

HACKATHON FOR A BETTER WORLD

2026
FUTURE-PROOFING
THE RULE OF LAW

Sustainable Legal Practice

How may legal workplaces redesign workplace structures, incentives and everyday practices to foster a sustainable, rewarding and professionally fulfilling legal practice?

Co-organised by:



Hackathon for a Better World

Challenge Statement 3: Sustainable Legal Practice

Diversified Career Pathways for a Sustainable Legal Profession

Team name: @Shooklin

Co-organised by SAL | DBS | Courts Singapore

The Problem

The current legal profession demands lawyers excel across almost every dimension: legal knowledge, advocacy, business development, people management, commercial acumen, time management, and client management.

This "all-rounder" expectation is daunting for young lawyers (3–7 years PQE). Many leave the profession early because they perceive they cannot succeed in such a high-demand system where the only recognised path is the partnership track.

Survey Finding: Lawyers surveyed showed no strong agreement on any single factor that would make practice sustainable – confirming that a prescriptive, one-size-fits-all solution will not work. Our approach gives lawyers options to chart their own path.

Key Stakeholders



The Solution

Diversified career pathways operating on two levels:

1. Within Firms – varied internal roles recognising different strengths

- Of counsel (deep technical expertise), management & leadership (people skills), business development (commercial instinct), knowledge management & training roles
- Not every lawyer needs to be on the partnership track – firms can provide diverse progression options

2. Between Organisations – structured secondments via centralised platform

- Secondments administered by SAL / Law Society across law firms, companies, MNCs, and legal service
- Bidirectional: also encourages lawyers from organisations to return to private practice via a structured secondment pathway

How It Works

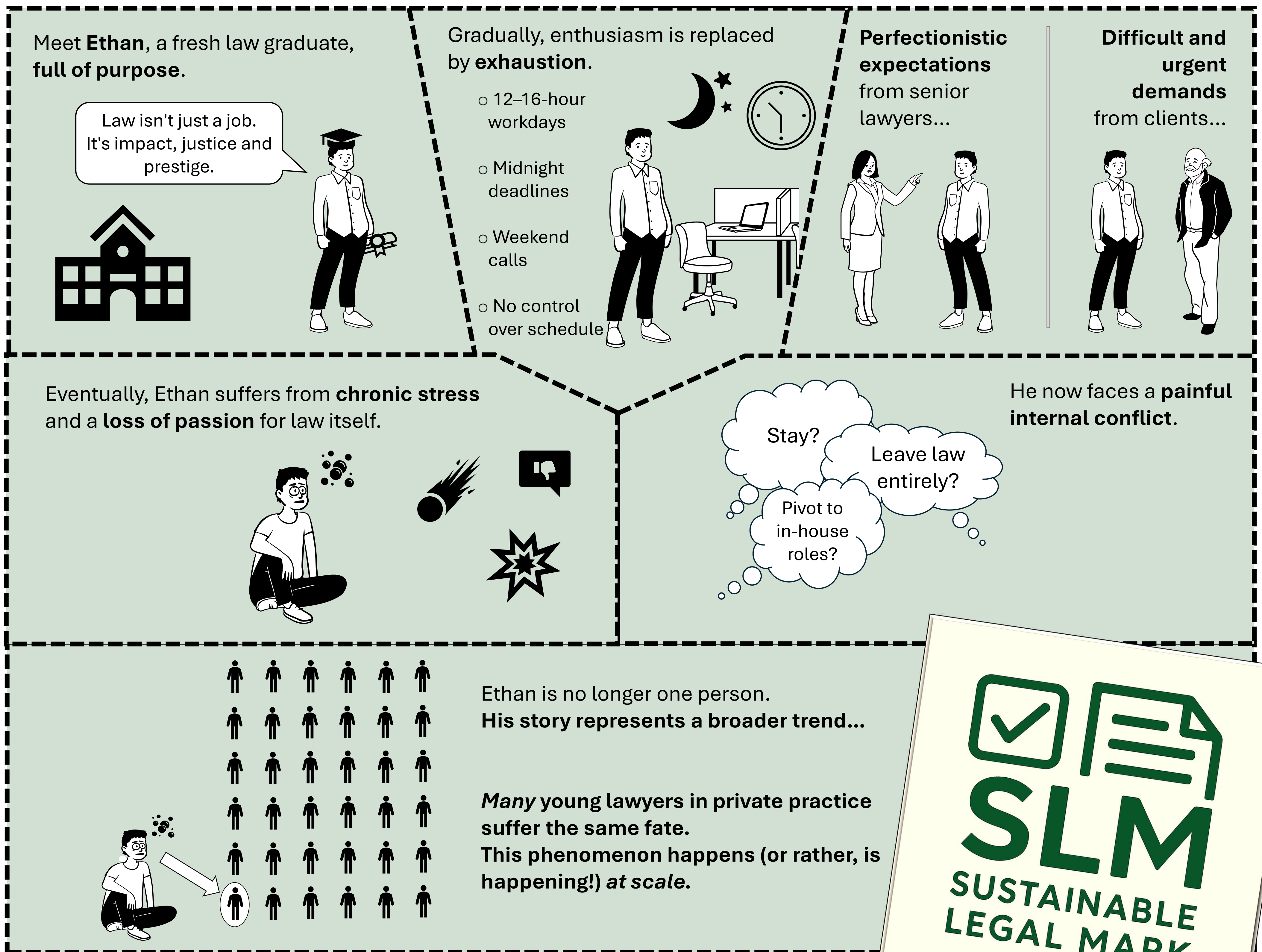


Viability & Feasibility

Phase 1	Phase 2	Phase 3
Pilot Programme SAL/Law Society administers a formal secondment programme with a pilot group of law firms and companies.	Scale & Digitalise Expand the pool of participating organisations. Build a digital platform for matching and administration.	Mature Ecosystem Expand secondment types, build long-term frameworks; permanent transitions may arise organically outside the platform.

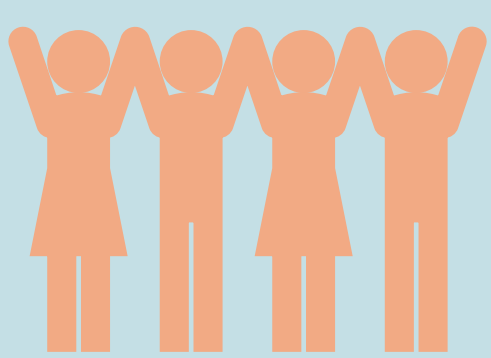
Impact

- Retains lawyers in the profession, ensuring a robust and sustainable legal system
- Provides career flexibility at different life stages, reducing burnout and attrition
- Encourages lawyers from organisations to return to private practice via a structured secondment pathway
- Facilitates two-way knowledge exchange – firms gain commercial insight; companies gain legal expertise



The Path to a Solution is **Sustainable Legal Mark**

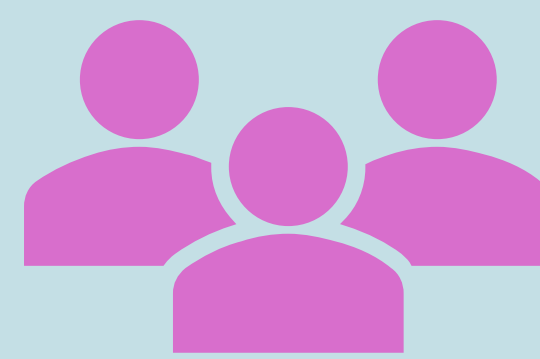
A voluntary opportunity for participating firms to demonstrate a serious commitment to developing young lawyers, strengthening professional culture and aligning practices with evolving expectations.



