



# UNITED NATIONS GLOBAL COMPACT COMMUNICATION ON PROGRESS

ALLEN & GLEDHILL

**120** YEARS

INTO THE FUTURE  
EXCELLENCE AT OUR CORE

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# MESSAGE FROM OUR MANAGING PARTNER



As a leading law firm, we recognise our responsibility to set a positive example and make a difference in society and the community that we do business in. We are therefore committed to conducting our business responsibly. As the first law firm in South-east Asia to be admitted as a signatory member of the United Nations Global Compact (“**UNGC**”), we have made efforts to align our strategies, culture, and day-to-day operations to that of the UNGC’s Ten Principles on human rights, labour, environment, and anti-corruption. We have also sought to engage in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals (“**SDGs**”).

We have developed a sustainability roadmap following a rigorous audit and consultation with an international sustainability expert, where we were audited on our performance on key Environmental, Social, and Governance (“**ESG**”) markers. The audit helped to inform our action plan and roadmap, which was further refined by our colleagues across all areas of our business, and endorsed by our Firm’s leadership.

Our roadmap sets out clear goals for our Firm, and lays out key actions that we will be taking to improve our performance in the six identified areas of Human Capital & Wellbeing, Enabling Clients’ Sustainability, Community Engagement & Pro Bono, Thought Leadership & Innovation, Ethics & Anti-Corruption, and Climate Change, which we recognise as central to our growth as a responsible and progressive organisation.

We are committed to being a responsible global citizen, and we will do our part to build a sustainable world for the present and future generations.

Best regards

**Jerry Koh**

Managing Partner

# OUR ESG & SUSTAINABILITY PLEDGE

As a leading law firm, Allen & Gledhill recognises that we have the resources and the talent to create a positive impact on the society and community that we live in, work in, and are accountable to.

We are committed to doing business responsibly and strive to uphold the Ten Principles of the global compact. This is why we proactively took steps to become the first law firm in South-east Asia to be admitted as a signatory to the UNGC in 2021.

It is important that everyone in our Firm participates in our Sustainability & ESG efforts, and are guided by the strategy and roadmap which was developed through external consultation, and supported by our leaders at Allen & Gledhill. We have identified six material topics, namely, Human Capital & Wellbeing, Enabling Clients' Sustainability, Community Engagement & Pro Bono, Thought Leadership & Innovation, Ethics & Anti-Corruption and Climate Change, and we recognise that they are central to our growth as a responsible and progressive organisation.

This report details our progress towards achieving our Sustainability goals during the period of FY 2021.

# OUR COMMITMENT TO SUSTAINABILITY

The A&G Sustainability Roadmap (“**Roadmap**”) was launched in March 2022, following a rigorous seven-month long audit with an international consultancy. The audit underlined our Firm’s commitment to align our strategies, culture, and day-to-day operations to that of the UNGC’s Ten Principles. The audit helped to identify our Firm’s performance on key ESG markers, and helped to inform our Firm’s ESG & Sustainability Pledge which laid the foundation for our Roadmap.

To ensure the buy-in of every member of our Firm, a committee was formed, and focus groups as well as surveys were conducted with the intention of identifying key areas that our Firm should work on with regard to elevating our performance in ESG. The participants of these surveys and focus groups comprise members of our Firm across all business areas and ranks.

This further helped to refine our strategy, and resulted in the identification of the six material topics previously mentioned for our Firm to focus on. These six areas were then split into three key pillars – Environmental, Social, and Governance, which form the basis of our Roadmap. Specific goals and timelines were set, with yearly reviews planned ahead to ensure that our Firm stays on track to meet those goals.

Finally, the Roadmap was endorsed by our Management, who committed to these goals, and swiftly moved to set up initiatives in order to meet them. This involved programmes such as our paper light initiative, electricity saving campaigns and moves to reduce the utilisation of single use plastics in our pantries.

Our Firm also made a concerted effort to establish ourselves in the Sustainability and ESG space in other ways. This included reaching out to our clients through organising webinars, which educated them on the changing regulations regarding ESG throughout the region.




# OUR COMMITMENT TO SUSTAINABILITY

## A&G SUSTAINABILITY PLEDGE

As a leading law firm, we at Allen & Gledhill recognise that we have the resources and the talent to create a positive impact on the society and community which we live in, work in, and are accountable to.

We are committed to doing business responsibly. Towards that end, we were the first law firm in Southeast Asia to be admitted as a signatory to the United Nations Global Compact in 2021, and we strive to uphold the Ten Principles of the global compact.

It is important that everyone in our Firm participates in our Sustainability & ESG efforts, guided by a strategy and roadmap developed through external consultants and supported by our leaders at Allen & Gledhill. We have identified six material topics, namely, Human Capital & Wellbeing, Enabling Clients' Sustainability, Community Engagement & Pro Bono, Thought Leadership & Innovation, Ethics & Anti-Corruption and Climate Change, and we recognise that they are central to our growth as a responsible and progressive organisation.

CATEGORY	PROPOSED TARGETS
<b>ENVIRONMENTAL TARGETS</b> 	<p>Allen &amp; Gledhill is committed to reducing its carbon emissions by 50 per cent. by 2030, through ensuring responsible practices in the way we conduct our business. We will undertake initiatives to rebalance and reduce our carbon footprint as well as to actively protect our environment and fight climate change. Towards that end, our Firm has identified key areas that we should take action in so as to reduce our energy consumption, transport emissions, and paper usage. They include:</p> <ul style="list-style-type: none"> <li>• Reducing electricity consumption by encouraging responsible habits (e.g. switching off lights and computers).</li> <li>• Replacing office devices/ hardware with those that are rated as energy efficient.</li> <li>• Removing or seeking alternatives to high electricity consumption hardware (e.g. removal of enterprise servers and migration to Cloud).</li> <li>• Rationalising unnecessary or duplicated business air travel.</li> <li>• Rationalising vendor services (e.g. courier and consumables delivery).</li> <li>• Being paper-lite, cutting down on waste generation and enforcing discipline for physical off-site document storage.</li> <li>• Off-setting our carbon footprint through initiatives such as tree planting and recycling e-waste.</li> </ul>
<b>SOCIAL TARGETS</b> 	<p>At Allen &amp; Gledhill, we recognise the importance of our people and the communities that we do business in. We value human capital, and we will endeavour to ensure the physical and mental well-being of everyone in our Firm. We will strive to provide ample training and advancement opportunities as well as achieve employee satisfaction in their professional growth.</p> <p>We recognise that our Firm has a responsibility to the communities we operate in. We therefore commit to sharing our expertise and insights on ESG matters with our clients, and we will partner with them as they undertake their own ESG journey. We will also look at ways that we can serve the community at large through our pro bono and charitable work as well as charitable donations. We will:</p> <ul style="list-style-type: none"> <li>• Encourage mentors and supervisors to hold feedback session with staff at least once a year.</li> <li>• Set up an email account for employees to provide suggestions and/or feedback to management.</li> <li>• Organise employee health and wellbeing activities at least once every 6 months.</li> <li>• Share regular insights on new developments and progress with A&amp;G's clients and stakeholders.</li> <li>• Continue efforts to publicise and engage with stakeholders for A&amp;G to be known as a thought leader in the ESG space.</li> <li>• Promote partnerships among organisations towards sustainability goals.</li> <li>• Provide legal advice and develop legal expertise on sustainability-related issues.</li> <li>• Develop a formally endorsed pro bono strategy for A&amp;G.</li> <li>• Encourage every lawyer to target 24 hours of pro bono work annually.</li> </ul>
<b>GOVERNANCE TARGETS</b> 	<p>As a law firm, we understand that integrity is key to our livelihood, and that we must fight against corruption of any form. We commit to upholding our tradition of excellence, and we will aim to be a beacon of trust in the community. Clients who work with us will know that we are uncompromising in the quality of our work, and the ethical standards that we hold ourselves to. Towards that end, we will continue to strengthen our corporate governance guidelines and our anti-corruption practices. We will endeavour to:</p> <ul style="list-style-type: none"> <li>• Achieve zero confirmed incidents of corruption annually.</li> <li>• Demonstrate high levels of ethical behaviour in all that we do.</li> <li>• Provide legal advice to help clients achieve the same standards of governance we hold ourselves to.</li> </ul>



# ENVIRONMENTAL GOALS AND ROADMAP



Allen & Gledhill is committed to reducing its Green House Gas (“**GHG**”) emissions by 50 per cent. by 2030 through ensuring responsible practices in the way we conduct our business. We will undertake initiatives to rebalance and reduce our carbon footprint as well as to actively protect our environment and fight climate change.

Our Firm has identified key areas that we will be taking action in to reduce our energy consumption, transport emissions, and paper usage. They include:

- Reducing electricity consumption by encouraging responsible habits (e.g. switching off lights and computers).
- Replacing office devices/ hardware with those that are rated as energy efficient.
- Removing or seeking alternatives to high electricity consumption hardware (e.g. removal of enterprise servers and migration to Cloud).
- Rationalising unnecessary or duplicated business air travel.
- Rationalising vendor services (e.g. courier and consumables delivery).
- Being paper-lite, cutting down on waste generation, and enforcing discipline for physical off-site document storage.
- Off-setting our carbon footprint through initiatives such as tree planting and recycling e-waste.

