
Khoo Kiah Min, Jolyn
Selina Chin Bau Tze
Wong Wan Kee Stephania
Yong Jia-an, Ira

SECRETARIAT REPRESENTATIVE

Alvin Chen
Johanna Yeow
Jeffrey Michael Ang

This report by the Solicitors' Accounts Rules Committee is in respect of the period 1 September 2025 to 31 August 2026 (the "Reporting Period").

The Solicitors' Accounts Rules Committee (the "Committee") provides guidance to the Council of the Law Society and members on the interpretation and application of all rules made under Sections 72 and 73 of the Legal Profession Act 1966 concerning the Legal Profession (Solicitors' Accounts) Rules (the "SAR").

The Committee is chaired by Darius Tay Kang-Rui, with Chitra Balakrishnan and Nicholas Poon Guokun serving as Co-Vice-Chairpersons.

During the Reporting Period, the Committee received a diverse range of queries from legal practitioners and law practices regarding their professional obligations under the SAR. These included queries on online digital payments, the operation and management of client accounts, including withdrawals from client accounts, client account signatories, and other matters relating to compliance with the SAR.

In responding to these queries, the Committee directed enquirers to the relevant provisions of the SAR, applicable Practice Directions and other guidance materials, and reminded practitioners of the relevant considerations to take into account to meet their professional obligations.

The Committee will continue to guide and support the profession in these matters.

COMMITTEE MEMBERS

Darius Tay Kang-Rui – Chairperson
Balakrishnan Chitra – Co-Vice-Chairperson
Nicholas Poon Guokun – Co-Vice-Chairperson
Samuel Chacko – Council Representative
Cheah Saing Chong
Pryke Gary Allen
Tham Lijing

SECRETARIAT REPRESENTATIVE

Alvin Chen

INQUIRIES INTO INADEQUATE PROFESSIONAL SERVICES

This report covers complaints received by the Law Society of Singapore (the “Society”) under Section 75B of the Legal Profession Act (the “Act”). Briefly, clients can make a complaint under Section 75B of the Act (the “Complaint”) if they believe that a lawyer has failed to meet professional standards as prescribed in the Legal Profession (Professional Conduct) Rules.

The preliminary requirements (the “Requirements”) which must be satisfied for the Complaint are, *inter alia*: the Complaint must be made within three years of the conduct occurring; there must exist a solicitor-client relationship between the complainant and the lawyer; and the complainant must have attempted to resolve the issue directly with the lawyer. Clients can also make a complaint under Section 75B of the Act against a foreign solicitor who practises in a Joint Law Venture, a Qualifying Foreign Law Practice, or a licensed foreign law practice.

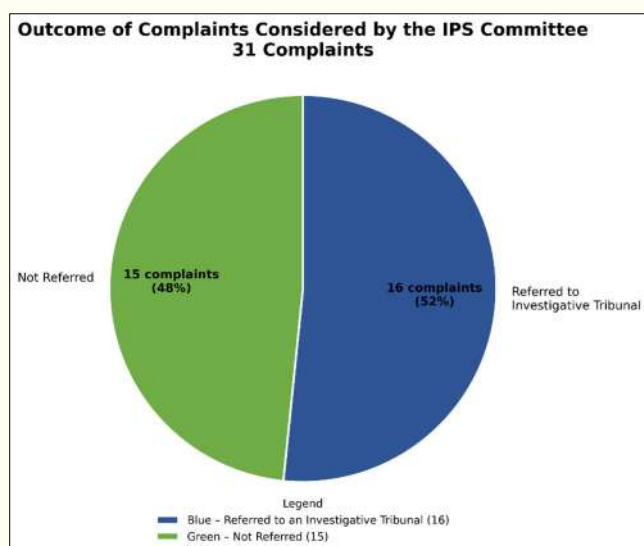
When a complaint has met the Requirements, the IPS Committee will consider the merits of the complaint and make its recommendation to the Council. The Council will in turn deliberate on the complaint and either decide not to refer the complaint for inquiry by an Investigative Tribunal, or decide to refer the complaint (whether in full or in part) for inquiry by an Investigative Tribunal.

Thereafter, Council is required to ascertain whether a complainant consents to mediation of the complaint, and where a complainant does not opt for mediation, or where mediation is unsuccessful, the Council shall appoint an Investigative Tribunal (“IT”) to investigate the complaint and provide Council with its Report for Council’s consideration.

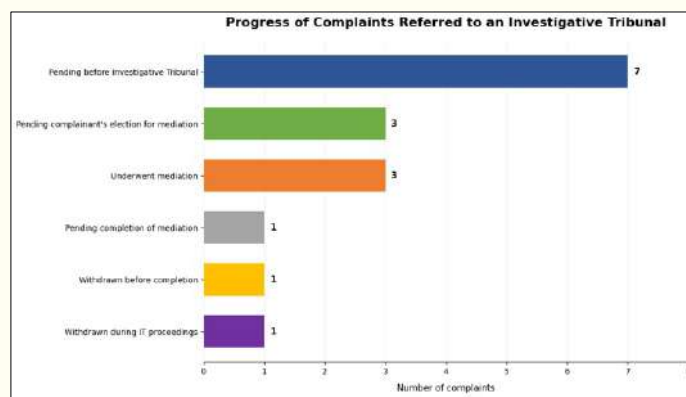
Matters considered by the IPS Committee

The IPS Committee considered 31 IPS complaints during the operational period from 19 July 2025 to 18 July 2026.

The breakdown of the 31 IPS complaints considered by the IPS Committee during this period is as follows:



The bar chart below sets out the status of the 16 complaints that were referred for inquiry to an IT.



Investigative Tribunal proceedings

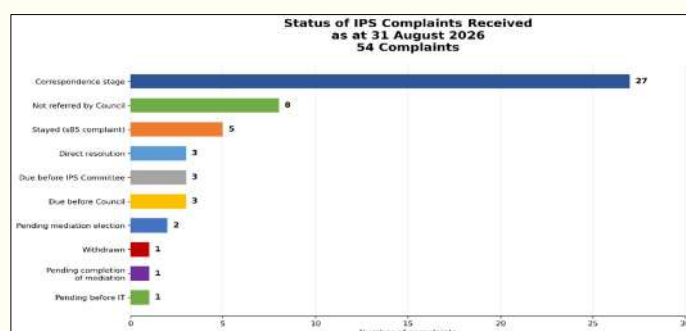
During the period of 1 September 2025 to 31 August 2026, 10 ITs were appointed by Council in accordance with Rule 6(1) of the Legal Profession (Inadequate Professional Services Complaint Inquiry) Rules.

From these 10 ITs, 4 have completed their inquiry and/or reported their findings to Council, and a summary of their findings is below.

- 1 IT completed their inquiry after the complainant had withdrawn the complaint and Council elected not to direct the IT to continue the inquiry, pursuant to Rule 6(10) of the Legal Profession (Inadequate Professional Services Complaint Inquiry) Rules.
- Pursuant to the reports of 3 ITs, Council took directions with respect to the respondent solicitors in accordance with paragraph 2 of the Second Schedule to the Act.

IPS complaints received by the Society

The statistics below distinguish between complaints considered by the IPS Committee during the reporting period and all complaints received by the Society during the operational period of 19 July 2025 to 18 July 2026. The Society received **54** IPS complaints during that period. The status and/or outcome of the **54** IPS complaints are represented below.



SERVING THE COMMUNITY

4



The Council administers the Compensation Fund (the “Fund”) that provides grants to reduce or mitigate loss suffered by any person in consequence of the dishonesty of a lawyer in connection with his/her practice in Singapore or any trust in Singapore of which the lawyer is a trustee. Such grants may also be made to compensate for loss as a result of the dishonesty of an employee of a law practice in the course of his/her employment. The Fund is administered under the terms of Section 75 of the Legal Profession Act and the Legal Profession (Compensation Fund) Rules.

Every practising member of the Law Society contributes an annual sum of \$100 per year to the Fund when he/she renews his/her full-time practising certificate. Those applying for a Practising Certificate after 1 October contribute a sum of \$50 to the Fund.

In relation to five (5) applications received in 2025, three (3) applications were considered by the Committee and rejected by the Council of the Law Society (the “Council”), on the basis that there was no documentary proof or that there was dishonesty established on the part of the lawyer(s) concerned, one (1) application was considered by the Committee and allowed in part by the Council, on the basis that there was no dishonesty established on the part of the lawyer(s) concerned, and one (1) application was withdrawn by the applicant before it was considered by the Committee.

In relation to two (2) applications received in 2026, one (1) application was considered by the Committee and rejected by the Council of the Law Society (the “Council”), on the basis that there was no documentary proof that the dishonest acts by the lawyer(s) concerned had resulted in the alleged loss of the applicant, and one (1) application is pending before the Committee.

COMMITTEE MEMBERS

Aziz Tayabali Samiwalla – Chairperson
Tan Jee Ming – Vice-Chairperson
Lau Kah Hee – Vice-Chairperson
Ivan Lee Chin Seon – General Secretary
Phoon Wuei – Council Representative
Amanda Chen Yi-Tseng
Dr Qiu Yang
Loh Yu Chin, Deborah
Tan Kay Kheng

SECRETARIAT REPRESENTATIVE

Rachel Lam

Introduction

The Professional Indemnity (“PI”) Committee of the Law Society of Singapore is pleased to present its annual report for the period from 1 September 2025 to 31 August 2026. This report outlines the activities, achievements, challenges faced, and future plans of the Committee in fulfilling its mandate to oversee the professional indemnity insurance scheme for legal practitioners in Singapore.

As previously mentioned in the Annual Report of 2025, Marsh, being the successful tenderer, is now in its third year as the insurance broker responsible for the placement and administration of the Compulsory Professional Scheme (the “Scheme”) year which expires on 31 March 2027.

The Scheme’s brokers continued to play a critical role in safeguarding the Law Society’s Professional Indemnity Insurance (“PII”) Scheme by working closely with insurers to secure competitive premiums and maintain comprehensive cover for members. Their expertise and market engagement have been instrumental in ensuring the Scheme remains stable and sustainable.

This achievement is particularly noteworthy given the unprecedented 99-1 conveyancing professional negligence claims against practitioners. Such claims would ordinarily have resulted in higher premiums or more restrictive policy terms. Instead, the brokers’ effective negotiations and strong insurer relationships helped preserve the Scheme’s value and stability for members.

These outcomes were achieved against a backdrop of inflation, rising claims and defence costs, and a challenging underwriting market. The brokers’ professionalism, technical expertise and strong insurer relationships have been key factors in preserving the affordability and long-term resilience of the Scheme.

Hence, the premium remained the same as in 2025/2026. The No Claims Discount off the standard premium table also remains unchanged from the expiring 2025/2026 premium. The insurers will continue to contribute 2% of the primary premium to the Education Fund for the year 2026/2027.

The Scheme insurers for the 2026/2027 policy year and their participation and credit ratings remain the same as in the preceding year, which are as follows:

Renewal Updates			
Insurers Selection			
Insurers	Policy Structure	Participation	Financial Strength
MS First Capital Insurance Limited	Fronting Insurer / Direct Insurer	100%	A.M. Best : A+ (Stable)
QBE Insurance (Singapore) Pte Ltd	Reinsurer	13%	Standard & Poor's: A+ (Stable)
MSIG Insurance (Singapore) Pte. Ltd.	Reinsurer	10%	Standard & Poor's: A+ (Stable)
India International Insurance Pte Ltd	Reinsurer	19%	Standard & Poor's: A-

Data Storage

As of the date of this report, the Committee and the Secretariat are nearing the completion of the transfer and consolidation of existing and historical data files from Lockton, the previous brokers. This ongoing handover remains resource-intensive and is being handled with care to ensure minimal disruption to the administration of the Scheme and the claims handling. Steps are also being taken for the Law Society to take possession of and safeguard the historical claims data for data analytics processing and further tender exercises.

Committee Membership

The Committee during the reporting period comprised:

Name	Designation
Ong Lee Woei	Chairperson
Tang Jin Sheng	Co-Vice-Chairperson
Manoj Belani	Co-Vice-Chairperson
Rachel Lam	Secretariat Representative
Lim Seng Siew	Council Representative
Mohamed Ibrahim s/o Mohamed Yakub	Member
Ooi Huey Hien	Member
Alvin Ee Chin Liang	Member
Carren Thung Qiaolin	Member
Sharon Lin Huiyin	Member
Grace Kwek Joo Lee	Member

In line with broadening the Committee’s expertise and strengthening the quality of its deliberations and decision-making, the Committee continues to welcome volunteers from both within and outside the insurance industry. Given that claims experience is shaped by legal practice as much as insurance considerations, the Committee particularly encourages participation from conveyancing practitioners and lawyers from other areas of practice, whose practical insights can contribute meaningfully to risk management, claims prevention and the continued development of the Professional Indemnity Insurance Scheme.

These members bring valuable insights from other highly specialised practice areas and significantly enhance the depth, diversity and strength of the Committee’s deliberations. This Committee would like to extend a note of appreciation to Ms Lina Chua for her contributions in assisting us in the deliberations on the 99-1 and other conveyancing issues.

Key Activities and Achievements (non-exhaustive)

1. Policy Review and Recommendations:

- Conducted regular reviews of the PII policy framework to ensure alignment with rapidly evolving legal and regulatory landscapes.
- Made recommendations for enhancements to coverage and policy terms, reflecting feedback from stakeholders and industry best practices.
- Updated agreement for extension of Marsh's extension as broker.
- Set up and put in place a protocol to manage and address situations involving real or perceived conflicts of interest which may potentially arise regarding impartiality and in line with the objective of maintaining the integrity of our processes.

2. Claims Management:

- Monitored and managed claims reported under the PII Scheme, providing timely adjudication and support to affected practitioners.
- Implemented measures to streamline claims processing and improve efficiency in handling disputes.

3. Stakeholder Engagement:

- Marsh had in conjunction with other committees arranged seminars, workshops, and webinars in conjunction with other stakeholders to educate members on PII coverage, risk management, and emerging legal issues, using more data analytics, which are set out below.
- Enhanced communication channels to foster greater engagement with law firms, insurers, and regulatory authorities.
- As part of risk management initiatives, this Committee has partnered with Marsh to deliver presentations providing a comprehensive overview of the PII for members throughout the year. These sessions include speaking engagements at the Legal Practice Management Course, Litigation Conference, and Day of Conveyancing Highlights.
- Marsh's presentations cover the key aspects of the PII, including the scope of coverage, the types of claims that are covered and excluded, and the critical importance of timely notification of claims given the "Claims Made" basis of the PII. In addition, Marsh has been asked to present case studies and common claims scenarios to illustrate potential pitfalls in different areas of legal practice and the consequences of late notification of claims.
- Overall, these sessions listed below serve to help members better understand how to mitigate risks associated with their legal practice and ensure they are adequately protected:

1. Legal Practice in the AI Era conducted on 2 February 2026;



Legal Practice in the AI Era conducted on 2 February 2026



Legal Practice Management Course conducted on 4 February 2026



Litigation Conference 2026, Session 5B: A Survey of GenAI Tools for the Litigator, conducted on 22 April 2026

2. Legal Practice Management Course conducted on 4 February 2026;
3. Litigation Conference 2026, Session 5B: A Survey of GenAI Tools for the Litigator, conducted on 22 April 2026;
4. Certificate in Legal Secretarial Skills 2026 conducted on 1 July 2026; and
5. Day of Conveyancing Highlights 2026 conducted on 9 July 2026.

4. Financial Oversight:

- Maintained prudent financial oversight of the PII fund, ensuring adequate reserves to meet potential liabilities.
- Reviewed actuarial assessments and financial projections to support sustainable premium pricing.

5. Policyholder Support:

- Offered guidance and support to policyholders on risk mitigation strategies and compliance with PII requirements.
- Facilitated access to resources and information to assist members in understanding their coverage and obligations.

Challenges Faced

During the reporting period, this Committee encountered several challenges:

- **99-1 Schemes Conveyancing Claims:** As mentioned in the previous reports, the Committee is still closely monitoring and managing emerging legal risks, particularly the rise in 99-1 negligence claims. These claims, often involving disproportionate liability risks for minority stakeholders in conveyancing matters, pose unique legal and insurance challenges and have taken a substantial portion of Committee work and time. The claims are gradually maturing as more and more claims are made against the Master Policy. The Committee continues to adopt a measured and vigilant approach in addressing and mitigating these risks, in consultation with stakeholders, regulatory authorities and insurers.
- **Increasing Claims Frequency:** Addressed a rise in claims frequency due to the above.
- **Recurring Complex Legal Issues:** General economic uncertainties due to the evolving nature of our profession and the challenges posed by cybersecurity and the advent of use of more euphemistically termed “artificial intelligence”.
- **Market Dynamics:** Responded to fluctuations in the insurance market affecting premium rates and coverage availability. Because of the potential challenges faced by reason of the 99-1 claims, the Committee is taking a conservative approach in managing the risks, and has secured the same premium for the 2026/2027 policy year.

Future Directions

Looking ahead, the PII Committee reiterates as in the previous report to:

- **Enhance Risk Management:** Develop tailored risk management tools and resources for legal practitioners.
- **Promote Professional Development for PII members:** Expand educational offerings to support continuous professional development in risk management and ethics, best practices in procurement, especially in tendering, and secondment opportunities with insurance brokers, insurers and reinsurers to build Committee members’ expertise.
- **Advance Stakeholder Collaboration:** Strengthen partnerships with insurers, regulators, and legal associations to uphold the integrity of the PII Scheme.
- **Innovate and Adapt:** Embrace technological advancements to improve claims processing efficiency and service delivery.

Acknowledgements

We would like to extend our heartfelt gratitude to all Committee members present and past for their dedication and hard work. Special thanks to our Secretariat for their unwavering support and to all members of the Law Society for their trust and co-operation.

Conclusion

In conclusion, the PII Committee remains committed to upholding the highest standards of professional indemnity insurance for legal practitioners in Singapore. We extend our appreciation to our members, stakeholders, and the Law Society of Singapore for their ongoing support and collaboration. We look forward to continuing our work in safeguarding the interests of our members and maintaining the trust of the legal community.



Members of the PII Committee 2026, with representatives from the Secretariat and Marsh

COMMITTEE MEMBERS

Ong Lee Woei – Chairperson
Tang Jin Sheng – Co-Vice-Chairperson
Manoj Belani – Co-Vice-Chairperson
Lim Seng Siew – Council Representative
Mohamed Ibrahim s/o Mohamed Yakub
Ooi Huey Hien
Alvin Ee Chin Liang
Carren Thung Qiaolin
Sharon Lin Huiyin
Grace Kwek Joo Lee

SECRETARIAT REPRESENTATIVE

Rachel Lam

ACKNOWLEDGEMENTS

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ACKNOWLEDGEMENTS

The Law Society is grateful for the support of the following law practices and organisations whose partners, directors, associates, legal officers and legal counsel have contributed their time and effort to carry out the work of the Law Society:

- 1forAll Law LLC
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- DBS Bank Ltd
- De Souza Lim & Goh LLP
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- Kith & Kin Law Corporation
- KPMG Services Pte. Ltd.
- Kyndryl
- Lamb Weston International Private Limited
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- Tan Kok Quan Partnership
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- Syariah Court
- Family Justice Courts
- Attorney-General's Chambers
- Singapore Academy of Law
- Singapore Institute of Legal Education
- Ministry of Law
- Ministry of Culture, Community and Youth
- Ministry of Social and Family Development
- Ministry of Home Affairs
- Other Government Ministries and Statutory Boards

PRO BONO SG

6





JUSTICE FOR ALL

Annual Report
FY2025/26

Heart of Pro Bono



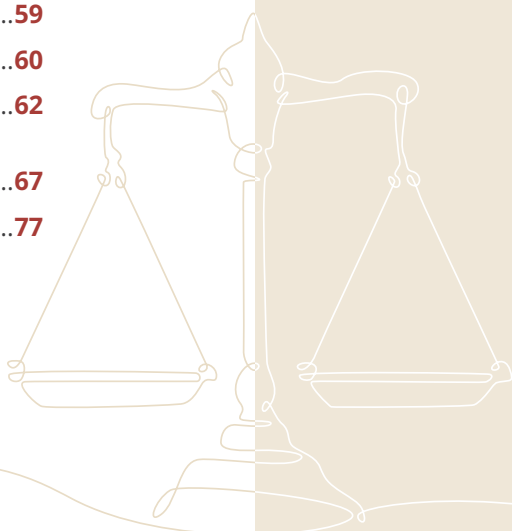
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Corporate Information

Pro Bono SG (PBSG) is a Singapore-registered charity with an Institution of a Public Character (IPC) status which aids the needy and vulnerable so that all may have access to justice in Singapore. We enable access to justice to the needy and vulnerable through legal awareness, guidance and representation.

Once a department within The Law Society of Singapore (LSS), we incorporated as a company limited by guarantee in 2017 with LSS as our sole member. Formerly known as Law Society Pro Bono Services, we renamed as Pro Bono SG in 2022 to reflect the commitment of all in Singapore to embrace our mission of doing good in the community.



UEN Number:	201700430E
Date of Charity Registration:	31 March 2017
IPC Period:	1 April 2025 - 31 March 2028
NCSS Full Member:	Since 1 April 2017
Auditor:	Baker Tilly TFW LLP
Bankers:	Oversea-Chinese Banking Corporation Limited and Bank of East Asia
Headquarters:	1 Havelock Square, #B1-18, State Courts, Singapore 059724
North East Branch:	Community Law Centre @ Tian De Temple, 109 Hougang Ave 5, Singapore 538817
North West Branch:	Community Law Centre @ Realm of Tranquility, 547 Woodlands Drive 16, #01-177, Singapore 730547
Migrant Workers' Law Centre@MWC:	Migrant Workers' Centre, 579 Serangoon Road, Singapore 218193
Transnational Family Care Centre @ SCC:	South Central Community Family Service Centre, 5 Delta Ave, #01-09 Block 5, Singapore 160005
Phone:	6536 0650
Email:	help@probono.sg
Website:	www.probono.sg



For more information, please refer to
<https://www.probono.sg/contact-us/>

About Us

Our Vision

Justice For All

Our Mission

Enabling access to justice for the vulnerable and disadvantaged through legal awareness, advice and advocacy.

Our Objectives

We work to:

1. develop and ensure a just and efficient system for the provision of pro bono legal services in Singapore;
2. coordinate the provision of civil, criminal and community pro bono legal services with various agencies;
3. recruit, train and manage volunteers from the legal fraternity and beyond for the provision of pro bono services;
4. identify areas of need in the community for pro bono legal services; and
5. protect and assist the public on matters of the law relevant to their lives, particularly through programmes to develop public legal literacy.

Strategic Planning and Impact Evaluation

The Board periodically reviews and approves the vision and mission to ensure Pro Bono SG stays relevant to its changing environment and needs. The Board also sets aside time to review and update the organisation's strategic roadmap to achieve the organisation's charitable purposes.

Pro Bono SG started an impact evaluation division within its CEO's Office, as well as an Impact Evaluation Working Group, to develop a comprehensive impact measurement framework, monitor and better articulate the outcomes and impact of Pro Bono SG's services.

Pro Bono SG documents its plan for building capacity and capability, including in its work plans and budget, which are monitored by the Board throughout the year. This includes areas such as training for the Board, Management and staff; digital transformation; and collaborating with other organisations to enhance capabilities through shared expertise and resources.



Our Year At a Glance

16,672

individuals and community
organisations impacted
across all programmes

Awareness:
10,066

Guidance:
4,857

Representation:
1,749*

* All applicants received basic legal advice and were also referred to additional resources in the course of applying for legal assistance with Pro Bono SG.

Chairman's Message

2026 is a meaningful year for Pro Bono SG as Singapore commemorates SGLaw200 – the bicentennial commemoration of Singapore's modern judicial and legal system. Our legal system and the Rule of Law have been fundamental to Singapore's development, driving our economic growth, ensuring public safety, maintaining racial and religious harmony, and supporting our key social policies.

As we reflect on this milestone, we are reminded that the strength of the Rule of Law is ultimately measured not only by the laws and institutions that uphold it, but by how accessible it is to the people it serves.

This is where the work of Pro Bono SG has an important role to play. Legal issues are often closely intertwined with the social and personal circumstances people face, particularly for vulnerable individuals and communities. Access to justice therefore requires more than legal assistance alone. It requires strong partnerships across the legal and social service sectors, as well as efforts to bring legal knowledge and support closer to the communities that need them.

In FY2025/26, over 16,000 individuals and community organisations were empowered across all our programmes, reflecting the collective efforts of our staff, volunteers, partners and supporters. Our work spans legal awareness and education, community-based legal services, legal representation and support



"In FY2025/26, over 16,000 individuals and community organisations were empowered across all our programmes, reflecting the collective efforts of our staff, volunteers, partners and supporters."

for non-profit organisations. Together, these efforts aim to help people understand their rights, navigate legal challenges and access the support they need.

SGLaw200 also highlighted our shared responsibility in strengthening access to justice. Pro Bono SG's contribution lies in bringing together the legal profession, social service sector and community partners to address barriers to justice. In FY2025/26, we continued to build these connections by creating platforms for volunteering, knowledge-sharing and collaboration through roundtables, webinars and **Pro Bono Weeks**, inspiring more members of the legal profession to contribute their skills in service of the community. We also expanded community-based legal support and deepened our partnerships across the social service sector, recognising that many of the challenges people face sit at the intersection of legal and social needs.

As we approach our 20th anniversary in 2027, the role of Pro Bono SG has grown beyond providing legal assistance. We have become a platform through which the legal profession, community organisations, social service agencies, educational institutions and other partners can work together to address barriers to justice. At the same time, we help strengthen the profession's capacity to contribute through training, equipping lawyers with the skills and perspectives to serve communities effectively. This broader ecosystem is increasingly



“As we approach our 20th anniversary in 2027, the role of Pro Bono SG has grown beyond providing legal assistance. We have become a platform through which the legal profession, community organisations, social service agencies, educational institutions and other partners can work together to address barriers to justice.”

important as the challenges faced by individuals and communities become more complex and interconnected.

The year ahead will bring new opportunities to build on this strong foundation. We will continue to strengthen community-based services, develop our volunteer network and work with partners to reach those who may face difficulties in accessing legal support. At the same time, we must remain open to new approaches, including the responsible use of technology, while ensuring that human judgement and compassion remain at the heart of our work.

I am grateful to our volunteers, partners and supporters for the commitment they have shown to Pro Bono SG. Their contributions demonstrate that access to justice is a shared responsibility, and that meaningful progress is possible when we work together.

As we mark 20 years of Pro Bono SG, we celebrate not only how

far we have come, but also the collective effort that has brought us here. I look forward to continuing this journey with our community as we work towards a future where justice is within reach for all.



Dinesh Dhillon
Chairman

CEO's Message

Dear Friends and Supporters,

FY2025/26 was a year of continued growth and development for Pro Bono SG. We expanded our reach, strengthened our community partnerships and developed new ways of responding to the increasingly complex needs of the communities and organisations we serve.

A key focus was bringing legal support closer to where people live, work and seek help. We launched the **Migrant Workers' Law Centre (MWLC)** at Serangoon Road in partnership with NTUC's Migrant Workers' Centre, creating a dedicated space migrant workers can access specialised legal support. We also renewed our partnership with Tian De

within the community. Through our **Non-Profit Legal Services**, we established touchpoints at Temasek Shophouse and The Foundry, bringing legal support to the wider social impact ecosystem. Through **Legal Clinics, Legal Health Checks** and **Lunch and Learn** sessions, we helped charities, social enterprises and other non-profit organisations identify and address legal and governance issues, providing guidance and more extended legal assistance where needed so they

Arts Council's Arts Resource Hub similarly expanded access to practical legal knowledge and support for self-employed arts practitioners. These initiatives reflect our efforts to respond to different forms of need while working with partners who bring valuable knowledge, network and expertise.

The breadth and depth of this work is made possible by the people who contribute their time, expertise and resources to Pro Bono SG. Our volunteers, partners, donors and supporters enable us to deliver our services, develop new initiatives and respond to emerging needs. Their continued support is essential as we seek to strengthen and sustain our work.

We also recognise that supporting our volunteers is an important part of building a strong and sustainable pro bono ecosystem. Through **PBSG Academy**, we continued to provide training and knowledge-sharing opportunities for volunteers and the wider legal profession, including the **CLAS Training Programme** and **Community Law Training Programme**. These programmes equip lawyers with practical knowledge and help build a stronger pool of practitioners ready to contribute to pro bono work. We also introduced **Wellness Buddies**, a peer-to-peer support network for volunteer lawyers, giving them a space to connect, share experiences and support one another. At the same time, we will continue to explore how technology and AI can be used responsibly to improve our services and organisational effectiveness,



“As the needs of the communities around us continue to evolve, so too must our services and partnerships.”

Temple through a 10-year MOU, reaffirming our commitment and the value of bringing community-based legal services into trusted spaces. Together with our other community touch points, these partnerships allow us to better understand the needs of different vulnerable communities and provide support in ways that are more accessible to them.

This approach also shaped how we supported organisations working

could focus on their missions and the communities they serve.

As the needs of the communities around us continue to evolve, so too must our services and partnerships. The establishment of the **Inclusive Justice Law Centre**, with support from the Rao Family Foundation, will enable us to develop more holistic support for individuals with invisible disabilities and their caregivers. Our collaboration with the National



**"Our focus remains clear:
to strengthen community-
based legal support, deepen
partnerships across the legal
and social service sectors,
and be a trusted organisation
that is equipped to respond
to the changing needs of the
communities we serve."**

while ensuring that our work remains grounded in empathy, professional judgement and the needs of the people we serve.

As we approach our 20th anniversary, we will continue to build on these foundations. Our focus remains clear: to strengthen community-based legal support, deepen partnerships across the legal and social service sectors, and be a trusted organisation that is equipped to respond to the changing needs of the communities we serve.

Tanguy Lim
CEO

Year's Milestones

12 April 2025

Launch of Migrant Workers' Law Centre (MWLC)

The launch of the **Migrant Workers' Law Centre (MWLC)**, a joint initiative by the Migrant Workers' Centre and Pro Bono SG, marks a significant step forward in strengthening access to justice for migrant workers in Singapore. By providing structured, on-site legal support, the centre enables faster and more coordinated assistance for workers facing issues such as workplace injuries, salary disputes, repatriation matters and scams.



17 May – 28 June 2025

Green Justice for Sustainable Communities Eco Tour

Pro Bono SG partnered with Woodlands Botanical Garden to organise the **Green Justice for Sustainable Communities Eco Tour**, supported by the SG Eco Fund as part of Go Green SG. Held over seven Saturdays, the experiential programme enabled participants to explore the intersection of law and the environment, gaining a deeper understanding of environmental regulations and the role individuals can play in supporting conservation and sustainability efforts in Singapore.



1 July 2025

Non-Profit Legal Services (NLS) at The Foundry

To strengthen support for the social impact sector, Pro Bono SG established a new touchpoint at The Foundry, a collaborative hub for non-profits and social impact organisations. This milestone enables us to engage the community more closely and provide timely legal support and legal literacy initiatives. During the year, we also rebranded AssistNPOs as **Non-Profit Legal Services (NLS)**, creating a clearer and more accessible gateway for charities, social enterprises, ground-up initiatives and other non-profit organisations to access legal assistance.



30 July 2025

People's Association Community Spirit Merit Award

Pro Bono SG received the **People's Association Community Spirit Merit Award** in recognition of our longstanding partnership with the Community Development Councils (CDCs) and community partners. Since 2014, we have been providing accessible legal guidance through a network of Community Legal Clinics across all five districts and raising legal awareness through **Law Awareness Weeks@CDC**.



7 August 2025

Launch of Wellness Buddies Programme

To support volunteer well-being, the **Wellness Buddies Programme** was rolled out to offer peer support for our volunteer community. The initiative provides a platform for volunteer lawyers to foster meaningful one-to-one connections, access encouragement and practical guidance, and share experiences with fellow volunteers who understand the unique demands of balancing legal practice with pro bono service.



20 September 2025

Law Awareness Weeks@CDC 2025

LAW@CDC, a nationwide initiative jointly led by the five CDCs and Pro Bono SG and supported by a network of partners, promotes legal awareness by educating residents on key community legal issues. The launch of the Access to Justice Community Co-Lab reflected this edition's theme, *Let's Connect, Contribute and Care for our Community*, giving students and the wider community an opportunity to co-create solutions that address community legal needs.



Year's Milestones

2 October 2025

Communities of Good – Finalist

The **Communities of Good Award** recognises charities and ground-up initiatives that have been exemplary in leveraging networks and community-driven solutions to enable giving and create a positive social impact. Named a finalist at the *President's Volunteerism & Philanthropy Awards 2025* is a testament to how the collective efforts of Pro Bono SG's volunteers, donors and partners are advancing access to justice for vulnerable communities.



17 October 2025

Celebrating 40 Years of CLAS

The **Criminal Legal Aid Scheme (CLAS)** commemorated its 40th anniversary by honouring the community that has shaped and sustained the scheme over the past four decades. The milestone was marked by the launch of *40 Years of CLAS: A Legacy of Justice, A Future of Service*, a commemorative coffee table book and documentary capturing the journey, impact and enduring legacy of CLAS.