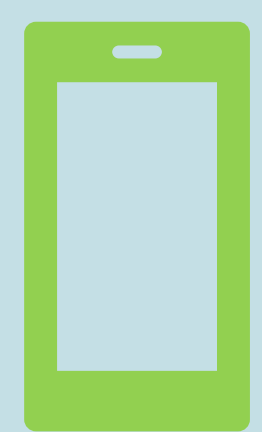
Culture & Wellbeing



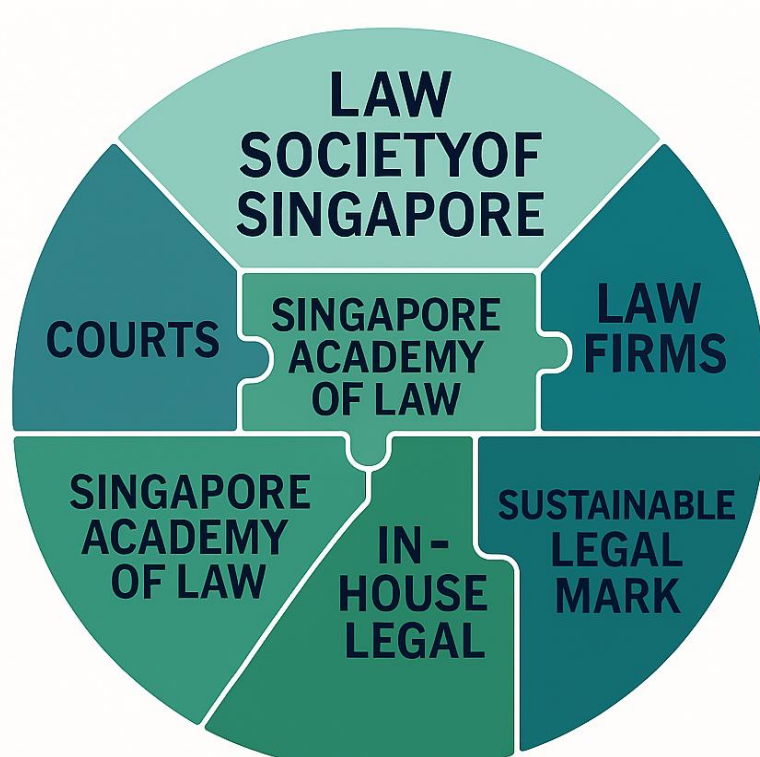
Mindful Delegation



People Development



Smart Working



A ROBUST LEGAL ECOSYSTEM

The practice of law is a calling to participate in the administration of justice.

Sustainable Professional Development [SPD]

: Before AR, During AR, Post AR + Sustained Action Report

A paired-artifact system that turns AI's saved time into protected, visible judgment-building for junior lawyers.

BDP

SAR

DISCOVER · THE PROBLEM

A profession leaking its future

67%may leave practice within 5 years

33%may leave the profession entirely

1 in 3may quit within 3 years

~30%rise in attrition, in the under-5-PQE band especially

Two self-reinforcing spirals

AI hides the struggle juniors learn from. Seniors can't see the reasoning gap.

Uncertainty → stress → exit (individual). Each exit thins supervision → weaker development → more exit (industry).

Since both loops are self-reinforcing, individual resilience can only go so far. Neither self-corrects.

Cyclical Stress leading to Attrition

Persistent Uncertainty for Junior Lawyer

Unclear Feedback from Supervising Lawyer

Substandard Output & Rework required

Ambiguous Instructions & Fear of Looking Incompetent

Negative feedback loop for individual junior lawyers

Weaker Junior Lawyer Development

Low Progression Clarity for Junior Lawyer

Junior Lawyer leaves the Legal Profession

Increased Workload for Remaining Lawyers

Reduced Supervision Capacity

Negative feedback loop for the industry with high junior lawyer attrition rates

DEFINE · THE INSIGHT

Not a culture problem — a structural gap, and each part maps to a fix

Capability → BAR

No habit of setting goals

Opportunity → BDP

No feedback channel in the workflow

Motivation → PAR + SAR

Invisible progress erodes commitment

Bahaviour → Communication

Systemic and structural

People care — the workplace just fails to provide capability, opportunity, and visibility. AI hides the signal seniors need to teach.

DEVELOP · THE SOLUTION

BAR-DAR-PAR-SAR: capture the moment, then track the trajectory

TASK LAYER · BDP

BAR — Before

Sets intent before AI work. Junior and supervisor align on objective, target skills, expected approach, what 'good' looks like. ~5 min. Prevents hours of misdirected work. Addresses COM-B: Capability.

DAR — During (optional)

Lightweight mid-task check-in when the junior hits uncertainty. Senior gives targeted guidance at the point of struggle - not after the error has compounded. Low-burden by design. COM-B: Opportunity.

PAR — After (within 48h)

10-15 min debrief: what was learned, confidence, skills, PQE-level judgment. Logs insights into the Learning Portfolio. Creates the evidence trail that feeds into SAR. COM-B: Motivation.

TRAJECTORY LAYER · SAR

SAR — Sustained Action Review

A bi-annual review aggregating BDP data into four sustainability signals: confidence, visibility, professional commitment, and training runway.

Anonymised, SILE-auditable CPD evidence. Individual trajectory private to the pair; aggregated firm data flows to agencies. Developmental, not punitive.

WHY FIRMS WOULD ADOPT

EAST — Behavioural design for adoption

Easy

1-page templates, ~10–20 min — fits billing

Attractive

Progress visible, not just errors

Social

SAF familiarity — sows a shared culture

Timely

Right before & after the task

100%of supervisors say mentoring goes unrecognised today.

80%would invest more time if it counted toward CPD.

No single firm or institution will fix this alone. A collective solution that requires industry-wide recognition and participation is needed to level the playing field — which is why BDP operates at the interaction level but SAR reports to the system.

BAR-DAR-PAR qualifies under SILE's Private CPD limb. No new institution needed — only SILE acknowledgement.

DEVELOP · THE DESIGNED JOURNEY

How BAR-DAR-PAR-SAR fits into the real workflow

	Phase 0 — Task assigned <i>trigger</i>	BAR — Before Action Review <i>~5 min · before task</i>	DAR — During Action Review <i>~5 min · mid-task (optional)</i>	PAR — Post Action Review <i>~10–15 min · within 48 hrs</i>	SAR — Sustained Action <i>periodic · bi-annual cycle</i>
Junior lawyer — aims	• Understand the task and where to start	• Clarify what success looks like	• Stay on track; resolve blockers	• Identify lessons & improvements	• See growth; build confidence
Junior lawyer — activities	• Receives brief; infers scope • May go the wrong way for hours	• 5-min BAR with supervisor • Discuss objectives, risks, and resources	• Works with AI and own analysis • If stuck, initiates a DAR check-in	• Submits; receives 10–15 min PAR • Logs insights in Learning Portfolio	• Maintains Portfolio (~10 min/wk) • Tracks competency over time
Touchpoints	• Task brief · precedents · AI tool	• BAR template (5 Qs) · matter brief	• DAR template (3 Qs, optional) · draft	• PAR template (5 Qs) · BAR record · portfolio	• Learning Portfolio · PQE milestones · logs
Emotions	Anxious Hope I'm doing the right thing	Focused I know what matters now	Engaged I can ask without stigma	Seen I know what I got right and wrong	Confident I can see I'm getting better
LINE OF INTERACTION · VISIBLE TO BOTH JUNIOR & SUPERVISOR					
Supervising lawyer — aims	• Get the task done with little back-and-forth	• Set junior up; cut rework; build capability	• Coach without micro-managing; catch errors early	• Give specific feedback; build review evidence	• Show development; cut reliance on own time
Supervising lawyer — actions	• Assigns task (1–3 lines) • Makes tracked edits, often unexplained	• Runs 5-min BAR; flags precedents • Logs 0.1 hr development time	• Responds to DAR; targeted guidance • Logs time if substantive	• Reviews output; runs PAR • Extracts the transferable lesson	• Quarterly portfolio review • Dual-track appraisal: 50% output / 50% development
LINE OF VISIBILITY · SUPERVISOR SEES / JUNIOR DOES NOT					
Backstage — firm systems	• Matter opened in DMS; no briefing logged	• BAR filed; % of tasks with a BAR tracked	• DAR logged; usage rate & response time tracked	• PAR filed; portfolio updated; error/judgment data	• HR adoption review; cohort competency aggregated; attrition vs control; reported to SAL / SILE if sector pilot
LINE OF INTERNAL INTERACTION · BACKSTAGE SYSTEMS ONLY					
Measures of success	• Baseline: • task clarity · expectation understanding · attrition	• BAR completion 80%+ • expectation-clarity score ↑	• DAR usage 40–60% • response <3 hrs; help-seeking ↑	• PAR within 48h 85%+ • repeat-task errors ↓20%	• Time-to-competence ↓25% • attrition ↓35%; 'sustainable path' 30→55%
Pain points addressed	⊠ Starts blind; speed over learning (82%)	⊠ Clear criteria upfront • COM-B: Capability	⊠ Stuck-for-hours gone • COM-B: Opportunity	⊠ Learning documented; AARs ↓20% errors • COM-B: Motivation	⊠ Development visible, rewarded, trajectory clear

Supervision is deliberate and worked in

Supervision becomes structured and embedded, with guaranteed task touchpoints replacing ad hoc feedback dependent on individual supervisor style.

