

LEGAL SERVICE COMMISSION

ANNUAL REPORT
2025



VISION

A trusted Legal Service,
upholding the rule of law and
advancing Singapore's interests.



MISSION

One Legal Service,
developing and deploying
the best legal talent to provide
the highest quality legal services.

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Legal Service Commission

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Pride in Service

FOREWORD

by the President,
Legal Service Commission

“

In this challenging global environment, the Legal Service continues to provide trusted legal support to the Government in securing Singapore’s continued economic prosperity, and in maintaining our status as a trusted international financial hub.”

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**Attorney-General
Mr Lucien Wong**

President,
Legal Service Commission



“We are in the midst of a rupture, not a transition.”

This was how Canadian Prime Minister Mark Carney described the international order during his speech at the World Economic Forum in January this year. As a tiny island state with no natural resources, Singapore’s survival depends on international trade and finance. Over the past year, we have seen how the rupturing of the rules-based international economic framework can have an outsized impact on Singapore. In this challenging global environment, the Legal Service continues to provide trusted legal support to the Government in securing Singapore’s continued economic prosperity, and in maintaining our status as a trusted international financial hub.

SECURING SINGAPORE’S CONTINUED ECONOMIC PROSPERITY

Trade is Singapore’s lifeblood, and the growing trend of economic nationalism makes it vital for Singapore to strengthen our economic relationships with like-minded countries. In this respect, our Legal Service Officers (“LSOs”) played key roles in negotiating and concluding various trade agreements such as the upgrade to the ASEAN-China Free Trade Agreement and the EU-Singapore Digital Trade Agreement. They also advised on the negotiation of Singapore’s investment treaties with countries such as Nigeria and Côte d’Ivoire, and the ratification of the Johor-Singapore Special Economic Zone Agreement. Finally, to strengthen the resilience of our supply chains, LSOs also advised on the conclusion of the Agreement on Trade in Essential Supplies between Singapore and New Zealand, and on Memorandums of Cooperation on Rice Trade with Vietnam and Thailand respectively.

Apart from bilateral agreements, the Legal Service is also actively involved in multilateral initiatives which further Singapore’s status as an active member of the international community. For example, LSOs were involved in advising on various agreements that increased the presence of prominent international legal institutions in Singapore, such as the expansion of the Singapore Office of the Permanent Court of Arbitration, and the setting up of the Singapore Office of the International Centre for Settlement of Investment Disputes. They also played key roles in working groups convened by various international

organisations such as the United Nations General Assembly and the International Seabed Authority.

COMBATING TRANSNATIONAL FINANCIAL CRIME AND MAINTAINING SINGAPORE’S STATUS AS A TRUSTED INTERNATIONAL FINANCIAL HUB

LSOs stand at the forefront of Singapore’s battle against transnational crime, which is critical to maintaining our reputation as a trusted international financial hub. Our contributions go beyond the provision of legal advice and include areas such as policy formulation and operations.

At the upstream stage, LSOs reviewed Singapore’s legislative frameworks to ensure that they adhere to the standards set out by the Financial Action Task Force, which Singapore is a member of. Various legislative amendments were made, including increased maximum penalties for offences relating to the misuse of corporate entities for money laundering purposes. LSOs were also involved in the negotiation and signing of the ASEAN Treaty on Extradition, as well as the extradition and mutual legal assistance treaties with France and Kazakhstan.

At the downstream stage, our LSOs were involved in various operations involving transnational crime, such as the operation against entities and individuals linked to the Prince Group (a suspected overseas scam camp), where more than \$500 million in assets were seized or placed under prohibition of disposal orders. The Attorney-General’s Chambers (“AGC”), being Singapore’s Central Authority for mutual legal assistance and extradition requests, also processed hundreds of such requests from other countries in 2025. Finally, LSOs also prosecuted important cases relating to transnational crime, such as the Wirecard fraud case, which involved the falsification of documents concerning hundreds of millions of dollars.

Combating transnational financial crime also requires our LSOs to maintain good relationships with their foreign counterparts. In September 2025, the AGC successfully hosted the 30th Annual Conference and General Meeting of the International Association of

Prosecutors for the first time in 17 years. Over 450 delegates from 90 countries and jurisdictions attended the event, which success would not have been possible without the hard work of all the LSOs involved.

PREPARING OUR PEOPLE TO CONTINUE DELIVERING PREMIUM LEGAL SERVICES

The Legal Service is committed to ensuring that all LSOs are well prepared to continue delivering high quality legal services to the Government. There are three aspects to this.

The first aspect relates to assessment. Under the new Competency-Driven Growth framework which took effect in Assessment Year 2025, assessment of performance takes into consideration an LSO's work targets as well as the LSO's demonstration of the desired level of competencies which have been curated and articulated to promote shared understanding and align expected behaviours across the Legal Service. The framework is anchored on three key sets of competencies: PSD's Our Core Competencies for all public officers, Legal Core Competencies for all LSOs as legal professionals, and Legal Functional Competencies covering job-specific functional skills and knowledge. The Legal Functional Competencies encompass both traditional legal functional competences such as litigation, legal advisory and legislation drafting skills, as well as new functional competencies such as legal technology management and development skills. This ensures that LSOs who develop expertise in legal technology domains also have a proper framework for the assessment and development of their competencies in this domain.