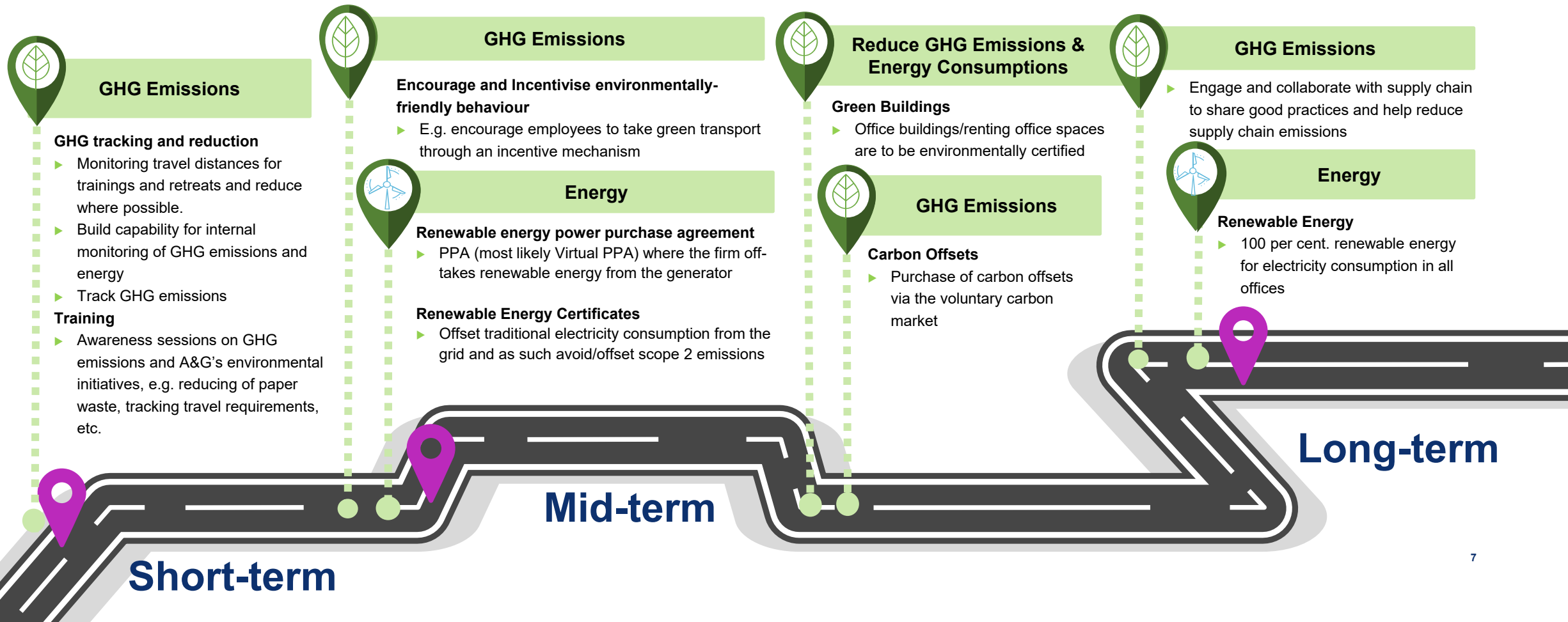
# OUR ENVIRONMENTAL INITIATIVES



## Our Targets

With reference to Science-Based Targets Initiative target setting methods, for

- ▶ Scope 1 and 2 emissions – Reduce total emissions by 50 per cent. from 2019 baseline by 2030
- ▶ Scope 3 emissions – Reduce total emissions by 50 per cent. from 2019 baseline by 2030





# CUTTING OUR GREENHOUSE GAS EMISSIONS



With FY2019 as the baseline year, A&G's total emissions have seen a significant reduction since we began implementing initiatives to reduce our Carbon Footprint. A significant reduction in emissions was made, in part, from the consequences of the Global pandemic and made possible due to the firm's Work From Home set-up in 2020 and 2021.

**Baseline Year - A&G FY2019**

Scope	Type	Total emissions (tCO2e)
Scope 1 Direct emissions	Fossil fuel consumption	0.00
	Refrigerant & aircon	0.02
	A&G-owned transport	0.00
	<b>Scope 1 Direct Emissions</b>	<b>0.02</b>
Scope 2 Indirect emissions	Electricity	623.91
	<b>Scope 2 Indirect Emissions</b>	<b>623.91</b>
Scope 3 Other indirect emissions	Business travel by air	1176.76
	Business travel by road	190.60
	Employee commute by road	787.68
	Employee WFH	-
	Purchase goods	67.07
	Warehouse storage	2.69
	Courier service by road	30.71
	Waste generation	0.65
	<b>Scope 3 Other Indirect Emissions</b>	<b>2256.16</b>
	<b>Total emissions (tCO2e)</b>	<b>2880.08</b>

**Summary - A&G FY2020**

Scope	Type	Total emissions (tCO2e)
Scope 1 Direct emissions	Fossil fuel consumption	0.00
	Refrigerant & aircon	0.02
	A&G-owned transport	0.00
	<b>Scope 1 Direct Emissions</b>	<b>0.02</b>
Scope 2 Indirect emissions	Electricity	428.12
	<b>Scope 2 Indirect Emissions</b>	<b>428.12</b>
Scope 3 Other indirect emissions	Business travel by air	60.95
	Business travel by road	56.75
	Employee commute by road	397.97
	Employee WFH	66.02
	Purchased goods	26.35
	Warehouse storage	2.73
	Courier service by road	39.83
	Waste generation	0.09
	<b>Scope 3 Other Indirect Emissions</b>	<b>650.69</b>
	<b>Total emissions (tCO2e)</b>	<b>1078.82</b>

**Summary - A&G FY(2021)**

Scope	Type	Total emissions (tCO2e)
Scope 1 Direct emissions	Fossil fuel consumption	0.00
	Refrigerant & aircon	0.02
	A&G-owned transport	0.00
	<b>Scope 1 Direct Emissions</b>	<b>0.02</b>
Scope 2 Indirect emissions	Electricity	439.39
	<b>Scope 2 Indirect Emissions</b>	<b>439.39</b>
Scope 3 Other indirect emissions	Business travel by air	3.82
	Business travel by road	53.65
	Employee commute by road	397.97
	Employee WFH	66.02
	Purchased goods	21.06
	Warehouse storage	2.68
	Courier service by road	51.60
	Waste generation	0.48
	<b>Scope 3 Other Indirect Emissions</b>	<b>597.28</b>
	<b>Total emissions (tCO2e)</b>	<b>1036.68</b>

# A&G'S SUSTAINABILITY EFFORTS



## A&G Sustainability Day : Taking part in the “Plant-A-Tree” programme

### “Plant-A-Tree Programme” by NParks adopted by Allen & Gledhill as part of its commitment on sustainability

To kick start our Sustainability efforts and to celebrate our 120th anniversary, Allen & Gledhill committed to planting 120 trees across Singapore. As part of this commitment, Allen & Gledhill took part in the SG Green Plan by taking part in the “Plant-A-Tree Programme”, helmed by the National Parks Board (“NParks”) through Garden City Fund, NParks’ registered charity and IPC. Each tree planted will also contribute to the OneMillionTrees movement, helping to transform Singapore into a City in Nature.

The event was held at the Siglap Park Connector, and was graced by Minister for Culture, Community and Youth, and Second Minister for Law, Mr Edwin Tong SC, with grassroots representatives from the Marine Parade GRC as well as representatives from NParks. Partners from Allen & Gledhill were also present at the event, signalling Allen & Gledhill’s commitment to its Sustainability and ESG goals.

Professor Leo Tan, Chairman of Garden City Fund, said, “We congratulate Allen & Gledhill on their 120th anniversary and thank them for celebrating the occasion with the Garden City Fund’s Plant-A-Tree programme that contributes to the National Parks Board’s OneMillionTrees movement. The trees planted will be a living legacy to benefit future generations of people living in Singapore. As they grow, they will provide shade and reduce surface temperature that would enable a more conducive liveable environment that brings us closer to becoming a City in Nature.”

### About the Garden City Fund (花园城市基金)

The Garden City Fund is a registered charity (T02CC1634C) and Institution of A Public Character (IPC000104) established by the National Parks Board in 2002. The Fund works with corporations, organisations and individuals to better engage members of the public through conservation efforts, research, outreach and education. In doing so, we hope to cultivate a love for the environment, promote a sense of ownership, and encourage the community to play its part in preserving Singapore’s legacy as a lush and vibrant City in Nature.



*"At Allen & Gledhill, we see Sustainability and ESG as a responsibility not only to our clients, but to the communities that we live in and serve. It is therefore important that we do not simply talk about these issues but take tangible actions to ensure the sustainable future of our nation's economy, ecology, and communities. We hope to do our part to reduce carbon emissions and to preserve and protect our Earth."*  
- Jerry Koh, Managing Partner of Allen & Gledhill.



# A&G'S SUSTAINABILITY EFFORTS



## A&G Sustainability Day : Taking part in the “Plant-A-Tree” programme





# A&G'S SUSTAINABILITY EFFORTS



## A&G Sustainability Day: Launch of the A&G Electric Vehicle (EV)

To further symbolise our commitment to reducing transport emissions and its dependence on fossil fuels, Allen & Gledhill unveiled its corporate EV at our inaugural A&G Sustainability Day.

The EV was used throughout the year for work and corporate purposes and helped in reducing our carbon footprint through vehicle emissions. In our attempt to promote sustainable travel habits within the Firm, the service was made available to all business areas and ranks.

Since its introduction, many of our staff have been fully utilising the vehicles to travel to work-related meetings and court hearings, clocking well over 3,000km.

With the Singapore Government making a big push to encourage EV ownership and investing in infrastructure island-wide to support the viability of EVs on our roads, A&G is proud to be part of this move towards a greener Singapore.





# A&G'S SUSTAINABILITY EFFORTS



## A&G Climate Action Week: Beach Clean-up Initiative



As part of our commitment to reaching our sustainability goals, our Firm held the inaugural A&G Sustainability Week in June earlier this year. The week-long campaign involved a beach clean-up event at one of our Singapore's beaches and an e-waste collection held in our office.