Emotional arc flips; anxious to confident

SPD lays clear learning paths and goals, it enables juniors to turn their anxiety into confidence through clarity, guided learning and visible growth.

Backstage finally captures learning, not just output

By documenting what juniors learn, struggle with, and improve on through real work. Every BDP creates auditable data; every SAR aggregates it into measurable growth.

DEVELOP · WHY IT WORKS

Each phase independently backed by research

Empirical Strength (Cohen's d) of BARDARPAR Phases

Comparing effect sizes (Cohen's d) across sequential review phases. Tannenbaum & Cerasoli (2013) report a 20-25% overall performance improvement (percentage metric) and is presented alongside as context.

Context Callout Card

AAR Tannenbaum & Cerasoli (2013)
Complementary Study:
Tannenbaum & Cerasoli (2013) found that AARs result in a 20-25% performance improvement compared with control conditions.

Effect Size (Cohen's d)

1. BAR

Gollwitzer & Sheeran (2006)

d = 0.65

2. DAR

Kluger & DeNisi (1996)

d = 0.41

3. DAR

Black & William (1998)

0.40 - 0.70

(With midpoint d = 0.55 assumed)

4. AAR

Keiser & Arthur (2020)

d = 0.79

5. AAR

Keiser & Arthur (2021)

d = 0.92

d = 0.50 (Medium effect size Boundary)

BAR d≈0.65 · DAR d≈0.41–0.70 · PAR d≈0.79–0.92

Whole loop: 20–25% improvement (Tannenbaum & Cerasoli, 2013). Grounded in Kolb, Schön, Zimmerman & Cognitive Apprenticeship.

The SAF uses BAR/DAR/PAR as its standard review cycle — most SG-trained male lawyers already know the rhythm from national service.

Ultimately,

CPD Recognition

Greater Supervising Lawyer Participation

More Structured Mentoring via BARDARPAR

Improved Junior Lawyer Development & Learning Visibility

Reduced Junior Lawyer Attrition

AI makes legal work faster. BAR-DAR-PAR-SAR keeps it making better lawyers.

The Fourth Principle

Making sustainable practice the rewarded practice

The Principles describe the destination. **The Fourth Principle is the road.**

Challenge 3: Sustainable Legal Practice · Hackathon for a Better World 2026 · SAL · DBS · Singapore Courts

THE PROBLEM

The profession is losing the lawyers it needs

1 in 3

new lawyers say they may leave the profession within three years (CJ Menon, Mass Call 2026)

Sarah, 31, a 3 PQE disputes associate.

Works past 10pm. Her mentor is too busy billing to mentor, so she’s interviewing in-house.

DEFINE

We reward none of the work that retains people

37% billed

63% uncredited: mentoring, training

Lawyers bill ~37% of the day. The other 63% retains teams but earns no credit.

HOW MIGHT WE

make sustainable behaviour the rewarded behaviour, not the volunteered one?

OUR SOLUTION

Add a fourth Sustainability Principle

1 Smart communications

2 Rest & growth

3 Mindful delegation

4 Aligned Incentives

Reward not just what’s delivered, but how: how lawyers delegate, mentor, supervise, and whether their people stay.

HOW IT WORKS

One principle, three implementation layers

1 Legal leadership

Certification before anyone supervises. Leadership counts in promotion.

2 Credited learning

40–60 hours a year *inside* billable targets, not on top. Mentoring counts in appraisal.

3 Commercial alignment

Sustainability commitments in panel deals. Fees reward efficiency, not hours.

THE PROTOTYPE

Protected Development Time

The smallest testable slice, pilotable by one firm in six months.

How it runs

- 40–60 credited hours a year, inside the billable target.
- Spent on programmes, clinics, debriefs and cohort sessions.
- Protected: cancelling needs partner sign-off and a new date.

Pilot: two practice groups · six months.

E **Easy:** credited and scheduled.

A **Attractive:** counts toward appraisal.

S **Social:** cohorts create commitment.

T **Timely:** learning at matter close.

THE ASK

To the Future of the Legal Profession Committee: adopt the Fourth Principle and pilot Protected Development Time.

SAL: skills stream alongside CPD

Law Society: Legal Leadership Certification

SCCA & in-house: commitments in panel agreements

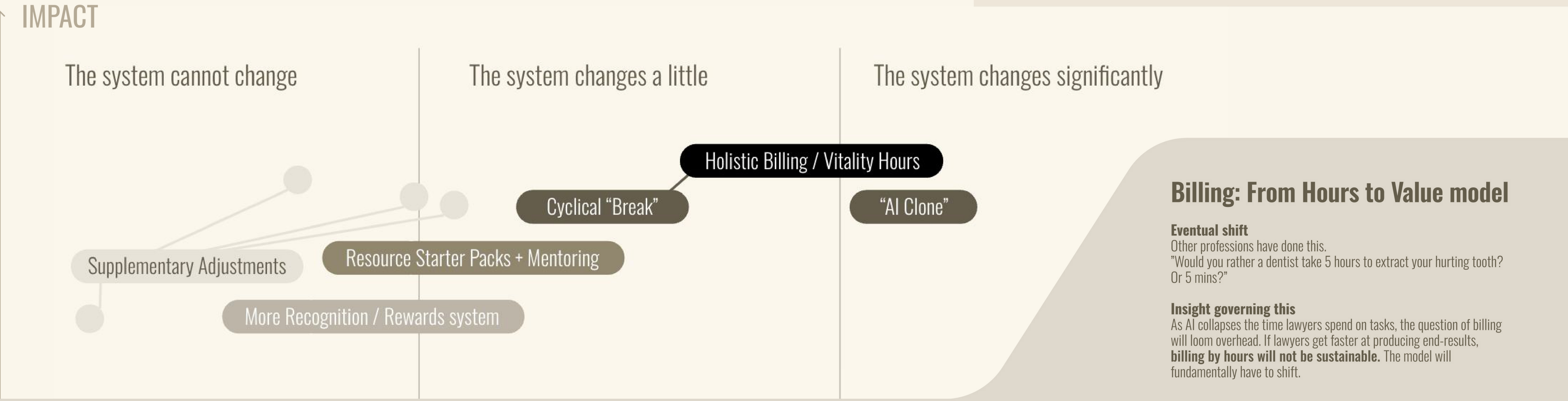
The profession knows why Sarah is leaving. This is how we give her a reason to stay.

Future Proofing the Rule of Law

HOLISTIC REFRAME

HMW reimagine the system, or create interventions such that law as a practice becomes more sustainable, bearable, palatable, and manageable?

For all lawyers,
Especially for less privileged young lawyers?



Reimagining the “Billable Hour”.

making rest sustainable and viable for all stakeholders involved.

01A “Holistic Billable Hours

Idea 01
Transition legal services from time-based billing to value-based pricing in phases, leveraging AI-driven efficiency to deliver predictable client value, enhance lawyer development and wellbeing, expand access to justice, and maintain profitability.

Hours vs. “Value”
Instead of charging for time spent, legal fees reflect the quality, complexity, and impact of the work delivered.

Clients may need some re-education, but it can be done.
At core, customers ultimately desire value / results.

Sticking to hours despite improving skillsets, or more efficient processes penalises lawyers.

/ Vitality Hours”

Imagine, if as part of your work, you were able to mentor / be a mentee
Companies could opt to fulfill their CSR requirements, by utilising their budget on CSR credits in law firms to support holistic practices

A life-giving type of work that helps fill lawyers with energy, and vitality.

VLSF Suitability Matrix

	Value Visibility Low	High
High Predictability	Tier 2 Hybrid Candidates	Tier 1 Immediate Implementation Candidates
Low Predictability	Tier 3 Advanced Candidates	Tier 2 Hybrid Candidates

01B More Cyclical Rest

Idea 01b
After every difficult case, you get assigned a simpler case, or different type of work, to have some “breathing” room.