The second aspect involves broadening the use of artificial intelligence ("AI") in the delivery of legal services. Within AGC, the Legal Technology and Innovation Office ("LTiO") secured industry leading commercial legal AI tools such as Harvey AI and Jus AI for AGC officers and developed in-house AI-powered tools which assist prosecutors in preparing draft statements of facts and replies to representations. Outside of AGC, legal teams from various departments have also been active in developing AI tools for their specialized needs. For example, the legal team from the Ministry of Health ("MOH") developed TO-MOHLO

Bot, an AI legal assistant which has been deployed to triage legal queries from MOH's policy and operational units. LSOs from the Ministry of Manpower are also in the process of developing AI tools which automate the preparation of weekly hearing lists, and provide basic vetting of common errors in funding agreements.

The Legal Service's commitment to technology and AI is not limited to developing and using AI tools but also extends to involvement in policy matters relating to the general use of AI. In this respect, LSOs from the Infocomm Media Development Authority were involved in the publication of a Starter Kit on safety testing for Large Language Model ("LLM")-based applications. This is one of the first regulatory agency publications globally to focus specifically on AI safety governance and strengthens Singapore's international position in this emerging field.

The third aspect relates to training and well-being. As a professional service, sound legal skills will always remain at the core of what we do. In 2025, the AGC-Legal Service Academy ("Academy") continued developing the legal skills of our LSOs by organising in-house courses delivered by senior LSOs, academic experts, and leading practitioners, including Senior Counsel and King's Counsel. Academy also facilitated attachments for 14 LSOs to various law firms and commercial organisations, to expose them to legal commercial work.

The Legal Service is committed to ensuring the well-being of our LSOs amidst the increased demands on them. The AGC has an in-house psychologist who provides psychological counselling and support to all AGC officers and LSOs. LSOs who require psychiatric support can also access up to three sponsored sessions with psychiatrists from Intellect, the Whole-of-Government Employee Well-being Programme service provider.

LOOKING AHEAD AS ONE LEGAL SERVICE

The era of increasing technological disruption and geopolitical tensions inevitably creates greater challenges for Singapore. I am confident that all LSOs will meet these challenges in their stride and build a Legal Service that is future-ready, trusted, and capable of advancing Singapore's interests.



LEADERSHIP

LEGAL SERVICE COMMISSION

Under Article 111J(2) of the Constitution of the Republic of Singapore, the Legal Service Commission (“LSC”) consists of the Attorney-General as President; the Chairman of the Public Service Commission (“PSC”) as Vice-President; up to two members appointed by the President on the advice of the Attorney-General; up to two members appointed by the President on the advice of the Chairman of the PSC; and up to two members appointed by the President on the advice of the Prime Minister.

The LSC has jurisdiction over all officers in the Singapore Legal Service; and the functions and powers of appointment, confirmation, emplacement on the permanent establishment, promotion, transfer, disciplinary control and dismissal in relation to the officers.

The LSC consisted of Attorney-General Mr Lucien Wong as President; Chairman of the PSC Mr Lee Tzu Yang as Vice-President; and Deputy Attorney-General Mr Lionel Yee, Deputy Attorney-General Mr Tai Wei Shyong, Mr Adrian Chan, Ms Goh Swee Chen, Mr Andrew Lim and Mrs Stephanie Gault as members as at 31 December 2025.



(Left to Right): Mr Andrew Lim, Mr Tai Wei Shyong (Deputy Attorney-General), Mr Lee Tzu Yang (Vice-President, LSC), Mr Lucien Wong (President, LSC), Mr Lionel Yee (Deputy Attorney-General), Mrs Stephanie Gault, Mr Adrian Chan
Not in picture: Ms Goh Swee Chen

THE LEGAL SERVICE COMMISSION SECRETARIAT

The Secretary to the LSC and the Chief of Staff of the Singapore Legal Service, together with the officers in the LSC Secretariat, support the LSC and the Legal Service Personnel Boards in the discharge of their functions. Mr Siva Shanmugam and Mr Jeffrey Sim continued in their appointments as the Secretary to the LSC and the Chief of Staff of the Singapore Legal Service, respectively, in 2025.

LEGAL SERVICE PERSONNEL BOARDS

Under Article 111Q(1) of the Constitution, the LSC may make regulations to establish one or more personnel boards and delegate its functions and powers to a personnel board.

The LSC must however not delegate its functions or powers, in accordance with Article 111Q(2) of the Constitution, relating to disciplinary control or

dismissal and functions or powers relating to officers in the Singapore Legal Service of or above the threshold grade of Legal Service Officer (“LSO”) Grade 2.

A personnel board so established may exercise the delegated functions and powers under the direction and control of the LSC. The LSC established three personnel boards: the Legal Service Appointments, Postings and Transfers Board; the Legal Service Special Personnel Board; and the Legal Service Senior Personnel Board.



LEGAL SERVICE APPOINTMENTS, POSTINGS AND TRANSFERS BOARD

The Legal Service Appointments, Postings and Transfers Board discharged the functions of appointing, confirming, emplacing and transferring Legal Service Officers (“LSOs”) at grades below the threshold grade.

The Legal Service Appointments, Postings and Transfers Board consisted of Attorney-General Mr Lucien Wong as Chairperson; and Deputy Attorney-General Mr Lionel Yee, Deputy Attorney-General Mr Tai Wei Shyong and Solicitor-General Ms Daphne Hong as members as at 31 December 2025.



Mr Lucien Wong
Chairperson



Mr Lionel Yee
Member



Mr Tai Wei Shyong
Member



Ms Daphne Hong
Member

LEGAL SERVICE SPECIAL PERSONNEL BOARD

The Legal Service Special Personnel Board considered and decided on the promotions of LSOs to LSO Grade 4 or Grade 3.

The Legal Service Special Personnel Board consisted of Attorney-General Mr Lucien Wong as Chairperson; and Deputy Attorney-General Mr Lionel Yee and Deputy Attorney-General Mr Tai Wei Shyong as members as at 31 December 2025.



