

JUDICIARY TIMES



P2

A Day in Court: Exploring
200 Years of Upholding the
Rule of Law

P3

Cross-Border Insolvency
Repository Launched at
Seventh Judicial Insolvency
Network Conference

P4

Third Plenary Meeting Examines
Use of Artificial Intelligence in
the Courts

CONTENTS

HIGHLIGHTS

A Day in Court: Exploring 200 Years of Upholding the Rule of Law 01

EVENTS & INITIATIVES

Cross-Border Insolvency Repository Launched at Seventh Judicial Insolvency Network Conference 03

Third Plenary Meeting Examines Use of Artificial Intelligence in the Courts 04

SICC Engages Regional and International Dispute Resolution Community Singapore and Vietnam Deepen Judicial Cooperation with MoU 05

Public Officers Gain Insights into Access to Justice at the Courts 07

Hackathon for a Better World: Winners Devise Solutions for Future of the Legal Profession 08

Court Officers Learn Design Thinking to Better Serve Court Users 09

Singapore Courts Strengthen Interpretation Services 10

Singapore Courts Raise More Than \$50,000 for Dementia Singapore 11

NOTABLE VISITS 13

WHAT'S NEW 14

BEHIND THE SCENES 15

A Day in Court: Exploring 200 Years of Upholding the Rule of Law

The Singapore (SG) Courts’ annual youth outreach programme “A Day in Court” (ADIC) was held at the Supreme Court on 3 July. This year’s seminar carried special significance, as the Singapore Judiciary marks two centuries of upholding the rule of law to ensure fair treatment for everyone.

About 200 Secondary Three students from more than 40 secondary schools took part in the day’s activities. They visited the Bicentennial exhibition “The Charter and the Courts: 200 Years of the Rule of Law in Singapore”, curated by the Singapore Academy of Law to trace key milestones from the establishment of Singapore’s first official court to the Judiciary’s role in society today. They also participated in a mock criminal court hearing at The Learning Court, taking on various roles in a trial and experiencing first-hand how court proceedings are conducted.

The seminar also featured a fireside chat with judicial officers from the Supreme Court, State Courts, and Family Justice Courts, giving the participants insights into the different types of cases heard across the three courts and how justice is administered in Singapore.



Students exploring the Bicentennial exhibition, “The Charter and the Courts: 200 Years of the Rule of Law in Singapore”.

HIGHLIGHTS



Students taking on various roles in a mock criminal court hearing at The Learning Court.



Scan to watch highlights of “A Day in Court” go.gov.sg/adic26



(From left) District Judge Eugene Tay, District Judge Paul Quan and Assistant Registrar Beverly Lim speaking with students during the fireside chat.

Students Learn about Roles in the Courts

The Singapore (SG) Courts gave students a closer look at the work and diverse career opportunities in the Judiciary through two outreach initiatives.

On 11 May, SG Courts interpreters were at Eunoia Junior College (EJC) to introduce the fundamentals of court interpretation to 15 H2 Translation students from EJC and Dunman High School. Through hands-on activities, including a term card challenge and basic note-taking exercises, the students gained practical insights into the role and skills of court interpreters.

On 25 June, 25 students from River Valley High School visited the Supreme Court to learn about workplace readiness and job roles in the Judiciary. Besides a guided tour of the building, they heard directly from court interpreters, counsellors, representatives from the Supreme Court Registry and a judicial officer about their day-to-day work, giving them a broader sense of the range of roles and functions in the Judiciary.



A court interpreter introducing court terminology during the term card challenge.



Students from River Valley High School visited the Supreme Court on 25 June.

Cross-Border Insolvency Repository Launched at Seventh Judicial Insolvency Network Conference

An online repository of important jurisprudence relating to cross-border insolvency was launched at the Seventh Judicial Insolvency Network (JIN) Conference held in London on 18 April. Created and managed by the JIN Secretariat from the Supreme Court of Singapore, the online repository is a publicly accessible resource for people interested in legal developments in cross-border insolvency in JIN member jurisdictions, and is housed on the JIN website www.jin-global.org.