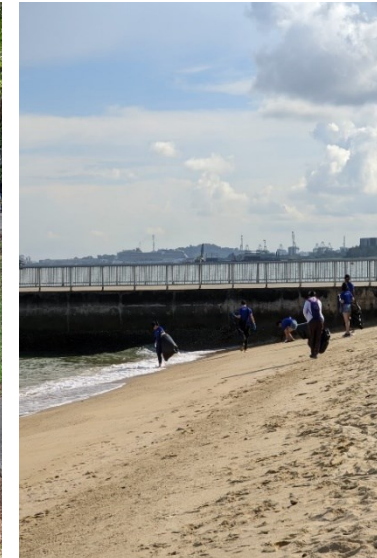
More than 120 members of our A&G Family turned up to brave the heat at our Beach Clean-Up event at East Coast Park. The collective efforts by our dedicated staff members underscore the importance of our shared responsibilities on this planet we call home. It was heart-warming to see many take a stand and uphold our environmental commitments to the UNGC.



# A&G'S SUSTAINABILITY EFFORTS



## A&G Climate Action Week: Beach Clean-up Initiative





# A&G'S SUSTAINABILITY EFFORTS



## A&G Climate Action Week: E-waste Collection

During our climate action week, many also responded enthusiastically to the Firm's e-Waste Recycling efforts, by bringing in old printers, PCs, laptops, and other electronics for recycling. The amount of e-Waste we collected as a Firm was large enough to overfill the 200-litre recycling bin provided by the recycling company. This staggering amount serves as a stark reminder of how much raw materials we consume and how we must remain cognisant in our fight against climate change.



# SOCIAL GOALS AND ROADMAPS



At Allen & Gledhill, we recognise the importance of our people and the communities that we do business in. We value human capital, and we will endeavour to ensure the physical and mental well-being of everyone in our Firm. We will strive to provide ample training and advancement opportunities as well as achieve employee satisfaction in their professional growth.

We recognise our Firm's responsibility to the communities we operate in and we are committed to sharing our expertise and insights on ESG matters with our clients, and we will partner with them as they undertake their own ESG journey.

We will also look at ways that we can serve the community at large through our pro bono and charitable work as well as charitable donations. We will endeavour to:

- Encourage mentors and supervisors to hold feedback session with staff at least once a year.
- Set up an email account for employees to provide suggestions and/or feedback to management.
- Organise employee health and well-being activities at least once every 6 months.
- Share regular insights on new developments and progress with A&G's clients and stakeholders.
- Continue efforts to publicise and engage with stakeholders for A&G to be known as a thought leader in the ESG space.
- Promote partnerships among organisations towards sustainability goals.
- Provide legal advice and develop legal expertise on sustainability-related issues.
- Develop a formally endorsed pro bono strategy for A&G.
- Encourage every lawyer to target 24 hours of pro bono work annually.

# OUR SOCIAL INITIATIVES (PRO BONO AND COMMUNITY ENGAGEMENT)



## Recommended aspiration level / targets

- ▶ 35 hours of pro bono per lawyer each year
- ▶ To develop a formally endorsed pro bono strategy



### Community Engagement and Pro Bono

#### Pro Bono

- ▶ Pro bono through support for NGOs, commercial banking firms, real estate sectors' community-focused activities
- ▶ Support and create opportunities for firm's employees to dedicate time and energy to public service organisation or cause
- ▶ Provide financial sponsorship to public interest practitioners
- ▶ Track hours in pro bono work by individual and value of time contributions and cash investments; recognise pro bono work in performance appraisals and salary reviews



### Community Engagement and Pro Bono

#### Pro Bono (Short to Mid term)

- ▶ Pro bono through advice to community, legal workshops to charity and NPOs, direct advice to charities and NPOs as pro bono clients
- ▶ Partnering with various organisations (e.g. Transient Workers Count Too, Conservation International, Marine Stewardship Council, WWF Singapore, NUS, etc.) to contribute to ESG-related research, toolkits, reports and training sessions
- ▶ Develop a formal pro bono strategy, endorsed by Executive Committee ("ExCo"), outlining how pro bono commitments, objectives, and expectations are integrated into the normal operations of the firm
- ▶ Set up a pro bono committee to spread awareness and responsibility for pro bono activity across the firm



### Community Engagement and Pro Bono

#### Community and Pro Bono Engagements

- ▶ Identify potential partnerships with community organisations for collaboration
- ▶ Measure outcomes and long-term value created from pro bono activities

Short-term

Mid-term

Long-term



# COMMUNITY ENGAGEMENT, AND PRO BONO



Having a Corporate Social Responsibility (“**CSR**”) programme promotes a culture of inclusion and the acceptance, respect and understanding of all members of society. In this regard, we have an active CSR programme that champions the causes of children, the elderly, those with special needs, those with disabilities or addictions and the financially disadvantaged. Through the community engagement element of our CSR programme, in Singapore and across the region, our staff are involved in hands-on volunteer work with a diverse group of beneficiaries.

We publish a CSR report to highlight the volunteer work done in Singapore and elsewhere in the region. An example of a 2019 charity initiative was an art auction held by our associate firm in Malaysia, Rahmat Lim & Partners, to raise funds for charities in Malaysia, which was enthusiastically supported by bidders from our offices in Singapore, Myanmar and Indonesia.

Pro bono work under our CSR programme is another area where our lawyers, who are generally engaged in corporate and institutional work, may be exposed to a diverse range of legal issues and persons in need. Allen & Gledhill has been supporting the Law Society’s Criminal Legal Aid Scheme (“**CLAS**”) by taking on CLAS cases under a memorandum of understanding to provide representation in at least 50 cases a year.

Furthermore, the National University of Singapore Faculty of Law (“**NUS Law**”) and our Firm work together on the A&G-NUS CLAS Pro Bono Internship Programme, being the first formal partnership between a law firm and NUS Law focussing on pro bono work. Through this Programme, selected NUS Law students are offered off-site internships with our Firm focussing solely on pro bono criminal defence work. The students, under the mentorship of A&G lawyers, volunteer to take on pro bono cases under CLAS, and assist our lawyers in the management of the defence of accused persons. Allen & Gledhill was recognised by The Law Society Pro Bono Services Office and the Ministry of Law for being a pioneer supporter and sponsor of the CLAS Fellowship from 2015 to 2018.

Our Firm has also always believed in the importance of giving back to the community we do business in. Prior to the pandemic, our Firm also made an effort to hold volunteering and fund-raising events every year. We recognised that it was essential for our lawyers and staff to have opportunities to support and care for the members of our community, particularly those who are less fortunate, have special needs or who are differently abled, be it through fund raising or contributing directly to an activity involving a particular charitable group.

# A&G'S PRO BONO EFFORTS



As a law firm, we recognise that one of the most meaningful ways for us to give back, is through utilising our natural talents and skills to uphold justice, and make a difference in the lives of those who are less fortunate. Allen & Gledhill's pro bono programme (the "**Programme**") was formally set up in 2008 to fill a gap in pro bono services. Leveraging off our Firm's expertise and experience in corporate as well as charity law and governance, the Programme focuses on helping charities to navigate legal and regulatory issues. In addition to helping charities, we also help individuals through existing pro bono initiatives: our lawyers volunteer in community Legal Clinics where assistance is rendered to applicants who do not have the financial means to obtain legal advice; and we also take on criminal cases through the Law Society's CLAS and civil cases involving points of law or complex facts from the Legal Aid Bureau. Our Programme for charity and non-profit organisations has seen continued growth. With our legal expertise, we advise many deserving organisations, helping them to enhance the lives of many individuals and fulfilling their own organisational objectives and missions.



The programme is managed by a dedicated team of committed lawyers who focuses on providing pro bono advice to charitable and non-profit organisations on agreements, regulations, corporate and charity law and governance, amongst others. The Programme is headed by our Partner Chan Hian Young on a full time basis and has involved over 200 of our lawyers since its launch in 2008. Partner Lim Lei Theng joined as Co-Head in 2021.

*Figures reflected above are an estimate from FY2020 – FY2021.*

# PRO BONO WORK



Our Firm received recognition as one of the top five law firms for our pro bono work by The Strait Times in both its 2021 and 2022 “Singapore’s Best Law Firms” survey, receiving four-star ratings in the Charities, Not-for-Profit Associations & Pro Bono category.

In 2020, our CSR programme was recognised at the Asian Legal Business SE Asia Awards, where our Firm received the award for Corporate Citizenship Law Firm of the Year. In 2018, our Firm received a token of appreciation from The Law Society Pro Bono Services Office and the Ministry of Law, Singapore for being a pioneer supporter and sponsor of the CLAS Fellowship 2015 – 2018, as well as an appreciation certificate for our valuable contribution at the Law Awareness Weeks @ CDC 2018. In 2016, a milestone of our CSR programme was receiving recognition at the Emerging Markets Awards 2016 organised by The Asian Lawyer, where our Firm received an award for Pro Bono Distinction. We were the only law firm that was presented this award and we believe that this is the first time any Singapore law firm received this recognition.

Other matters/organisations which we assist on/with include charity governance and fund-raising, personal data regulations, funds and trusts, media issues, property issues, criminal and civil matters, corporate services, agreements, governance structures of charities, donations and legacies, non-profit and charitable entities and community legal clinics. The Programme was formally set up in 2008 to fill a gap in pro bono services.

Leveraging off our Firm’s expertise and experience in corporate as well as charity law and governance, the Programme focuses on helping charities to navigate legal and regulatory issues. We are consistently involved in pro bono work which contains cross-border elements.

