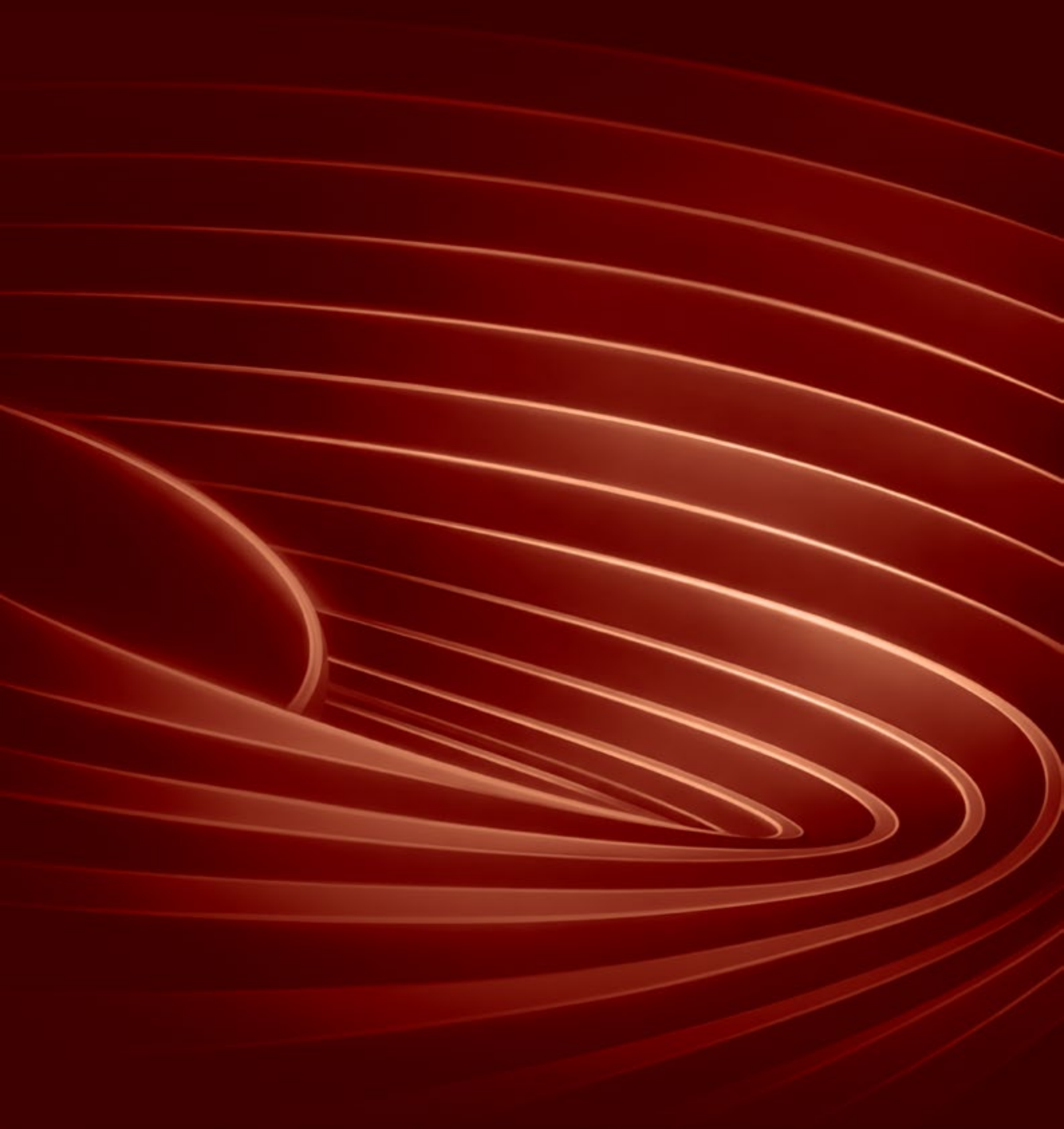


JUDICIAL SERVICE COMMISSION

ANNUAL REPORT 2025



VISION

A trusted and future ready Judicial Service committed to excellence in the administration of justice.

MISSION

To recruit, nurture and support Judicial Service Officers of ability and integrity, who are committed to deliver justice.

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Judicial Service Commission

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FOREWORD

BY THE PRESIDENT,
JUDICIAL SERVICE COMMISSION

“The administration of justice is, at its core, a human endeavour. It depends on discernment, experience and moral responsibility – qualities that no algorithm can replicate.”

**Chief Justice
Sundaresh Menon**
President
Judicial Service Commission



FOREWORD BY THE PRESIDENT, JUDICIAL SERVICE COMMISSION

Change remained a defining feature in 2025. The work of our courts has become more complex and varied, shaped by rapid technological change and the growing complexity of the matters that come before us. In meeting these demands, we remained anchored to our core objectives: to administer justice fairly and effectively, to ensure that the justice system remains accessible to those who need it, and to invest in the people and institutions on which the work of justice ultimately depends.

Among the most significant developments was our deepening engagement with artificial intelligence (“AI”). The pace at which AI capabilities have advanced is striking, and the implications for the administration of justice are significant. Deployed appropriately, AI holds genuine promise in enhancing judicial efficiency and the delivery of court services. In this spirit, we renewed our Memorandum of Understanding with Harvey AI for a generative AI platform to assist self-represented persons in proceedings before the Small Claims Tribunals. We also launched the beta version of the Legal Help Finder, which is a digital tool that uses AI to help users identify legal schemes and clinics across Singapore.

Yet, however impressive these capabilities may be, one principle must remain clear: AI cannot substitute human judgment. The administration of justice is, at its core, a human endeavour. It depends on discernment, experience and moral responsibility – qualities that no algorithm can replicate. The task before us, therefore, is not simply

to adopt AI, but to do so in a manner that is principled, measured and safe. With this in mind, guidelines were adopted to steer the use of AI by the courts. These developments reflect an approach that is both forward-looking and disciplined, seeking to harness the benefits of AI while preserving the central role of human judgment in the administration of justice.

Access to justice is, and must remain, an enduring priority of the Judiciary. Public confidence in the justice system rests not only on the soundness of our decisions, but also on whether those who need the law’s protection are able, in practical terms, to access, understand and engage with the system. An important milestone was the transition of the Access to Justice Programme Office into a full-fledged Division. Since its establishment in 2023, the Division has completed 38 projects which have made tangible contributions towards our goal of securing a justice system that is more intelligible, more accessible and more responsive to court users. We also continued to strengthen our communication and outreach efforts across physical and digital platforms, including student outreach programmes, social media engagement, and public talks.

Sustaining these various endeavours requires continued investment in our people. In 2025, we refined the frameworks governing appraisal, promotion and deployment within the Judicial Service as part of a more deliberate approach to professional development.

The new Competency-Driven Growth Framework was introduced for appraisal and promotion, with greater emphasis placed on the competencies that officers actually demonstrate in the discharge of their responsibilities. The appointment and emplacement frameworks were also reviewed so that officers with substantial prior legal experience may, where appropriate, be emplaced on the permanent establishment earlier in their careers. In parallel, deployment frameworks were enhanced to give younger officers broader exposure to a wider range of work at an earlier stage. This will help them to build judgment, confidence and experience more systematically over time. Taken together, these changes reflect our commitment to a Judicial Service that is rigorous, equitable and forward-looking, and to supporting our officers in ways that equip them for both their present responsibilities and, over time, also for their future leadership roles.

These efforts must be complemented by engagement beyond our shores. Many of the challenges confronting courts today are not confined to any single jurisdiction. They include the implications of technological change, the demands of cross-border commerce, and broader questions concerning the resilience and legitimacy of justice systems. In this environment, judicial outreach, dialogue and cooperation assume particular importance. They enable courts to learn from one another, to share

experience and perspectives, and to develop a more nuanced understanding of how best to respond to challenges that are increasingly shared.

In 2025, we continued to deepen these forms of engagement through sustained partnerships and exchanges with courts and legal institutions across the region and beyond. This was reflected not only in our hosting of important regional and international meetings, but also in more practical forms of collaboration, including our support for the establishment of the Bahrain International Commercial Court and the Singapore Judicial College's ongoing efforts to strengthen ties through exchanges and collaborative programmes.

Viewed as a whole, these developments reflect a Judiciary that has sought to meet the challenges of a rapidly evolving environment with resolve and rigour. As we look ahead, we must hold fast to our commitment to administer justice fairly, effectively and accessibly, while continuing to invest in our people, our institutions and our partnerships. I remain confident that the officers of the Judicial Service will continue to discharge these responsibilities with the dedication and distinction that this calling demands.

