

CHANGE AND CONSTANCY

Admission of Advocates & Solicitors

30 August 2018

Address by the Honourable the Chief Justice Sundaresh Menon
Supreme Court of Singapore

I. No time like the present

1. I begin by congratulating each and every one of you on your call to the Bar. This truly is cause for celebration because, for each of you, this marks the achievement of a significant milestone in your lives and you may justly take pride in it. You each charted your own courses into the profession and, today, you are all joined in the shared desire to be admitted as members of this honourable profession. It is my great privilege to welcome you on behalf of all your seniors. In this address, I hope to give you a sense of the challenges that lie ahead and an indication of how you might best meet them.

2. The profession has for some time been experiencing change at a rate not seen before. Globalisation has eroded the perceived exclusivity of legal practice, while new technologies have prompted the “disaggregation” and “commoditisation” of legal services.¹ These trends have upended old ways of practice, and it is on these shifting sands that you must now find your feet.

3. It is important that we safeguard ourselves from being overrun by the rapid changes that are taking place around us. Let me begin by picking up on a point

that Mr Gregory Vijayendran mentioned a moment ago. When I delivered the Mass Call address two years ago, I announced the formation of the Committee for the Professional Training of Lawyers, which was tasked to conduct a root-and-branch review of the professional training regime in Singapore so as to raise the quality and consistency of training standards. The Committee has completed its work and submitted its report. It is an extremely thorough and carefully considered work and I am delighted that its recommendations have been accepted in principle by the Ministry of Law, which I understand will be issuing a public response shortly. The report will be made available on the website of the Supreme Court after the close of today's proceedings, and I commend it to all of you. It contains an insightful explanation of the changes that are reshaping the legal industry and proposes a set of conceptually innovative and yet highly practical measures to secure the future of our profession. I am deeply grateful to the chairman of the Committee, Justice Quentin Loh, and all of its members, including my colleagues, Justice Kannan Ramesh and Justice Aedit Abdullah, for the tremendous effort that they have put into this and for sharing their invaluable insights.

4. I will not go into the Committee's report in detail today save to highlight three of its main recommendations that will, if implemented, collectively result in a significant restructuring of the professional training regime for lawyers.

- a. The first concerns the uncoupling of admission to the Bar from the practice training contract, such that the completion of a practice training contract will no longer be a pre-condition for admission to the Bar, as it was for you. The completion of a practice training contract will only be a

pre-requisite for those who intend to practise law. This proposal recognises that a person who has studied law can contribute to society without becoming a practising lawyer; and that it is not necessary for those who choose to pursue different pathways to first complete a period of practical training before they start work.

- b. The second proposal is to enhance the stringency of the Part B examinations. These examinations are the gateway to admission to the Bar, and the standard must be set at an appropriate level to ensure that new members are equipped to meet the challenges of the modern professional environment. This will be even more important if admission to the Bar is no longer contingent on the completion of a practice training contract.
- c. The third proposal is for the duration of the practice training contract for those who *do* wish to practise law to be lengthened from the current period of six months to one year to allow practice trainees to develop a strong foundation for a sustainable and fulfilling career in legal practice.

5. These are but three of the Committee's several recommendations, all of which are both timely and necessary. I will leave you to study the report in its entirety after these proceedings. For now, that is all I am going to say about the report. I want to speak to you now about the qualities you will need in order to meet the future that lies before you.

II. A compass for the future

6. At a high level of abstraction, I think it can safely be said that gone are the days when the law was a relatively solitary pursuit and lawyers could insulate themselves from other areas of learning. Legal practice today encompasses a range of activities requiring a network of diverse competencies, and lawyers must successfully integrate various bodies of skills and learning – both legal and non-legal – to provide value to the discerning clients of today. Given the constraints of time, I do not propose to present you with a detailed road map of the future of our profession. Instead I want to focus on the *qualities* that will serve as your compass as you navigate this brave new world.

(a) *Be passionately curious*

7. First, I urge you to remain curious not only about developments in the law, but also about those outside it. Although the ordeal of examinations might have strained your spirit of learning, I hope that it has not broken it! Curiosity remains an essential force in your growth as a lawyer.