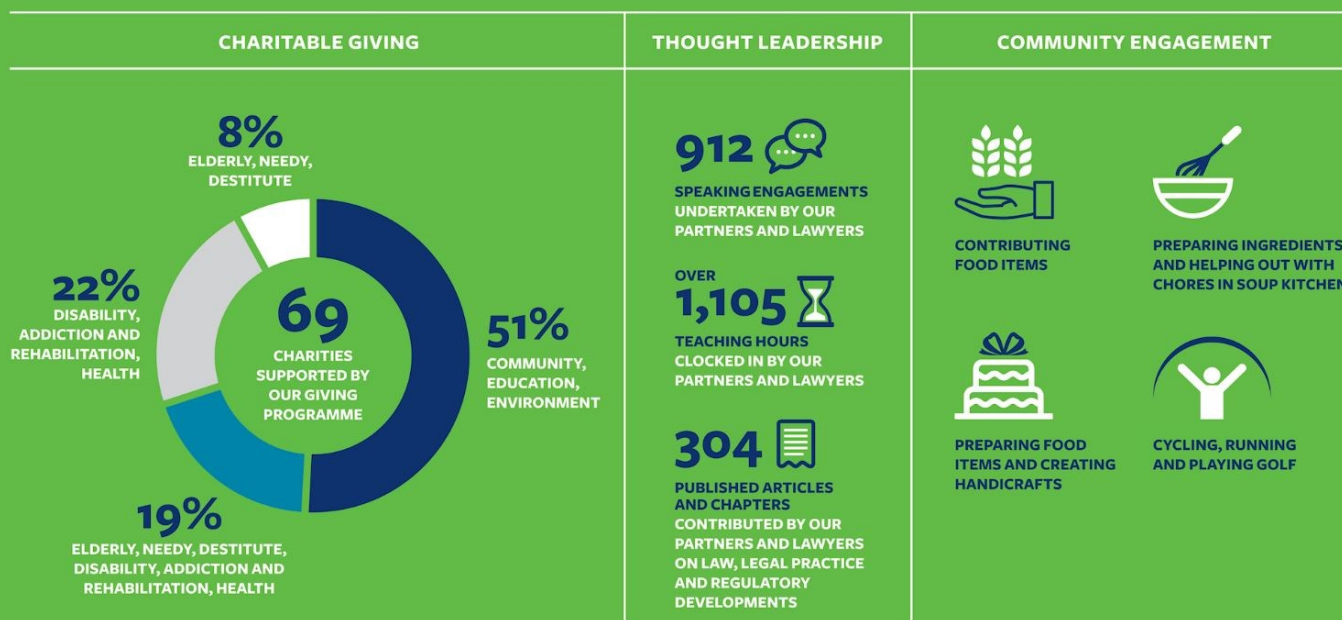
Through our Myanmar office, our Firm is assisting the Impulse NGO Network to develop standard operating procedure and working rules for the repatriation, rehabilitation, care and protection of victims of human trafficking for India, Nepal, Bangladesh and Myanmar. We were also involved in assisting Lien AID, the water and sanitisation arm of the Lien Foundation, a Singapore-based philanthropic organisation, in setting up their project office in Myanmar as well as discussions with Myanmar ministries to obtain International Non-Governmental Organisation (“**INGO**”) status in the country. Apart from such cross-border work, we are also passionate in giving back to the local community where we have offices in, and are actively involved in participating in initiatives that we support (e.g. CLAS through our Singapore office and donation of ventilators to a Malaysian hospital in the fight against Covid-19 by our Malaysian associate firm, Rahmat Lim & Partners, among others). We have also recently set up our Vietnam office in October 2020 and we look forward to helping and contributing to the local community.



# A&G'S DONATIONS AND SPONSORSHIPS



## FACTS & FIGURES AT A GLANCE



Apart from Pro Bono and Community Engagement, our Firm also understands the importance of supporting upward mobility and empowering the less fortunate through charitable giving.

In 2021 Allen & Gledhill donated a total of S\$275,000 in supporting charitable causes and key initiatives of our clients. This was about a 30% increase from S\$211,000 in 2020.

We will continue to judiciously assess all requests received by our firm and manage this portfolio strategically to gain traction with clients and position A&G to meaningfully engage with key stakeholders.

Figures reflected above are an estimate from FY2020 – FY2021.

# DONATIONS AND SPONSORSHIPS (2020)



Donations and Sponsorship in 2020
Categories
<p><b>Community, education and environment</b></p> <p>In 2020, our Firm donated to various charitable causes which are dedicated to helping the needy and less fortunate in the community. These causes included those that provide legal services to the less privileged such as the Law Society Pro Bono Services. In addition to this, we also donated to various campaigns that aimed to help those who were adversely affected by the pandemic as well as frontline workers. Many of our donations also involve an element of participation, such as charity runs.</p> <p>Our donations also centred around education and improving the environment around us. For example, we have been the sole sponsor of the annual BA Mallal Moots competition at the National University of Singapore (“NUS”). This competition is aimed at providing young litigators a valuable opportunity to experience litigation in the legal industry.</p> <p>The charities we donated to include: the Singtel Touching Lives Fund, the Association of Small &amp; Medium Enterprises and Singapore Business Federation Foundation, the National Kidney Foundation, the Singapore Indian Development Association, and the Eurasian Association, among many others.</p>
<p><b>Children and youth</b></p> <p>A significant portion of our donations also went to aiding the children and youth who are less fortunate. An example of this is our donation to the Compassion Fund, which is a crisis response fund supporting students from low-income families facing a recent death, an illness, or an accident of a family member, resulting in loss of income.</p>

# DONATIONS AND SPONSORSHIPS (2021)



*From 2020 to 2021, donations and sponsorships from our Firm to support the underprivileged in our community, improve our environment and encourage the education of young minds increased by almost 30%.*

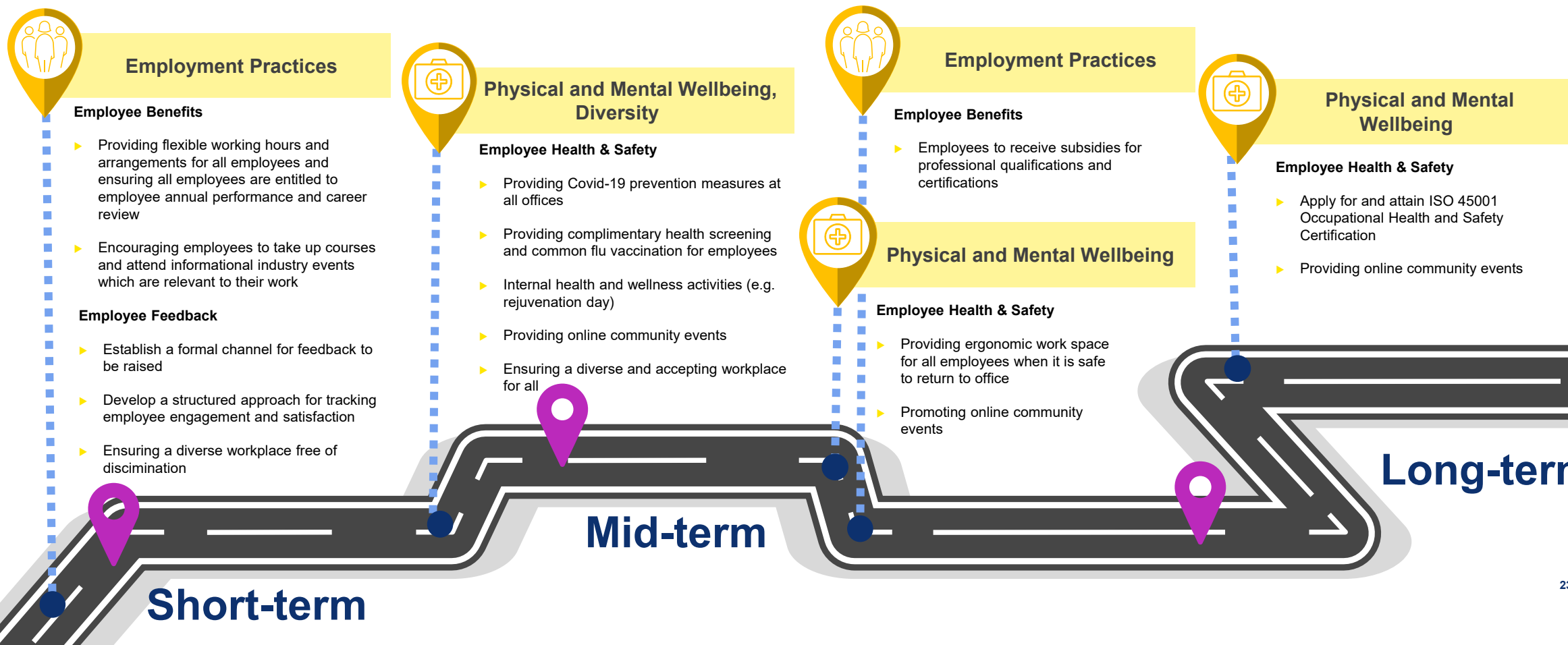
Donations and Sponsorship in 2021
Categories
<p><b>Community, education and environment</b></p> <p>In 2021, our Firm continued to focus our donations on charities and events that supported the underprivileged in our community, improved our environment, as well as encouraged the education of young minds. These charities included ones that supported and served people with disabilities such as those on the autism spectrum. Some of our other donations were made to help fund research for debilitating diseases such as cancer.</p> <p>The charities we donated to include: the LSPBS, the National Kidney Foundation, the Singapore Cancer Society, and the NUS Mooting and Debating Club.</p>
<p><b>Children, youth and the elderly</b></p> <p>A significant portion of our donations also went to aiding the children, youth and the elderly who are less fortunate. An example of this is our donation to TOUCH Community Services’ annual fundraiser titled “The MINDSET Challenge &amp; Carnival 2021”. Proceeds from our donation went on to help meet the needs of children from disadvantaged backgrounds, youth-at-risk, family in need, people with special and healthcare needs, and the frail elderly.</p>

# OUR SOCIAL INITIATIVES (HUMAN CAPITAL, WELLBEING AND DIVERSITY)



## Recommended Targets

- ▶ Annual communicate to staff to have feedback session with their supervisors
- ▶ Set up an email account for employees to provide suggestions and/or feedback
- ▶ Employee health and wellbeing programme/activity every six months
- ▶ Ensuring diversity throughout all aspects of employment



# EMPLOYMENT & HUMAN CAPITAL INITIATIVES



Our people are at the heart of everything we do. We pride ourselves in the excellent quality of service that we provide to our clients, but we recognise that this is the work of more than just our lawyers. We are a family and team made up of colleagues with different skillsets, expertise and experiences, that together, bring about the exceptional final product that our clients see. Our people are our greatest resource. As a Firm we will always strive to develop our talent and ensure the wellbeing of every member of Team A&G.