Chief Justice
Sundaresh Menon
President
Judicial Service Commission

LEADERSHIP

JUDICIAL SERVICE COMMISSION

The Judicial Service Commission (“JSC”) is established under Part 9, Chapter 3, of the Constitution of the Republic of Singapore (“Constitution”) and consists, in accordance with Article 111B(2) of the Constitution, of:

- (a) the Chief Justice (as President);
- (b) the Chairman of the Public Service Commission (“PSC”) (as Vice-President); and
- (c) the following other members:
 - (i) up to two members appointed by the President of Singapore (“President”) on the advice of the Chief Justice;

- (ii) up to two members appointed by the President on the advice of the Chairman of the PSC; and
- (iii) up to two members appointed by the President on the advice of the Prime Minister.

The JSC has jurisdiction over all officers in the Singapore Judicial Service (“Judicial Service”) and has the functions and powers of appointment, confirmation, emplacement on the permanent establishment, promotion, transfer, disciplinary control and dismissal in relation to those officers.

Under Article 111I of the Constitution, the JSC may make regulations to:

- (a) establish one or more personnel boards; and
- (b) delegate all or any of its functions and powers to a personnel board (whether with or without conditions) except for the functions or powers relating to:
 - (i) disciplinary control or dismissal;
 - (ii) officers in the Judicial Service of or above the threshold grade, Superscale Grade 2 (including the power to appoint or promote an officer to that grade); and

- (iii) officers in the Singapore Legal Service holding a post prescribed by regulations made under Article 111N(2), if that function or power could not have been delegated by the Legal Service Commission under Article 111Q.

The JSC comprised, as at 31 December 2025, Chief Justice Sundaresh Menon (as President); Chairman of the PSC Mr Lee Tzu Yang (as Vice-President); and Justice See Kee Oon, Justice Audrey Lim, Justice Philip Jeyaretnam, Mr Kwa Chong Seng, Mrs Deborah Ong and Mr Dilhan Pillay Sandrasegara (as members).

Left to Right

Mr Kwa Chong Seng, Justice Audrey Lim, Chairman of the PSC Mr Lee Tzu Yang (Vice-President, JSC), Chief Justice Sundaresh Menon (President, JSC), Justice See Kee Oon, Justice Philip Jeyaretnam, Mrs Deborah Ong

Not in Picture

Mr Dilhan Pillay Sandrasegara



JUDICIAL SERVICE SPECIAL PERSONNEL BOARD

The Judicial Service Special Personnel Board undertook the functions (delegated from the JSC) of appointment, confirmation, emplacement on the permanent establishment, promotion and transfer of Judicial Service Officers below Superscale Grade 2 (the threshold grade).

As at 31 December 2025, the Judicial Service Special Personnel Board comprised Chief Justice Sundaresh Menon (as Chairman) and Justice See Kee Oon and Justice Audrey Lim (as members).

Left to Right

Justice See Kee Oon, Chief Justice Sundaresh Menon
(Chairman, Judicial Service Special Personnel Board),
Justice Audrey Lim



A YEAR IN REVIEW

RECRUITMENT

The principal criterion for appointment to the Singapore Judicial Service (“Judicial Service”) is a law degree from the National University of Singapore, the Singapore Management University, the Singapore University of Social Sciences or an approved overseas university. Graduates from the approved overseas universities are further required to pass the Part A of the Singapore Bar Examinations. The Justices’ Law Clerk (“JLC”) Programme continued to serve as a key platform for attracting young talent to the Judicial Service.

A total of 94 applications for possible appointment as Judicial Service Officers (“JSOs”) were processed in 2025. The details are set out in the table below.

Shortlisted for Interview	57
Selected for Appointment	27
Assumed Duty in 2025	19

Emplacement on the Permanent Establishment / Confirmation of Appointment / Transfer of Service

Thirteen officers – who had been appointed on contract – were emplaced on the permanent establishment in 2025. One Public Service Commission (“PSC”) Scholar who had been appointed on probation was confirmed in the same year. Four officers were transferred to the Judicial Service in 2025 – three from the Singapore Legal Service (“Legal Service”) and one from the Management Executive Scheme of Service.

Attrition

The attrition rate in 2025 was 10%, with 28 JSOs leaving the Judicial Service. The details are set out in the table below.

Resignation	13
Retirement	3 ¹
Completion of Re-employment Contract	1
Transfer of Service to Legal Service	9
Others	2

¹ Two of the said three were re-employed.

Outreach Activities

Throughout 2025, the Judicial Service maintained an active presence in outreach initiatives and participated in various career fairs (including fairs at junior colleges and tertiary institutions). JSOs generously shared their study and work experiences, as well as encouraged the law students to apply for internships with the Judicial Service and for the JLC Programme.

Internships

The Judicial Service offers internships to law students from the National University of Singapore, the Singapore Management University, the Singapore University of Social Sciences and approved overseas universities. There are three structured internship programmes in the Judicial Service for law undergraduates and Juris Doctor students. They aim to facilitate a better understanding of the judicial system and provide firsthand experience of the work undertaken by JSOs. Twenty-one interns were hosted in 2025: four by the Family Justice Courts; seven jointly by the Supreme Court Registry and the State Courts; and 10 under the Judiciary Signature Programme (with exposure to all three Courts).

PSC Scholars

PSC Scholars (“Scholars”) continue to serve as a pipeline for young talent for the Judicial Service. A meeting is arranged annually for Scholars who have yet to assume appointment to meet a member of the Judicial Service Commission (“JSC”). The annual meeting serves as a formal platform for the Scholars to be provided updates on the developments and latest approved frameworks, and to engage with their seniors who have commenced duty as JSOs. These interactions underscore the Judicial Service’s steadfast commitment to identifying, attracting, and fostering the next generation of judicial officers.

Twelve Scholars – including six who were newly awarded the PSC Scholarship – attended the meeting in 2025, which was graced by Justice See Kee Oon. They also interacted with four JSOs who shared their experiences.

Four Scholars also completed, under the auspices of the PSC Scholarship Holders’ Mid-Course Programme, an internship at the Supreme Court Registry.

PERFORMANCE MANAGEMENT

The Judicial Service Performance Management Framework is underpinned by the core principles of meritocracy, fairness, and transparency, establishing a robust foundation for equitable performance assessment and career advancement.

Assessment Year 2025 marks the completion of the Judicial Service's transition to a fully competency-based potential and progression framework, replacing the earlier hybrid competency model. The new framework centres on officers' ability to demonstrate essential core competencies alongside specialist functional expertise, which together serve as the foundation for professional development and career progression. This comprehensive shift ensures that the Judicial Service Performance Management Framework is aligned with the Public Service's Competency-Driven Growth Human Resource model, establishing consistent standards for appraisal and promotion across the Judicial Service.

The JLC Performance Management Framework enhancements introduced in Assessment Year 2024

demonstrated continued effectiveness in strengthening the programme in 2025. Recognising that JLCs serve as vital support to the Supreme Court Bench and are expected to uphold exemplary standards of performance and professional ethics, the enhanced framework incorporated several critical improvements including a revamp of the appraisal matrices and introduction of peer evaluation as a supplementary assessment tool, ensuring a well-rounded approach to JLC performance evaluation.

A total of 56 JSOs were promoted to the next higher grade in the April 2025 Promotion Exercise. Details of these promotions are provided in the table below:

Promotions	No. of JSOs
Within the Superscale Grades	14
Into the Superscale Grades	8
Within the Timescale Grades	34

REMUNERATION

The Judicial Service employs a strategically designed remuneration framework that prioritises market competitiveness while rewarding merit-based performance. Compensation levels are rigorously benchmarked against Singapore's legal services sector and continuously calibrated to ensure the Judicial Service remains competitive in attracting and retaining high-calibre legal professionals. The framework's performance-linked elements such as performance bonuses and variable increments are directly correlated with individual JSO performance assessments,

thereby fostering a culture where exceptional work is appropriately recognised and rewarded.

All JSOs continue to receive the monthly Legal Variable Component. Eligible JSOs received their Performance Bonus in March 2025 (for work done in 2024), while annual Variable Increments were awarded in April 2025 or on their respective incremental dates. JSOs with Long-Term Incentive balances and satisfied the requisite payment criteria received their third and final tranche payment in September 2025.

CAREER DEVELOPMENT

Postings

The Judicial Service Posting Framework continues to serve as a cornerstone in enabling the Judicial Service to meet its operational requirements while advancing the professional development of JSOs in 2025. At its core, the framework emphasises providing JSOs with diverse exposure across multiple areas of law through strategic rotational assignments within the Judicial Service.

The Annual Systematic Posting Exercise remains a key mechanism for facilitating career mobility, allowing JSOs to indicate their preferences for possible re-postings within the Judicial Service; secondments under the Judicial Service Attachment ("JSA") Scheme to the Legal Service, top local law firms and other organisations; or a transfer of service to the Legal Service.