Established in 2016, the JIN is a network of insolvency judges from across the world. It serves as a platform for sustained engagement on best practices and thought leadership in cross-border insolvency and restructuring. Justice Kannan Ramesh and Justice Aidan Xu are members of the JIN Steering Committee.

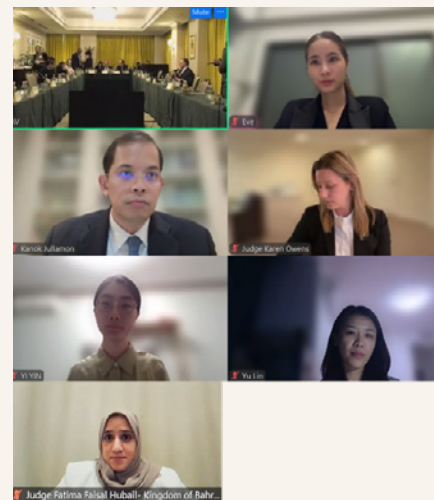
This year's conference was chaired by Chief Justice Geoffrey Morawetz of the Superior Court of Justice of Ontario, Canada and drew 23 members and observers from 16 jurisdictions.

Besides discussions on recent developments in corporate insolvency and restructuring, the Conference featured, for the first time, presentations by external speakers on recent developments in financial restructuring in the United States and beyond, as well as developments in arbitration in the context of insolvency-related disputes. The delegates also discussed with the Judicial Dispute Resolution Network* a proposed "best practices" guide which would inform judges and practitioners on the varied practices in alternative dispute resolution to manage insolvency proceedings, and the development of a judge's guide on what different jurisdictions look out for in processing applications or requests for recognition of foreign insolvency proceedings.

* The Judicial Dispute Resolution Network comprises a voluntary group of judges who seek to promote the early, amicable and cost-effective resolution of court disputes through the judicial dispute resolution process, to achieve fair outcomes for litigants.



▲ Justice Aidan Xu (left) and Justice Kannan Ramesh (right) with on-site participants of the Seventh Judicial Insolvency Network Conference.



▲ Online participants of the Seventh Judicial Insolvency Network Conference.

Third Plenary Meeting Examines Use of Artificial Intelligence in the Courts



The opportunities and challenges arising from the use of artificial intelligence (AI) were the focus of discussion at the Third Plenary Meeting of Chief Justices and Judges in Charge of Technology, held virtually on 19 May.

Representatives from the Supreme Court of the Republic of Korea and the Dubai International Financial Centre Courts shared their experiences using AI systems in their court work processes while the Supreme People's Court of the People's Republic of China addressed the risk of AI-generated hallucinations in published judgments and emphasised that judicial accountability must always remain with the judge.

The meeting, which was attended by participants and observers from 18 jurisdictions, also discussed the authentication of digital evidence and the challenges posed by deepfakes to the fact-finding process.

Chief Justice Sundaresh Menon, Justice Aidan Xu, Judge in charge of Transformation and Innovation, and Mr Tan Ken Hwee, Chief Transformation and Innovation Officer, highlighted the growing threat of AI-generated deepfakes, drawing on local cases and Chief Justice Menon's personal experiences to illustrate how synthetic media can be used fraudulently to mislead the public and undermine trust in genuine materials.

The Plenary Meeting of Chief Justices and Judges in Charge of Technology brings together judicial leaders from the Asia-Pacific region and beyond to exchange experiences and perspectives on the adoption of technology by courts. Organised by the Singapore Courts since 2022, the initiative comprises two working-level sessions held every six to nine months, followed by a plenary meeting involving Chief Justices.

SICC Engages Regional and International Dispute Resolution Community

In recent months, the Singapore International Commercial Court (SICC) has engaged with the regional and international dispute resolution community through a series of panels, keynotes and joint events spanning insolvency, arbitration and the evolving role of courts in international commerce.