8. In 2015, I announced the establishment of the Civil Justice Commission under the chairmanship of Justice Tay Yong Kwang to consider the Rules of Court and to recommend reforms, including transformational changes, to the litigation process.² The Commission has undertaken a monumental effort culminating in a detailed report with a proposed set of modernised rules. The Rules of Court form the backbone of civil procedure in Singapore and it is therefore no exaggeration to say that the entire profession has a stake in the success of the work of the

Commission. A public consultation paper will be published in due course by the Ministry of Law and I encourage ready and earnest participation from all members of the profession – including you, the newest members of the profession – in the public consultation process.³ As a generation of energetic and original thinkers, you can offer fresh perspectives and unique insights that might escape those of us who are used to the old ways.

9. Beyond the domestic front, we are witnessing a growing tide of international collaboration on initiatives that have the potential to impact legal practice in new and important ways. The Judicial Insolvency Network, or “JIN”, is a prime example.⁴ This is a grouping of insolvency judges from key commercial jurisdictions that seeks to connect and promote communication and cooperation amongst national courts in cross-border insolvency matters. An important outcome of its inaugural meeting in Singapore two years ago was the publication of a set of Guidelines for Communication and Cooperation which are meant to facilitate the coordination of cross-border insolvency proceedings between courts from different jurisdictions.⁵ These Guidelines have now been adopted in some of the most important restructuring courts in the world, including the United States Bankruptcy Courts for the Southern District of New York and the District of Delaware, the Chancery Division of England and Wales, the Equity Division of the Supreme Court of New South Wales, and the Grand Court of the Cayman Islands. This year, a leading global offshore services provider undergoing insolvency proceedings in both the United States Bankruptcy Court for the Southern District of New York and the Singapore High Court successfully applied for the adoption of a protocol based on the JIN Guidelines to assist in the management of the two sets of proceedings.

These are ground-breaking changes which were unimaginable a few years ago and they augur well for the future of the Guidelines.⁶

10. Separately, the Singapore International Commercial Court continues to grow in stature as a premier forum for the resolution of international commercial disputes. The Court has had 24 cases in its docket thus far, and this February, a significant milestone was reached when the very first writ of summons was filed directly with the Court.⁷ The suite of dispute resolution options that our justice system offers to commercial parties has never been broader or more nuanced, and it is the responsibility of legal advisers to bring the full catalogue of potential solutions to their clients' attention.

11. Another exciting area is the push towards convergence in substantive commercial laws. Legal uncertainty created by the heterogeneity of laws generates significant transactional costs and has been cited as one of the biggest obstacles to trade and investment in Asia.⁸ This is why efforts to promote legal convergence in this region are so worthwhile and we, in Singapore, have contributed to it with much effort and energy. Two years ago, the Asian Business Law Institute was launched here in Singapore as a research institution dedicated to stimulating "the drive towards thoughtful legal convergence in the region".⁹ Singapore is also an active participant in the ASEAN Law Association which strives to maintain peace and prosperity in ASEAN through regional legal cooperation directed at promoting convergence. I assumed the Presidency of the Association for a term of three years last month, and I hope to work with as many of you as possible as the Singapore national committee strives to advance the Association's goals. Through initiative

and dedication, Singapore has emerged as a leader in regional efforts to harmonise commercial laws and we must continue to remain a thoughtful voice in the region. The privilege and responsibility of carrying that torch will soon be yours to bear.

12. What do all these initiatives mean for you as you join the Singapore Bar? I suggest that they require you to understand your membership of the profession not merely as a licence to provide legal services for a living, but as an invitation to participate in the endeavour to make our society a better place. As I said recently, those of us who are fortunate enough to work in the law have an opportunity to make a real difference to society. We do so directly, through our daily participation in the administration of justice; and also indirectly, when we participate in the cause of legal reform.¹⁰ These are exciting times to be a lawyer, and I urge you to seize the opportunities of the moment. In the words of Einstein, you should be “passionately curious” and extend your reading not just beyond the confines of your preferred area of practice, but also beyond the law.¹¹ Your increased exposure and knowledge will not only help you become a better lawyer; it will also help you become a better citizen.