In 2025, a total of 28 JSOs (13 Superscale JSOs and 15 Timescale JSOs) were re-posted within the Judicial Service. In addition, one Superscale JSO and eight Timescale JSOs were transferred to the Legal Service.

Judicial Service Attachment Scheme

Pursuant to the introduction of the JSA Scheme in 2023, opportunities have been progressively developed to enable JSOs to gain essential litigation experience during the formative stages of their careers through structured postings across diverse agencies. In line with

the phased implementation of the scheme, attachment opportunities were further expanded in 2025, from the initial placements with the Attorney-General's Chambers, the Legal Aid Bureau and top local law firms to include other entities such as Temasek Holdings. In 2025, two Timescale JSOs were seconded under the JSA Scheme to the Attorney-General's Chambers and the Legal Aid Bureau, respectively.

Continuing Education

The Judicial Service maintains a steadfast commitment to fostering continuous learning and professional growth among all JSOs through multifaceted development initiatives. Through JSC Scholarships and Training Awards, the Judicial Service empowers eligible JSOs to advance their expertise via postgraduate legal education. The Judicial Service further supports career progression through a comprehensive array of milestone programmes strategically positioned to address the evolving needs of JSOs throughout their career. This holistic training framework is purposefully designed to develop future leaders, enhance workforce competency, fulfil individual professional aspirations, and position the organisation to proactively respond to tomorrow's challenges.

In 2025, two JSOs attended the 15th Leaders in Administration Programme; two attended the 32nd Senior Management Programme; one attended the 9th Directors' Developmental Experience and another attended the 27th Management Development Course.

JUDICIAL SERVICE COMMISSION SECRETARIAT

Article 111H(1) of the Constitution of the Republic of Singapore stipulates that there is to be a Secretary to the JSC who must be a person who is a public officer and is to be appointed by the President of Singapore in accordance with the advice of the JSC.

It is provided under Article 111H(2) and 111H(3) that:

- (2) Subject to any instructions by the President of the JSC, the Secretary to the JSC is responsible for –
 - (a) arranging the business for, and keeping the minutes of, the meetings of the JSC; and
 - (b) conveying the decisions of the JSC to the appropriate person or authority.
- (3) The President of the JSC may, from time to time, direct the Secretary to the JSC to perform any other function.

Mr Siva Shanmugam continued to serve as the Secretary to the JSC in 2025. Mr James Leong completed his term as the Chief of Staff of the Singapore Judicial Service on 30 April 2025. Ms Carolyn Woo was appointed as the Deputy Chief of Staff of the Singapore Judicial Service on 1 April 2025.

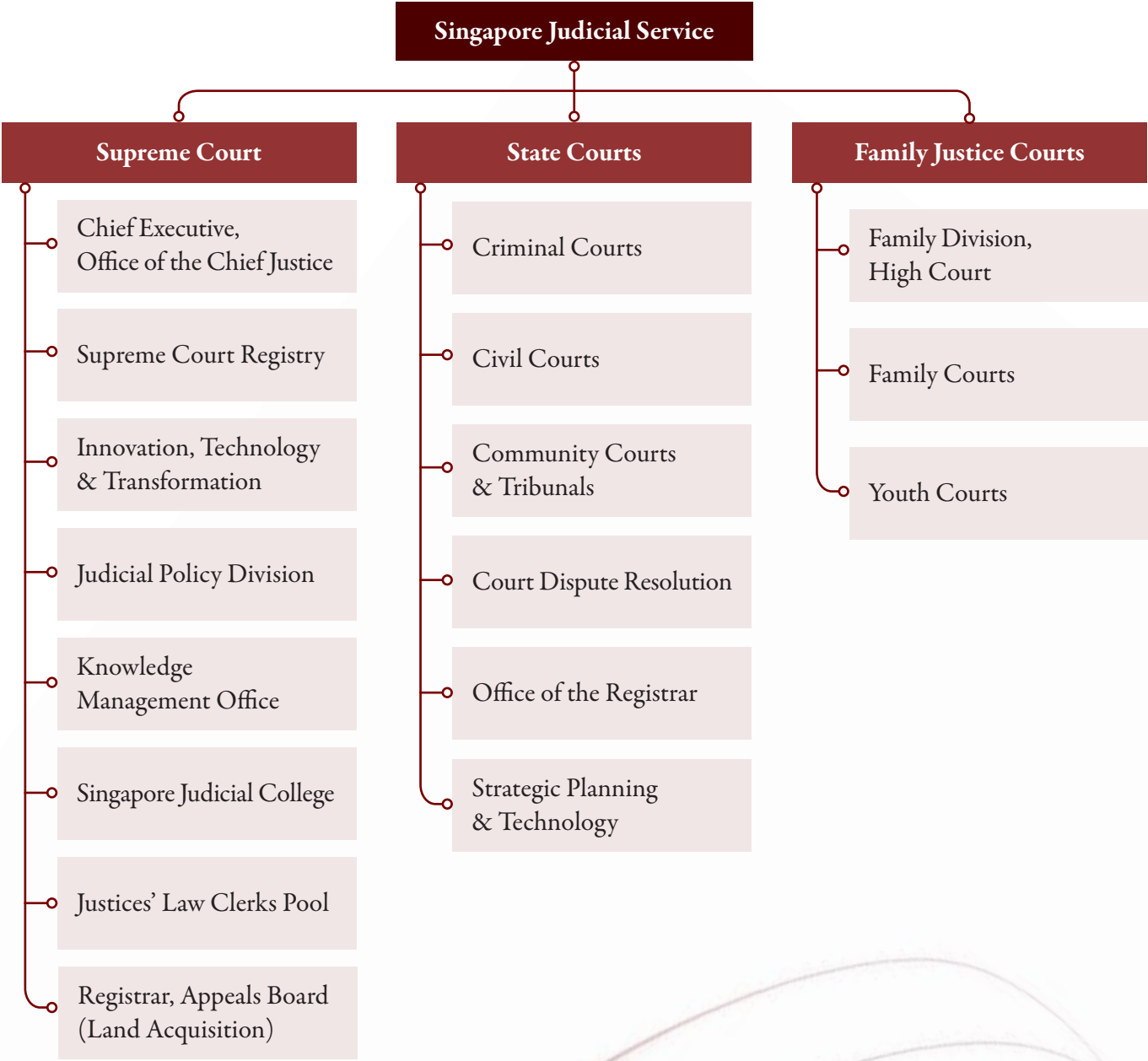
The Secretary to the JSC and the Deputy Chief of Staff of the Singapore Judicial Service continued to lead the JSC Secretariat in the execution of all its functions in 2025 and in furthering the vision and mission of the JSC and the Judicial Service.

A TRUSTED AND
FUTURE READY
JUDICIAL SERVICE

THE SINGAPORE JUDICIAL SERVICE

The Singapore Judicial Service (“Judicial Service”) is led by the Chief Justice and there were 272 Judicial Service Officers (“JSOs”) in the Judicial Service as at 31 December 2025. The JSOs serve in the Supreme Court Registry (“Registry”), the Justices’ Law Clerk (“JLC”) Pool at the Supreme Court, the Office of the Chief Justice at the Supreme Court, the Singapore Judicial College (“SJC”), the State Courts, the Family Justice Courts (“FJC”), the Singapore Academy of Law (“SAL”) and the Singapore Mediation Centre (“SMC”). The JSOs play a vital role in upholding the rule of law and the administration of justice in Singapore. A brief overview of the work done by the JSOs in 2025 is set out in this chapter.

Organisation Chart of Singapore Judicial Service



SUPREME COURT REGISTRY

The Registrar of the Supreme Court heads the Registry, assisted by the Deputy Registrar, Senior Assistant Registrars and Assistant Registrars (collectively, “registrars”). The Registry’s divisional registries support the work of the Court of Appeal and the Appellate Division of the High Court, the General Division of the High Court (“GDHC”), and the Singapore International Commercial Court (“SICC”).

Registrars hear and decide matters in the GDHC including civil interlocutory applications, bankruptcy matters, assessments of costs and enforcement matters. Through their publication of written judgments and grounds of decision, registrars also contribute to the development of case law. From September 2025, registrars also hear trials on the assessment of damages and the taking of accounts where the value of the claim is up to \$1 million, as well as certain classes of applications for interim injunctions and interim orders for the preservation, custody and detention of property. Registrars also play a crucial role in ensuring the expeditious resolution of Supreme Court cases through active case management.