SICC Judges Discuss Cross-Border Insolvency at INSOL Bangkok Seminar

On 27 May, Justice Sushil Nair, Judge of the Court of Appeal, and Justice Arjan Kumar Sikri, International Judge of the SICC, joined Justice Linda Chan of the High Court of Hong Kong and Justice Wan Muhammed Amin bin Wan Yahya of the High Court of Kuala Lumpur for a panel discussion at the INSOL Bangkok Seminar 2026.



▲ Panellists (from left) Justice Sushil Nair, Justice of the Court of Appeal, Supreme Court of Singapore, Justice Arjan Kumar Sikri, International Judge of the SICC, Justice Linda Chan, High Court of Hong Kong, and Justice Wan Muhammed Amin bin Wan Yahya, High Court of Kuala Lumpur.

Moderated by Justice Nair, the panel titled *"Insolvency and Integration: Cross-Border Frameworks for Growth in Asia"* explored how stronger cross-border restructuring and insolvency frameworks can support economic growth, foreign investment and regional legal cooperation. Justice Nair and Justice Sikri also shared perspectives on cross-border dispute resolution and judicial cooperation in the region.

The Seminar organised by INSOL International brought together more than 140 delegates from 13 jurisdictions across Asia and beyond. Among the topics discussed were evolving restructuring trends in Asia, including private credit, cross-border restructurings and lessons from major regional cases.

Justice Philip Jeyaretnam Delivers Keynote at ICC Asia-Pacific Conference

On 26 June, Justice Philip Jeyaretnam, President of the SICC, delivered the opening keynote at the 11th International Chamber of Commerce (ICC) Asia-Pacific Conference on International Arbitration, before more than 240 arbitration practitioners, legal experts and business representatives from 26 countries.

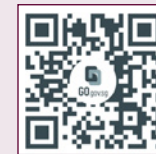


▲ Justice Philip Jeyaretnam, President of the SICC, delivering the opening keynote at the 11th ICC Asia Pacific Conference on International Arbitration.

Justice Jeyaretnam examined the relationship between specialised courts and arbitration in resolving industry-specific disputes, and how both can complement each other in serving the needs of international commerce. While arbitration offers finality, confidentiality and parties' ability

to appoint arbitrators, he highlighted the distinct contribution of courts through published, reasoned judgments that develop the law and provide guidance for future disputes.

Justice Jeyaretnam also raised the possibility of a limited right of appeal from arbitral awards on questions of law, with leave of court. He suggested that such a mechanism could provide a means to address errors of law and enable definitive judicial determination of novel legal questions, while generating published precedent that could guide market participants. He observed that this may become increasingly relevant as disputes involving digital assets, artificial intelligence and other emerging technologies give rise to novel legal questions.



Scan to read Justice Philip Jeyaretnam's keynote address
go.gov.sg/7qtfy5

SICC and SI Arb Examine the Roles of Judges and Arbitrators during Singapore Convention Week

As part of Singapore Convention Week 2026, the SICC and the Singapore Institute of Arbitrators (SI Arb)

jointly organised a panel discussion *"The Judge and the Arbitrator: Same but Different?"* on 27 August at the Supreme Court.

The panel featured Justice Alex Wong and Dr Michael Hwang SC of Michael Hwang Chambers, and was moderated by Mr Andrew Pullen, President of SI Arb. Drawing on their experience in court and arbitral proceedings, the panellists discussed similarities and differences between judging and arbitrating, including approaches to procedure, advocacy, case management and decision-making.

Justice Wong emphasised the value of written submissions that are brief, clear, well-crafted and sincere, as well as focused advocacy that enables judges to get to the heart of a matter efficiently. The discussion also examined the flexibility available to arbitrators in shaping proceedings and the different approaches judges and arbitrators may take in managing cases and reaching decisions.

The event, which was attended by about 100 participants from the legal and wider dispute resolution community in Singapore and overseas, formed part of the SICC's continuing engagement with the international dispute resolution community during the Singapore Convention Week.