Mr Lucien Wong
Chairperson



Mr Lionel Yee
Member



Mr Tai Wei Shyong
Member



LEGAL SERVICE SENIOR PERSONNEL BOARD

The Legal Service Senior Personnel Board considered and decided on the promotions of LSOs within the Timescale grades.

The Legal Service Senior Personnel Board consisted of Attorney-General Mr Lucien Wong as Chairperson; and Deputy Attorney-General Mr Tai Wei Shyong and Solicitor-General Ms Daphne Hong as members as at 31 December 2025.



Mr Lucien Wong
Chairperson



Mr Tai Wei Shyong
Member



Ms Daphne Hong
Member



THE SINGAPORE LEGAL SERVICE

ONE LEGAL SERVICE

The Attorney-General is the President of the LSC and heads the Singapore Legal Service. LSOs play a vital role in upholding the rule of law in Singapore by serving in the Attorney-General's Chambers ("AGC"), departments of Ministries, statutory boards/statutory bodies ("MSB" or "MSBs") and key public institutions with LSO positions.



THE ATTORNEY-GENERAL'S CHAMBERS

In 2025, the AGC continued under the stewardship of Mr Lucien Wong Yuen Kuai as the Attorney-General, with Deputy Attorneys-General Mr Lionel Yee Woon Chin, Mr Tai Wei Shyong and Mr Goh Yihan, and Solicitor-General Ms Daphne Hong Fan Sin.

Mr Goh Yihan was appointed as Deputy Attorney-General from 1 January 2025. On 1 May 2025, Justice Ang Cheng Hock left the AGC, after serving as a Deputy Attorney-General at the AGC for over two-and-a-half years, to return to the bench as a Judge of the High Court of Singapore.

The AGC is the guardian of the public interest and the rule of law. The AGC supports the Attorney-General in his capacity as Public Prosecutor who exercises overall control of criminal proceedings and conducts prosecution in Court assisted by LSOs who act as his Deputy Public Prosecutors.

Besides this role, the AGC also advises the Government on all legal issues and renders legal advice to MSBs and Organs of State. This includes providing advice to and representing the Government on international law matters including the conduct of international negotiations and dispute settlement proceedings. The AGC also provides legislative drafting and consultancy services to the Government as well as the drafting and vetting of legal documents such as contracts and treaties. The AGC is also responsible for representing the Government in Court proceedings instituted by or against the Government, and in negotiations, mediations and other dispute resolution hearings.

LSOs assist the Attorney-General in the four legal divisions of the AGC: the Civil Division, the Crime Division, the International Affairs Division ("IAD"), and the Legislation Division ("LEGIS"). Within the AGC, LSOs also perform specialist roles and functions in the Advocacy Group, the AGC-Legal Service Academy, and the LTiO to support the functions of the AGC.

MINISTRIES, LEGAL SERVICE DEPARTMENTS AND STATUTORY BOARDS/STATUTORY BODIES

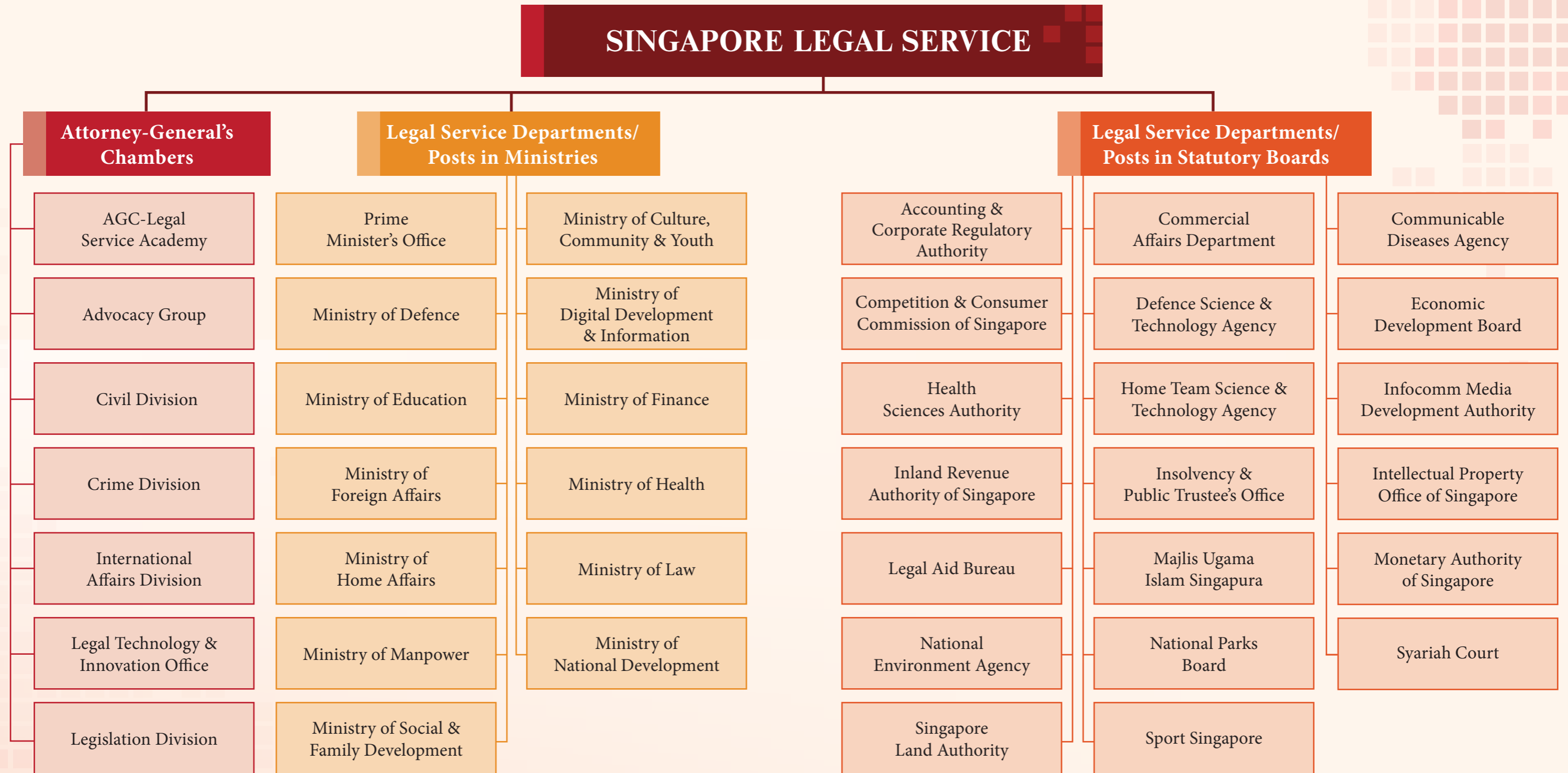
LSOs may be posted or seconded to Ministries, Legal Service departments and statutory boards/statutory bodies.