(b) Have the courage to tread new ground

13. Second, I encourage you to be courageous and spirited in your approach to professional development. A lack of seniority need not entail timidity or reticence. In fact, it is precisely because you lack the experience and knowledge of those senior to you that you should seize the opportunities for learning and exposure.

14. In March this year, Minister Indranee Rajah, SC touched on how the legal services sector should prepare itself for the future economy.¹² She identified restructuring, corporations, intellectual property, and projects and infrastructure as potential growth areas and noted that a staggering sum of around US\$26 trillion is projected to be spent on infrastructure projects in Asia over the next 15 years. This represents a tremendous opportunity for Singapore, whose first-class legal and financial infrastructure and expertise mean that she is “uniquely placed” to supply the services that these projects will inevitably demand.

15. Indeed, Singapore is situated in a region whose growth will likely define the global economy for a considerable time.¹³ Much of this growth will be fuelled by China’s Belt and Road Initiative, or “BRI”, which is an ambitious plan to establish overland and maritime corridors of trade and exchange that will connect about 65% of the world’s population and about one-third of global GDP.¹⁴ In August last year, I co-chaired the inaugural Singapore-China Legal and Judicial Roundtable in Beijing with my counterpart Chief Justice Zhou Qiang of the Supreme People’s Court of China, with whom I had signed a Memorandum of Understanding on legal and judicial cooperation between our two courts. Two months later, the Singapore International Mediation Centre and the Hangzhou Arbitration Commission signed a Memorandum of Understanding to collaborate in dispute resolution for cross-border transactions.¹⁵ And tomorrow, Chief Justice Zhou Qiang and I will co-chair the next edition of the Roundtable in Singapore. Through efforts such as these, Singapore hopes to play a role in contributing towards the commercial dispute resolution infrastructure that will be necessary to support the BRI.¹⁶

16. The global economy is on the cusp of a new age and, as one of the world's most open economies, we must ride and not resist the tide of change. But just as these changes entail uncertainty, they also present unprecedented opportunities. The catch is that only those who are sufficiently courageous to act on them will reap the benefits. An example of such an opportunity is the "Lawyers Go Global" programme launched earlier this year by the Ministry of Law, the Law Society of Singapore and International Enterprise Singapore. The programme organises trips to fast-growing countries in Asia for Singapore lawyers to gain a sense of the demand for legal services and the business opportunities that are available there. I am pleased to note that the inaugural mission trip in April this year brought more than 30 lawyers to Guangzhou. And over the next three years, seven other trips will be organised to China, India and various ASEAN nations.¹⁷

17. I encourage you to embrace the international nature of modern legal practice. The patrons may be foreign and their language unfamiliar, but the currency of value – namely, the provision of sound legal advice framed by a pragmatic and commercial perspective – remains the same. This is a currency that you have already begun to acquire during your time in law school and whilst training in your firms, and you will no doubt continue to accumulate more of it as you grow as a lawyer. As Minister Indranee Rajah observed, Singapore lawyers and law practices start from a position of strength when it comes to internationalising, given our strong technical skills and our much admired and hard-earned reputation for quality, honesty and integrity.¹⁸ You should therefore be bold. Go forth and tread new ground, confident that you have what it takes to go far.

(c) Find creative solutions through technology

18. Finally, combine your curiosity and courage with a genuine desire to find creative solutions. Lawyers are often portrayed as conservative, beholden to precedent, and fearful of change. But with a raft of game-changing technological tools at your disposal, *this* is the time for you to think imaginatively about developing new and better ways to deliver legal services.

19. There is in fact a real appetite within the legal industry for innovative solutions that will drive down the cost of legal services. A joint study by the Boston Consulting Group and the Bucerius Law School in Germany has shown that the conventional “pyramid” structure of law firms, which contemplates a small group of partners at the top supported by a broad base of junior lawyers, may soon be a thing of the past. Low-value work will be outsourced to alternative service providers who leverage on technology to do the work more cheaply, and law firms will come to rely on the services of a suite of skilled legal technicians as technology becomes embedded in every facet of our work.

20. In this environment, original thinkers have much to gain. For instance, a group of students have started the initiative known as “Alt+Law”, which aspires to develop technological solutions for legal tasks.¹⁹ And earlier this year, it was reported that another group of law students had collaborated with like-minded peers from other disciplines to create a simulator which uses an algorithm to predict the likely division of assets in matrimonial proceedings.²⁰ These young pioneers are aiming to broaden the capabilities of the simulator to other fields, such as personal injury claims, as well as intellectual property and contractual disputes.