8 January 2026

Social Enterprise Advocate Award

Pro Bono SG was honoured with the **Social Enterprise Advocate** award at *raiSE Singapore's 10th Anniversary Celebration*, in recognition of our contributions to the development and success of social enterprises. Through our non-profit legal services and collaboration with *raiSE* on the *Legalese handbook*, we remain committed to empowering social enterprises with the legal knowledge to operate responsibly and sustainably.



5 March 2026

Collaboration with National Arts Council's Arts Resource Hub

A new collaboration between Pro Bono SG and the National Arts Council's Arts Resource Hub was announced by Mr Baey Yam Keng, Minister of State, Ministry of Culture, Community and Youth and Ministry of Transport, at the Committee of Supply Debate 2026. The initiative will support self-employed arts persons through educational programmes, tailored legal resources and access to legal consultations with a dedicated on-site lawyer.

9 March 2026

Renewal of MOU for Community Law Centre @ Tian De Temple

A 10-year Memorandum of Understanding (MOU) for the Community Law Centre @ Tian De Temple was renewed between Pro Bono SG, Tian De Temple and R.S. Solomon Foundation Limited, reaffirming a shared commitment to bringing legal assistance closer to the community.



14 March 2026

Just Jalan 2026

Just Jalan 2026 brought together supporters, volunteers and partners in a shared commitment to advancing access to justice. Officiated by Chief Justice Sundaresh Menon, the flagship walkathon saw participants collectively clock more than 18,000km and raise \$1.74 million to support legal assistance for underserved communities. The strong community support will help sustain and expand Pro Bono SG's services for those in need.



16 March 2026

Inclusive Justice Law Centre

Pro Bono SG and Rao Family Foundation signed an MOU to launch the **Inclusive Justice Law Centre**, dedicated to providing legal assistance to individuals with invisible disabilities. The partnership seeks to improve access to justice through specialised legal assistance, volunteer training, tailored legal literacy workshops, and strategic research across the legal and social service sectors.



View other milestones at:
<https://www.probono.sg/press-room>

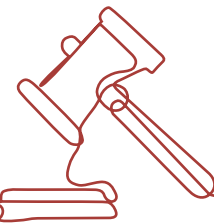
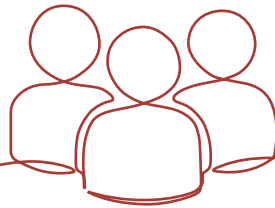
How We Help

Access to justice is not only about whether legal help exists, but whether people can understand their rights, navigate the legal system and access the support they need. For vulnerable individuals and communities, legal challenges can often be compounded by financial, social or other barriers. Non-profit organisations too, may face legal and regulatory challenges that affect their ability to serve the communities they support.

Since 2007, Pro Bono SG has worked to address these barriers by bringing legal awareness, advice and advocacy closer to the communities that need them, while strengthening the capacity of non-profit organisations and the wider socio-legal sector. Through our volunteers, staff and partners, we seek not only to address immediate legal needs, but to build knowledge and stronger support networks that enable people and organisations

to navigate challenges and make informed decisions.

Our work is organised across three key areas: **Outreach & Law Awareness, Community Legal Services** and **Non-Profit Legal Services**. Together, these efforts contribute to our vision of a more inclusive society where everyone can access justice, regardless of their circumstances.



Outreach & Law Awareness

Through our **Outreach & Law Awareness** initiatives, led by **PBSG Academy**, Pro Bono SG's training arm, we raise legal literacy, strengthen legal capability and promote ethical practice across Singapore's legal and community sectors. Through practical legal information and high-quality training, we equip practitioners, volunteers and community partners with the knowledge and skills to navigate legal and ethical issues confidently, while empowering individuals and organisations to make informed decisions and prevent or address legal issues before they escalate.

Community Legal Services

Even with greater legal awareness, navigating the legal system can be complex and intimidating, particularly for vulnerable individuals who may face financial, social or other barriers to accessing legal help. Our **Community Legal Services** provide accessible legal guidance and assistance through consultations at legal clinics and law centres, as well as assistance schemes that provide professional representation for individuals facing complex legal issues, especially those that require them to go to court.

Non-Profit Legal Services

Our **Non-Profit Legal Services** support the social impact sector, including charities, ground-up initiatives and social enterprises, recognising that access to legal expertise is essential to their effective and responsible operation. By providing access to legal assistance, we help non-profits stay focused on their missions and continue creating positive social impact. To bring legal support closer to the sector, we have established dedicated touchpoints at The Foundry and Temasek Shophouse since 2025, creating opportunities for non-profits to access timely legal guidance and connect with our services.

Our Approach to Understanding Impact

Beyond measuring how many people we reach or cases we support, we seek to understand the difference our work makes for the people, organisations and communities we serve.

To do this, we have developed an organisation-wide Theory of Change and Impact Evaluation Framework, which guide how we understand, measure and communicate the outcomes of our work.

The Theory of Change reflects our belief that access to quality legal awareness, advice and advocacy, together with capability-building across the socio-legal sector, can contribute to three key outcomes:

(1) **Empowered Communities**, reflected in stronger awareness, understanding, decision-making and agency among service users, the general community and organisations and individuals in the socio-legal subsector;

(2) **Enhanced Well-Being**, reflected in greater confidence among service users, and a stronger sense of support and belonging amongst volunteers; and

(3) **Sustained Social Impact**, reflected in more effective community partnerships and more holistic support for service users.

Ultimately, these outcomes contribute to our vision of **Justice for All**.



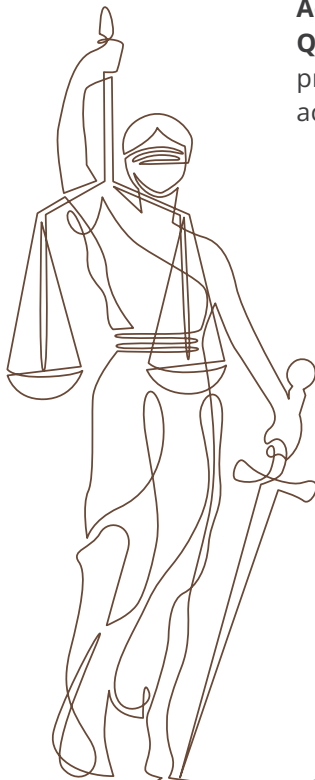
Measuring Our Impact

In FY2025/26, Pro Bono SG piloted evaluation surveys across selected programmes as part of our broader efforts to strengthen impact measurement across the organisation. The findings provide an early view of how our work to improve access to quality legal resources and services for individuals and non-profits contributes to our three strategic outcomes: **Empowered Communities, Enhanced Well-being** and **Sustained Social Impact**.

We currently assess our services through five key measures. **Accessibility** and **Service Quality** help us ensure that our programmes are effective and accessible to the communities

we serve. These provide the foundation for achieving our three strategic outcomes. We assess the first two through **Empowerment** and **Enhanced Well-being**, while **Community Partner Engagement** serves as an early indicator of **Sustained Social Impact**. This reflects our focus on working with partners and strengthening support for non-profits to provide more holistic support to the communities we serve.

Specific measures vary across programmes to reflect their different objectives and the communities they serve. Through a combination of quantitative and qualitative data, we seek to build a fuller picture of the changes our work contributes to and the experiences of those we support.



Our Impact in FY2025/26

Across the programmes evaluated, the findings point to stronger knowledge, confidence and ability to navigate legal issues among the people and organisations we support. **Empowerment** was reflected in 97% of **Non-Profit Legal Clinic** service users reporting an improved understanding of their organisation's legal issues, next steps and available legal support. At the **Migrant Workers' Law Centre**, 89% of service users reported knowing what to do next after their consultation.

The findings also point to greater confidence and well-being. For **Enhanced Well-being**, 84% of **Community Law Centre** service

users reported feeling that they had the support needed for the next steps and greater confidence in seeking help and finding solutions. **Accessibility** was reflected in 96% of **Community Legal Clinic** service users reporting that the clinics were easy to access and that the service process was efficient. For **Service Quality**, 98% of respondents across the programmes reported being satisfied with our services.

Community Partner Engagement was reflected in 93% of **Migrant Workers' Group (MWG)** participants reporting that they were motivated to participate in **MWG** sessions and collaborate with other members to better support

migrant workers.

Together, these early findings provide encouraging indications that our services are helping people and organisations better understand and navigate legal issues, while providing support that is accessible and relevant to their needs. They also highlight the value of strong community partnerships in strengthening support and providing more holistic assistance.

As we expand our evaluation efforts, we will continue to refine our indicators and approaches, strengthening our ability to understand what works, where we can improve and how our services contribute to longer-term change.



Accessibility

- 96% of **Community Legal Clinic** service users report that the clinics were accessible and service was efficient

Service Quality

- 98% of respondents across the programmes report being satisfied with our services

Empowerment

- 97% of **Non-Profit Legal Clinic** service users report improved understanding of legal issues, next steps and available legal support
- 89% of **Migrant Workers' Law Centre** service users report knowing what to do next after their consultation

Enhanced Well-being

- 84% of **Community Law Centre** service users report feeling supported and more confident in seeking help and finding solutions

Community Partner Engagement

- 93% of **MWG** participants report being motivated to engage in sessions and collaborate to support migrant workers

Outreach and Law Awareness

Pro Bono SG works to make legal knowledge more accessible and relevant to the communities we serve.

In FY2025/26, we reached 10,066 individuals through 93 legal literacy and awareness initiatives, spanning legal talks, webinars, community events, learning journeys, digital platforms and publications.

We brought legal knowledge to community and professional spaces, tailoring our programmes to the needs of diverse groups, including youths, migrant workers, arts practitioners, non-profit organisations and other communities.

Led by **PBSG Academy**, our training arm, these programmes helped individuals and organisations better understand their rights and responsibilities, build legal capability and make informed decisions.

We also worked with partners across the social service and legal sectors to explore new ways of reaching the communities we serve.

In January 2026, we partnered with the Singapore Courts, Ministry of Law, MoneySense and Credit Counselling Singapore to organise **Justice Awareness @ Heartlands**, a community outreach initiative focused on helping members of the public better understand and manage their spending and debts.



Total:

10,066

STATISTICS



Legal Talks
2,442
attendees



Advocates for the Arts Talks
234
attendees



Project Schools
2,206
attendees



LawWorks Legal Primers
460
attendees



Migrant Workers Outreach Event
81
attendees



Law Awareness Weeks@CDC 2025
2,560
attendees



Non-Profit Organisation Talks
1,731
attendees



Other Events
352
attendees

Then at the **NCSS Social Service Summit 2025**, we engaged social service professionals in learning journeys, while at the **Community Law Centre @ Tian De Temple**, we strengthened support for the community by leveraging cross-sector collaboration, innovative spaces, and data and technology. We also showcased digital tools such as **LawGoWhere**, a one-stop legal help portal designed to help people find the right legal assistance, at TribeX.



Legal Talks

Legal issues can arise at every stage in life. Through **Legal Talks**, we harnessed the networks of social service agencies, grassroots groups and community organisations to bring practical legal knowledge to staff and residents, benefitting diverse communities. Our volunteer



lawyers tailored each session to the needs of its audience, making legal information accessible, relevant and grounded in everyday concerns.

This year, 2,442 individuals attended 29 Legal Talks covering a wide range of topics, delivered in English, Mandarin and Malay to engage diverse communities, including seniors, caregivers and individuals with special needs.

The talks covered legacy planning matters such as wills, Lasting Power of Attorney (LPA), deputyship, trusts and CPF nominations, as well as employment law, Syariah law, family

violence and the protection of vulnerable adults.

In particular, a series of four sessions at the Office of the Public Guardian's (OPG's) Legacy Planning Marquee explored legacy planning from different perspectives, including Islamic legacy planning and planning for caregivers and individuals with special needs.



2,442
individuals attended
29 Legal Talks



Outreach and Law Awareness

Advocates for the Arts

Building on the momentum of our **Advocates for the Arts (AfA)** publication launched in 2018, Pro Bono SG continued to equip arts practitioners with practical legal knowledge for their creative careers. In FY2025/26, we conducted five focused sessions, reaching 234 students, educators and freelance practitioners across the arts sector. Delivered in partnership with institutions such as the Nanyang Academy of Fine Arts, LASALLE College of the Arts and the Esplanade, the sessions addressed practical legal concerns in the creative space, including intellectual property, contracts and freelance work.



Two sessions of **The Legal Mixer** were held in collaboration with the National Arts Council Singapore's Arts Resource Hub (ARH). Through the learning and networking series, arts practitioners engaged with volunteer legal experts to learn how to protect their work, negotiate agreements, manage collaborations and navigate legal issues.

Building on these engagements, Pro Bono SG is launching a new initiative for arts self-employed persons (SEPs) in the second half of 2026, in collaboration with ARH. The initiative will provide educational programmes, tailored legal resources and on-site legal consultations with a dedicated lawyer, expanding access to practical legal support and empowering arts practitioners to navigate the legal aspects of their creative careers with greater confidence.



5
Advocates for the Arts Talks
were organised



Project Schools

Since 2012, **Project Schools** has played a vital role in cultivating civic awareness among students by helping them to develop a better understanding of the law and their rights and responsibilities as members of the community. Through legal talks, learning journeys and career and industry sharing sessions, we bring practical legal knowledge into the learning environment and connect students with real-world perspectives on the law.



2,206
students reached
through 16 **Project Schools** talks

This year, we reached 2,206 students through 16 sessions covering diverse topics, from sexual offences and keeping teens safe in Singapore to copyright, scholarship and internship contracts, and career pathways in the legal sector. We also welcomed students from Methodist Girls' School, Millennia Institute, Nanyang Girls' High School, St Joseph's Institution and Yusof Ishak Secondary School on learning journeys, offering a behind-the-scenes look at Singapore's justice system and pro bono service. These experiences helped students connect classroom learning with real-world issues and encouraged them to think more critically about the role of law in their everyday lives and future careers.

LawWorks Legal Primers

LawWorks, a longstanding collaboration between Pro Bono SG and NTUC, continued to equip working individuals with accessible and practical legal knowledge to navigate issues that affect their working and personal lives. Through **legal primer webinars** and the **LawWorks Pocket Series**, the programme translates complex legal developments into practical guidance that workers can apply to their everyday circumstances.



3

sessions of **LawWorks Legal Primers** were conducted

This year, three **legal primer webinars** were conducted, drawing 460 participants. The webinars covered wills, estate and Lasting Power of Attorney (LPA) matters; new laws affecting platform workers; and employee rights in organisational restructuring and business closures. The sessions addressed both emerging

Scan to access our webinars



developments in the workplace and important personal legal matters, helping workers better understand their rights, responsibilities and options when navigating change.

Migrant Workers' Outreach

In 2024, Pro Bono SG launched the **Migrant Workers Group (MWG)**, a coalition of 30 NGOs and social service organisations supporting migrant and domestic workers in Singapore. Meeting four times a year, MWG provides a platform for organisations to share knowledge and explore opportunities for joint action, building a more coordinated support ecosystem for the migrant community.



This year, MWG continued to strengthen its role as a key convenor in supporting the migrant worker community. A research presentation by The Majority Trust on systemic challenges affecting migrant and domestic workers sparked new conversations among members, leading to greater interest in collaboration. The network also supported focus group

discussions with migrant workers and strengthened engagement around initiatives including the **Migrant Workers' Law Centre @ MWC**.

Focus Group Discussions

Improving access to justice for migrant workers begins with understanding their experiences, challenges and barriers to seeking help. This year, Pro Bono SG conducted two focus group discussions with more than 80 migrant workers to gather insights on access to legal assistance and the accessibility of our services. Working with partners including the Migrant Workers' Centre (MWC), we engaged migrant workers

in conversations about their awareness of legal rights, help-seeking behaviours and experiences navigating legal issues. The findings informed our efforts to make the **Migrant Workers' Law Centre (MWLC)** more accessible and ensuring that its legal support is user-friendly and responsive to the needs of migrant workers.

Outreach and Law Awareness

International Migrants Day

Pro Bono SG participated in the **International Migrants Day** celebration at D'Marquee, Downtown East, which brought together over 10,000 attendees to recognise the migrant workers' contributions in Singapore. Through our outreach booth, we engaged migrant workers on common legal issues and shared information on where they can seek help, raising awareness of available legal support and strengthening access to justice within the migrant worker community.



Law Awareness Weeks@CDC

Since 2015, **Law Awareness Weeks@CDC (LAW@CDC)** has remained a cornerstone initiative in advancing legal literacy across Singapore. Organised by Pro Bono SG in partnership with the five CDCs and supported by the People's Association, the initiative brings relevant legal knowledge closer to communities across Singapore.



30

in-person and online legal talks were held

LAW@CDC 2025 was launched on 20 September 2025 at Bidadari Community Club by Minister Edwin Tong SC. Held in conjunction with the SG60 celebrations, the programme themed "Let's Connect, Contribute and Care for our Community" featured 30 in-person and online legal talks on topics including neighbour relations, workplace rights, digital responsibility, family violence and scam prevention. **LAW@CDC 2025** reached 2,560 participants.

A key highlight was the launch of the **Access to Justice Community Co-Lab**, which brought together experienced legal mentors and students from three Institutes of Higher Learning (IHLs) – National University of Singapore (NUS), Singapore Management University (SMU), and Singapore University of Social Sciences (SUSS) – to co-

create practical solutions to address community legal needs.

The Co-Lab encourages creativity and flexible approaches to enhance legal literacy and access to justice. Participants will progress through discussions and learning journeys covering community needs, ideation and prototyping, before showcasing their solutions at **LAW@CDC 2026**.

Scan to access our webinars



Legal Awareness Talks for Non-Profit Organisations

As the operating environment for non-profit organisations evolves, legal and governance knowledge becomes increasingly important for effective and responsible operation.



Pro Bono SG works with sector partners to provide charities and non-profits with practical insights into emerging legal and governance issues, helping them make informed decisions and strengthen their practices. These efforts reflect our ongoing commitment to empowering the social sector with the legal knowledge needed to better serve their communities.



1,731
participants
attended four
**Non-profit
Legal Services**

In the past year, we partnered with agencies such as the Charity Council, Commissioner of Charities and Singapore FinTech Association to deliver four talks covering key

issues for the sector, including charity governance, fundraising, and the opportunities and safeguards surrounding cryptocurrency. These sessions provided practical insights to help organisations strengthen their governance practices, make informed decisions and stay responsive to a changing operating environment. The sessions were attended by 1,731 participants.

LawGoWhere

LawGoWhere, Pro Bono SG's digital initiative in collaboration with the Ministry of Law, provides a user-friendly first-stop resource for individuals seeking legal information and support. The platform helps users navigate common legal issues, including

employment disputes and family matters, and connects them to relevant services. It aims to empower users by making legal information more accessible and improving access to support to those who need it most.

Check it out and help spread the word:



List of Events

29

Legal Talks

5

Advocates for the
Arts Talks

16

Project Schools
Talks

3

LawWorks Legal
Primers

2

Migrant Workers
Outreach Events

30

Law Awareness
Weeks@CDC 2025

4

Non-profit Legal
Services Talks

4

Other Events

Community Legal Services

We provide free, accessible legal services to individuals navigating complex legal challenges. Through early legal guidance and, where needed, legal representation, we stand alongside underserved communities, including migrant workers and transnational families, partnering with volunteer lawyers to overcome the financial and systemic barriers that can prevent people from accessing justice.

Our community touchpoints bring legal support closer to those in need, while our core representation work, anchored by our flagship assistance schemes, provides deep, sustained support for those facing complex legal challenges. Together, these services give practical meaning to our Justice for All commitment.

Our Community Touchpoints

Access to legal help depends on more than the availability of legal services. Factors such as location, mobility, language, digital access and familiarity with the legal system can all determine whether someone is able to seek help. Pro Bono SG closes this gap through a network of Law Centres, legal clinics and partner-based touchpoints, designed to meet people where they are and respond to their diverse needs.

From heartland communities and transnational families to migrant workers, youths and other underserved groups, these touchpoints offer accessible legal guidance in trusted and familiar settings.

Working alongside community partners and volunteer lawyers, we continue to expand and strengthen our network so that people can access timely legal support before their problems escalate.

STATISTICS

Total:
4,857

 Community Law Centres 2,992 individuals	 Community Legal Clinics 1,463 individuals
 Specialised Legal Clinics 319 individuals	1 Advocates for the Arts Legal Clinic 36 Migrant Worker Legal Clinic 13 Support Centre for Women Victims of Violence 88 Youth Community and Legal Clinic
 Non-Profit Legal Clinics 83 organisations	

Community Law Centres

Pro Bono SG's **Community Law Centres** serve as vital access points for people who face barriers to legal help, including those with mobility challenges, caregiving responsibilities, or limited digital access. Located within trusted community spaces in the heartlands, the Centres work closely with the Family Service Centres, social service agencies and community partners to connect legal assistance with wider social support.

In FY2025/26, our Community Law Centres supported 2,992 individuals with legal guidance across a range of personal, work-related and family matters. Through this community-based approach, our lawyers respond to legal needs early and work alongside frontline partners to support people whose challenges are often complex and interconnected.



2,992

individuals supported at **Community Law Centres**

Community Law Centre @ Tian De Temple and Community Law Centre @ Realm of Tranquility

Located in Hougang and Woodlands, Pro Bono SG's two Community Law Centres provide accessible legal support within trusted community spaces. The Centres work closely with social service agencies, community partners and volunteers, enabling legal needs to be identified early and addressed alongside wider social and community support. Together, the two Centres supported around 2,000 individuals in FY2025/26.

The **Community Law Centre @ Tian De Temple**, launched in January 2023 and housed in a container office, was Singapore's first legal aid hub located in a heartland community setting. Since its launch, the Centre has strengthened its partnerships with nearby Family Service Centres and other frontline agencies, supporting individuals with legal issues that are often closely intertwined with their social circumstances.

In FY2025/26, Pro Bono SG renewed a 10-year Memorandum of Understanding with Tian De Temple and R.S. Solomon Foundation Limited, reaffirming the partners' shared commitment to bringing legal assistance closer to the community.



The **Community Law Centre @ Realm of Tranquility**, launched in January 2024 with support from the NCSS-Majority Trust 4ST Fund and donors, is embedded within a wider community ecosystem offering services such as traditional Chinese medicine, food distribution and eldercare programmes.



Community Law Centre @ Tian De Temple

109 Hougang Ave 5,
Singapore 538817

Community Law Centre @ Realm of Tranquility

547 Woodlands Drive 16,
#01-177, Singapore 730547



Community Legal Services

Together, the Centres show how bringing legal services into trusted community settings makes support more accessible and responsive for those who might otherwise struggle to seek help, offering a scalable model for community-based legal care across Singapore.

Common Case Types

1. Divorce / Annulment
2. Maintenance / Custody, Care & Control / Division of Matrimonial Assets
3. Criminal Matters
4. Estate (Probate & Wills)
5. Employment and Workplace Issues

I was pleasantly surprised by how welcoming and supportive everyone at the Community Law Centre was. The staff took the time to listen and explain my options clearly, which made me feel genuinely cared for and understood. It was a smooth and reassuring experience."

Service User at
Community Law Centre



One of the best parts was having the option to do the consultation via video call. This made things much easier for me, especially given the distance, and allowed me to get the help I needed without unnecessary stress. The consultation itself was very professional and informative.



Service User at Community Law Centre

Specialised Law Centres

Transnational Family Care Centre

In partnership with the South Central Community Family Service Centre (SCC), Pro Bono SG launched the **Transnational Family Care Centre (TFCC)** in July 2024 to support lower-income transnational families, with at least one Singaporean or Permanent Resident. These families often fall outside national legal and social aid schemes.

Through its integrated model, **TFCC** brings together legal and social support while strengthening frontline professionals'

understanding of the legal dimensions of complex family situations. With funding from the Diana Koh Fund through the Asia Community Foundation, full-time community lawyers are co-located at SCC, working alongside social workers and family coaches under The Inclusive Fund (TIF) to provide families with coordinated legal and social support. In FY2025/26, we supported 148 families navigating issues such as divorce, custody, family violence, guardianship and immigration.

Common Case Types

1. Immigration Issues
2. Divorce / Annulment
3. Maintenance / Custody, Care & Control/ Division of Matrimonial Assets
4. Adoption / Legal Guardianship
5. Family Violence





**Transnational Family Care Centre
@ South Central Community
Family Service Centre**

5 Delta Ave, #01-09 Block 5,
Singapore 160005

Migrant Workers' Law Centre @ MWC

Migrant workers often face additional barriers when seeking legal help, including language, unfamiliarity with Singapore's legal system and difficulties navigating multiple support services. The **Migrant Workers' Law Centre @ MWC (MWLC)** brings legal assistance into a setting familiar to the migrant worker community, making it easier for workers to seek advice and understand their options.

BB

They will advise us on our case and what they can provide to help, giving migrant workers hope that we're not alone, and that there's still a life and family waiting for us to come home safely.

SS

Migrant Worker

A joint initiative by Migrant Workers' Centre (MWC) and Pro Bono SG, **MWLC** provides a coordinated touchpoint where migrant workers can receive legal guidance and, where appropriate, be connected to other forms of assistance. The Centre supports workers across a range of issues, including employment disputes, workplace injuries, salary claims, repatriation and scams. Through the partnership, Pro Bono SG's lawyers also learn from MWC staff and volunteers about issues affecting the migrant worker community and how best to engage and communicate with the workers.

The MWLC builds on Pro Bono SG's existing outreach to migrant

workers, including through the Migrant Worker Legal Clinic at Angullia Mosque, while responding to the continued need for accessible and timely legal support. Since its opening on 12 April 2025, the MWLC has supported 803 migrant workers in FY2025/26.

Common Case Types

1. Employment
2. Enforcement
3. Civil
4. Criminal
5. Salary Claims



Migrant Workers' Law Centre @ MWC
579 Serangoon Road, Singapore 218193

BB

The lawyer had good knowledge of the questions my client asked, so the answers given were very helpful and put my client at ease. It helped her understand her rights and gave her the knowledge to move forward.

SS

Social Worker

Community Legal Services



Migrant workers are an integral part of Singapore's workforce, and ensuring their access to legal recourse is fundamental to upholding fair employment practices. Recognising the challenges they face, including resource limitations and language barriers, this partnership with Pro Bono SG is a crucial step in providing direct, on-the-ground legal support. By co-locating the MWLC at MWC's Serangoon office, we're streamlining access to essential assistance and legal advice at a convenient location. The MWLC is more than just a legal aid service; it's a commitment to ensuring every worker in Singapore feels heard, valued and protected.

Mr Michael Lim, Executive Director of the Migrant Workers' Centre



Inclusive Justice Law Centre

Access to justice is not only about the availability of legal assistance, but also whether people can understand and navigate the legal system. For individuals with invisible disabilities, legal processes and paperwork can pose additional challenges. Pro Bono SG's inaugural **Access to Justice Symposium** in 2025 helped catalyse the formation of the **Inclusive Justice Taskforce**. The establishment of the **Inclusive Justice Law Centre (IJLC)** marked the next step in that journey – moving from dialogue to dedicated implementation.

Established through a Memorandum of Understanding signed on 16 March 2026 with the Rao Family Foundation, **IJLC** will provide tailored legal guidance and representation, legal literacy workshops and volunteer training. Operations commenced in the



IJLC brings together lawyers, policymakers, law enforcement officers, social service professionals, healthcare experts, community partners and caregivers. I also thank Pro Bono SG, particularly CEO Mr Tanguy Lim, for its strong support. The IJLC launch today is exactly the kind of ground-up initiative we hope to encourage.

Mr Eric Chua, Senior Parliamentary Secretary for the Ministry of Law and Ministry of Social and Family Development

16 March 2026

Guest-of-Honour: Mr Eric Chua

Senior Parliamentary Secretary, Ministry of Law and Ministry of Social and Family Development



second half of 2026, with the first touchpoint at the MINDS Community Hub at Geylang Serai. There, Pro Bono SG will work with partners such as MINDS to improve access to legal assistance for persons with invisible disabilities and additional support needs.

Anchored by a dedicated community lawyer, **IJLC** will also

develop practical resources and conduct research to strengthen understanding of the legal and social barriers faced by this community. With funding from the Rao Family Foundation over two years, the Centre will strengthen capabilities across the legal and social service sectors and support a more inclusive justice system.

IJLC represents a deliberate step forward in deepening our understanding of individuals with invisible disabilities, providing tailored legal support, and building the capabilities and partnerships needed to serve them well. It reflects our commitment to ensuring that individuals with invisible disabilities are supported, understood and properly advocated for within the legal system.

Mr Dinesh Dhillon,
Chairman of Pro Bono SG

Community Legal Services

Community Legal Clinics

Pro Bono SG's **Community Legal Clinics** provide free, one-off legal consultations for individuals who may not be able to afford legal services and are seeking guidance on personal legal matters. As an accessible first point of contact, the clinics help applicants understand their legal position, explore their options and navigate appropriate next steps, with guidance provided by our volunteer lawyers.

Run in partnership with the five Community Development Councils (CDCs), the legal clinics continue to bring legal support into the heartlands through a mix of in-person and virtual consultations. In FY2025/26, the clinics supported 1,463 individuals, helping them navigate legal challenges ranging from personal to workplace issues. Through this network, we continue to make early legal guidance more accessible to individuals who may otherwise face barriers to seeking help.

Common Case Types

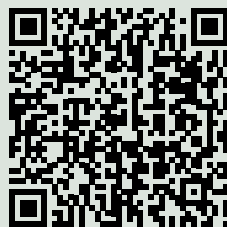
1. Divorce, Personal Protection Order (PPO), Maintenance and Custody
2. Employment and Workplace Issues
3. Estate (Probate and Wills)
4. General Service and Hire Agreements (Consumer Service Disputes)
5. Mental Capacity / Guardianship / Deputyship/ Adoption



"Grateful for the pro bono legal clinic service. It is helpful for individuals who are lost and overwhelmed by the complex legal system."



Locate your nearest Legal Clinic:



Specialised Legal Clinics

Recognising that different communities face distinct barriers and legal needs, Pro Bono SG provides specialised legal clinics tailored to specific groups. These clinics draw on our experience, community insights and partnerships to provide focused and accessible legal guidance, in collaboration with community partners.

In FY2025/26, our specialised legal clinics supported 319 individuals, including arts practitioners, workers, migrant workers, youths and other vulnerable groups. Together, these clinics enable us to respond to diverse legal needs while making support more accessible and relevant to the communities we serve.

Advocates for the Arts Legal Clinic

The **Advocates for the Arts (AfA)** Legal Clinic provides tailored legal

guidance to artists, creatives and cultural practitioners who may face legal issues on matters ranging from privacy and confidentiality to liability and contract disputes. Eligible applicants are matched with experienced volunteer lawyers for extended one-off consultations, allowing them to explore their concerns in greater depth. In FY2025/26, the clinic provided in-depth legal guidance to one applicant.

The clinic forms part of Pro Bono SG's broader efforts to strengthen legal support for the arts community. A new collaboration with the National Arts Council's Arts Resource Hub (ARH), announced by Minister of State Mr Baey Yam Keng during the Committee of Supply Debate 2026, will further expand support for self-employed arts persons through educational programmes, tailored legal resources and access to legal consultations with a dedicated onsite lawyer.

Common Case Type

1. Contracts & Agreements

LawWorks Legal Clinic

LawWorks, Pro Bono SG's long-standing partnership with National Trade Unions Congress (NTUC), provides accessible legal

guidance to working individuals on employment-related and other community legal matters. Held monthly, the clinic connects NTUC members with volunteer lawyers who empower workers to better understand their rights and options, reinforcing Pro Bono SG's commitment to supporting everyday Singaporeans in the workforce.

In FY2025/26, the **LawWorks Legal Clinic** supported 80 individuals, with workplace issues among the most common matters raised. The clinic also provided guidance on a range of personal legal concerns, including estate and probate matters, wills, divorce and custody and landlord-tenant disputes. Through this ongoing partnership, **LawWorks** continues to provide workers with a trusted avenue to seek early legal guidance when they encounter legal challenges.

Common Case Types

1. Employment
2. Others
3. Divorce / Ancillary Matters
4. Estate / Wills / Probate
5. Consumer Protection

Migrant Workers' Legal Clinic @ Angullia Mosque

Running since 8 May 2022, the **Migrant Worker Legal Clinic** offers a safe and trusted space for free legal guidance tailored to the needs of migrant workers in Singapore. Held at Angullia Mosque in Little India, a culturally familiar location, the clinic

provides multilingual interpretation, simplified registration and flexible consultation options to help workers understand their rights, explore their legal options and access further assistance where needed.

In FY2025/26, the clinic supported 36 migrant workers, providing guidance on issues including salary claims, criminal matters, workplace injuries, scams and employment disputes. The clinic continues to serve as an important community touchpoint for migrant workers, complementing the broader support provided through the **MWLC**.

Common Case Types

1. Criminal Matters
2. Employment agent
3. Salary claims
4. Landlord / Tenant
5. Injury claims

Non-Resident Legal Clinic

The **Non-Resident Legal Clinic** provides free legal guidance to foreigners in Singapore who are not part of a local household or the migrant worker community. Operating virtually, the clinic offers an accessible avenue for vulnerable non-residents to seek guidance on personal legal matters.

In FY2025/26, the clinic supported 101 individuals, with employment and workplace issues, family matters, landlord-tenant disputes and harassment among the areas of concern. By providing a dedicated avenue for non-residents

to seek early legal guidance, the clinic extends access to justice to individuals who may otherwise face barriers in navigating Singapore's legal system.