Registrars have made important contributions towards the administration of justice through their involvement in various law reform and judicial reform initiatives. In 2025, these included the Criminal Procedure (Expert Opinion) Rules which introduced a Panel of Psychiatrists to give expert evidence on matters concerning psychiatry in criminal proceedings, with the Registry facilitating its operationalisation. The Registry has streamlined processes by introducing sequential filing of parties’ written submissions and reply affidavits for most criminal motions and criminal revisions filed in the GDHC, as well as amendments to the Criminal Procedure Code 2010 to allow the court to issue its decision in writing without convening an

oral hearing. Engagement between the Registry and the Bar has continued through dialogues with the Law Society of Singapore’s Civil and Criminal Practice Committees. Registrars have also worked on measures to support and enhance the development of the Bar, such as the Guidelines on the Preparation and Drafting of Affidavits of Evidence-in-Chief and the amendments to the Supreme Court Practice Directions to afford junior counsel more opportunities for oral advocacy.

The Registry has continued to support the Supreme Court’s key strategic initiatives and international engagements to expand the Judiciary’s international footprint and entrench Singapore as a dispute resolution hub. To commemorate the 10th anniversary of the SICC, registrars assisted with organising the SICC Conference 2025, which attracted over 420 local and international delegates, and also collaborated with Academy Publishing on the publication of ‘Charting New Waters: The Singapore International Commercial Court After Ten Years’. The Registry supported the establishment of the Bahrain International Commercial Court, including advisory panel establishment, bench empanelment and staff training, culminating in its November 2025 launch. Registrars also staff the One Judiciary International Relations framework and have been involved in various international meetings and events, including the inaugural Singapore-India Joint Consultative Committee meeting and the 12th Council of ASEAN Chief Justices Meeting.

As at 31 December 2025, there were 39 JSOs in the Registry.

Jill Tan (Ms)
Registrar
Supreme Court



Supreme Court Registry

Front Row, Left to Right

Ms Chong Chin Chin, Ms Cornie Ng Teng Teng, Ms Jill Tan (Registrar, Supreme Court), Chief Justice Sundaresh Menon, Teo Guan Siew, Ms Cheng Pei Feng, Lee Yeow Wee David

Second Row, Left to Right

Kenneth Choo Wing Kong, Tan Zhi Xiang, Chua Rui Yuan, Elias Khong Ngai Hum, Ms Janice Wong Shi Hui, Ms Beverly Lim Kai Li, Ms Chen Yuan Ling Claudia, Ms Leo Zhi Wei, Ms Ang Hui Xuan Pearly, Ms Tan Yu Qing, Ms Jacqueline Lee Siew Hui, Ms Karen Tan Teck Ping, Tan Xue Yang Elton, Ong Kye Jing

Back Row, Left to Right

Vikram Rajaram, Low Yunhui James, Sim Junhui, Ramu Miyapan, Ms Li Yuen Ting, Ms Isabel Chan Jia Yi, Ms Loh Hui-min, Ms Lim Sai Nei, Ms Tay Woan Fen Constance, Ms Gan Kam Yuen, Samuel Chan Zheng Wen, Goh Teng Jun Gerome, Chong Fu Shan, Soh Chin Yuen Edwin

JUSTICES' LAW CLERKS

The JLCs support the Supreme Court Bench by providing legal research and administrative support for hearings. Prior to their deployment as JLCs, JLC-Designates first undergo training, and are given the opportunity to observe civil, criminal and family proceedings in the Registry, the State Courts and the FJC. First-year JLCs assist the Judges and Judicial Commissioners of the GDHC and thus benefit from close mentorship by members of the GDHC. Second-year JLCs assist the Chief Justice as well as Judges of the Court of Appeal and the Appellate Division of the High Court in civil and criminal appeals heard by the appellate courts and in disciplinary proceedings before the Court of 3 Supreme Court Judges. JLCs also assist the International Judges of the SICC.

The JLCs also work closely with the Registry, Court Administrators and other staff of the Supreme Court to support the Supreme Court's initiatives and external engagements.

In 2025, JLCs supported the work of the Council of ASEAN Chief Justices, the ASEAN Law Association, the Legal Profession Symposium, the SICC-London Commercial Court Roundtable, the 8th Joint Judicial Conference, the Singapore-New Zealand Judicial Roundtable, the 2025 WIPO Intellectual Property Judges Forum and the preparation of "The Singapore Judiciary – A Bicentennial History", a forthcoming book commemorating the Judiciary's Bicentennial celebrations.

As at 31 December 2025, there were 57 JSOs (including JLC-Designates) in the JLC Pool.

Jill Tan (Ms)

Registrar

Supreme Court

Justices' Law Clerks

Front Row, Left to Right

Au Wei Hoe, Teo Heng Rui Damien, Ms Leong Rui Yee Magdalene, Ms Lim Zhi Yu Kimberly, Ms Kaelynn Kok Chu Shuen, Ivan Tang Wu Hwan, Chief Justice Sundaresh Menon, Ms Sheena Heng Xuan Hui, Ms Anthea Cheo, Ms Wee Heoh Ern Erica, Ms Deborah Lim, Li Minghan, Chen Hao

Second Row, Left to Right

Chua Kang Le, Lim Jia Rong, Johan Ding Kar En, Ms Teo Yi Ting Bernadette, Ms Lovein Sui Leying, Ms Soon Min, Ms Hong Shiuan Shiuan, Ms Sim Hsin Hui Laura, Ms Eliora Joseph, Ms Chong Qiao Xin Cherry, Ms Genieve Wu Zhi Yi, Lee Ryan, Choi Young Jae, Edwin Lim Wei Keat

Back Row, Left to Right

Neo Yu Fan, Chia Ting Xuan Jordan, Jerome Tan Jun Wei, Tan Wei Heng, Evan Chou Chong Jet, Ms Loh Wen-Li Samantha, Lee Keeron, Foong Chih Hao Jared, Darrick Poh Yi Xuan, Ms Kit Pang Cheng Kit, Jonathan Cheong Ren Hao, Ong Ing Khim Russell, Jonathan Ng, Jeremy Chai Zee Peng, Ezra Lim Pin



OFFICE OF THE CHIEF JUSTICE

The Chief Executive, Office of the Chief Justice, oversees the corporate functions of the Supreme Court, the State Courts and the FJC, as well as the Access to Justice Division, International Relations, the Knowledge Management Office ("KMO"), Innovation, Technology and Transformation ("ITX"), and the Judicial Policy Division ("JPD").

Significant milestones achieved in 2025 include:

- (a) Completed a two-year exercise to rationalise the Judiciary's staff structure. The completion of the exercise will take the Judiciary to the next phase of the workforce transformation journey to focus on strategic workforce planning and job re-design.
- (b) Continued efforts to promote the professionalisation of staff through the deepening of functional competencies. This included the launch of a dedicated e-learning space in May 2025 to encourage a culture of continuous learning.
- (c) Continued court infrastructure modernisation efforts to promote the use of technology and space optimisation to better meet the needs of court users and staff. By repurposing the café space, a new theatrette at the Supreme

Court is slated to open in early 2026. In the area of court technology, the Supreme Court and the State Courts will be doing a pilot test of court automated transcription for parties' use in early 2026.

- (d) Implementation of the JusPay online portal to enhance convenience for court users to settle payment anywhere, anytime. JusPay raises operational efficiency through integration with automated payment updates to the Integrated Finance Administration System and automated updates to the Judiciary's Case Management Systems.
- (e) Continued efforts to deepen and strengthen the Judiciary's engagement with international counterparts, including the inaugural Singapore-New Zealand Judicial Roundtable that facilitated dialogue on issues including climate change and court technology.

As at 31 December 2025, there was one JSO in the Office of the Chief Justice, two at the KMO, three at the ITX and three at the JPD.

Juthika Ramanathan (Ms)

Chief Executive

Office of the Chief Justice

KNOWLEDGE MANAGEMENT OFFICE

2025 was a year of leadership renewal for KMO, with changes in both the Chief and Deputy Chief Knowledge Management Officer appointments.

The Knowledge Management (“KM”) team improved on the KM ecosystem, enhancing the Judiciary’s KM architecture through the following key activities:

- (a) The second and final release of JustConnect, the integrated intranet platform for Singapore Courts (“SG Courts”), was launched in May 2025. There were targeted communication campaigns and stakeholder engagement sessions to promote platform adoption, as well as the development of instructional videos and reference guides to facilitate user onboarding and to address queries.
- (b) Working with KM volunteers to review and update the Supreme Court bench guides, ensuring content quality and relevance. Two new Supreme Court bench guides were added, bringing the total number to 16 bench guides.

- (c) Partnering with the Office of Transformation and Innovation (“OTI”) to enhance systems for neutral citation retrieval and redaction alphabet standardisation, so as to streamline the judgments issuance process.
- (d) Contributing an article on KM practices and lessons learnt to The Court Administrator Volume 17, an electronic publication by The International Association for Court Administration, to facilitate knowledge exchange on court administration innovations.
- (e) Organising the annual KM appreciation event to acknowledge contributor and volunteer support by the JSOs and Court Administrators.

As at 31 December 2025, there were two JSOs in the KMO.