21. The possibilities are limited only by the bounds of human creativity and are therefore endless. I hope that these initiatives will ignite your creative spirit, and inspire you not merely to turn – but to reinvent – the wheel of justice.

III. The inheritance of our past

22. I want to turn to the second theme of my address today, which is that of constancy. Even as things are changing around us, we must remain constant and stay true to the values that define us as lawyers and as professionals. More than half a century ago, Lord Radcliffe remarked that one cannot be a good lawyer unless one cultivates “good historical sense”.²¹ His Lordship suggested that “[the law] is not Reason in itself but a decent rationalisation of attitudes, moral or social, which belong to the history of our society”. Lord Radcliffe may have been speaking in a different time, but his words continue to ring true. The law strives to be an accurate reflection of the norms, choices and morality of the age. In this sense, the law is a charter for the national project; the agreement by which we define the society that we want; and the tapestry on which we draw the hopes, fears, aspirations and commitments of our country.

(a) *The lawyer as legal architect*

23. On 18 January 1962, just months before the referendum that preceded Singapore’s merger with Malaya, Prime Minister Mr Lee Kuan Yew spoke at the University of Singapore Law Society Annual Dinner to a gathering of future lawyers. In that address, he defined the role of a lawyer as that of a “legal architect” in the nation-building project.²²

24. I want to read to you his words on this point. This is what he said:

“As legal architects trained in the principles of law and the administration of justice, you will help to shape out of the raw material available here, the ideal pattern of law to regulate the [...] relations between subjects *inter se* and between subjects and the state... Justice and fair play according to pre-determined rules of law can be achieved within our situation if there is integrity of purpose and an intelligent search for forms which will work and which will meet the needs of our society.”

25. I read that to you because that remains critically relevant, not only in helping us to understand where we have come from, but also in serving as a creed and a charter for our profession. It has been the privilege and responsibility of our profession to design and operate the legal architecture that gives our society structure and purpose, and I believe that this will *remain* our sacred task for as long as our nation endures. If we see our calling in these high terms, how should that affect the way we approach our work as lawyers? I suggest four practical pointers.

(b) *Colleagues in a common calling*

26. The first is that you should never lose sight of the broader interests you serve. The billable work you perform each day is of course important and you should strive to do it well. But a timesheet should never define your identity or determine your life's purpose. Many of you began your journey to becoming a lawyer with a genuine desire to serve the community and I heartily echo what Mr Vijayendran said when he encouraged you to participate in *pro bono* work. Your encounters with *pro bono* work would already have given you an appreciation of

how your skills and knowledge can make an immense difference in the lives of others. Let those experiences serve as the seeds of a career steeped in purpose. It has been said that the roots of happiness grow deepest in the soil of service, and I guarantee that your *pro bono* work will be one of the greatest sources of satisfaction in your professional life.

27. The second is an unyielding commitment to uphold the ethical and professional standards of the Bar. These standards are a covenant to which all lawyers are parties, and unstinting compliance with them is a pre-condition for the trust and confidence that Mr Vijayendran also spoke about and which members of the Bar repose in each other. In the absence of a culture of respect for these standards, the profession itself would not exist in any meaningful way. If the profession loses its devotion to integrity, it simply cannot hope to discharge its higher purpose to assist in the nation-building process. This again is something which Mr Vijayendran touched on when he said that the legal system is built on the trustworthiness of lawyers.

28. You must therefore recognise the boundaries of ethical conduct. Let your word be your bond and show yourself to be someone who can be trusted. When faced with an uncertain course, always think about whether your intended actions are consistent with professional standards and your sense of right and wrong. If you remain unsure, consult more experienced practitioners using the Law Society's MACH hotline, as Mr Vijayendran suggested, but, of course, remember that you cannot abdicate your ethical obligations to another.