▲ Panellists (from left) Mr Andrew Pullen, Justice Alex Wong and Dr Michael Hwang SC at the panel discussion *"The Judge and the Arbitrator: Same but Different?"*



▲ (From left) Mr To Lam, President of Vietnam, Deputy Chief Justice Le Tien, Supreme People's Court of Vietnam, Justice Ang Cheng Hock, Supreme Court of Singapore, and Mr Lawrence Wong, Prime Minister of Singapore, at the signing of the Memorandum of Understanding on judicial cooperation on 29 May. (Photo: Ministry of Digital Development and Information)

Singapore and Vietnam Deepen Judicial Cooperation with MoU

The Supreme Court of Singapore and the Supreme People's Court of Vietnam signed a Memorandum of Understanding (MoU) in Singapore on 29 May, deepening the existing framework for judicial cooperation between the two judiciaries.

A key feature of the MoU is an agreement to cooperate on the development of a specialised international commercial court within the Vietnam International Financial Centers. More broadly, the MoU provides a flexible framework for cooperation, including the exchange of knowledge and experience in international commercial dispute resolution, judicial training, and the sharing of best practices in court processes and procedures.

The signing of the MoU builds on the longstanding bilateral relationship between Singapore and Vietnam, and reflects the two judiciaries' shared commitment to developing robust and trusted legal infrastructure for international commerce in the region.

Public Officers Gain Insights into Access to Justice at the Courts

On 3 June, the State Courts hosted 25 public officers from 14 agencies to provide first-hand insights into the work of the Judiciary and the administration of justice.

The participants attended a presentation on the *Access to Justice Framework*, the Judiciary's framework for improving access to justice and the court user experience, and visited the Mentions Courts, which handle criminal cases, Bail Centre, and State Courts Heritage Gallery. Through these sessions, they learnt about the programmes, technologies and facilities that the Judiciary has introduced to enhance court users' access to justice.

The visit was part of the Public Service Division's Short-Term Immersion Programme, which gives public officers experiential opportunities to learn about the work of other agencies, with the aim of building a more connected public service.

▼ Participants of the Short-Term Immersion Programme at the State Courts.

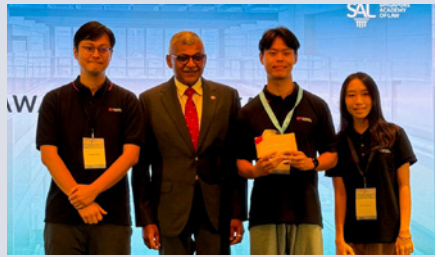


Hackathon for a Better World: Winners Devise Solutions for Future of the Legal Profession

The sixth edition of the *Hackathon for a Better World*, themed “Future-proofing the Rule of Law”, concluded with a prize presentation ceremony at the Singapore Academy of Law (SAL) Legal Profession Symposium on 29 July.

Co-organised by the Singapore Courts, DBS and SAL, the hackathon ran from April to July and received over 30 submissions. Participants took on three interconnected challenges centred on the sustainability of the legal profession: strengthening cross-border capability, integrating artificial intelligence (AI) responsibly, and sustaining a rewarding and resilient legal practice.

Chief Justice Sundaresh Menon presented the prizes to the winning teams of the four categories:



Most Feasible

CiteCheck SG by Team Chubbles from Singapore Polytechnic is a web-based application designed to help lawyers verify legal citations, including whether cited authorities remain good law.

Unlike most legal AI tools, it focuses on validation rather than content generation, confirming not only that a citation exists but whether it remains good law, using a continuously updated citation graph of Singapore judgments.



Most Innovative

Margin by Team Misfits, comprising members from Clifford Chance and Perfracton, seeks to address the challenge of preserving apprenticeship in an AI-enabled world.

Margin is designed to transform senior lawyers’ mark-ups into senior-approved learning moments, enabling juniors to sharpen their judgment without disrupting existing workflows. Rather than automating legal work, it strengthens mentorship without adding to senior lawyers’ workloads, while giving juniors a record of their development and providing firms with insight into recurring learning gaps across their teams.



Most Human-Centred

Jereiriselle, a team from National University of Singapore, conceived **Sustainable Professional Development**, a structured framework that would reduce junior lawyer attrition by making professional development visible, continuous, and embedded in everyday legal work.