Common Case Types

1. Divorce, Personal Protection Order (PPO), Maintenance and Custody
2. Employment and Workplace Issues
3. Landlord / Tenant Disputes
4. Investigations by Government Agencies
5. Bankruptcy

Support Centre for Women Victims of Violence (for members of the French community in Singapore)

The **Support Centre for Women Victims of Violence** provides legal support to French-speaking expatriate women in Singapore affected by violence. A collaboration between Barreau de Paris Solidarité and the Law Society of Singapore, the Centre administered by Pro Bono SG provides a safe and confidential avenue for French-speaking expatriate women in Singapore affected by violence to seek initial legal advice and navigate the legal systems of both France and Singapore.

Women receive advice on French law from a Barreau de Paris Solidarité lawyer, alongside guidance from Singapore-qualified volunteer lawyers familiar with local legal processes. The Centre also works with partner organisations to connect clients with wider

Community Legal Services

support, including counselling and emergency accommodation. In FY2025/26, the Centre supported 13 individuals, providing coordinated legal and social support to women navigating complex and often urgent circumstances.

Youth and Community Legal Clinic

The **Youth and Community Legal Clinic** provides accessible legal guidance to applicants aged 35 and below, through a peer-to-peer approach that matches applicants with volunteer lawyers who are close in age. This helps create a conducive setting for youths to discuss personal legal concerns and understand their options.

In FY2025/26, the clinic supported 88 young applicants on matters including employment and workplace issues, family disputes, consumer service disputes, personal loans and criminal charges. Its targeted approach, coupled with lawyers attuned to the realities of youth experiences, enables the clinic to provide practical, empathetic and actionable legal guidance.

Common Case Types

1. Divorce, Personal Protection Order (PPO), Maintenance and Custody
2. Employment and Workplace Issues
3. Criminal Charges
4. Landlord / Tenant Disputes
5. Personal Loan (between individuals)

Network Clinics

In line with our mission to bring access to justice closer to vulnerable and marginalised individuals, Pro Bono SG extends our support and resources to legal clinics and organisations that join our network through a Memorandum of Understanding. **Network clinics** benefit from professional indemnity insurance for volunteer lawyers, support with volunteer recruitment, training for staff and volunteers, and access to Pro Bono SG's resources and expertise.

Centres that form part of the Network Clinics under the MOU between Pro Bono SG and the People's Association.

Non-PA Network Clinics

We also have eight **Network Clinics** set up in collaboration with partners including Catholic Lawyers Guild (Singapore), Eurasian Association Legal Clinic, National Trade Unions Congress (NTUC), Persatuan Pemuda Islam Singapura (PPIS), Singapore Council of Women's Organisation, Singapore Sindhi Association, SHE Legal



Through this network, we strengthen the capacity of community organisations to provide accessible legal support within spaces that are familiar and trusted by the communities they serve. Today, our network comprises 32 clinics across Singapore.

Network Clinics in Collaboration with People's Association

There are 24 Community Clubs/

Clinic and Singapore Management University Pro Bono Centre.

Our Assistance Schemes

At Pro Bono SG, we believe in Justice for All, especially for the most vulnerable. For people facing life-changing criminal, family or civil legal matters, having access to legal representation can make a critical difference. Our lawyers help clients

navigate complex legal processes, understand their legal position and advocate for them.

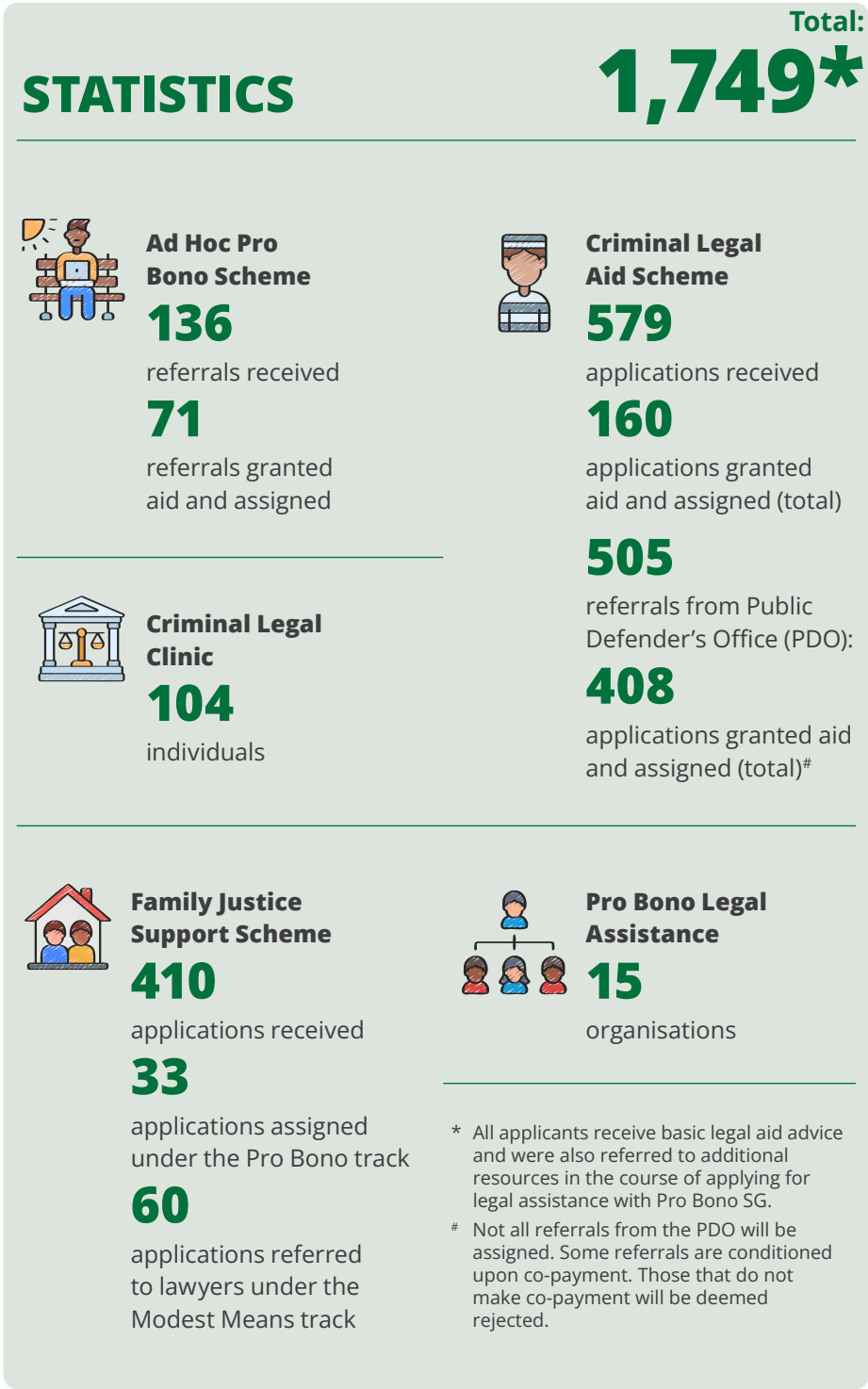
Our core representation work brings this vision to life through three flagship schemes: the **Ad Hoc Pro Bono Scheme (AHPBS)**, the **Criminal Legal Aid Scheme (CLAS)**, and the **Family Justice Support Scheme (FJSS)**. Every applicant undergoes means and merits assessments, so that support reaches those who need it most.

In FY2025/26, 1,749 individuals received support through these schemes, enabling them to better understand their legal options and access the assistance they need.

Ad Hoc Pro Bono Scheme

The **Ad Hoc Pro Bono Scheme (AHPBS)** provides free legal representation for individuals with urgent and exceptional legal needs who do not qualify for existing legal aid schemes. These are often individuals facing serious legal challenges, but whose circumstances fall outside conventional eligibility criteria.

Referrals come through trusted partners, including the Courts, social service agencies, government bodies, other legal aid schemes and private lawyers. Each case is assessed for means and merits before eligible applicants are matched with a volunteer lawyer.



Community Legal Services

In FY2025/26, **AHPBS** received 136 referrals and assigned 71 cases to volunteer lawyers. By providing timely representation in exceptional circumstances, the scheme helps ensure that people facing serious legal jeopardy are not left to face it alone.

Top 3 Case Types

1. Civil
2. Criminal
3. Family

Criminal Legal Aid Scheme (CLAS)

Since its beginnings as a grassroots initiative in 1985, the **Criminal Legal Aid Scheme (CLAS)** has been a cornerstone in advancing access to justice in Singapore's criminal justice landscape. At its heart is a simple principle: to ensure that accused individuals do not navigate the criminal justice system alone due to financial constraints.

CLAS supports accused persons in Singapore in two key ways. First, it provides legal assistance to those who do not qualify for national legal aid schemes, such as foreign accused persons who are unable to afford a lawyer and face charges for non-capital offences

under statutes covered by **CLAS**. Second, **CLAS** co-delivers legal aid with the Public Defender's Office (PDO) to eligible Singaporeans and Permanent Residents under the national legal aid scheme. Approximately 40% of cases processed by the PDO are referred to **CLAS** for assignment to its volunteers and in-house lawyers.

In FY2025/26, **CLAS** received 579 direct applications and provided full legal representation to 160 applicants. It also received 505 PDO referrals, of which 408 were granted representation.

The **Criminal Legal Clinic**, run by the **CLAS Fellowship**, provides a further avenue for applicants who narrowly miss the PDO's means test and may otherwise be left without legal support. The Clinic offers basic legal guidance and, where appropriate, pathways to further pro bono representation. In FY2025/26, the Clinic supported 104 individuals, expanding the safety net for accused persons.

Family Justice Support Scheme

The **Family Justice Support Scheme (FJSS)** bridges critical

gaps in access to family law support. **FJSS** targets two key underserved groups in matrimonial matters.

Under the Modest Means Track, litigants who narrowly miss the Legal Aid Bureau's (LAB) means test but cannot afford standard legal fees are matched with volunteer family lawyers who provide legal services at reduced fees, easing the financial burden. Under the Pro Bono Track, eligible foreign spouses with Singaporean children who meet the means threshold but are ineligible for national legal aid due to their residency status receive full legal representation at no cost, ensuring no family is left without access to justice.

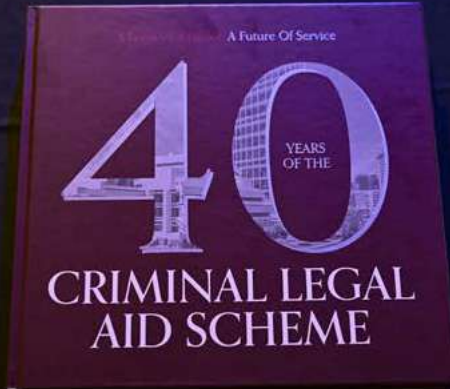
In FY2025/26, **FJSS** received 410 applications. Of these, 33 applicants received full legal representation under the Pro Bono Track, while 60 were referred to panel lawyers under the Modest Means Track. Through these two pathways, **FJSS** helps ensure that neither financial circumstances nor residency status prevents vulnerable families from accessing the legal support they need.

40 Years of CLAS: A Legacy of Justice, A Future of Service

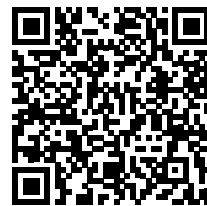
In 2025, Pro Bono SG commemorated the 40th anniversary of CLAS, celebrating the community that has shaped and sustained the scheme over four decades. The milestone was marked by the launch of a commemorative coffee table book and documentary, both titled *40 Years of CLAS: A Legacy of Justice, A Future of Service*.

Bringing together stories and reflections from past and present **CLAS** lawyers, the commemorative project captures the scheme's enduring impact and legacy, while looking ahead to its continued role in advancing access to justice. The book also features forewords from Chief Justice Sundaresh Menon, Mr K Shanmugam, SC, and Mr Edwin Tong, SC.

We were honoured to celebrate this milestone with Guest-of-Honour Minister Edwin Tong, alongside our supporters, partners, volunteers, committee members, and past and present secretariat.



Read the commemorative coffee table book:



As we commemorate SG60 this year, let us continue to build on the spirit of community and care that lies at the heart of our nation. I look forward to strong support from Pro Bono SG and the legal fraternity, as we strive toward a fairer and more inclusive society.

Minister Edwin Tong, SC

Community Legal Services

Regional Collaborations

Pro Bono SG continued to strengthen relationships with regional partners, recognising that the legal needs of vulnerable communities can extend across borders.

Our engagement with the Indonesian Embassy provided an opportunity to share our legal services, including our work supporting Indonesian citizens through various assistance schemes, as well as our legal awareness and outreach efforts. The Embassy expressed interest in collaborating with Pro Bono SG on legal awareness talks for Indonesian citizens in Singapore, particularly migrant domestic workers.

Our partnership with Yayasan Tan Sri Professor Ahmad Ibrahim in Malaysia marked a step forward in strengthening cross-border collaboration, including student and volunteer networking, joint legal research, and coordinated support for migrant workers and



other vulnerable communities. The partnership reflects our shared commitment as members of the legal profession to support those in need, regardless of nationality.

Pro Bono SG also participated in the **13th Asia Pro Bono Conference & Access to Justice Exchange** in Mongolia, contributing to regional discussions on court transparency, pro bono ecosystems and partnerships to scale access to justice. Our team shared insights

from initiatives such as **Pro Bono Weeks**, exploring how jurisdictions can leverage such initiatives to inspire, celebrate and grow pro bono volunteerism, and presented our partnership with PDO as a model for scaling access to justice. The conference provided valuable opportunities to exchange ideas and best practices with pro bono practitioners across the region, strengthening our efforts to build a more effective and sustainable pro bono ecosystem in Singapore.



Our Lawyers



Sadhana Rai
Chief Representation Officer



Pramnath Vijayakumar
Deputy Director,
Community Legal Services



Goh Qian Hui
Assistant Director,
Community Legal Services



Azri Imran Tan
Criminal Legal Aid
Scheme Advocate



Foong Ke Hui
Community Law Advocate



Kayshavani Kuppusamy
Community Law Advocate



Lee Wei Liang
Community Law Advocate



Nur Shukrina
Community Law Advocate,
Migrant Workers' Initiative



Sujesh Anandan
CLAS Advocate



Alysha Ratnam
CLAS Advocate



Benedict Koh
Community Law Fellow



Charmaine Tham
Community Law Fellow



Lorraine Lai
Community Law Fellow



Tengku Nur Azura
CLAS Fellow

Community Legal Services

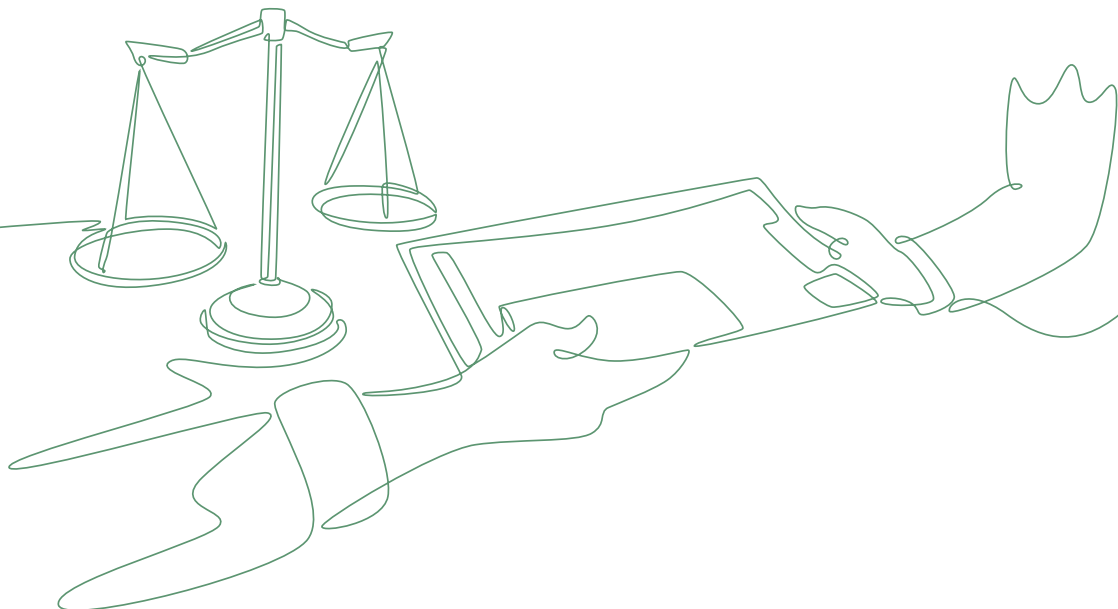
Pro Bono SG's in-house lawyers play a central role in delivering legal services to individuals and communities who face barriers to accessing justice. Working alongside our network of volunteer lawyers, the team provides **Community Legal Services**, while also contributing to outreach, legal education and community partnerships.

From providing essential guidance at our **Community Law Centres** and **Legal Clinics**, to representing vulnerable individuals under our **CLAS**, **FJSS**, and **AHPBS** schemes, our community lawyers bring both heart and skill to every case they handle. Beyond individual cases, our lawyers work closely with social service agencies, community

partners and volunteers to better understand emerging needs and strengthen how legal support is delivered.

Together, our in-house lawyers bring legal expertise, community knowledge and a strong commitment to Justice for All – helping Pro Bono SG respond to legal needs while strengthening the wider pro bono ecosystem.

Find out more about our lawyers:



Non-Profit Legal Services

Non-profit organisations play an important role in strengthening communities and creating social impact, making it important for them to consider the legal and governance considerations that underpin their mission, operations and activities. Our **Non-Profit Legal Services (NLS)** provide charities, ground-up initiatives, social enterprises and other organisations in the social impact sector with access to legal assistance, helping them navigate these issues responsibly, stay focused on their missions and amplify their impact.

Place-Based Service Delivery

Inspired by the success of our **Community Law Centres** in bringing legal help closer to where people are, we established dedicated touchpoints for our **NLS** at The Foundry in July 2025 and Temasek Shophouse in January 2026. Through these touchpoints, we create opportunities to build relationships, increase awareness of our services, deepen understanding of the sector's needs and make it easier for organisations to seek legal support when they need it.

Being physically present matters because proximity lowers barriers and increases both physical and psychological accessibility. Embedding legal support within community spaces encourages

STATISTICS



Non-Profit Legal Clinic

83

non-profits received legal guidance



Pro Bono Legal Assistance

15

non-profits received extended corporate legal services



Non-Profit Legal Services events

222

non-profit representatives attended

organic conversations, trust-building and earlier identification of legal issues before they escalate. It also reminds us that legal issues are rarely standalone, but are often connected to broader funding, governance, programme and operational realities for non-profits.

At The Foundry, Pro Bono SG is part of an ecosystem of organisations supporting the social impact sector. Our presence enables non-profits to access legal clinics, legal risk assessments and capacity-building programmes alongside other forms of organisational support.



Non-Profit Legal Services

At Temasek Shophouse, Pro Bono SG is part of the Commissioner of Charities' Shared Services Initiative for Charities, which brings together organisations to strengthen charities' regulatory compliance and operational capabilities. Through consultation clinics, training sessions and webinars, the initiative provides charities with guidance across areas including governance, regulatory submissions, talent management and digitalisation. Pro Bono SG contributes legal expertise to help charities navigate the legal considerations that underpin their work.

This proximity has translated into better understanding, stronger relationships and more targeted, holistic programmes. It has also extended the reach of our existing services, as reflected in the significant increase in applications, and informed the development of additional targeted services such as **Totally Legal**, a series of capacity-building legal talks and workshops on curated topics based on commonly seen legal issues, and **Legal Health Checks**, which help organisations identify legal and governance gaps and risk areas.

Non-Profit Legal Clinic

The **Non-Profit Legal Clinic (NPLC)** provides free, one-time



The Foundry
11 Prinsep Link, Singapore 179021

consultations for charities, social enterprises, ground-up initiatives and other non-profit organisations seeking clarity on legal issues. Conducted by volunteer lawyers through an online meeting during office hours, the clinic offers accessible legal guidance to help organisations better understand their options and make informed decisions. Where further assistance is required, organisations may be referred to other legal services. In FY2025/26, the **NPLC** supported



Temasek Shophouse
28 Orchard Rd, Singapore 238832

83 organisations, up from 15 organisations in the previous year, following the expansion of our touchpoints.

Top 5 Case Types

1. Entity Legal Structure and Corporate Governance
2. Contracts and Agreements
3. Grants and Fundraising
4. Dispute and Conflict
5. Intellectual Property

Pro Bono Legal Assistance

Pro Bono Legal Assistance (PBLA) is a matching service that connects eligible non-profit organisations with volunteer law firms for complex, non-litigious legal matters. Support may include reviewing contracts, strengthening governance structures, navigating regulatory requirements and addressing corporate or commercial issues. Organisations that meet the means test are matched with a volunteer law firm, which takes on the organisation as a pro bono client and provides legal support at no cost.

In FY2025/26, 15 non-profit organisations were matched with volunteer law firms through **PBLA**, helping them navigate legal challenges, manage risks and strengthen their capacity to grow their impact.

Building Legal Capability for Non-Profits

Pro Bono SG works with partners to strengthen the legal capability of non-



Interpreting legal terms can indeed be quite intimidating, but I'm glad that Pro Bono SG is able to act as a bridge between the community and the legal space.

Client, Non-Profit Legal Clinic



profit organisations through practical learning and hands-on support.

Totally Legal: Empowering Nonprofits

Totally Legal: Empowering Nonprofits, a legal education series by Pro Bono SG, Rajah & Tann Singapore and The Majority Trust, comprises eight sessions covering practical legal issues faced by non-profits, delivered over two years. The first session, Getting

Contracts Right!, explored contracts, memorandums of understanding (MOUs) and common issues in charity partnerships, followed by a hands-on workshop where participants applied their learning to draft a contract.

Legal Health Checks for Charities

We also partnered with the Singapore Corporate Counsel Association (SCCA) to organise two **Legal Health Checks for Charities**, bringing volunteer lawyers together with charities to identify governance and compliance gaps. The inaugural session on 6 November 2025 saw 23 charities receiving support from over 65 volunteers, while the second



As a charity organisation, we do not have access to readily available funds or support, so this service enables us to remain compliant with the strict IPC requirements.



Client, Non-Profit Legal Clinic

session matched over 60 volunteers with 20 charities. Participating charities received tailored insights and recommendations to help strengthen their governance and manage legal risks. All participants from the second session said that the legal health check was useful to their work and that they would attend or recommend similar sessions.

White & Case LLP also supported the initiative by adapting the PILnet Legal Health Check Resource to the Singapore's charity landscape, providing a practical reference for charities to assess and strengthen their governance and compliance practices.

We were impressed that the lawyers assigned to us took the time to research on our charity before meeting us. Their insights and advice were well considered, and we found their counsel to be very helpful.

Participant,
Legal Health Check



The volunteers were very helpful and patient in explaining why certain aspects were important to comply with, and what was lacking from a risk management perspective. The checklist was also incredibly effective in structuring our discussions.



Participant, Legal Health Check



Lunch and Learn at The Foundry

As part of our residency at The Foundry, Pro Bono SG participates in initiatives offering opportunities to engage with the social impact organisations in The Foundry's network. An example is the **Lunch and Learn** event, which offers practical knowledge on issues relevant to their work. One

session, *NPOs Contracts Decoded: Partnerships, Donations and Grants*, covered the fundamentals of drafting effective contracts, including key considerations for partnerships, donations and grants. The session equipped organisations with practical tips to structure agreements clearly, set expectations and manage potential legal risks.

Our Volunteer Community

In FY2025/26, Pro Bono SG supported and engaged more than 16,000 individuals and social impact organisations through our legal awareness initiatives, community legal services and non-profit legal services.

At this scale, skills-based volunteers are essential to our mission. Volunteer lawyers bring their legal expertise to provide advice, representation and other forms of support, enabling us to reach more individuals and communities who may otherwise face barriers to accessing justice. Beyond lawyers, law students, interns and non-legal volunteers also contribute their skills and time across our programmes and operations.

Together with the generous support of our donors and partners, this community contributes their time, talent and treasure to strengthen access to justice. Their collective commitment enables Pro Bono SG to extend the reach of our work and build a stronger, more inclusive pro bono ecosystem.

As Pro Bono SG's volunteer community grows, we continue to strengthen how we recruit, onboard and support volunteers so they can contribute meaningfully to our work. Our Volunteer Engagement team adopts a structured approach covering recruitment and placement, onboarding, mentorship, retention and capability-building.

STATISTICS

Total:
2,904*



Volunteer Lawyers

673

volunteer lawyers provided pro bono legal representation

798

volunteer lawyers provided legal consultations

34

lawyers volunteered for Non-Profit Legal Clinics and Pro Bono Legal Assistance

41

Volunteer lawyers were engaged for 581 sessions of the On-Site Legal Clinic (OSLAS) at the State Courts



Volunteer Interpreters

180

volunteer interpreters engaged for 731 consultations



Outreach Volunteers

146

volunteers mobilised for legal awareness outreach



Other Volunteers

564

volunteers contributed across Pro Bono SG's programmes, including as merits testers, front desk volunteers, mentors and webinar speakers



Student Volunteers

468

students volunteered across all schemes (note taking)

*Active volunteers in FY2025/26. Not unique

Our Volunteer Community

BB
When lawyers reconnect with their calling to enable access to justice, the profession does not just endure, but thrives.

Mr Dinesh Dhillon,
Chairman of Pro Bono SG,
at NUS Law Pro Bono
Awards 2026



More than

30,000

volunteer hours are clocked by Pro Bono SG's volunteer lawyers and non-legally trained volunteers



New volunteers are introduced to Pro Bono SG's work and our **Volunteer Code of Conduct**, which sets out expectations around confidentiality, responsible handling of personal data and the well-being of service users. Ongoing training and development opportunities further equip volunteers with the knowledge and skills needed to serve effectively. We create opportunities for volunteers and prospective volunteers to learn about pro bono work, connect with the communities we serve, build relationships with fellow volunteers and access support throughout their volunteering journey.

Recruitment Events

We continued to engage prospective volunteers through

targeted outreach, connecting them with opportunities that match their interests and skills. Our recruitment efforts included engagements with law students and the wider legal community through the **SMU Future Lawyers Singapore Conference, NUS Law Careers Fair and NUS Pro Bono Awareness Weeks Carnival and Mass Call 2026**. We also met with law firms to share about volunteering opportunities and encourage greater participation in pro bono work.



468

student volunteers clocked more than **35,000** pro bono hours



Pro Bono Weeks

Pro Bono Weeks brought together the legal community – including local and international law firms, in-house counsel associations and Institutes of Higher Learning (IHL) – to strengthen the pro bono movement and advance access to justice.

The campaign created opportunities for the legal profession to learn, connect and contribute, from sharing pro bono practices and strengthening collaboration with social service organisations, to engaging students and supporting volunteer development. It also provided a platform to raise awareness and resources for Pro Bono SG's work, while deepening understanding of the legal needs of vulnerable communities.

Pro Bono Weeks highlighted what can be achieved when the legal community comes together around a shared commitment to justice.

Highlights of Pro Bono Weeks

- **A Taste of Pro Bono** – On 29 January 2026, Pro Bono SG hosted A Taste of Pro Bono, bringing together lawyers, current volunteers and prospective volunteers to explore the different ways they could contribute. The session addressed common questions around volunteering opportunities, time commitments and available support, giving those considering pro bono work greater clarity on how they could get involved.



- **The Foundry Tour** – IHL students visited The Foundry on 5 February 2026 to learn more about Pro Bono SG's work, programmes and operations. The tour gave students a closer look at how their contributions can support access to justice and encouraged them to explore volunteering opportunities.
- **Pro Bono Roundtable @ Linklaters** – Held on 5 February 2026, the roundtable brought together volunteers and the community organisations to exchange perspectives on pro bono and social impact. Linklaters shared insights into its social impact initiatives, while Pro Bono SG, Babes Singapore and Hagar Singapore highlighted their respective missions and collaborations with the firm. The roundtable provided fresh perspectives, practical ideas and renewed inspiration for volunteers seeking to deepen their social impact.



Our Volunteer Community

- Tian De Temple Tour – On 13 February 2026, IHL students visited the Community Law Centre @ Tian De Temple to learn more about its community-facing work and outreach efforts. The tour highlighted how legal assistance and social support can work together to address the needs of individuals and families, and encouraged students to consider how their skills can contribute beyond traditional legal settings.
- Pro Bono Weeks also culminated in Just Jalan 2026, Pro Bono SG's flagship fundraising walkathon, which brought the community together in support of access to justice. On 14 March 2026, participants gathered at The Kallang for the physical walk, officiated by Chief Justice Sundaresh Menon, while others took part virtually. Together, participants clocked more than 18,000km and raised \$1.74 million to support Pro Bono SG's work in providing legal assistance to vulnerable communities.





We continue to support Just Jalan year after year because it aligns closely with our long-standing partnership with Pro Bono SG, and it creates an opportunity for collective participation. Walking together, fundraising together, and involving family and friends reinforces that access to justice is a responsibility we all share.

Volunteering at community legal clinics and supporting roundtable discussions deepen our lawyers' understanding of the real-world impact of the law. They also build empathy, perspective, and professional confidence particularly for younger lawyers. By combining volunteering, knowledge sharing, and sustained financial support, we foster a culture where pro bono is an integral part of being a lawyer at A&O Shearman.

Gautam Narasimhan, Managing Partner,
A&O Shearman (Singapore)



Volunteer Capability Building

As the legal landscape evolves, we continue to equip our volunteers with the knowledge and perspectives needed to serve effectively. Through quarterly roundtables, training, knowledge-sharing and opportunities to engage with emerging issues, we support volunteers in developing their skills while strengthening the quality and relevance of pro bono service.

The **CLAS Training Programme 2025** by **PBSG Academy** provides structured training in criminal defence through expert-led modules and practitioner panels, equipping lawyers with practical knowledge and insights to support their work under the **CLAS**. The programme covers 15 modules, providing opportunities for practitioners to deepen their understanding of criminal defence practice and learn from experienced members of the profession.

We also created opportunities for volunteers to engage with broader issues affecting the communities they serve. On 20 May 2025, we co-hosted a **Pro Bono Roundtable with Cooley**, bringing together legal practitioners and students to discuss what meaningful impact means in pro bono practice and

Our Volunteer Community



how the legal profession can better support marginalised communities. Representatives from Unlocking ADHD and The Majority Trust shared perspectives on the social sector landscape and the legal, governance and compliance challenges faced by non-profit organisations, highlighting opportunities for lawyers to apply their expertise in support of the sector.

The **Pro Bono Roundtable on the Ethical Principles of Pro Bono and Artificial Intelligence**, held on 4 November 2025 in collaboration with K&L Gates Straits Law, explored the responsible use of AI in pro bono work. Legal professionals, representatives from the Singapore Courts and industry experts discussed how emerging technologies can be used while upholding principles such as transparency, fairness, explainability, safety and human-centricity. An interactive Q&A further encouraged discussion on how technology can enhance pro bono services while maintaining professional and ethical standards.



I enrolled in Pro Bono SG's CLAS training programme to strengthen my understanding of criminal defence, as I primarily support Indonesian-speaking clients who require language assistance when accessing legal services. However, learning must be complemented by client meetings. Every case is different, and every client has a unique story. The more people I meet, the better I understand not only how our legal system works, but also how people think, cope and make decisions during difficult times.



Gusti Seruni,
Volunteer for Community Law Centres



Building the Next Generation of Volunteers

Our fortnightly **Chat with a Volunteer Lawyer** sessions give interns the opportunity to engage directly with volunteer practitioners and hear about their experiences in the legal profession and pro bono work.

Over 150 interns from local and overseas institutions joined these dialogue sessions, where volunteer lawyers shared candid insights on their motivations for pursuing law and pro bono work, choosing a specialisation and developing the skills needed for a fulfilling legal career. For our volunteer lawyers, the sessions also provide an opportunity to share their experiences and mentor the next generation.

As part of the **Pro Bono SG x A&O Shearman Insight Week and Summer Internship** in September 2025, students visited Tian De Temple to gain first-hand insight



Pro Bono SG stood out to me as an opportunity to learn how the law serves our community while contributing to a meaningful cause. Volunteering has allowed me to see first-hand how legal assistance can empower people facing difficult circumstances and help them navigate the legal system.



Yip Jun Yi, Student Volunteer for Community Law Centres



into the communities served by the Centre and how legal support can help address their needs. The visit exposed them to the intersection of legal and community work, and encouraged them to consider how they can contribute to supporting underserved communities in their future careers.

The **Clifford Chance Elevate Programme** also provided an opportunity for law undergraduates on bursaries to gain exposure to community-based legal practice. On 23 March 2026, students interning with Clifford Chance visited the **Community Law Centre @ Tian De Temple**, where our team shared insights from their community legal work, discussed real-world cases and explored the role of legal aid in supporting vulnerable communities.

Supporting Volunteer Well-being

Recognising the unique demands of balancing legal practice with pro bono work, Pro Bono SG launched the **Wellness Buddies Programme** in August 2025 to support the well-being of our volunteer lawyers.



Our Volunteer Community

The peer support initiative connects volunteer lawyers with a buddy of their choice for peer support, general guidance and shared resources. By creating a space for volunteers to learn from and support one another, the programme strengthens the sense of community within our volunteer network and provides an additional source of support throughout their pro bono journey.