LSOs posted to Ministries act as the representatives of the Attorney-General and play a vital role in upholding the rule of law. The LSOs assist the Attorney-General as the Government's legal advisor by rendering legal advice to the Ministry to which they are posted on a wide variety of legal matters, the drafting and vetting of legal documents and the review and drafting of legislation. The legal support LSOs provide at Ministries also include Court prosecution where required.

LSOs seconded to Legal Service departments and statutory boards perform similar services as their LSO colleagues posted to Ministries, but their work also include the implementation of legislation or policies which may require public facing roles and functions involving direct interaction with the public, stakeholders, and other government entities.

LSOs may be assigned to leadership or management positions, and be involved in the formulation of policies and the administration of finances and personnel within the Ministries, Legal Service Departments and statutory boards/statutory bodies. These responsibilities allow LSOs to contribute to the strategic direction and operational efficiency of the agencies they serve.

STRUCTURE OF THE SINGAPORE LEGAL SERVICE





A YEAR IN REVIEW

RECRUITMENT

LEGAL SERVICE OFFICERS IN THE SINGAPORE LEGAL SERVICE

At the end of December 2025, there were 617 LSOs in the Singapore Legal Service. This was a 4.6% increase from the number of LSOs in Service at the end of 2024.

Candidates seeking appointment as LSOs must meet the basic requirements prescribed in the Legal Profession (Qualified Persons) Rules. Candidates should have a law degree from the National University of Singapore (“NUS”), the Singapore Management University (“SMU”), the Singapore University of Social Sciences (“SUSS”) or an approved overseas university. Candidates from an approved overseas university are also required to have successfully completed the Part A of the Singapore Bar examinations prior to their appointment to the Legal Service.

In 2025, the Service received 231 applications for possible appointment as LSOs. Of these, 102 candidates were shortlisted for interview and 50 were selected for appointment. A total of 51 candidates assumed appointment in the Legal Service as LSOs as of 31 December 2025.

EMPLACEMENT ON THE PERMANENT ESTABLISHMENT/ CONFIRMATION OF APPOINTMENT/TRANSFER OF SERVICE

Forty-one LSOs who had been appointed on contract were emplaced on the permanent establishment in 2025. Six others – who were PSC scholars and had been appointed on probation – were confirmed on the permanent establishment.

Fifteen officers were appointed to the Legal Service in 2025 as LSOs via a Transfer of Service from the Singapore Judicial Service/Management Executive Scheme. Another three officers were appointed as LSOs under the “Movement of Officers across Public Agencies” policy of the Public Service Division (“PSD”).

ATTRITION

A total of 24 LSOs left the Legal Service in 2025. The details are at **TABLE 1**.

TABLE 1

Attrition (as at 31 December 2025)	
Resignation	19 (3.1%)
Expiry of Contract	1 (0.2%)
Transfer of Service	4 (0.6%)

PERFORMANCE MANAGEMENT

In 2025, the Legal Service moved from the Currently Estimated Potential to a Competency-Driven Growth (“CDG”) framework for the appraisal of LSOs and to facilitate their development to the fullest potential. Legal Core and Functional Competencies were curated and their proficiency levels and behavioural indicators articulated which, together with the PSD’s Our Core Competencies, form the cornerstone of the CDG framework.

In the 2025 Promotion Exercise, a total of 82 LSOs were promoted to the next higher LSO-grade. The details are at **TABLE 2**.

TABLE 2

Promotions	Number of LSOs
Within the Superscale Grades	13
Into the Superscale Grade	20
Within the Timescale Grades	49
Total	82



REMUNERATION

The Legal Service maintains a performance-oriented and market-calibrated remuneration framework. The framework is structured to recognise merit and reward outstanding performance while providing competitive compensation to attract and retain high-calibre legal talent. The remuneration structure remains benchmarked against the legal services sector in Singapore, ensuring market competitiveness by broadly keeping pace with but not leading the market.

All eligible LSOs were assessed for the award of a Performance Bonus in Mar 2025 (for work done in 2024) and considered for an annual Variable Increment (“VI”) in Apr 2025 or on their respective incremental dates. Eligible LSOs who met the requisite payment criteria for the third and final tranche of the Long-Term Incentive (“LTI”) received their LTI payments in Sep 2025. All eligible LSOs continued to receive the Legal Variable Component (“LVC”) on a monthly basis in 2025.

