



JUSTICE FOR ALL

Annual Report
FY2025/26

Heart of Pro Bono



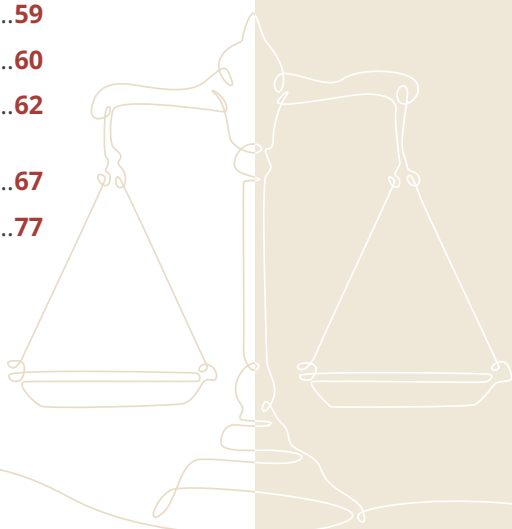
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Corporate Information

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

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



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



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

About Us

Our Vision

Justice For All

Our Mission

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

Our Objectives

We work to:

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

Strategic Planning and Impact Evaluation

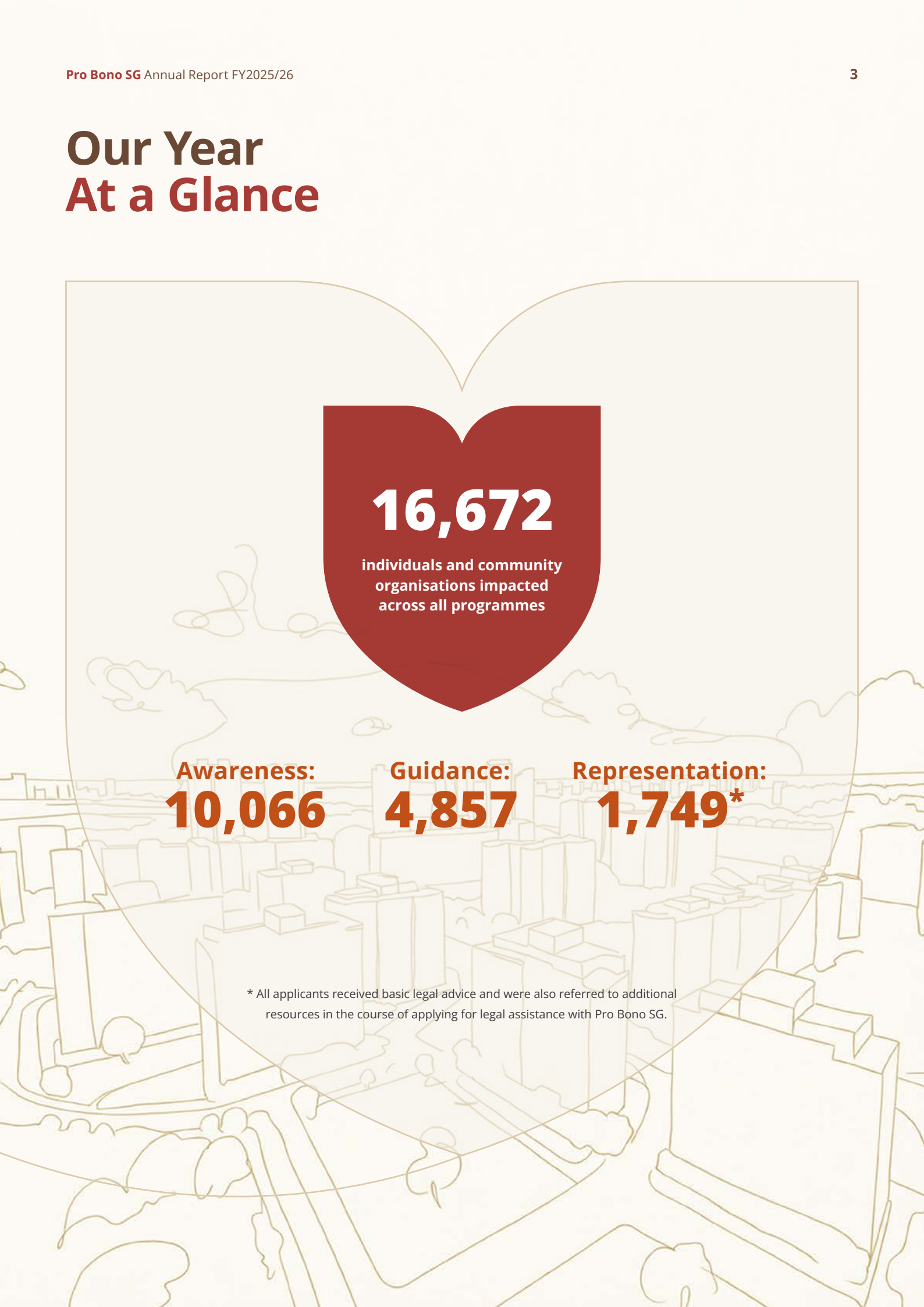
The Board periodically reviews and approves the vision and mission to ensure Pro Bono SG stays relevant to its changing environment and needs. The Board also sets aside time to review and update the organisation's strategic roadmap to achieve the organisation's charitable purposes.

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

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



Our Year At a Glance



16,672

individuals and community
organisations impacted
across all programmes

Awareness:
10,066

Guidance:
4,857

Representation:
1,749*

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

Chairman's Message

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

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

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

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



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

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

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

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



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

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

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

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

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

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



Dinesh Dhillon
Chairman

CEO's Message

Dear Friends and Supporters,

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

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

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

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

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

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



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

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

This approach also shaped how we supported organisations working

could focus on their missions and the communities they serve.

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



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communities we serve."**

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

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

Tanguy Lim
CEO

Year's Milestones

12 April 2025

Launch of Migrant Workers' Law Centre (MWLC)

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



17 May – 28 June 2025

Green Justice for Sustainable Communities Eco Tour

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



1 July 2025

Non-Profit Legal Services (NLS) at The Foundry

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



30 July 2025

People's Association Community Spirit Merit Award

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



7 August 2025

Launch of Wellness Buddies Programme

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



20 September 2025

Law Awareness Weeks@CDC 2025

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



Year's Milestones

2 October 2025

Communities of Good – Finalist

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



17 October 2025

Celebrating 40 Years of CLAS

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



8 January 2026

Social Enterprise Advocate Award

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



5 March 2026

Collaboration with National Arts Council's Arts Resource Hub

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

9 March 2026

Renewal of MOU for Community Law Centre @ Tian De Temple

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



14 March 2026

Just Jalan 2026

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



16 March 2026

Inclusive Justice Law Centre

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



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

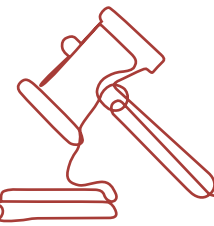
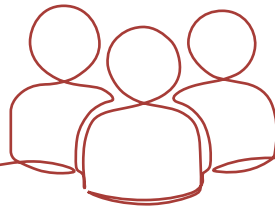
How We Help

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

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

to navigate challenges and make informed decisions.

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



Outreach & Law Awareness

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

Community Legal Services

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

Non-Profit Legal Services

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

Our Approach to Understanding Impact

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

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

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

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

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

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

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



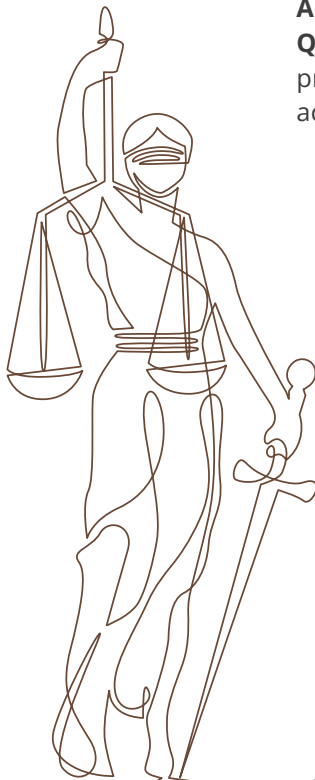
Measuring Our Impact

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

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

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

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



Our Impact in FY2025/26

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

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

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

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

migrant workers.

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

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



Accessibility

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

Service Quality

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

Empowerment

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

Enhanced Well-being

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

Community Partner Engagement

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

Outreach and Law Awareness

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

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

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

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

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

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



STATISTICS Total: **10,066**



Legal Talks
2,442
attendees



Advocates for the Arts Talks
234
attendees



Project Schools
2,206
attendees



LawWorks Legal Primers
460
attendees



Migrant Workers Outreach Event
81
attendees



Law Awareness Weeks@CDC 2025
2,560
attendees



Non-Profit Organisation Talks
1,731
attendees



Other Events
352
attendees

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



Legal Talks

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



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

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

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

violence and the protection of vulnerable adults.

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



2,442
individuals attended
29 Legal Talks



Outreach and Law Awareness

Advocates for the Arts

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



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

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



5
Advocates for the Arts Talks
were organised



Project Schools

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



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

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

LawWorks Legal Primers

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



3

sessions of **LawWorks Legal Primers** were conducted

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

Scan to access our webinars



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

Migrant Workers' Outreach

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



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

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

Focus Group Discussions

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

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

Outreach and Law Awareness

International Migrants Day

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



Law Awareness Weeks@CDC

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



30

in-person and online legal talks were held

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

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

create practical solutions to address community legal needs.

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

Scan to access our webinars



Legal Awareness Talks for Non-Profit Organisations

As the operating environment for non-profit organisations evolves, legal and governance knowledge becomes increasingly important for effective and responsible operation.



Pro Bono SG works with sector partners to provide charities and non-profits with practical insights into emerging legal and governance issues, helping them make informed decisions and strengthen their practices. These efforts reflect our ongoing commitment to empowering the social sector with the legal knowledge needed to better serve their communities.



1,731
participants
attended four
**Non-profit
Legal Services**

In the past year, we partnered with agencies such as the Charity Council, Commissioner of Charities and Singapore FinTech Association to deliver four talks covering key

issues for the sector, including charity governance, fundraising, and the opportunities and safeguards surrounding cryptocurrency. These sessions provided practical insights to help organisations strengthen their governance practices, make informed decisions and stay responsive to a changing operating environment. The sessions were attended by 1,731 participants.

LawGoWhere

LawGoWhere, Pro Bono SG's digital initiative in collaboration with the Ministry of Law, provides a user-friendly first-stop resource for individuals seeking legal information and support. The platform helps users navigate common legal issues, including

employment disputes and family matters, and connects them to relevant services. It aims to empower users by making legal information more accessible and improving access to support to those who need it most.

Check it out and help spread the word:



List of Events

29

Legal Talks

5

Advocates for the
Arts Talks

16

Project Schools
Talks

3

LawWorks Legal
Primers

2

Migrant Workers
Outreach Events

30

Law Awareness
Weeks@CDC 2025

4

Non-profit Legal
Services Talks

4

Other Events



Community Legal Services

We provide free, accessible legal services to individuals navigating complex legal challenges. Through early legal guidance and, where needed, legal representation, we stand alongside underserved communities, including migrant workers and transnational families, partnering with volunteer lawyers to overcome the financial and systemic barriers that can prevent people from accessing justice.

Our community touchpoints bring legal support closer to those in need, while our core representation work, anchored by our flagship assistance schemes, provides deep, sustained support for those facing complex legal challenges. Together, these services give practical meaning to our Justice for All commitment.

Our Community Touchpoints

Access to legal help depends on more than the availability of legal services. Factors such as location, mobility, language, digital access and familiarity with the legal system can all determine whether someone is able to seek help. Pro Bono SG closes this gap through a network of Law Centres, legal clinics and partner-based touchpoints, designed to meet people where they are and respond to their diverse needs.

From heartland communities and transnational families to migrant workers, youths and other underserved groups, these touchpoints offer accessible legal guidance in trusted and familiar settings.

Working alongside community partners and volunteer lawyers, we continue to expand and strengthen our network so that people can access timely legal support before their problems escalate.

STATISTICS

Total:
4,857

 Community Law Centres 2,992 individuals	 Community Legal Clinics 1,463 individuals
 Specialised Legal Clinics 319 individuals	1 Advocates for the Arts Legal Clinic 36 Migrant Worker Legal Clinic 13 Support Centre for Women Victims of Violence 88 Youth Community and Legal Clinic
 Non-Profit Legal Clinics 83 organisations	

Community Law Centres

Pro Bono SG's **Community Law Centres** serve as vital access points for people who face barriers to legal help, including those with mobility challenges, caregiving responsibilities, or limited digital access. Located within trusted community spaces in the heartlands, the Centres work closely with the Family Service Centres, social service agencies and community partners to connect legal assistance with wider social support.

In FY2025/26, our Community Law Centres supported 2,992 individuals with legal guidance across a range of personal, work-related and family matters. Through this community-based approach, our lawyers respond to legal needs early and work alongside frontline partners to support people whose challenges are often complex and interconnected.



2,992

individuals supported at **Community Law Centres**

Community Law Centre @ Tian De Temple and Community Law Centre @ Realm of Tranquility

Located in Hougang and Woodlands, Pro Bono SG's two Community Law Centres provide accessible legal support within trusted community spaces. The Centres work closely with social service agencies, community partners and volunteers, enabling legal needs to be identified early and addressed alongside wider social and community support. Together, the two Centres supported around 2,000 individuals in FY2025/26.

The **Community Law Centre @ Tian De Temple**, launched in January 2023 and housed in a container office, was Singapore's first legal aid hub located in a heartland community setting. Since its launch, the Centre has strengthened its partnerships with nearby Family Service Centres and other frontline agencies, supporting individuals with legal issues that are often closely intertwined with their social circumstances.

In FY2025/26, Pro Bono SG renewed a 10-year Memorandum of Understanding with Tian De Temple and R.S. Solomon Foundation Limited, reaffirming the partners' shared commitment to bringing legal assistance closer to the community.



The **Community Law Centre @ Realm of Tranquility**, launched in January 2024 with support from the NCSS-Majority Trust 4ST Fund and donors, is embedded within a wider community ecosystem offering services such as traditional Chinese medicine, food distribution and eldercare programmes.



Community Law Centre @ Tian De Temple

109 Hougang Ave 5,
Singapore 538817

Community Law Centre @ Realm of Tranquility

547 Woodlands Drive 16,
#01-177, Singapore 730547



Community Legal Services

Together, the Centres show how bringing legal services into trusted community settings makes support more accessible and responsive for those who might otherwise struggle to seek help, offering a scalable model for community-based legal care across Singapore.

Common Case Types

1. Divorce / Annulment
2. Maintenance / Custody, Care & Control / Division of Matrimonial Assets
3. Criminal Matters
4. Estate (Probate & Wills)
5. Employment and Workplace Issues

I was pleasantly surprised by how welcoming and supportive everyone at the Community Law Centre was. The staff took the time to listen and explain my options clearly, which made me feel genuinely cared for and understood. It was a smooth and reassuring experience."

Service User at
Community Law Centre



One of the best parts was having the option to do the consultation via video call. This made things much easier for me, especially given the distance, and allowed me to get the help I needed without unnecessary stress. The consultation itself was very professional and informative.



Service User at Community Law Centre

Specialised Law Centres

Transnational Family Care Centre

In partnership with the South Central Community Family Service Centre (SCC), Pro Bono SG launched the **Transnational Family Care Centre (TFCC)** in July 2024 to support lower-income transnational families, with at least one Singaporean or Permanent Resident. These families often fall outside national legal and social aid schemes.

Through its integrated model, **TFCC** brings together legal and social support while strengthening frontline professionals'

understanding of the legal dimensions of complex family situations. With funding from the Diana Koh Fund through the Asia Community Foundation, full-time community lawyers are co-located at SCC, working alongside social workers and family coaches under The Inclusive Fund (TIF) to provide families with coordinated legal and social support. In FY2025/26, we supported 148 families navigating issues such as divorce, custody, family violence, guardianship and immigration.

Common Case Types

1. Immigration Issues
2. Divorce / Annulment
3. Maintenance / Custody, Care & Control/ Division of Matrimonial Assets
4. Adoption / Legal Guardianship
5. Family Violence





**Transnational Family Care Centre
@ South Central Community
Family Service Centre**

5 Delta Ave, #01-09 Block 5,
Singapore 160005

Migrant Workers' Law Centre @ MWC

Migrant workers often face additional barriers when seeking legal help, including language, unfamiliarity with Singapore's legal system and difficulties navigating multiple support services. The **Migrant Workers' Law Centre @ MWC (MWLC)** brings legal assistance into a setting familiar to the migrant worker community, making it easier for workers to seek advice and understand their options.