Celebrating Our Volunteers

Our volunteers are at the heart of Pro Bono SG's work. Throughout the year, we celebrated the individuals and organisations who generously share their time, expertise and skills to advance access to justice and support the communities we serve.

At the **Law Awareness Weeks @ CDC Launch**, top **Community Legal Clinics** volunteers, Anchor Law Firms, as well as speakers and moderators who contributed



to legal talks, were recognised with certificates of appreciation presented by the Mayors.

The **LawWorks Volunteer Appreciation Dinner** also brought together volunteer lawyers supporting the partnership with NTUC. Through monthly legal clinics and quarterly legal primers, these volunteers helped make legal support and knowledge more accessible to the community.

We also celebrated our volunteers at our SG60-themed **Volunteer**

Appreciation Dinner, bringing together members of our volunteer community for an evening of connection and appreciation. Through games including human bingo and Pro Bono SG trivia, volunteers had the opportunity to get to know one another beyond their work. The evening celebrated the camaraderie and community spirit that underpin our pro bono movement, while recognising the volunteers who make our work possible.

We also recognised the contributions of volunteers and other champions of access to justice at the annual Pro Bono SG Awards 2026, which honoured individuals and organisations whose commitment to pro bono work has helped build a fairer and more inclusive society. A total of 150 awards were presented, recognising the many people who helped enable access to justice in Singapore.





Pro Bono Ambassador FY2025/26

The Law Society Pro Bono Ambassador Award recognises individuals with an established track record of pro bono service, outstanding professional standing and legal competence, and the ability to engage, influence and inspire fellow practitioners. For FY2025/26, the award was conferred on Mr Periowsamy Otharam, better known as Mr P O Ram.

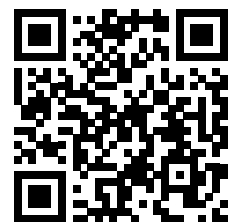
Mr Ram has devoted more than five decades to the law, public service and justice. A strong advocate of Pro Bono SG's mission and head of pro bono at K&L Gates Straits Law, he has handled 75 CLAS cases since 2008, supported the Paris Bar Support Centre in 2022, and mentored young lawyers undertaking CLAS cases. He also serves on the panel of lead counsel under the Legal Aid Scheme for Capital Offences.

His commitment to pro bono has been recognised through Pro Bono SG's Top Volunteer Award, which he received for three consecutive years from FY2021/22 to FY2023/24.

Beyond his advocacy and volunteer service, Mr Ram is also the author of *Law and Practice of Tribunals in Singapore*, a practical guide to tribunal law.

His leadership, generosity and sustained commitment to service saw him contribute not only to the legal profession, but also expanding access to justice for those in need. His example reflects the spirit of pro bono and continues to inspire fellow lawyers to use their skills in service of the community.

Scan the QR code to watch Mr P O Ram in conversation with Pro Bono SG Chairman Mr Dinesh Dhillon about his five decades in the legal profession, his pro bono journey, and what continues to inspire his commitment to serving others.



Our Volunteer Community

Partnerships for Volunteerism

Partnerships remain a cornerstone of Pro Bono SG's volunteer strategy and our efforts to advance access to justice. In FY2025/26, we continued to strengthen relationships across the legal profession, professional associations, corporates and Institutes of Higher Learning, creating diverse opportunities for individuals to contribute their skills and expertise in service of the community.

Through initiatives such as **Pro Bono Weeks**, recruitment and

engagement events, **Lunch & Learn** sessions and the **Pro Bono Roundtable** series, we worked with local and international law firms, in-house counsel networks and educational institutions including NUS, SMU and SUSS to engage and inspire volunteers. These partnerships helped broaden our volunteer pipeline while strengthening the pro bono culture across the legal sector.

Our partnerships also enabled lawyers, in-house counsel, law students, interpreters and other professionals to contribute in different ways, from legal clinics

and **Legal Health Checks** to outreach programmes, mentoring and capacity-building initiatives. By bringing together diverse skills and perspectives, we were able to reach more communities and strengthen the quality and relevance of our services.

Together, these partnerships connect people who want to support communities in need, helping to build a stronger and more diverse volunteer network that enables access to justice for all.

Join Us in Making Justice More Accessible!

- **Singapore-qualified lawyers with Practising Certificate**

Represent eligible applicants facing criminal, family, employment and other legal matters

- **Singapore-qualified lawyers (Practising Certificate not required)**

Provide legal guidance to eligible vulnerable and disadvantaged individuals on personal legal matters, and/or social impact organisations on corporate matters such as governance, legal and risk management

- **Interpretation Volunteers (No legal qualifications required)**

Help applicants bridge language gaps in languages including Bengali, Vietnamese, Burmese, Bahasa Melayu, Tamil, Bahasa Indonesia, Mandarin, Thai, Tagalog and others.

All experience levels are welcome, with training and support provided where needed.



Email us at volunteer@probono.sg to find out more.



Volunteer Recognition

Top Volunteers

Alwyn Tan

Community Legal Clinics

Ashvin Hariharan

Criminal Legal Aid Scheme (CLAS)

Aw Chee Yao

Non-profit Legal Services (NLS)

Chooi Jing Yen

Criminal Legal Aid Scheme (CLAS)

Felicia Ong

Community Law Centres

Jenny Lai

Family Justice Support Scheme (FJSS)

Odelia Tan

Community Legal Clinics

Raj Singh Shergill

Migrant Worker Legal Assistance

Richard Siaw

Community Law Centres

Richard Tan Ming Kirk

Non-profit Legal Services (NLS)

Sanjiv Rajan

Criminal Legal Aid Scheme (CLAS)

Shaun Ho

Community Law Centres

T Dinesh

Non-profit Legal Services (NLS)

Tan Shen Kiat

Community Law Centres

Wong Soo Chih

Family Justice Support Scheme (FJSS)



What stood out was the direct impact a short 20-minute consultation could have on an individual's understanding of their situation and options. While the legal issues may not always be complex, they are often matters of great importance to the applicants involved.

Alwyn Tan, Volunteer Lawyer
for Community Legal Clinics



Our Volunteer Community



Navigating the legal system is daunting, especially for those who are not proficient in English. What has stayed with me is how even a short consultation and acknowledging their struggles can make migrant workers feel seen. As a corporate lawyer, I rarely encounter people in such vulnerable circumstances. These interactions have deepened my empathy and reminded me that helping someone often begins with speaking to them in a language they understand.

Karthik Ashwin Thiagarajan,
Volunteer Interpreter for Migrant Worker Law Centre



Special Recognition

Citibank

The Citibank in-house team in India provided valuable interpretation support to **MWLC**, responding to the growing needs of Tamil- and Bengali-speaking applicants. Beyond regular monthly sessions, team members also stepped forward to support ad hoc interpretation needs, including in their personal capacity. The team supported 19 interpretation sessions in 2025.

Gusti Seruni

Gusti has supported Indonesian migrant workers since 2017, first with HOME and later as a volunteer interpreter with Pro Bono SG. Since joining Pro Bono SG's volunteer network in 2020, she has continued

to bridge the language gap between lawyers and Indonesian-speaking clients, helping them understand legal advice, communicate their experiences and navigate the legal system with dignity.

Karthik Ashwin Thiagarajan

Karthik is a foreign-qualified lawyer and as a volunteer interpreter with Pro Bono SG, Karthik plays an essential role in ensuring that language is never a barrier to accessing justice. Working closely with community lawyers at **MWLC**, he helps Tamil-speaking migrant workers understand legal advice, procedures and their available options, enabling them to participate meaningfully in conversations about their own cases and make informed decisions.

Millie Goh

Millie Goh has contributed more than 300 volunteer hours, preparing detailed case summaries that support efficient legal intake and help lawyers focus on clients' needs. Her warm and patient approach, particularly with seniors and vulnerable individuals, helps build trust and confidence. She also mentors interns and works closely with the team, contributing to both operational continuity and the quality of service provided.

Regana Mydin

Regana has been a dedicated volunteer moderator for **PBSG Academy** webinars since 2021, supporting sessions across **LawWorks, Charities Lean Forward, LAW@CDC** and ethics

modules. She helped create structured and engaging discussions, guiding panellists towards clear and practical insights while keeping sessions accessible to diverse audiences.

Singapore Corporate Counsel Association (SCCA)

SCCA played a key role in launching and scaling the **Legal Health Check** programme for charities, mobilising in-house counsel and students to expand its reach. Its sustained engagement, cross-sector collaboration and commitment to knowledge-sharing strengthened both volunteer participation and programme impact.

The Foundry

The Foundry provided a key platform for the **Legal Health Check** programme for Charities, supporting outreach and collaboration within its social impact hub. By connecting us with non-profits, The Foundry helped broaden the programme's reach and strengthened its engagement with the social impact sector.

White & Case

White & Case played a pivotal role in developing the **Legal Health Check** programme's core questionnaire, guidance materials and templates, helping turn the initiative into a structured

and scalable programme. Their expertise and sustained commitment strengthened the quality, consistency and long-term impact of support provided to charities and volunteers.

Yip Jun Yi

Inspired by his family's emphasis on giving back, Yip Jun Yi began volunteering with Pro Bono SG in June 2024. Despite being a student, he has contributed more than 300 volunteer hours at our **Community Law Centres**. From legal research and case summaries to client intake, triaging and interpretation, Jun Yi has consistently demonstrated a genuine commitment to serving the community.



BB

I assisted a group of people who had devoted their resources to charity but were unable to 'exit' from their charitable efforts due to commercial-legal obligations they had entered into while trying to do more charity. Providing legal help at the Non-Profit Legal Clinic enables the enablers. Even though the better understood part of doing good is when beneficiaries are directly helped, helping the doers is just as important.

Aw Chee Yao, Volunteer Lawyer for Non-Profit Legal Clinic



Supporters and Partners

Top Supporters

We sincerely thank all our donors for their generous support and invaluable contributions throughout the year. Your generosity enables Pro Bono SG to provide essential legal services and reach communities that rely on our assistance.

We also gratefully acknowledge the supporters who contributed \$5,000 or more in FY2025/26. Their generosity and commitment have helped strengthen our capacity to serve those in need.

Diamond Supporter

\$250,000 and above

Migrant Workers' Centre

Platinum Supporters

\$100,000 and above

Diana Koh Fund

Ong Jit Seng

Rao Family Foundation

Gold Supporters

\$50,000 and above

A&O Shearman

Davinder Singh Chambers

Eugene Thuraisingam Asia LLC

Linklaters

Mehigan LLP

Rajah & Tann Foundation

Setia Law

The Majority Trust

TSMP Law Corporation

Wilmar International Limited

Silver Supporters

\$25,000 and above

Allen & Gledhill LLP

Bloomberg

Bryan Tan Tse Hsien

Clifford Chance & Cavenagh Law

Khelvin Xu

Kimarie Cheang
Lok Vi Ming, SC
Providence Law Asia
Sidley Austin Singapore Pte. Ltd.
The Grace, Shua, Jacob Ballas II
Charitable Trust
Thio Shen Yi, SC
TKQP Law LLP
Zhang Changjie

Crystal Supporters

\$15,000 and above

Capital Cares

Drew & Napier LLC

Gibson, Dunn & Crutcher LLP

OUE

Quinn Emanuel Urquhart & Sullivan

Rebecca Chew

SC Capital Partners

Sheralynn Tjioe

Simmons & Simmons JWS

The Anjuman & Aziz Charitable Trust

WongPartnership LLP

Bronze Supporters

\$5,000 and above

ABR Holdings Limited

Andre Yeap, SC

Anjali and Kishore Moorjani

Ashvin Law Corporation

Aurill Kam

Bird & Bird ATMD LLP

Blossom Hing, SC

BR Metals

Celeste Ang

Chan Leng Sun, SC

Chia Kim Huat

Concert Livia

Darren Cerasi

Dentons Rodyk & Davidson LLP

Dinesh Dhillon

Eugene Thuraisingam

Felicia Tan

Fergus Evans

Focus Law Asia LLC

Freshfields
Global Indian International School Pte Ltd
Globalaw
Gregory Vijayendran, SC
Han Kun LLP
Harry Elias Partnership LLP
Hogan Lovells Lee & Lee
Hong Leong Foundation
Jean Muller
Jennifer Chia
K&L Straits Law LLC
Kenneth Lim Tao Chung
Keppel Ltd.
Koh Li-Tsa
KPMG in Singapore
Lee Eng Beng, SC
Leong Kah Wah
Manoj Pillay Sandrasegara
Maples Group
Milbank LLP
Mishcon de Reya
Monica WY Chong
Ng Zhao Yang
Nichol Yeo
PDLegal LLC
PK Wong LLC
RCLT Law Corporation
Reed Smith Pte Ltd
Samuel Chacko
Schellenberg Wittmer
Secretariat International
Singapore Academy of Law
Sng Teck Kheng
Stephenson Harwood (Singapore)
Alliance
Tan Peng Chin LLC
The Arbitration Chambers
Three Crowns LLP
Toby Landau KC
Vivien Sandhu
Withers KhattarWong LLP
Young Fe Richard Junior

Media Partner

APRW

Our Year Ahead

As Pro Bono SG approaches its 20th anniversary in 2027, we enter the next phase of our journey with a clear focus on building for the future. We will continue to strengthen the ways in which legal support reaches individuals and communities, while ensuring that our organisation remains responsive, sustainable and equipped to meet emerging needs.

Over the past few years, our work has expanded significantly, with new community and specialist touchpoints, court-based services and partnerships extending our reach. As we prepare for our next stage, our focus is not simply on doing more, but on strengthening the foundations that will allow us to deliver our services well and sustainably for the long term.

Central to this is our vision of law as a social service. Legal problems rarely exist in isolation, particularly for the vulnerable communities we serve. We will deepen our community-based and multidisciplinary approach, working alongside partners across the legal, social service and other sectors so that legal assistance can form part of more holistic support. We will also listen to and learn from the communities we work with, so that our services remain relevant and responsive to the realities they face.

The year ahead will also be about consolidating the progress made in FY2025/26 and translating new initiatives into sustainable programmes and longer-term impact. This includes operationalising the **Inclusive Justice Law Centre** and our collaboration with the National Arts

Council at the Arts Resource Hub, while strengthening the systems, partnerships and ways of working needed to support these initiatives over time.

Our people and volunteers are fundamental to this effort. We will invest in organisational and volunteer capabilities, support volunteer well-being, and create opportunities to develop the next generation of pro bono lawyers. These investments are essential not only to the quality of our services today, but to our ability to sustain them into the future.

Delivering this work sustainably will require resources that extend beyond the direct delivery of programmes. Access to justice depends not only on frontline services, but also on the people, systems, technology, governance and partnerships that make those services possible. As Pro Bono SG's work continues to expand in scope and complexity, investing in these organisational foundations will be essential to ensuring that our programmes remain effective, accountable and sustainable.

In FY2026/27, we will continue to exercise prudent financial

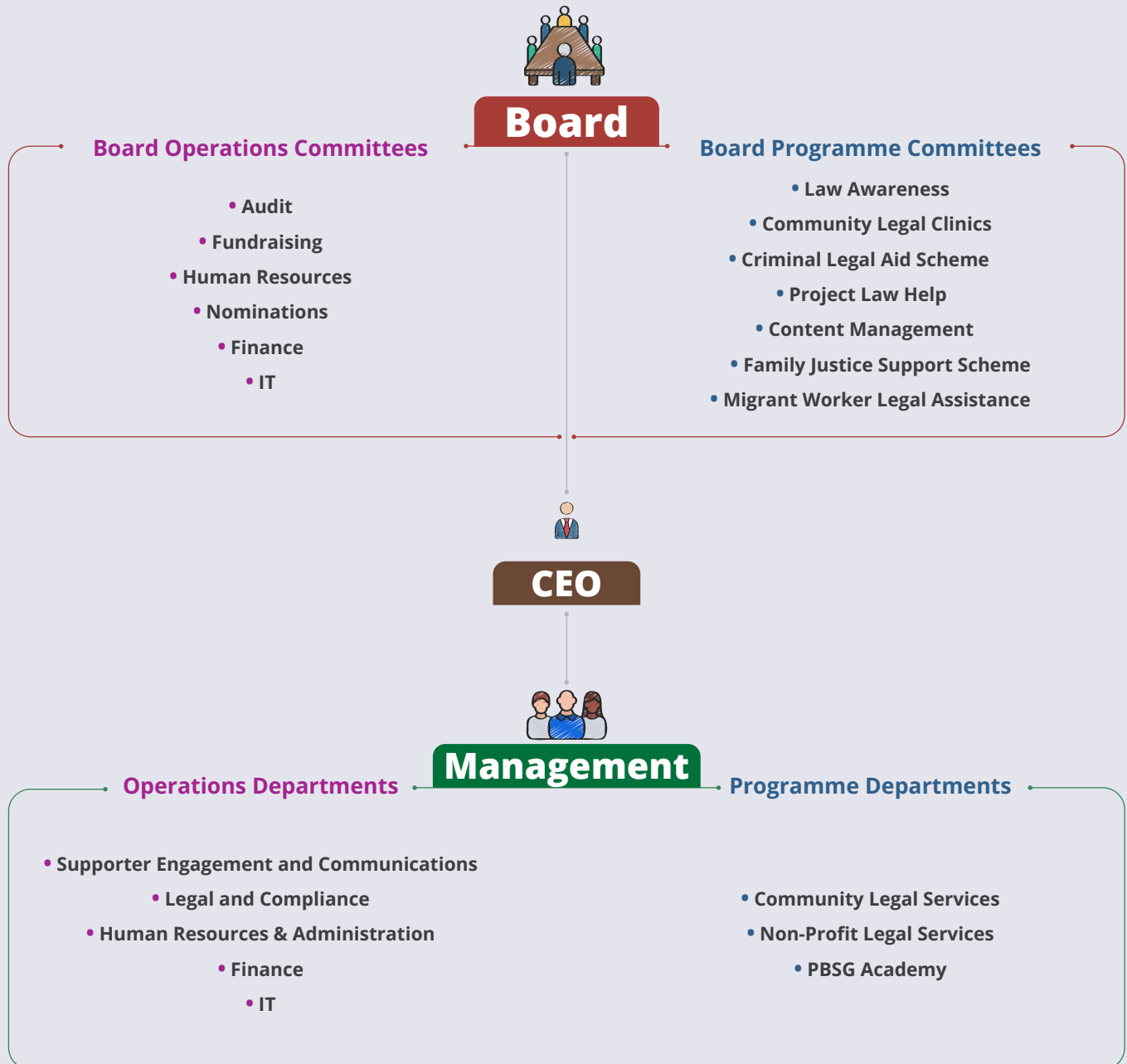
stewardship while strengthening our long-term financial resilience. We will deepen our fundraising efforts and supporter relationships, including through **Just Jalan 2027** and the **Pro Bono SG Awards 2027**, while working to diversify income sources and strengthen unrestricted funding. This will help ensure that we have the flexibility and capacity needed to respond to emerging needs and sustain access to justice for the communities we serve.

Sustainability also extends beyond our finances. We will build on our ESG practices and consider more deliberately how environmental and social responsibility can be embedded across our operations, programmes and partnerships.

Our 20th anniversary is both a milestone and a starting point. It is an opportunity to reflect on two decades of service, while strengthening what we have built for the years ahead. Our ambition is not growth for its own sake, but lasting impact: services that are accessible, responsive and sustainable; an organisation equipped to deliver them well; and a strong network of partners, volunteers, donors and supporters who can sustain this work alongside us.



Organisation Chart



Board of Directors



Dinesh Dhillon
Chairman

(4 January 2017)
Past: Treasurer, 4 January 2017
to 23 February 2021
Lawyer
LSS Vice President



Vivienne Lim Hui Bian
Deputy Chairwoman

(12 September 2023)
Lawyer



Daniel Koh Choon Guan
Treasurer

(12 September 2023)
Lawyer
LSS Vice President



Derek Kang Yu Hsien
Director

(4 January 2017)
Lawyer



Gregory Vijayendran, SC
Director

(4 January 2017)
Past: Chairman, 4 January 2017
to 3 January 2025
Lawyer



Kelvin Wong Weng Wah
Director

(4 January 2017)
Past: Deputy Chairman, 4 January 2017
to 3 January 2025
Lawyer



Thio Shen Yi, SC
Director

(4 January 2017)
Lawyer



Low Wei Ling
Director

(11 July 2022)
CEO of venture capital fund
management company



Sim Guan Seng
Director

(1 September 2022)
Managing Director of an audit
services company



Steven Lam Kuet Keng
Director

(12 September 2023 to 19 June 2025)
Lawyer



Nicholas Narayanan
Director

(3 April 2024)
Lawyer
LSS Council Member



Usha Chandradas
Director

(1 January 2026)
Lawyer



V Kanyakumari
Director

(1 January 2026)
Lawyer



Ahmad Firdaus Daud
Director

(1 January 2026)
Lawyer



Joseph Liow
Director

(1 January 2026)
Lawyer
LSS Executive Committee Member

Executive Management



Tanguy Lim

Chief Executive Officer



Sadhana Rai

Chief Representation Officer



Cai Chengying

Deputy CEO



Ang Eek

Director and Head of Finance



Hazel Koh

Director and Head of Human Resources and Administration



Pramnath Vijayakumar

Deputy Director and Head of Legal Operations



Soo Bei Han

Deputy Director and Head of Supporter Engagement and Communications



Claudine Tan

Assistant Director of Volunteer Management



Goh Qian Hui

Assistant Director, Community Legal Services



Kelvin Lim

Assistant Director, PBSG Academy

Board Operations Committees

Audit Committee

Chairperson

Sim Guan Seng

Members

Daniel Koh

Nicholas Narayanan

Finance Committee

Chairperson

Daniel Koh

Members

Cyril Chua

Usha Chandradas

Paul Seah

Fundraising Committee

Co-Chairperson

Thio Shen Yi, SC

Rebecca Chew

Members

Eugene Thuraisingam

Deya Dubey

Felicia Tan

Lionel Leo

Mahesh Rai

Shu Hui Kwok

HR Committee

Dinesh Dhillon

Kelvin Wong

Vivienne Lim Hui Bian

IT Committee

Chairperson

Kelvin Wong

Members

Paul Seah (w.e.f 22 July 2025)

Ahmad Firdaus Daud

Low Wei Ling

Nominations Committee

Dinesh Dhillon

Nicholas Narayanan

Sim Guan Seng

Vivienne Lim Hui Bian



Programme Committees

Criminal Legal Aid Scheme Committee

Chairpersons

Shashi Nathan
Derek Kang Yu Hsien*

Vice-Chairpersons

Rajan Sanjiv Kumar **

Members

Aaron Lee Teck Chye
Andrew Chua Ruiming
Ashvin Hariharan
Chin Li Wen Tania
Chong Yi Mei
Chooi Jing Yen
Darrell Low Kim Boon *
Derek Kang Yu Hsien **
Harjeet Kaur Dhaliwal
Jerrie Tan Qiu Lin *
Johannes Hadi
Lai Yan Ting *
Lau Wen Jin
Loh Guo Wei, Melvin
Mahesh Rai s/o Vedprakash Rai **
Muntaz Binte Zainuddin **
Muslim Albakri
Rajan Sanjiv Kumar *
Siraj Shaik Aziz
Tang Shangwei (Zheng Shangwei)
V Santhosh **
Wong Wan Kee Stephania

Community Legal Clinics Committee

Chairperson

Joan Peiyun Lim-Casanova
(Chairperson 2026 and
Vice-Chairperson 2025)

Soh Hui Bin, Hany
(Chairperson 2025)

Vice-Chairpersons

Dhanyah Binte Hishammudin
(Vice-Chairperson 2026)

Members

Amira Nabila Budiyo *
Chan Wai Yee Rachel **
Cheong Bing Cheng Ben Chester
Dhivya Rajendra Naidu **
Fan Wai Leong, Benson **
Gerald Yee Mun Howe *
Soh Hui Bin, Hany
Kok Yee Keong *
Lee Yu Lun, Darrell **
Loh Guo Wei, Melvin
Loh Weijie, Leonard
Peggy Yee *
Tan Sean Odelia **
Tran Le Luu Phuong

Law Awareness Committee

Chairperson

Richard Siaw Yin Yeow
(Chairperson 2025 and 2026)

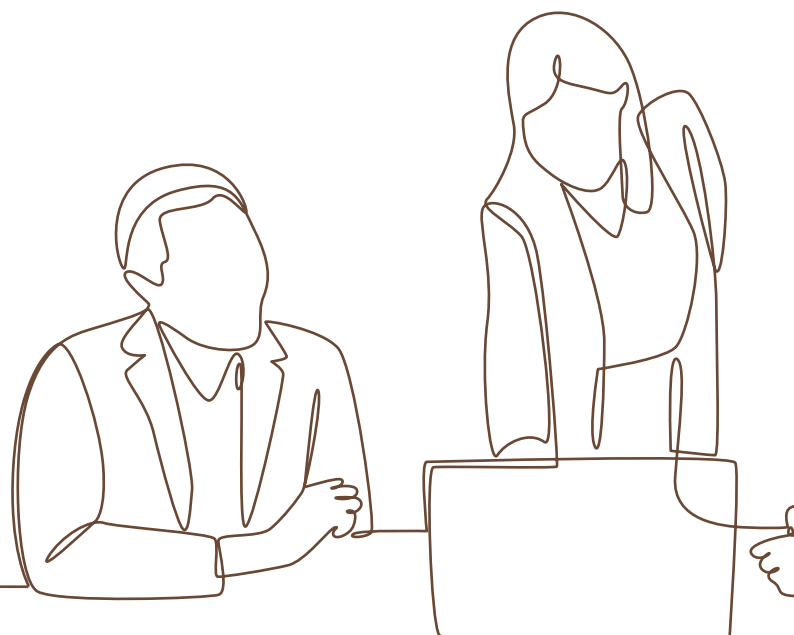
Vice-Chairpersons

Kamalarajan Malaiyandi Chettiar
(Vice-Chairperson 2025 and 2026)

Lee Wei Han Shuan
(Vice-Chairperson 2025 and 2026)

Members

Elaine Jia Ni Ho
Giouw Rong Zhen Jolie
Halijah Binte Mohamad
Loo Yinglin Bestlyn*
Lu Zhao Bo Yu
Sarita Misir



Legend:

* 1 April 2025 to 31 December 2025

** 1 January 2026 to 31 March 2026

Project Law Help Committee

Chairperson

Peh Aik Hin (2026)
Tan Ming Kirk Richard (2025)

Vice-Chairpersons

Bozy Lu (2026)
Peh Aik Hin (2025)
Usha Chandradas (2025)

Members

Ahmad Firdaus Daud**
Aw Chee Yao**
Daryl Yang Wei Jian*
Helena Whalen-Bridge
Huang Junjie
Jeffrey Lim
Leong Shi Min, Nicole*
T Dinesh**

Family Justice Support Scheme

Chairperson

Kanyakumari D/O Veerasamy
(Chairperson 2025 and 2026)

Members

Anuradha D/O Krishanchand Sharma
Aye Cheng Shone
Dharmambal Shanti Jayaram
Dilys H Chua
Lai Ying Ling Jenny
Lim Pei Ling June*
Loo Yinglin Bestlyn*
Maheswari Rani D/O Krishna
Marcus Chia Hao Jun
Michelle Elizabeth Woodworth*
Ng Jeanny*
Rebecca Vathanasin*
Sandhu Vivienne Kaur*
Shawn Teo Kai Jie*
Si Hoe Tat Chorng*
Tan Sean Odelia
Tan Si Ying, Gloria*
Sofia Bennita d/o Mohamed Bakash **
Sumaiyah Abdul Kader **
Yvonne Schelkis-Sweeney **

Content Management Committee

Chairperson

Nicole Carmen Tan Yi
(Chairperson 2026 and
Vice-Chairperson 2025)
Usha Chandradas
(Chairperson 2025)

Vice-Chairpersons

Boxall Lynette Maureen
(Vice-Chairperson 2025 and 2026)
(resigned on 21 April 2026)
Mohammed Reza s/o Mohammed Riaz
(Vice-Chairperson 2026)

Members

Chiam Zhi Wen, Nick *
Monisha Cheong Rui Ying
Muhammad Sherefudin bin Jamal **
Ooi Chit Yee **
Zabrina bte Abdul Hamid
Usha Chandradas (Board
Representative) **

Migrant Worker Legal Assistance Committee

Chairpersons

Gregory Vijayendran, S.C (Co-Chair)*
Dinesh Dhillon (Co-Chair)*

Members

Adnaann Noor
Felicia Ong *
Foo Yuet Min *
Grace Tan
Melvin Chan **
Muhammed Ismail Noordin
Nakul Dewan, K.C
Raj Singh Shergill
Muntaz Zainuddin
Stephanie Chan *
Lim Lei Theng **
Muhamad Ashraf S/O Syed Ansarai **
Stuart Andrew Peter **
Jennifer Lim Zhuo Jun **



Governance

A. BOARD AND MANAGEMENT

Governing Instruments, Roles and Responsibilities

Pro Bono SG ("PBSG") is governed by a Board of Directors (the "Board"). The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management, which are set out in PBSG's Constitution and Board Administration Guidelines, are clear and distinct.

The Constitution governs, amongst other matters, the following issues:

1. PBSG's objects;
2. the Board's composition;
3. the appointment, vacation and removal process of Board members;
4. the powers and duties of the Board; and
5. the tenure of its office bearers.

The Board Administration Guidelines (the "Guidelines") state that the Board provides leadership to enable PBSG to carry out its objects as set out in the Constitution. The Guidelines aim to orient and guide Board members in their functions by providing the reference information necessary to carry out their governance role on the PBSG Board. The Guidelines set out a schedule of matters reserved for Board decision, and also state that Board shall not interfere with the management and day-to-

day operations of PBSG, which it delegates to the CEO.

Training and Performance Review

Under the Guidelines, incoming Board members are required to attend an induction and orientation programme. The Board's roles and responsibilities also include attending appropriate training to develop their competencies and/or keep abreast of relevant new laws and regulatory requirements, where required. The Nominations Committee is also responsible for reviewing training and professional development programmes for the Board.

The Guidelines also require the Board to conduct regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.

Training, development and performance review of Management are governed by PBSG's HR policies.

Board Committees

PBSG has six (6) Board Operations Committees: Audit, Finance, Fundraising, Human Resource, Nominations, IT.

PBSG also sets up working groups from time to time, based on the organisation's needs. PBSG currently has an Impact Evaluation Working Group and an ESG Working Group.

Please refer to <https://www.probono.sg/governance> for more

information, including the Terms of Reference of these committees and working groups.

Board Composition

PBSG's Constitution provides that the majority of the Board shall as far as practicable be lawyers with a practicing certificate issued under Section 25 of the Legal Profession Act 1966 in force. The Constitution also provides that the number of Board Directors shall be not less than ten (10) and not more than sixteen (16). The Board endeavours to ensure there is an appropriate mix of core competencies and collective expertise to discharge its responsibilities.

In assessing the appointment of new Board members, the Board is guided by the outcome of Board evaluation and the considerations set out in the Guidelines which include skillsets and experience useful and related to PBSG's services and operations, ideal traits and characteristics, the need for Board diversity and appropriate Board size.

During FY2025/26, the Board continued its leadership renewal and succession planning efforts, appointing four new Board members with effect from 1 January 2026 and strengthening the Board's collective mix of skills, experience and perspectives. Guided by a Board skills and diversity assessment, the appointments were made to enhance expertise in areas including fundraising and

development, technology and family law, while also improving the Board's gender, ethnic and community diversity. The appointments support the Board's commitment to progressive renewal, ensuring continuity whilst introducing fresh perspectives and strengthening the Board's ability to oversee PBSG's strategic priorities.

Under the Constitution and Guidelines, Board members are expected to exercise independent judgment and act in the best interests of PBSG.

Leadership Renewal and Term Limits

Board members are appointed for a term of two (2) years and may submit themselves for re-nomination and re-appointment at the expiration of the term. To ensure succession planning and steady renewal in the spirit of sustainability of PBSG, the Board has a term limit of ten (10) years. No Board member shall serve as:

- **Chairman for a continuous period of more than ten (10) years at any one time**
- **Treasurer for a continuous period of more than four (4) years at any one time**

Reappointment of the same person to the above positions can only be considered after a lapse of at least two (2) years.

There are no Board members who have served on the Board for more than ten (10) consecutive years.

The Nominations Committee oversees the re-nomination and re-appointment process and are guided by various considerations set out in the Guidelines, including PBSG's strategic plan, the skillsets, qualifications and experiences useful and related to our services and operations and the outcome of the Board's evaluation of its performance and effectiveness.

Suitable Qualifications and Effective Performance

The Nominations Committee conducts pre-appointment background checks and competency assessments on behalf of the Board by meeting potential candidates, ensuring that they satisfy the requirements under PBSG's Constitution, they are fit to serve on the charity and have appropriate qualifications and skillsets, before putting forward endorsed candidates for Board approval.

The Board is guided by the Constitution and Guidelines in the discharge of its duties. Management provides the Board with complete and timely information, but does not vote or participate in the Board's decision-making.

No Board member is a staff of PBSG.

Background checks are conducted on all staff, including Management, prior to employment. PBSG's HR policies also require that all staff have suitable qualifications and experience.