It combines BAR-DAR-PAR, which guides reflection before, during, and after each task, with Sustained Action Review, which consolidates learning into a long-term development record — all integrated directly into existing workflows while incentivising supervisor participation.



Most Life-Changing

Nexus Sparks, a team from DBS, conceived a cross-border **Legal Control Tower** that enables Singapore-based lawyers to deliver coordinated, decision-ready advice across jurisdictions through a living jurisdiction matrix, AI-driven analysis, and a managed local counsel network.

The solution separates reusable legal verification from deal-specific advice, creating a continuously updated, risk-rated knowledge base that reduces duplication, improves comparability, and links legal inputs directly to business decisions.



Three honorary non-competitive teams also contributed perspectives. Among them, a team of Justices’ Law Clerks - Kit Pang, Laura Sim, Timothy Lee and Au Wei Hoe - proposed a three-stage framework to strengthen junior lawyer training through a living training compendium and training audit questionnaire.

Court Officers Learn Design Thinking to Better Serve Court Users

Forty court officers came together to rethink how they approach the needs of court users during two workshop runs on 13–14 July and 20–21 August at Singapore Polytechnic.

The workshop offered a structured introduction to design thinking — a human-centred approach that begins not with solutions, but with understanding the people those solutions are meant to serve. The participants were guided through the USERS Framework, which anchors the design thinking

process around five steps: **U**nderstand the problem, **S**ee the user journey, **E**mpathise with different kinds of users, **R**eimagine solutions, and **S**tart small, think big. Working on real problem statements, they explored structured approaches to problem-solving and solution development.

The workshop was a joint initiative between the Singapore Courts and the User Experience Centre from Singapore Polytechnic (PACE Academy). Following the workshop, the Singapore Courts’ Access to Justice Division continues to provide design thinking and user experience consultancy to help officers apply their learning to real operational challenges, embedding a culture of putting court users at the heart of their work.



▲ Officers from the Singapore Courts sharing their solutions for a mock problem statement during the two-day “Design Thinking for Business Innovation” workshop.

Singapore Courts Strengthen Interpretation Services

Two recent initiatives reflect the Singapore (SG) Courts' efforts to ensure clear and accessible communication across languages — a masterclass for Malay court interpreters, and a new multilingual glossary of legal terms developed by the Family Justice Courts (FJC).

Malay Interpreters Masterclass

On 10 June, the SG Courts held a masterclass conducted by Mr Bashir Basalamah to strengthen Malay interpreters' ability to convey complex information clearly, maintain composure under pressure and communicate effectively.

With more than 20 years of experience as a court, Parliament and freelance interpreter, Mr Bashir guided the participants through simultaneous and consecutive interpretation techniques, and shared practical note-taking techniques. The participants then applied these through exercises designed to build the focus and precision that courtroom interpretation demands.



▲ Singapore Courts' Malay Interpreters with Mr Bashir Basalamah at the masterclass.

Family Justice Courts Develop Therapeutic Justice-Aligned Glossary

The FJC has developed a glossary of Therapeutic Justice (TJ)-aligned translations of commonly used legal terms in Chinese, Malay and Tamil to support clearer communication with court users.

The FJC's court family specialists and interpreters have been practising the use of the glossary through role-play exercises and scenario-based learning. Plans are underway to expand the glossary to include TJ-aligned terminology for the Youth Courts and audio clips of the terms, and to share it with social service agencies to broaden its reach.



▲ A facilitator explaining and practising the translations with participants during the role-play exercises.

Singapore Courts Raise More Than \$50,000 for Dementia Singapore

The Singapore (SG) Courts raised more than \$50,000 for Dementia Singapore, their newly adopted charity, through the annual National Day Charity Carnival.

Fundraising began with online sales on 22 July and culminated in lively bazaars at the Supreme Court on 5 August and the State Courts and Family Justice Courts (FJC) on 12 August, and a charity concert at the FJC on 13 August.