29. The third is about professional courtesy. In an address to the American Law

Institute in 1971,²³ the former US Chief Justice Warren Burger spoke of his dissatisfaction over what he perceived to be an increasing lack of civility in legal practice. He observed a trend of “overzealous advocates [who] seem to think the zeal and effectiveness of a lawyer depends on how thoroughly he can disrupt the proceedings or how loud he can shout or how close he can come to insulting all those he encounters”. Chief Justice Burger went on to urge his audience to turn the tide against incivility. And he warned that without civility, “no private discussion, no public debate, no legislative process, no political campaign, no trial of any case, can serve its purpose or achieve its objective”. I do not suggest that we in Singapore are experiencing any sort of “civility crisis”,²⁴ but I highlight this for two reasons: first, such a crisis is a predicament we must avoid at all costs; and second, in inculcating the appropriate professional attitude in your dealings with your fellow professionals, you are laying the groundwork for a lifetime of satisfaction.

30. Never forget that you can only discharge your duty to advance your client’s interests responsibly if you maintain your independence and detachment. You may lead the charge for your client in court or in the boardroom, but you should not imbibe the animosity of the feud. In every aspect of practice, be prepared to apply a fresh perspective when thinking about the nature of your responsibilities and how best to carry them out. You should not view your counterparts as adversaries to be vanquished at all costs. Whether in deal-making or in dispute resolution, approach any impasse as a problem that has more than one solution. Bring your intelligence and your empathy to bear on the problem, identify its core, and then use your creativity and imagination to find a suitable resolution. Whether this consists of a negotiation strategy or an argument in court, you will find that the blade of a subtle

mind is always more effective than the hammer of blunt aggression.

31. In its most basic form, collegiality subsists in our daily interactions and interpersonal relations. Treat your colleagues with the same courtesy, consideration and respect that you would wish were shown to you; and be quick to offer encouragement and support. We are in this together. Above all else, remember that you are associates in an endeavour much older than you are and whose purpose is far higher than each of your personal aspirations.

32. Finally, take advantage of the many opportunities you will find to get involved in contributing to the work of strengthening the profession and fulfilling its mission. The Law Society, the Singapore Academy of Law, the Criminal Legal Aid Scheme, and the ASEAN Law Association are just some of the organisations and initiatives within our profession which seek to advance our mission to ensure that our society remains rooted in justice, equality and democracy. You will find satisfaction in doing your part in this effort.

(c) *Role models*

33. Each of these practical pointers – an unshakeable desire to serve; a firm resolve to act ethically; a sincere commitment to maintain professional courtesy and civility; and a genuine determination to *care* and to get involved in the effort to strengthen our profession and advance the cause of justice – has long been an integral part of the fabric of our profession. And you would do well to maintain these as essential facets of your life in the law.

34. Make no mistake, the practice of law *is* challenging and you will find this to

be especially so in your formative years. Ahead of you are long hours that will test your stamina, and ethical challenges that will test your character. But be encouraged in the knowledge that you can tap on the collective wisdom of those who have come before you. One of the best pieces of advice which I received when I started out as a young lawyer, and which I pass on to you now, was to find a good role model. Role models speak to us in a way that abstract propositions and principles alone cannot; for they represent in the flesh the possibility of a life of sustained devotion to intangible, yet critically important, values and ideals.

35. One person who is frequently cited as a role model of the Bar's best values is Mr Gregory Vijayendran, but I shan't embarrass the President of the Law Society by speaking about him in his presence. Instead, let me mention one of his predecessors, Mr Peter Cuthbert Low. In an interview with The Straits Times given five years ago, Mr Low said: "I don't want to be mediocre. I want to be a dedicated professional. That's why, from the time I started, I've always looked out for heroes – senior lawyers who are professionally competent, ethically sound and inspiring."²⁵ Mr Low is an advocate and solicitor of some 38 years standing. He has acted in all sorts of matters including landmark cases such as *Chng Suan Tze*²⁶ that have shaped the jurisprudence of our young nation. I mention Mr Low today because in the long arc of his career, he has demonstrated a number of signal qualities, of which I highlight just three today that I think that are so very worthy of emulation:

- a. The first is his keen sense of professional purpose. In that same interview that I mentioned, Mr Low said that "people first need access to a

lawyer before they can get access to justice”. For Mr Low, the right of access to counsel is not an abstract concept, but an ideal he has devoted his entire professional life to upholding. Time and again he showed himself to have the courage of his convictions when he stepped forward to represent unpopular persons and causes and, in so doing, he brought the promise of justice to all.²⁷

b. The second is a commitment to public service. Mr Low served as President of the Law Society for two years from 1993 to 1995, and even after he stepped down, he continued to contribute in various ways to the work of the Society. Quite apart from that, he has involved himself in civil causes and is a champion of *pro bono* work.

c. The third is that of professional values and courtesy. Over the years, Mr Low has welcomed a great number of interns and trainees to his firm, and to each of them, he has always been an enthusiastic and inspiring mentor. To Mr Low, it is both a *privilege* and a *duty* to contribute towards the professional development of young lawyers. In his words, “the cultivation of the best traditions of the Singapore Bar in ... young lawyers is the noblest contribution a senior lawyer can make”.²⁸ I could not agree more.

36. Mr Low exemplifies some of our most important values, and it therefore came as no surprise last year when he was conferred the CC Tan Award by the Law Society. This is an annual accolade named after the Society’s first president, Mr Tan Chye Cheng, who embodied the finest traditions of the legal profession in his commitment to honesty, fair play, courtesy, and integrity. Since 2003, the award

has been given to lawyers who best personify the example set by Mr Tan.²⁹ I encourage you to seek out fellow professionals to learn from and to be inspired by. They need not be particularly senior lawyers. Anyone who is “professionally competent, ethically sound and inspiring” can be a role model. This can include the senior associate who vets your work, or even your peers. And when you eventually are in a position to do so, do not forget to mentor those who come after you.

IV. Closing

37. In closing, I want to leave you with this exhortation. Even amidst these times of change, the mission of the profession remains unchanged. You are now part of the family of legal architects involved in our nation-building project and you have the tools of the law at your disposal. This has and will always be the mission of the legal profession, and it is now *your* mission. This is *your* time and this is *your* moment. Use your skills to shape our society to weather the storms of the future; apply them to mend broken relations between persons and communities; and strive to build bridges between the nations.

38. I want finally to express a word of thanks to your families. Just as the values and traditions of the profession pass from seniors to juniors, so too, do parents pass knowledge and virtue to their children. I thank all of you for imparting your gifts, your values and your ideals to these fine young people. In time to come they will, in turn, bequeath their learning to a future class of young lawyers. It is a family tradition that the Bar has made its own, and a torch that we hand on from one generation to the next. May the winds of change never let flicker the constancy of that flame.