PBSG is a learning organisation committed to helping employees grow in their careers. In addition to making learning opportunities available including sending staff for training and courses, PBSG has a fair and objective performance management process linked to measurable and clearly defined targets with regular performance appraisals, supervision and feedback systems.

B. ACTING RESPONSIBLY, FAIRLY AND WITH INTEGRITY

Conflict of Interest

PBSG has in place protocols and procedures to manage and avoid conflict of interest. Upon appointment, the CEO, Board members, employees and committee members sign a declaration form confirming that they have read and understood the conflict of interest policy of PBSG and that they will make full disclosure of the interests, relationships and holdings that could potentially result in a conflict of interest. They also confirm that they will notify the Board immediately when a conflict of interest situation arises. In addition, the CEO, Board members, employees and committee members sign a disclosure of interests statement each year. The conflict of interest policy also requires, where there is potential

Governance

conflict of interest, that the person with conflict of interest be excluded from the discussion and decision-making process and that PBSG ascertains that the transaction is in its best interest and, if financial, is made on arm's length basis with comparative quotes/bids submitted and documented.

Remuneration

Board members do not receive remuneration and staff are not involved in setting their own remuneration.

Code of Conduct

PBSG administers a Code of Conduct that reflects the charity's values and ethics. It is applicable to all Board members, employees and volunteers, which require them to act lawfully, honestly, ethically and in the best interests of PBSG when performing their duties.

C. MANAGEMENT OF THE CHARITY AND PLANNING FOR THE FUTURE

Policies

PBSG implements and regularly reviews key policies and procedures to ensure that they continue to support the charity's objectives, including on the following areas:

- Anti-Money Laundering and Countering the Financing of Terrorism are covered under PBSG's Gifts Policy, which sets out a checklist to identify potential

suspicious activities which may indicate money laundering / financing of terrorists, to ensure due diligence when checking the sources of incoming funds;

- Board strategies, functions and responsibilities are covered under PBSG's Constitution and Board Administration Guidelines;
- Employment practices are covered under PBSG's human resource policies and SOPs, including areas such as credential verifications, remuneration, promotions, benefits, training and development, reimbursement of expenses, performance appraisal, disciplinary action and cessation of employment;
- Volunteer management is covered under PBSG's Volunteer Management Policy, which includes information on maintenance of records, conflict of interest, confidentiality, personal data protection; volunteer recruitment and selection processes; volunteer orientation, training and development; supervision and evaluation; and volunteer support and recognition;
- Financial matters are covered under PBSG's financial policies (see more details in the next section);
- IT matters, including data privacy, security, networks;
- Investment is covered under PBSG's financial policies;

- Service and quality standards SOPs;
- Fundraising according to best practices and in compliance with the relevant laws and regulations. PBSG does not engage third party fundraisers;
- Accountability to donors is covered under PBSG's Gifts Policy, which guides enquiries on gifts to PBSG and the administration of gifts; identifies circumstances under which the donor should seek independent advice; and ensures compliance with other relevant regulatory and compliance issues, including personal data protection and honouring requests for donor anonymity; as well as financial SOPs to ensure donations are properly accounted for and promptly deposited;
- A dedicated Data Protection Policy.

Financial Management and Internal Controls

The Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures. PBSG ensures that its operations and programmes are directed towards achieving its objectives through the preparation of annual work plans and budgets and regularly updating on the progress and outcome of programmes to the Board.

PBSG is committed to using our resources prudently, ensuring cost-effectiveness and accountability

in all our operations. We have put in place financial controls, processes, and policies on areas such as receipts, procurement and payments, which specify the authority limits and controls; reserves; the transfer of funds policies; and the control of fixed and intangible assets, which account for and safeguard the value of its assets by getting adequate insurance.

Our financial statements are audited and published annually by an external audit firm. As a registered charity accorded an Institution of Public Character ("IPC") status, we abide by the provisions of the Charities Act and the requisite requirements.

To achieve the long-term financial sustainability of PBSG, the reserves policy aims to achieve unrestricted reserves to sustain its entire (unrestricted and restricted) operations for one year, in the event of a decline in donations.

PBSG has restricted funds to support its activities from a diverse range of sources. PBSG uses its restricted funds efficiently in accordance with programme and operational needs within the allocated grant period.

PBSG does not provide any donations, loans or financial assistance, which are not part of the core charitable programmes.

Risk Management

We are proud to have been awarded

the Special Commendation Award for Risk Management in 2023.

PBSG's Board Administration Guidelines stipulate that the Board should conduct formal risk management exercises to identify and document key risks faced by PBSG and the related mitigating measures, and that key risks should be regularly monitored and reviewed. Accordingly, PBSG maintains a risk register in the format set out in the Enterprise Risk Management Toolkit for Charities and IPCs, jointly produced by the Charity Council, KPMG and National University of Singapore Business School. The risk register is updated periodically and as and when acute risks arise. The Audit Committee has oversight of the risk register, which is presented to the Board at least once a year.

In addition, under the Board Administration Guidelines, the Audit Committee's responsibilities include analysing and providing oversight on risk management for key organisational processes, ensuring robust risk mitigation strategies.

During FY2025/26, PBSG continued to strengthen its enterprise risk management approach by considering emerging strategic and technology risks, including ESG-related risks and the potential impact of artificial intelligence on the organisation's services and operations.

PBSG also has a Data Protection Policy in place.

D. ACCOUNTABILITY AND TRANSPARENCY

We comply fully with the Code of Governance for Charities and Institutions of Public Character and relevant legislation and regulations. We are committed to upholding the highest standards of transparency and accountability and believe that adopting the best governance practices will increase our effectiveness and instil public confidence in what we do.

We are proud to have been awarded the Charity Transparency Award in 2022, 2023 and 2024 for adopting good disclosure practices.

Please refer to the Charity Portal for our Governance Evaluation Checklist and our official website for our past Annual Reports and Financial Statements.

Board Meetings

The Board meets at least once every four (4) months with a quorum of three (3) Board members or one-third of the number of Board members, whichever is higher, based on the Constitution. Clear reporting structures are implemented such that the Board, Management and staff can access all relevant information, advice, and resources to conduct their roles effectively. Executive management is invited to attend board meetings to present updates and provide recommendations, ex-officio, but do not vote or participate in Board decision-making. PBSG keeps adequate records of relevant

Governance

discussions, dissenting views and decisions in the minutes of Board meetings and circulates the same to the Board as soon as practicable.

Board meetings in the Financial Year ending 31 March 2026:

Board member	Attendance at Board meetings
Daniel Koh Choon Guan	5/5
Derek Kang Yu Hsien	4/5
Dinesh Dhillon	5/5
Gregory Vijayendran SC	5/5
Kelvin Wong Weng Wah	4/5
Thio Shen Yi SC	2/5
Low Wei Ling	5/5
Sim Guan Seng	3/5
Steven Lam Kuet Keng*	1/1
Nicholas Narayanan	4/5
Vivienne Lim Hui Bian	5/5
Usha Chandradas**	1/1
V Kanyakumari**	1/1
Ahmad Firdaus Daud**	1/1
Joseph Liow**	1/1

* Served as a director until 19 June 2025.

** Appointed on 1 January 2026.

Staff

PBSG discloses the annual remuneration of 3 highest paid staff for transparency:

Salary Bands (in bands of SGD100,000)	Number of Staff
SGD200,000 – SGD299,999	2
SGD300,000 – SGD399,999	1

PBSG does not have paid staff who are close members of the family of the Executive Head or Board members. None of the three highest-paid staff served on the Board.

Whistleblowing Policy

PBSG has in place a Whistleblowing Policy that provides accessible and independently overseen avenues for employees, volunteers, donors, service users and other stakeholders to raise concerns about suspected improprieties in good faith. During FY2025/26, the policy was enhanced to provide clearer timelines and documentation protocols for the handling of reports.

The report form is available on the official website and may be downloaded from <https://bit.ly/3SfePjh>. The form may be

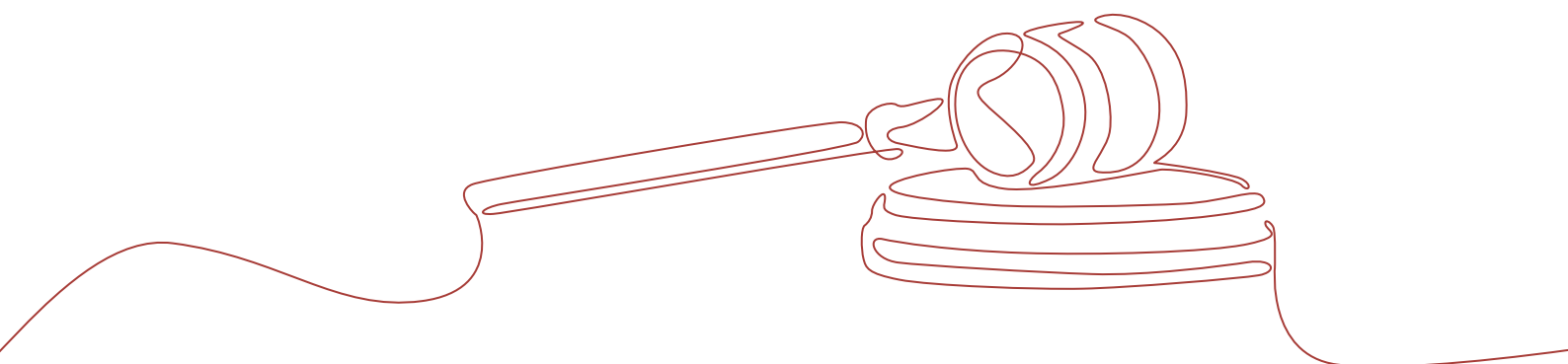
submitted via email to the Audit Committee at Whistleblow@probono.sg or sealed and marked "Private and Confidential" and delivered to PBSG's office located at 1 Havelock Square #B1-18 State Courts Singapore 059724, attention to the Chairperson of the Audit Committee.

Public Image

To ensure that PBSG maintains an image consistent with its objectives and builds positive relationships with the media and public, PBSG has a dedicated Supporter Engagement and Communications Team, supported by a Media Focus Group that provides strategic oversight and guidance on communications and public image.

PBSG also has a Communications Policy which sets out policies on the release of information to the media and on social media, the designation of spokespersons, and the use of PBSG's name and logos.

PBSG is committed to constructively engaging its stakeholders and the public, including through supporter engagement, feedback channels and participating in focus groups and committees.



Environmental, Social and Governance (ESG)

As a registered charity and Institution of a Public Character ("IPC"), Pro Bono SG ("PBSG") takes into consideration environmental, social and governance ("ESG") factors in how it conducts its activities – keeping its operations environmentally friendly and sustainable, maintaining good relationships with its stakeholders, and upholding high standards of governance.

ESG reporting by charities in Singapore is currently voluntary. Guideline 3.5 of the Code of Governance for Charities and Institutions of a Public Character (2023) (the "Code of Governance") recommends that charities take ESG factors into consideration when conducting their activities and communicate their ESG activities to stakeholders, on a comply-or-explain basis.

In the interest of accountability and transparency to our supporters, beneficiaries and partners, PBSG voluntarily references globally recognised frameworks – Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (UN SDGs) – so that our stakeholders can better understand and assess our ESG practices against consistent, external benchmarks. We recognise that these frameworks were designed principally for corporates, and remain committed to adapting them thoughtfully to reflect the realities of a pro bono legal charity's context.

Governance of Our ESG Approach

In FY2025/26, PBSG took a significant step in formalising its approach to sustainability by establishing an ESG Working Group ("ESGWG"), whose Terms of Reference were approved by the Board in May 2025. Comprising Board members and an external member with relevant expertise, the ESGWG held its inaugural meeting in July 2025 and began guiding the development and integration of PBSG's ESG strategy across its operations. Its areas of focus included identifying material ESG issues, integrating ESG considerations into strategic planning and PBSG's enterprise risk management framework, building organisational awareness, and strengthening the communication and reporting of ESG performance.

The ESGWG identified a roadmap covering ESG strategy development, materiality assessment, integration into PBSG's Enterprise Risk Management ("ERM") framework, targeted initiatives and improved reporting.

Consistent with this roadmap, PBSG's year-end enterprise risk review recognised ESG – alongside artificial intelligence – as an emerging strategic and technology risk area to be monitored going forward. Reflecting this, and consistent with PBSG's Governance-pillar commitment to sound risk oversight, PBSG convened a Pro

Bono Roundtable on the Ethical Principles of Pro Bono and Artificial Intelligence on 4 November 2025, in collaboration with K&L Gates Straits Law, bringing together legal professionals, the Singapore Courts and industry experts to discuss the responsible use of AI against principles of transparency, fairness, explainability, safety and human-centricity – a first concrete step in translating this emerging risk into organisational learning.

PBSG also advanced its environmental sustainability efforts through work towards the Singapore Environment Council Eco Office Certification for its State Courts office. This involved reviewing office practices, developing sustainability guidelines and targets, establishing a cross-departmental Sustainability Committee, and working closely with State Courts to gather environmental data and identify areas for improvement. These efforts culminated in PBSG being awarded the 4-LEAF Eco Office Certification, the highest tier under the Eco Office framework, valid from 1 July 2026 to 30 June 2028. The certification reflects PBSG's commitment to embedding sustainable practices and responsible governance across its operations.

Environmental, Social and Governance (ESG)

Our Approach to Materiality

PBSG is at an early stage of ESG maturity (Stage 1–2 on the KPMG ESG Playbook for Charities maturity curve – moving from initial awareness towards structured integration). Accordingly, the topics set out below reflect a preliminary, desk-based materiality assessment, drawing on: (i) the ESG concept and examples set out in Guideline 3.5 of the Code of Governance; (ii) PBSG's Constitution, mission and

Theory of Change; (iii) the content and outcomes reported across this Annual Report; and (iv) global frameworks (GRI, UN SDGs) and sector guidance (e.g. the KPMG ESG Playbook for Charities). A formal stakeholder-engagement exercise and scored assessment matrix – covering donors, beneficiaries, volunteers, staff, partners and the Board – is planned as a next step under the ESGWG's roadmap and will refine this assessment in future reporting cycles.

As a pro bono legal charity rather than an asset- or resource-intensive operator, PBSG's environmental footprint is inherently limited; the topics below reflect this, while still capturing the areas where PBSG's operational choices (premises, digitalisation, purchasing) and programmatic content (environmental law awareness) are relevant. Social and governance topics are correspondingly more central to PBSG's mission and are treated as material, including the responsible use of technology and AI, which emerged as a distinct area of organisational attention this year.



Pillar	Topic	Materiality to PBSG	Rationale
Environmental	Resource efficiency & waste (3Rs, digitalisation, sustainable premises)	Emerging	Limited direct environmental footprint as a legal-aid charity; embedded in daily operations and premises choices rather than core programming.
	Energy use & climate-related risk	Monitor	Not yet disclosed; to be considered as PBSG builds capability and if it expands its footprint.
	Environmental legal literacy & awareness-raising	Emerging	Delivered through programmatic content (e.g. Green Justice for Sustainable Communities eco-tour; past LAW@CDC environmental theme) as well as internally, through environmental targets and guidelines set as part of the Eco Certification process and staff environmental literacy now incorporated into onboarding.
Social	Access to justice for vulnerable & underserved groups	Material	Core to PBSG's mission and objects; the basis of its programmes and services
	Skills-based volunteerism & volunteer well-being	Material	PBSG's service model depends on ~2,900 active volunteers; well-being and community-building initiatives (Wellness Buddies Programme, Pro Bono Weeks) expanded in FY2025/26.
	Employee & volunteer training and development	Material	Directly affects service quality and the sustainability of PBSG's pro bono ecosystem; underpinned by PBSG Academy programmes including the CLAS and Community Law Training Programmes, as well as training and development plans for staff.
	Diversity & inclusion (Board, Management, beneficiaries)	Material	Disclosed age/gender diversity of Board and Management; programmes targeted at migrant workers, women, youths, and persons with invisible disabilities.
	Stakeholder engagement, donor, community & cross-border partnerships	Material	Underpins fundraising, community touchpoints and an expanding network of regional collaborations central to PBSG's operating model.
	Responsible & ethical use of technology, including AI	Emerging	Identified as an emerging strategic/technology risk in FY2025/26 and the subject of a dedicated Pro Bono Roundtable on AI ethics.
Governance	Board composition, renewal & effectiveness	Material	Four new directors appointed in FY2025/26; term limits and skills/diversity assessment embedded in the Constitution and Guidelines.
	Ethics, conflicts of interest & whistleblowing	Material	Whistleblowing Policy enhanced in FY2025/26; conflict-of-interest declarations required of Board, staff and committee members; Volunteer Code of Conduct in place.
	Risk management (incl. ESG & technology risk)	Material	ESG and AI formally recognised as emerging strategic/technology risks in the year-end risk review; Special Commendation Award for Risk Management conferred by the Charity Council (2023).
	Financial management, transparency & accountability	Material	Reserves policy, audited financial statements, Charity Transparency Award (2022–2024) and salary-band disclosures; deficit narrowed in FY2025/26 (see Treasurer's Report).

Environmental, Social and Governance (ESG)

ESG Highlights

ENVIRONMENT

- 4-LEAF Eco Office Certification by the Singapore Environment Council (State Courts office)
- Tenant of State Courts – a BCA Green Mark Platinum-certified sustainable building
- Co-locating services within existing community spaces, broadening access while making efficient use of existing resources
- Delivered the “Green Justice for Sustainable Communities” eco-tour with Woodlands Botanical Garden, supported by the SG Eco Fund (May–Jun 2025)

SOCIAL

- Person-Centric, Holistic Support for 16,672 individuals and organisations through Outreach, Community Legal Services and Non-Profit Legal Services; new touchpoints for underserved communities – Migrant Workers’ Law Centre, Non-Profit Legal Services @ The Foundry and Temasek Shophouse, and the new Inclusive Justice Law Centre
- Skills-Based Volunteerism by 2,904 active volunteers; 30,000+ volunteer hours (lawyers & other volunteers) and 35,000+ student pro bono hours
- Stewarding Relationships with Key Stakeholders – regular supporter engagement and appreciation; expanded cross-border collaboration
- Promoting Employee Welfare through flexible working arrangements, healthcare benefits and professional development opportunities
- Diversity in Board and Management

GOVERNANCE

- Board Renewal through appointment of 4 new Board directors (1 Jan 2026), strengthening skills, gender, ethnic and community diversity
- Enhanced Whistleblowing Policy
- ESG Working Group established; Terms of Reference approved by the Board (May 2025)
- ESG and AI recognised as emerging strategic/technology risks, with a dedicated AI ethics roundtable held in response
- Charity Transparency Award (2022–2024) and Special Commendation Award for Risk Management (2023), conferred by the Charity Council.
- Shared Services partner of the Commissioner of Charities



Environmental

Taking reference from the Singapore Green Plan 2030, PBSG makes green practices – reduce, reuse and recycle (“3Rs”) – part of daily operations and seeks to use energy efficiently.

- Sustainable premises: Recipient of Singapore Environment Council 4-LEAF Eco Office Certification for State Courts office; tenant of the State Courts, an environmentally sustainable building awarded the BCA Green Mark Platinum award in 2018 for its innovative green features.
- Co-locating services within existing community and social-impact spaces, broadening access while making efficient use of existing infrastructure and resources – including at Community Law Centre @ Tian De Temple (North East Branch), Community Law Centre @ Realm of Tranquility (North West Branch), the Transnational Family Care Centre @ South Central Community Family Service Centre, the Migrant Workers’ Law Centre @ MWC, and Non-Profit Legal Services touchpoints at The Foundry and Temasek Shophouse.
- Bringing services closer to communities through these co-located branch offices, reducing the need for beneficiaries to travel and helping to lower their carbon footprint.
- Digitalisation of information through electronic file management and the

digitalisation of access-to-justice services and processes, reducing the use of paper.

- Building organisational awareness of topics such as energy conservation and waste.
- Conscious purchasing by supporting vendors that make a positive impact on society or the environment, such as social enterprises.
- Raising public awareness of environmental laws and regulations, including through the “Green Justice for Sustainable Communities” eco-law tours at Woodlands Botanical Garden, supported by the SG Eco Fund as part of Go Green SG, which offered participants a guided exploration of the intersection between law and the environment.

Social

Person-Centric, Holistic Support

- Placing the individual needs of beneficiaries at the heart of PBSG’s work, ensuring services are tailored, accessible and delivered with empathy and dignity.
- Holistic, multidisciplinary support: working hand-in-hand with community partners, including social service agencies, healthcare providers and grassroots organisations, so that legal assistance is offered alongside other forms of support beneficiaries may need – exemplified by the Transnational

Family Care Centre’s integrated legal and social support model with South Central Community FSC.

- Community-based service delivery through co-located branch offices within existing community spaces, reducing the burden of travel on beneficiaries, particularly those with mobility, financial or caregiving constraints.
- Complementing national legal aid schemes to plug access-to-justice gaps for the needy and vulnerable, including migrant workers, transnational families, women victims of violence, youths, and – through the new Inclusive Justice Law Centre, established via an MOU with the Rao Family Foundation – individuals with invisible disabilities.
- A dedicated impact evaluation function and working group, building a robust framework (Theory of Change and Impact Evaluation Framework) to keep PBSG’s work focused, responsive and accountable to beneficiaries; FY2025/26 pilot evaluation findings, assessed across five measures (Empowerment, Well-being, Accessibility, Service Quality and Community Partner Engagement), pointed to stronger knowledge, confidence and ability to navigate legal issues among service users, with 98% of respondents across the programmes evaluated reporting satisfaction with PBSG’s services.

Environmental, Social and Governance (ESG)

Skills-Based Volunteerism

- Mobilising skills-based volunteerism in the legal profession in collaboration with the SG Cares office: 2,904 volunteer engagements in FY2025/26, comprising 1,546 volunteer lawyers, 180 volunteer interpreters, 146 outreach volunteers, 468 student volunteers and 564 other volunteers. Figures represent instances of volunteering and may include repeat volunteers
- Volunteer lawyers and other volunteers together clocked more than 30,000 volunteer hours, with a further 35,000+ pro bono hours contributed by 468 student volunteers.
- Launch of the Wellness Buddies Programme (7 August 2025), providing peer support and one-to-one connections for volunteer lawyers balancing legal practice with pro bono service.
- A Volunteer Code of Conduct sets out expectations around confidentiality, responsible handling of personal data and the well-being of service users, supported by a structured approach to recruitment, onboarding, mentorship, retention and capability-building.
- Inaugural Pro Bono Weeks brought together local and international law firms, in-house counsel associations and institutes of higher learning through roundtables (including with Cooley and Linklaters), site tours of The Foundry and

Community Law Centre @ Tian De Temple, and culminated in Just Jalan 2026.

- PBSG Academy strengthened volunteer capability through structured programmes including the 15-module CLAS Training Programme 2025 and the Community Law Training Programme, alongside quarterly roundtables and knowledge-sharing sessions.

Stewarding Relationships with Key Stakeholders

- Regular supporter engagement and appreciation platforms, including the Just Jalan flagship walkathon, which raised \$1.74 million to support legal assistance for underserved communities in FY2025/26.
- Recognised the contributions of its volunteer community through the Pro Bono SG Awards 2026, presenting 150 awards, and through appreciation events including the LawWorks Volunteer Appreciation Dinner and an SG60-themed Volunteer Appreciation Dinner.
- Regular feedback loops with key partners and access-to-justice providers, and transparent disclosure of information to stakeholders through this Annual Report, PBSG's website and social media.
- Partnerships that extend PBSG's reach and impact, including with the Singapore Courts, Ministry of Law, MoneySense and Credit Counselling Singapore (Justice

Awareness @ Heartlands); the five Community Development Councils; NUS, SMU and SUSS; the Singapore Corporate Counsel Association; White & Case LLP; The Foundry; the Commissioner of Charities' Shared Services Initiative at Temasek Shophouse; the National Arts Council's Arts Resource Hub; and the Rao Family Foundation.

- Expanded cross-border collaboration in FY2025/26, including engagement with the Indonesian Embassy on legal awareness for Indonesian migrant domestic workers, a partnership with Yayasan Tan Sri Professor Ahmad Ibrahim in Malaysia, and participation in the 13th Asia Pro Bono Conference & Access to Justice Exchange in Mongolia – reflecting PBSG's growing role in regional pro bono and access-to-justice networks.
- Continued convening the Migrant Workers Group (MWG), a coalition of 30 NGOs and social service organisations supporting migrant and domestic workers, which met quarterly in FY2025/26 and supported focus group discussions with more than 80 migrant workers to inform the accessibility of the Migrant Workers' Law Centre.

Raising Legal Awareness, Including on Environmental Law

- Raising awareness of the law, including environmental laws and regulations, through initiatives such as Law Awareness Weeks @ CDC, which in a prior edition

carried the theme “Law and the Environment – Building Sustainable Communities for the Future”, developed with the five Community Development Councils, NUS, SMU and SUSS, the Singapore Association of Social Workers and the Singapore Corporate Counsel Association Pro Bono Chapter, and supported by the People’s Association.

Responsible and Ethical Use of Technology

- Held a Pro Bono Roundtable on the Ethical Principles of Pro Bono and Artificial Intelligence (4 November 2025) with K&L Gates Straits Law, the Singapore Courts and industry experts, exploring how emerging technologies can be used responsibly while upholding transparency, fairness, explainability, safety and human-centricity.

Employee Welfare

- Flexible working arrangements, including work-from-home options and family care leave.
- Healthcare benefits, complimentary counselling services and health and well-being workshops.
- Professional development and training opportunities, supporting PBSG’s position as a learning organisation committed to helping employees grow in their careers.

Diversity

- Board: for FY2025/26, 2 Board members (13.3%) were aged 40–

49, 10 Board members (66.7%) were aged 50–59 and 1 Board member (6.7%) was aged 60–69. 11 Board members (73.3%) were male and 4 Board members (26.7%) were female.

- Management: for FY2025/26, 3 management team members (30.0%) were aged 30–39, 1 member (10.0%) was aged 40–49 and 6 (60.0%) were aged 50–59. 4 management team members (40.0%) were male and 6 (60.0%) were female.

Governance

Board Renewal and Composition

- During FY2025/26, the Board continued its leadership renewal and succession planning, appointing four new Board members with effect from 1 January 2026 (Usha Chandradas, V Kanyakumari, Ahmad Firdaus Daud and Joseph Liow), strengthening the Board’s collective mix of skills, experience and perspectives.
- Guided by a Board skills and diversity assessment, the appointments enhanced expertise in fundraising and development, technology and family law, while improving the Board’s gender, ethnic and community diversity.
- PBSG’s Constitution requires that the majority of the Board be practising lawyers, with Board size of not less than 10 and not more than 16 directors; Board members serve two-year terms, subject to a 10-year term

limit (with additional limits for the Chairman, Treasurer and Committee Chairpersons roles), overseen by the Nominations Committee.

Ethics, Integrity and Risk Management

- PBSG has protocols to manage and avoid conflicts of interest: the CEO, Board members, employees and committee members sign a conflict-of-interest declaration upon appointment and a disclosure-of-interests statement annually.
- A Code of Conduct applies to all Board members, employees and volunteers, and a dedicated Volunteer Code of Conduct sets out expectations on confidentiality, responsible data handling and service-user wellbeing, requiring all to act lawfully, honestly, ethically and in PBSG’s best interests.
- During FY2025/26, PBSG’s Whistleblowing Policy was enhanced to provide clearer timelines and documentation protocols for handling reports; the policy provides accessible, independently overseen channels for employees, volunteers, donors and service users to raise concerns in good faith.
- PBSG maintains a risk register in the format set out in the Enterprise Risk Management Toolkit for Charities and IPCs (jointly produced by the Charity Council, KPMG and the NUS Business School), overseen

Environmental, Social and Governance (ESG)

by the Audit Committee and presented to the Board at least annually. During FY2025/26, PBSG continued to strengthen its ERM approach by considering emerging strategic and technology risks, including ESG-related risks and the potential impact of artificial intelligence on its services and operations – translated into action through the November 2025 Roundtable on AI ethics.

- Special Commendation Award for Risk Management (2023).

Financial Management, Transparency and Accountability

- The Board approves PBSG's annual budget and regularly reviews income and expenditure; financial statements are audited and published annually by an external audit firm, consistent with PBSG's obligations as a registered charity with IPC status under the Charities Act.
- In FY2025/26, total income was \$6,233,920 (grants 53%, donations 44%, other income 3%); PBSG narrowed its deficit to \$23,775, from \$146,907 in the prior year, while maintaining reserves of \$3,707,390 and a fundraising efficiency ratio of 5% – reflecting continued prudent financial stewardship (see Treasurer's Report for further detail).
- A reserves policy targets unrestricted reserves sufficient to sustain PBSG's operations for one year in the event of a decline in donations; restricted funds are used efficiently in accordance with programme and grant requirements.

- PBSG discloses the annual remuneration bands of its three highest-paid staff for transparency and confirms that none of them served on the Board, and that no paid staff are close family members of the Executive Head or Board members.
- Recipient of the Charity Transparency Award in 2022, 2023 and 2024, for adopting good disclosure practices, and full compliance with the Code of Governance for Charities and Institutions of a Public Character and all relevant legislation and regulations.
- Shared Services partner of the Commissioner of Charities, strengthening the charity sector through legal guidance and training on charities and corporate governance, including via PBSG's presence at Temasek Shophouse.

Board and ESG Oversight

- PBSG has six Board Operating Committees (Audit, Finance, Fundraising, Human Resource, Nominations and IT) and currently maintains two working groups: the Impact Evaluation Working Group and the ESG Working Group.
- Initial steps have been taken to identify and include ESG-related risks in PBSG's annual risk assessment exercise, especially those related to the environment, with further integration planned.

Expert Guidance and Next Steps

As part of its preliminary efforts to strengthen its ESG approach, PBSG sought strategic guidance from

experienced professionals in the field, as well as from the Princeton University Non-Profit Consulting team, whose insights have enhanced PBSG's understanding of ESG strategy development and reporting practices and helped inform the direction of its efforts to embed sustainability more deeply into its operations and initiatives.

Looking ahead, PBSG will continue to build out its ESG approach, promote sustainable practices and refine how it communicates and reports on its ESG performance over time. Consistent with PBSG's Year Ahead commitments, PBSG will consider more deliberately how environmental and social responsibility can be embedded across its operations, programmes and partnerships as it approaches its 20th anniversary in 2027.

GRI Content Index

This index maps the material topics identified above to the relevant GRI Standards and disclosures, and indicates where in this Annual Report each topic is discussed. As PBSG does not currently prepare a full "in accordance with" or "with reference to" GRI report, this index is presented as a voluntary reference aid rather than a formal GRI content index. There is not yet a GRI Sector Standard for non-profit or pro bono legal organisations at the time of preparing this report; PBSG has therefore taken general guidance from GRI 2: General Disclosures 2021 and GRI 3: Material Topics 2021, together with relevant Topic Standards, in structuring this index.

Material Topic	GRI Standard & Disclosure	Where Discussed (Chapter / Topic)
Organisational profile, activities & governance structure	GRI 2: General Disclosures 2021 (2-1 to 2-21)	Corporate Information; About Us; Governance; Board of Directors; Board Operations Committee; Executive Management
Strategy, stakeholders & material topics	GRI 3: Material Topics 2021 (3-1, 3-2, 3-3)	Environmental, Social and Governance (ESG)
Economic performance & financial sustainability	GRI 201: Economic Performance 2016 (201-1)	Governance – Financial Management and Internal Controls; Treasurer's Report
Ethics, conflicts of interest & anti-corruption	GRI 205: Anti-corruption 2016 (205-2, 205-3); GRI 2-15, 2-23 to 2-27	Governance – Acting Responsibly, Fairly and with Integrity
Resource use, waste & sustainable premises	GRI 306: Waste 2020 (306-2)	Environmental, Social and Governance (ESG) – Environmental
Energy use (monitor – not yet separately disclosed)	GRI 302: Energy 2016 (forward reference: GRI 103: Energy 2025, effective 1 January 2027)	Environmental, Social and Governance (ESG) – Environmental
Employment & employee welfare	GRI 401: Employment 2016 (401-2)	Environmental, Social and Governance (ESG) – Social
Training, education & capability-building	GRI 404: Training and Education 2016 (404-1, 404-2)	Our Work and Impact – Outreach and Law Awareness; Our Volunteer Community (CLAS Training Programme; Community Law Training Programme); Governance – Training and Performance Review
Diversity & equal opportunity (Board & Management)	GRI 405: Diversity and Equal Opportunity 2016 (405-1)	Environmental, Social and Governance (ESG) – Social; Board of Directors; Governance – Board Composition
Local communities & access to legal services	GRI 413: Local Communities 2016 (413-1)	Our Work and Impact – How We Help; Community Legal Services; Non-Profit Legal Services
Stakeholder engagement, public communication & cross-border partnerships	GRI 2-29 General Disclosures 2021	Governance – Public Image; Environmental, Social and Governance (ESG); Community Legal Services – Regional Collaborations
Compliance with laws, regulations & sector codes	GRI 2-27 General Disclosures 2021	Governance – Accountability and Transparency

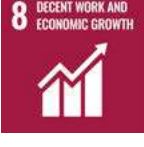
Environmental, Social and Governance (ESG)

UN SDG Alignment Index

PBSG's work contributes most directly to the following UN Sustainable Development Goals

("SDGs"). As with the GRI index above, this table is a voluntary reference aid rather than a formal

alignment claim. This alignment is preliminary and will be refined as part of PBSG's future ESG roadmap.