## ENSURING JOB SECURITY

During the pandemic, our management deliberated and unanimously decided not to reduce costs of its labour force, as other firms and companies had done. We instead invested in our people by sending out care packages to all members of the A&G family, and raised the remuneration of our associates for their hard work in the midst of the pandemic.

## PROVIDING AVENUES FOR MENTAL WELLNESS

We also understood that some of our members were having difficulty adjusting to the demands of working from home and made efforts to introduce virtual wellness classes, engage speakers to give talks about dealing with the stress of adjustment, and made avenues available for those who required professional advice on how to better cope with stress.

## ENABLING FLEXIBLE WORKING HOURS

When the pandemic first began, our Firm was one of the first organisations in Singapore to implement a Team A and B weekly rotation arrangement. This evolved into a full work-from-home arrangement, even before the Singapore Government stipulated it as a requirement. The pandemic provided us with the opportunity to evaluate how we could implement flexible working hours for all members of our Firm, without any loss of productivity. Since 1 June 2022, we have implemented a new flexible working schedule to allow everyone to work from home five days a month.

# EMPLOYMENT & HUMAN CAPITAL INITIATIVES



## COMMITTING TO GUIDANCE AND MENTORSHIP

One of the biggest hurdles we had to overcome was enabling our mentors to guide our younger lawyers during this period. We recognised that while virtual meeting platforms helped in some way to mitigate the issue, it did not fully replicate the experience of having in-person discussions with mentors, or working alongside them on matters. We therefore doubled down on our mentorship program by having our mentors commit to spending more time with their associates and providing them with close guidance and supervision.

We recognised that developing younger lawyers into truly world-class professionals involved more than just instruction of the law, but also the development of soft skills that can only be learnt through guidance and mentorship. This is something our senior lawyers and mentors will continue to do, as part of our commitment to help our young lawyers realise their full potential both professionally and personally.

## PROMOTING HEALTH AND WELLNESS

Recognising the benefits of keeping an active lifestyle, our Firm launched the Allen & Gledhill Sports Committee in 2021. The committee was tasked with fostering a balanced and healthy lifestyle within our Firm through recreational fitness activities and sports. As part of their mission, the committee conducted a survey, which polled the Firm on the different types of sporting activities that they could organise. As a result, a number of events including group runs have been instituted, including a Firm-wide charity run that helped to raise funds for the underprivileged children.

## ENCOURAGING GREATER COHESION

In our efforts to encourage greater cohesion and camaraderie within the Firm, the A&G Staff Lounge was launched in June 2022, with the first Wednesday of every month designated as A&G Bonding Day. Free breakfast and freshly brewed coffee by professional baristas to encourage interactions amongst employees and help ease everyone back into life at the office.



# ENSURING DIVERSITY



Our Firm defines diversity and inclusion as the acceptance, respect and understanding of each individual as a unique contributor to our Firm by virtue of each individual having a special blend of character, skills, knowledge, culture, background and experience. We recognise that each person has dimensions of ethnicity, religion, gender, age, education, socio-economic status, sexual orientation, physical abilities and political beliefs or ideologies.

In 2018, Allen & Gledhill developed and launched a formal Diversity Policy. This underlined the importance of embracing diversity and inclusion to our lawyers and staff in Allen & Gledhill and across our regional network. Articulating such a policy further raised awareness that unjustifiable discrimination against anyone, whether direct or indirect, based on any dimensions of ethnicity, religion, gender, age, education, socio-economic status, sexual orientation, physical abilities and political beliefs or ideologies, will be unacceptable.

We believe that communicating a formal Diversity Policy has had an impact in strengthening and supplementing our strong history of embracing diversity.

# DIVERSITY



By virtue of being a regional firm with roots in Singapore, we have traditionally embraced diversity in the following ways:

## Race and ethnicity

As our Firm is founded in Singapore, we subscribe to the ethos of “regardless of race, language or religion”, which can be found in our national pledge.

As such, an individual’s ethnicity does not factor into evaluations of their performance. Everyone is given an equal chance to succeed based on the quality of their output.

## Religion

We recognise that our staff members will espouse different religious beliefs. We do not discriminate against any of these religious beliefs or anyone who adopts the same

## Gender

Our law faculties in the two local universities have large numbers of female graduates. The female workforce participation rate has remained steady at 60 per cent. for the past three years. Among our lawyers in Singapore, Myanmar and Vietnam, 47 per cent. are female, and among our Partners, 43 per cent. are female.

We have two key committees, which are responsible for various organisational and management aspects of our Firm, namely, an Executive Committee and an Inter-Department Committee. 22 per cent of the Partners in both Committees are female. At the apex of our leadership, our Chairman is female. Further, we do not discriminate in terms of sexual orientation.

## Age

We actively implement an age-inclusive development strategy that provides lifelong learning opportunities for employees of all ages to develop skills in adaptability, resilience, and digital capabilities. Across our regional workforce, 51.5 per cent. are between the ages of 30 to 50 years old, and 12.5 per cent. are above 50 years old.

## Physical disabilities

Since 2000, we have a lawyer who is wheel-chair bound. We have made efforts to ensure that our Firm is accessible to those who are wheel-chair bound, including installing automated sliding doors on our floors when designing new office premises in 2004.

# OUR SOCIAL INITIATIVES (ENABLING CLIENTS' SUSTAINABILITY)



## Recommended aspiration level / targets

- ▶ To provide legal advice and develop legal expertise on sustainability-related issues
- ▶ To promote partnerships between organisations towards furtherance of the sustainability goals



### Enabling Clients' Sustainability

#### Collaboration (Short-term initiatives)

- ▶ Building internal capability/expertise on ESG-specific topics to facilitate legal services
- ▶ Providing legal advice to clients that holistically considers sustainability/ESG risks and opportunities, initiatives and instruments
- ▶ Providing sustainability/ESG training and facilitating sharing sessions on range of ESG topics with clients



### Enabling Clients' Sustainability

#### Collaboration (Short to Mid-term initiatives)

- ▶ Helping clients achieve their goals, including transitioning to low-carbon energy, migrating to greener IT and responsible value chains through contractual work and negotiations
- ▶ Providing soft skills training programme for clients and Non-Government Organisation ("NGO")s (e.g. communication, mediation and negotiation skills, entrepreneurship and initiative-taking, etc.)
- ▶ Provide opportunities/platform for clients to connect with each other on sustainability issues and share learnings



### Enabling Clients' Sustainability

#### Collaboration (Mid to Long-term initiatives)

- ▶ Involve clients in pro bono projects that the firm organises/actively supports
- ▶ Implement internal practice of prioritising clients with robust ESG practices

Short-term

Mid-term

Long-term

# A&G'S ESG & PUBLIC POLICY PRACTICE



As one of the top law firms in the region, we understand the importance of helping our clients in their own Sustainability & ESG journey. We have seen how shifts in the regulatory and legislative landscape can impact businesses and commercial imperatives significantly. As ESG gains momentum and matures to accelerate market transformation, regulators and industry bodies have, in recent years, moved to implement new frameworks and/or enact policy changes to keep their economies relevant and encourage continued investments.

Our ESG & Public Policy Practice is helmed by our Co-Heads Adrian Ang, Elsa Chen, Lee Kee Yeng, and Sophie Lim, who have many years of experience helping clients coordinate a multi-disciplinary approach to strategic planning, as well as legislative and communication efforts. This includes consultation on public policy papers and managing government relations. We understand intimately the legal ramifications and challenges that companies face when embarking on their own ESG journey, and are well-placed to advise clients on the changing ESG drivers, policy frameworks, legislation and regulation through A&G's sophisticated public policy experience and unmatched legal knowledge across multiple practice areas. We are uniquely positioned to combine strategic thinking, economic analysis and legal counsel.

Our multi-disciplinary team, comprising in-house economists, lawyers and consultants are ready to provide counsel on the full spectrum of ESG and public policy issues.

We understand ESG and public policy issues are multi-faceted. This is why we adopt a multi-disciplinary approach to all ESG matters we deal with by working across the various award-winning practices within our Firm and regional network to advance the interests of our clients. Apart from lawyers who are legislative advocates as well as professionals who have considerable personal experience with the legislative and executive branches of some of the region's local governments, we also have access to the largest and most established in-house economics team of any law firm in Singapore, with years of experience advising on public policy and regulatory matters.

With public policy, as well as ESG standards and structures continuing to develop locally, we understand that much of the applicable frameworks stem from international regimes. Through our strong regional network of offices in Singapore, Myanmar and Vietnam; associate firm, Rahmat Lim & Partners in Malaysia; and network firm, Soemadipradja & Taher in Indonesia, we are well-placed to support clients whose ESG and public policy objectives transcend jurisdictions and extend throughout South-east Asia, providing them with an integrated and seamless service.

Our experience includes sustainable and green/blue finance; investments, joint ventures, mergers, and acquisitions in the renewables sector; green energy and low carbon/carbon trading projects; environmental due diligence; investigations into complaints or disputes over ESG wrongdoing, business and human rights compliance; ESG reporting and disclosure standards and frameworks; legislative process and drafting; managing government relations; public policy gap analyses; strategy and advocacy; public consultations and policy papers; and environmental, health and safety regulatory compliance.