39. Thank you; I congratulate each of you again and welcome you to this new family.

40. Court stands adjourned.

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- 1 Richard Susskind, *The End of Lawyers? Rethinking the Nature of Legal Services* (Oxford University Press, 2010) at Chapter 2 (“The Path to Commoditization”).
- 2 Response by Chief Justice Sundaresh Menon, Opening of the Legal Year 2015 (5 January 2015) at para 45, available at <[https://www.supremecourt.gov.sg/docs/default-source/default-document-library/media-room/response-by-cj---opening-of-the-legal-year-2015-on-5-january-2015-\(final\).pdf](https://www.supremecourt.gov.sg/docs/default-source/default-document-library/media-room/response-by-cj---opening-of-the-legal-year-2015-on-5-january-2015-(final).pdf)>.
- 3 Response by Chief Justice Sundaresh Menon, Opening of the Legal Year 2018 (8 January 2018) at para 15, available at <[https://www.supremecourt.gov.sg/Data/Editor/Documents/Response%20by%20Chief%20Justice%20\(Checked%20against%20Delivery%20version%20-%20080118\).pdf](https://www.supremecourt.gov.sg/Data/Editor/Documents/Response%20by%20Chief%20Justice%20(Checked%20against%20Delivery%20version%20-%20080118).pdf)>.
- 4 “Judicial Insolvency Network Initiated by Supreme Court of Singapore”, 6 October 2016, Media Release, Supreme Court of Singapore, available at <<https://www.supremecourt.gov.sg/news/media-releases/judicial-insolvency-network-initiated-by-supreme-court-of-singapore>>.
- 5 Guidelines for Communication and Cooperation Between Courts in Cross-Border Insolvency Matters, Judicial Insolvency Network (Conference: 10–11 October 2016), available at <www.insol.org/emailer/January_2017_downloads/doc1a.pdf>.
- 6 “High Court approves cross-border protocol for Ezra Holdings’ bankruptcy proceedings in US and Singapore”, 13 March 2018, *The Straits Times*, available at <<https://www.straitstimes.com/singapore/courts-crime/high-court-approves-cross-border-protocol-for-ezra-holdings-bankruptcy>>.
- 7 *SICC News* (April 2018), Issue No. 11, available at <https://www.sicc.gov.sg/docs/default-source/modules-document/media-resources/sicc-newsletter_issue_no-11_8239f5c5-837f-42bf-81b0-cb581c33a349.pdf>.
- 8 Sundaresh Menon, “Doing Business Across Asia: Legal Convergence in An Asian Century” (Opening address delivered at the launch of the Asian Business Law Institute on 21 January 2016), available at <<https://www.supremecourt.gov.sg/news/speeches/chief-justice-sundaresh-menon--doing-business-across-asia--legal-convergence-in-an-asian-century>> at paras 6–7.
- 9 See Sundaresh Menon, “Doing Business Across Asia: Legal Convergence in An Asian Century” (Opening address delivered at the launch of the Asian Business Law Institute on 21 January 2016), available at <<https://www.supremecourt.gov.sg/news/speeches/chief-justice-sundaresh-menon--doing-business-across-asia--legal-convergence-in-an-asian-century>> (“ABLI Launch Speech”) at para 4.
- 10 Welcome address delivered by Sundaresh Menon at Emergence Conference 2018 (25 July 2018), available at <<http://abli.asia/LinkClick.aspx?fileticket=8BX5347C6X4%3d&portalid=0>> at para 15.
- 11 Einstein once said that he had no special talent, but was merely “passionately curious”. He was probably being somewhat modest, but studies have suggested that curiosity is just as important for success as intelligence, because it promotes tolerance for ambiguity and it stimulates higher levels of intellectual investment and a drive for knowledge acquisition: see “Curiosity as important as intelligence”, 27 August 2014, *Harvard Business Review*, available at <<https://hbr.org/2014/08/curiosity-is-as-important-as-intelligence>>.
- 12 Speech by Senior Minister of State for Law, Indranee Rajah, during the Committee of Supply Debate 2018 (2 March 2018), available at <<https://www.mlaw.gov.sg/content/minlaw/en/news/parliamentary-speeches-and-responses/speech-by-senior-minister-of-state-for-law-indranee-rajah--duri1.html>>.
- 13 Anthony Fensom, “Asia To Stay World’s Fastest Growing Region Through 2030” (4 December 2017), *The Diplomat*, available at <https://thediplomat.com/2017/12/asia-to-stay-worlds-fastest-growing-region-through-2030/>.
- 14 McKinsey & Company, “China’s One Belt, One Road: Will it reshape global trade?” (July 2016), available at <<https://www.mckinsey.com/featured-insights/china/chinas-one-belt-one-road-will-it-reshape-global-trade>>.
- 15 Press release, “Singapore, Hangzhou Sign MOU to Help Businesses Resolve Disputes under Belt and Road Initiative” (27 October 2017), Ministry of Law and Singapore International

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- Mediation Centre, available at
<www.nas.gov.sg/archivesonline/data/pdfdoc/20171026002/SIMC-HAC%20MOU%20-%20Press%20Release.pdf>.
- 16 Danson Cheong, "Belt and Road Initiative a focal point for Singapore's ties with China" (8 April 2018), *The Straits Times*, available at <<https://www.straitstimes.com/asia/east-asia/bri-a-focal-point-for-spores-ties-with-china>>.
- 17 "Lawyers Go Global programme to help Singapore law firms go abroad" (1 February 2018), *The Straits Times*, available at <<https://www.straitstimes.com/business/companies-markets/lawyers-go-global-programme-to-help-singapore-law-firms-go-abroad>>.
- 18 A Note from Indranee Rajah S.C., Senior Minister of State for Law and Finance, "Lawyers Go Global" (27 March 2018), available at <<https://www.mlaw.gov.sg/content/dam/minlaw/corp/News/Note%20on%20Lawyers%20Go%20Global.pdf>>.
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