Clement Seah Chi-Ling

Chief Knowledge Management Officer
Knowledge Management Office

INNOVATION, TECHNOLOGY AND TRANSFORMATION

In 2025, the OTI within the ITX department continued to advance digital infrastructure and services across SG Courts. Together with the wider ITX, OTI delivered enhancements to several key platforms, including the Simplified Track Divorce e-Service, Probate e-Service, and the Community Justice and Tribunals System (“CJTS”).

CJTS, in particular, received substantial upgrades in terms of generative artificial intelligence (“AI”) capabilities through the Judiciary’s partnership with Harvey AI. The upgrades introduced the capability to do AI summarisation of entire case files or selected documents within case files, which increased efficiency in preparing for cases.

Improvements were also made to the court users’ experience through the introduction of JusPay and AWS Connect. JusPay enables court users to pay in real-time at any time, unconstrained by court operating hours, for most types of payments excluding time-sensitive payments. AWS Connect enables better user-to-agent matching, sentiment analysis and transcription.

Beyond internal systems, OTI maintained its commitment to advancing technology adoption throughout the broader legal sector. OTI worked with other government agencies to improve processes and develop corresponding technologies for post-death and deputyship matters.

Staff development remained a priority, with OTI conducting internal training programmes on generative AI applications. These initiatives reached nearly 150 Judiciary personnel, including JSOs, over the course of the year.

OTI’s operational scope encompasses coordination of at least 80 distinct products and projects across the Judiciary at any given time. The office also maintains active international collaboration, organising regular cross-jurisdictional meetings that bring together Chief Justices and technology-focused judges from multiple jurisdictions to share best practices and experiences.

As at 31 December 2025, there were three JSOs in the ITX.

Tan Ken Hwee

Chief Transformation and Innovation Officer
Innovation, Technology and Transformation

JUDICIAL POLICY DIVISION

The JPD drives the Judiciary's strategic direction in support of Court excellence. The key activities of the JPD's two units, the Strategic Planning and Policy ("SPP") unit and the Legal Advisory unit, in 2025 are set out below.

Strategic Planning and Policy

The SPP is part of the joint Secretariat team supporting the work of the Steering Committee and Working Committee tasked with overseeing SG Courts' efforts to commemorate the Bicentennial of the Singapore Judiciary.

The SPP provides secretariat support to the Judiciary Management Meeting and serves as Point-of-Contact with key stakeholders for resource and performance management.

On the international front, the SPP facilitated a successful visit by a delegation led by the Judiciary Administrator of the Hong Kong Judiciary. It also coordinates the Judiciary's involvement in the work of the International Association for Court Administration and the International Consortium for Court Excellence.

The SPP supports the Judiciary's Chief Risk Officer in ensuring the ongoing relevance of the Enterprise Risk Management Framework and in effectively implementing the Framework across SG Courts.

Legal Advisory

The officers of the Legal Advisory unit are the Judiciary's in-house counsel. Significant matters that the unit worked on in 2025 include:

- (a) Advising on a Memorandum of Understanding ("MOU") with the SAL on the Bicentennial celebrations.
- (b) Advising on the renewal of the MOU with Harvey AI to develop a generative AI platform to assist self-represented persons in Small Claims Tribunals matters.
- (c) Advising on legal issues arising from the glass facade at the Supreme Court building.
- (d) Advising on the Bahrain International Commercial Court Advisory Services Agreement addendum.
- (e) Supporting the review of court fees.
- (f) Co-ordinating the Judiciary's response to Parliamentary Questions.

As at 31 December 2025, there were three JSOs in the JPD.

James Leong

Chief Policy Officer
Judicial Policy Division

SINGAPORE JUDICIAL COLLEGE

In 2025, the SJC celebrated its 10th anniversary, marking a decade of growth and excellence in judicial education and research.

The SJC continued to advance its mission to empower and equip forward-thinking Learning Judges. To that end, the SJC's programming was significantly expanded and enhanced. Two advanced '201' programmes were added to the SJC's suite of structured programmes on core judgecraft skills. A 'Beyond the Bench' series of seminars was launched, covering competencies in relevant adjacent fields, such as statistics and forensics. The SJC's two International Fellows – Justice Rosalie Silberman Abella and Justice David Goddard – helmed transformative and thought-provoking workshops and events during their respective residencies. The SJC also continued to partner the tri-courts on the development of specialist Roundtables, Learning Days and Learning Week programmes, and a judicial mentoring programme tailored to the needs of the various courts and court clusters.

On the international front, the SJC continued to deepen engagements with the judicial institutes of Australia, Canada, the People's Republic of China,

the Republic of Korea, and New Zealand, and hosted study visits for judges from Brunei and the Philippines. SJC staff and faculty spoke and taught internationally at the invitation of partners from ASEAN, Hong Kong Special Administrative Region and Malaysia. The SJC also delivered two flagship international programmes – the five-day Judicial Executive Programme (attended by 29 judges and court leaders from 11 jurisdictions) and the two-day SICC-SJC Commercial Law Series focusing on judicial support of arbitration (attended by 29 judges from 16 jurisdictions).

The SJC continued to engage in thought leadership by driving and supporting practice-based research on judicial education. Members of the SJC contributed three peer-reviewed journal articles and commenced a landmark empirical study on judicial wellbeing in Singapore.

As at 31 December 2025, there were six JSOs in the SJC.

Justin Yeo

Executive Director
Singapore Judicial College

SINGAPORE ACADEMY OF LAW

The SAL continued its technology refresh of LawNet. LawNet 4.0 was launched with a fresh user experience that has received positive feedback from users. Improvements were made to improve the performance of keyword searches and to introduce semantic search. A new generative AI question-and-answer module was also introduced. This enables users to ask natural language questions and receive a response that provides an overview and links to relevant resources from the LawNet repository. A preview of the new legislation module was also unveiled; it provides links to decisions and textbooks that discuss the selected statutory provision.

The Future of the Legal Profession (“FLP”) is a major programme commenced in 2025. The issues challenging the profession are multi-variegated and have percolated for many years. The FLP programme brings together five different tracks of work that address issues to help our members build a sustainable legal career. To provide a conducive environment, a set of principles was articulated to guide interactions between seniors and juniors in the workplace. This is supported by like-minded law firms and in-house legal departments through a Mindful Business Movement, that will facilitate sharing of good practices and exchange of experiences. Case studies will be provided through an online portal.

Apart from culture, mindsets need also to be changed. Lawyers not only need legal knowledge and technical legal skills but also business management skills for successful careers, whether in private practice or in-house. The FLP programme introduces resources and training for such skills at all levels of seniority

to prepare young lawyers and equip more senior ones. This will also contribute towards bridging the generational gap and facilitate healthy interactions.

Internationalisation and generative AI will have even greater impact on legal practice in the coming years. The FLP programme has plans to help lawyers use generative AI tools more effectively and assist with deployment of such tools in their work environment. There are plans to develop resources that will support our members as their practice goes global.

SAL continued its focus on professional development. The Junior Lawyer Certification Programme was launched and the Legal Industry Framework for Training and Education was endorsed as the national skills framework for the legal sector. SAL is also pushing ahead in adult learning pedagogy by integrating coaching into its skills-based training courses.

Finally, SAL continued to push boundaries. The e-Apostille project took a significant step through a pilot with Shanghai. TechLaw.Fest saw another record year of attendees and exhibitors. Academy Publishing content was also made available on international platforms like LexisNexis, Thomson Reuters, vLex and Legora through content partnerships. This will drive continuing efforts to promote access to and use of Singapore law internationally.

As at 31 December 2025, there was one JSO in the SAL.

Yeong Zee Kin

Chief Executive

Singapore Academy of Law

SINGAPORE MEDIATION CENTRE

The SMC continued its role as a leading provider of alternative dispute resolution (“ADR”) services in 2025 by offering a diversified range of dispute resolution mechanisms beyond mediation.

In addition to mediation, the SMC continued to administer adjudication and neutral evaluation services, supporting the effective resolution of disputes across multiple sectors.

In particular, the SMC administered more than 530 cases for public service agencies and institutions, reflecting the depth and scale of its operational capabilities. These included providing adjudication services under the Building and Construction Industry Security of Payment Act 2004 (“SOP Act”), offering mediation services for disputes commenced in the Financial Industry Disputes Resolution Centre, and administering the Infocomm Media Development Authority’s Telecommunication and Subscription Television Alternative Dispute Resolution Online Dispute Resolution Scheme, underscoring the SMC’s continued trust and relevance as a neutral ADR administrator for complex and high-volume dispute resolution schemes.