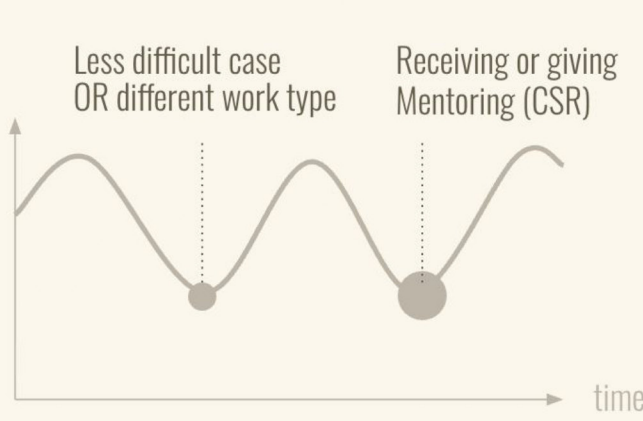
Insight governing this
High attention work, interspersed with less-focused work makes the work overall feel more bearable - less likely to burnout. Even if the total workload doesn't decrease, being mindful about the distribution of the type of work can still help.

HIGH ATTENTION / FOCUS

Constant High attention work drains focus over time



Graph 01: Burnout
Expected high attention 24/7
On call over the weekend
Contactable by clients
No true “off”



Graph 02: Cyclical Work
Intense, then less intense type work. It's still work, but the type/nature of the work gives your mind a breather to recover

Allows for high focus to be retained when needed

Senior lawyers already evaluate suitability of cases before assigning.
We are proposing a further breakdown within cases appropriate for junior lawyers.
Eg.

- L3 - Difficult
- L2 - Moderate
- L1 - Simpler

After an L3 case, junior lawyers are assigned L2 or L1s intentionally, as breathers.



As a junior lawyer, after a difficult case you could get assigned...

Less difficulty
a simpler case to have some “breathing” room.
• Seconde
• Rotation
• Second chair

Different type of work
Eg. After litigation case, taking up research as downtime. Mentoring or training courses etc.

Different Kinds of “Rest”

Physical Rest - Sleep, physically comfortable space
Mental Rest - High vs Lower Attention work, Lower cortisol/anxiety
Emotional Rest - Feeling seen, acknowledged, appreciated, and valued.

HMW cater to the different kinds of rest lawyers might need so that they can recharge?



02 Resource Starter Kits + Mentoring for New Lawyers

Uncertainty about how to proceed is a form of mental drain / exhaustion.

Idea 02
• Welcome pack
• New Lawyers get a starting Toolkit.
• Currently, new lawyers don't know where to look for info.
• Reducing initial difficulty when new lawyers lack experience.

Mentors
• Use semi retired lawyers as mentors.
• Or funding incentives for current senior lawyers to craft material.

Possible Model
For all the training that the older lawyers plug into the system, they get further funds to spend on other items for their firms.

Parallel Story/Case Study
Senior aged plumbers, paired with, and being video called by younger plumbers on the job. Younger plumbers as manual labour, seniors with the insights and experience of knowing quickly where to fix/tackle.

03 Better Recognition

Reducing the disillusionment people have, from feeling their contributions are invisible / unacknowledged.

Idea 03
Credits / Rewards system + Messaging for thanks & visibility
ITQ (I thank you) - comes as a digital card.
mapped against value - Encouraging Affirmation

Allows people to express emotions.
options to send message to line manager (by default)
points can be redeemed for vouchers

See your badges - personal fulfilment

Thanking someone for the good work they are doing.
Making sure it is visible to their managers.

Making sure good work gets seen, and recognised, and valued.



04 “AI Clones”

Idea 04
Every lawyer has a digital equivalent. Train their AI clones to increase their efficiency. There has to be protections put in place to prevent lawyers from being “eternally IP of the law firm” they are under.

User Stories
“I stayed up till 2am for months. The thanks I got was a slice of cake. And then it was immediately back to the grind.”

DBS Story | Case Study
Story of how (DBS) someone's work was recognised because someone brought it up. Their manager didn't know they had helped out, and had contributed prior to that.



05 Supplementary Adjustments/Additions

Idea 05 HMW...If the system is inflexible, where can we find more pockets of rest?

- **Better office Chairs.** Since so many hours are spent on it.
- **Ironing Shirts as a service for Law offices**
Chartered bus, or grab credits.
- **Sleeping more during transit** in the morning en route.
- **Sunbreaks > Smokebreaks**
Mental breaks throughout the day
15min of sunlight a day. Vitamin D, Infrared (cell health), preventing SAD (Seasonal Affective Disorder)

We live in the tropics, but long hours mean potentially most aren't seeing enough sunlight



- User Stories**
- “Even secretaries on low 2k salary spend \$400 on chairs. When they leave, they wheel them out.”
 - “Ironing shirts takes up the most time”
 - “People would judge you if you left the office to smoke too much, but it's definitely a way to get a mental break.”

Research Findings

PERSONA COMPARISON

What do we mean by less privilege, and how does it affect things?

The assumption the industry seems to run on currently

PERSONA A

- Lives near or in town / near office.
- or Can take cabs at any time of day.
- Including the morning
- All non-work hours are usable personal time to rest and recover

Their hours in a day/week to rest are disproportionately not the same.

If they are not currently supported by family/financially, the starting journey in law can feel crushing.

Insight governing our direction:

There is a group disproportionately affected by the gruelling hours and lifestyle of the current law practice. Some argue to keep the current state of things for the rigour because “It screens for character”

... but uncomfortable unspoken truth is that it also screens for **socio-economic privilege and support**.



The reality for some young lawyers

PERSONA B

- Lives far away. >1hr traveling
- Only cabs during late hours covered by company
- Handles own house chores: Laundry, Ironing shirts for court.
- Helps family business on the weekends
- Family member/s that require caregiving
- Cumulatively gets significantly less sleep than their peers



5 Whys

Why are young lawyers leaving law?

1. They are miserable.
2. Why? There's no “life” - **no sleep**, no other activities they can muster energy for, wasting away
3. Why do they have **no energy?** / No sleep
 - a. hours too long
 - b. no flex even when working late hours. early morning next day
 - c. **billable hours minimum**
 - d. Constant high-attention work (never being able to “switch off”) + contactable over weekends
4. Why are the billable hours not able to flex even with AI / greater efficiency?
5. Why is it ambiguous to charge clients?
 - a. confidential --> not allowed to reveal prior track record of clients (portfolio)
 - b. how to showcase value
 - c. entire system is very informal....

Solution Elaboration

VLSF Suitability Matrix phased migration

Tier 1 – Immediate Candidates

Suitable for Years 1–2
Examples: • Contract reviews
• Employment advice
• Regulatory filings
• Data protection assessments
• Corporate secretarial services

Tier 2 – Hybrid Candidates

Suitable for Years 2–4
Examples: • Investigations
• Internal reviews
• Regulatory engagements
• Licensing projects
• Commercial disputes

Tier 3 – Advanced Candidates

Suitable for Years 4–5
Examples: • M&A transactions
• Cross-border investigations
• Complex litigation
• Major regulatory matters

PERSONA B (Elaborated):

- Young lawyer, new to the profession
- Wants to do a good job, but doesn't know where to seek out information. Feels anxious / overwhelmed
- Feels overwhelmed and drained with the constant high-attention work with no rest.
- Feels underappreciated for sloggong long hours months on end with barely any recognition.
- Feels bit jealous of coworkers who smoke, because they get to walk out of the office to take mental breaks.
- Often complains of backpain from sitting too long

LAW & REORDER

Team Name & Members

Trina Swee, Amanda Swee, Ryan Wong

2026 SAL x DBS Hackathon

LexCatalyst

Amrita Kokkeri, Lauren Koek,
Nigel Teo, Serene Sim

Challenge 3 Statement:

Redesigning legal workplace structures, incentives and everyday practices to foster a sustainable, rewarding and professionally fulfilling legal practice

Our Problem Statement

Junior lawyers lack **accessible mentorship** and **psychological safety** to grow, while senior lawyers are too **overloaded to** provide it, creating a **cycle of inefficiency, poor knowledge transfer**, and **burnout** across the firm.