# ESG & PUBLIC POLICY EXPERIENCE



## ESG EXPERIENCE

- Advised multiple banks and property developers on multiple green loan facilities to refinance existing loans.
- Advising on several green and sustainability-linked notes/bonds issuances, including many market “first” such as (i) the first green bonds issued in Singapore by a financial institution, (ii) by a university in Asia, and (iii) the first certified green bond under the Climate Bonds Standard by a Singapore-based energy company.
- Advising Ascendas Fins Management (S) Limited on the first real estate green perpetual securities issued in Asia under their newly established Green Finance Framework.
- Various investors and investee companies on divestments and acquisitions in consideration of ESG goals.
- Advising on the development, financing, construction, operation and maintenance of several renewable power projects in the region.
- Advising on , drafting, reviewing, and helping to implement frameworks on corporate governance for a number of multinational companies and government subsidiaries.

## PUBLIC POLICY EXPERIENCE

- Advising on regulatory strategies for engagement with Singapore agencies.
- Preparing submission to Singapore agencies on the impact of legislative restrictions in Singapore on the client’s overseas operations.
- Represented a business group in engaging with the Ministry of Trade and Industry, as well as the Competition and Consumer Commission of Singapore, on trade restrictions.
- Represented clients in response to multiple public consultations by the Competition and Consumer Commission of Singapore, including the draft guidelines on price transparency.

# GOVERNANCE GOALS AND ROADMAP



As a law firm, we understand that integrity is key to our livelihood, and that we must fight against corruption of any form. We commit to upholding our tradition of excellence, and we will aim to be a pillar of trust in the community.

Clients who work with us will know that we are uncompromising in the quality of our work, and the ethical standards that we hold ourselves to. Towards that end, we will continue to strengthen our corporate governance guidelines and our anti-corruption practices.

We will endeavour to:

- Achieve zero confirmed incidents of corruption annually
- Demonstrate high levels of ethical behaviour in all that we do
- Provide legal advice to help clients achieve the same standards of governance we hold ourselves to

As a leading law firm, we owe an ethical duty to the Singapore Courts and our clients to ensure transparency and accountability in all our dealings. In the next few pages, we will go into detail about how specific practices in A&G are specifically dedicated to assisting our clients on the ethical aspects of business, law and human rights.



# OUR GOVERNANCE INITIATIVES



## Recommended Targets

- ▶ Zero confirmed incidents of corruption
- ▶ Demonstrate high levels of ethical behaviour in all that we do
- ▶ Provide legal advice to help clients achieve the same standards of governance we hold ourselves to, as well as playing our part in upholding the fair regulatory environment in the region



### Cyber Security and Data Privacy

#### Policy & Framework

- ▶ Establish A&G's data protection and information security framework
- ▶ Circulate A&G's data privacy and security handbook

#### Training and Awareness

- ▶ Annual Department level cyber security and ethics awareness sessions



### Ethics and Anti-corruption

#### Training and Awareness

- ▶ Annual Department level anti-corruption and ethics awareness sessions



### Ethics and Anti-corruption

#### Policy & Framework

- ▶ Develop/update A&G's anti-bribery & corruption policies
- ▶ Require employees to sign-off on A&G's Code of Conduct
- ▶ Require regular personal independence declarations

#### Launch of Whistleblowing Reporting Channels

- ▶ Develop/update the global anti-bribery & corruption policy



### Ethics and Anti-corruption

#### Supply Chain Engagement

- ▶ Implement a Supplier Code of Conduct aligned with A&G's ESG goals and values



### Cyber Security and Data Privacy

#### Certifications

- ▶ Apply and attain Enterprise and Client Service Business ISO 27001:2013 and ISO 27701 certification

#### Software Solutions

- ▶ Invest in solutions to help transfer data and other assets in an efficient, trustworthy, transparent and secure way

Short-term

Mid-term

Long-term

# ACHIEVING ZERO CASES OF CORRUPTION



## OUR PRACTICE

As Allen & Gledhill LLP is a Limited Liability Partnership in Singapore, we are exempt from mandatory/statutory corporate governance requirements under our local regulations or law. Although A&G may be exempted, we do have an ExCo comprising our Chairman, Managing Partner, and various other senior Partners from the different departments of the Firm. Our Exco meets on a regular basis, and has oversight of the various Firm policies/standards and procedures. We have other committees that are responsible for specific areas, such as Information Technology (“IT”) Committee which looks after our IT policies, and our Anti-Money Laundering (“**AML**”)/Counter Terrorist Financing (“**CTF**”) Committee who look after our AML/CTF obligations. These committees raise any pertinent issues they find to our ExcOs for their deliberation and final judgement, to ensure that issues are resolved in accordance with the relevant governing laws.

## OUR APPROACH

Our Partners are all specialists in their areas of practice and are widely recognised both by our clients and other lawyers as leading legal experts in their respective jurisdictions. They have significant on-the-ground experience and have developed close working relationships with relevant local authorities over the years. Our lawyers are well equipped to navigate and help reconcile areas that lack harmonisation of global ESG standards, taxonomy and disclosure requirements, as well as step up efforts to prevent greenwashing, and continue to pay attention to governance risks relating to ethics, bribery and corruption. With investor sentiments shifting focus to ESG, regulators and industry bodies have also been aggressively implementing new frameworks and/or enacting policy changes to keep their economies relevant and encourage continued investments. Our lawyers are therefore well positioned to provide invaluable perspectives within the context of navigating the challenging and ever-changing business, legal and political landscape of the respective local jurisdictions.

# OUR COMMITMENT TO ETHICAL BEHAVIOUR



## BUSINESS ETHICS AND INTEGRITY

As one of the largest law firms in Singapore where various departments and functions co-exist in a dynamic environment, we are subject to, and regulated by legislation as well as strict professional conduct and ethical rules, in particular, the Legal Profession Rule (Professional Conduct) Rules 2015. Our Firm is committed to acting in strict compliance with all applicable laws and professional rules in every aspect of our business and practice, as well as with the highest standards of integrity, ethics and professionalism in accordance with our core values. In this regard and as a Firm, we also have reasonable policies and procedures in place to detect, prevent and mitigate the risk of bribery and corruption. Internally, we have in place a written policy that is applicable to all staff, which serves to ensure that all staff refrain from involvement in any corrupt practice that may undermine or jeopardise the integrity, professionalism and reputation of the Firm. Our staff are informed of our Firm's internal policies, including our anti-corruption policy, during their orientation and in-house training programmes. These policies are also made available to all staff on our intranet and document management system. Our Firm has a zero-tolerance approach towards any act or form of bribery and corruption by our staff. Any staff member found to have been engaged in any

prohibited or illegal conduct will face disciplinary action, including but not limited to the termination of employment and/or referral to the appropriate law enforcement authorities. Our policy also requires staff to avoid situations that may interfere or potentially interfere with the proper and impartial discharge of their duties and responsibilities, and to take specific care in working with public officials or people otherwise associated with public bodies.

# OUR COMMITMENT TO ETHICAL BEHAVIOUR



## HUMAN RIGHTS AND LABOUR MANAGEMENT

Our Firm adheres strictly to the prescribed employment rights and conditions under the Singapore Employment Act. We are fully committed to practising fair and merit-based employment practices, as set out by The Tripartite Guidelines on Fair Employment Practices (TAFEP Guidelines) in Singapore, which state that, among others, employers should not stipulate age, race and marital status as employment requirements. Our Firm is a signatory to the “Preventing Bullying and Harassment in Singapore’s Legal Profession” pledge initiated by The Law Society of Singapore, and we are committed towards a zero tolerance policy on bullying and harassment in the office and highlight the importance that we place on being honest, steadfast and reliable professionals. We are also cognisant that we are not complicit in human rights abuses.

## HEALTH, SAFETY AND WELL-BEING

Our Firm adheres to the requirements set out in the Workplace Safety and Health Act which requires stakeholders to take reasonably practicable measures to ensure the safety and health of persons at the workplace. Our policies and practices are focussed on ensuring safe environments and fair remuneration for our employees and the promotion of their health and wellbeing. Some of these measures include conducting annual health screening and flu vaccine for all staff, carrying out office maintenance and monthly inspections to identify any work hazards, pest control efforts to minimise or remove undesirable insects and other pests from our office premises, and ozonation exercises to remove air-borne bacteria from our entire office premises.

# HELPING CLIENTS ACHIEVE HIGH LEVELS OF ETHICAL GOVERNANCE



We apply a multi-disciplinary approach and work across various award-winning practices within our Firm and network to advance our clients' interests.

Many of our lawyers are legislative advocates as well as professionals who have considerable personal experience with the legislative and executive branches of the governments in the areas we operate in. We also have the most established in-house economics team of any law firm in Singapore, with years of experience advising on public policy and regulatory matters. Through our strong regional network of offices in Singapore, Malaysia, Myanmar, Indonesia and Vietnam, we are excellently-placed to support clients whose ESG & public policy objectives transcend jurisdictions and extend throughout South east Asia.

Our experience, many of which are 'market firsts' as set out in the next few slides, ensures that our clients are getting quality and relevant legal advice that aligns with the everchanging nature of regulations around South-east Asia. Some of these notable areas include:

- Sustainable and green/blue finance;
- Investments, joint ventures, M&A in the renewables sector;
- Green energy and low carbon/carbon trading projects, including setting up of global exchange and marketplace for high-quality carbon credits;
- Environmental due diligence;
- Investigations into complaints or disputes over ESG wrongdoing, business, and human rights compliance;
- ESG reporting and disclosure standards and frameworks;
- Public policy gap analyses;
- Strategy and advocacy;
- Public consultations and policy papers; and
- Environmental, health, and safety regulatory compliance.