BB

They will advise us on our case and what they can provide to help, giving migrant workers hope that we're not alone, and that there's still a life and family waiting for us to come home safely.

SS

Migrant Worker

A joint initiative by Migrant Workers' Centre (MWC) and Pro Bono SG, **MWLC** provides a coordinated touchpoint where migrant workers can receive legal guidance and, where appropriate, be connected to other forms of assistance. The Centre supports workers across a range of issues, including employment disputes, workplace injuries, salary claims, repatriation and scams. Through the partnership, Pro Bono SG's lawyers also learn from MWC staff and volunteers about issues affecting the migrant worker community and how best to engage and communicate with the workers.

The MWLC builds on Pro Bono SG's existing outreach to migrant

workers, including through the Migrant Worker Legal Clinic at Angullia Mosque, while responding to the continued need for accessible and timely legal support. Since its opening on 12 April 2025, the MWLC has supported 803 migrant workers in FY2025/26.

Common Case Types

1. Employment
2. Enforcement
3. Civil
4. Criminal
5. Salary Claims



Migrant Workers' Law Centre @ MWC
579 Serangoon Road, Singapore 218193

BB

The lawyer had good knowledge of the questions my client asked, so the answers given were very helpful and put my client at ease. It helped her understand her rights and gave her the knowledge to move forward.

SS

Social Worker

Community Legal Services



Migrant workers are an integral part of Singapore's workforce, and ensuring their access to legal recourse is fundamental to upholding fair employment practices. Recognising the challenges they face, including resource limitations and language barriers, this partnership with Pro Bono SG is a crucial step in providing direct, on-the-ground legal support. By co-locating the MWLC at MWC's Serangoon office, we're streamlining access to essential assistance and legal advice at a convenient location. The MWLC is more than just a legal aid service; it's a commitment to ensuring every worker in Singapore feels heard, valued and protected.

Mr Michael Lim, Executive Director of the
Migrant Workers' Centre



Inclusive Justice Law Centre

Access to justice is not only about the availability of legal assistance, but also whether people can understand and navigate the legal system. For individuals with invisible disabilities, legal processes and paperwork can pose additional challenges. Pro Bono SG's inaugural **Access to Justice Symposium** in 2025 helped catalyse the formation of the **Inclusive Justice Taskforce**. The establishment of the **Inclusive Justice Law Centre (IJLC)** marked the next step in that journey – moving from dialogue to dedicated implementation.

Established through a Memorandum of Understanding signed on 16 March 2026 with the Rao Family Foundation, **IJLC** will provide tailored legal guidance and representation, legal literacy workshops and volunteer training. Operations commenced in the



IJLC brings together lawyers, policymakers, law enforcement officers, social service professionals, healthcare experts, community partners and caregivers. I also thank Pro Bono SG, particularly CEO Mr Tanguy Lim, for its strong support. The IJLC launch today is exactly the kind of ground-up initiative we hope to encourage.

Mr Eric Chua, Senior Parliamentary Secretary for the Ministry of Law and Ministry of Social and Family Development

16 March 2026

Guest-of-Honour: Mr Eric Chua

Senior Parliamentary Secretary, Ministry of Law and Ministry of Social and Family Development



second half of 2026, with the first touchpoint at the MINDS Community Hub at Geylang Serai. There, Pro Bono SG will work with partners such as MINDS to improve access to legal assistance for persons with invisible disabilities and additional support needs.

Anchored by a dedicated community lawyer, **IJLC** will also

develop practical resources and conduct research to strengthen understanding of the legal and social barriers faced by this community. With funding from the Rao Family Foundation over two years, the Centre will strengthen capabilities across the legal and social service sectors and support a more inclusive justice system.

IJLC represents a deliberate step forward in deepening our understanding of individuals with invisible disabilities, providing tailored legal support, and building the capabilities and partnerships needed to serve them well. It reflects our commitment to ensuring that individuals with invisible disabilities are supported, understood and properly advocated for within the legal system.

Mr Dinesh Dhillon,
Chairman of Pro Bono SG

Community Legal Services

Community Legal Clinics

Pro Bono SG's **Community Legal Clinics** provide free, one-off legal consultations for individuals who may not be able to afford legal services and are seeking guidance on personal legal matters. As an accessible first point of contact, the clinics help applicants understand their legal position, explore their options and navigate appropriate next steps, with guidance provided by our volunteer lawyers.

Run in partnership with the five Community Development Councils (CDCs), the legal clinics continue to bring legal support into the heartlands through a mix of in-person and virtual consultations. In FY2025/26, the clinics supported 1,463 individuals, helping them navigate legal challenges ranging from personal to workplace issues. Through this network, we continue to make early legal guidance more accessible to individuals who may otherwise face barriers to seeking help.

Common Case Types

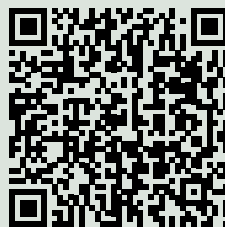
1. Divorce, Personal Protection Order (PPO), Maintenance and Custody
2. Employment and Workplace Issues
3. Estate (Probate and Wills)
4. General Service and Hire Agreements (Consumer Service Disputes)
5. Mental Capacity / Guardianship / Deputyship/ Adoption



"Grateful for the pro bono legal clinic service. It is helpful for individuals who are lost and overwhelmed by the complex legal system."



Locate your nearest Legal Clinic:



Specialised Legal Clinics

Recognising that different communities face distinct barriers and legal needs, Pro Bono SG provides specialised legal clinics tailored to specific groups. These clinics draw on our experience, community insights and partnerships to provide focused and accessible legal guidance, in collaboration with community partners.

In FY2025/26, our specialised legal clinics supported 319 individuals, including arts practitioners, workers, migrant workers, youths and other vulnerable groups. Together, these clinics enable us to respond to diverse legal needs while making support more accessible and relevant to the communities we serve.

Advocates for the Arts Legal Clinic

The **Advocates for the Arts (AfA)** Legal Clinic provides tailored legal

guidance to artists, creatives and cultural practitioners who may face legal issues on matters ranging from privacy and confidentiality to liability and contract disputes. Eligible applicants are matched with experienced volunteer lawyers for extended one-off consultations, allowing them to explore their concerns in greater depth. In FY2025/26, the clinic provided in-depth legal guidance to one applicant.

The clinic forms part of Pro Bono SG's broader efforts to strengthen legal support for the arts community. A new collaboration with the National Arts Council's Arts Resource Hub (ARH), announced by Minister of State Mr Baey Yam Keng during the Committee of Supply Debate 2026, will further expand support for self-employed arts persons through educational programmes, tailored legal resources and access to legal consultations with a dedicated onsite lawyer.

Common Case Type

1. Contracts & Agreements

LawWorks Legal Clinic

LawWorks, Pro Bono SG's long-standing partnership with National Trade Unions Congress (NTUC), provides accessible legal

guidance to working individuals on employment-related and other community legal matters. Held monthly, the clinic connects NTUC members with volunteer lawyers who empower workers to better understand their rights and options, reinforcing Pro Bono SG's commitment to supporting everyday Singaporeans in the workforce.

In FY2025/26, the **LawWorks Legal Clinic** supported 80 individuals, with workplace issues among the most common matters raised. The clinic also provided guidance on a range of personal legal concerns, including estate and probate matters, wills, divorce and custody and landlord-tenant disputes. Through this ongoing partnership, **LawWorks** continues to provide workers with a trusted avenue to seek early legal guidance when they encounter legal challenges.

Common Case Types

1. Employment
2. Others
3. Divorce / Ancillary Matters
4. Estate / Wills / Probate
5. Consumer Protection

Migrant Workers' Legal Clinic @ Angullia Mosque

Running since 8 May 2022, the **Migrant Worker Legal Clinic** offers a safe and trusted space for free legal guidance tailored to the needs of migrant workers in Singapore. Held at Angullia Mosque in Little India, a culturally familiar location, the clinic

provides multilingual interpretation, simplified registration and flexible consultation options to help workers understand their rights, explore their legal options and access further assistance where needed.

In FY2025/26, the clinic supported 36 migrant workers, providing guidance on issues including salary claims, criminal matters, workplace injuries, scams and employment disputes. The clinic continues to serve as an important community touchpoint for migrant workers, complementing the broader support provided through the **MWLC**.

Common Case Types

1. Criminal Matters
2. Employment agent
3. Salary claims
4. Landlord / Tenant
5. Injury claims

Non-Resident Legal Clinic

The **Non-Resident Legal Clinic** provides free legal guidance to foreigners in Singapore who are not part of a local household or the migrant worker community. Operating virtually, the clinic offers an accessible avenue for vulnerable non-residents to seek guidance on personal legal matters.

In FY2025/26, the clinic supported 101 individuals, with employment and workplace issues, family matters, landlord-tenant disputes and harassment among the areas of concern. By providing a dedicated avenue for non-residents

to seek early legal guidance, the clinic extends access to justice to individuals who may otherwise face barriers in navigating Singapore's legal system.

Common Case Types

1. Divorce, Personal Protection Order (PPO), Maintenance and Custody
2. Employment and Workplace Issues
3. Landlord / Tenant Disputes
4. Investigations by Government Agencies
5. Bankruptcy

Support Centre for Women Victims of Violence (for members of the French community in Singapore)

The **Support Centre for Women Victims of Violence** provides legal support to French-speaking expatriate women in Singapore affected by violence. A collaboration between Barreau de Paris Solidarité and the Law Society of Singapore, the Centre administered by Pro Bono SG provides a safe and confidential avenue for French-speaking expatriate women in Singapore affected by violence to seek initial legal advice and navigate the legal systems of both France and Singapore.

Women receive advice on French law from a Barreau de Paris Solidarité lawyer, alongside guidance from Singapore-qualified volunteer lawyers familiar with local legal processes. The Centre also works with partner organisations to connect clients with wider

Community Legal Services

support, including counselling and emergency accommodation. In FY2025/26, the Centre supported 13 individuals, providing coordinated legal and social support to women navigating complex and often urgent circumstances.

Youth and Community Legal Clinic

The **Youth and Community Legal Clinic** provides accessible legal guidance to applicants aged 35 and below, through a peer-to-peer approach that matches applicants with volunteer lawyers who are close in age. This helps create a conducive setting for youths to discuss personal legal concerns and understand their options.

In FY2025/26, the clinic supported 88 young applicants on matters including employment and workplace issues, family disputes, consumer service disputes, personal loans and criminal charges. Its targeted approach, coupled with lawyers attuned to the realities of youth experiences, enables the clinic to provide practical, empathetic and actionable legal guidance.

Common Case Types

1. Divorce, Personal Protection Order (PPO), Maintenance and Custody
2. Employment and Workplace Issues
3. Criminal Charges
4. Landlord / Tenant Disputes
5. Personal Loan (between individuals)

Network Clinics

In line with our mission to bring access to justice closer to vulnerable and marginalised individuals, Pro Bono SG extends our support and resources to legal clinics and organisations that join our network through a Memorandum of Understanding. **Network clinics** benefit from professional indemnity insurance for volunteer lawyers, support with volunteer recruitment, training for staff and volunteers, and access to Pro Bono SG's resources and expertise.

Centres that form part of the Network Clinics under the MOU between Pro Bono SG and the People's Association.

Non-PA Network Clinics

We also have eight **Network Clinics** set up in collaboration with partners including Catholic Lawyers Guild (Singapore), Eurasian Association Legal Clinic, National Trade Unions Congress (NTUC), Persatuan Pemuda Islam Singapura (PPIS), Singapore Council of Women's Organisation, Singapore Sindhi Association, SHE Legal



Through this network, we strengthen the capacity of community organisations to provide accessible legal support within spaces that are familiar and trusted by the communities they serve. Today, our network comprises 32 clinics across Singapore.

Network Clinics in Collaboration with People's Association

There are 24 Community Clubs/

Clinic and Singapore Management University Pro Bono Centre.

Our Assistance Schemes

At Pro Bono SG, we believe in Justice for All, especially for the most vulnerable. For people facing life-changing criminal, family or civil legal matters, having access to legal representation can make a critical difference. Our lawyers help clients

navigate complex legal processes, understand their legal position and advocate for them.

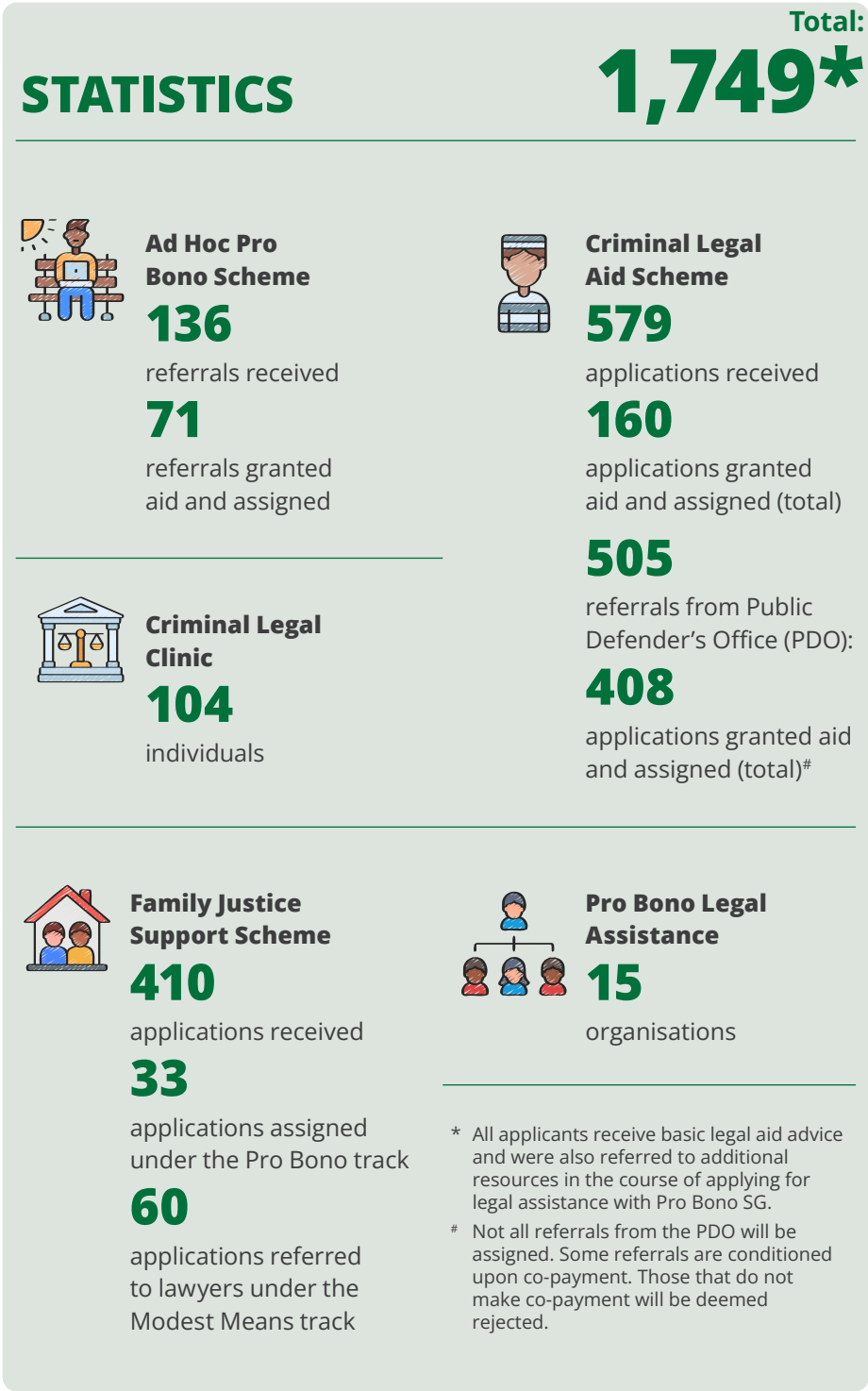
Our core representation work brings this vision to life through three flagship schemes: the **Ad Hoc Pro Bono Scheme (AHPBS)**, the **Criminal Legal Aid Scheme (CLAS)**, and the **Family Justice Support Scheme (FJSS)**. Every applicant undergoes means and merits assessments, so that support reaches those who need it most.

In FY2025/26, 1,749 individuals received support through these schemes, enabling them to better understand their legal options and access the assistance they need.

Ad Hoc Pro Bono Scheme

The **Ad Hoc Pro Bono Scheme (AHPBS)** provides free legal representation for individuals with urgent and exceptional legal needs who do not qualify for existing legal aid schemes. These are often individuals facing serious legal challenges, but whose circumstances fall outside conventional eligibility criteria.