The carnival was a meaningful opportunity for staff to connect with the cause. Dementia Singapore had a booth displaying handicrafts made by its beneficiaries, while its Voices for Hope choir — comprising both beneficiaries and caregivers — delighted the crowd with their karaoke performances. Other charities that the SG Courts had previously partnered with, including SHINE Children & Youth Services, Yong-En Care Centre, CARE Singapore and MINDS, were also present to share their causes and programmes.

The funds raised will go towards sustaining Dementia Singapore's programmes and services, helping persons with dementia live with dignity and supporting their caregivers. Dementia Singapore is the SG Courts' adopted charity for 2026 to 2028.

About Dementia Singapore

As Singapore's leading social service agency in specialised dementia care, Dementia Singapore advocates for the needs of people living with dementia and their families; empower the community through capability-building, knowledge and consultancy; and deliver quality, person-centred care innovations.



◀ SG Courts staff set up booths to raise funds for Dementia Singapore.



◀ SG Courts staff browsing handmade crafts from MINDS and learning about its programmes.

Notable Visits

The Singapore Courts welcomed delegations and distinguished visitors, and facilitated exchanges on judicial innovation, international cooperation, and best practices in court administration.



On 6 May, the Singapore International Commercial Court (SICC) welcomed a delegation led by Chief Justice Nguyen Van Quang from the Supreme People's Court of Vietnam.

President of the SICC, Justice Philip Jeyaretnam, hosted the delegation while Deputy Divisional Registrar, Mr James Low gave the delegation an overview of the SICC. They also discussed avenues for continued judicial cooperation.

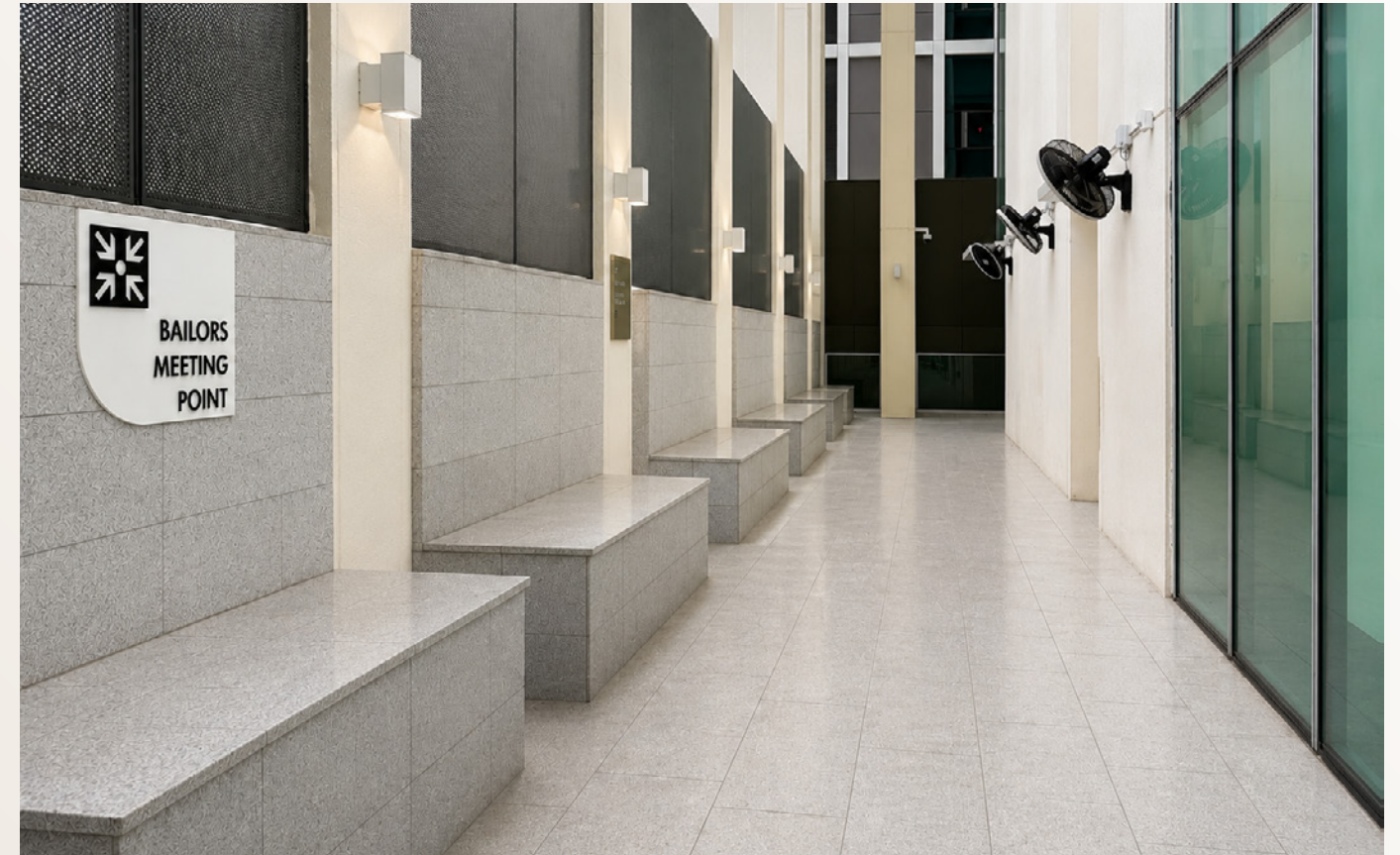
From 20 to 22 May, a nine-member delegation from the Supreme Court of Cambodia, led by the Honourable Taing Sunlay, Vice President of the Supreme Court of Cambodia, visited the State Courts to learn the Singapore Judiciary's digital transformation journey and explore how technology, governance and change-management frameworks can support the digitalisation of court processes in Cambodia. The delegation was welcomed by Principal District Judge and Deputy Chief Transformation and Innovation Officer, Mr Toh Yung Cheong.