Our 2-Pronged Approach

1 Redesign Incentives: Value-Based Pricing

Matter-Based

- Fees set upfront by matter type & complexity
- Provides cost certainty, rewards efficient work

Outcome-Based

- Fees tied to milestones or defined results
- Aligns firm incentives with client success

2 Redesign Mentorship: Rest + Growth via Smart Tech



Birdie AI

Mentorship at fingertips

- Lives inside your document
- Reviews drafts with firm-specific redline feedback
- Partner style guide for tailored coaching
- Ask anything, anytime, without fear of judgment



LexChat

The firm's brain on demand

- Query firm knowledge bank and past matters
- Drafting support from internal precedents
- Navigate workload, firm process, etc.
- Fully anonymous and nothing surfaces to leadership

Wellbeing Dashboard

Mental health monitoring

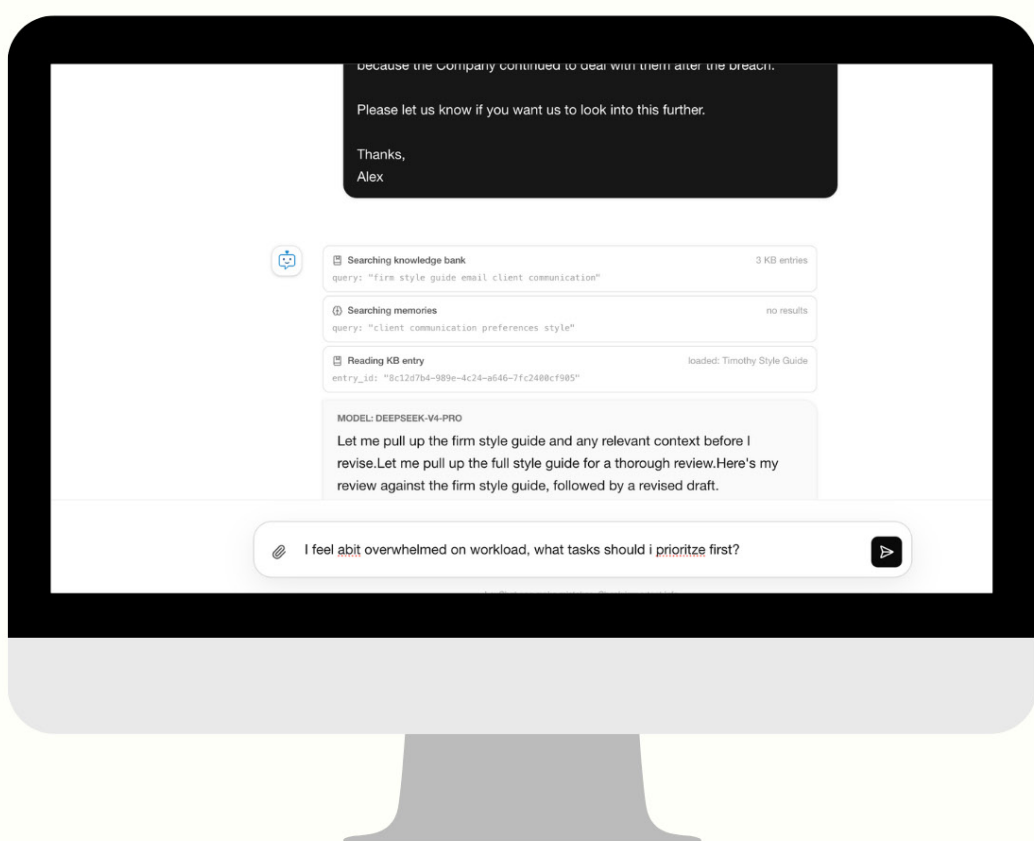
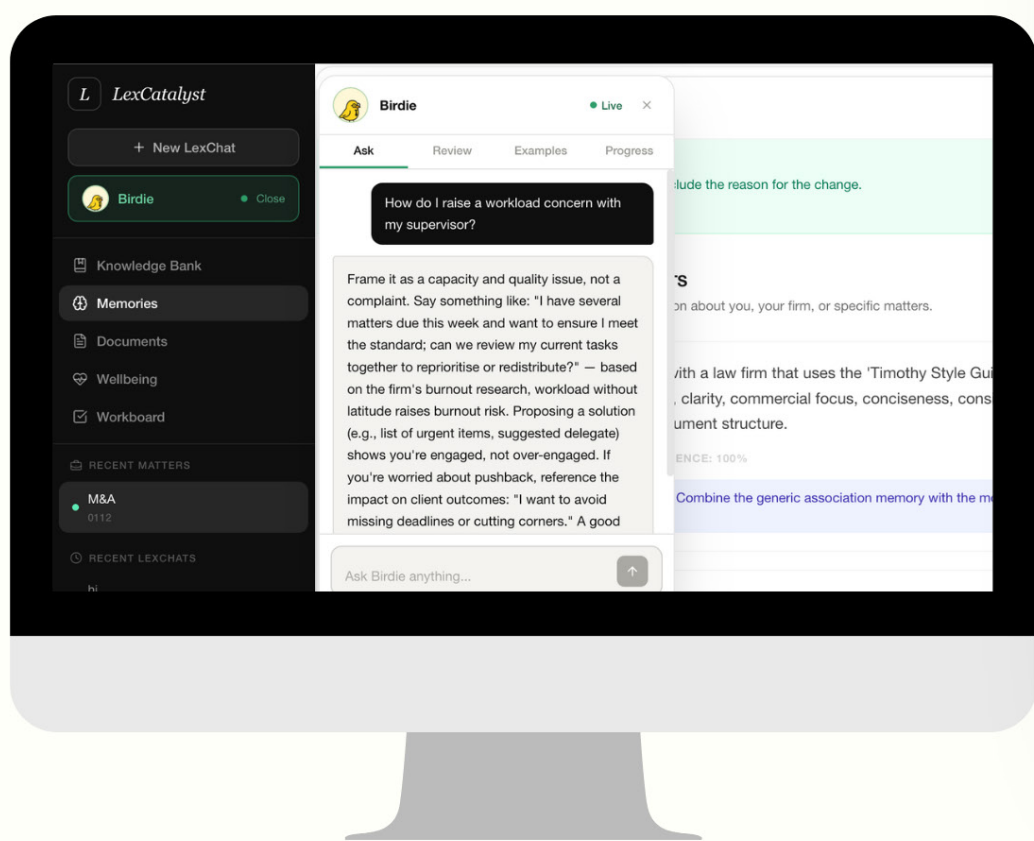
- Weekly anonymised team mental survey
- Smart nudges before burnout sets in
- Tracks contributing burnout factors
- Action-oriented insights for leadership

Workboard

Meaningful work delegation

- Triage workload across team members
- Identifies who needs / has too much work
- Reduces back-and-forth for seniors
- More output, fewer hours wasted

Prototype



Feasibility

Built on existing technology and integrated into tools lawyers already use, LexCatalyst can go live across a firm in as little as 4 months, with an open-source model that means 0 upfront cost.

Viability

LexCatalyst reduces attrition, cuts inefficiency, and generates revenue through hosting and customisation with value that compounds the longer it is embedded.

Why now

In January 2026, Singapore's most senior legal and government figures formally took ownership of the profession's sustainability crisis. The moment has arrived.

Key Stakeholders

Junior lawyers

- No accessible mentorship
- Fear of asking questions
- Overworked & underrecognised
- Lack of psychological safety

Senior lawyers

- No time to mentor
- Excessive review workload
- Triage & delegation burden
- Pressure for peak efficiency

Target Payer: Managing Partners & Tech Teams

The Unrecorded Six

The six-minute units that never make it onto a timesheet

Hackathon for a Better World 2026 (H4BW)

1. THE PROBLEM

A significant portion of work in teams, especially in law firms, is not captured by traditional metrics (e.g. billables).

Examples of Invisible Work

- Onboarding and mentoring new colleagues
- Coordinating matters / "glue work"
- Checking in on colleagues' welfare, supporting team morale, and providing informal counselling or support
- Planning end of matter celebrations
- Organising firm or department events, team-building activities, or social gatherings
- Precedent sharing
- Assisting colleagues with technology issues, piloting new software, or acting as a "super user"
- Rephrasing a partner's cryptic instructions into actionable tasks for junior staff
- Summarising a technical update for a non-specialist audience

Hybrid Working Makes it Worse

- In-office contributions are invisible to remote colleagues, and vice versa
- Informal visibility from co-location is lost

The Result



Uneven distribution, burnout, and distorted perceptions of contribution.