Referrals come through trusted partners, including the Courts, social service agencies, government bodies, other legal aid schemes and private lawyers. Each case is assessed for means and merits before eligible applicants are matched with a volunteer lawyer.



Community Legal Services

In FY2025/26, **AHPBS** received 136 referrals and assigned 71 cases to volunteer lawyers. By providing timely representation in exceptional circumstances, the scheme helps ensure that people facing serious legal jeopardy are not left to face it alone.

Top 3 Case Types

1. Civil
2. Criminal
3. Family

Criminal Legal Aid Scheme (CLAS)

Since its beginnings as a grassroots initiative in 1985, the **Criminal Legal Aid Scheme (CLAS)** has been a cornerstone in advancing access to justice in Singapore's criminal justice landscape. At its heart is a simple principle: to ensure that accused individuals do not navigate the criminal justice system alone due to financial constraints.

CLAS supports accused persons in Singapore in two key ways. First, it provides legal assistance to those who do not qualify for national legal aid schemes, such as foreign accused persons who are unable to afford a lawyer and face charges for non-capital offences

under statutes covered by **CLAS**. Second, **CLAS** co-delivers legal aid with the Public Defender's Office (PDO) to eligible Singaporeans and Permanent Residents under the national legal aid scheme. Approximately 40% of cases processed by the PDO are referred to **CLAS** for assignment to its volunteers and in-house lawyers.

In FY2025/26, **CLAS** received 579 direct applications and provided full legal representation to 160 applicants. It also received 505 PDO referrals, of which 408 were granted representation.

The **Criminal Legal Clinic**, run by the **CLAS Fellowship**, provides a further avenue for applicants who narrowly miss the PDO's means test and may otherwise be left without legal support. The Clinic offers basic legal guidance and, where appropriate, pathways to further pro bono representation. In FY2025/26, the Clinic supported 104 individuals, expanding the safety net for accused persons.

Family Justice Support Scheme

The **Family Justice Support Scheme (FJSS)** bridges critical

gaps in access to family law support. **FJSS** targets two key underserved groups in matrimonial matters.

Under the Modest Means Track, litigants who narrowly miss the Legal Aid Bureau's (LAB) means test but cannot afford standard legal fees are matched with volunteer family lawyers who provide legal services at reduced fees, easing the financial burden. Under the Pro Bono Track, eligible foreign spouses with Singaporean children who meet the means threshold but are ineligible for national legal aid due to their residency status receive full legal representation at no cost, ensuring no family is left without access to justice.

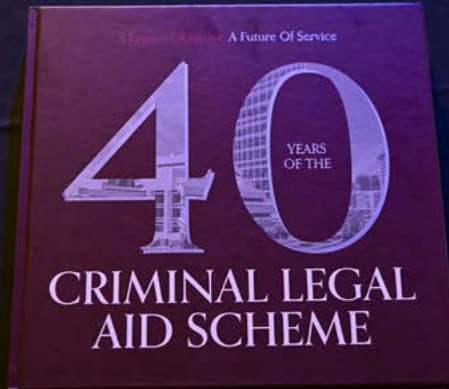
In FY2025/26, **FJSS** received 410 applications. Of these, 33 applicants received full legal representation under the Pro Bono Track, while 60 were referred to panel lawyers under the Modest Means Track. Through these two pathways, **FJSS** helps ensure that neither financial circumstances nor residency status prevents vulnerable families from accessing the legal support they need.

40 Years of CLAS: A Legacy of Justice, A Future of Service

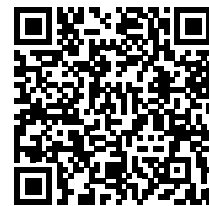
In 2025, Pro Bono SG commemorated the 40th anniversary of CLAS, celebrating the community that has shaped and sustained the scheme over four decades. The milestone was marked by the launch of a commemorative coffee table book and documentary, both titled *40 Years of CLAS: A Legacy of Justice, A Future of Service*.

Bringing together stories and reflections from past and present **CLAS** lawyers, the commemorative project captures the scheme's enduring impact and legacy, while looking ahead to its continued role in advancing access to justice. The book also features forewords from Chief Justice Sundaresh Menon, Mr K Shanmugam, SC, and Mr Edwin Tong, SC.

We were honoured to celebrate this milestone with Guest-of-Honour Minister Edwin Tong, alongside our supporters, partners, volunteers, committee members, and past and present secretariat.



Read the commemorative coffee table book:



As we commemorate SG60 this year, let us continue to build on the spirit of community and care that lies at the heart of our nation. I look forward to strong support from Pro Bono SG and the legal fraternity, as we strive toward a fairer and more inclusive society.

Minister Edwin Tong, SC

Community Legal Services

Regional Collaborations

Pro Bono SG continued to strengthen relationships with regional partners, recognising that the legal needs of vulnerable communities can extend across borders.

Our engagement with the Indonesian Embassy provided an opportunity to share our legal services, including our work supporting Indonesian citizens through various assistance schemes, as well as our legal awareness and outreach efforts. The Embassy expressed interest in collaborating with Pro Bono SG on legal awareness talks for Indonesian citizens in Singapore, particularly migrant domestic workers.

Our partnership with Yayasan Tan Sri Professor Ahmad Ibrahim in Malaysia marked a step forward in strengthening cross-border collaboration, including student and volunteer networking, joint legal research, and coordinated support for migrant workers and



other vulnerable communities. The partnership reflects our shared commitment as members of the legal profession to support those in need, regardless of nationality.

Pro Bono SG also participated in the **13th Asia Pro Bono Conference & Access to Justice Exchange** in Mongolia, contributing to regional discussions on court transparency, pro bono ecosystems and partnerships to scale access to justice. Our team shared insights

from initiatives such as **Pro Bono Weeks**, exploring how jurisdictions can leverage such initiatives to inspire, celebrate and grow pro bono volunteerism, and presented our partnership with PDO as a model for scaling access to justice. The conference provided valuable opportunities to exchange ideas and best practices with pro bono practitioners across the region, strengthening our efforts to build a more effective and sustainable pro bono ecosystem in Singapore.



Our Lawyers



Sadhana Rai
Chief Representation Officer



Pramnath Vijayakumar
Deputy Director,
Community Legal Services



Goh Qian Hui
Assistant Director,
Community Legal Services



Azri Imran Tan
Criminal Legal Aid
Scheme Advocate



Foong Ke Hui
Community Law Advocate



Kayshavani Kuppusamy
Community Law Advocate



Lee Wei Liang
Community Law Advocate



Nur Shukrina
Community Lawyer,
Migrant Workers' Initiative



Sujesh Anandan
CLAS Advocate



Alysha Ratnam
CLAS Fellow



Benedict Koh
Community Lawyer,
Inclusive Justice Law Centre



Charmaine Tham
Community Law Fellow



Lorraine Lai
Community Law Fellow



Tengku Nur Azura
CLAS Fellow

Community Legal Services

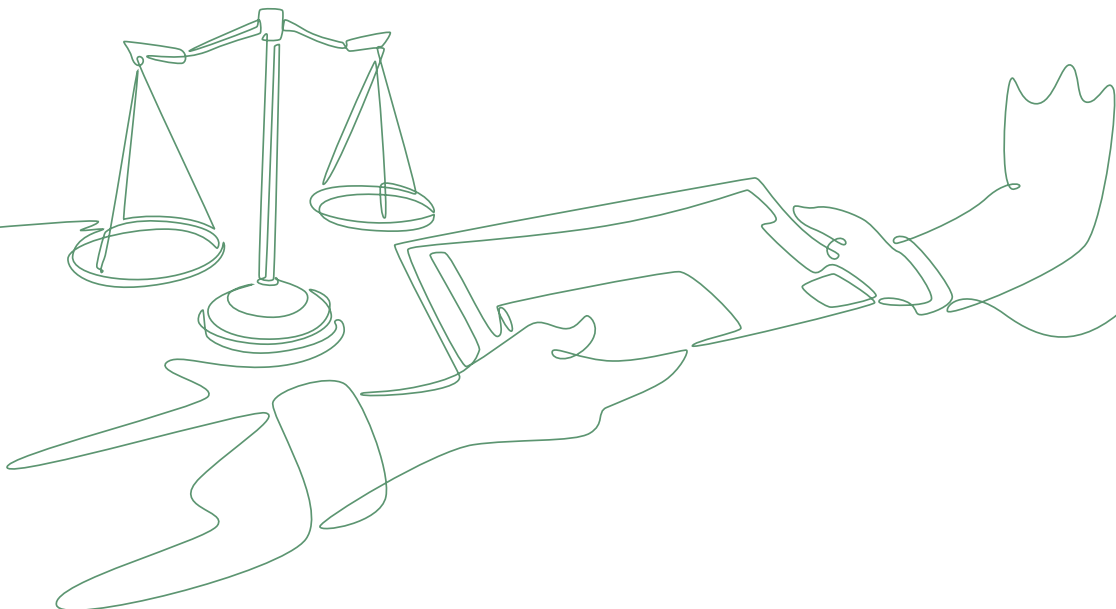
Pro Bono SG's in-house lawyers play a central role in delivering legal services to individuals and communities who face barriers to accessing justice. Working alongside our network of volunteer lawyers, the team provides **Community Legal Services**, while also contributing to outreach, legal education and community partnerships.

From providing essential guidance at our **Community Law Centres** and **Legal Clinics**, to representing vulnerable individuals under our **CLAS**, **FJSS**, and **AHPBS** schemes, our community lawyers bring both heart and skill to every case they handle. Beyond individual cases, our lawyers work closely with social service agencies, community

partners and volunteers to better understand emerging needs and strengthen how legal support is delivered.

Together, our in-house lawyers bring legal expertise, community knowledge and a strong commitment to Justice for All – helping Pro Bono SG respond to legal needs while strengthening the wider pro bono ecosystem.

Find out more about our lawyers:



Non-Profit Legal Services

Non-profit organisations play an important role in strengthening communities and creating social impact, making it important for them to consider the legal and governance considerations that underpin their mission, operations and activities. Our **Non-Profit Legal Services (NLS)** provide charities, ground-up initiatives, social enterprises and other organisations in the social impact sector with access to legal assistance, helping them navigate these issues responsibly, stay focused on their missions and amplify their impact.

Place-Based Service Delivery

Inspired by the success of our **Community Law Centres** in bringing legal help closer to where people are, we established dedicated touchpoints for our **NLS** at The Foundry in July 2025 and Temasek Shophouse in January 2026. Through these touchpoints, we create opportunities to build relationships, increase awareness of our services, deepen understanding of the sector's needs and make it easier for organisations to seek legal support when they need it.

Being physically present matters because proximity lowers barriers and increases both physical and psychological accessibility. Embedding legal support within community spaces encourages

STATISTICS



Non-Profit Legal Clinic

83

non-profits received legal guidance



Pro Bono Legal Assistance

15

non-profits received extended corporate legal services



Non-Profit Legal Services events

222

non-profit representatives attended

organic conversations, trust-building and earlier identification of legal issues before they escalate. It also reminds us that legal issues are rarely standalone, but are often connected to broader funding, governance, programme and operational realities for non-profits.

At The Foundry, Pro Bono SG is part of an ecosystem of organisations supporting the social impact sector. Our presence enables non-profits to access legal clinics, legal risk assessments and capacity-building programmes alongside other forms of organisational support.



Non-Profit Legal Services

At Temasek Shophouse, Pro Bono SG is part of the Commissioner of Charities' Shared Services Initiative for Charities, which brings together organisations to strengthen charities' regulatory compliance and operational capabilities. Through consultation clinics, training sessions and webinars, the initiative provides charities with guidance across areas including governance, regulatory submissions, talent management and digitalisation. Pro Bono SG contributes legal expertise to help charities navigate the legal considerations that underpin their work.

This proximity has translated into better understanding, stronger relationships and more targeted, holistic programmes. It has also extended the reach of our existing services, as reflected in the significant increase in applications, and informed the development of additional targeted services such as **Totally Legal**, a series of capacity-building legal talks and workshops on curated topics based on commonly seen legal issues, and **Legal Health Checks**, which help organisations identify legal and governance gaps and risk areas.

Non-Profit Legal Clinic

The **Non-Profit Legal Clinic (NPLC)** provides free, one-time



The Foundry
11 Prinsep Link, Singapore 179021

consultations for charities, social enterprises, ground-up initiatives and other non-profit organisations seeking clarity on legal issues. Conducted by volunteer lawyers through an online meeting during office hours, the clinic offers accessible legal guidance to help organisations better understand their options and make informed decisions. Where further assistance is required, organisations may be referred to other legal services. In FY2025/26, the **NPLC** supported



Temasek Shophouse
28 Orchard Rd, Singapore 238832

83 organisations, up from 15 organisations in the previous year, following the expansion of our touchpoints.

Top 5 Case Types

1. Entity Legal Structure and Corporate Governance
2. Contracts and Agreements
3. Grants and Fundraising
4. Dispute and Conflict
5. Intellectual Property

Pro Bono Legal Assistance

Pro Bono Legal Assistance (PBLA) is a matching service that connects eligible non-profit organisations with volunteer law firms for complex, non-litigious legal matters. Support may include reviewing contracts, strengthening governance structures, navigating regulatory requirements and addressing corporate or commercial issues. Organisations that meet the means test are matched with a volunteer law firm, which takes on the organisation as a pro bono client and provides legal support at no cost.

In FY2025/26, 15 non-profit organisations were matched with volunteer law firms through **PBLA**, helping them navigate legal challenges, manage risks and strengthen their capacity to grow their impact.

Building Legal Capability for Non-Profits

Pro Bono SG works with partners to strengthen the legal capability of non-



Interpreting legal terms can indeed be quite intimidating, but I'm glad that Pro Bono SG is able to act as a bridge between the community and the legal space.

Client, Non-Profit Legal Clinic



profit organisations through practical learning and hands-on support.

Totally Legal: Empowering Nonprofits

Totally Legal: Empowering Nonprofits, a legal education series by Pro Bono SG, Rajah & Tann Singapore and The Majority Trust, comprises eight sessions covering practical legal issues faced by non-profits, delivered over two years. The first session, Getting

Contracts Right!, explored contracts, memorandums of understanding (MOUs) and common issues in charity partnerships, followed by a hands-on workshop where participants applied their learning to draft a contract.

Legal Health Checks for Charities

We also partnered with the Singapore Corporate Counsel Association (SCCA) to organise two **Legal Health Checks for Charities**, bringing volunteer lawyers together with charities to identify governance and compliance gaps. The inaugural session on 6 November 2025 saw 23 charities receiving support from over 65 volunteers, while the second



As a charity organisation, we do not have access to readily available funds or support, so this service enables us to remain compliant with the strict IPC requirements.



Client, Non-Profit Legal Clinic

session matched over 60 volunteers with 20 charities. Participating charities received tailored insights and recommendations to help strengthen their governance and manage legal risks. All participants from the second session said that the legal health check was useful to their work and that they would attend or recommend similar sessions.

White & Case LLP also supported the initiative by adapting the PILnet Legal Health Check Resource to the Singapore's charity landscape, providing a practical reference for charities to assess and strengthen their governance and compliance practices.

We were impressed that the lawyers assigned to us took the time to research on our charity before meeting us. Their insights and advice were well considered, and we found their counsel to be very helpful.

Participant,
Legal Health Check



The volunteers were very helpful and patient in explaining why certain aspects were important to comply with, and what was lacking from a risk management perspective. The checklist was also incredibly effective in structuring our discussions.



Participant, Legal Health Check



Lunch and Learn at The Foundry

As part of our residency at The Foundry, Pro Bono SG participates in initiatives offering opportunities to engage with the social impact organisations in The Foundry's network. An example is the **Lunch and Learn** event, which offers practical knowledge on issues relevant to their work. One

session, *NPOs Contracts Decoded: Partnerships, Donations and Grants*, covered the fundamentals of drafting effective contracts, including key considerations for partnerships, donations and grants. The session equipped organisations with practical tips to structure agreements clearly, set expectations and manage potential legal risks.

Our Volunteer Community

In FY2025/26, Pro Bono SG supported and engaged more than 16,000 individuals and social impact organisations through our legal awareness initiatives, community legal services and non-profit legal services.

At this scale, skills-based volunteers are essential to our mission. Volunteer lawyers bring their legal expertise to provide advice, representation and other forms of support, enabling us to reach more individuals and communities who may otherwise face barriers to accessing justice. Beyond lawyers, law students, interns and non-legal volunteers also contribute their skills and time across our programmes and operations.

Together with the generous support of our donors and partners, this community contributes their time, talent and treasure to strengthen access to justice. Their collective commitment enables Pro Bono SG to extend the reach of our work and build a stronger, more inclusive pro bono ecosystem.