SDG	Relevant Target(s)	PBSG's Contribution	Where Discussed
	16.3 Promote the rule of law and ensure equal access to justice; 16.6 Develop effective, accountable institutions; 16.7 Ensure responsive, inclusive decision-making	Vision: Justice For All Mission: Enabling access to justice for the vulnerable and disadvantaged through legal awareness, advice and advocacy.	About Us; Our Work and Impact – How We Help; Community Legal Services
	10.2 Promote the social, economic and political inclusion of all; 10.3 Ensure equal opportunity and reduce inequality of outcome	Legal support for migrant workers, transnational families, non-resident individuals, youths and persons with invisible disabilities	Community Legal Services; Year's Milestones (Migrant Workers' Law Centre; Inclusive Justice Law Centre)
	5.1 End discrimination against women and girls; 5.2 Eliminate violence against women and girls	Support Centre for Women Victims of Violence; gender diversity tracked on Board and Management	Community Legal Services; Environmental, Social and Governance (ESG)
	8.5 Achieve full and productive employment and decent work; 8.8 Protect labour rights, including for migrant workers	Migrant Workers' Law Centre; Migrant Workers Group coalition; employee welfare, flexible work arrangements and professional development for staff	Year's Milestones; Community Legal Services; Environmental, Social and Governance (ESG)
	4.4 Increase relevant skills for employment and entrepreneurship; 4.7 Ensure learners acquire knowledge for sustainable development and global citizenship	Legal literacy through Legal Talks, Project Schools, Totally Legal series, Legal Health Checks and the CLAS/Community Law Training Programmes	Outreach and Law Awareness; Non-Profit Legal Services; Our Volunteer Community
	11.3 Enhance inclusive and sustainable urbanisation and participatory settlement planning	Community Law Centres and legal clinics embedded within heartland and community spaces across Singapore	Community Legal Services
	13.3 Improve education, awareness-raising and capacity on climate change mitigation and adaptation	Green Justice for Sustainable Communities eco-tour; past LAW@CDC environmental law theme; capacity-building for staff	Environmental, Social and Governance (ESG); Year's Milestones
	17.17 Encourage effective public, public-private and civil-society partnerships	Partnerships with government agencies, CDCs, universities, professional bodies, law firms and other charities, and expanding regional collaboration (Indonesia, Malaysia, Mongolia)	Outreach and Law Awareness; Year's Milestones; Non-Profit Legal Services; Community Legal Services – Regional Collaborations

Treasurer's Report



Pro Bono SG ("PBSG") is committed to prudent financial management, cost effectiveness and strong corporate governance. Our financial controls and procedures support transparency and uphold the integrity of our financial reporting.

Audited financial statements are published annually for public

review. For FY2025/26, we reduced the deficit from S\$146,907 in the previous year to S\$23,775. Our reserves remained at S\$3,707,390.

Notwithstanding the deficit, PBSG maintained sound financial discipline and retains sufficient reserves and cash flow to meet its operational needs and long-term commitments.

Total income for the year was \$6,233,920, comprising grants of \$3,319,439 (53%), donations of \$2,717,720 (44%), and other income of \$196,761 (3%). Most donations were raised through our flagship fundraising event, Just Jalan 2026, held on 14 March 2026. Proceeds from fundraising events support PBSG's operations and programmes through the General Fund. Fundraising costs totalled \$141,209, resulting in a fundraising efficiency ratio of 5%.

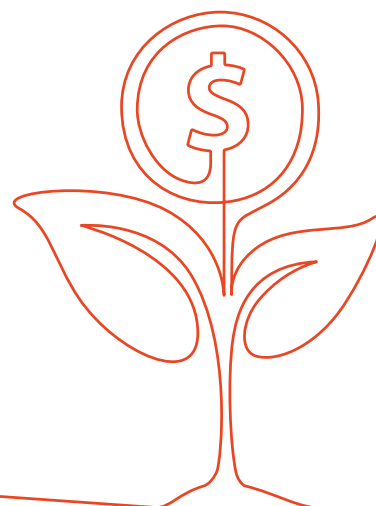
PBSG remains committed to financial sustainability and accountability, ensuring that every dollar entrusted to us is used to create meaningful and lasting impact.

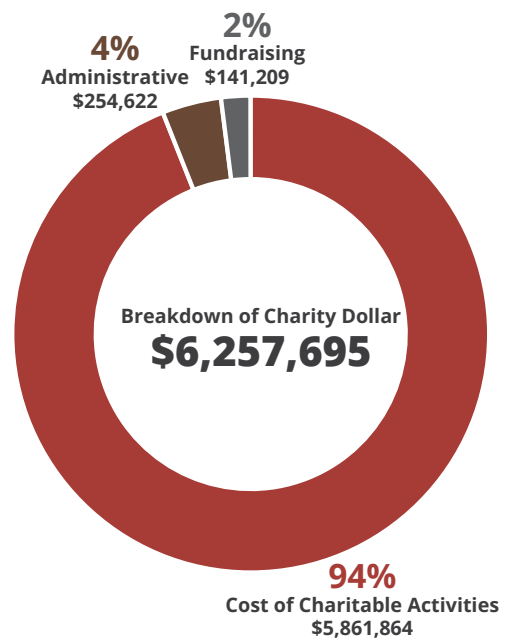
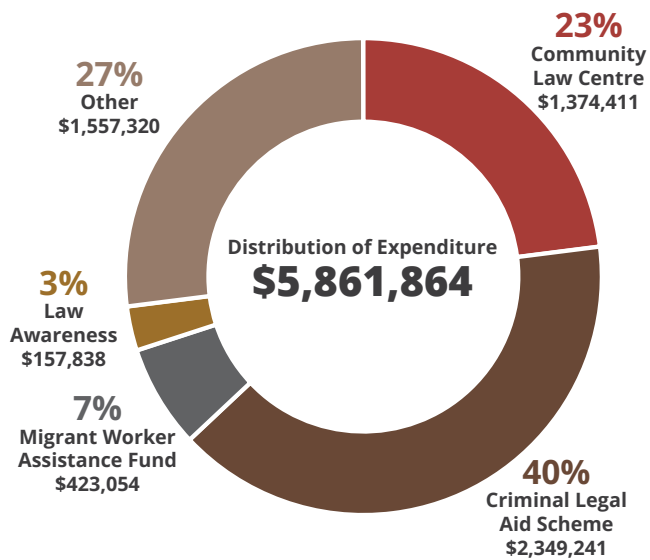
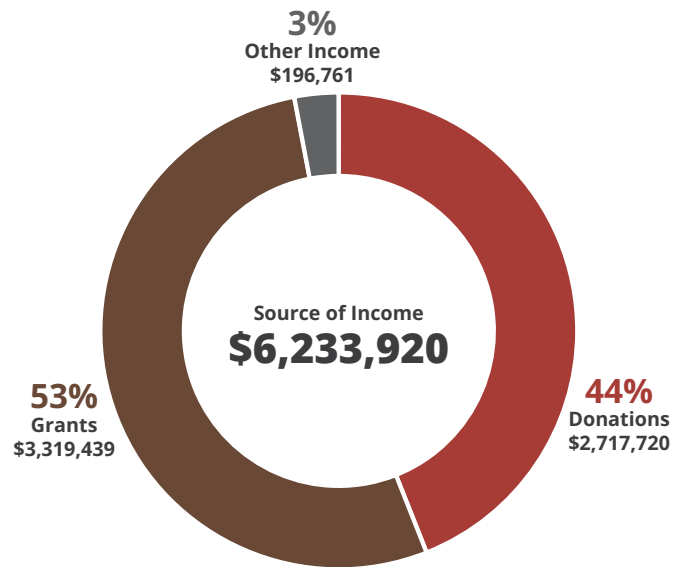
We are deeply grateful to our donors, grant givers, partners and stakeholders. Your continued generosity enables us to advance our mission of enabling access to justice for the vulnerable and disadvantaged.

The accompanying charts show our income sources, expenditure distribution, and charitable-dollar breakdown.

A handwritten signature in black ink, reading "Daniel Koh".

Daniel Koh
Treasurer





HELP THE LEAST, THE LAST, AND THE LOST IN **LAW.**

DONATE NOW



**We appreciate donations
of any amount!**

**For tax deduction, please
indicate your NRIC/UEN in
the reference section.*

*For accurate processing,
please also send an email to
finance@probono.sg
providing your full name,
NRIC/UEN, and transaction
particulars.*



JUSTICE FOR ALL





JUSTICE FOR ALL

Headquarters:

1 Havelock Square, #B1-18, State Courts,
Singapore 059724

North East Branch:

Community Law Centre @ Tian De Temple,
109 Hougang Ave 5, Singapore 538817

North West Branch:

Community Law Centre @ Realm of Tranquility,
547 Woodlands Drive 16, #01-177, Singapore 730547

Migrant Workers' Law Centre @ MWC:

Migrant Workers' Centre,
579 Serangoon Road, Singapore 218193

Transnational Family Care Centre @ SCC:

South Central Community, Family Service Centre,
5 Delta Ave, #01-09 Block 5, Singapore 160005



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TREASURER'S REPORT AND FINANCIAL STATEMENTS

7



The Finance Committee ("FC") of the Law Society of Singapore ("LSS") comprises:

1. **President Tan Cheng Han, SC;**
2. **Vice-President Dinesh Dhillon;**
3. **Vice-President Daniel Koh;**
4. **Treasurer Peggy Yee;**
5. **Assistant Treasurer Remy Choo;**
6. **Narayanan Sreenivasan;**
7. **Raeza Ibrahim;**
8. **Thaddaeus Aaron Tan (Council member);**
9. **Gary Pryke; and**
10. **Benjamin Foo (Council member)**

The C-suite (CFO **Chan Sok Fung**, Executive Director **Alvin Chen**) worked closely with the FC and ExCo to uphold strong governance, maintain financial resilience and liquidity.

Despite persistent inflationary pressures, LSS maintained a **strong financial position** for the year ending in **31 March 2026 ("FY26")**, supported by disciplined cost management and prudent capital allocation.

The FC monitored financial performance against the approved budget on a monthly basis. Payment approvals and unbudgeted expenditures remained subject to appropriate oversight by ExCo and/or Council.

Financial Position

Net assets rose to **\$48.16m** (FY25: \$46.38m), an increase of **\$1.78m**, on the back of steady performance and reduced liabilities. **Total assets were \$61.42m** and **total liabilities \$13.26m**.

As of 31 March 2026, cash including Compensation Funds and Education Funds **amounting to \$23.98m** were placed in **fixed deposits**, representing about **42%** of **\$56.46m** current assets.

A further **\$20.1m** of current assets was invested in other financial assets, an increase of **\$14.3m** from **\$5.8m** in FY25. The increase in the discretionary investment portfolio was undertaken at the direction of the Council to optimise the management of cash amid the recent declining interest rate environment, with the objective of achieving better returns than traditional fixed deposit placements.

Current liabilities were \$13.04m, giving a **current ratio of ~4.33x**. This underscores ample liquidity to meet near-term obligations.

Operating Results

LSS achieved a **net surplus of \$1.63m** (FY25: \$2.40m).

- **Operating income** decreased **5.3%** to **\$11.63m** (FY25: \$12.28m), mainly due to lower membership fees (**FY26: \$6.85m**; FY25: \$7.10m) and reduced government grants (**FY26: \$233,000**; FY25: \$525,000).
- **Self-financing projects** generated a **\$1.59m** surplus (FY25: \$1.34m) and we attribute this to cost discipline, higher enrolments, and expanded offerings.

Rental income from the investment property remained stable at **\$51,500 per month (~\$618,000 per annum)**. We recorded a **\$126,000** surplus from operating activities with **\$660,000** income and **\$534,000** expenditure. The decrease in operating income was mainly due to the one-off MinLaw's subsidy received last year for the Anti-Money Laundering ("AML") audit fees incurred by law firms.

We recorded other income of **\$1.67m** (FY25: \$1.74m), largely **interest income from fixed deposits** and the **investment income from the equities and bonds holdings**.

Expenditure remained tightly managed within the approved framework. **Total expenditures were \$9.90m** (FY25: \$9.54m), reflecting inflationary pressures.

Administrative expenses increased **\$442,000** to **\$1.80m** (FY25: \$1.36m). The increase was mainly attributable to higher discretionary management fees arising from the larger investment portfolio managed by BNP Paribas this year, substantially higher administrative expenses incurred for the EGM on 10 Dec 2025 amounting to \$60,000, as well as the additional special and internal audit fees incurred this year amounting to \$35,000.

Manpower costs were **\$6.29m** (FY25: \$6.29m).

We recognised LSS's **50% share of IPAS results: \$97,000**. A **tax provision of \$200,000** was made for FY26.

These factors resulted in the overall **surplus of \$1.63m**.

Pro Bono Singapore ("PBSG")

PBSG recorded a deficit of \$24,000 in FY25 (FY25: deficit of \$147,000).

Future Outlook

We will continue to strengthen **liquidity** and **operational risk management** to maintain the organisation's financial resilience and operational stability. Prudent cash management, disciplined capital allocation and robust internal controls will support financial sustainability, while

enabling targeted investments in technology, programme quality and member services to enhance organisational capabilities and support sustainable long-term growth. A new reserves policy is being put in place.

Conclusion

LSS is not a for-profit business, but exists for its members and the service of community. Its aim is not to generate large surpluses, but to maintain sufficient reserves to safeguard the Society, while using our resources to support and benefit our members. The FC, Council and Secretariat will continue to keep both our reserves and expenditure under review.

Peggy Yee
Treasurer

Remy Choo
Assistant Treasurer

**THE LAW SOCIETY OF SINGAPORE
AND ITS SUBSIDIARY**

[UEN. T17GB0002A]

[Established under The Legal Profession Act 1966]

**FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

劉進發會計師事務所

新加坡特許會計師

LAU CHIN HUAT & CO

Chartered Accountants of Singapore

**THE LAW SOCIETY OF SINGAPORE
AND ITS SUBSIDIARY**
[UEN. T17GB0002A]
[Established under The Legal Profession Act 1966]

**FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

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STATEMENT BY THE COUNCIL

On behalf of the Council of The Law Society of Singapore (the "Society"), we, Tan Cheng Han, SC and Yee May Kuen Peggy Sarah, being the President and Treasurer respectively, do hereby state that in our opinion and to the best of our knowledge, the consolidated financial statements of the Society and its subsidiary (the "Group") and financial statements of the Society set out on pages 6 to 60 are properly drawn up in accordance with the Legal Profession Act 1966 (the "Legal Profession Act") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the financial position of the Group and the Society as at 31 March 2026 and of the financial performance, changes in funds and fair value reserve, and cash flows of the Group for the financial year ended on that date.

The Council, comprising the following as at the date of reporting, authorised the issuance of these financial statements on **21 SEP 2026**

President	Tan Cheng Han, SC
Vice President	Dinesh Singh Dhillon
Vice President	Koh Choon Guan Daniel
Treasurer	Yee May Kuen Peggy Sarah
Member	Lim Seng Siew
Member	Liow Wang Wu Joseph
Member	Samuel Chacko
Member	Hing Shan Shan Blossom, SC
Member	Lisa Sam Hui Min
Member	Michael S Chia
Member	Nicholas Narayanan
Member	Ramesh S/O Selvaraj
Member	Khelvin Xu Cunhan
Member	Choo Zheng Xi
Member	Low Ying Li, Christine
Member	Foo Guo Zheng Benjamin
Member	Darryl Chew Zijie
Member	Thaddaeus Aaron Tan Yong Zhong
Member	Phoon Wuei
Member	Mori Ong
Member	Arthur Junda Lim

For and on behalf of the Council,



Tan Cheng Han, SC
President



Yee May Kuen Peggy Sarah
Treasurer

Singapore,

21 SEP 2026

劉進發會計師事務所

新加坡特許會計師

LAU CHIN HUAT & CO

Chartered Accountants of Singapore

Independent auditor's report

To Members of the Law Society of Singapore

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of The Law Society of Singapore (the "Society") and its subsidiary (the "Group"), which comprise the statement of financial position of the Group and the Society as at 31 March 2026, and the consolidated statement of comprehensive income, consolidated statement of changes in funds and fair value reserve and consolidated statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements of the Group and the financial statement of the Society are properly drawn up in accordance with the provisions of the Legal Profession Act 1966 (the "Legal Profession Act") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the financial position of the Group and the Society as at 31 March 2026 and the financial performance, changes in funds and fair value reserve, and cash flows of the Group for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Council is responsible for the other information. The other information comprises the Statement by Council as set out on page 2 and the information included in the Annual Report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

劉進發會計師事務所

新加坡特許會計師

LAU CHIN HUAT & CO

Chartered Accountants of Singapore

Independent auditor's report

To Members of the Law Society of Singapore

Responsibilities of the Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of these financial statements in accordance with the Legal Profession Act and FRSs, and for such internal control as the Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Council's responsibilities include overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

劉進發會計師事務所

新加坡特許會計師

LAU CHIN HUAT & CO

Chartered Accountants of Singapore

Independent auditor's report

To Members of the Law Society of Singapore

Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Society have been properly kept in accordance with the provisions of the Legal Profession Act.

The engagement partner on the audit resulting in this independent auditor's report is Lau Chin Huat.



LAU CHIN HUAT & CO
Public Accountants and
Chartered Accountants
Singapore

21 SEP 2026

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

		Group		Society	
	Note	FY 2026 S\$	FY 2025 S\$	FY 2026 S\$	FY 2025 S\$
Income					
Subscriptions and Compensation Fund dues		6,854,764	7,102,261	6,854,764	7,102,261
Surplus from self-financing projects	23.2	1,592,550	1,335,138	1,592,550	1,335,138
Contributions		2,717,720	2,913,194	-	-
Government grants	5, 23.3	3,552,818	4,100,988	233,379	525,486
Rental income		618,000	618,000	618,000	618,000
Income from operating activities	4	658,702	958,316	659,906	958,861
Other income	6	1,866,867	1,930,058	1,670,106	1,743,082
		<u>17,861,421</u>	<u>18,957,955</u>	<u>11,628,705</u>	<u>12,282,828</u>
Less: Expenditure					
Expenditure for operating activities		(920,648)	(1,935,537)	(533,620)	(920,664)
Administrative expenses		(2,260,918)	(1,888,519)	(1,802,247)	(1,360,184)
Personnel costs		(11,679,682)	(11,563,852)	(6,286,419)	(6,293,786)
Donations/Grants/Subscriptions to Singapore Institute of Legal Education		(679,154)	(686,519)	(679,154)	(686,519)
Disciplinary proceedings costs		(539,641)	(252,754)	(539,641)	(252,754)
Interest on lease liabilities		(74,807)	(30,188)	(57,278)	(21,428)
		<u>(16,154,850)</u>	<u>(16,357,369)</u>	<u>(9,898,359)</u>	<u>(9,535,335)</u>
Surplus from operations		1,706,571	2,600,586	1,730,346	2,747,493
Share of results of associate (net of tax)		96,982	48,627	96,982	48,627
Surplus before tax		1,803,553	2,649,213	1,827,328	2,796,120
Tax expense	7.1	(200,000)	(400,000)	(200,000)	(400,000)
Net surplus for the financial year		<u>1,603,553</u>	<u>2,249,213</u>	<u>1,627,328</u>	<u>2,396,120</u>
Other comprehensive gain for the financial year, net of tax					
<i>Items that will not be reclassified subsequently to profit or loss:</i>					
Financial assets at fair value through other comprehensive income					
- Fair value gain – equity and debts instruments		151,792	327,783	151,792	327,783
Total comprehensive income for the financial year		<u>1,755,345</u>	<u>2,576,996</u>	<u>1,779,120</u>	<u>2,723,903</u>

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2026

		Group		Society	
		31 March 26	31 March 25	31 March 26	31 March 25
Note		S\$	S\$	S\$	S\$
ASSETS					
Current assets					
Fixed deposits, bank and cash balances	8	32,727,397	43,500,740	29,707,982	41,004,351
Financial assets, at FVTPL	9	18,880,802	2,384,960	18,880,802	2,384,960
Financial assets, at FVOCI	10	1,220,081	3,412,206	1,220,081	3,412,206
Inventories	11	42,794	46,048	42,794	46,048
Trade and other receivables	12	8,295,794	9,737,020	6,611,955	7,101,647
		61,166,868	59,080,974	56,463,614	53,949,212
Non-current assets					
Property, plant and equipment	14	1,273,276	2,148,279	916,194	1,620,452
Investment property	15	3,473,551	3,629,083	3,473,551	3,629,083
Investment in subsidiary	16	-	-	-	-
Investment in associate	17	342,342	245,360	342,342	245,360
Intangible assets	18	265,708	247,113	224,910	192,327
Deferred capital expenditure	19	73,573	73,573	-	-
		5,428,450	6,343,408	4,956,997	5,687,222
Total assets		66,595,318	65,424,382	61,420,611	59,636,434
LIABILITIES					
Current liabilities					
Contract liabilities	4	6,730,040	5,925,467	6,730,040	5,925,467
Trade and other payables	20	1,905,839	2,652,375	1,391,081	1,481,097
Monies held in trust	21	3,714,009	3,672,964	3,714,009	3,672,964
Deferred grants and income	13	730,655	523,731	51,500	53,091
Lease liabilities	22	791,708	748,085	643,022	606,624
Income tax liabilities	7.2	511,207	662,807	511,207	662,807
		14,383,458	14,185,429	13,040,859	12,402,050
Non-current liabilities					
Deferred grants and income	13	50,000	50,000	50,000	50,000
Other payable	20	163,770	154,500	163,770	154,500
Lease liabilities	22	130,796	922,504	6,078	649,100
		344,566	1,127,004	219,848	853,600
Total liabilities		14,728,024	15,312,433	13,260,707	13,255,650
NET ASSETS		51,867,294	50,111,949	48,159,904	46,380,784
Represented by:					
Accumulated funds:					
Unrestricted fund	23	25,421,800	24,706,997	25,421,800	24,706,997
Restricted fund	24	25,864,572	24,574,919	22,157,182	20,843,754
Fair value reserve		580,922	830,033	580,922	830,033
TOTAL FUNDS		51,867,294	50,111,949	48,159,904	46,380,784

The accompanying notes form an integral part of these financial statements.

**CONSOLIDATED STATEMENT OF CHANGES IN FUNDS AND FAIR VALUE RESERVE
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

Group	Unrestricted Fund	Restricted Fund	Total Accumulated Fund	Fair Value Reserve	Total
Balance at 1 April 2024	23,975,312	23,064,162	47,039,474	495,479	47,534,953
Surplus for the financial year	1,658,711	590,502	2,249,213	-	2,249,213
Transfer of fund	(924,204)	924,204	-	-	-
Other comprehensive income for the financial year					
-fair value reserve	-	-	-	327,783	327,783
-transfer upon disposal of financial assets, at FVOCI	(2,822)	(3,949)	(6,771)	6,771	-
Total comprehensive income for the financial year	731,685	1,510,757	2,242,442	334,554	2,576,996
Balance at 31 March 2025	24,706,997	24,574,919	49,281,916	830,033	50,111,949
Balance at 1 April 2025	24,706,997	24,574,919	49,281,916	830,033	50,111,949
Surplus for the financial year	913,983	689,570	1,603,553	-	1,603,553
Transfer of fund	(149,480)	149,480	-	-	-
Other comprehensive income for the financial year					
-fair value reserve	-	-	-	151,792	151,792
-transfer upon disposal of financial assets, at FVOCI	(49,700)	450,603	400,903	(400,903)	-
Total comprehensive income for the financial year	714,803	1,289,653	2,004,456	(249,111)	1,755,345
Balance at 31 March 2026	25,421,800	25,864,572	51,286,372	580,922	51,867,294

The accompanying notes form an integral part of these financial statements.

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

	Note	FY 2026 S\$	FY 2025 S\$
Cash flows from operating activities			
Surplus before tax		1,803,553	2,649,213
Adjustments for:			
- Amortisation of intangible assets	18	58,245	50,285
- Depreciation of property, plant and equipment	14	930,268	897,274
- Depreciation of investment property	15	155,532	155,532
- Fair value gain on financial assets, at FVTPL		(291,040)	(115,435)
- Interest income		(619,744)	(1,298,783)
- Interest on lease liabilities	22	74,807	30,188
- Investment income		(488,059)	(221,991)
- Gain on discharge of lease		-	(4,845)
- Loss on disposal of property, plant and equipment		-	3,071
- Contribution under Compulsory Professional Indemnity Scheme		(143,744)	(33,741)
- Share of results of associate (net of tax)		(96,982)	(48,627)
Operating cash flows before working capital changes		1,382,836	2,062,141
Changes in working capital			
- Fixed deposits and bank balances held in trust		657,368	438,491
- Inventories		3,254	(5,376)
- Trade and other receivables		1,788,641	(3,049,720)
- Deferred grants received		206,924	301,812
- Contract liabilities		804,573	2,535,845
- Trade and other payables and monies held in trust		(737,266)	746,616
Cash generated from operations		4,106,330	3,029,809
Income tax paid	7.2	(351,600)	(537,213)
Net cash generated from operating activities		3,754,730	2,492,596
Cash flows from investing activities			
Purchase of property, plant and equipment	14	(55,265)	(85,915)
Purchase of intangible assets	18	(76,840)	(198,095)
Deferred capital expenditure		-	(9,653)
Purchase of financial assets		(18,049,616)	-
Proceeds from disposals of financial assets		3,675,107	-
Interest received		272,329	644,648
Investment income received		488,059	221,991
Net cash (used in)/generated from investing activities		(13,746,226)	572,976

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)**

	Note	FY 2026 S\$	FY 2025 S\$
Cash flows from financing activities			
Interest on lease liabilities		(74,807)	(30,188)
Repayments of lease liabilities		(748,085)	(735,093)
Net cash used in financing activities		<u>(822,892)</u>	<u>(765,281)</u>
Net (decrease)/increase in cash and cash equivalents		(10,814,388)	2,300,291
Cash and cash equivalents at the beginning of financial year		<u>39,827,776</u>	<u>37,527,485</u>
Cash and cash equivalents at the end of financial year	8	<u>29,013,388</u>	<u>39,827,776</u>

The accompanying notes form an integral part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. General information

The Society was established in 1967 and took on the name of The Law Society of Singapore in 1970. The Society is managed by a body of persons called the Council of the Society which consists of 15 elected members, as well as 3 members nominated to serve by the Minister for Law. The Council may also nominate 3 further members to serve, if it so decides in the course of the year. Elections to the Council are held every year and all lawyers who hold practising certificates vote at the elections. The members of the Council elect from amongst themselves a President, two Vice Presidents and the Treasurer of the Society. The purposes of the Society and the powers of the Council are described in the Legal Profession Act 1966.

The Society's principal place of activities is located at 28 Maxwell Road, #01-03 Maxwell Chambers Suites, Singapore 069120.

The principal activities of the subsidiary are set out in Note 16 to the financial statements.

2. Material accounting policies information

2.1 Basis of preparation

The financial statements have been prepared in accordance with Financial Reporting Standards in Singapore ("FRSs") and the disclosure requirements of the Legal Profession Act 1966. The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates (its functional currency). The consolidated financial statements of the Group and the statement of financial position of the Society are presented in Singapore Dollar (S\$), which is the functional currency of the Society and the presentation currency for the consolidated financial statements.

The preparation of financial statements in conformity with FRSs requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on Council's best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. The areas involving a higher degree of judgement or complexity or areas where assumptions significant to the financial statements are disclosed in Note 3.

2. Material accounting policies information (Cont'd)

2.1 Basis of preparation (Cont'd)

2.1.1 New and revised standards that are adopted

In the current financial year, the Group has adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to its operations and effective for the current financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective FRSs and INT FRSs.

The adoption of these new/revised FRSs and INT FRSs did not have any material effect on the financial results or position of the Group and the Society.

2.1.2 New and revised standards not yet effective

New and revised FRSs and INT FRSs beginning after 1 April 2025 and which early application is permitted have not been applied in preparing these financial statements. These are not expected to have a material impact on the Group and the Society in the current or future reporting periods, except for FRS 118, Presentation and Disclosure in Financial Statements. The Group is currently in the process of assessing the impact of the new standard, particularly with respect to the structure of the Group's statement of profit or loss, the statement of cash flows and the additional disclosures required for management-defined performance measures.

2.2 Basis of consolidation

2.2.1 Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

The consolidated financial statements comprise the financial statements of the Society and its subsidiary as at the statements of financial position date. The financial statements of the subsidiary are prepared for the same reporting date as the parent entity. Consistent accounting policies are applied for like transactions and events in similar circumstances.

Intragroup balances and transactions, including income, expenditure and dividends, are eliminated in full. Profits and losses resulting from intragroup transactions that are recognised in assets, such as inventory and property, plant and equipment, are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Business combinations are accounted for using the acquisition method. The consideration transferred for the acquisition comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes the fair value of any contingent consideration arrangement and the fair value of any pre-existing equity interest in the subsidiary. Acquisition-related costs are recognised as expenditure as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

2. Material accounting policies information (Cont'd)

2.2 Basis of consolidation (Cont'd)

2.2.1 Subsidiaries (Cont'd)

When a change in the Society's ownership interest in a subsidiary results in a loss of control over the subsidiary, the assets and liabilities of the subsidiary including any goodwill, non-controlling interest and other components of equity related to the subsidiary are derecognised. Amounts recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to accumulated fund if required by a specific FRS.

2.2.2 Associate

Associate is an entity in which the Group has significant influence, but not control, over their financial and operating policies. The Group's investment in associate is accounted for using the equity method of accounting, less impairment losses, if any. The consolidated financial statements include the Group's share of the profit or loss of the associate from the date that significant influence commences until the date that significant influence ceases. When the Group's share of losses exceeds its interest in the associate, the carrying amount of that interest (including any long-term investments) is reduced to zero and the recognition of further losses is discontinued except to the extent that the Group has an obligation or has made payments on behalf of the associate.

Accounting for subsidiaries and associate by the Society

In the Society's separate financial statements, investments in subsidiary and associate are stated at cost less impairment losses. On disposal of the investment, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

2.3 Revenue recognition

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good and service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of income recognised is the amount allocated to the satisfied performance obligation.

Revenue is recognised as follows:

2.3.1 Subscription from members and contributions

Subscription from members and contributions are recognised over the subscription period.

2. Material accounting policies information (Cont'd)

2.3 Revenue recognition (Cont'd)

Revenue is recognised as follows: (cont'd)

2.3.2 Co-Payment collection

Co-Payment collection is recognised when service is rendered for Criminal Legal Aid Scheme/Public Defender Office cases.

2.3.3 Fund-raising event, conference fees, training programme fees and income from self-financing project

Fund-raising event, conference fees, training programme fees and income from self-financing project are recognised when the event is held.

2.3.4 Interest income

Interest income is recognised on a time proportion basis using the effective interest method.

2.3.5 Rental income

Rental income is recognised on a straight-line basis over the lease term.

2.3.6 Donations

Donations are recognised when received in cash or when an irrevocable right to receive payment is established on the date of donation. Delays in transferring funds to the bank account from crowdfunding platforms or other funds transfer systems do not defer recognition unless the donation is conditional. Revenue from fundraising events is recognised when the event has occurred.

2.3.7 Dividend income

Dividend income is recognised when the right to receive payment is established.

2.3.8 Sale of goods

Sale of goods is recognised when goods are delivered and in respect of cash sales, when goods are taken and paid for over the counter.

2.3.9 Fair value gain in equity investments at FVTPL

Fair value gain in equity investments at FVTPL is the increase in the value of investments, which is recognised as profit on the Society's financial statements when the investments' market value rises.

2.3.10 Gain on discharge of lease

The gain on discharge of lease is the gain arising from payment term difference between the old lease and new lease and this gain is recognised in the Society's financial statements as part of its profits.

2. Material accounting policies information (Cont'd)

2.4 Government grants

Government grants are recognised at their fair value where there is a reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised in deferred grant on the statement of financial position and amortised to statement of comprehensive income over the expected useful life of the relevant asset by equal annual instalments.

When the grant related to expenditure item, it is recognised in statement of comprehensive income over the period necessary to match them on a systematic basis to the expenditure that it is intended to compensate.

2.5 Employee benefits

2.5.1 Defined contribution plans

As required by law, the Group makes contributions to the state pension scheme, the Central Provident Fund ("CPF") Scheme which is a defined contribution pension scheme. Contributions to CPF are recognised in profit or loss in the period during which the related services are rendered by the employees.

2.5.2 Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. The estimated liability for leave is recognised for services rendered by employees up to the statements of financial position date.

2.6 Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group applies a single recognition and measurement approach for all contracts that are, or contain, a lease, except for short-term leases (i.e. for leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option) and leases of low-value assets. For these exempted leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

2. Material accounting policies information (Cont'd)

2.6 Leases (Cont'd)

The Group as a lessee (Cont'd)

2.6.1 Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The Group applies FRS 36 *Impairment of Assets* to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in Note 2.14. The Group's right-of-use assets are presented within property, plant and equipment as disclosed in Note 14.

2.6.2 Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability using the effective interest method and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

2. Material accounting policies information (Cont'd)

2.6 Leases (Cont'd)

The Group as a lessee (Cont'd)

2.6.2 Lease liabilities (Cont'd)

For contract that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone price of the lease and non-lease component. The Group has elected to not separate lease and non-lease component for property lease and account these as one single lease component.