LEGAL SERVICE OUTREACH ACTIVITIES

As part of the Legal Service's continuing efforts to attract legal talent, the Service actively engaged law students through outreach events. These presented opportunities for face-to-face interactions as part of the Service's green-harvesting efforts. Representatives from the AGC and Legal Service departments such as the Legal Aid Bureau participated in career fairs hosted by universities (NUS, SMU), the PSC, the United Kingdom ("UK") Singapore Law Students' Society, and junior colleges. These events allowed LSO-representatives to share their legal education journeys and showcase the extensive range of roles and career paths available within the Legal Service.

To strengthen awareness of public sector lawyering, dedicated talks were also organised at NUS and SMU alongside the Service's participation in their career fairs. Chief Prosecutor Mr Tan Kiat Pheng shared his insights on public sector legal practice with students from both universities at the talks which highlighted among other things, the differences between public and private sector work, emphasising how Legal Service roles are anchored in public duty, service and the national interest. The LSC Secretariat also presented during the talks, providing students with an overview of the internship opportunities and career development pathways for LSOs at various stages of their careers in the Legal Service.

LEGAL SERVICE INTERNSHIP PROGRAMME 2025/2026

The Legal Service operates a biannual internship programme for law undergraduates and Juris Doctor students from the NUS, the SMU, the SUSS, and the approved overseas universities. The internship is strategically scheduled during university vacation periods, facilitating students' participation while preserving their educational commitments.

The Internship Programme provides law students with an immersive experience in the Legal Service's dynamic and multifaceted work environment. The programme offers authentic experiences and practical awareness of LSOs' responsibilities, while establishing a channel for the Legal Service to identify and engage candidates who exhibit the appropriate aptitude and talent.

The LSC Secretariat, the AGC and Legal Service Departments across participating MSBs collaborated to deliver the 2025/2026 Legal Service Internship Programme. Participants received practical legal experience in the AGC/MSBs through structured activities, including mock trial exercises, legal research assignments, advisory memoranda drafting workshops, and legislative drafting projects. The LSC Secretariat also conducted annual briefing sessions to provide interns with an overarching understanding of the career pathways available in the Legal Service and outlined the human resource frameworks and schemes available to prospective candidates.

Fifteen Legal Service departments participated in the 2025/2026 Internship Programme, with 103 interns undertaking placements. The details are at TABLE 3.

TABLE 3

Department	No. of Interns Hosted
Accounting and Corporate Regulatory Authority	5
Attorney-General's Chambers	41
Competition and Consumer Commission of Singapore	4
Intellectual Property Office of Singapore	1
Insolvency & Public Trustee's Office	3
Legal Aid Bureau	11
Ministry of Culture, Community & Youth	3
Ministry of Defence	1
Ministry of Education	2
Ministry of Health	4
Ministry of Home Affairs	4
Ministry of Law	12
Ministry of Manpower	7
Ministry of Social and Family Development	4
National Parks Board	1
Total	103

PUBLIC SERVICE COMMISSION LAW SCHOLARS

The PSC Scholarships continue to provide a pipeline of young talented individuals keen to serve in the Legal Service upon completing their law studies. Seven candidates were awarded the PSC Scholarship (Judicial Service/Legal Service) in 2025, with five opting to study at UK universities and two choosing local universities. The newly awarded law scholars were invited, together with other scholars still studying for their law degree and had yet to join the Legal Service, to attend major Legal Service events such as the Opening of the Legal Year on 13 January 2025 and the AGC-Legal Service National Day Observance & Staff Recognition Day on 14 August 2025.

In August 2025, all PSC (Legal Service) scholars convened for their annual meeting. The gathering, presided over by a member of the LSC, facilitated meaningful exchanges between scholars and provided opportunities for them to engage with in-Service LSOs. Current scholars also benefited from the perspectives shared by former PSC Scholars who

had successfully joined the Legal Service, gaining valuable insights into their career trajectories. The scholars expressed appreciation for these sessions, noting how they enabled them to remain current with developments in the Legal Service.

Practical exposure to operations in both the Legal and Judicial Services was provided to scholars through internships under the PSC Scholars' Mid-Course Programme. Upon completing their second year of legal studies, scholars gained access to exclusive internship placements encompassing both Services, offering them a broad perspective on career pathways within the justice and legal system.

As part of continuous engagement with graduating scholars, six scholars were interviewed for possible appointment to the Legal Service in 2025, marking an important milestone in their journey from scholarship recipients to potential LSOs.

POSTINGS

The Legal Service Posting Framework plays an important role in the training and development of LSOs, providing LSOs with opportunities to experience diverse practice areas. Other than building competencies, the breadth of experience also serves to cultivate legal minds that would be able to navigate the interconnected challenges of modern governance, where technology disrupts traditional frameworks and global shifts demand agile legal responses. The framework also provides pathways to specialisation, should LSOs find their calling in a particular field, enabling them to develop into specialists in their chosen area. Specialists would also benefit from this foundational diversity, as they approach their chosen field with a nuanced understanding of how it connects to the broader legal ecosystem.

The Legal Service Annual Systematic Posting Exercise (“ASPE”) is a platform to encourage LSOs to take an active role in their career and professional development. The ASPE provides LSOs the opportunity to apply for postings across the various legal departments in the AGC and MSBs, allowing LSOs to empower themselves in charting their career trajectory. Balancing the LSOs’ career goals with the strategic needs of the Legal Service and various legal departments, LSOs are matched to roles that provide the best fit to both the LSOs and their prospective departments. This approach ensures that LSOs are able to pursue their interests while fulfilling the broader strategic requirements of the Legal Service.