The SMC also marked a significant milestone in Singapore’s construction dispute resolution landscape

by co-organising the Fourth National Conference on Construction Adjudication with the Building and Construction Authority to commemorate the 20th anniversary of the SOP Act coming into force in Singapore. The conference featured reflections on key milestones and landmark decisions shaping the construction payment framework, comparative perspectives on the SOP Act and regional legislation, and panel discussions on the practical application and future direction of adjudication.

In addition, the SMC hosted the annual Singapore Mediation Lecture. In 2025, the lecture was delivered by Dr Orsolya Székely, Head of the Dispute Resolution Service at the World Bank, who shared insights into the World Bank Group’s accountability mechanisms and mediation-based approaches to dispute resolution. This was followed by a panel discussion involving Dr Székely, Justice Philip Jeyaretnam, Lim Tat, Associate Professor Dorcas Quek Anderson and Kevin Lee.

As at 31 December 2025, there was one JSO in the SMC.

Kevin Kwek

Chief Executive

Singapore Mediation Centre

Office of the Chief Justice, Knowledge Management Office, Office of Transformation & Innovation, Judicial Policy Division, Singapore Judicial College, Singapore Academy of Law, Singapore Mediation Centre

Front Row, Left to Right

Clement Seah (CKMO), James Leong (CPO), Chief Justice Sundaresh Menon, Yeong Zee Kin (CE, SAL)

Back Row, Left to Right

Ms Wee Yen Jean (SJC), Paul Chan (SJC), Lim Wee Ming (JPD), Toh Yung Cheong (ITX), Victor Yeo (JPD), Justin Yeo (Executive Director, SJC), Ow Yong Tuck Leong (KMO), Kevin Kwek (CE, SMC)

Not in Picture

Ms Juthika Ramanathan (CE, Office of the Chief Justice) and Tan Ken Hwee (CTIO)



THE STATE COURTS

2025 was yet another fruitful year for the State Courts. Despite our caseload increasing by 38% from 2024, our JSOs and Court Administrators remained steadfast in their dedication to delivering quality justice in a timely fashion. Our overall clearance and disposition rates stood at 90% and 91% respectively, while our target waiting periods for the fixing of hearings was met in 92% of our cases.

With a view to enhancing access to justice in both criminal and civil matters, the State Courts published the third edition of a “Guidebook for Accused in Person” and a “Guide to Preparing Trial Documents” for civil matters. We also launched a series of animated videos covering the civil litigation process, starting with the video “Civil Trials in the State Courts: A Step-by-Step Guide”. In addition, we conducted outreach to enhance public awareness of our work, partnering with the FJC and the Judiciary’s Access to Justice Division to organise events in the heartlands to educate the public about their rights.

To commemorate the 40th anniversary of the Small Claims Tribunals (“SCT”), we held a symposium in April 2025, during which a MOU was signed between the SCT and the Consumers Association of Singapore. We also hosted the SCT Open House in December 2025, providing the public with a behind-the-scenes look at the SCT processes.

The State Courts has continued to leverage on technology to tackle barriers to justice. The efficacy and user-friendliness of the Integrated Case Management System (for criminal cases) and the CJTS (for tribunal matters) earned the State Courts the top agency award for Best Customer Satisfaction for Transactional Services

(Category A) at the Government Technology Agency of Singapore’s Digital Services Awards 2025. We also introduced an on-demand document translation service and a case summarisation tool powered by AI in SCT cases, to allow the tribunal and litigants to efficiently summarise parties’ cases. For our internal workflows, we developed AI-powered tools to facilitate more efficient access to and utilisation of our vast database of internal criminal processes and protocols, enhancing our knowledge management efforts exponentially.

Thought leadership has remained a strategic focus, with the Singapore Judiciary being a Founding Member of and the Secretariat to the International Judicial Dispute Resolution (“JDR”) Network. From 2024 to the end of 2025, the JDR Network saw a growth in members from 13 to 23. The expansion has enhanced the JDR Network’s capacity to promote JDR in judicial systems, with a view to cementing the role of JDR as an indispensable component of the administration of justice worldwide.

Finally, we continued investing in our people, recognising that they are the principal means by which organisational excellence is achieved. In 2025, our judges underwent specialist training, including mediation training at the SMC, presenter-led Roundtables, and SJC programmes for judges assigned to hear sexual offence cases.

As at 31 December 2025, there were 107 JSOs in the State Courts.

Justice Tan Pheng Wee Christopher

Presiding Judge

State Courts



State Courts Senior Management

Front Row, Left to Right

Ms Ong Chin Rhu (Deputy Principal District Judge, Criminal Courts), Soh Boon Leng Kessler (Deputy Principal District Judge, Criminal Courts), Toh Yung Cheong (Deputy Principal District Judge, Strategic Planning & Technology), Tan Boon Heng (Principal District Judge, Court Dispute Resolution), Ms Thian Yee Sze (Principal District Judge, Community Courts & Tribunals), Justice Tan Pheng Wee Christopher (Presiding Judge of the State Courts), Chief Justice Sundaresh Menon, Edwin San Ong Kyar (Registrar), Toh Han Li (Principal District Judge, Criminal Courts), Ms Lee Lit Cheng (Principal District Judge, Criminal Courts), Tan Loke Yong Luke (Deputy Principal District Judge, Criminal Courts), Chiah Kok Khun (Deputy Principal District Judge, Civil Courts), Ms Jasbendar Kaur (Deputy Principal District Judge, Community Courts & Tribunals)

Back Row, Left to Right

Ms Karolyn Gin (Group Manager, Community Courts & Tribunals), Koo Zhi Xuan (Group Manager, Criminal Courts), Ms Ang Feng Qian (Group Manager, Community Courts & Tribunals), Yeo Swee Teck Joseph (Group Manager, Court Dispute Resolution), Ms Chee Min Ping (Senior Deputy Registrar, Office of the Registrar), Ms Wong Baochen (Senior Deputy Registrar, Office of the Registrar)

State Courts

Front Row, Left to Right

Ms Ong Chin Rhu, Soh Boon Leng Kessler, Toh Yung Cheong, Tan Boon Heng, Ms Thian Yee Sze, Justice Tan Pheng Wee Christopher (Presiding Judge of the State Courts), Chief Justice Sundaresh Menon, Edwin San Ong Kyar, Toh Han Li, Ms Lee Lit Cheng, Tan Loke Yong Luke, Chiah Kok Khun, Ms Jasbendar Kaur

Second Row, Left to Right

Ms Ho Diana Haven, Ms Salina Ishak, Ms Dora Tay, Ms Karolyn Gin, Koo Zhi Xuan, Ms Ang Feng Qian, Yeo Swee Teck Joseph, Ms Chee Min Ping, Ms Wong Baochen, Ms Wong Peck, Paul Quan Kaih Shiuh, Ms Eliza Chee Fang Yi, Ms Koh Jiaying, Gan Wee Kiat Gregory

Third Row, Left to Right

Shaiffudin Bin Saruwan, Tan Jen Tse, Ms Woo Wai-Ling Carolyn, Lai Yi Shin Nicholas, Ms Ho Yi May Lorraine, Ms A Sangeetha, Ms Soh Weiqi, Ms Crystal Goh, Ms Chua Wei Ling Brenda, Lim Tse Haw, Ms Wong Li Tein, Ms Lim Mei Yee Elaine, Ms Tan Yan Shi Crystal, Ong Han Ming Bryan, Teo Jing Lu, Kevin Ho Hin Tat

Fourth Row, Left to Right

Samuel Wee Choong Sian, Chin Ye-Fung Julian, Ms Ho Yan-Qing Kelly, Ms Cheng Yuxi, Ms Sia Aik Kor, Ms Sim Mei Ling, Ms Tamasin Tan, Ms Khoo May Ann, Ms Tan Bee Neo Melissa, Ms Kang Hui Lin Jasmin, Ms Lee Jia En Gloria, Ms Shen Wanqin, Ms Lau Qiuyu, Ms Ong Luan Tze, Ow Yong Tuck Leong, Adam Nakhoda, Tay Wei Heng Terence

Fifth Row, Left to Right

Gui Chuan Cheng Vince, Sheik Umar Bin Mohamed Bagushair, Quek Jing Feng, Lee Yuxian Jay, Gwee Tiong Kee Ronald, Goh Eng Chiang Christopher, Ms Kerry Chan, Ms Ng Wei Ying, Ng Hian Pheng Evans, Ms Tay Jingxi, Ms Lee Li Choon, Teo Guan Kee, Chin Jiayang Kenneth, Ng Tee Tze Allen, Choo Ian Ming, Joel Tan

Back Row, Left to Right

Lim Wei Shan Mark, Tham Tong Kong Eddy, Jared Kang Chern Wey, Paul Tan Wei Chean, Andrew Tan Shao Weng, Don Ho Jia Hao, Toh Jun Hian Jonathan, Ms Kamala Ponnampalam, James Elisha Lee Han Leong, Foo Mau Peng Edgar, Ms Tan Yin Tze Sarah, Ms Looi Ai Lin Sandra, Jordan Ng, R. Arvindren, Jonathan Ng Pang Ern, Navin Anand



THE FAMILY JUSTICE COURTS

2025 marked a year of momentum and meaningful progress for the FJC. It was a year of steady advancement in building a system of family justice that delivers better outcomes and shapes better futures for families.