As Pro Bono SG's volunteer community grows, we continue to strengthen how we recruit, onboard and support volunteers so they can contribute meaningfully to our work. Our Volunteer Engagement team adopts a structured approach covering recruitment and placement, onboarding, mentorship, retention and capability-building.

STATISTICS

Total:
2,904*



Volunteer Lawyers

673

volunteer lawyers provided pro bono legal representation

798

volunteer lawyers provided legal consultations

34

lawyers volunteered for Non-Profit Legal Clinics and Pro Bono Legal Assistance

41

Volunteer lawyers were engaged for 581 sessions of the On-Site Legal Clinic (OSLAS) at the State Courts



Volunteer Interpreters

180

volunteer interpreters engaged for 731 consultations



Outreach Volunteers

146

volunteers mobilised for legal awareness outreach



Other Volunteers

564

volunteers contributed across Pro Bono SG's programmes, including as merits testers, front desk volunteers, mentors and webinar speakers



Student Volunteers

468

students volunteered across all schemes (note taking)

*Active volunteers in FY2025/26. Not unique

Our Volunteer Community

BB
When lawyers reconnect with their calling to enable access to justice, the profession does not just endure, but thrives.

Mr Dinesh Dhillon,
Chairman of Pro Bono SG,
at NUS Law Pro Bono
Awards 2026



More than

30,000

volunteer hours are clocked by Pro Bono SG's volunteer lawyers and non-legally trained volunteers



New volunteers are introduced to Pro Bono SG's work and our **Volunteer Code of Conduct**, which sets out expectations around confidentiality, responsible handling of personal data and the well-being of service users. Ongoing training and development opportunities further equip volunteers with the knowledge and skills needed to serve effectively. We create opportunities for volunteers and prospective volunteers to learn about pro bono work, connect with the communities we serve, build relationships with fellow volunteers and access support throughout their volunteering journey.

Recruitment Events

We continued to engage prospective volunteers through

targeted outreach, connecting them with opportunities that match their interests and skills. Our recruitment efforts included engagements with law students and the wider legal community through the **SMU Future Lawyers Singapore Conference, NUS Law Careers Fair and NUS Pro Bono Awareness Weeks Carnival and Mass Call 2026**. We also met with law firms to share about volunteering opportunities and encourage greater participation in pro bono work.



468

student volunteers clocked more than **35,000** pro bono hours



Pro Bono Weeks

Pro Bono Weeks brought together the legal community – including local and international law firms, in-house counsel associations and Institutes of Higher Learning (IHL) – to strengthen the pro bono movement and advance access to justice.

The campaign created opportunities for the legal profession to learn, connect and contribute, from sharing pro bono practices and strengthening collaboration with social service organisations, to engaging students and supporting volunteer development. It also provided a platform to raise awareness and resources for Pro Bono SG's work, while deepening understanding of the legal needs of vulnerable communities.

Pro Bono Weeks highlighted what can be achieved when the legal community comes together around a shared commitment to justice.

Highlights of Pro Bono Weeks

- **A Taste of Pro Bono** – On 29 January 2026, Pro Bono SG hosted A Taste of Pro Bono, bringing together lawyers, current volunteers and prospective volunteers to explore the different ways they could contribute. The session addressed common questions around volunteering opportunities, time commitments and available support, giving those considering pro bono work greater clarity on how they could get involved.



- **The Foundry Tour** – IHL students visited The Foundry on 5 February 2026 to learn more about Pro Bono SG's work, programmes and operations. The tour gave students a closer look at how their contributions can support access to justice and encouraged them to explore volunteering opportunities.
- **Pro Bono Roundtable @ Linklaters** – Held on 5 February 2026, the roundtable brought together volunteers and the community organisations to exchange perspectives on pro bono and social impact. Linklaters shared insights into its social impact initiatives, while Pro Bono SG, Babes Singapore and Hagar Singapore highlighted their respective missions and collaborations with the firm. The roundtable provided fresh perspectives, practical ideas and renewed inspiration for volunteers seeking to deepen their social impact.



Our Volunteer Community

- Tian De Temple Tour – On 13 February 2026, IHL students visited the Community Law Centre @ Tian De Temple to learn more about its community-facing work and outreach efforts. The tour highlighted how legal assistance and social support can work together to address the needs of individuals and families, and encouraged students to consider how their skills can contribute beyond traditional legal settings.
- Pro Bono Weeks also culminated in Just Jalan 2026, Pro Bono SG's flagship fundraising walkathon, which brought the community together in support of access to justice. On 14 March 2026, participants gathered at The Kallang for the physical walk, officiated by Chief Justice Sundaresh Menon, while others took part virtually. Together, participants clocked more than 18,000km and raised \$1.74 million to support Pro Bono SG's work in providing legal assistance to vulnerable communities.





We continue to support Just Jalan year after year because it aligns closely with our long-standing partnership with Pro Bono SG, and it creates an opportunity for collective participation. Walking together, fundraising together, and involving family and friends reinforces that access to justice is a responsibility we all share.

Volunteering at community legal clinics and supporting roundtable discussions deepen our lawyers' understanding of the real-world impact of the law. They also build empathy, perspective, and professional confidence particularly for younger lawyers. By combining volunteering, knowledge sharing, and sustained financial support, we foster a culture where pro bono is an integral part of being a lawyer at A&O Shearman.

Gautam Narasimhan, Managing Partner,
A&O Shearman (Singapore)



Volunteer Capability Building

As the legal landscape evolves, we continue to equip our volunteers with the knowledge and perspectives needed to serve effectively. Through quarterly roundtables, training, knowledge-sharing and opportunities to engage with emerging issues, we support volunteers in developing their skills while strengthening the quality and relevance of pro bono service.

The **CLAS Training Programme 2025** by **PBSG Academy** provides structured training in criminal defence through expert-led modules and practitioner panels, equipping lawyers with practical knowledge and insights to support their work under the **CLAS**. The programme covers 15 modules, providing opportunities for practitioners to deepen their understanding of criminal defence practice and learn from experienced members of the profession.

We also created opportunities for volunteers to engage with broader issues affecting the communities they serve. On 20 May 2025, we co-hosted a **Pro Bono Roundtable with Cooley**, bringing together legal practitioners and students to discuss what meaningful impact means in pro bono practice and

Our Volunteer Community



how the legal profession can better support marginalised communities. Representatives from Unlocking ADHD and The Majority Trust shared perspectives on the social sector landscape and the legal, governance and compliance challenges faced by non-profit organisations, highlighting opportunities for lawyers to apply their expertise in support of the sector.

The **Pro Bono Roundtable on the Ethical Principles of Pro Bono and Artificial Intelligence**, held on 4 November 2025 in collaboration with K&L Gates Straits Law, explored the responsible use of AI in pro bono work. Legal professionals, representatives from the Singapore Courts and industry experts discussed how emerging technologies can be used while upholding principles such as transparency, fairness, explainability, safety and human-centricity. An interactive Q&A further encouraged discussion on how technology can enhance pro bono services while maintaining professional and ethical standards.



I enrolled in Pro Bono SG's CLAS training programme to strengthen my understanding of criminal defence, as I primarily support Indonesian-speaking clients who require language assistance when accessing legal services. However, learning must be complemented by client meetings. Every case is different, and every client has a unique story. The more people I meet, the better I understand not only how our legal system works, but also how people think, cope and make decisions during difficult times.



Gusti Seruni,
Volunteer for Community Law Centres



Building the Next Generation of Volunteers

Our fortnightly **Chat with a Volunteer Lawyer** sessions give interns the opportunity to engage directly with volunteer practitioners and hear about their experiences in the legal profession and pro bono work.

Over 150 interns from local and overseas institutions joined these dialogue sessions, where volunteer lawyers shared candid insights on their motivations for pursuing law and pro bono work, choosing a specialisation and developing the skills needed for a fulfilling legal career. For our volunteer lawyers, the sessions also provide an opportunity to share their experiences and mentor the next generation.

As part of the **Pro Bono SG x A&O Shearman Insight Week and Summer Internship** in September 2025, students visited Tian De Temple to gain first-hand insight



Pro Bono SG stood out to me as an opportunity to learn how the law serves our community while contributing to a meaningful cause. Volunteering has allowed me to see first-hand how legal assistance can empower people facing difficult circumstances and help them navigate the legal system.



Yip Jun Yi, Student Volunteer for Community Law Centres



into the communities served by the Centre and how legal support can help address their needs. The visit exposed them to the intersection of legal and community work, and encouraged them to consider how they can contribute to supporting underserved communities in their future careers.

The **Clifford Chance Elevate Programme** also provided an opportunity for law undergraduates on bursaries to gain exposure to community-based legal practice. On 23 March 2026, students interning with Clifford Chance visited the **Community Law Centre @ Tian De Temple**, where our team shared insights from their community legal work, discussed real-world cases and explored the role of legal aid in supporting vulnerable communities.

Supporting Volunteer Well-being

Recognising the unique demands of balancing legal practice with pro bono work, Pro Bono SG launched the **Wellness Buddies Programme** in August 2025 to support the well-being of our volunteer lawyers.



Our Volunteer Community

The peer support initiative connects volunteer lawyers with a buddy of their choice for peer support, general guidance and shared resources. By creating a space for volunteers to learn from and support one another, the programme strengthens the sense of community within our volunteer network and provides an additional source of support throughout their pro bono journey.

Celebrating Our Volunteers

Our volunteers are at the heart of Pro Bono SG's work. Throughout the year, we celebrated the individuals and organisations who generously share their time, expertise and skills to advance access to justice and support the communities we serve.

At the **Law Awareness Weeks @ CDC Launch**, top **Community Legal Clinics** volunteers, Anchor Law Firms, as well as speakers and moderators who contributed



to legal talks, were recognised with certificates of appreciation presented by the Mayors.

The **LawWorks Volunteer Appreciation Dinner** also brought together volunteer lawyers supporting the partnership with NTUC. Through monthly legal clinics and quarterly legal primers, these volunteers helped make legal support and knowledge more accessible to the community.

We also celebrated our volunteers at our SG60-themed **Volunteer**

Appreciation Dinner, bringing together members of our volunteer community for an evening of connection and appreciation. Through games including human bingo and Pro Bono SG trivia, volunteers had the opportunity to get to know one another beyond their work. The evening celebrated the camaraderie and community spirit that underpin our pro bono movement, while recognising the volunteers who make our work possible.

We also recognised the contributions of volunteers and other champions of access to justice at the annual Pro Bono SG Awards 2026, which honoured individuals and organisations whose commitment to pro bono work has helped build a fairer and more inclusive society. A total of 150 awards were presented, recognising the many people who helped enable access to justice in Singapore.





Pro Bono Ambassador FY2025/26

The Law Society Pro Bono Ambassador Award recognises individuals with an established track record of pro bono service, outstanding professional standing and legal competence, and the ability to engage, influence and inspire fellow practitioners. For FY2025/26, the award was conferred on Mr Periowsamy Otharam, better known as Mr P O Ram.

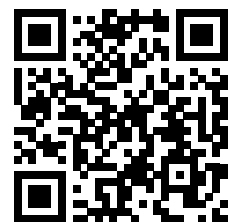
Mr Ram has devoted more than five decades to the law, public service and justice. A strong advocate of Pro Bono SG's mission and head of pro bono at K&L Gates Straits Law, he has handled 75 CLAS cases since 2008, supported the Paris Bar Support Centre in 2022, and mentored young lawyers undertaking CLAS cases. He also serves on the panel of lead counsel under the Legal Aid Scheme for Capital Offences.

His commitment to pro bono has been recognised through Pro Bono SG's Top Volunteer Award, which he received for three consecutive years from FY2021/22 to FY2023/24.

Beyond his advocacy and volunteer service, Mr Ram is also the author of *Law and Practice of Tribunals in Singapore*, a practical guide to tribunal law.

His leadership, generosity and sustained commitment to service saw him contribute not only to the legal profession, but also expanding access to justice for those in need. His example reflects the spirit of pro bono and continues to inspire fellow lawyers to use their skills in service of the community.

Scan the QR code to watch Mr P O Ram in conversation with Pro Bono SG Chairman Mr Dinesh Dhillon about his five decades in the legal profession, his pro bono journey, and what continues to inspire his commitment to serving others.



Our Volunteer Community

Partnerships for Volunteerism

Partnerships remain a cornerstone of Pro Bono SG's volunteer strategy and our efforts to advance access to justice. In FY2025/26, we continued to strengthen relationships across the legal profession, professional associations, corporates and Institutes of Higher Learning, creating diverse opportunities for individuals to contribute their skills and expertise in service of the community.

Through initiatives such as **Pro Bono Weeks**, recruitment and

engagement events, **Lunch & Learn** sessions and the **Pro Bono Roundtable** series, we worked with local and international law firms, in-house counsel networks and educational institutions including NUS, SMU and SUSS to engage and inspire volunteers. These partnerships helped broaden our volunteer pipeline while strengthening the pro bono culture across the legal sector.

Our partnerships also enabled lawyers, in-house counsel, law students, interpreters and other professionals to contribute in different ways, from legal clinics

and **Legal Health Checks** to outreach programmes, mentoring and capacity-building initiatives. By bringing together diverse skills and perspectives, we were able to reach more communities and strengthen the quality and relevance of our services.

Together, these partnerships connect people who want to support communities in need, helping to build a stronger and more diverse volunteer network that enables access to justice for all.

Join Us in Making Justice More Accessible!

- **Singapore-qualified lawyers with Practising Certificate**

Represent eligible applicants facing criminal, family, employment and other legal matters

- **Singapore-qualified lawyers (Practising Certificate not required)**

Provide legal guidance to eligible vulnerable and disadvantaged individuals on personal legal matters, and/or social impact organisations on corporate matters such as governance, legal and risk management

- **Interpretation Volunteers (No legal qualifications required)**

Help applicants bridge language gaps in languages including Bengali, Vietnamese, Burmese, Bahasa Melayu, Tamil, Bahasa Indonesia, Mandarin, Thai, Tagalog and others.

All experience levels are welcome, with training and support provided where needed.



Email us at volunteer@probono.sg to find out more.



Volunteer Recognition

Top Volunteers

Alwyn Tan Community Legal Clinics	Jenny Lai Family Justice Support Scheme (FJSS)	Sanjiv Rajan Criminal Legal Aid Scheme (CLAS)
Ashvin Hariharan Criminal Legal Aid Scheme (CLAS)	Odelia Tan Community Legal Clinics	Shaun Ho Community Law Centres
Aw Chee Yao Non-profit Legal Services (NLS)	Raj Singh Shergill Migrant Worker Legal Assistance	T Dinesh Non-profit Legal Services (NLS)
Chooi Jing Yen Criminal Legal Aid Scheme (CLAS)	Richard Siaw Community Law Centres	Tan Shen Kiat Community Law Centres
Felicia Ong Community Law Centres	Richard Tan Ming Kirk Non-profit Legal Services (NLS)	Wong Soo Chih Family Justice Support Scheme (FJSS)



What stood out was the direct impact a short 20-minute consultation could have on an individual’s understanding of their situation and options. While the legal issues may not always be complex, they are often matters of great importance to the applicants involved.

Alwyn Tan, Volunteer Lawyer
for Community Legal Clinics



Our Volunteer Community



Navigating the legal system is daunting, especially for those who are not proficient in English. What has stayed with me is how even a short consultation and acknowledging their struggles can make migrant workers feel seen. As a corporate lawyer, I rarely encounter people in such vulnerable circumstances. These interactions have deepened my empathy and reminded me that helping someone often begins with speaking to them in a language they understand.

Karthik Ashwin Thiagarajan,
Volunteer Interpreter for Migrant Worker Law Centre



Special Recognition

Citibank

The Citibank in-house team in India provided valuable interpretation support to **MWLC**, responding to the growing needs of Tamil- and Bengali-speaking applicants. Beyond regular monthly sessions, team members also stepped forward to support ad hoc interpretation needs, including in their personal capacity. The team supported 19 interpretation sessions in 2025.

Gusti Seruni

Gusti has supported Indonesian migrant workers since 2017, first with HOME and later as a volunteer interpreter with Pro Bono SG. Since joining Pro Bono SG's volunteer network in 2020, she has continued

to bridge the language gap between lawyers and Indonesian-speaking clients, helping them understand legal advice, communicate their experiences and navigate the legal system with dignity.

Karthik Ashwin Thiagarajan

Karthik is a foreign-qualified lawyer and as a volunteer interpreter with Pro Bono SG, Karthik plays an essential role in ensuring that language is never a barrier to accessing justice. Working closely with community lawyers at **MWLC**, he helps Tamil-speaking migrant workers understand legal advice, procedures and their available options, enabling them to participate meaningfully in conversations about their own cases and make informed decisions.