A total of 61 LSOs (19 Superscale LSOs and 42 Timescale LSOs) were re-posted/seconded in 2025.



CONTINUING EDUCATION

The Legal Service is committed to the continual nurturing and development of LSOs. Five LSOs received LSC Scholarships to pursue postgraduate studies – either a Master of Laws locally at the NUS or at approved overseas universities or a Master in Public Administration at the Lee Kuan Yew School of Public Policy – in 2025. One other LSO who was awarded an LSC Scholarship to pursue a Doctoral degree in 2024 began his doctorate journey in England in 2025.

Beyond formal legal education, the Legal Service continued to actively prepare its officers for leadership excellence through participation in leadership/management development programmes in 2025. A

total of 14 LSOs earned places in highly competitive programmes organised by the PSD and/or the Civil Service College (“CSC”): two LSOs attended the Leaders in Administration Programme, one LSO attended the Senior Management Programme, one LSO attended the Leaders in Governance Programme, five LSOs attended the Director’s Developmental Experience, one LSO attended the Management Development Course (“MDC”) and four LSOs attended Bridges (replacing the MDC). Complementing these intensive programmes, nine LSOs participated in a two-day SAL-INSEAD Legal Leadership Programme in the same year.

LSC POSTGRADUATE SCHOLARSHIPS IN LAW

The Legal Service awarded LSC Scholarships to five LSOs to pursue a Master in Public Administration or a Master of Laws commencing in the academic year 2025. Four of these LSOs, who are studying

for the Master's programmes locally and in universities in the United States of America, share their experiences.



SCHOLARS - SINGAPORE (MASTER IN PUBLIC ADMINISTRATION)

Contributed by Mr Stephen Yeo

In 2025, I was awarded the LSC Scholarship to pursue a Master in Public Administration at the Lee Kuan Yew School of Public Policy.

The formal modules encompassed policy studies, politics, ethics, and international relations. We also had dialogues with eminent personalities including Mr Lim Siong Guan and Mr Peter Ho.

Much of the real learning took place through interactions with students from across the world. Many are involved in addressing problems of such scales that, for someone living in Singapore, can be difficult to comprehend. These interactions reinforced how much Singapore feels like a peaceful oasis in a chaotic world.

I am grateful for this opportunity, which has deepened my conviction in diligently stewarding what generations of public service leaders have built up.



Stephen Yeo at Lee Kuan Yew School of Public Policy

SCHOLARS - SINGAPORE (MASTER OF LAWS)

Contributed by Mr Wong Thai Chuan

I was privileged to have been given the opportunity to pursue an LLM in Intellectual Property and Technology Law at the NUS.

The programme allowed me to broaden my knowledge in certain areas which fall outside the sphere of public law which I usually operate in. It was fascinating to learn about developments in established fields such as intellectual property law and commercial remedies, and also to explore new legal frontiers pertaining to technology. Additionally, I was fortunate to have experienced both campuses, although it was a challenge to find my way around new surroundings twice!

I thank the LSC for this opportunity and hope to be able to apply these new perspectives and insights at work.



Wong Thai Chuan at National University of Singapore

SCHOLARS - USA

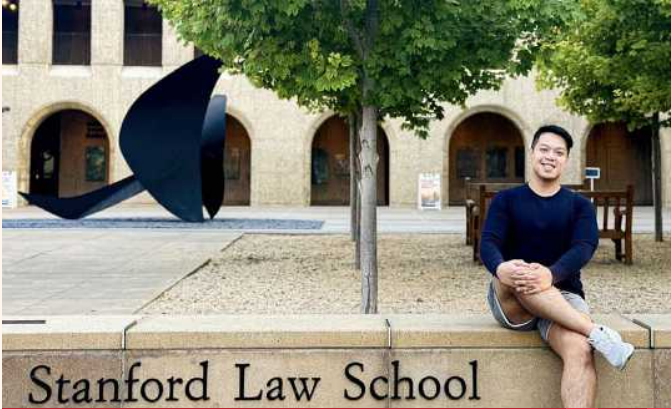
Contributed by Mr Alastair Simon Chetty and Mr Ng Jun Chong

In 2025, we were awarded LSC Scholarships to further our studies in the United States. Alastair Simon Chetty and Ng Jun Chong pursued LL.Ms at Stanford University and Harvard University, respectively.

Both LL.M programmes offered an excellent environment to explore our academic interests, deepen our legal knowledge, and hone our interpersonal skills. Our classes were taught by eminent scholars in their respective fields who combined deep theoretical insights with clear analyses of policy considerations and socio-political forces shaping legal trends. Many were also practitioners who were generous in sharing their experience. We also took the opportunity to attend talks and lectures by highly distinguished speakers including judges, attorneys-general, and leading academics and practitioners.

We had the opportunity to interact with students from different American states and from across the world, who brought with them a remarkable breadth of ideas and perspectives. This made for lively classroom discussions, particularly when examining contemporary legal and political developments in the United States and other jurisdictions. Beyond the classroom, our programmes also allowed us to forge meaningful personal connections. Through extracurricular activities and everyday interactions, we formed close friendships with other LL.M and JD students – some of which will likely last a lifetime.

Returning to university after years away from student life presented unique challenges, but the experience provided much-needed time and space to learn, reflect, and recharge. We are immensely grateful to the LSC for this privilege.