A series of significant legislative enhancements were brought into operation, including the strengthened family violence regime, improved maintenance enforcement processes, and more robust procedures for the enforcement of child access orders. The result is a system better equipped to respond to the realities faced by families and better aligned with the outcomes we seek to achieve.

The scaling of our Therapeutic Justice (“TJ”) processes continued in line with our vision of holistic family justice. The pool of hearing judges was expanded, and capacity was more than doubled to manage cases holistically through our multi-disciplinary teams. All cases involving contested child issues, as well as high-conflict non-child matters, now benefit from this approach. To further strengthen support for the TJ Model launched in 2024, engagements with the social and legal sectors took place, with stepped-up outreach and public education efforts to deepen understanding of the core principles of TJ. In July 2025, the TJ Journal was introduced to support parties in navigating their divorce journey. A Fireside Chat series was also launched to sensitise the Family Bar to how legal and social sciences perspectives can work together in the management of family disputes. In addition, the development of the Youth Court TJ Model was undertaken, and piloted during the year to refine its application and lay the groundwork for its formal launch in 2026.

A particularly significant milestone was the Official Opening and Open House of the FJC building. This was a realisation of a long-envisioned space designed to support the work of administering family justice. Welcoming over 1,900 guests, and graced by His Excellency President Tharman Shanmugaratnam and The Honourable the Chief Justice Sundaresh Menon, the event was a celebration not just of a building, but of the shared effort and commitment of many that made it possible.

Our people remain our greatest asset, and their professional development and wellbeing continue to be priorities. Throughout 2025, initiatives were undertaken to strengthen professional capabilities and promote the wellbeing of our Judges, JSOs and court staff in their important work.

What stands out about the year is not only the breadth of initiatives delivered, but the spirit in which they were undertaken. It reflected a sense of confidence in what we are building together — a system that is responsive and grounded in the needs of the families we serve. This is the foundation on which we will continue to grow, as we reaffirm our commitment to take the next steps in further strengthening the administration of family justice in Singapore.

As at 31 December 2025, there were 56 JSOs in the FJC.

Justice Teh Hwee Hwee
Presiding Judge
Family Justice Courts



Family Justice Courts Senior Management

Left to Right

Ms Tan Shin Yi (Judicial Head, Court of Protection), Ms Amy Tung (Judicial Head, Youth Court), Ms Jen Koh (Deputy Registrar and Senior Judicial Head, Family Justice Courts), Kow Keng Siong (Senior Judicial Head, Family Justice Courts), Kenneth Yap Yew Choh (Registrar, Family Justice Courts), Justice Teh Hwee Hwee (Presiding Judge, Family Justice Courts), Chief Justice Sundaresh Menon, Chia Wee Kiat (Deputy Presiding Judge, Family Justice Courts), Phang Hsiao Chung (Principal District Judge, Family Justice Courts), Kevin Ng (Senior Judicial Head, Family Justice Courts), Ms Toh Wee San (Senior Judicial Head, Family Justice Courts), Ms Yarni Loi (Principal Director, Therapeutic Justice Transformation Office)

Family Justice Courts

Front Row, Left to Right

Ms Tan Shin Yi, Ms Amy Tung, Ms Jen Koh, Kow Keng Siong, Kenneth Yap Yew Choh, Justice Teh Hwee Hwee (Presiding Judge, Family Justice Courts), Chief Justice Sundaresh Menon, Chia Wee Kiat, Phang Hsiao Chung, Kevin Ng, Ms Toh Wee San, Ms Yarni Loi

Second Row, Left to Right

Wong Sheng Kwai, Chua Wei Yuan, Ms Sheela Devi, Ms Suzanne Chin, Ms Miranda Yeo, Ms Shobha Nair, Ms Lynette Yap, Ms Lo Wai Ping, Ms Jinny Tan, Ms Carol Liew, Ms Christine Lee, Ms Kimberly Scully, Ms Janice Chia, Sheik Mustafa Bin Abu Hassan

Third Row, Left to Right

Teh Joo Lin, Goh Kiat Yi, Eugene Tay, Ms Cheryl Koh, Ms Josephine Kang, Ms Geraldine Kang, Ms Wendy Yu, Ms Kathryn Thong, Ms Michelle Elias Solomon, Ms Gay Hui Yi, Edmund Chew, Azmin Bin Jailani, Kevin Ho

Back Row, Left to Right

Tan Li Jie, Marcus Ho, Chong Wei Xuan Allen, Goh Zhuo Neng, Ms Sarah Chua, Ms Maryam Rozlan, Ms Adriene Cheong, Ms Cassandra Cheong, Ms Lee Kai Lin Kelyn, Ms Loo Wei Juan, Soh Kian Peng, Jason Gabriel Chiang, Nathaniel Tan



MILESTONE TRAINING PROGRAMMES

JSC POSTGRADUATE SCHOLARSHIPS IN LAW

Judicial Service Commission (“JSC”) Scholarships are awarded annually to Judicial Service Officers (“JSOs”) to pursue postgraduate programmes in law at local and overseas institutions.

LLM at Cambridge University

I am deeply grateful to have been awarded a JSC scholarship to pursue a LLM degree at the University of Cambridge in 2025.

The University of Cambridge is renowned for the wide variety of modules it has on offer, and in particular, its expertise in private law, taught by leading scholars in their respective fields.

In 2025, two JSOs were awarded a JSC Scholarship to study for a Master of Law (“LLM”) in England and the United States of America.

Indeed, it was here that I had the opportunity to explore in greater depth subjects which I often only had quite a passing understanding of, such as the law of unjust enrichment, advanced obligations and corporate finance. The academic rigour afforded by the various modules as well as the lively discussions in class with classmates from all over the world that bolstered the diversity of opinion made this year a truly intellectually nourishing one. And coupled with numerous talks organised by the Faculty of Law and helmed by academics from different countries, as well as distinguished jurists, made the programme even more memorable.

In some of the modules taken, it was most heartening to see in the assigned readings numerous references to judicial decisions of the Singapore courts. This, to my mind, is a positive indicator of the growing recognition placed on jurisprudence developed in Singapore.

Academics aside, I was most fortunate to have met so many different people from so many different backgrounds, at different stages in their careers, which made it a truly international experience.

I am most looking forward to coming back and contributing to the work of the Supreme Court and the Judicial Service at large.

Wong Hee Jinn



LLM at Harvard University

Continuing judicial education equips judges not only to perform their adjudicative role but also to discharge their systemic responsibilities. For me at Harvard Law School, that meant dedicating much of the year to learning from some of the most remarkable judges across no less than four countries at all levels of the judiciary including Justice Rosalie Abella, who taught “The Role of the Judiciary in a Democracy”; Judge Thomas Griffith, who taught “The Role of the Article III Judge” (referring to judges appointed under Article III of the Constitution of the United States); and Judge John Cratsley and Ms Barbara Berenson, who taught “Judicial Process in Trial Courts”. Guest speakers for these courses included Justice Albie Sachs, Justice Alfredo Gutiérrez Ortiz Mena, and several federal judges. These courses gave me the opportunity to learn from the experiences of seasoned judges and appreciate the subtle nuances in adjudication as informed by a given context – albeit all unto the same ends of administering justice and upholding the rule of law.

Unto such ends, a judge must know the law. Accordingly, the other part of my year at Harvard Law School was packed with doctrinal courses such as Constitutional Law and Family Law. I also compared different legal perspectives through courses such as Comparative Family Law: Marriage, Divorce and Property in American, Islamic and Jewish Law; Restorative and Transformative Justice; and Natural Law and Positive Law. Taken together, these courses provided a strong foundation in influential areas of American law and alternative frameworks through which those areas may be understood.

Finally, this year has been enriched in no small part by the people who have journeyed faithfully alongside me. I am grateful for the gracious friendship of my peers and for the constant support of the JSC and Family Justice Courts that made this experience possible.

Ms Keziah Ayuputri Simon



MILESTONE TRAINING PROGRAMMES IN LEADERSHIP AND MANAGEMENT

As part of its commitment to the continual development of JSOs and to further strengthen their expertise in leadership and management, the Singapore Judicial Service continues to nominate suitable JSOs to attend milestone training programmes (“MTPs”) in these areas. These MTPs are organised annually by the Public Service Division and the Civil Service College.

15th Leaders in Administration Programme

A highlight for us in 2025 was our attendance at the 15th LAP, the apex milestone programme for public sector leaders (“PSLs”) conducted by the Civil Service College.