A key offering that our Firm provides is ensuring that our clients recognise the importance of harmonising ESG practices with their current operations. These practice areas are headed by Partners who have had acted for, or are currently acting alongside legislative bodies. With their expertise and unique experiences, our Practices are poised to tackle any challenge that come with an ever changing business, legal and political landscape.

# CORPORATE REGULATORY & COMPLIANCE PRACTICE



Our Corporate Regulatory & Compliance practice is recognised as a market leader in Singapore. Our team of highly regarded Partners has extensive experience in corporate regulatory, governance, and compliance work. We have strong relationships with regulatory authorities and are frequently consulted on legislative reforms and regulatory changes. We also actively develop precedents and practices, many of which have become industry standards. Our in-depth experience and market insights enable us to provide comprehensive, practical and value-added advice on diverse and complex issues.

We routinely advise listed and private companies and their boards on their duties and obligations, governance and compliance processes, statutory shareholding disclosures, management of conflicts of interests, board, committee and shareholders proceedings, and regulatory reporting and disclosures. Our clients include many leading companies across various industry sectors.

# CORPORATE REGULATORY & COMPLIANCE



## Flipkart Private Limited

Advised on the corporate compliance aspects of its acquisition by Walmart, the world's largest retailer, of a US\$16 billion controlling equity stake of approximately 77 per cent. According to Bloomberg, this transaction marks Walmart's largest-ever investment in e-commerce by Walmart to-date.



*Editor's Choice Impact Deal of the Year*  
*Asialaw Regional Awards 2019*

## Avago Technologies

Advised on the corporate regulatory requirements regarding its acquisition of Broadcom for approximately US\$37 billion in cash and stock, and was then recognised as the largest semiconductor acquisition in history.



*M&A Deal of the Year (Premium) and Deal of the Year*  
*Asian Legal Business SE Asia Law Awards 2016*

*Deal of the Year*  
*Asia Business Law Journal 2016*

## Broadcom

Advised Broadcom, a Singapore-incorporated company listed on the NASDAQ Global Select Market, on its redomiciliation from Singapore to the United States of America, by causing the parent company of its corporate group to be a Delaware corporation.

This was a highly complex transaction given the interplay of divergent laws of the United States of America and Singapore and the listing regulations promulgated by the Securities Exchange Commission and Singapore laws, to reach a position that is workable under Singapore laws.

## Israel Corporation and Kenon Holdings ("Kenon")

Advised on the spin-off transaction and the subsequent dual listing of Kenon shares on the New York Stock Exchange ("NYSE") and the Tel-Aviv Stock Exchange ("TASE").

Unprecedented as the first ever dual listing of a Singapore company on the NYSE and TASE, it was a highly complex transaction given the interplay of divergent laws and corporate compliance regulations involved across the various jurisdictions.



*Deals of the Year*  
*Asian-mena Counsel 2015*



# EMPLOYMENT, HEALTH & SAFETY



Our Employment, Health and Safety practice is highly acclaimed by peers and clients. Possessing advisory/transactional and disputes capabilities, our lawyers handle all aspects of employment, industrial relations and work health and safety matters, and regularly advise on cross-border employment arrangements and matters. On the advisory/transactional front, we advise on all aspects of employment relationships, including, but not limited to, share options, pension and incentive schemes, collective bargaining and industrial relations, statutory welfare and benefits, staff severance and retrenchment management, outsourcing arrangements, and transfer or integration of a workforce resulting from mergers and acquisitions and takeovers.

On the contentious front, our team regularly handles all forms of employment disputes, including wrongful dismissals, enforcement of restrictive covenants and post-termination restraints, disciplinary proceedings, employee wrongdoing investigations, breach of fiduciary duties, and white collar offences.

In relation to workplace health and safety specifically, our team of highly sought after and experienced lawyers regularly advise on the regulatory framework relating to workplace health and safety, so as to provide support to employers in ensuring a risk-free environment for work. This includes advising on sustainability and protection of work habitats, the reduction of risk of physical, psychological and emotional harm to employees, best practices in areas of workplace and product safety, and investigations into industrial and environmental incidents, in addition to acting for clients in coroners' inquiries and criminal prosecutions.

We have partnered closely with clients in a wide range of industries, with particular specialisation in construction and engineering, manufacturing, logistics, energy and utilities, natural and renewable resources, chemicals and pharmaceuticals, healthcare, hospitality, and maritime. A significant portion of our work is cross-border in nature and we have vast experience supporting clients on their cross-border matters and transactions. In addition to advising corporates and institutions, we frequently provide legal advice on employment, health, and safety matters to clients of top labor, employment, health, and safety practices in other jurisdictions.

We also act as Asia-Pacific legal co-ordinator for multinational corporations on employee integration issues arising from global acquisitions of business operations, and on the legal aspects of multinational corporations' outsourcing of their human resource functions. Such combination of international depth and expertise allows us to provide our clients with international quality legal advice, tailored to local requirements.

# OUR EMPLOYMENT, HEALTH & SAFETY EXPERIENCE



- Advising a client with the internal investigations, the termination of employment of the employees concerned, criminal investigations by the Corrupt Practices Investigations Bureau and civil proceedings against multiple defendants for breach of various obligations as employees.
- Advised and represented a leading construction company in investigations into a complex and fatal workplace accident involving multiple parties, and subsequent Ministry of Manpower prosecution. Successfully secured an amendment of the charge from one under the WSHA to the subsidiary regulation, resulting in a significant reduction in the maximum possible fine (from S\$500,000 to S\$10,000).
- Advised and represented a global water treatment and waste management company in relation to Ministry of Manpower investigations into employees' exposure to hazardous substances and compliance with the Workplace Safety and Health Regulations.
- Advised a global developer and manufacturer of industry materials in relation to the regulatory framework and assistance on managing a potential exposure of hazardous substance at the workplace.
- Advised and represented a global water treatment and waste management company in relation to Ministry of Manpower investigations into employees' exposure to hazardous substances and compliance with the Workplace Safety and Health Regulations.
- Advising and representing clients in the two largest employee-poaching claims in Singapore's history, involving claims of conspiracy, inducement of breach of contract and restraint of trade.

# FINANCIAL REGULATORY & COMPLIANCE PRACTICE



Our market-leading Financial Regulatory & Compliance practice which advises on the full range of financial services laws and regulations and seamlessly handles both non-contentious and contentious matters. We advise on licensing and conduct of business requirements for banking, securities, futures, derivatives, asset management, corporate finance, insurance and other financial services.

We play an active role in the consultation process for new regulations and are often asked by regulators and financial institutions for input on proposed regulatory changes. For contentious regulatory and compliance matters, we regularly advise on financial regulatory related raids and investigations, enforcement actions by the authorities, anti-money laundering legislation and regulatory sanctions.

In addition, we frequently advise on market misconduct issues such as market-rigging, insider trading and fraud which may involve cross-border issues and regulators from other markets and jurisdictions.

# WHITE COLLAR & INVESTIGATIONS PRACTICE



Our White Collar & Investigations practice consists of a team of experts who are well equipped to deal with regulatory, investigations and white-collar crime issues. Our team is led by former prosecutors and judicial officers who have extensive experience in representing clients and conducting investigations in both civil and criminal cases.

On top of that, A&G regularly advises financial institutions and public listed companies in high-profile and complex cases and works seamlessly with our industry-leading Financial and Corporate Regulatory & Compliance teams to provide innovative legal solutions for both contentious and non-contentious matters.

Our lawyers' expertise gives our team a decided advantage in dealing with the unique commercial challenges and potential reputational risks that arise in such cases. We consider the size and complexity of each circumstance and with our thorough understanding of the regulatory and enforcement landscape; we are able to comprehend the needs of each client and respond with appropriate measures.

In 2020, our partner was appointed Senior Counsel of the Supreme Court of Singapore. The appointment of Senior Counsel is accorded to those with outstanding ability as advocates, extensive knowledge of the law and the highest professional standing. This makes us one of the few firms with a Senior Counsel who specialises in investigations work.



# WHITE COLLAR & INVESTIGATIONS PRACTICE



## **Acting for a leading non-profit private education institution, with over 15,000 students in its Singapore and South-east Asia campuses.**

We were engaged after our Client discovered several suspicious transactions, which indicated that its senior employees were committing an extensive and coordinated fraud against our Client. The employees appeared to have already misappropriated millions of dollars of corporate funds. They did so by executing fraudulent transactions over time in different jurisdictions.

Criminal complaints have been made to the relevant enforcement agencies. Civil recovery proceedings and bankruptcy proceedings have been filed in Singapore and are also being contemplated in other forums. We are acting for the Client in both criminal and civil actions.

Fraud in non-profit organisations is an increasingly important area for white collar and investigation practices. Several of the most recent high-profile fraud cases in Singapore involved non-profit organisations and trust assets. These types of fraud tend to inflict greater reputational impact on non-profit organisations, in addition to the financial impact and losses caused.

This case highlights the need for non-profit organisations to take robust steps once fraud has been discovered, in order to manage the potential financial and reputational risks. This is especially in cases involving fraud on a transnational scale, as seen in this case. Forensic investigations, criminal enforcement actions and civil recovery proceedings for non-profit organisations need to be managed carefully, given the heightened public interest in such cases. We are not able to provide further details on the nature of the scheme or the persons involved at this time.

## **Steep Rise Limited v Attorney General [2020] SGCA 20 Court of Appeal, High Court**

This is a landmark decision dealing with the duties owed by the Attorney-General (“AG”) when applying for foreign restraint orders in the Singapore Court.

Acted for Steep Rise, a company incorporated in the British Virgin Islands, in a challenge against the scope and validity of foreign restraint orders that were made against its bank accounts in Singapore. The orders were sought by the French authorities, in support of criminal proceedings in France relating to a nearly €70 million VAT fraud.