Alastair Simon Chetty at Stanford University



Ng Jun Chong at Harvard University

MILESTONE TRAINING PROGRAMMES IN LEADERSHIP/ MANAGEMENT

The Legal Service nominates LSOs to attend MTPs that are organised by the PSD and/or the CSC on a yearly basis. In 2025, a total of 14 LSOs were selected by the PSD/CSC to attend the following MTPs: the 15th Leaders in Administration Programme (“LAP”); the 32nd Senior Management Programme (“SMP”); the 17th Leaders in Governance Programme (“LGP”); the 9th and 10th Directors’ Developmental Experience (“DDE”); the 27th Management Development Course (“MDC”); and the 2nd Bridges. The LSOs share their learning experiences.

15TH LEADERS IN ADMINISTRATION PROGRAMME

Contributed by Mr Alvin Koh and Ms Jeanne Lee

We had the privilege to participate in the 15th LAP from 7 October to 21 November 2025. The LAP is a milestone development course conducted by the CSC for senior civil servants across Singapore’s Public Service.

The comprehensive programme included leadership reflections, dialogues with Permanent Secretaries and business leaders, and visits to the Prisons, a public hospital, a local Small Medium Enterprise (“SME”) and defence installations. It was also a rare opportunity to have candid dialogues with senior leaders such as the Prime Minister, Senior Minister and the Chief Justice. What came across strongly from all the sessions was

Singapore’s vulnerability, the constant need to ensure our relevance in the world, and the need to keep ourselves updated with technology.

The study trips to Malaysia (Kuala Lumpur), Indonesia (Jakarta and Bandung), and China (Shenzhen and Beijing) were highlights. They gave us deep insights into geopolitical realities, and their implications for bilateral ties and Singapore’s relevance globally. We experienced first-hand the developments in these countries – the high-speed ‘Whoosh’ train that travels from Jakarta to Bandung in 30 minutes, ordering bubble tea which was delivered by drone in the heart of Shenzhen and speaking with politicians, top cadres and our overseas counterparts.

But the real value of LAP was in the friendships and networks with our fellow course-mates. These will no doubt form the social capital for us to work collaboratively across agencies and resolve the issues that we will almost certainly face.



Jeanne Lee (first row, 6th from left) and Alvin Koh (first row, 8th from left)

32ND SENIOR MANAGEMENT PROGRAMME

Contributed by Mr Wong Woon Kwong

I had the privilege of attending the 32nd SMP, a six-week course conducted in July and August 2025. The programme was a deeply enriching experience, offering briefings and dialogues on critical themes such as leadership, sustainability – both fiscal and environmental – security, and governance in an increasingly complex global environment.

Being part of a cohort comprising next-generation leaders and domain experts underscored a powerful message: as LSOs, our work ultimately supports the broader imperatives of the Government. Listening to fellow participants share how their agencies contribute daily to improving the lives of Singaporeans was both humbling and inspiring.

The programme also included overseas study visits to Jakarta and Surabaya in Indonesia, as well as Johor in Malaysia. These engagements with government officials, business leaders, civil servants, media representatives, and academics reinforced the importance of building strong relationships with our neighbours – an essential foundation for Singapore’s continued prosperity.

This year’s cohort was also the first to embark on SMP Cares, a new initiative aimed at giving back to society. Through volunteering at social enterprises and charities, participants gained first-hand insights into the ground-level challenges faced by some of our citizens.

Overall, the SMP was an excellent learning journey that broadened perspectives, strengthened networks, and deepened our appreciation of the role we play in supporting Singapore’s long-term success. I am grateful to have had the opportunity to be part of it.



Wong Woon Kwong (last row, 2nd from right)

17TH LEADERS IN GOVERNANCE PROGRAMME

Contributed by Mr Kenneth Wong

I had the privilege of attending the 17th LGP in August 2025. This is the CSC’s flagship international programme for senior public officials from Singapore and overseas. The 17th LGP comprised 31 participants from 14 countries, including a 71-year-old ambassador of Equatorial Guinea!

The participants were treated not only to hawker food at Tiong Bahru hawker centre as part of a heritage tour, but also much food for thought. The latter came in the form of dialogues with Coordinating Minister for Public Services Mr Chan Chun Sing, Senior Minister of State (“SMS”) (Sustainability and the Environment, and Education) Dr Janil Puthuchery, Senior Advisor (Centre for Strategic Futures) and former Head of Civil Service Mr Peter Ho, Director-General of Health

Professor Kenneth Mak, as well as Head of Civil Service and the Permanent Secretaries of various ministries, such as the Ministry of Digital Development and Information and the Ministry of Finance.

The learning journeys were certainly the highlights of the 17th LGP. We were taken on a tour of the housing estate Woodleigh Glen led by the Housing Development Board’s architects behind its various innovative design elements, given a sneak peek of Changi Airport’s Terminal 5 by Changi Airport Group, introduced to high technology amenities at Punggol Digital District by Jurong Town Corporation, and orientated to Ngee Ann Polytechnic by its educators and students.

Through the conversations I had both in and outside the formal settings, I gained a keener appreciation of Singapore’s approach to governance and deeper insights on how others view Singapore’s governance model.



Kenneth Wong (last row, 3rd from right)

9TH AND 10TH DIRECTORS' DEVELOPMENTAL EXPERIENCE

Contributed by Mr Davyd Chong, Ms Elsie Lee, Mr Senthilkumaran Sabapathy, Mr Sunil Nair and Mr Terence Tan

We attended the 9th and 10th runs of the DDE. It was a course to prepare first-time directors in the public service as they transition into their new leadership roles.

Each run was held over a four-month period, comprising four check-ins of about one week each. There were lectures, hands-on workshops, small learning groups, participant-led sessions, and dialogues with senior public service leaders. Participants also benefited from individual leadership coaching between and after the check-ins.