The 15th LAP was held over a seven-week period, from 7 October to 21 November 2025. The programme saw the participation of 33 PSLs comprising Deputy Secretaries, Chief Executive Officers and other senior officers from different ministries, public sector agencies, and the professional and uniformed services.

The main objectives of the LAP were to provide a setting for participants to critically assess and

In 2025, two JSOs attended the 15th Leaders in Administration Programme (“LAP”); two attended the 32nd Senior Management Programme (“SMP”); one attended the 9th Directors’ Developmental Experience (“DDE”) and another one attended the 27th Management Development Course (“MDC”). The JSOs share their experience and takeaways from the respective MTPs.

re-evaluate Singapore’s principles and approaches towards governance, policy and leadership development, and to build alignment and shared ownership for developing an effective public service. Themes discussed involved developing collective and effective leadership, navigating international and domestic complexities and cross-cutting challenges, partnering citizens and stakeholders, innovation and digitalisation. Throughout the course, there were valuable opportunities to engage in dialogues with senior political office holders such as Prime Minister Lawrence Wong, Senior Minister Lee Hsien Loong, various Ministers of State, as well as our very own Chief Justice, Permanent Secretaries of various ministries, and heads of Government-Linked-Companies such as Temasek and GIC.

For a better appreciation of the international driving forces confronting Singapore, the programme included three overseas study trips to Malaysia, Indonesia and China. There, we had the opportunity to network with high-ranking government officials and glean insights into the respective countries’ recent socio-economic and geopolitical developments, which furthered the participants’ understanding of Singapore’s engagement strategies and strategic interests with and in these countries.

In addition to the learning opportunities, what was equally valuable were the friendships and networks that were cultivated, which would go a long way in fostering deeper and more impactful collaborations with our public service counterparts moving forward.

Clement Seah (3rd row, 2nd from the right) & Toh Yung Cheong (4th row, 3rd from the left)



32nd Senior Management Programme

The 32nd SMP was a 6.5-week programme conducted from 14 July to 26 August 2025. We were privileged to participate alongside 40 other participants drawn from across the Public Service.

The programme curriculum focused on four key themes: individual leadership development, understanding complex governance challenges, building partnerships and alliances, and creating sustainable impact. The packed programme included enriching dialogue sessions with senior political leaders, including Minister Chan Chun Sing, as well as senior public service leaders including the Head of the Civil Service. These sessions provided valuable insights into the intersection between political leadership and public service delivery. Other highlights included sessions on digital transformation and artificial intelligence, discussions on fiscal sustainability and economic resilience, and workshops on leadership competencies.

Study trips to Indonesia (Jakarta and Surabaya) and Malaysia (Johor) deepened our understanding of Singapore's regional context and bilateral

relationships. We were privileged to participate in dialogues with our local mission teams, government officials, private sector leaders and the media, who shared valuable insights on regional developments and trends. These immersive experiences, coupled with learning journeys in Singapore to places such as the Tuas Mega Port and various private sector entities such as Singapore Airlines' KrisLab, broadened our perspectives.

The programme's emphasis on peer learning proved invaluable. Through learning groups and structured reflection sessions, we gained deeper insights into leadership challenges across different agencies. The diverse cohort, comprising participants from various sectors including legal, uniformed services, and policy agencies, facilitated rich exchanges of perspectives and experiences.

We are deeply grateful to the JSC and our superiors for the opportunity to develop our leadership capabilities, forge meaningful connections across the Public Service, and reflect on our roles in building Singapore's future.

Ms Chee Min Ping (1st row, 2nd from the right) & Vikram Rajaram (4th row, 2nd from the left)



9th Directors' Developmental Experience

I had the privilege of attending the 9th DDE, which was split into four check-in sessions along the following themes: (a) Transiting into our Leadership World; (b) Leading in an Ecosystem; (c) Building Healthy Organisations & Teams; and (d) My Leadership Journey: The Next Bound.

The first check-in session focused on helping participants manage transitions into leadership. Leaders from the public sector were invited to share stories on how they had navigated through their own leadership transitions. During the focus group sessions, I was pleasantly surprised to find that the other participants, despite coming from different backgrounds, shared the same experiences. This allowed us to benefit from feedback and suggestions from each other in a safe, non-judgmental space.

The highlight of the second check-in session was a dialogue with Dr Janil Puthuchear, the Senior Minister of State, Ministry of Digital Development and Information and Senior Minister of State,

Ministry of Health. I also had the opportunity to attend a workshop "Turbocharging Your Leadership" which alerted us to leaders' red flags and discussed useful strategies to mitigate negative leadership behaviours.

Besides more workshops and learning sessions, there were also various "retreats" during the third and fourth check-in sessions, such as an Active Health Experience at the Jurong Active Health Lab, a visit to the Singapore Maritime Gallery and a trip to the Sisters' Islands!

To close the DDE, at the fourth check-in session, we had a dialogue with Permanent Secretary Lai Chun Han, Ministry of Finance to discuss the challenges facing the Public Service and the role of directors in tackling the challenges today while preparing for tomorrow.

The DDE was an invaluable experience as it gave me the opportunity to connect with other public service leaders and I am confident that the insights I have gained will continue to influence my leadership perspectives in future.

Ms Lim Sai Nei (1st row, 4th from the left)



27th Management Development Course

I had the privilege of attending the 27th MDC from 13 January 2025 to 22 January 2025, and from 24 February 2025 to 19 March 2025. The MDC is a leadership milestone programme organised by the Civil Service College, designed for middle managers.

The 27th MDC comprised two modules. The first was focused on personal leadership, where we learnt more about various leadership styles and had the opportunity to understand our individual styles better. As part of this, we were divided into smaller learning groups, where we had in-depth discussions on our personal experiences and learnt from the mutual sharing. The second module had greater focus on policy and governance, comprising many peer-led sharing sessions on areas across the Whole-of-Government. I had the chance to give an overview of the Judiciary and heard from my course mates on their respective areas of work,

which ranged from global, regional and domestic perspectives to daily operational challenges.

I found the MDC experience to be highly enriching and extremely fulfilling. The time at the course allowed me to approach my working style more intentionally and to reflect more deeply about working in and with a team. We were also assigned a personal coach each, with whom we had deeper discussions on issues which we may be facing at work. Learning about the work of my course mates also broadened my perspective of the civil service as a whole and allowed me to appreciate our work in the Judiciary alongside the extensive range of functions and roles taken on by many other colleagues. It was also inspiring to meet like-minded colleagues who are doing their best to serve the public in different ways.

I am grateful to the JSC for the opportunity to attend the 27th MDC.

Ms Lau Qiuyu (3rd row, 5th from the left)



PRIDE IN SERVICE

PRIDE IN SERVICE

National Day Awards recognise and honour officers who have shown outstanding achievements, consistent service excellence, professional competence and exemplary devotion to duty. Nine Judicial Service Officers were, in recognition of their distinguished service and outstanding contributions, conferred a National Day Medal in 2025.

National Day Medal Recipients in 2025

Public Administration Medal (Gold)	
Mr Toh Han Li Principal District Judge	State Courts
Public Administration Medal (Silver)	
Mr Eddy Tham District Judge	State Courts
Ms Carol Liew District Judge	Family Justice Courts
Public Administration Medal (Bronze)	
Ms Rachel Gan Deputy Director	Innovation, Technology & Transformation
Commendation Medal	
Ms Soh Weiqi District Judge	State Courts
Public Service Medal	
Ms Salina Binte Ishak*	State Courts
Ms Salina Binte Ishak*	State Courts
Ms Salina Binte Ishak*	State Courts
Long Service Medal	
Ms Jill Tan Registrar	Supreme Court Registry
Mr David Lee Senior Assistant Registrar	Supreme Court Registry
Ms Lynette Yap District Judge	Family Justice Courts

*Nominated by the Ministry of Culture, Community and Youth in recognition for her contributions to the Appeal Board of Majlis Ugama Islam Singapura

Judicial Service Commission With Recipients of National Day Medals 2025

Left to Right

Ms Soh Weiqi, Ms Lynette Yap, Mr Eddy Tham, Mr Toh Han Li, Justice Audrey Lim, Mr Lee Tzu Yang, Chief Justice Sundaresh Menon, Justice See Kee Oon, Mr Kwa Chong Seng, Ms Jill Tan, Mr David Lee, Ms Carol Liew, Ms Rachel Gan



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Chairperson

Ms Loh Hui-min
Vice-Chairperson

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Ms Geraldine Kang

Mr Gregory Gan

Ms Koh Jiaying

Ms Wee Yen Jean

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Deputy Chief of Staff, Singapore Judicial Service

Ms See Bee Keow

Ms Joyce Loh

Mr Prabhu Shanmugam

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