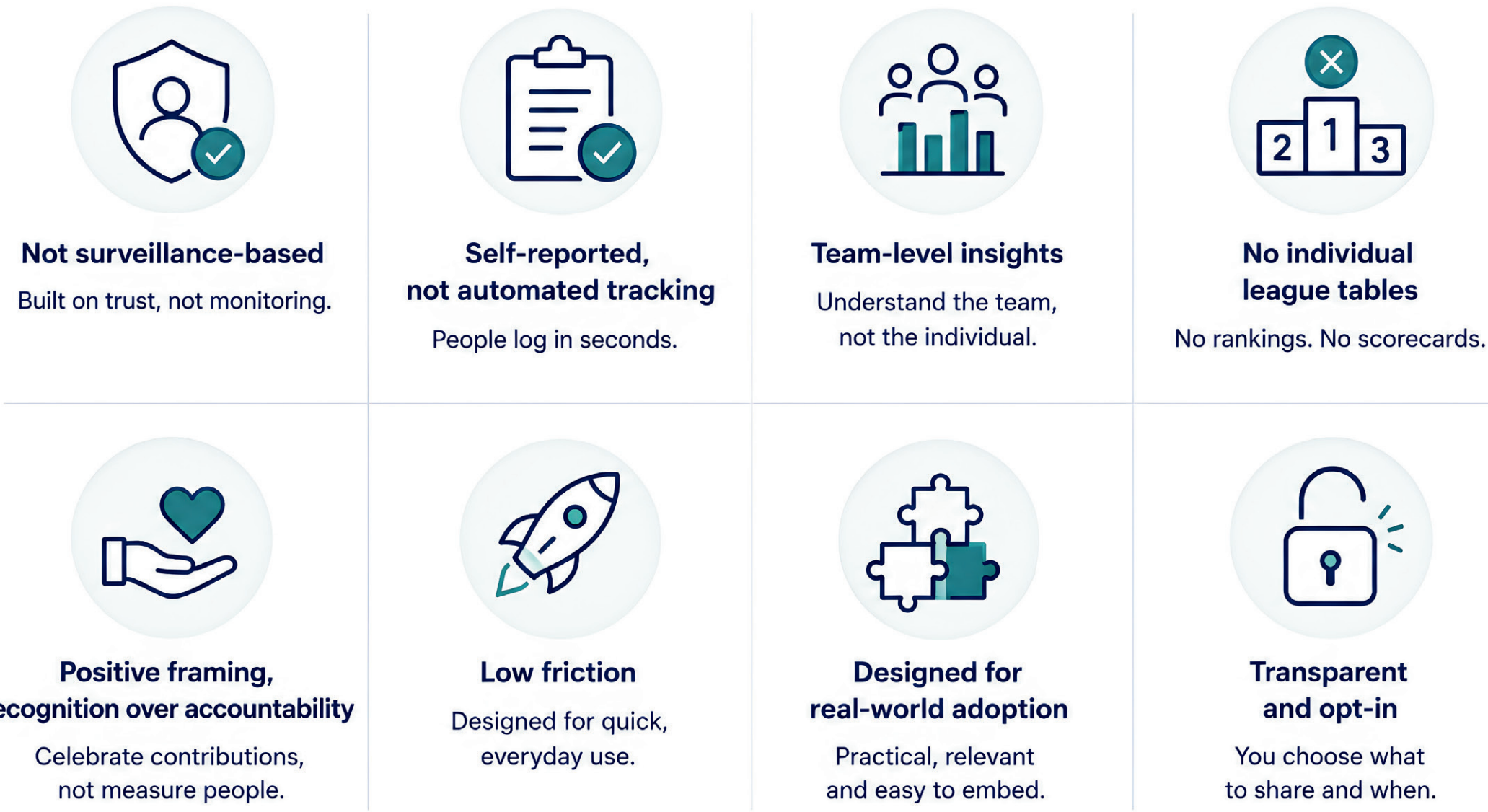
2. THE SOLUTION

Contribution Equaliser Dashboard

A simple, low-friction dashboard where team members can log visible and invisible contributions.



3. DESIGN PRINCIPLES



KEY FEATURES

Customisable Contribution Categories

Allow teams to tailor the types of contributions tracked so unique forms of invisible work are not overlooked.

Accessibility Features

Quick, intuitive and accessible design with self-reported input taking less than 10 seconds.

Analytics and Trends

Visualise trends over time and identify workload imbalances.

Anonymous Feedback or Suggestions

Provide anonymous feedback on workload distribution and team processes.

Integration with Existing Tools

Potential integration with Outlook, Teams and Slack.

Milestone Celebrations

Highlight achievements such as: "100 invisible tasks logged" "All team members contributed this month"

Opt-in Sharing with Management

Teams choose whether and when to share insights with management.

Resource Library

Best practices, tips and resources related to invisible work.

Precedent and FAQ Centre

Anonymous questions, answers, training requests, research, email excerpts, precedents and useful knowledge sharing.

4. WHY THIS IS COMPELLING

- Targets a real, well-known but unaddressed pain point in professional services
- Applies organisation-wide and does not benefit only one group
- Does not require policy overhaul
- Makes existing work visible
- Practical to prototype within hackathon constraints
- Scalable and capable of future integration with billing and time recording systems
- Enables junior team members to ask questions freely and access team-wide precedents and self-help resources

5. WHAT IT LOOKS LIKE IN PRACTICE



Tech Support

A senior associate spends 20 minutes helping a colleague navigate a new document management system.



Team Building

A junior lawyer organises a team coffee catch-up to boost morale.



Precedent Sharing

A partner reviews and shares a new precedent with the group.



Wellbeing Support

Someone provides informal support to a colleague going through a tough week.



Help Support

Someone answers a question posted in the knowledge hub.

Outcome

At month-end, the dashboard provides a visual summary of the team's invisible contributions, highlighting trends and any imbalances without ranking individuals.

This enables teams to:

- Discuss fairer distribution
- Celebrate milestones
- Share anonymised feedback

Right Team, Right Time.

Reimagining how legal talent is discovered, developed, matched and deployed – an AI-powered micro-gig ecosystem for legal teams.



CHALLENGE STATEMENT

How may legal workplaces redesign workplace structures, incentives and everyday practices to foster a sustainable, rewarding and professionally fulfilling legal practice?

01

THE PROBLEM

Blind spot

faced by junior lawyers and supervising partners – skills, interests, and willingness to stretch are not managed with sufficient intent or efficiency.

1 Burnout & Attrition

~60% of junior lawyers plan to leave practice early; unsustainable workload and invisible contributions drive disengagement.

2 Ad-Hoc Mentorship

Mentorship is inconsistent – some juniors get strong guidance while others slip through the cracks, with feedback often irregular.

3 Hidden Talent

Niche skills go unrecognized; the same few are over-relied while others are overlooked, compounding burnout and turnover.

Sources: [sal.org.sg] [judiciary.gov.sg]; resources cited in the Appendices, conversations and informal interviews with colleagues and our personal & professional networks.

WHY THIS MATTERS

If left unaddressed, firms lose junior talent at scale, mentorship gaps widen, and hidden skills stay invisible – eroding capability, culture, and competitiveness across the legal practice.

02

OUR SOLUTION

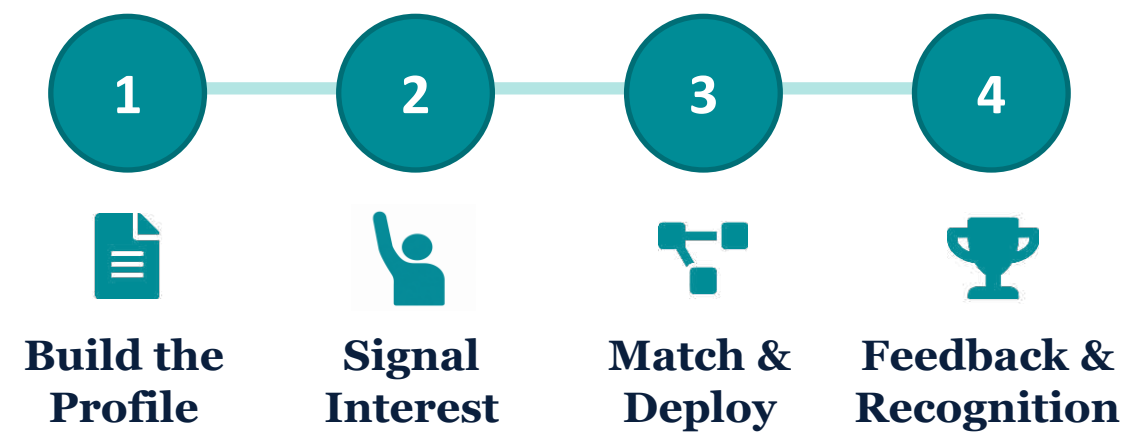
Practice Passport

a unified, portable per-lawyer profile assembled from projects, colleague endorsement, human inputs and AI-mined data, enabling trusted recognition of capabilities across teams, jurisdictions, and career stages.