Millie Goh

Millie Goh has contributed more than 300 volunteer hours, preparing detailed case summaries that support efficient legal intake and help lawyers focus on clients' needs. Her warm and patient approach, particularly with seniors and vulnerable individuals, helps build trust and confidence. She also mentors interns and works closely with the team, contributing to both operational continuity and the quality of service provided.

Regana Mydin

Regana has been a dedicated volunteer moderator for **PBSG Academy** webinars since 2021, supporting sessions across **LawWorks, Charities Lean Forward, LAW@CDC** and ethics

modules. She helped create structured and engaging discussions, guiding panellists towards clear and practical insights while keeping sessions accessible to diverse audiences.

Singapore Corporate Counsel Association (SCCA)

SCCA played a key role in launching and scaling the **Legal Health Check** programme for charities, mobilising in-house counsel and students to expand its reach. Its sustained engagement, cross-sector collaboration and commitment to knowledge-sharing strengthened both volunteer participation and programme impact.

The Foundry

The Foundry provided a key platform for the **Legal Health Check** programme for Charities, supporting outreach and collaboration within its social impact hub. By connecting us with non-profits, The Foundry helped broaden the programme's reach and strengthened its engagement with the social impact sector.

White & Case

White & Case played a pivotal role in developing the **Legal Health Check** programme's core questionnaire, guidance materials and templates, helping turn the initiative into a structured

and scalable programme. Their expertise and sustained commitment strengthened the quality, consistency and long-term impact of support provided to charities and volunteers.

Yip Jun Yi

Inspired by his family's emphasis on giving back, Yip Jun Yi began volunteering with Pro Bono SG in June 2024. Despite being a student, he has contributed more than 300 volunteer hours at our **Community Law Centres**. From legal research and case summaries to client intake, triaging and interpretation, Jun Yi has consistently demonstrated a genuine commitment to serving the community.



BB

I assisted a group of people who had devoted their resources to charity but were unable to 'exit' from their charitable efforts due to commercial-legal obligations they had entered into while trying to do more charity. Providing legal help at the Non-Profit Legal Clinic enables the enablers. Even though the better understood part of doing good is when beneficiaries are directly helped, helping the doers is just as important.

Aw Chee Yao, Volunteer Lawyer for Non-Profit Legal Clinic

SS

Supporters and Partners

Top Supporters

We sincerely thank all our donors for their generous support and invaluable contributions throughout the year. Your generosity enables Pro Bono SG to provide essential legal services and reach communities that rely on our assistance.

We also gratefully acknowledge the supporters who contributed \$5,000 or more in FY2025/26. Their generosity and commitment have helped strengthen our capacity to serve those in need.

Diamond Supporter

\$250,000 and above

Migrant Workers' Centre

Platinum Supporters

\$100,000 and above

Diana Koh Fund

Ong Jit Seng

Rao Family Foundation

Gold Supporters

\$50,000 and above

A&O Shearman

Davinder Singh Chambers

Eugene Thuraisingam Asia LLC

Linklaters

Mehigan LLP

Rajah & Tann Foundation

Setia Law

The Majority Trust

TSMP Law Corporation

Wilmar International Limited

Silver Supporters

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Bloomberg

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\$15,000 and above

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Dentons Rodyk & Davidson LLP

Dinesh Dhillon

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Mishcon de Reya
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Reed Smith Pte Ltd
Samuel Chacko
Schellenberg Wittmer
Secretariat International
Singapore Academy of Law
Sng Teck Kheng
Stephenson Harwood (Singapore)
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The Arbitration Chambers
Three Crowns LLP
Toby Landau KC
Vivien Sandhu
Withers KhattarWong LLP
Young Fe Richard Junior

Media Partner

APRW

Our Year Ahead

As Pro Bono SG approaches its 20th anniversary in 2027, we enter the next phase of our journey with a clear focus on building for the future. We will continue to strengthen the ways in which legal support reaches individuals and communities, while ensuring that our organisation remains responsive, sustainable and equipped to meet emerging needs.

Over the past few years, our work has expanded significantly, with new community and specialist touchpoints, court-based services and partnerships extending our reach. As we prepare for our next stage, our focus is not simply on doing more, but on strengthening the foundations that will allow us to deliver our services well and sustainably for the long term.

Central to this is our vision of law as a social service. Legal problems rarely exist in isolation, particularly for the vulnerable communities we serve. We will deepen our community-based and multidisciplinary approach, working alongside partners across the legal, social service and other sectors so that legal assistance can form part of more holistic support. We will also listen to and learn from the communities we work with, so that our services remain relevant and responsive to the realities they face.

The year ahead will also be about consolidating the progress made in FY2025/26 and translating new initiatives into sustainable programmes and longer-term impact. This includes operationalising the **Inclusive Justice Law Centre** and our collaboration with the National Arts

Council at the Arts Resource Hub, while strengthening the systems, partnerships and ways of working needed to support these initiatives over time.

Our people and volunteers are fundamental to this effort. We will invest in organisational and volunteer capabilities, support volunteer well-being, and create opportunities to develop the next generation of pro bono lawyers. These investments are essential not only to the quality of our services today, but to our ability to sustain them into the future.

Delivering this work sustainably will require resources that extend beyond the direct delivery of programmes. Access to justice depends not only on frontline services, but also on the people, systems, technology, governance and partnerships that make those services possible. As Pro Bono SG's work continues to expand in scope and complexity, investing in these organisational foundations will be essential to ensuring that our programmes remain effective, accountable and sustainable.

In FY2026/27, we will continue to exercise prudent financial

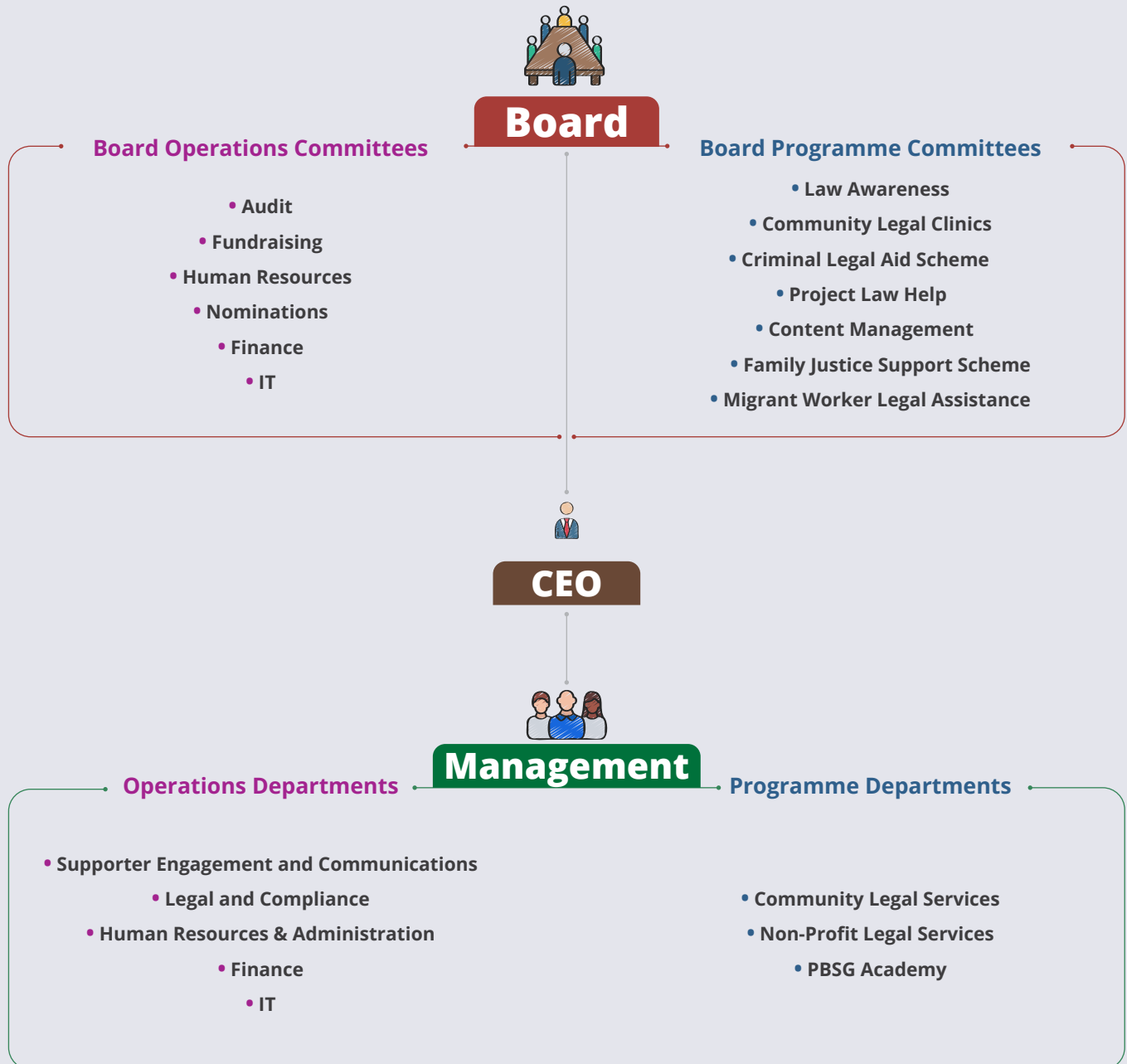
stewardship while strengthening our long-term financial resilience. We will deepen our fundraising efforts and supporter relationships, including through **Just Jalan 2027** and the **Pro Bono SG Awards 2027**, while working to diversify income sources and strengthen unrestricted funding. This will help ensure that we have the flexibility and capacity needed to respond to emerging needs and sustain access to justice for the communities we serve.

Sustainability also extends beyond our finances. We will build on our ESG practices and consider more deliberately how environmental and social responsibility can be embedded across our operations, programmes and partnerships.

Our 20th anniversary is both a milestone and a starting point. It is an opportunity to reflect on two decades of service, while strengthening what we have built for the years ahead. Our ambition is not growth for its own sake, but lasting impact: services that are accessible, responsive and sustainable; an organisation equipped to deliver them well; and a strong network of partners, volunteers, donors and supporters who can sustain this work alongside us.



Organisation Chart



Board of Directors



Dinesh Dhillon
Chairman

(4 January 2017)
Past: Treasurer, 4 January 2017
to 23 February 2021
Lawyer
LSS Vice President



Vivienne Lim Hui Bian
Deputy Chairwoman

(12 September 2023)
Lawyer



Daniel Koh Choon Guan
Treasurer

(12 September 2023)
Lawyer
LSS Vice President



Derek Kang Yu Hsien
Director

(4 January 2017)
Lawyer



Gregory Vijayendran, SC
Director

(4 January 2017)
Past: Chairman, 4 January 2017
to 3 January 2025
Lawyer



Kelvin Wong Weng Wah
Director

(4 January 2017)
Past: Deputy Chairman, 4 January 2017
to 3 January 2025
Lawyer



Thio Shen Yi, SC
Director

(4 January 2017)
Lawyer



Low Wei Ling
Director

(11 July 2022)
CEO of venture capital fund
management company



Sim Guan Seng
Director

(1 September 2022)
Managing Director of an audit
services company



Steven Lam Kuet Keng
Director

(12 September 2023 to 19 June 2025)
Lawyer



Nicholas Narayanan
Director

(3 April 2024)
Lawyer
LSS Council Member



Usha Chandradas
Director

(1 January 2026)
Lawyer



V Kanyakumari
Director

(1 January 2026)
Lawyer



Ahmad Firdaus Daud
Director

(1 January 2026)
Lawyer



Joseph Liow
Director

(1 January 2026)
Lawyer
LSS Executive Committee Member

Executive Management



Tanguy Lim
Chief Executive Officer



Sadhana Rai
Chief Representation Officer



Cai Chengying
Deputy CEO



Ang Eek
Director and Head of Finance



Hazel Koh
Director and Head of Human Resources and Administration



Pramnath Vijayakumar
Deputy Director and Head of Legal Operations



Soo Bei Han
Deputy Director and Head of Supporter Engagement and Communications



Claudine Tan
Assistant Director of Volunteer Management



Goh Qian Hui
Assistant Director, Community Legal Services



Kelvin Lim
Assistant Director, PBSG Academy

Board Operations Committees

Audit Committee

Chairperson

Sim Guan Seng

Members

Daniel Koh

Nicholas Narayanan

Finance Committee

Chairperson

Daniel Koh

Members

Cyril Chua

Usha Chandradas

Paul Seah

Fundraising Committee

Co-Chairperson

Thio Shen Yi, SC

Rebecca Chew

Members

Eugene Thuraisingam

Deya Dubey

Felicia Tan

Lionel Leo

Mahesh Rai

Shu Hui Kwok

HR Committee

Dinesh Dhillon

Kelvin Wong

Vivienne Lim Hui Bian

IT Committee

Chairperson

Kelvin Wong

Members

Paul Seah (w.e.f 22 July 2025)

Ahmad Firdaus Daud

Low Wei Ling

Nominations Committee

Dinesh Dhillon

Nicholas Narayanan

Sim Guan Seng

Vivienne Lim Hui Bian



Programme Committees

Criminal Legal Aid Scheme Committee

Chairpersons

Shashi Nathan
Derek Kang Yu Hsien*

Vice-Chairpersons

Rajan Sanjiv Kumar **

Members

Aaron Lee Teck Chye
Andrew Chua Ruiming
Ashvin Hariharan
Chin Li Wen Tania
Chong Yi Mei
Chooi Jing Yen
Darrell Low Kim Boon *
Derek Kang Yu Hsien **
Harjeet Kaur Dhaliwal
Jerrie Tan Qiu Lin *
Johannes Hadi
Lai Yan Ting *
Lau Wen Jin
Loh Guo Wei, Melvin
Mahesh Rai s/o Vedprakash Rai **
Muntaz Binte Zainuddin **
Muslim Albakri
Rajan Sanjiv Kumar *
Siraj Shaik Aziz
Tang Shangwei (Zheng Shangwei)
V Santhosh **
Wong Wan Kee Stephania

Community Legal Clinics Committee

Chairperson

Joan Peiyun Lim-Casanova
(Chairperson 2026 and
Vice-Chairperson 2025)

Soh Hui Bin, Hany
(Chairperson 2025)

Vice-Chairpersons

Dhanyah Binte Hishammudin
(Vice-Chairperson 2026)

Members

Amira Nabila Budiyno *
Chan Wai Yee Rachel **
Cheong Bing Cheng Ben Chester
Dhivya Rajendra Naidu **
Fan Wai Leong, Benson **
Gerald Yee Mun Howe *
Soh Hui Bin, Hany
Kok Yee Keong *
Lee Yu Lun, Darrell **
Loh Guo Wei, Melvin
Loh Weijie, Leonard
Peggy Yee *
Tan Sean Odelia **
Tran Le Luu Phuong

Law Awareness Committee

Chairperson

Richard Siaw Yin Yeow
(Chairperson 2025 and 2026)

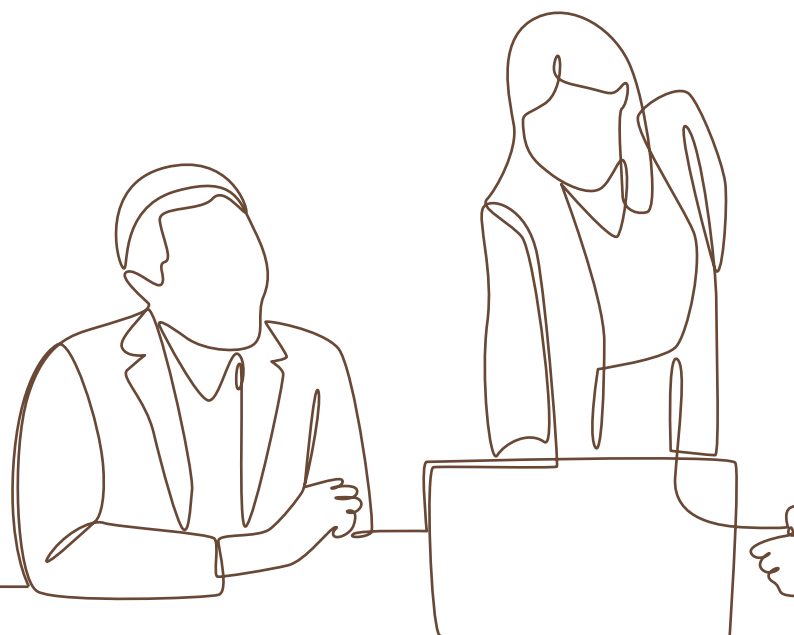
Vice-Chairpersons

Kamalarajan Malaiyandi Chettiar
(Vice-Chairperson 2025 and 2026)