Overall, we appreciated how the course material was practical and directly relevant to our day-to-day work. In one memorable workshop, 50 participants role-played an organisation that was planning a project at senior management, middle management and staff levels. Before long, the “organisation” descended into chaos and we learnt a very real lesson on the importance of effective communication across all levels.

We also appreciated how the DDE gave us the chance to build genuine friendships with other directors. We were able to share candidly with each other about our jobs' challenges, exchange ideas and learn from our struggles and successes. We found it refreshing to have a safe space to reflect honestly, gain perspective and receive encouragement from peers who understood the same pressures.

To conclude, the DDE provided us with much food for thought. We emerged with better insight into how our leadership philosophies can be harnessed to lead our teams more effectively, and deeper appreciation for the work done by the rest of the Public Service.



Davyd Chong (last row, 2nd from right), Senthilkumaran Sabapathy (second row, 5th from left), Terence Tan (front row, 2nd from right)



Elsie Lee (second row, 1st from right) and Sunil Nair (front row, 4th from right)

27TH MANAGEMENT DEVELOPMENT COURSE

Contributed by Mr Tan Wee Hao

I had the privilege of attending the 27th and final run of the MDC, a programme designed for middle managers in the Public Service. The full-time course comprised two phases across five weeks.

The first phase focused on Personal Leadership, where we gained insights into our leadership styles, and how best to harness our strengths and abilities. We also explored concrete strategies for building collaborative and innovative teams, fostering psychological safety, and breaking down operational silos. The mix of plenary sessions and small learning groups provided

a conducive environment for sharing experiences and advice.

In the second phase on Policy and Governance, we had the benefit of hearing from speakers representing a wide spectrum of Government agencies. Their sharing deepened my understanding of Singapore's national objectives and challenges, as well as my appreciation of AGC's role within this system. This empowered me to better anticipate and adapt to future developments in governance and public service.

The MDC was a holistic experience that enhanced my capacity to lead effectively whilst staying anchored to Public Service values, and was an invaluable forum to connect with colleagues from the broader Public Service.



Tan Wee Hao (fourth row, 3rd from right)

2ND BRIDGES

**Contributed by Mr Caleb Tan,
Mr Darren Chan, Mr Ng Song Yeong
and Ms Tan Yanying**

We were privileged to have attended the 2nd Bridges, a full-time three-week programme for middle managers in the Public Service that replaced the MDC.

Bridges was divided into four parts: “Look Within”, “Look After”, “Look Across”, and “Look Beyond”. In the first part, we gained insight into our leadership styles and reflected on what good leadership entails. In the second part, we learnt about caring for our teams, navigating difficult and developmental conversations (including a role-play session involving a professional actor), and managing staff with

different supervisory needs. On the “Look Across” theme, we considered how agencies can contribute to Whole-of-Government policy priorities. Finally, we went on to “Look Beyond” and consider our personal leadership stands.

We had ample opportunity for reflection in our small learning groups, which consolidated our learning and enabled us to form deep friendships with our peers. We also greatly benefitted from dialogues with senior public officials and learning journeys to various agencies to see public service delivery in action.

We are grateful for the opportunity to learn about leadership and meet peers from other agencies, and trust that these will empower us to contribute more to the Legal Service in the coming years.



Caleb Tan (last row, 4th from right), Darren Chan (second row, 3rd from left), Ng Song Yeong (second row, 1st from left) and Tan Yanying (second row, 4th from left)



PRIDE IN SERVICE

PRIDE IN SERVICE

NATIONAL DAY AWARDS

On 14 August 2025, the Legal Service celebrated Singapore's Diamond Jubilee at the AGC-Legal Service National Day Observance and Staff Recognition Day ("NDOSRD") held at the Furama Riverfront Singapore. Over 200 participants from the LSC, LSOs and officers from the AGC, LSOs from the wider Legal Service in the MSBs and PSC Law scholars attended the NDOSRD.

The Attorney-General and President of the LSC Mr Lucien Wong reflected, in his opening address,

Singapore's remarkable journey over the decades, and how the SG60 theme of "Building our Singapore Together" resonated with our mission of One Legal Service. He also took a moment to remember and pay tribute to two departed members of the AGC family.

The Attorney-General congratulated 154 officers from the AGC and MSBs who were conferred the National Day Awards, Long Service Awards, Special Appreciation Award and AGC Special Recognition Awards in 2025.



The Legal Service Commission with the Recipients of the National Day Medals 2025

Public Administration Medal (Gold)

Mr Tan Kiat Pheng
Chief Prosecutor

Crime Division
Attorney-General's Chambers

Public Administration Medal (Silver)

Mr Bryan Chew
Assistant Chief Executive (Regulatory &
Corporate) /
Registrar of Titles & Deeds

Singapore Land Authority

Mr Han Ming Kuang
Deputy Chief Prosecutor

Crime Division
Attorney-General's Chambers

Mrs Wendy Chang
Senior State Counsel

Legislation Division
Attorney-General's Chambers

Public Administration Medal (Bronze)

Ms Terri Lim
Deputy Senior State Counsel

International Affairs Division
Attorney-General's Chambers

Mr Liu Junhao (Ethan)
Deputy Senior State Counsel

Civil Division
Attorney-General's Chambers

Public Administration Medal (Bronze) (Military)

Mr Francis Ng
Official Assignee and Public Trustee

Insolvency and Public Trustee's Office

Commendation Medal

Mr James Chew
Deputy Senior State Counsel

Crime Division
Attorney-General's Chambers

Long Service Medal

Ms Lim Hui Min
Director of Legal Aid

Legal Aid Bureau

Ms Sharon Ong
Director-General

Ministry of Law

Mr Hon Yi
Senior State Counsel

Crime Division
Attorney-General's Chambers

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