What it enables

- ✓ **Smart Match:** A searchable talent database, supported by an AI resource assistant, with notifications that match lawyers to projects and rotations by skill, interest and expressed willingness.
- ✓ **Develop & Deploy:** Structured, periodic two-way feedback and career guidance on the passport – plus recognition of non-billable contributions.

How it works



AI ROLE

(1) **System integration** pulling data the firm already holds (HR, SharePoint, CLM, timesheets, matter management data); and (2) **AI-assisted resource matching** to identify the best candidates.

03

IMPACT & FEASIBILITY



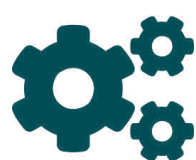
Value Proposition

Fair, data-driven talent deployment and succession planning, combined with career ownership – enabling individuals to build their brand, gain recognition, and step up confidently.



Immediate Social Impact

Stronger talent retention through intentional career development, with fair opportunities, mentorship, and recognition for growth.



Feasibility

AI integrates internal data and enables smart, weighted resource matching to validate skills and optimise deployment.



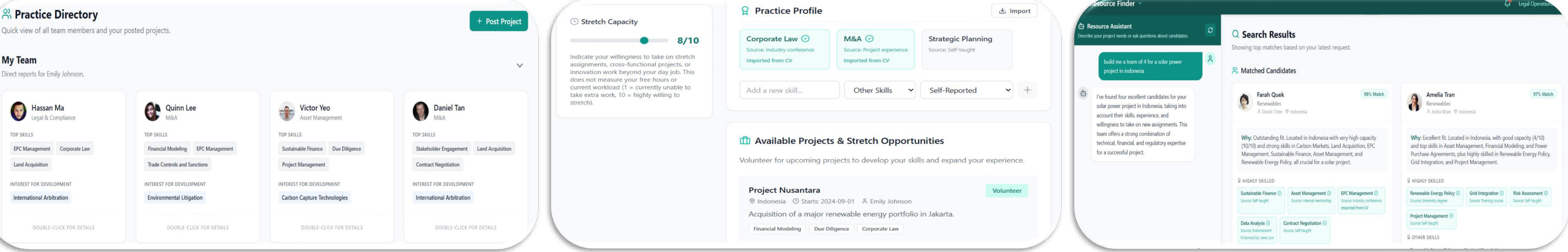
Lasting Impact

Aligned succession and diversity planning with reduced key-person risk, supported by AI-driven career pathway mapping.

BEYOND LEGAL

Practice Passports scale beyond legal – portable across firms, fueling a national skills view for SAL and Ministry of Law, and adaptable to any corporate function or industry.

SNAPSHOTS



MEET THE TEAM



RYAN ANDRES
Legal Operations



RYAN CHEONG
Legal Operations



MARTIN ANGELHUBER
Digital & AI



IAN LEE
Ethics & Compliance

How Might We Enhance Intrinsic Motivation of Employees in Legal Workplaces

1 THE CHALLENGE

The legal profession is facing a growing retention challenge with **1 in 3 newly admitted lawyers indicating that they are unlikely to remain in the profession** beyond three years of being called to the bar.

This challenge is also felt acutely within the AGC. For many Legal Service Officers ('LSOs'), the Crime Division is where their careers begin, making it a critical juncture where early professional experiences are formed and the risk of attrition within those first 3 years is highest.

While higher pay and tangible rewards are commonly offered as retention solutions, this study takes a deeper look and examines what truly sustains Crime LSOs through the demands of the profession and what can be done to support that.



Employee Engagement Survey
197 Responses



Exit Interview Responses
21 Responses



The Quiet Drifter

- > Once strongly motivated by purpose and meaning
- > Worn down over time by workload and pace
- > Continues to perform despite declining engagement
- > Unlikely to openly raise concerns or seek support
- > Risks progressing from disengagement to departure without proactive intervention



The Driven Explorer

- > High-performing and strongly values their work
- > Considering opportunities for growth and exposure
- > Seeks a clear, credible future within the organisation
- > Personalised career direction matters
- > May leave if purpose is not supported by growth



The Unsung Manager

- > Highly experienced and central to team stability
- > Develops others and upholds team culture
- > Balances mentoring, operational, and leadership demands
- > Often feels unseen or unsupported by the organisation
- > Risks resentment if contributions go unrecognised

2 WHY PURPOSE MATTERS

Purpose, rather than extrinsic rewards alone, sustains people through demanding work over the long term. For Crime LSOs who entered the legal service with a genuine sense of vocation, an environment that fails to nurture that sense of purpose may accelerate the attrition.

3 THE INSIGHTS

Insight #1:

Crime LSOs find purpose in their work, but that sense of purpose needs to be actively maintained

Insight #2:

Camaraderie sustains purpose, but it is unevenly distributed and needs structural support

Insight #3:

Crime LSOs find greater purpose when they can see a future for themselves in the organisation

Insight #4:

Flexible work arrangements and workload management are foundational to sustain purpose

4 THE PERSONAS



The True Believer

- > Strong commitment to public prosecution mission
- > Driven by justice and purpose
- > Highly passionate advocates for the work
- > Higher risk of burnout due to deep commitment
- > May become disillusioned if purpose is not protected

5 THE PROPOSAL



ORGANISATION LEVEL

Connecting Crime LSOs to the broader Public Service mission of keeping Singapore safe

Initiative #1: Once-off / annual division-wide team-building session to connect work to mission and build a shared language of purpose centred on the division's impact on Singapore and its citizens.



DIVISION LEVEL

Anchoring Crime LSOs in AGC's Institutional Mission as Guardians of the Public Interest

Initiative #2: Quarterly division-wide sessions to connect work to societal impact and reinforce purpose through stories of successful prosecutions and public outcomes.

Initiative #3: Quarterly sessions focused on psychological safety, cultural stewardship, and open feedback to protect the conditions that sustain purpose.



INDIVIDUAL LEVEL

Supporting Crime LSOs in Connecting their Personal Goals and Values to their Work

Initiative #4: Monthly team-level purpose touchpoints, led by supervisors and senior leaders, to reinforce purpose through recognition, case reflections, meaningful conversations, and support following difficult outcomes.

Initiative #5: Monthly career conversations and workload check-ins to sustain purpose by providing officers with a clear development pathway and ensuring workloads remain manageable over time.

Beyond the *Clock*

Singapore law firms should move beyond billable hours — responsibly. A reform that serves clients, lawyers, firms and the courts alike.

1

THE PROBLEM

The billable hour rewards time, not value

Hourly billing rewards time over value, quietly encourages inefficiency, and misaligns the interests of clients, firms and lawyers. The strain reaches everyone.

CLIENTS

Unclear costs make planning harder and can delay early legal engagement — efficiency feels misaligned with the value they receive.

ASSOCIATES

Performance is tied to time captured as much as judgment. Autonomy and development give way to survival mode, fatigue and attrition.

PARTNERS

Trapped between revenue pressure and team stewardship — selling hours while clients demand predictability and innovation.

FIRMS

Profitable optics can still erode trust, culture and resilience. The model punishes the very efficiency that clients now expect.

2

THE SOLUTION

Four value-aligned pricing models

MODEL 01

Fixed Fee

The matter is priced upfront from defined scope and expected complexity. Best for standardized, repeatable work — gives clients certainty and rewards firms for efficiency.

MODEL 02

Subscription / Retainer

A recurring fee for ongoing access to defined legal support. Ideal for startups, SMEs and business teams — builds long-term relationships and smooths revenue.

MODEL 03

Value-Based Pricing

Fees linked to the significance, risk or strategic value of the matter, not time spent. Suited to high-impact advisory and mission-critical transactions.

MODEL 04

Hybrid Model

A base fee blended with success, scope or milestone components. For complex matters needing certainty with flexibility — balances predictability and commercial realism.

The goal is not just pricing reform — it is a healthier, more sustainable legal profession measured by outcomes, trust and impact rather than the clock.

3

HOW IT WORKS

A staged transformation, not a single switch

1

PILOT

Firms trial value-aligned pricing on suitable matters rather than waiting for market pressure to force the change.

2

DEFINE SCOPE

Match each matter to the right model — fixed, subscription, value or hybrid — based on complexity, risk and client need.

3

INTEGRATE AI

Adopt technology to speed delivery without penalty, decoupling productivity gains from time-based revenue.

4

REALIGN TEAMS

Replace utilisation pressure with metrics for judgment, client impact and development to protect culture.