Lee Wei Han Shuan
(Vice-Chairperson 2025 and 2026)

Members

Elaine Jia Ni Ho
Giouw Rong Zhen Jolie
Halijah Binte Mohamad
Loo Yinglin Bestlyn*
Lu Zhao Bo Yu
Sarita Misir



Legend:

* 1 April 2025 to 31 December 2025

** 1 January 2026 to 31 March 2026

Project Law Help Committee

Chairperson

Peh Aik Hin (2026)
Tan Ming Kirk Richard (2025)

Vice-Chairpersons

Bozy Lu (2026)
Peh Aik Hin (2025)
Usha Chandradas (2025)

Members

Ahmad Firdaus Daud**
Aw Chee Yao**
Daryl Yang Wei Jian*
Helena Whalen-Bridge
Huang Junjie
Jeffrey Lim
Leong Shi Min, Nicole*
T Dinesh**

Family Justice Support Scheme

Chairperson

Kanyakumari D/O Veerasamy
(Chairperson 2025 and 2026)

Members

Anuradha D/O Krishanchand Sharma
Aye Cheng Shone
Dharmambal Shanti Jayaram
Dilys H Chua
Lai Ying Ling Jenny
Lim Pei Ling June*
Loo Yinglin Bestlyn*
Maheswari Rani D/O Krishna
Marcus Chia Hao Jun
Michelle Elizabeth Woodworth*
Ng Jeanny*
Rebecca Vathanasin*
Sandhu Vivienne Kaur*
Shawn Teo Kai Jie*
Si Hoe Tat Chorng*
Tan Sean Odelia
Tan Si Ying, Gloria*
Sofia Bennita d/o Mohamed Bakash **
Sumaiyah Abdul Kader **
Yvonne Schelkis-Sweeney **

Content Management Committee

Chairperson

Nicole Carmen Tan Yi
(Chairperson 2026 and
Vice-Chairperson 2025)
Usha Chandradas
(Chairperson 2025)

Vice-Chairpersons

Boxall Lynette Maureen
(Vice-Chairperson 2025 and 2026)
(resigned on 21 April 2026)
Mohammed Reza s/o Mohammed Riaz
(Vice-Chairperson 2026)

Members

Chiam Zhi Wen, Nick *
Monisha Cheong Rui Ying
Muhammad Sherefudin bin Jamal **
Ooi Chit Yee **
Zabrina bte Abdul Hamid
Usha Chandradas (Board
Representative) **

Migrant Worker Legal Assistance Committee

Chairpersons

Gregory Vijayendran, S.C (Co-Chair)*
Dinesh Dhillon (Co-Chair)*

Members

Adnaann Noor
Felicia Ong *
Foo Yuet Min *
Grace Tan
Melvin Chan **
Muhammed Ismail Noordin
Nakul Dewan, K.C
Raj Singh Shergill
Muntaz Zainuddin
Stephanie Chan *
Lim Lei Theng **
Muhamad Ashraf S/O Syed Ansarai **
Stuart Andrew Peter **
Jennifer Lim Zhuo Jun **



Governance

A. BOARD AND MANAGEMENT

Governing Instruments, Roles and Responsibilities

Pro Bono SG ("PBSG") is governed by a Board of Directors (the "Board"). The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management, which are set out in PBSG's Constitution and Board Administration Guidelines, are clear and distinct.

The Constitution governs, amongst other matters, the following issues:

1. PBSG's objects;
2. the Board's composition;
3. the appointment, vacation and removal process of Board members;
4. the powers and duties of the Board; and
5. the tenure of its office bearers.

The Board Administration Guidelines (the "Guidelines") state that the Board provides leadership to enable PBSG to carry out its objects as set out in the Constitution. The Guidelines aim to orient and guide Board members in their functions by providing the reference information necessary to carry out their governance role on the PBSG Board. The Guidelines set out a schedule of matters reserved for Board decision, and also state that Board shall not interfere with the management and day-to-

day operations of PBSG, which it delegates to the CEO.

Training and Performance Review

Under the Guidelines, incoming Board members are required to attend an induction and orientation programme. The Board's roles and responsibilities also include attending appropriate training to develop their competencies and/or keep abreast of relevant new laws and regulatory requirements, where required. The Nominations Committee is also responsible for reviewing training and professional development programmes for the Board.

The Guidelines also require the Board to conduct regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.

Training, development and performance review of Management are governed by PBSG's HR policies.

Board Committees

PBSG has six (6) Board Operations Committees: Audit, Finance, Fundraising, Human Resource, Nominations, IT.

PBSG also sets up working groups from time to time, based on the organisation's needs. PBSG currently has an Impact Evaluation Working Group and an ESG Working Group.

Please refer to <https://www.probono.sg/governance> for more

information, including the Terms of Reference of these committees and working groups.

Board Composition

PBSG's Constitution provides that the majority of the Board shall as far as practicable be lawyers with a practicing certificate issued under Section 25 of the Legal Profession Act 1966 in force. The Constitution also provides that the number of Board Directors shall be not less than ten (10) and not more than sixteen (16). The Board endeavours to ensure there is an appropriate mix of core competencies and collective expertise to discharge its responsibilities.

In assessing the appointment of new Board members, the Board is guided by the outcome of Board evaluation and the considerations set out in the Guidelines which include skillsets and experience useful and related to PBSG's services and operations, ideal traits and characteristics, the need for Board diversity and appropriate Board size.

During FY2025/26, the Board continued its leadership renewal and succession planning efforts, appointing four new Board members with effect from 1 January 2026 and strengthening the Board's collective mix of skills, experience and perspectives. Guided by a Board skills and diversity assessment, the appointments were made to enhance expertise in areas including fundraising and

development, technology and family law, while also improving the Board's gender, ethnic and community diversity. The appointments support the Board's commitment to progressive renewal, ensuring continuity whilst introducing fresh perspectives and strengthening the Board's ability to oversee PBSG's strategic priorities.

Under the Constitution and Guidelines, Board members are expected to exercise independent judgment and act in the best interests of PBSG.

Leadership Renewal and Term Limits

Board members are appointed for a term of two (2) years and may submit themselves for re-nomination and re-appointment at the expiration of the term. To ensure succession planning and steady renewal in the spirit of sustainability of PBSG, the Board has a term limit of ten (10) years. No Board member shall serve as:

- **Chairman for a continuous period of more than ten (10) years at any one time**
- **Treasurer for a continuous period of more than four (4) years at any one time**

Reappointment of the same person to the above positions can only be considered after a lapse of at least two (2) years.

There are no Board members who have served on the Board for more than ten (10) consecutive years.

The Nominations Committee oversees the re-nomination and re-appointment process and are guided by various considerations set out in the Guidelines, including PBSG's strategic plan, the skillsets, qualifications and experiences useful and related to our services and operations and the outcome of the Board's evaluation of its performance and effectiveness.

Suitable Qualifications and Effective Performance

The Nominations Committee conducts pre-appointment background checks and competency assessments on behalf of the Board by meeting potential candidates, ensuring that they satisfy the requirements under PBSG's Constitution, they are fit to serve on the charity and have appropriate qualifications and skillsets, before putting forward endorsed candidates for Board approval.

The Board is guided by the Constitution and Guidelines in the discharge of its duties. Management provides the Board with complete and timely information, but does not vote or participate in the Board's decision-making.

No Board member is a staff of PBSG.

Background checks are conducted on all staff, including Management, prior to employment. PBSG's HR policies also require that all staff have suitable qualifications and experience.

PBSG is a learning organisation committed to helping employees grow in their careers. In addition to making learning opportunities available including sending staff for training and courses, PBSG has a fair and objective performance management process linked to measurable and clearly defined targets with regular performance appraisals, supervision and feedback systems.

B. ACTING RESPONSIBLY, FAIRLY AND WITH INTEGRITY

Conflict of Interest

PBSG has in place protocols and procedures to manage and avoid conflict of interest. Upon appointment, the CEO, Board members, employees and committee members sign a declaration form confirming that they have read and understood the conflict of interest policy of PBSG and that they will make full disclosure of the interests, relationships and holdings that could potentially result in a conflict of interest. They also confirm that they will notify the Board immediately when a conflict of interest situation arises. In addition, the CEO, Board members, employees and committee members sign a disclosure of interests statement each year. The conflict of interest policy also requires, where there is potential

Governance

conflict of interest, that the person with conflict of interest be excluded from the discussion and decision-making process and that PBSG ascertains that the transaction is in its best interest and, if financial, is made on arm's length basis with comparative quotes/bids submitted and documented.

Remuneration

Board members do not receive remuneration and staff are not involved in setting their own remuneration.

Code of Conduct

PBSG administers a Code of Conduct that reflects the charity's values and ethics. It is applicable to all Board members, employees and volunteers, which require them to act lawfully, honestly, ethically and in the best interests of PBSG when performing their duties.

C. MANAGEMENT OF THE CHARITY AND PLANNING FOR THE FUTURE

Policies

PBSG implements and regularly reviews key policies and procedures to ensure that they continue to support the charity's objectives, including on the following areas:

- Anti-Money Laundering and Countering the Financing of Terrorism are covered under PBSG's Gifts Policy, which sets out a checklist to identify potential

suspicious activities which may indicate money laundering / financing of terrorists, to ensure due diligence when checking the sources of incoming funds;

- Board strategies, functions and responsibilities are covered under PBSG's Constitution and Board Administration Guidelines;
- Employment practices are covered under PBSG's human resource policies and SOPs, including areas such as credential verifications, remuneration, promotions, benefits, training and development, reimbursement of expenses, performance appraisal, disciplinary action and cessation of employment;
- Volunteer management is covered under PBSG's Volunteer Management Policy, which includes information on maintenance of records, conflict of interest, confidentiality, personal data protection; volunteer recruitment and selection processes; volunteer orientation, training and development; supervision and evaluation; and volunteer support and recognition;
- Financial matters are covered under PBSG's financial policies (see more details in the next section);
- IT matters, including data privacy, security, networks;
- Investment is covered under PBSG's financial policies;

- Service and quality standards SOPs;
- Fundraising according to best practices and in compliance with the relevant laws and regulations. PBSG does not engage third party fundraisers;
- Accountability to donors is covered under PBSG's Gifts Policy, which guides enquiries on gifts to PBSG and the administration of gifts; identifies circumstances under which the donor should seek independent advice; and ensures compliance with other relevant regulatory and compliance issues, including personal data protection and honouring requests for donor anonymity; as well as financial SOPs to ensure donations are properly accounted for and promptly deposited;
- A dedicated Data Protection Policy.

Financial Management and Internal Controls

The Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures. PBSG ensures that its operations and programmes are directed towards achieving its objectives through the preparation of annual work plans and budgets and regularly updating on the progress and outcome of programmes to the Board.

PBSG is committed to using our resources prudently, ensuring cost-effectiveness and accountability

in all our operations. We have put in place financial controls, processes, and policies on areas such as receipts, procurement and payments, which specify the authority limits and controls; reserves; the transfer of funds policies; and the control of fixed and intangible assets, which account for and safeguard the value of its assets by getting adequate insurance.

Our financial statements are audited and published annually by an external audit firm. As a registered charity accorded an Institution of Public Character ("IPC") status, we abide by the provisions of the Charities Act and the requisite requirements.

To achieve the long-term financial sustainability of PBSG, the reserves policy aims to achieve unrestricted reserves to sustain its entire (unrestricted and restricted) operations for one year, in the event of a decline in donations.

PBSG has restricted funds to support its activities from a diverse range of sources. PBSG uses its restricted funds efficiently in accordance with programme and operational needs within the allocated grant period.

PBSG does not provide any donations, loans or financial assistance, which are not part of the core charitable programmes.

Risk Management

We are proud to have been awarded

the Special Commendation Award for Risk Management in 2023.

PBSG's Board Administration Guidelines stipulate that the Board should conduct formal risk management exercises to identify and document key risks faced by PBSG and the related mitigating measures, and that key risks should be regularly monitored and reviewed. Accordingly, PBSG maintains a risk register in the format set out in the Enterprise Risk Management Toolkit for Charities and IPCs, jointly produced by the Charity Council, KPMG and National University of Singapore Business School. The risk register is updated periodically and as and when acute risks arise. The Audit Committee has oversight of the risk register, which is presented to the Board at least once a year.

In addition, under the Board Administration Guidelines, the Audit Committee's responsibilities include analysing and providing oversight on risk management for key organisational processes, ensuring robust risk mitigation strategies.

During FY2025/26, PBSG continued to strengthen its enterprise risk management approach by considering emerging strategic and technology risks, including ESG-related risks and the potential impact of artificial intelligence on the organisation's services and operations.

PBSG also has a Data Protection Policy in place.

D. ACCOUNTABILITY AND TRANSPARENCY

We comply fully with the Code of Governance for Charities and Institutions of Public Character and relevant legislation and regulations. We are committed to upholding the highest standards of transparency and accountability and believe that adopting the best governance practices will increase our effectiveness and instil public confidence in what we do.

We are proud to have been awarded the Charity Transparency Award in 2022, 2023 and 2024 for adopting good disclosure practices.

Please refer to the Charity Portal for our Governance Evaluation Checklist and our official website for our past Annual Reports and Financial Statements.

Board Meetings

The Board meets at least once every four (4) months with a quorum of three (3) Board members or one-third of the number of Board members, whichever is higher, based on the Constitution. Clear reporting structures are implemented such that the Board, Management and staff can access all relevant information, advice, and resources to conduct their roles effectively. Executive management is invited to attend board meetings to present updates and provide recommendations, ex-officio, but do not vote or participate in Board decision-making. PBSG keeps adequate records of relevant

Governance

discussions, dissenting views and decisions in the minutes of Board meetings and circulates the same to the Board as soon as practicable.

Board meetings in the Financial Year ending 31 March 2026:

Board member	Attendance at Board meetings
Daniel Koh Choon Guan	5/5
Derek Kang Yu Hsien	4/5
Dinesh Dhillon	5/5
Gregory Vijayendran SC	5/5
Kelvin Wong Weng Wah	4/5
Thio Shen Yi SC	2/5
Low Wei Ling	5/5
Sim Guan Seng	3/5
Steven Lam Kuet Keng*	1/1
Nicholas Narayanan	4/5
Vivienne Lim Hui Bian	5/5
Usha Chandradas**	1/1
V Kanyakumari**	1/1
Ahmad Firdaus Daud**	1/1
Joseph Liow**	1/1

* Served as a director until 19 June 2025.

** Appointed on 1 January 2026.

Staff

PBSG discloses the annual remuneration of 3 highest paid staff for transparency:

Salary Bands (in bands of SGD100,000)	Number of Staff
SGD200,000 – SGD299,999	2
SGD300,000 – SGD399,999	1

PBSG does not have paid staff who are close members of the family of the Executive Head or Board members. None of the three highest-paid staff served on the Board.

Whistleblowing Policy

PBSG has in place a Whistleblowing Policy that provides accessible and independently overseen avenues for employees, volunteers, donors, service users and other stakeholders to raise concerns about suspected improprieties in good faith. During FY2025/26, the policy was enhanced to provide clearer timelines and documentation protocols for the handling of reports.

The report form is available on the official website and may be downloaded from <https://bit.ly/3SfePjh>. The form may be

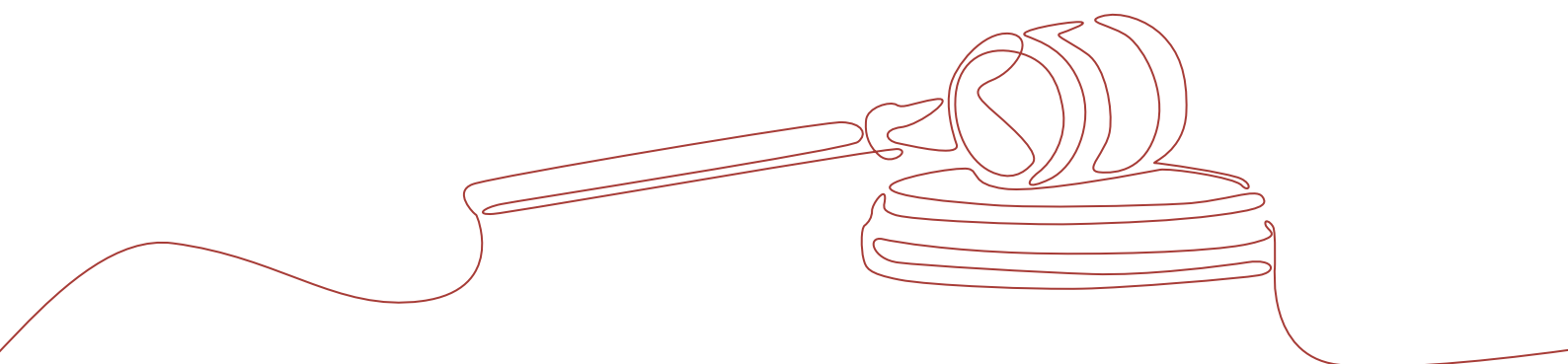
submitted via email to the Audit Committee at Whistleblow@probono.sg or sealed and marked "Private and Confidential" and delivered to PBSG's office located at 1 Havelock Square #B1-18 State Courts Singapore 059724, attention to the Chairperson of the Audit Committee.