A delegation from the Hong Kong Legal Aid Department (HKLAD) visited the Supreme Court on 4 June to learn from Singapore's experience in harnessing technology for litigation processes in the courts. Led by HKLAD Director of Legal Aid Mr Chan Chak-Ming, the delegation received a briefing from the Office of Transformation and Innovation on e-filing systems, case management platforms and artificial intelligence applications that support electronic and paperless litigation practices. The delegation also visited the Service Hub at the Supreme Court.

On 28 August, the SICC welcomed a 20-member delegation from the Busan Bar Association, led by President Kim Yong Min. The delegation was in Singapore as part of a one-day reciprocal exchange programme organised by the Law Society of Singapore.

Deputy Divisional Registrar of the SICC, Ms Li Yuen Ting, provided an overview of the SICC's approach to transnational commercial dispute resolution. With the Busan Maritime and International Commercial Court slated to open in March 2028, the delegation and SICC had a discussion on topics of mutual interest, including the role of the SICC, its international bench, the enforceability of SICC judgments, and the development of its caseload.



The Bailor's Meeting Point at the State Courts has been enhanced to improve the user experience of bailors.

State Courts Enhance Bailor's Meeting Point

The Bailor's Meeting Point at the State Courts has been enhanced to create a more comfortable and dignified space for court users. Located along the exterior corridor of the building, the Bailor's Meeting Point is where persons on bail are released directly to their family members — often an emotionally significant moment that deserves a welcoming environment.

Wall fans have been installed to improve air circulation, and perforated panels added to shield against glare, making the waiting area more pleasant for those attending to court-related matters.

Behind the Scenes with the International Relations Department

The International Relations Department (IRD) leads the Singapore Judiciary's international engagement efforts by building relationships with foreign judiciaries and international organisations. Through bilateral meetings, judicial roundtables, working groups and international conferences, IRD facilitates judicial dialogue, supports and promotes the exchange of knowledge and best practices, and fosters long-term judicial partnerships.

IRD's work spans across strategic planning and engagement and operational coordination — from strategically assessing opportunities for judicial cooperation to preparing briefs and talking points, liaising with overseas counterparts, curating and managing visit programmes, advising on and coordinating protocol and official hospitality.

IRD also works closely with partners across the Government, including the Ministry of Foreign Affairs and the Ministry of Law, to support and ensure strategic alignment and effective coordination of the Judiciary's international engagements.