As a result of arguments raised by Steep Rise in the proceedings, Singapore’s highest Court has ruled, for the first time, that the AG is under a duty of full and frank disclosure in mutual legal assistance cases. The Court of Appeal also clarified that the AG does not need to show a risk of dissipation when applying to the Court for a foreign restraint order.

This is an extremely important case for parties dealing with transnational enforcement and asset recovery proceedings involving Singapore. Given its status as a global financial hub, Singapore has seen an increasing number of requests over the years by foreign authorities for disclosure and restraint orders against persons and assets in Singapore. Pursuant to a recent judgment issued by French Constitutional Court Decision, further proceedings in Singapore may be commenced over the seized / frozen assets.

## **Essilor Manufacturing (Thailand) Co Ltd v Idrisco Pte Ltd and others**

Acting for the Client, the Paris-listed eyewear conglomerate that is the largest player in the eyewear market. Market capitalisation of the Essilor Group is estimated at approximately US\$83.2 billion as of April 2022.

In 2019, Essilor was targeted by an international criminal syndicate. More than US\$200 million was fraudulently transferred out of Essilor’s bank accounts, and quickly dissipated into multiple bank accounts across the world. The bulk of Essilor’s funds were transferred into and through Singapore. This is one of the largest transnational fraud cases in Singapore’s legal history.

Our Firm acts for Essilor’s regional entities in civil and criminal proceedings relating to the fraud. Our Firm is representing Essilor in over a dozen cases against different defendants in the Singapore Court. These include civil recovery claims and criminal disposal hearings. There are concurrent recovery actions in multiple jurisdictions.

# ESG & PUBLIC POLICY PRACTICE



Our team is actively involved in the consultation process for new legislation or regulations, and is often asked by regulators and financial institutions for input or assistance on proposed regulatory changes. We also engage in on-going dialogue, closely consult with, and provide feedback to relevant regulatory authorities (such as the Singapore Land Authority, the Accounting & Corporate Regulatory Authority, Singapore Exchange, Monetary Authority of Singapore and Competition Commission of Singapore). Such on-going contact ensures that we remain constantly informed on all laws, regulations and policy trends in various industries, which enable us to provide our clients with updated, practical and useful advice.

We also welcome and recruit former members of the public service and specialists and experts who bring with them invaluable knowledge of the industry. Such continual development and growth of our practices ensure that our understanding of the industry is consistently up-to-date so as to better address our clients' needs.

# ESG & PUBLIC POLICY PRACTICE



## Corporate & Regulatory

Advising a major gas company in the statutory transfer of another gas company's onshore natural gas pipeline assets pursuant to section 98 of the Gas Act. This is the only case in Singapore of the exercise by the Minister of Trade and Minister of his powers under the Gas Act to transfer property of a gas company to another gas company.

## Employment Law: Grab Inc. / Grab Holdings Inc.

Advised Grab Holdings Inc. ("**Grab**") on the transfer of the employment of employees from Uber Technologies Inc. ("**Uber**") to Grab in connection with Grab's acquisition of Uber's assets and operations in Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Vietnam. As part of the acquisition, Grab also acquired Uber's ride-sharing and food delivery assets in the region into Grab's existing multi-modal transportation and FinTech platform. As the deal involved the transfer of employees from Uber to Grab across eight jurisdictions, it was necessary to coordinate the transfer across the various jurisdictions. This included coordinating and aligning the employment documents that were prepared and the processes that were implemented in connection with such transfer across the various jurisdictions, having regard to the specific legal and regulatory requirements of each jurisdiction.

## Corporate & Regulatory

Restructuring of Singapore electricity and gas markets, including issues associated with the separation of the non-competitive sectors and the competitive businesses. A considerable amount of work was undertaken for a major gas company in connection with the restructuring, and the new legislative regime (including the licences, regulations and codes) regulating the import, transportation and retail of gas (and other associated activities) and the negotiation and finalisation of contracts for the use of the company's high pressure offshore gas pipeline and onshore gas transportation network.

## FinTech Regulation

Advised several foreign money transfer companies on separate occasions on the regulatory issues surrounding their proposed roll-out of non-traditional money transfer services, with money transfer business being undertaken via applications on mobile devices. Some of the more significant regulatory issues were related to remittance business licensing issues, know-your-client requirements as well as anti-money laundering and combating the financing of terrorism issues.

## FinTech Regulation

Advised blockchain-based platform *iSTOX* on regulatory issues arising from its entry into the Monetary Authority of Singapore's sandbox. *iSTOX* has been granted the relevant licences, approvals and exemptions and is poised to be able to offer the listing of security tokens on its platform and to facilitate the secondary trading of such security tokens. The matter was ground breaking as *iSTOX* will be the first securities token exchanged in Singapore and potentially the world.

# COMPETITION & ANTITRUST PRACTICE



Our Competition & Antitrust practice is one of the largest and most established in Singapore. A unique feature of our team is that our members practise antitrust law full-time. They include competition lawyers, competition economists and former officers of the Competition Commission of Singapore (“**CCS**”), now known as the Competition and Consumer Commission of Singapore (“**CCCS**”). Since its inception, our practice has been at the forefront in terms of securing favourable decisions from CCCS.

A market leader in the field of merger control, we have advised on the majority of all public decisions issued by CCCS since the Competition Act was enacted, including overturning its first provisional decision to block a merger. Our team also specialises in regulated competition sectors. We were the commissioned draftsman for the Media Market Conduct Code review and the merger framework of the Singapore Airport Competition Code. Our track record includes landmark matters in the gas, electricity, postal and telecommunications sectors.

For contentious antitrust work, we have successfully represented clients in complex international cartel and monopoly investigations, including the first CCCS’ global cartel decision and in abuse of dominance matters. Our practice also has significant experience in cross-border antitrust advice, especially in the ASEAN region.



# COMPETITION & ANTITRUST PRACTICE



## COMPETITION LEGISLATION AND REGULATORY

Competition policy and legislative work is an area of excellence of the Practice. It is regularly commissioned by authorities to draft competition legislation, codes and policies.

## COMPETITION LEGISLATION

Commissioned by the Civil Aviation Authority of Singapore to draft the merger control framework under Singapore's civil aviation competition legislation, the Airport Competition Code.

## COMPETITION REGULATORY CODES

Competition regulatory codes Commissioned by the then Media Development Authority (now known as the Infocomm Media Development Authority) to redraft Singapore's media competition code legislation, the Media Market Conduct Code, which regulates TV and print.

## COMPETITION ECONOMICS

Commissioned by the Energy Market Authority to assist on economic aspects of competition law in the electricity and gas markets. Both the economics and legal teams also assist clients in compliance programmes, market definition studies and preparation of defences in relation to business strategies such as exclusivity arrangements, pricing and single branding obligations.

## ANTITRUST INVESTIGATIONS

The Practice has a proven track record in defending clients on CCCS's three global cartel decisions, dawn raids and investigations within and outside Singapore on cartel cases, abuse of dominance cases, mergers and landmark antitrust hearings.

### Voluntary Undertakings

Successfully persuading the CCCS to accept voluntary undertakings in own initiative behavioural infringement investigations.

### International Cartels

Defended parties in 100 per cent of Singapore's international cartel decisions to date, including acting for the successful amnesty applicant of Singapore's first global cartel decision (freight forwarding), and the successful leniency applicants to its second (ball bearings) and third (aluminium electrolytic capacitors) ones.

### Antitrust defence cases (published)

Successfully representing the exclusive distributor of Agenda, the product at the centre of the first-ever infringement decision by the CCCS where the downstream retailers received record fines (pesticides), the first abuse of dominance appeal before the Competition Appeal Board (ticketing), and the first cartel appeal before the Competition Appeal Board in the agricultural sector that resulted in a partial over-turning of liability (poultry).

### Tribunal defence cases

Successfully advising clients on the first competition dispute to be heard before the Energy Market Authority arising from the essential facilities provisions of the Gas Act.

# COMPETITION & ANTITRUST PRACTICE EXPERIENCE



## Blocked Mergers

Successfully overturning the first Statement of Decision (Provisional) issued by the CCCS to prohibit a merger : Greif/GEP. This is the first and only provisional infringement decision by the CCCS to be successfully overturned both in the area of antitrust and merger control.

## Merger investigations

Advised on multiple investigations by the CCCS into unnotified mergers (pre- and post-completion), and the first infringement decision by the CCCS pursuant to an investigation: *Grab/Uber*

## Listed companies

Successfully advising on all seven public take-overs of SGX-ST listed companies complying with the Securities Industry Council Practice Statement on the Merger Procedures of the CCCS: *Glencore/Chemoil, Dubai Drydocks/Labroy Marine, SATS/SFI, NCS/SCS, Fincantieri/STX OSV, Heineken/APB, and BRC/Lee Metal.*

## Competition legislation

Commissioned by the Civil Aviation Authority of Singapore to draft the merger control framework under Singapore's civil aviation competition legislation, the Airport Competition Code.

## International cartels

Defended parties in 100 per cent of Singapore's international cartel decisions to-date, including acting for the successful amnesty applicant of Singapore's first global cartel decision (freight forwarding), and the successful leniency applicants to its second (ball bearings) and third (aluminium electrolytic capacitors) ones.

## Antitrust defence cases

Successfully representing the exclusive distributor of Agenda, the product at the centre of the first-ever infringement decision by the CCCS where the downstream retailers received record fines (pesticides), and the first abuse of dominance appeal before the Competition Appeal Board (ticketing).

## Dawn raids and antitrust defence cases

Successfully defending clients in horizontal and unilateral conduct cases in industries including aerospace, automobiles, banks, chemicals, commercial and professional services, construction, consumer product manufacturing, energy, entertainment, financial services, food and drink producers, government, ground-handling, health care, insurance, manufacturing, media, pharmaceuticals and life sciences, petrochemical, real estate, retail, software and computer services, technology, hardware and electronics, telecommunications, transportation, travel and leisure, and utilities.