Public Image

To ensure that PBSG maintains an image consistent with its objectives and builds positive relationships with the media and public, PBSG has a dedicated Supporter Engagement and Communications Team, supported by a Media Focus Group that provides strategic oversight and guidance on communications and public image.

PBSG also has a Communications Policy which sets out policies on the release of information to the media and on social media, the designation of spokespersons, and the use of PBSG's name and logos.

PBSG is committed to constructively engaging its stakeholders and the public, including through supporter engagement, feedback channels and participating in focus groups and committees.



Environmental, Social and Governance (ESG)

As a registered charity and Institution of a Public Character ("IPC"), Pro Bono SG ("PBSG") takes into consideration environmental, social and governance ("ESG") factors in how it conducts its activities – keeping its operations environmentally friendly and sustainable, maintaining good relationships with its stakeholders, and upholding high standards of governance.

ESG reporting by charities in Singapore is currently voluntary. Guideline 3.5 of the Code of Governance for Charities and Institutions of a Public Character (2023) (the "Code of Governance") recommends that charities take ESG factors into consideration when conducting their activities and communicate their ESG activities to stakeholders, on a comply-or-explain basis.

In the interest of accountability and transparency to our supporters, beneficiaries and partners, PBSG voluntarily references globally recognised frameworks – Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (UN SDGs) – so that our stakeholders can better understand and assess our ESG practices against consistent, external benchmarks. We recognise that these frameworks were designed principally for corporates, and remain committed to adapting them thoughtfully to reflect the realities of a pro bono legal charity's context.

Governance of Our ESG Approach

In FY2025/26, PBSG took a significant step in formalising its approach to sustainability by establishing an ESG Working Group ("ESGWG"), whose Terms of Reference were approved by the Board in May 2025. Comprising Board members and an external member with relevant expertise, the ESGWG held its inaugural meeting in July 2025 and began guiding the development and integration of PBSG's ESG strategy across its operations. Its areas of focus included identifying material ESG issues, integrating ESG considerations into strategic planning and PBSG's enterprise risk management framework, building organisational awareness, and strengthening the communication and reporting of ESG performance.

The ESGWG identified a roadmap covering ESG strategy development, materiality assessment, integration into PBSG's Enterprise Risk Management ("ERM") framework, targeted initiatives and improved reporting.

Consistent with this roadmap, PBSG's year-end enterprise risk review recognised ESG – alongside artificial intelligence – as an emerging strategic and technology risk area to be monitored going forward. Reflecting this, and consistent with PBSG's Governance-pillar commitment to sound risk oversight, PBSG convened a Pro

Bono Roundtable on the Ethical Principles of Pro Bono and Artificial Intelligence on 4 November 2025, in collaboration with K&L Gates Straits Law, bringing together legal professionals, the Singapore Courts and industry experts to discuss the responsible use of AI against principles of transparency, fairness, explainability, safety and human-centricity – a first concrete step in translating this emerging risk into organisational learning.

PBSG also advanced its environmental sustainability efforts through work towards the Singapore Environment Council Eco Office Certification for its State Courts office. This involved reviewing office practices, developing sustainability guidelines and targets, establishing a cross-departmental Sustainability Committee, and working closely with State Courts to gather environmental data and identify areas for improvement. These efforts culminated in PBSG being awarded the 4-LEAF Eco Office Certification, the highest tier under the Eco Office framework, valid from 1 July 2026 to 30 June 2028. The certification reflects PBSG's commitment to embedding sustainable practices and responsible governance across its operations.

Environmental, Social and Governance (ESG)

Our Approach to Materiality

PBSG is at an early stage of ESG maturity (Stage 1–2 on the KPMG ESG Playbook for Charities maturity curve – moving from initial awareness towards structured integration). Accordingly, the topics set out below reflect a preliminary, desk-based materiality assessment, drawing on: (i) the ESG concept and examples set out in Guideline 3.5 of the Code of Governance; (ii) PBSG's Constitution, mission and

Theory of Change; (iii) the content and outcomes reported across this Annual Report; and (iv) global frameworks (GRI, UN SDGs) and sector guidance (e.g. the KPMG ESG Playbook for Charities). A formal stakeholder-engagement exercise and scored assessment matrix – covering donors, beneficiaries, volunteers, staff, partners and the Board – is planned as a next step under the ESGWG's roadmap and will refine this assessment in future reporting cycles.

As a pro bono legal charity rather than an asset- or resource-intensive operator, PBSG's environmental footprint is inherently limited; the topics below reflect this, while still capturing the areas where PBSG's operational choices (premises, digitalisation, purchasing) and programmatic content (environmental law awareness) are relevant. Social and governance topics are correspondingly more central to PBSG's mission and are treated as material, including the responsible use of technology and AI, which emerged as a distinct area of organisational attention this year.



Pillar	Topic	Materiality to PBSG	Rationale
Environmental	Resource efficiency & waste (3Rs, digitalisation, sustainable premises)	Emerging	Limited direct environmental footprint as a legal-aid charity; embedded in daily operations and premises choices rather than core programming.
	Energy use & climate-related risk	Monitor	Not yet disclosed; to be considered as PBSG builds capability and if it expands its footprint.
	Environmental legal literacy & awareness-raising	Emerging	Delivered through programmatic content (e.g. Green Justice for Sustainable Communities eco-tour; past LAW@CDC environmental theme) as well as internally, through environmental targets and guidelines set as part of the Eco Certification process and staff environmental literacy now incorporated into onboarding.
Social	Access to justice for vulnerable & underserved groups	Material	Core to PBSG's mission and objects; the basis of its programmes and services
	Skills-based volunteerism & volunteer well-being	Material	PBSG's service model depends on ~2,900 active volunteers; well-being and community-building initiatives (Wellness Buddies Programme, Pro Bono Weeks) expanded in FY2025/26.
	Employee & volunteer training and development	Material	Directly affects service quality and the sustainability of PBSG's pro bono ecosystem; underpinned by PBSG Academy programmes including the CLAS and Community Law Training Programmes, as well as training and development plans for staff.
	Diversity & inclusion (Board, Management, beneficiaries)	Material	Disclosed age/gender diversity of Board and Management; programmes targeted at migrant workers, women, youths, and persons with invisible disabilities.
	Stakeholder engagement, donor, community & cross-border partnerships	Material	Underpins fundraising, community touchpoints and an expanding network of regional collaborations central to PBSG's operating model.
	Responsible & ethical use of technology, including AI	Emerging	Identified as an emerging strategic/technology risk in FY2025/26 and the subject of a dedicated Pro Bono Roundtable on AI ethics.
Governance	Board composition, renewal & effectiveness	Material	Four new directors appointed in FY2025/26; term limits and skills/diversity assessment embedded in the Constitution and Guidelines.
	Ethics, conflicts of interest & whistleblowing	Material	Whistleblowing Policy enhanced in FY2025/26; conflict-of-interest declarations required of Board, staff and committee members; Volunteer Code of Conduct in place.
	Risk management (incl. ESG & technology risk)	Material	ESG and AI formally recognised as emerging strategic/technology risks in the year-end risk review; Special Commendation Award for Risk Management conferred by the Charity Council (2023).
	Financial management, transparency & accountability	Material	Reserves policy, audited financial statements, Charity Transparency Award (2022–2024) and salary-band disclosures; deficit narrowed in FY2025/26 (see Treasurer's Report).

Environmental, Social and Governance (ESG)

ESG Highlights

ENVIRONMENT

- 4-LEAF Eco Office Certification by the Singapore Environment Council (State Courts office)
- Tenant of State Courts – a BCA Green Mark Platinum-certified sustainable building
- Co-locating services within existing community spaces, broadening access while making efficient use of existing resources
- Delivered the “Green Justice for Sustainable Communities” eco-tour with Woodlands Botanical Garden, supported by the SG Eco Fund (May–Jun 2025)

SOCIAL

- Person-Centric, Holistic Support for 16,672 individuals and organisations through Outreach, Community Legal Services and Non-Profit Legal Services; new touchpoints for underserved communities – Migrant Workers’ Law Centre, Non-Profit Legal Services @ The Foundry and Temasek Shophouse, and the new Inclusive Justice Law Centre
- Skills-Based Volunteerism by 2,904 active volunteers; 30,000+ volunteer hours (lawyers & other volunteers) and 35,000+ student pro bono hours
- Stewarding Relationships with Key Stakeholders – regular supporter engagement and appreciation; expanded cross-border collaboration
- Promoting Employee Welfare through flexible working arrangements, healthcare benefits and professional development opportunities
- Diversity in Board and Management

GOVERNANCE

- Board Renewal through appointment of 4 new Board directors (1 Jan 2026), strengthening skills, gender, ethnic and community diversity
- Enhanced Whistleblowing Policy
- ESG Working Group established; Terms of Reference approved by the Board (May 2025)
- ESG and AI recognised as emerging strategic/technology risks, with a dedicated AI ethics roundtable held in response
- Charity Transparency Award (2022–2024) and Special Commendation Award for Risk Management (2023), conferred by the Charity Council.
- Shared Services partner of the Commissioner of Charities



Environmental

Taking reference from the Singapore Green Plan 2030, PBSG makes green practices – reduce, reuse and recycle (“3Rs”) – part of daily operations and seeks to use energy efficiently.

- Sustainable premises: Recipient of Singapore Environment Council 4-LEAF Eco Office Certification for State Courts office; tenant of the State Courts, an environmentally sustainable building awarded the BCA Green Mark Platinum award in 2018 for its innovative green features.
- Co-locating services within existing community and social-impact spaces, broadening access while making efficient use of existing infrastructure and resources – including at Community Law Centre @ Tian De Temple (North East Branch), Community Law Centre @ Realm of Tranquility (North West Branch), the Transnational Family Care Centre @ South Central Community Family Service Centre, the Migrant Workers’ Law Centre @ MWC, and Non-Profit Legal Services touchpoints at The Foundry and Temasek Shophouse.
- Bringing services closer to communities through these co-located branch offices, reducing the need for beneficiaries to travel and helping to lower their carbon footprint.
- Digitalisation of information through electronic file management and the

digitalisation of access-to-justice services and processes, reducing the use of paper.

- Building organisational awareness of topics such as energy conservation and waste.
- Conscious purchasing by supporting vendors that make a positive impact on society or the environment, such as social enterprises.
- Raising public awareness of environmental laws and regulations, including through the “Green Justice for Sustainable Communities” eco-law tours at Woodlands Botanical Garden, supported by the SG Eco Fund as part of Go Green SG, which offered participants a guided exploration of the intersection between law and the environment.

Social

Person-Centric, Holistic Support

- Placing the individual needs of beneficiaries at the heart of PBSG’s work, ensuring services are tailored, accessible and delivered with empathy and dignity.
- Holistic, multidisciplinary support: working hand-in-hand with community partners, including social service agencies, healthcare providers and grassroots organisations, so that legal assistance is offered alongside other forms of support beneficiaries may need – exemplified by the Transnational

Family Care Centre’s integrated legal and social support model with South Central Community FSC.

- Community-based service delivery through co-located branch offices within existing community spaces, reducing the burden of travel on beneficiaries, particularly those with mobility, financial or caregiving constraints.
- Complementing national legal aid schemes to plug access-to-justice gaps for the needy and vulnerable, including migrant workers, transnational families, women victims of violence, youths, and – through the new Inclusive Justice Law Centre, established via an MOU with the Rao Family Foundation – individuals with invisible disabilities.
- A dedicated impact evaluation function and working group, building a robust framework (Theory of Change and Impact Evaluation Framework) to keep PBSG’s work focused, responsive and accountable to beneficiaries; FY2025/26 pilot evaluation findings, assessed across five measures (Empowerment, Well-being, Accessibility, Service Quality and Community Partner Engagement), pointed to stronger knowledge, confidence and ability to navigate legal issues among service users, with 98% of respondents across the programmes evaluated reporting satisfaction with PBSG’s services.

Environmental, Social and Governance (ESG)

Skills-Based Volunteerism

- Mobilising skills-based volunteerism in the legal profession in collaboration with the SG Cares office: 2,904 volunteer engagements in FY2025/26, comprising 1,546 volunteer lawyers, 180 volunteer interpreters, 146 outreach volunteers, 468 student volunteers and 564 other volunteers. Figures represent instances of volunteering and may include repeat volunteers
- Volunteer lawyers and other volunteers together clocked more than 30,000 volunteer hours, with a further 35,000+ pro bono hours contributed by 468 student volunteers.
- Launch of the Wellness Buddies Programme (7 August 2025), providing peer support and one-to-one connections for volunteer lawyers balancing legal practice with pro bono service.
- A Volunteer Code of Conduct sets out expectations around confidentiality, responsible handling of personal data and the well-being of service users, supported by a structured approach to recruitment, onboarding, mentorship, retention and capability-building.
- Inaugural Pro Bono Weeks brought together local and international law firms, in-house counsel associations and institutes of higher learning through roundtables (including with Cooley and Linklaters), site tours of The Foundry and

Community Law Centre @ Tian De Temple, and culminated in Just Jalan 2026.

- PBSG Academy strengthened volunteer capability through structured programmes including the 15-module CLAS Training Programme 2025 and the Community Law Training Programme, alongside quarterly roundtables and knowledge-sharing sessions.

Stewarding Relationships with Key Stakeholders

- Regular supporter engagement and appreciation platforms, including the Just Jalan flagship walkathon, which raised \$1.74 million to support legal assistance for underserved communities in FY2025/26.
- Recognised the contributions of its volunteer community through the Pro Bono SG Awards 2026, presenting 150 awards, and through appreciation events including the LawWorks Volunteer Appreciation Dinner and an SG60-themed Volunteer Appreciation Dinner.
- Regular feedback loops with key partners and access-to-justice providers, and transparent disclosure of information to stakeholders through this Annual Report, PBSG's website and social media.
- Partnerships that extend PBSG's reach and impact, including with the Singapore Courts, Ministry of Law, MoneySense and Credit Counselling Singapore (Justice

Awareness @ Heartlands); the five Community Development Councils; NUS, SMU and SUSS; the Singapore Corporate Counsel Association; White & Case LLP; The Foundry; the Commissioner of Charities' Shared Services Initiative at Temasek Shophouse; the National Arts Council's Arts Resource Hub; and the Rao Family Foundation.

- Expanded cross-border collaboration in FY2025/26, including engagement with the Indonesian Embassy on legal awareness for Indonesian migrant domestic workers, a partnership with Yayasan Tan Sri Professor Ahmad Ibrahim in Malaysia, and participation in the 13th Asia Pro Bono Conference & Access to Justice Exchange in Mongolia – reflecting PBSG's growing role in regional pro bono and access-to-justice networks.
- Continued convening the Migrant Workers Group (MWG), a coalition of 30 NGOs and social service organisations supporting migrant and domestic workers, which met quarterly in FY2025/26 and supported focus group discussions with more than 80 migrant workers to inform the accessibility of the Migrant Workers' Law Centre.

Raising Legal Awareness, Including on Environmental Law

- Raising awareness of the law, including environmental laws and regulations, through initiatives such as Law Awareness Weeks @ CDC, which in a prior edition

carried the theme “Law and the Environment – Building Sustainable Communities for the Future”, developed with the five Community Development Councils, NUS, SMU and SUSS, the Singapore Association of Social Workers and the Singapore Corporate Counsel Association Pro Bono Chapter, and supported by the People’s Association.

Responsible and Ethical Use of Technology

- Held a Pro Bono Roundtable on the Ethical Principles of Pro Bono and Artificial Intelligence (4 November 2025) with K&L Gates Straits Law, the Singapore Courts and industry experts, exploring how emerging technologies can be used responsibly while upholding transparency, fairness, explainability, safety and human-centricity.

Employee Welfare

- Flexible working arrangements, including work-from-home options and family care leave.
- Healthcare benefits, complimentary counselling services and health and well-being workshops.
- Professional development and training opportunities, supporting PBSG’s position as a learning organisation committed to helping employees grow in their careers.

Diversity

- Board: for FY2025/26, 2 Board members (13.3%) were aged 40–

49, 10 Board members (66.7%) were aged 50–59 and 1 Board member (6.7%) was aged 60–69. 11 Board members (73.3%) were male and 4 Board members (26.7%) were female.