In this issue, we speak to three officers from IRD.



ANG WUNLY

Senior Assistant Director



DONOVAN CHEW

Desk Officer



SARAH LIM

Manager

What are your key responsibilities?

Wunly: I plan and drive the Singapore Judiciary's international engagement strategy, shaping how we engage with the global judicial community. Working closely with our judges, colleagues across the Judiciary, various government agencies and international counterparts, I develop and advance partnerships and initiatives that strengthen judicial cooperation through bilateral exchanges, multilateral platforms and judicial dialogues. Much of the work involves bringing together the right people, ideas and opportunities to build trust and deepen international cooperation.

Donovan: My work spans policy and our day-to-day operations. From supporting judges on overseas engagements, hosting incoming visits by foreign judicial counterparts, to updating our judges on new developments overseas, my role is to ensure that every engagement is thoughtfully planned and successfully executed. This includes drafting briefs, speeches and talking points, coordinating with the relevant government agencies, and monitoring international developments to provide insights that support the Judiciary's international engagement priorities.

Sarah: My key responsibilities include providing administrative, logistical, and protocol support for IRD-led incoming visits and outgoing trips, as well as assessing invitations from foreign and international organisations and counterparts for the Singapore Judiciary's participation.

What are some of the challenges that you face?

Wunly: Navigating international engagements has become increasingly complex amid a rapidly evolving international landscape. Every engagement requires careful thought, planning, close coordination and the flexibility to adapt, as priorities and circumstances can shift quickly — sometimes at the last minute. Much of the work happens quietly behind the scenes to ensure every detail comes together seamlessly, even when plans need to be adjusted at short notice. It can be challenging, but we keep calm, adapt and find a way forward together.

Donovan: Most of our work happens long before an engagement or visit begins. One of the biggest challenges is anticipating potential issues and coordinating across different legal systems, cultures, time zones and stakeholder expectations, while remaining flexible to unforeseen changes. As many engagements involve senior judicial leaders, careful planning and adaptability are essential.

Sarah: The dynamic and evolving nature of IRD's work requires us to continually reassess our priorities and respond accordingly. We need to remain nimble and prepared to respond to changes in plans, programmes and participants, often at short notice.

Are there any misconceptions about the work you do?

Wunly: People often associate international relations with overseas visits and formal meetings. While those are certainly part of the role, they are only the tip of the iceberg. Much of our work involves connecting the dots — assessing each engagement against the Judiciary's priorities, bringing together different stakeholders, balancing competing considerations, anticipating issues before they arise, and ensuring that international engagements support the Judiciary's strategic objectives. The role requires

as much insight, foresight and relationship-building as it does coordination.

Donovan: A common misconception is that IRD handles anything and everything with an international element. Our role is much more focused — we support the Singapore Judiciary's strategic international engagements and partnerships with foreign judiciaries and international organisations. As we often receive visit requests from external organisations, we also have to determine whether they present meaningful opportunities for judicial cooperation and, where appropriate, connect them with the relevant teams or platforms.

Sarah: Contrary to the perception that international relations work is glamorous or routine, it involves detailed administrative and preparatory work, extensive coordination across multiple stakeholders and, at times, responding to requests outside regular hours, as our overseas counterparts operate across different time zones.

What keeps you going?

Wunly: It's especially rewarding to see months of planning translate into meaningful partnerships and tangible outcomes. Building trust and rapport with our counterparts over time can also make coordination more effective. Being able to contribute to the Singapore Judiciary's international relationships makes the work both purposeful and fulfilling.

Donovan: What keeps me going is knowing that our work helps build trust and lasting relationships between judiciaries. Every engagement is an opportunity to strengthen judicial cooperation and deepen mutual understanding. It is rewarding to know that my work contributes to that larger purpose of putting the Little Red Dot on the world map.

Sarah: I have deep appreciation for the work we do. There is deep fulfilment in knowing that our efforts help to build meaningful judicial partnerships and strengthen Singapore's international standing.

Jointly brought to you by



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