The Group's lease liabilities are disclosed in Note 22.

2.6.3 Short-term leases and leases of low-value assets

The Group has elected to not recognise right-of-use assets and lease liabilities for short term leases that have lease term of 12 months or less and leases of low value leases, except for sublet arrangements. Lease payments relating to these leases are expensed to the statement of comprehensive income on a straight-line basis over the lease term.

2.6.4 Variable lease payments

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Group shall recognise those lease payments in the statement of comprehensive income in the periods that triggered those lease payments.

The Group as a lessor

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct cost incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

When a contract includes both lease and non-lease components, the Group applies FRS 115 Revenue from contracts with customers to allocate the consideration under the contract to each component.

2.7 Income taxes

Income tax on the profit or loss for the year comprises current and deferred tax. Current and deferred tax are recognised in profit or loss except to the extent that they relate to items recognised outside profit or loss, either in other comprehensive income or directly in equity in which the tax is also recognised outside profit or loss (either in other comprehensive income or directly in equity respectively).

2. Material accounting policies information (Cont'd)

2.7 Income taxes (Cont'd)

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions, where appropriate, on the basis of amounts expected to be paid to the tax authorities.

Deferred tax is recognised, using the liability method, providing for all temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred tax is not recognised for:

- Temporary differences on the initial recognition of assets and liabilities in a transaction that is not a business combination, and at the time of the transaction (i) affects neither accounting nor taxable profit or loss and (ii) does not give rise to equal taxable and deductible temporary differences;
- Temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Group is able to control the timing of the reversal of the temporary difference and it is probable that they will not reverse in the foreseeable future;
- Taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences can be utilised. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on currently enacted or substantively enacted tax rates at the reporting date

Pro Bono SG is a registered charity under the Charities Act since 31 March 2017. Consequently, the income of the Company is exempted from income tax under the provisions of Section 13 of the Income Tax Act 1947.

2.8 Financial assets

2.8.1 Classification and measurement

The Group classifies its financial assets in the measurement categories:

- Amortised cost;
- Fair value through other comprehensive income ("FVOCI"); and
- Fair value through profit or loss ("FVTPL").

The classification depends on the Group's business model for managing the financial asset as well as the contractual terms of the cash flow of the financial assets.

The Group reclassifies financial assets when and only when its business model for managing those assets changes.

At initial recognition

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial assets. Transaction costs of financial assets carried at fair value through profit or loss are expensed in statement of comprehensive income.

2. Material accounting policies information (Cont'd)

2.8 Financial assets (Cont'd)

2.8.1 Classification and measurement (Cont'd)

At subsequent measurement

(i) Debt instruments

Debt instruments include trade and other receivables (excluding prepayments), fixed deposits and bank and cash balances and investment in debt securities on the statement of financial position. The financial assets, depending on the Group's business model for managing the asset and cash flow characteristics of the asset:

- **Amortised cost:** Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost is recognised in statement of comprehensive income when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.
- **FVOCI:** Debt instruments that are held for collection of contractual cash flows where those cash flows and for sale, and where the assets' cash flows represent solely payments of principal and interest, are classified as FVOCI. Movements in fair values are recognised in Other Comprehensive Income (OCI) and accumulated in fair value reserve, except for the recognition of impairment gains and losses, interest income and foreign exchange gains and losses, which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from reserves to profit or loss and presented in "Other income". Interest income from these financial assets is recognised using the effective interest rate method and presented in "Interest income".
- **FVTPL:** Debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or FVOCI are classified as FVTPL. Movement in fair values and interest income is recognised in statement of comprehensive income in the period in which it arises and presented in "Other income".

(ii) Equity investments

The Group subsequently measures all its equity investments at their fair values. Equity investments are classified as FVTPL with movements in their fair values recognised in statement of comprehensive income in the period in which the changes arise and presented in "Other income", except for those equity securities which are not held for trading. The Group has elected to recognise changes in fair value of equity securities not held for trading in other comprehensive income as these are strategic investments and the Group considers this to be more relevant. Movements in fair values of investments classified as FVOCI are presented as 'fair value gains/losses' in Other Comprehensive Income. Dividends from equity investments are recognised in statement of comprehensive income as "Other income".

2. Material accounting policies information (Cont'd)

2.8 Financial assets (Cont'd)

2.8.1 Classification and measurement (Cont'd)

At subsequent measurement (Cont'd)

(iii) Funds placed with fund managers

The Group classify a portfolio of financial assets that is managed and whose performance is evaluated on a fair value basis as financial assets at fair value through profit or loss. Such portfolio of financial assets is neither held to collect contractual cash flows nor held both to collect contractual cash flows and to sell financial assets. The collection of contractual cash flows is only incidental to achieving the Group's objective. The Group's primary focus on a portfolio of financial assets is on the fair value information and uses that information to assess the assets' performance and to make decisions.

2.8.2 Impairment

The Group recognises an allowance for expected credit losses ("ECLs") for financial assets carried at amortised cost and debt instruments at FVOCI. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there have been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets that do not have a significant financing component, the Group applies a simplified approach to recognise a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted as appropriate for current conditions and forward-looking factors specific to the debtors and the economic environment.

If the Group has measured the loss allowance for a financial asset at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

The Group recognises an impairment gain or loss in statement of comprehensive income for all financial assets with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVOCI, for which the loss allowance is recognised in other comprehensive income, and does not reduce the carrying amount of the financial asset in the statement of financial position.

2. Material accounting policies information (Cont'd)

2.8 Financial assets (Cont'd)

2.8.3 Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date - the date on which the Group commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in statement of comprehensive income. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to statement of comprehensive income.

2.9 Fixed deposits, bank and cash balances

Fixed deposits, bank and cash balances comprise cash on hand, deposits with financial institutions which are subject to an insignificant risk of change in value and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

2.10 Property, plant and equipment

2.10.1 Measurement

Property, plant and equipment are initially recorded at cost. Subsequent to initial recognition, property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

The cost of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset.

2.10.2 Depreciation

Depreciation is calculated on a straight-line basis to write off the depreciable amounts of property, plant and equipment over their expected useful lives. The estimated useful lives are as follows:

	<u>Years</u>
Computer	5
Office equipment	5
Renovation	3 to 10
Furniture and fittings	10
Air-conditioners	3 to 5
Right-of-use assets	Over the remaining lease term

2. Material accounting policies information (Cont'd)

2.10 Property, plant and equipment (Cont'd)

2.10.2 Depreciation (Cont'd)

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision are recognised in statement of comprehensive income when the changes arise.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

2.10.3 Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that have already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. Other subsequent expenditure is recognised as "Repair and maintenance" expenses in the statement of comprehensive income during the financial year in which it is incurred.

2.10.4 Disposal

On disposal of a property, plant and equipment, the difference between the net disposal proceeds and its carrying amount is taken to statement of comprehensive income.

2.11 Intangible assets

Computer software development costs are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Direct expenditure, which enhances or extends the performance of computer software beyond its original specifications and which can be reliably measured, is recognised as a capital improvement and added to the original cost of the software. Costs associated with maintaining computer software are recognised as an expense as incurred.

Computer software development costs and acquired computer software licences are stated at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised using the straight-line method over their estimated useful lives of 5 years.

The amortisation period and amortisation method of intangible assets are reviewed at least at each reporting date. The effects of any revision are recognised in statement of comprehensive income when the changes arise.

2.12 Investment property

Investment property comprises leasehold building of the Group and the Society, that is leased out to earn rental. Investment property is initially recorded at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated using a straight-line method to allocate the depreciable amounts over the estimated useful life of 50 years.

On the disposal of an investment property, the difference between the disposal proceeds and the carrying amount is recognised in statement of comprehensive income.

2. Material accounting policies information (Cont'd)

2.13 Inventories

Inventories comprising publication, gifts and souvenirs held for resale are valued at the lower of cost and net realisable value with cost being determined on a first-in, first-out basis. Net realisable value is the estimated selling price in the ordinary course of business less selling expenses.

When necessary, allowance is provided for damaged, obsolete and slow moving items to adjust the carrying value of inventories to the lower of cost and net realisable value.

2.14 Impairment of non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable group of assets that generates cash inflows that are largely independent from other assets or groups of assets.

The recoverable amount of an asset or cash-generating unit is the higher of its fair value less costs of disposal and its value in use. In assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash-generating unit.

2.15 Financial liabilities

Financial liabilities are recognised when the Group becomes a party to the contractual agreements of the instrument and are classified according to the substance of the contractual arrangements entered into. All interest related charges are recognised in statement of comprehensive income. Financial liabilities include "Interfund - amount due to", "Trade and other payables", "Monies held in Trust" and "Lease liabilities" in the statement of financial position.

Financial liabilities which are due to be settled within 12 months after the reporting date are presented as current liabilities in the statement of financial position even though the original term was for a period longer than 12 months and an agreement to refinance, or to reschedule payments on a long-term basis is completed after the reporting date and before the financial statements are authorised for issue. Other financial liabilities due to be settled more than 12 months after the reporting date are presented as non-current liabilities in the statement of financial position.

Financial liabilities are derecognised when the obligations under the liability are discharged, cancelled or expired. When existing financial liabilities are replaced by another from the same lender on substantially different terms of an existing liability or are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in respective carrying amounts is recognised in statement of comprehensive income.

2.16 Borrowing costs

All borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in statement of comprehensive income in the period in which they are incurred.

2. Material accounting policies information (Cont'd)

2.17 Provision

Provisions are recognised when the Group has a present obligation (legal or constructive) where, as a result of a past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Where the effect of time value of money is material, the amount of the provision is the present value of the expenditure expected to be required to settle the obligation.

The Group recognises the estimated costs of dismantlement, removal or restoration of items of assets arising from the acquisition or use of assets (Note 2.6 and Note 2.10). This provision is estimated based on the best estimate of the expenditure required to settle the obligation, taking into consideration time value of money. Changes in the estimated timing or amount of the expenditure or discount rate is adjusted against the cost of the related assets unless the decrease in the liability exceeds the carrying amount of the asset or the asset has reached the end of useful life. In such cases, the excess of the decrease over the carrying amount of the assets or the change in the liability is recognised in profit or loss immediately.

2.18 Currency translation

2.18.1 Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The financial statements are presented in Singapore Dollar ("S\$"), which is the functional currency of the Group

2.18.2 Translation and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the reporting date are recognised in the statement of comprehensive income.

Monetary items include primarily financial assets (other than equity investments), contract assets and financial liabilities. However, in the consolidated financial statements, currency translation differences arising from borrowings in foreign currencies and other currency instruments designated and qualifying as net investment hedges and net investment in foreign operations, are recognised in other comprehensive income and accumulated in the currency translation reserve.

When a foreign operation is disposed of or any loan forming part of the net investment of the foreign operation is repaid, a proportionate share of the accumulated currency translation differences is reclassified to profit or loss, as part of the gain or loss on disposal.

Foreign exchange gains and losses that relate to borrowings are presented in the statement of comprehensive income within 'finance costs'. All other foreign exchange gains and losses impacting profit or loss are presented in the statement of comprehensive income within 'other gains/losses'.

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined. Currency translation differences on these items are included in the fair value reserve.

2. Material accounting policies information (Cont'd)

2.18 Currency translation (Cont'd)

2.18.3 Translation of Group entities' financial statements

The results and financial position of all the Group entities (none of which has currency of a hyperinflationary economy) that have functional currency different from the presentation currency are translated into the presentation currency as follows:

- (i) assets and liabilities are translated at the closing exchange rates at the reporting date;
- (ii) income and expenses are translated at the average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction date in which case income and expenses are translated using the exchange rates at the dates of the transactions); and
- (iii) all resulting currency translation differences are recognised in other comprehensive income and accumulated in the currency translation reserve. These currency translation differences are reclassified to profit or loss on disposal or partial disposal with loss of control of the foreign operation.

2.19 Funds

Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes, if any, by action of the Council. Externally restricted funds may only be utilised in accordance with the purposes for which they are established. The Council retains full control over the use of unrestricted funds for any of the Group's purposes.

Unless specifically indicated, fund balances are not represented by any specific assets or liabilities but are represented by all assets of the Group.

2.20 Contingencies

Contingent liabilities are not recognised in the financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is not recognised in the financial statements but disclosed when an inflow of economic benefit is probable.

2.21 Events after the reporting period

Events after the reporting period that provide additional information about the Group's position at the reporting period (adjusting events) are reflected in the financial statements. Events after the reporting period that are not adjusting events are disclosed in the notes to the financial statements when material.

3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.1 Critical accounting estimates and assumptions

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

3.1.1 Useful lives of property, plant and equipment, investment property and intangible assets

The Group reviews the useful lives and residual values of property, plant and equipment, investment property and intangible assets at each reporting date in accordance with the accounting policies in Note 2. The estimation of the useful lives and residual values involves assumptions concerning the future and estimations of the assets common life expectancies and expected level of usage.

The net carrying amount of property, plant and equipment, investment property and intangible assets at 31 March 2026 and the annual depreciation/amortisation charges for the financial year ended 31 March 2026 are disclosed in Notes 14, Note 15 and Note 18, respectively. Changes in the level of usage and market uses could impact the useful lives and residual values of these assets and hence future depreciation/amortisation charges could be revised.

Based on Group's assessment, no change in the estimated useful lives of property, plant and equipment, investment property and intangible assets are required as of 31 March 2026 and 31 March 2025.

3.1.2 Provision for expected credit losses ("ECL") on trade receivables and contract assets

The Group uses a provision matrix to calculate ECL for trade receivables and contract assets. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns.

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust historical credit loss experience with forward-looking information. At every reporting date, historical default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECL is a significant estimate. The amount of ECL is sensitive to changes in circumstances and of forecast economic conditions.

The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. As at the reporting date, there is no ECL provided.

3.2 Critical judgements in applying the entity's accounting policies

The key critical judgement in applying the entity's accounting policies concerning the future at the reporting date, that has a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, is discussed below.

3.2.1 Grants

Grants to meet operating expenses are recognised as income in statement of comprehensive income on the accrual basis in the year these operating expenses were incurred and there is reasonable assurance that the Group will comply with the conditions attached to the grants. For certain grants, the government agencies reserve the right to withdraw, withhold or reduce the amount of any funds approved but not yet disbursed or to call for the refund of all funds which have been disbursed to the Group if the conditions are not met. The Group recognises grant income based on its estimation of the grant amount that the Group is entitled to and whether the grant condition and criterias as set out in the funding agreements are achieved at the reporting date. Any changes in the estimations may impact the Group's surplus/deficit for the financial year

3.2.2 Income taxes

Significant judgement is required in determining the capital allowances and deductibility of certain expenses during the estimation of the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for anticipated tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred income tax provisions in the period in which such determination is made.

4. Revenue from contracts with customers

(a) Disaggregation of revenue from contracts with customers:

	Group	
	FY 2026 S\$	FY 2025 S\$
Revenue from:		
Subscriptions and Compensation Fund dues	6,854,764	7,102,261
Surplus from self-financing projects	1,592,550	1,335,138
Income from operating activities	658,702	958,316
	<u>9,106,016</u>	<u>9,395,715</u>
Timing of transfer of services		
- Over time	<u>9,106,016</u>	<u>9,395,715</u>

(b) Contract liabilities

	Group and Society	
	FY 2026 S\$	FY 2025 S\$
Contract liabilities	<u>6,730,040</u>	<u>5,925,467</u>

Contract liabilities represent subscription fees paid in advance by members.

4. Revenue from contracts with customers (Cont'd)

(b) Contract liabilities (Cont'd)

Significant changes in the contract liabilities balances are explained as follows:

	Group and Society	
	FY 2026	FY 2025
	S\$	S\$
Advances received during the year	6,730,040	5,925,467
Amounts recognised as revenue during the year	<u>5,925,467</u>	<u>3,389,622</u>
Contract liabilities:		
General Fund	6,138,940	5,420,767
Compensation Fund	<u>591,100</u>	<u>504,700</u>
	<u>6,730,040</u>	<u>5,925,467</u>

5. Government grants

	Group	
	FY 2026	FY 2025
	S\$	S\$
Ministry of Law	1,569,487	2,421,460
MCCY	311,384	308,735
NCSS	342,253	225,654
Tote Board	650,000	778,984
Enterprise Singapore	-	199,231
Other grants	<u>679,694</u>	<u>166,924</u>
	<u>3,552,818</u>	<u>4,100,988</u>

6. Other income

	Group	
	FY 2026	FY 2025
	S\$	S\$
Investment income	488,059	221,991
Interest income	619,744	1,298,783
CLAS Co-Payment Collection	74,456	58,680
Other grants and subsidies	61,329	21,991
Certificate of good standing	56,773	53,209
Contribution under Compulsory Professional Indemnity Scheme	143,744	33,741
Gain on discharge of lease	-	4,845
Fair value gain on financial assets, at FVTPL	291,040	115,435
Sponsorship from others	1,150	17,369
Training programme fees	55,805	71,355
Miscellaneous income	<u>74,767</u>	<u>32,659</u>
	<u>1,866,867</u>	<u>1,930,058</u>

7. Tax expense

7.1 Income tax expense

	Group	
	FY 2026 S\$	FY 2025 S\$
Current income tax		
- Current year	200,000	400,000
	<u>200,000</u>	<u>400,000</u>

The income tax expense on the results of the financial year varies from the amount of income tax determined by applying the Singapore statutory rate of income tax to surplus before tax due to the following factors:

	Group	
	FY 2026 S\$	FY 2025 S\$
Surplus before tax	1,803,553	2,649,213
Tax at statutory tax rate of 17%	306,604	450,366
Expenses not deductible for tax purposes	180,760	59,264
Income not subject to tax	(289,492)	(125,087)
Capital allowance utilised	(5,690)	(1,949)
Tax exemption and rebates	(17,425)	(17,425)
Others	25,243	34,831
	<u>200,000</u>	<u>400,000</u>

Pro Bono SG is a registered charity under the Charities Act since 31 March 2017. Consequently, the income of the Company is exempted from income tax under the provisions of Section 13 of the Income Tax Act 1947.

7.2 Current income tax liabilities

The movement in the account is as follows:

	Group	
	FY 2026 S\$	FY 2025 S\$
Beginning of financial year	662,807	800,020
Current income tax	200,000	400,000
Income tax paid	(351,600)	(537,213)
End of financial year	<u>511,207</u>	<u>662,807</u>

8. Fixed deposits, bank and cash balances

Group	Fixed deposits S\$	Bank and cash balances S\$	Cash with brokers for trade S\$	Total S\$
FY 2026				
General fund	1,866,559	1,255,990	336,296	3,458,845
Compensation fund	21,252,766	113,992	-	21,366,758
	<u>23,119,325</u>	<u>1,369,982</u>	<u>336,296</u>	<u>24,825,603</u>
Other funds				
- Jus Curio fund	-	50	-	50
- Library fund	-	10,000	-	10,000
- Sports Meet fund	-	62,980	-	62,980
- Welfare fund	-	21,656	-	21,656
- Education fund	856,610	217,074	-	1,073,684
	<u>856,610</u>	<u>311,760</u>	<u>-</u>	<u>1,168,370</u>
Monies held in trust (Note 21)	-	3,714,009	-	3,714,009
Sub Total	<u>23,975,935</u>	<u>5,395,751</u>	<u>336,296</u>	<u>29,707,982</u>
Pro Bono SG				
- PBSG	1,000,265	2,019,150	-	3,019,415
Total	<u>24,976,200</u>	<u>7,414,901</u>	<u>336,296</u>	<u>32,727,397</u>

8. Fixed deposits, bank and cash balances (Cont'd)

Group	Fixed deposits S\$	Bank and cash balances S\$	Cash with brokers for trade S\$	Total S\$
FY 2025				
General fund	17,035,966	2,143,931	50,369	19,230,266
Compensation fund	16,981,289	53,265	-	17,034,554
	<u>34,017,255</u>	<u>2,197,196</u>	<u>50,369</u>	<u>36,264,820</u>
Other funds				
- Jus Curio fund	-	50	-	50
- Library fund	-	10,000	-	10,000
- Sports Meet fund	-	110,657	-	110,657
- Welfare fund	-	21,656	-	21,656
- Education fund	831,254	92,950	-	924,204
	<u>831,254</u>	<u>235,313</u>	<u>-</u>	<u>1,066,567</u>
Monies held in trust (Note 21)	-	3,672,964	-	3,672,964
Sub Total	<u>34,848,509</u>	<u>6,105,473</u>	<u>50,369</u>	<u>41,004,351</u>
Pro Bono SG				
- PBSG	720,855	1,775,534	-	2,496,389
Total	<u>35,569,364</u>	<u>7,881,007</u>	<u>50,369</u>	<u>43,500,740</u>

Fixed deposits at the reporting date have tenures ranging from 1 to 12 months (2025: 1 to 12 months) and have interest rates ranging from 1.15% to 1.80% (2025: 2.61% to 3.92%) per annum.

Fixed deposits are included as cash and cash equivalents as these can be readily converted into cash without incurring significant penalty.

For the purpose of preparing the consolidated statement of cash flows, cash and cash equivalents comprise the following at the reporting date:

	Group	
	FY 2026 S\$	FY 2025 S\$
Fixed deposits, bank and cash balances	32,727,397	43,500,740
Less: Monies held in trust (Note 21)	(3,714,009)	(3,672,964)
	<u>29,013,388</u>	<u>39,827,776</u>

At the reporting date, the carrying amounts of fixed deposits, bank and cash balances approximate their fair values.

9. Financial assets at fair value through profit or loss

	Group and Society	
	FY 2026	FY 2025
	S\$	S\$
<i>Financial assets measured at FVTPL</i>		
Funds placed with fund managers	18,880,802	2,384,960
Comprises:		
General Fund	18,880,802	1,192,480
Compensation fund	-	1,192,480
	18,880,802	2,384,960

The fund managers are given discretionary powers within certain guidelines to invest the funds. The funds are primarily placed in quoted equity securities and debt instruments.

The fair values of the quoted equity investments and debt instruments are determined based on quoted market prices at the reporting date. These instruments are included in Level 1 of the fair value hierarchy.

10. Financial assets at fair value through other comprehensive income

	Group and Society	
	FY 2026	FY 2025
	S\$	S\$
Current		
<i>Financial assets measured at FVOCI</i>		
Quoted debt instruments	-	1,375,746
<i>Equity investments designated at FVOCI</i>		
Quoted equity investments	1,220,081	2,168,173
Less: Impairment	-	(131,713)
	1,220,081	2,036,460
Total	1,220,081	3,412,206
Comprises:		
General Fund	1,220,081	1,521,219
Compensation Fund	-	1,890,987
	1,220,081	3,412,206

Equity investments are not held for trading. Accordingly, management has elected to designate these investments at fair value through other comprehensive income. It is the Group's strategy to hold these investments for long-term purposes for dividend income.

The fair values of the quoted equity investments are determined based on quoted market prices at the reporting date. These instruments are included in Level 1 of the fair value hierarchy.

11. Inventories

	Group and Society	
	FY 2026	FY 2025
	S\$	S\$
Publications, gifts and souvenirs	42,794	46,048

The cost of inventories recognised as an expenditure and included in "Expenditure for operating activities" amounted to S\$3,254 (2025: S\$5,376).

12. Trade and other receivables

Group	General fund S\$	Compensation fund S\$	Pro Bono SG S\$	Other funds S\$	Total S\$
FY 2026					
Trade receivables					
- Third parties	5,419,890	591,100	-	-	6,010,990
Other receivables					
- Grant receivables	-	-	1,410,069	-	1,410,069
- Interest receivables	170,505	176,910	797	-	348,212
- Prepayments	78,874	-	193,825	-	272,699
- Sundry deposits	170,842	-	-	-	170,842
- Sundry receivables	3,834	-	79,148	-	82,982
Total	5,843,945	768,010	1,683,839	-	8,295,794
FY 2025					
Trade receivables					
- Third parties	5,364,776	580,370	-	-	5,945,146
Other receivables					
- Deferred expenses	153,725	-	-	-	153,725
- Grant receivables	-	-	2,444,382	-	2,444,382
- Interest receivables	654,135	-	20,510	-	674,645
- Prepayments	55,207	-	77,335	-	132,542
- Sundry deposits	150,630	-	-	-	150,630
- Sundry receivables	142,804	-	93,146	-	235,950
Total	6,521,277	580,370	2,635,373	-	9,737,020

Trade receivables are non-interest bearing and are generally on 14 days (2025: 14 days) terms. They are recognised at their original invoice amounts, which represent their fair values on initial recognition.

Other receivables are unsecured, non-interest bearing and are repayable on demand.

At the reporting date, the carrying amounts of trade and other receivables approximate their fair values.

13. Deferred grants and income

	Group	
	FY 2026	FY 2025
	S\$	S\$
Deferred grants and income		
<i>General fund</i>		
Balance at the beginning of the financial year	103,091	106,273
- Advance rental income received	51,500	51,500
- Grant received for MinLaw	-	1,591
- Deferred income recognised	(53,091)	(56,273)
Balance at the end of the financial year	<u>101,500</u>	<u>103,091</u>
<i>Pro Bono SG</i>		
Balance at the beginning of the financial year	470,640	165,646
- Deferred grants received	773,941	823,189
- Deferred grants recognised	(727,426)	(518,195)
- Deferred income received	162,000	-
Balance at the end of the financial year	<u>679,155</u>	<u>470,640</u>
Total	<u>780,655</u>	<u>573,731</u>
Grants for project to be completed:		
- Within 12 months - Current	730,655	523,731
- More than 12 months - Non-current	50,000	50,000
	<u>780,655</u>	<u>573,731</u>

Deferred grants are grants received from various statutory bodies for the implementation of the various projects undertaken by the Group. Such grants which have been received are not recognised in statement of comprehensive income as the projects have not been completed and the terms and conditions relating to the grants have not been met. Similarly, expenses incurred for such uncompleted projects are deferred and will be recognised in statement of comprehensive income when the relevant projects are completed and ready for use.

When the projects are completed and the terms and conditions have been satisfied, the deferred grants received and deferred expenditure will be recognised in the statement of comprehensive income.

14. Property, plant and equipment

Group	Computer S\$	Office equipment S\$	Renovation S\$	Furniture and fittings S\$	Air- conditioners S\$	Right-of-use assets S\$	Total S\$
Cost							
Cost at 1 April 2024	287,475	112,950	962,245	6,495	25,000	2,141,168	3,535,333
Additions	43,068	2,000	40,847	-	-	1,637,440	1,723,355
Discharge of lease	-	-	-	-	-	(2,016,556)	(2,016,556)
Write-off	(74,060)	-	-	-	-	-	(74,060)
At 31 March 2025 and 1 April 2025	256,483	114,950	1,003,092	6,495	25,000	1,762,052	3,168,072
Additions	22,334	5,567	6,600	20,764	-	-	55,265
At 31 March 2026	278,817	120,517	1,009,692	27,259	25,000	1,762,052	3,223,337
Accumulated depreciation							
At 1 April 2024	162,817	77,873	535,646	3,606	22,917	1,407,205	2,210,064
Depreciation charge	49,566	11,991	126,174	722	2,083	706,738	897,274
Discharge of lease	-	-	-	-	-	(2,016,556)	(2,016,556)
Write-off	(70,989)	-	-	-	-	-	(70,989)
At 31 March 2025 and 1 April 2025	141,394	89,864	661,820	4,328	25,000	97,387	1,019,793
Depreciation charge	47,942	12,329	96,758	2,452	-	770,787	930,268
At 31 March 2026	189,336	102,193	758,578	6,780	25,000	868,174	1,950,061
Net carrying amount							
At 31 March 2025	115,089	25,086	341,272	2,167	-	1,664,665	2,148,279
At 31 March 2026	89,481	18,324	251,114	20,479	-	893,878	1,273,276

14. Property, plant and equipment (Cont'd)

Group	Computer S\$	Office equipment S\$	Renovation S\$	Furniture and fittings S\$	Air- conditioners S\$	Right-of-use assets S\$	Total S\$
Comprises:							
FY 2025							
General fund	34,350	5,589	325,523	2,167	-	1,252,823	1,620,452
Pro Bono SG	80,739	19,497	15,749	-	-	411,842	527,827
	<u>115,089</u>	<u>25,086</u>	<u>341,272</u>	<u>2,167</u>	<u>-</u>	<u>1,664,665</u>	<u>2,148,279</u>
FY 2026							
General fund	19,130	6,721	240,792	20,479	-	629,072	916,194
Pro Bono SG	70,351	11,603	10,322	-	-	264,806	357,082
	<u>89,481</u>	<u>18,324</u>	<u>251,114</u>	<u>20,479</u>	<u>-</u>	<u>893,878</u>	<u>1,273,276</u>

Assets acquired under leasing arrangements

Right-of-use assets acquired under leasing arrangements are premises and equipment under the category of "Right-of-use assets". Details of such leased assets are disclosed in Note 22.

The cash outflow on acquisition of property, plant and equipment amounted to S\$55,265 (2025: S\$85,915).

14. Property, plant and equipment (Cont'd)

Depreciation of property, plant and equipment is charged as follows:

	Group	
	FY 2026	FY 2025
	S\$	S\$
General Fund	744,328	710,414
Pro Bono SG	185,940	186,860
	<u>930,268</u>	<u>897,274</u>

15. Investment property

	General Fund	
Group and Society	FY 2026	FY 2025
	S\$	S\$
Cost		
At beginning and end of financial year	<u>7,776,606</u>	<u>7,776,606</u>
Accumulated depreciation		
At beginning of financial year	4,147,523	3,991,991
Depreciation charge	<u>155,532</u>	<u>155,532</u>
At end of financial year	<u>4,303,055</u>	<u>4,147,523</u>
Carrying amount	<u>3,473,551</u>	<u>3,629,083</u>

The following amounts are recognised in the consolidated statement of comprehensive income:

	Group and Society	
	FY 2026	FY 2025
	S\$	S\$
Rental income from investment property	618,000	618,000
Direct operating expenses arising from investment property (including depreciation charge)	<u>217,432</u>	<u>219,332</u>

	Fair value measurements at financial year end using		
	Quoted prices in active markets for identical assets (Level 1)	Significant other observable inputs (Level 2)	Significant unobservable inputs (Level 3)
	S\$	S\$	S\$
Investment properties:			
- Shophouse			
As at 31 March 2026	-	29,500,000	-
As at 31 March 2025	-	-	24,200,000

15. Investment property (Cont'd)

The fair value as at 31 March 2026 was valued by Jones Lang LaSalle Property Consultants Pte Ltd, a firm of independent professional valuers, on the basis of Market Value. The valuation is also based on direct comparison with recent transactions of comparable properties within the vicinity.

As at 31 March 2025, the fair values of the investment property have been determined on the basis of internal valuation by the management. The valuation was arrived using managements' experience, knowledge of the market prices and recently transacted sales and purchase prices for similar property.

16. Investment in subsidiary

Investment in subsidiary		Group and Society		
		FY 2026	FY 2025	
		S\$	S\$	
Unquoted equity shares, at cost		-	-	
Details of subsidiary are as follows:				
Name of subsidiary	Country of incorporation	Principal activities	Effective interest held by the Group	
			FY 2026 %	FY 2025 %
Pro Bono SG* (audited by Baker Tilly TFW LLP)	Singapore	To identify opportunities for pro bono legal services and oversee all pro bono legal services initiatives of Pro Bono SG	100	100

*There is no cost of investment for the subsidiary as it is a company limited by guarantee. Under such structure, each member of the subsidiary agrees to contribute towards the subsidiary' debts and liabilities in the event of liquidation, up to \$10 per member. Pro Bono SG is an approved Institution of a Public Character.

During the financial year, the Society has the following significant transactions with its subsidiary on terms agreed between the parties:

	FY 2026 S\$	FY 2025 S\$
Sales	1,204	545

17. Investment in associate

	Group and Society	
	FY 2026 S\$	FY 2025 S\$
Investment in associate	<u>342,342</u>	<u>245,360</u>

Details of associate are as follows:

Name of associate	Country of incorporation	Principal activities	Effective interest held by the Group	
			FY 2026 %	FY 2025 %
Insolvency Practitioners Association of Singapore Limited* (audited by Baker Tilly TFW LLP)	Singapore	Professional body for insolvency practitioners	50	50

* There is no cost of investment as the associate is a company limited by guarantee whereby every member of the company undertakes to contribute to meet the debts and liabilities of the company in the event of its liquidation to an amount not exceeding \$10 for each member.