- Management: for FY2025/26, 3 management team members (30.0%) were aged 30–39, 1 member (10.0%) was aged 40–49 and 6 (60.0%) were aged 50–59. 4 management team members (40.0%) were male and 6 (60.0%) were female.

Governance

Board Renewal and Composition

- During FY2025/26, the Board continued its leadership renewal and succession planning, appointing four new Board members with effect from 1 January 2026 (Usha Chandradas, V Kanyakumari, Ahmad Firdaus Daud and Joseph Liow), strengthening the Board’s collective mix of skills, experience and perspectives.
- Guided by a Board skills and diversity assessment, the appointments enhanced expertise in fundraising and development, technology and family law, while improving the Board’s gender, ethnic and community diversity.
- PBSG’s Constitution requires that the majority of the Board be practising lawyers, with Board size of not less than 10 and not more than 16 directors; Board members serve two-year terms, subject to a 10-year term

limit (with additional limits for the Chairman, Treasurer and Committee Chairpersons roles), overseen by the Nominations Committee.

Ethics, Integrity and Risk Management

- PBSG has protocols to manage and avoid conflicts of interest: the CEO, Board members, employees and committee members sign a conflict-of-interest declaration upon appointment and a disclosure-of-interests statement annually.
- A Code of Conduct applies to all Board members, employees and volunteers, and a dedicated Volunteer Code of Conduct sets out expectations on confidentiality, responsible data handling and service-user wellbeing, requiring all to act lawfully, honestly, ethically and in PBSG’s best interests.
- During FY2025/26, PBSG’s Whistleblowing Policy was enhanced to provide clearer timelines and documentation protocols for handling reports; the policy provides accessible, independently overseen channels for employees, volunteers, donors and service users to raise concerns in good faith.
- PBSG maintains a risk register in the format set out in the Enterprise Risk Management Toolkit for Charities and IPCs (jointly produced by the Charity Council, KPMG and the NUS Business School), overseen

Environmental, Social and Governance (ESG)

by the Audit Committee and presented to the Board at least annually. During FY2025/26, PBSG continued to strengthen its ERM approach by considering emerging strategic and technology risks, including ESG-related risks and the potential impact of artificial intelligence on its services and operations – translated into action through the November 2025 Roundtable on AI ethics.

- Special Commendation Award for Risk Management (2023).

Financial Management, Transparency and Accountability

- The Board approves PBSG's annual budget and regularly reviews income and expenditure; financial statements are audited and published annually by an external audit firm, consistent with PBSG's obligations as a registered charity with IPC status under the Charities Act.
- In FY2025/26, total income was \$6,233,920 (grants 53%, donations 44%, other income 3%); PBSG narrowed its deficit to \$23,775, from \$146,907 in the prior year, while maintaining reserves of \$3,707,390 and a fundraising efficiency ratio of 5% – reflecting continued prudent financial stewardship (see Treasurer's Report for further detail).
- A reserves policy targets unrestricted reserves sufficient to sustain PBSG's operations for one year in the event of a decline in donations; restricted funds are used efficiently in accordance with programme and grant requirements.

- PBSG discloses the annual remuneration bands of its three highest-paid staff for transparency and confirms that none of them served on the Board, and that no paid staff are close family members of the Executive Head or Board members.
- Recipient of the Charity Transparency Award in 2022, 2023 and 2024, for adopting good disclosure practices, and full compliance with the Code of Governance for Charities and Institutions of a Public Character and all relevant legislation and regulations.
- Shared Services partner of the Commissioner of Charities, strengthening the charity sector through legal guidance and training on charities and corporate governance, including via PBSG's presence at Temasek Shophouse.

Board and ESG Oversight

- PBSG has six Board Operating Committees (Audit, Finance, Fundraising, Human Resource, Nominations and IT) and currently maintains two working groups: the Impact Evaluation Working Group and the ESG Working Group.
- Initial steps have been taken to identify and include ESG-related risks in PBSG's annual risk assessment exercise, especially those related to the environment, with further integration planned.

Expert Guidance and Next Steps

As part of its preliminary efforts to strengthen its ESG approach, PBSG sought strategic guidance from

experienced professionals in the field, as well as from the Princeton University Non-Profit Consulting team, whose insights have enhanced PBSG's understanding of ESG strategy development and reporting practices and helped inform the direction of its efforts to embed sustainability more deeply into its operations and initiatives.

Looking ahead, PBSG will continue to build out its ESG approach, promote sustainable practices and refine how it communicates and reports on its ESG performance over time. Consistent with PBSG's Year Ahead commitments, PBSG will consider more deliberately how environmental and social responsibility can be embedded across its operations, programmes and partnerships as it approaches its 20th anniversary in 2027.

GRI Content Index

This index maps the material topics identified above to the relevant GRI Standards and disclosures, and indicates where in this Annual Report each topic is discussed. As PBSG does not currently prepare a full "in accordance with" or "with reference to" GRI report, this index is presented as a voluntary reference aid rather than a formal GRI content index. There is not yet a GRI Sector Standard for non-profit or pro bono legal organisations at the time of preparing this report; PBSG has therefore taken general guidance from GRI 2: General Disclosures 2021 and GRI 3: Material Topics 2021, together with relevant Topic Standards, in structuring this index.

Material Topic	GRI Standard & Disclosure	Where Discussed (Chapter / Topic)
Organisational profile, activities & governance structure	GRI 2: General Disclosures 2021 (2-1 to 2-21)	Corporate Information; About Us; Governance; Board of Directors; Board Operations Committee; Executive Management
Strategy, stakeholders & material topics	GRI 3: Material Topics 2021 (3-1, 3-2, 3-3)	Environmental, Social and Governance (ESG)
Economic performance & financial sustainability	GRI 201: Economic Performance 2016 (201-1)	Governance – Financial Management and Internal Controls; Treasurer's Report
Ethics, conflicts of interest & anti-corruption	GRI 205: Anti-corruption 2016 (205-2, 205-3); GRI 2-15, 2-23 to 2-27	Governance – Acting Responsibly, Fairly and with Integrity
Resource use, waste & sustainable premises	GRI 306: Waste 2020 (306-2)	Environmental, Social and Governance (ESG) – Environmental
Energy use (monitor – not yet separately disclosed)	GRI 302: Energy 2016 (forward reference: GRI 103: Energy 2025, effective 1 January 2027)	Environmental, Social and Governance (ESG) – Environmental
Employment & employee welfare	GRI 401: Employment 2016 (401-2)	Environmental, Social and Governance (ESG) – Social
Training, education & capability-building	GRI 404: Training and Education 2016 (404-1, 404-2)	Our Work and Impact – Outreach and Law Awareness; Our Volunteer Community (CLAS Training Programme; Community Law Training Programme); Governance – Training and Performance Review
Diversity & equal opportunity (Board & Management)	GRI 405: Diversity and Equal Opportunity 2016 (405-1)	Environmental, Social and Governance (ESG) – Social; Board of Directors; Governance – Board Composition
Local communities & access to legal services	GRI 413: Local Communities 2016 (413-1)	Our Work and Impact – How We Help; Community Legal Services; Non-Profit Legal Services
Stakeholder engagement, public communication & cross-border partnerships	GRI 2-29 General Disclosures 2021	Governance – Public Image; Environmental, Social and Governance (ESG); Community Legal Services – Regional Collaborations
Compliance with laws, regulations & sector codes	GRI 2-27 General Disclosures 2021	Governance – Accountability and Transparency

Environmental, Social and Governance (ESG)

UN SDG Alignment Index

PBSG's work contributes most directly to the following UN Sustainable Development Goals

("SDGs"). As with the GRI index above, this table is a voluntary reference aid rather than a formal

alignment claim. This alignment is preliminary and will be refined as part of PBSG's future ESG roadmap.

SDG	Relevant Target(s)	PBSG's Contribution	Where Discussed
	16.3 Promote the rule of law and ensure equal access to justice; 16.6 Develop effective, accountable institutions; 16.7 Ensure responsive, inclusive decision-making	Vision: Justice For All Mission: Enabling access to justice for the vulnerable and disadvantaged through legal awareness, advice and advocacy.	About Us; Our Work and Impact – How We Help; Community Legal Services
	10.2 Promote the social, economic and political inclusion of all; 10.3 Ensure equal opportunity and reduce inequality of outcome	Legal support for migrant workers, transnational families, non-resident individuals, youths and persons with invisible disabilities	Community Legal Services; Year's Milestones (Migrant Workers' Law Centre; Inclusive Justice Law Centre)
	5.1 End discrimination against women and girls; 5.2 Eliminate violence against women and girls	Support Centre for Women Victims of Violence; gender diversity tracked on Board and Management	Community Legal Services; Environmental, Social and Governance (ESG)
	8.5 Achieve full and productive employment and decent work; 8.8 Protect labour rights, including for migrant workers	Migrant Workers' Law Centre; Migrant Workers Group coalition; employee welfare, flexible work arrangements and professional development for staff	Year's Milestones; Community Legal Services; Environmental, Social and Governance (ESG)
	4.4 Increase relevant skills for employment and entrepreneurship; 4.7 Ensure learners acquire knowledge for sustainable development and global citizenship	Legal literacy through Legal Talks, Project Schools, Totally Legal series, Legal Health Checks and the CLAS/Community Law Training Programmes	Outreach and Law Awareness; Non-Profit Legal Services; Our Volunteer Community
	11.3 Enhance inclusive and sustainable urbanisation and participatory settlement planning	Community Law Centres and legal clinics embedded within heartland and community spaces across Singapore	Community Legal Services
	13.3 Improve education, awareness-raising and capacity on climate change mitigation and adaptation	Green Justice for Sustainable Communities eco-tour; past LAW@CDC environmental law theme; capacity-building for staff	Environmental, Social and Governance (ESG); Year's Milestones
	17.17 Encourage effective public, public-private and civil-society partnerships	Partnerships with government agencies, CDCs, universities, professional bodies, law firms and other charities, and expanding regional collaboration (Indonesia, Malaysia, Mongolia)	Outreach and Law Awareness; Year's Milestones; Non-Profit Legal Services; Community Legal Services – Regional Collaborations

Treasurer's Report



Pro Bono SG ("PBSG") is committed to prudent financial management, cost effectiveness and strong corporate governance. Our financial controls and procedures support transparency and uphold the integrity of our financial reporting.

Audited financial statements are published annually for public

review. For FY2025/26, we reduced the deficit from S\$146,907 in the previous year to S\$23,775. Our reserves remained at S\$3,707,390.

Notwithstanding the deficit, PBSG maintained sound financial discipline and retains sufficient reserves and cash flow to meet its operational needs and long-term commitments.

Total income for the year was \$6,233,920, comprising grants of \$3,319,439 (53%), donations of \$2,717,720 (44%), and other income of \$196,761 (3%). Most donations were raised through our flagship fundraising event, Just Jalan 2026, held on 14 March 2026. Proceeds from fundraising events support PBSG's operations and programmes through the General Fund. Fundraising costs totalled \$141,209, resulting in a fundraising efficiency ratio of 5%.

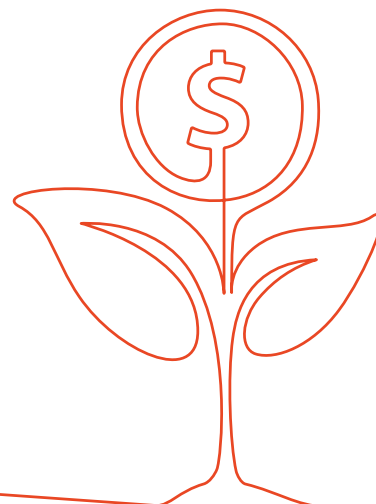
PBSG remains committed to financial sustainability and accountability, ensuring that every dollar entrusted to us is used to create meaningful and lasting impact.

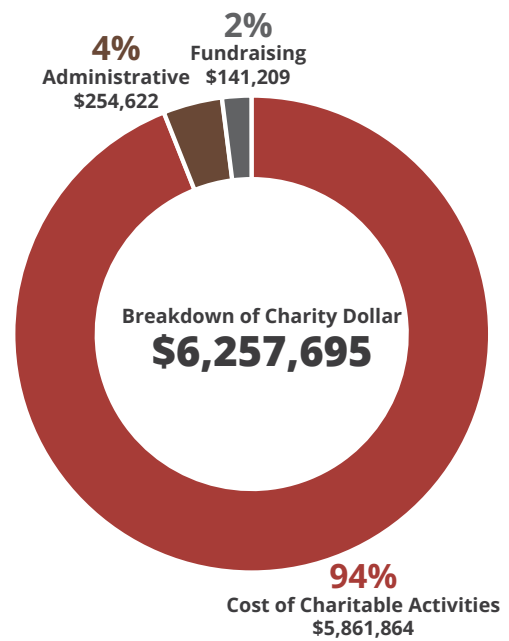
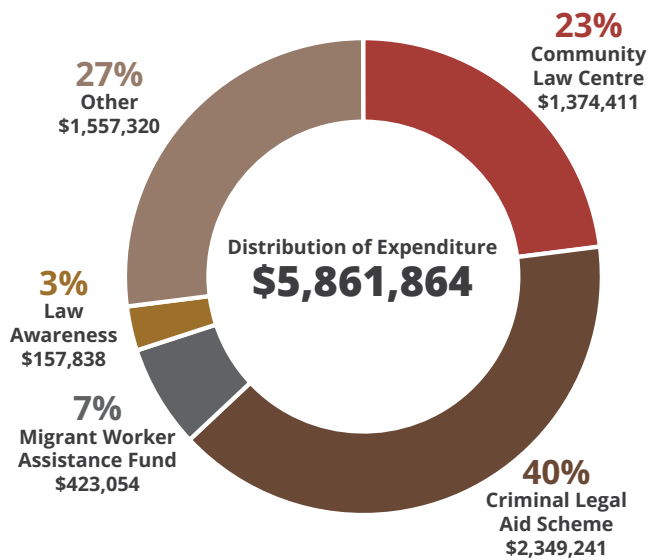
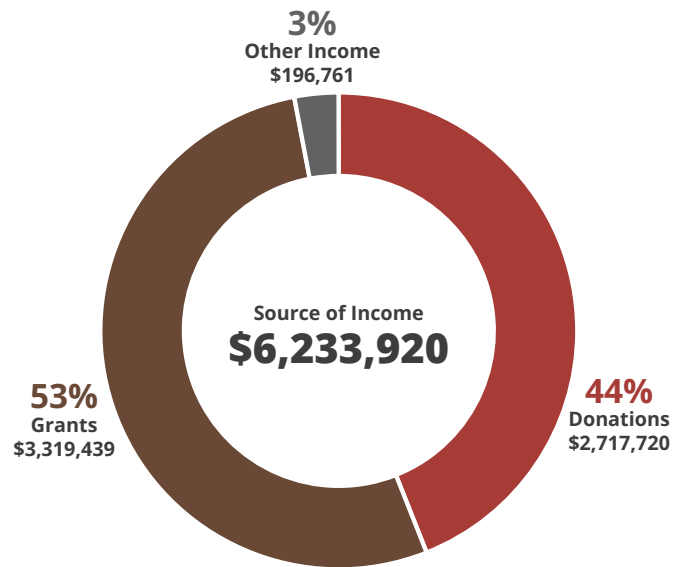
We are deeply grateful to our donors, grant givers, partners and stakeholders. Your continued generosity enables us to advance our mission of enabling access to justice for the vulnerable and disadvantaged.

The accompanying charts show our income sources, expenditure distribution, and charitable-dollar breakdown.

A handwritten signature in black ink, reading "Daniel Koh".

Daniel Koh
Treasurer





HELP THE LEAST, THE LAST, AND THE LOST IN **LAW.**

DONATE NOW



**We appreciate donations
of any amount!**

**For tax deduction, please
indicate your NRIC/UEN in
the reference section.*

*For accurate processing,
please also send an email to
finance@probono.sg
providing your full name,
NRIC/UEN, and transaction
particulars.*



JUSTICE FOR ALL





JUSTICE FOR ALL

Headquarters:

1 Havelock Square, #B1-18, State Courts,
Singapore 059724

North East Branch:

Community Law Centre @ Tian De Temple,
109 Hougang Ave 5, Singapore 538817

North West Branch:

Community Law Centre @ Realm of Tranquility,
547 Woodlands Drive 16, #01-177, Singapore 730547

Migrant Workers' Law Centre @ MWC:

Migrant Workers' Centre,
579 Serangoon Road, Singapore 218193

Transnational Family Care Centre @ SCC:

South Central Community, Family Service Centre,
5 Delta Ave, #01-09 Block 5, Singapore 160005



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