The summarized financial information of the associate (before adjustment of its effective equity interest) based on its management account and reconciliation to the carrying amount of the investment in the consolidated financial statements is as follows:

	Group and Society	
	FY 2026 S\$	FY 2025 S\$
Revenue	929,254	595,786
Profit after tax	<u>193,964</u>	<u>97,252</u>
Non-current assets	15,785	404
Current assets	946,910	654,559
Current liabilities	<u>(278,012)</u>	<u>(164,244)</u>
Net assets	<u>684,683</u>	<u>490,719</u>
Group's share of net assets based on proportion of ownership interest, representing net carrying amount of investment	<u>342,342</u>	<u>245,360</u>

During the financial year, the Society has the following significant transactions with its associate on terms agreed between the parties:

	FY 2026 S\$	FY 2025 S\$
Sales	-	67,097
Net collection on behalf of the associate	<u>-</u>	<u>163,975</u>

18. Intangible assets

Group	Computer software development costs S\$	Computer software S\$	Total S\$
Cost			
At 1 April 2024	1,004,146	57,402	1,061,548
Addition	-	198,095	198,095
At 31 March 2025 and 1 April 2025	1,004,146	255,497	1,259,643
Additions	-	76,840	76,840
At 31 March 2026	1,004,146	332,337	1,336,483
Accumulated amortisation			
At 1 April 2024	905,002	57,243	962,245
Amortisation charge	43,992	6,293	50,285
At 31 March 2025 and 1 April 2025	948,994	63,536	1,012,530
Amortisation charge	14,354	43,891	58,245
At 31 March 2026	963,348	107,427	1,070,775
Net carrying amount			
At 31 March 2025	55,152	191,961	247,113
At 31 March 2026	40,798	224,910	265,708
Comprises:			
FY 2025			
General fund	366	191,961	192,327
Pro Bono SG	54,786	-	54,786
	55,152	191,961	247,113
FY 2026			
General fund	-	224,910	224,910
Pro Bono SG	40,798	-	40,798
	40,798	224,910	265,708

The computer software development costs were mainly incurred by Pro Bono SG for computerisation of a case workflow management system and website. Computer software relates to off-the-shelf software for operating use.

Amortisation is charged as follows:

	Group	
	FY 2026 S\$	FY 2025 S\$
General Fund	44,257	15,105
Pro Bono SG	13,988	35,180
	58,245	50,285

19. Deferred capital expenditure

This pertains to costs incurred by the subsidiary for the ongoing implementation of a Customer Relationship Management systems. As the development project is still in progress, no amortisation charge has been recognised.

20. Trade and other payables

Group FY 2026	General Fund S\$	Compensation fund S\$	Other funds S\$	Sub Total S\$	Pro Bono SG S\$	Grand Total S\$
Trade payables						
- Third parties	98,165	-	-	98,165	33,106	131,271
Other payables						
- Accrued operating expenses	285,452	-	-	285,452	481,652	767,104
- Tenant's deposit	163,770	-	-	163,770	-	163,770
- Sundry payables	1,000,914	-	6,550	1,007,464	-	1,007,464
Total	1,548,301	-	6,550	1,554,851	514,758	2,069,609
Comprises:						
- Current	1,384,531	-	6,550	1,391,081	514,758	1,905,839
- Non-current	163,770	-	-	163,770	-	163,770
	1,548,301	-	6,550	1,554,851	514,758	2,069,609
Group FY 2025	General Fund S\$	Compensation fund S\$	Other funds S\$	Sub Total S\$	Pro Bono SG S\$	Grand Total S\$
Trade payables						
- Third parties	390,165	-	55	390,220	173,540	563,760
Other payables						
- Accrued operating expenses	194,534	-	-	194,534	997,738	1,192,272
- Tenant's deposit	154,500	-	-	154,500	-	154,500
- Sundry payables	884,449	-	11,894	896,343	-	896,343
Total	1,623,648	-	11,949	1,635,597	1,171,278	2,806,875
Comprises:						
- Current	1,469,148	-	11,949	1,481,097	1,171,278	2,652,375
- Non-current	154,500	-	-	154,500	-	154,500
	1,623,648	-	11,949	1,635,597	1,171,278	2,806,875

Other payables are unsecured, non-interest bearing and are repayable on demand.

At the reporting date, the carrying amounts of trade and other payables approximate their fair values.

21. Monies held in trust

	Group and Society	
	FY 2026 S\$	FY 2025 S\$
Pursuant to section 74 of the Legal Profession Act ("Section 74 money")	1,676,280	1,665,535
Unclaimed Money Fund	2,037,729	2,007,429
	<u>3,714,009</u>	<u>3,672,964</u>

22. Lease liabilities

	Group and Society	
	FY 2026 S\$	FY 2025 S\$
Current	791,708	748,085
Non-current	130,796	922,504
	<u>922,504</u>	<u>1,670,589</u>
General Fund	649,100	1,255,724
Pro Bono SG	273,404	414,865
	<u>922,504</u>	<u>1,670,589</u>
Current:		
General Fund	643,022	606,624
Pro Bono SG	148,686	141,461
	<u>791,708</u>	<u>748,085</u>
Non-Current:		
General Fund	6,078	649,100
Pro Bono SG	124,718	273,404
	<u>130,796</u>	<u>922,504</u>

The carrying amount of right-of-use assets classified within property, plant and equipment in the statement of financial position are as follows:

Group	General Fund S\$	Pro Bono SG S\$	Total S\$
FY 2026			
Lease of premises	607,776	246,099	853,875
Lease of equipment	21,296	18,707	40,003
	<u>629,072</u>	<u>264,806</u>	<u>893,878</u>
FY 2025			
Lease of premises	1,215,557	386,727	1,602,284
Lease of equipment	37,266	25,115	62,381
	<u>1,252,823</u>	<u>411,842</u>	<u>1,664,665</u>

22. Lease liabilities (Cont'd)

The Group's leasing activities comprise the following:

- (i) The Group leases office premises and copier equipment from non-related parties. The leases have an average tenure of between two to five years (2025: three to five years). The Society's lease of an office premise expires in March 2027; and
- (ii) In addition, the Group leases certain office equipment with remaining contractual terms of less than one year. These leases are short-term. The Group has elected not to recognise right-of-use assets and lease liabilities for these leases.

The total amounts recognised in statement of comprehensive income are as follows:

	Group	
	FY 2026	FY 2025
	S\$	S\$
Depreciation of right-of-use assets	770,787	706,738
Interest expense on lease liabilities	74,807	30,188
Lease expense not capitalised in lease liabilities:		
- Operating lease expense - office	17,078	18,889
	<u>862,672</u>	<u>755,815</u>

Total cash outflows:

During the financial year, the Group had total cash outflows for leases of S\$839,970 (2025: S\$784,170).

22. Lease liabilities (Cont'd)

Reconciliation of movements of lease liabilities to cash flows arising from financing activities:

Group	1 April 2025 S\$	Cash flows S\$	Non-cash changes				31 March 2026 S\$
			Accretion of interests S\$	Addition S\$	Discharge of lease S\$	Other S\$	
Liabilities							
- Current	748,085	(822,892)	74,807	-	-	791,708	791,708
- Non-current	922,504	-	-	-	-	(791,708)	130,796
	<u>1,670,589</u>	<u>(822,892)</u>	<u>74,807</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>922,504</u>

Group	1 April 2024 S\$	Cash flows S\$	Non-cash changes				31 March 2025 S\$
			Accretion of interests S\$	Addition S\$	Discharge of lease S\$	Other S\$	
Liabilities							
- Current	707,142	(765,281)	30,188	1,637,440	(4,845)	(856,559)	748,085
- Non-current	65,945	-	-	-	-	856,559	922,504
	<u>773,087</u>	<u>(765,281)</u>	<u>30,188</u>	<u>1,637,440</u>	<u>(4,845)</u>	<u>-</u>	<u>1,670,589</u>

23. General fund

Accumulated general fund is expendable at the direction of the Council in furtherance of the Group's objectives.

		Society	
	Note	FY 2026 S\$	FY 2025 S\$
Income			
Subscriptions from members	23.1	6,229,164	6,399,411
Surplus from self-financing projects	23.2	1,592,550	1,335,138
Government grants	23.3	233,379	525,486
Rental income		618,000	618,000
Income from operating activities	23.4	578,638	822,764
Other income	23.5	1,422,448	1,638,925
		<u>10,674,179</u>	<u>11,339,724</u>
Less: Expenditure			
Expenditure for operating activities	23.6	(406,820)	(714,969)
Administrative expenses	23.7	(1,687,866)	(1,360,184)
Personnel expenses	23.8	(6,286,419)	(6,293,786)
Donations/Grants/Contributions to Singapore Institute of Legal Education/Pro Bono SG/SBF Foundation	23.9	(679,154)	(686,519)
Disciplinary Proceedings costs	23.10	(539,641)	(252,754)
Interest on lease liabilities		(57,278)	(21,428)
		<u>9,657,178</u>	<u>9,329,640</u>
		1,017,001	2,010,084
Share of results of associate (net of tax)		<u>96,982</u>	<u>48,627</u>
Surplus before tax		1,113,983	2,058,711
Tax expense		<u>(200,000)</u>	<u>(400,000)</u>
Surplus for the financial year		913,983	1,658,711
Balance brought forward		24,706,997	23,975,312
Transfer to Education Fund		(149,480)	(924,204)
Transfer upon disposal of financial assets, at FVOCI		(49,700)	(2,822)
Balance carried forward		<u>25,421,800</u>	<u>24,706,997</u>

23.1 Analysis of subscriptions from members

	Society	
	FY 2026 S\$	FY 2025 S\$
Subscription from Non-Practitioners	25,163	29,325
Subscription from Practitioners	6,199,873	6,370,086
Subscription from Provisional Practising Certificate	4,128	-
	<u>6,229,164</u>	<u>6,399,411</u>

23. General fund (Cont'd)

23.2 Analysis of surplus from self-financing projects

	Society	
	FY 2026	FY 2025
	S\$	S\$
Continuing Professional Development Programmes/Advocacy		
Income	1,804,472	1,411,177
Expenditure *	(343,418)	(287,209)
Surplus	<u>1,461,054</u>	<u>1,123,968</u>
Conference		
Income	460,173	389,441
Expenditure *	(328,677)	(178,271)
Surplus	<u>131,496</u>	<u>211,170</u>
Total surplus	<u>1,592,550</u>	<u>1,335,138</u>

* Relates to direct expenditure only and does not include secretariat staff or admin overheads.

23.3 Analysis of government grants

	Society	
	FY 2026	FY 2025
	S\$	S\$
Ministry of Law		
- Grant for rental subsidy	89,998	75,594
- Outreach grant	141,790	168,862
Enterprise Singapore - Local Enterprise Association Development (RTB)	-	227,114
Enterprise Singapore - Local Enterprise Association Development (LG)	-	43,209
Others	1,591	10,707
	<u>233,379</u>	<u>525,486</u>

23. General fund (Cont'd)

23.4 Analysis of income from operating activities

	Society	
	FY 2026	FY 2025
	S\$	S\$
Advertising – Online directory	101,470	91,998
Advertising – Online Law Gazette	7,000	5,800
Advertising – others	15,398	28,709
Annual dinner receipt	56,500	71,900
Classified advertising	76,013	74,819
Gain on disposal of property, plant and equipment	-	200
Lawyers Go Global	85,928	70,981
Reimbursement for anti-money laundering inspections	-	268,589
Regulatory cost received	29,133	26,459
Penalty imposed	40,000	34,201
Penalty for not voting	78,000	76,000
Others	89,196	73,108
	<u>578,638</u>	<u>822,764</u>

23.5 Analysis of other income

	Society	
	FY 2026	FY 2025
	S\$	S\$
Interest income on fixed deposits	437,497	1,263,833
Investment income	417,477	117,834
Contribution under Compulsory Professional Indemnity Scheme	143,744	33,741
Gain on discharge of lease	-	4,845
Fair value gain on financial assets, at FVTPL	291,040	115,435
Sponsorship	1,150	17,369
Certificate of good standing	56,773	53,209
Miscellaneous	74,767	32,659
	<u>1,422,448</u>	<u>1,638,925</u>

23.6 Analysis of expenditure for operating activities

	Society	
	FY 2026	FY 2025
	S\$	S\$
Audit fee for anti-money laundering inspections	-	268,589
Meetings, events and other Council expenses	137,946	129,321
Council budgets for special projects/expenditure	268,874	317,059
	<u>406,820</u>	<u>714,969</u>

23. General fund (Cont'd)

23.7 Analysis of administrative expenses

	Society	
	FY 2026	FY 2025
	S\$	S\$
Amortisation of intangible assets	44,257	15,105
Annual General Meeting / Extraordinary General Meeting	61,383	3,530
Auditor's remuneration		
- External	46,302	43,745
- Internal	36,250	-
Bank charges	4,007	3,071
Delivery charges	300	100
Depreciation of property, plant and equipment	744,328	710,414
Depreciation of investment property	155,532	155,532
Insurance	29,041	24,389
Miscellaneous	11,089	8,578
Newspapers, periodicals and binding services	2,613	2,160
Pantry supplies	23,783	17,776
Photocopier metered charges and paper costs	2,203	2,418
Postage and courier charges	2,184	2,475
Printing and stationery	6,581	17,162
Professional fees	124,731	31,279
Property tax	61,900	63,800
Rental	5,205	-
Repairs and maintenance	133,048	70,944
Storage charges	17,078	18,889
Subscription for online accounts	159,675	151,656
Taxation fee	1,800	1,800
Telephone, facsimile and email broadcast charges	14,576	15,361
	<u>1,687,866</u>	<u>1,360,184</u>

23.8 Analysis of personnel expense

	Society	
	FY 2026	FY 2025
	S\$	S\$
Central Provident Fund and Skills Development Levy	741,505	724,589
Temporary staff and employment agency fees	111,272	37,047
Salaries (including temporary staff), bonuses and related expenses	5,358,198	5,472,757
Earned leave entitlement	31,096	14,934
Staff welfare	28,847	17,573
Staff medical fees and group hospital insurance	15,157	21,821
Staff training fees	344	5,065
	<u>6,286,419</u>	<u>6,293,786</u>

23. General fund (Cont'd)

23.9 Analysis of Donations/Grants/Contributions to Singapore Institute of Legal Education

	Society	
	FY 2026 S\$	FY 2025 S\$
Book prizes	2,100	2,100
Contributions to the Singapore Institute of Legal Education	677,054	684,419
	<u>679,154</u>	<u>686,519</u>

23.10 Analysis of Disciplinary Proceeding costs

	Society	
	FY 2026 S\$	FY 2025 S\$
Expenses *	<u>539,641</u>	<u>252,754</u>

* Relates to direct expenditure only and does not include any imputed cost for secretariat staff time, administrative overheads and volunteer lawyers' time.

24. Restricted funds

Restricted funds are funds subject to specific trusts, which may be declared by the donor(s) or with their authority or created through legal process, but still within wider objectives of the Group.

Restricted funds comprise of:

	Society	
	FY 2026 S\$	FY 2025 S\$
Compensation fund	20,952,568	19,743,088
Jus curio fund	379,949	405,372
Sports meet fund	(324,123)	(304,014)
Welfare fund	22,263	22,263
Library fund	52,841	52,841
Education fund	1,073,684	924,204
Total	<u>22,157,182</u>	<u>20,843,754</u>

24.1 Compensation fund

Compensation fund

A fund established to make grants for the purpose of relieving or mitigating loss for any person that has sustained loss in consequence of dishonesty on the part of any solicitor or any clerk or servant of a solicitor in connection with that solicitor's practice in Singapore.

24. Restricted funds (Cont'd)

24.1 Compensation fund (Cont'd)

	Society	
	FY 2026	FY 2025
	S\$	S\$
Income		
Contributions received	625,600	702,850
Investment income	247,658	104,157
	<u>873,258</u>	<u>807,007</u>
Less: Expenditure		
Compensation Fund Claim	(114,381)	-
	<u>(114,381)</u>	<u>-</u>
Surplus for the financial year	758,877	807,007
Balance at beginning of financial year	18,167,886	17,364,828
Transfer upon disposal of financial assets, at FVOCI	450,603	(3,949)
Balance at end of financial year	<u>19,377,366</u>	<u>18,167,886</u>

Compensation Fund - Library

A fund established for the purposes of purchasing or maintaining a library for the use of the members.

	Society	
	FY 2026	FY 2025
	S\$	S\$
Balance at beginning and end of financial year	<u>1,575,202</u>	<u>1,575,202</u>
Total Compensation fund at end of financial year	<u>20,952,568</u>	<u>19,743,088</u>

24.2 Pro Bono SG

Pro Bono SG ("Pro Bono SG") is incorporated in Singapore on 4 January 2017 to take over the operations of Pro Bono, Learning and Support Services (the "Division"), a division of The Law Society of Singapore with charity status as a going concern. The Division was deregistered as a charity with effect from 23 May 2018. Pro Bono SG's registered office and principal place of activities is located at 1 Havelock Square, #B1-18 State Courts, Singapore 059724.

Pro Bono SG was registered as a charity under the Charities Act 1994 on 31 March 2017 and has been accorded an Institutions of a Public Character ("IPC") status for the period from 31 March 2019 to 31 March 2028.

The liabilities of the member is limited by guarantee whereby its member undertakes to contribute to the assets of the Company, in the event of the Company being wound up while it is a member, or within one (1) year after he ceases to be a member, for payment of debts and liabilities of the Company contracted before he ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves, such amount as may be required not exceeding S\$10 Singapore Dollars only.

Pro Bono SG's sole member is the Society. As such, the immediate and ultimate parent of the Pro Bono SG is the Society.

24. Restricted funds (Cont'd)

24.2 Pro Bono SG (Cont'd)

The purpose of the Company is to serve the community by facilitating access to justice for the needy and vulnerable so that all may have access to justice in Singapore.

The principal activities of the Company are to coordinate and administer all pro bono initiatives of the Law Society to implement its vision and initiatives to provide pro bono legal services in Singapore, including:

- Outreach programmes such as community legal clinic, migrant worker clinic and LawWorks legal clinic.
- Representation programmes such as Criminal Legal Aid Scheme ("CLAS"), Family Justice Support Scheme ("FJSS") and Ad Hoc Pro Bono Services.
- Community Law Centres ("CLC") programme where legal assistance are provided through our branch offices.
- Other initiatives such as Bar Memorial Scholarship Fund ("BMSF").

24.3 Jus Curio fund

A fund established to maintain the operation of Jus Curio Shop. Jus Curio Shop offers an eclectic range of stocks from corporate merchandise to various publications.

	Society	
	FY 2026	FY 2025
	S\$	S\$
Income		
Sale of gifts and souvenirs	2,929	16,314
	<u>2,929</u>	<u>16,314</u>
Less: Cost of sales		
Opening inventories	(46,048)	(40,672)
Purchases and related costs	(25,098)	(11,218)
Closing inventories (Note 11)	42,794	46,048
	<u>(28,352)</u>	<u>(5,842)</u>
Gross (loss)/profit from sales	(25,423)	10,472
	<u>(25,423)</u>	<u>10,472</u>
(Deficit)/Surplus for the financial year	(25,423)	10,472
Balance at beginning of financial year	405,372	394,900
Balance at end of financial year	<u>379,949</u>	<u>405,372</u>

24. Restricted funds (Cont'd)

24.4 Sports Meet fund

A fund established to promote good relations and social intercourse among members and between members, professional bodies of the legal profession in other countries and other persons, by means of sporting events.

	Society	
	FY 2026	FY 2025
	S\$	S\$
Income		
Receipt from Bench & Bar games	69,496	109,613
Receipt from other games	8,843	10,170
	<u>78,339</u>	<u>119,783</u>
Less: Expenditure		
Bench & Bar games	(41,246)	(149,342)
Other games	(57,202)	(50,511)
	<u>(98,448)</u>	<u>(199,853)</u>
Deficit for the financial year	(20,109)	(80,070)
Balance at beginning of financial year	<u>(304,014)</u>	<u>(223,944)</u>
Balance at end of financial year	<u>(324,123)</u>	<u>(304,014)</u>

24.5 Welfare fund

A fund established to afford pecuniary and other assistance to members or former members and to the wives, widows, children and other dependants, whether of members, former members or deceased members who are in need of any such assistance.

	Society	
	FY 2026	FY 2025
	S\$	S\$
Balance at beginning and end of financial year	<u>22,263</u>	<u>22,263</u>

24.6 Library fund

The fund was set up for the establishment of a library and the acquisition or rental of offices to house the library.

	Society	
	FY 2026	FY 2025
	S\$	S\$
Balance at beginning and end of financial year	<u>52,841</u>	<u>52,841</u>

24. Restricted funds (Cont'd)

24.7 Education fund

A fund established to support and promote legal education and professional development for the legal profession. It is funded through contributions collected under the compulsory professional indemnity insurance scheme.

	Society	
	FY 2026 S\$	FY 2025 S\$
Income		
Contribution under Compulsory Professional Indemnity Scheme	143,744	33,741
Interest Income from fixed deposit	25,356	44,742
	<u>169,100</u>	<u>44,742</u>
Less: Expenditure		
Other expenses	(19,620)	(8,632)
	<u>(19,620)</u>	<u>(8,632)</u>
Surplus for the financial year	149,480	69,851
Balance at beginning of financial year	924,204	854,353
Balance at end of financial year	<u>1,073,684</u>	<u>924,204</u>

25. Remuneration paid to key management personnel ("KMP")

The Society

	FY 2026 S\$	FY 2025 S\$
- Salaries and other short-term employee benefits	1,096,525	1,030,125
- Post-employment benefits – contributions to CPF	100,576	100,952
	<u>1,197,101</u>	<u>1,131,077</u>

No remuneration is paid to any member of the Council.

Remuneration bands for 3 highest paid The Society staff who are also KMP

The 3 highest paid staff whose remuneration exceeded S\$100,000 in the period were as follows:

	FY 2026	FY 2025
Number of staff in bands:		
S\$100,000 to S\$199,999	1	7
S\$200,000 to S\$299,999	<u>3</u>	<u>3</u>

25. Remuneration paid to key management personnel ("KMP") (Cont'd)

Pro Bono SG

	FY 2026 S\$	FY 2025 S\$
- Salaries and other short-term employee benefits	1,699,264	1,722,400
- Post-employment benefits – contributions to CPF	158,962	171,358
	<u>1,858,226</u>	<u>1,893,758</u>

Remuneration bands for 3 highest paid Pro Bono SG staff who are also KMP

The 3 highest paid staff whose remuneration exceeded S\$100,000 in the period were as follows:

	FY 2026	FY 2025
Number of staff in bands:		
S\$200,000 to S\$299,999	2	2
S\$300,000 to S\$399,999	<u>1</u>	<u>1</u>

No directors of Pro Bono SG have received remuneration for their services as board members and no directors are staff of the Pro Bono SG.

26. Financial instruments

The financial assets of the Group as at the end of financial year are as follows:

	FY 2026 S\$	Group FY 2025 S\$
Financial assets		
At amortised cost		
- Fixed deposits, bank and cash balances	32,727,397	43,500,740
- Trade and other receivables (excluding prepayments)	<u>8,023,095</u>	<u>9,604,478</u>
	40,750,492	53,105,218
Financial assets, at FVTPL	18,880,802	2,384,960
Financial assets, at FVOCI	<u>1,220,081</u>	<u>3,412,206</u>
	<u>60,851,375</u>	<u>58,902,384</u>

The financial liabilities of the Group as at the end of financial year are as follows:

	FY 2026 S\$	Group FY 2025 S\$
Financial liabilities		
At amortised cost		
- Trade and other payables (excluding advance receipts)	2,069,609	2,806,875
- Lease liabilities	922,504	1,670,589
- Monies held in trust	<u>3,714,009</u>	<u>3,672,964</u>
	<u>6,706,122</u>	<u>8,150,428</u>

27. Financial risk management

The Group's activities do not expose it to any significant financial risks. Risk management is carried out under policies approved by the Council. The Council approves guidelines for overall risk management, as well as policies covering these specific areas.

27.1 Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Group.

i) Risk management

The Group has adopted the following policy to mitigate the credit risk.

For cash and cash equivalents, the Group's exposure to credit risk arises from the failure of a customer or a counterparty to settle its financial and contractual obligations to the Group, as and when they fall due. The Group manages this risk by monitoring credit periods and limiting the aggregate financial exposure to any individual counterparty.

The Group has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults. The Group performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

The maximum exposure to credit risk in the event that the counterparties fail to perform their obligation as at the end of the financial year in relation to each class of recognised financial assets is the carrying amount of those assets as stated in the statement of financial position.

ii) Impairment of financial assets

As at the reporting date, there are no amounts arising from expected credit losses for each class of financial assets.

The Group had applied the simplified approach by using the provision matrix to measure the lifetime expected credit losses for trade receivables.

To measure the expected credit losses, these receivables have been grouped based on shared credit risk characteristic and days past due. In calculating the expected credit loss rates, the Group considers historical loss rates for each category of customers, and adjust for forward-looking macroeconomic data.

27. Financial risk management (Cont'd)

27.1 Credit risk (Cont'd)

ii) Impairment of financial assets (Cont'd)

Receivables are written off when there is no reasonable expectation of recovery, such as debtor failing to engage in a repayment plan with the Group. The Group categorises a receivable for write off when a debtor fails to make contractual payment greater than 3 years past due based on historical collection trend. Where receivables have been written off, the Group continues to engage in enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit and loss.

The Group has no significant concentration of credit risk. The Group has credit policies and procedures in place to minimise and mitigate its credit risk exposure.

Description of evaluation of financial assets	Basis for recognition and measurement of ECL
Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
Contractual payments are more than 30 days past due or where there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Contractual payments are more than 120 days past due or there is evidence of credit impairment	Lifetime ECL - credit-impaired
There is evidence indicating that the Group has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, cannot be located or are not recoverable despite legal recourse made to recover the debt, and reminders and warning letters issued for debts due for more than 12 months	Write-off

As at 31 March 2026 and 2025, the carrying amount of Group's trade and other receivables were disclosed in Note 12.

The Group considered that there was evidence if any of the following indicators were present:

- There is significant difficulty of the debtor; or
- Breach of contract, such as default or past due event; or
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation.

Receivables from third parties

The Group assessed the latest performance and financial position of the counterparties and concluded that there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Group measured the impairment loss allowance using 12-month ECL and determined that the ECL is insignificant.

27. Financial risk management (Cont'd)

27.1 Credit risk (Cont'd)

ii) Impairment of financial assets (Cont'd)

Financial assets at amortised cost

Financial assets at amortised cost include trade and other receivables and cash and cash equivalents. Credit risk exposure in relation to financial assets at amortised costs as at 31 March 2026 and 31 March 2025 is insignificant, and accordingly no credit loss allowance is recognised as at 31 March 2026 and 31 March 2025.

The Group has no financial assets that are either past due and/or impaired at 31 March 2026 and 31 March 2025.

27.2 Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices. The Group is exposed to changes in market prices and interest rate risk with respect to its funds placed with fund managers, which were classified as financial assets at fair value through profit or loss and financial assets at fair value through other comprehensive income. To manage price risk arising from investment in quoted equity and debt instruments, the Group diversifies its portfolio in accordance with the limits set by the Group.

Sensitivity analysis for market price risk

As at 31 March 2026, the Group's financial assets at fair value through other comprehensive income amounted to S\$1,220,081 (2025: S\$3,412,206). A 10% increase/decrease in the fair value of the portfolio at the reporting date would increase/decrease the Group's other comprehensive income by approximately S\$122,000 (2025: S\$341,000).

As at 31 March 2026, the Group's financial assets at fair value through profit or loss amounted to S\$18,880,802 (2025: S\$2,384,960). A 10% increase/decrease in the fair value of the portfolio at the reporting date would increase/decrease the Group's profit or loss by approximately S\$1,888,000 (2025: S\$238,000).

27.3 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates. The Group's exposure to interest rate risk arises primarily from their cash and cash equivalents and debt instruments.

Sensitivity analysis for interest rate risk

At the reporting date, the interest rate profile of the Group's interest-bearing financial instruments was as follows:

	Group	
	FY 2026	FY 2025
	S\$	S\$
Fixed rate instruments		
<u>Financial assets</u>		
Fixed deposits	<u>24,976,200</u>	<u>35,569,364</u>

27. Financial risk management (Cont'd)

27.3 Interest rate risk (Cont'd)

	Group	
	FY 2026 S\$	FY 2025 S\$
<u>Financial liabilities</u>		
Lease liabilities	922,504	1,670,589

Sensitivity analysis for interest rate risk (Cont'd)

The sensitivity analysis is based on changes in the interest rates of variable rate financial instruments.

At the reporting date, the Group does not have variable rate interest-bearing financial instruments.

The sensitivity analysis for changes in interest rates on debt instruments is considered in the sensitivity analysis under market price risk.

27.4 Liquidity risk

The Council exercises prudent liquidity and cash flow risk management policies and aims at maintaining an adequate level of liquidity and cash flow at all times.

The financial liabilities of the Group as presented in the reporting are due within twelve months from the reporting date and approximate the contractual undiscounted repayments obligations.

The table below summarises the maturity profile of the Group's financial assets and liabilities at the end of the reporting date based on the contractual undiscounted repayment obligations:

	Within one year S\$	Later than one year but not later than five years S\$	Total S\$
FY 2026			
Financial assets, at amortised cost			
Fixed deposits, bank and cash balances	32,727,397	-	32,727,397
Trade and other receivables (excluding prepayments)	8,023,095	-	8,023,095
Financial assets, at FVTPL	18,880,802	-	18,880,802
Financial assets, at FVOCI	1,220,081	-	1,220,081
	60,851,375	-	60,851,375
Financial liabilities, at amortised cost			
Trade and other payables (excluding advance receipts)	(1,905,839)	(163,770)	(2,069,609)
Lease liabilities	(822,893)	(133,864)	(956,757)
Monies held in trust	(3,714,009)	-	(3,714,009)
	(6,442,741)	(297,634)	(6,740,375)
Net financial assets / (liabilities)	54,408,634	(297,634)	54,111,000

27. Financial risk management (Cont'd)

27.4 Liquidity risk (Cont'd)

	Within one year S\$	Later than one year but not later than five years S\$	Total S\$
FY 2025			
Financial assets, at amortised cost			
Fixed deposits, bank and cash balances	43,500,740	-	43,500,740
Trade and other receivables (excluding prepayments)	9,604,478	-	9,604,478
Financial assets, at FVTPL	2,384,960	-	2,384,960
Financial assets, at FVOCI	3,412,206	-	3,412,206
	58,902,384	-	58,902,384
Financial liabilities, at amortised cost			
Trade and other payables (excluding advance receipts)	(2,652,375)	(154,500)	(2,806,875)
Lease liabilities	(822,893)	(956,757)	(1,779,650)
Monies held in trust	(3,672,964)	-	(3,672,964)
	(7,148,232)	(1,111,257)	(8,259,489)
Net financial assets / (liabilities)	51,754,152	(1,111,257)	50,642,895

28. Fair values

The Group classifies fair value measurement using a fair value hierarchy that reflects the significance of the inputs used in making the measurement.

The fair value hierarchy has the following levels:

Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (i.e. derived from prices).

Level 3 - inputs for the asset or liability that are not based on observable market data.

28.1 Fair value measurements of assets that are measured at fair value

The Group's financial assets at FVTPL and FVOCI are traded in an active market and are based on quoted market prices at the reporting date. These investments are included in the Level 1 hierarchy.

28. Fair values (Cont'd)

28.2 Fair value financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The above does not include financial assets and financial liabilities whose carrying amounts are measured on the amortised cost basis. The carrying amounts of these financial assets and financial liabilities approximate their fair values due to their short-term nature.

The fair value of the investment property for disclosure purposes is categorised within Level 2 (2025: Level 3) of the fair value hierarchy.

The fair value as at 31 March 2026 was valued by Jones Lang LaSalle Property Consultants Pte Ltd, a firm of independent professional valuers, on the basis of Market Value. The valuation is also based on direct comparison with recent transactions of comparable properties within the vicinity.

29. Fund management

The Group's objectives when managing its funds are to safeguard and maintain adequate working capital to continue as a going concern and to develop its principal activities over the longer term.

The objectives, policies or processes of the Group during the financial year ended 31 March 2026 remain the same as those for the financial year ended 31 March 2025.

30. Authorisation of financial statements

The financial statements of the Group for the financial year ended 31 March 2026 were authorised for issue by the Council of the Society on **21 SEP 2026**

AUDIT COMMITTEE REPORT

The role of the Audit Committee (“AC”) is to function as an independent committee to assist the Council of the Law Society of Singapore (“Council”) by overseeing areas such as the integrity of financial reporting, the effectiveness of its risk management framework and corporate governance. In this role, the AC will (i) in respect of each financial year, review the annual audited consolidated financial statements of the Law Society of Singapore (“LSS”), and report its findings and make recommendations to the Council for their consideration; and (ii) from time to time and as tasked by the Council, advise and review the internal controls framework of LSS and its internal and external audit processes. The AC may also be directed by the Council to conduct any special investigations (where required) concerning the financial position of LSS and its subsidiary, Pro Bono SG.

The Council appointed Robson Lee (Chairperson), Michael Hwang, SC, Joy Tan, Jacqueline Loke and George Ong (Resource Consultant) to form the Audit Committee for 2026.

As part of its responsibility in overseeing the integrity of the financial reporting process, the AC monitors the relationship between LSS and the external auditor, addressing matters associated with their appointment, remuneration, performance and independence, and the progress of the annual audit process. The AC participates in the pre-audit and post-audit meetings between the LSS financial reporting team and the external auditor to apprise itself of any particular audit issues that may need to be addressed.

Looking ahead to 2027, the AC will continue to work closely with the LSS Secretariat to review and implement the findings and recommendations arising from the internal audit and special audit conducted in 2026. These efforts will focus on enhancing LSS’s non-financial controls and governance arrangements, strengthening its internal control framework, and maintaining a robust risk management system.

On a final note, the AC acknowledges the financial reporting team’s substantial work during FY26, especially on all audit matters. The AC conveys its gratitude and appreciation for their strong commitment and dedication.



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