5

SCALE & LEAD

Standardise what works across the firm — positioning Singapore to lead trusted, high-value legal design regionally.

4

WHY IT WORKS

An ethical choice and a strategic business decision

FOR CLIENTS

Greater price predictability, clearer budgeting and a stronger sense that legal services align with business outcomes — not elapsed time.

FOR FIRMS

Better market differentiation, more scalable delivery, and the ability to reward expertise, process design and responsiveness.

FOR LAWYERS

Less dependence on raw hour accumulation; more room to value judgment, collaboration and sustainable workload design.

FOR THE PROFESSION

A commercial model better suited to technology adoption, talent retention and long-term credibility in the market.

AI: THE ACCELERANT

The real question isn't whether AI arrives — but whether the model is ready for it.

Cling to hours, and AI becomes a threat: every efficiency gain raises a billing question, and lawyers are torn between better tools and chargeable time. Price for value, and AI becomes an asset — faster turnaround and better consistency improve client experience while smarter pricing protects profitability.

The conversation shifts from how long the work took to how well the client was served.

The *Call* to Action

- Firms should pilot value-aligned pricing now, instead of waiting for market pressure to force change.
- Clients should reward transparency, predictability and innovation in how legal services are bought.
- Singapore has the credibility and ambition to lead this shift across the region.
- The future of legal practice should be measured by outcomes, trust and impact — not by the clock.

Eden

AI-powered feedback for the legal profession

A hackathon solution to tackle junior lawyer attrition through structured, technology-assisted mentorship



Let me help you help someone else



1. THE PROBLEM

1 in 3 likely to exit

Junior lawyers are leaving the profession due to:

- Poor mentorship
- Fear-driven feedback culture
- Excessive workload
- Poor workplace culture
- Lack of actionable guidance



Human insight: Juniors are not asking to be shielded from criticism; they want clarity, structure, and direction.



2. WHAT JUNIORS NEED

- ✓ Regular and consistent feedback
- ✓ Feedback that is actionable and not soul-crushing
- ✓ Positive feedback and recognition of a job well done



3. THE SOLUTION

Eden: a structured feedback chatbot

Eden nudges senior lawyers to give regular and timely feedback, and helps synthesise and deliver feedback using the COIN model — Context, Observation, Impact, Next Steps.



Eden acts as a mediator, stripping passive-aggressive or emotionally charged language so feedback becomes constructive, not corrosive.

4. DESIGN PRINCIPLES / KEY FEATURES



Feedback on 1 task per session

Reduces cognitive overload



Feedback is limited to 3 key points

Focuses attention and reduces overload



15-minute weekly slot

Scheduled as a recurring Friday habit



Voice-first input

Unstructured speech is accepted; AI handles organisation



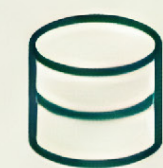
Emotional safety valve

Seniors express frustration candidly; chatbot reframes before delivery



Junior-first reflection

Builds psychological safety



Longitudinal memory

Tracks progress over weeks and months

5. HOW IT WORKS

1



Senior inputs feedback

Voice or text input on one task

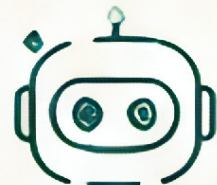
2



Junior reflects first

Junior reviews the feedback before Eden responds

3



Chatbot synthesises both inputs

Using the COIN model to create structured feedback

4



Report delivered

Clear, concise report with 3 key points shared with junior

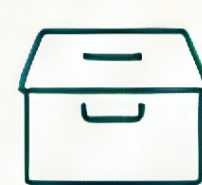
5



Junior responds

Shares perspective and commitment to next steps

6



Archive and iterate

History enables progress tracking and iteration

6. THE COIN FEEDBACK MODEL

Eden structures feedback across four essential dimensions.



Context

What work did the junior do?
What was the task assigned?



Observation

What aspects could be improved? What was done well?



Impact

What was the consequence? How did it make you feel?



Next steps

What should the junior do differently next time?

What the COIN framework achieves



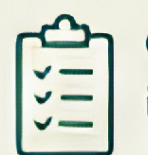
Creates a specific shared reference point



Balances critique with recognition



Builds empathy without blame



Converts feedback into a concrete action plan

7. IMPACT



Retention

Structured mentorship addresses top reasons juniors leave



Performance

Regular, actionable feedback accelerates skill development and reduces errors



Culture shift

Changes the emotional climate from fear-driven to growth-driven



Virtuous cycle

Juniors who are well-coached become seniors who coach well



15 minutes a week per junior.

Improvement in morale, performance, and retention.

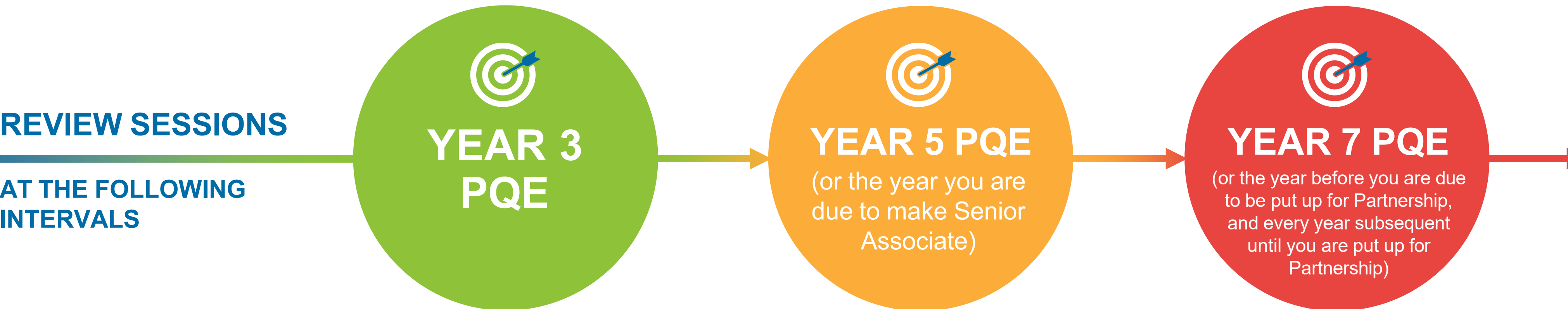


THE CAREER TRANSPARENCY CHART

Team Name: THE FIRMLY EXHAUSTED (Members: Delwin Singh, Alexander Fong, Ryan Ling, and Lim Lei Theng)

Concept: CAREER TRANSPARENCY CHART

Hypothesis: Young lawyers are more likely to remain in the profession with transparency and clarity in their career progression prospects, shared periodically.



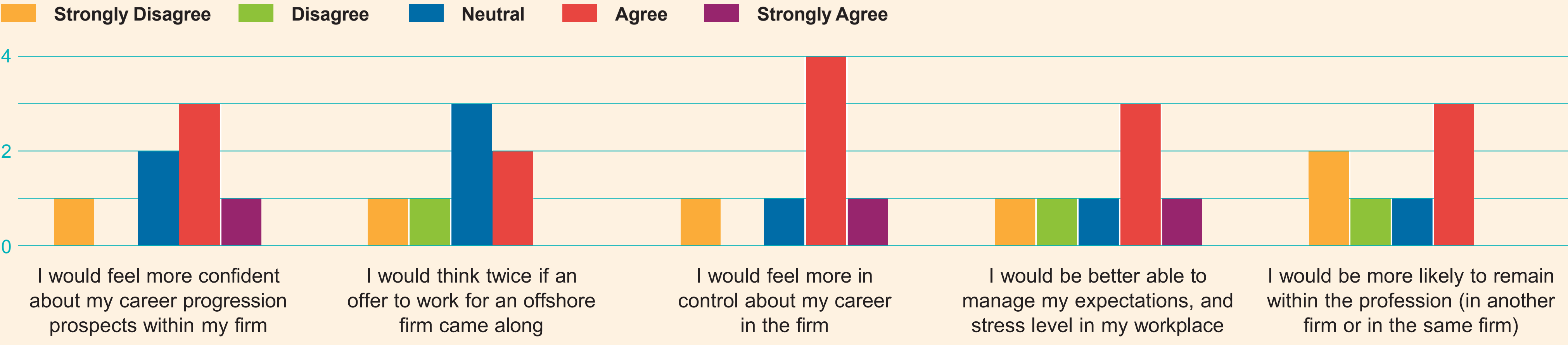
OUR APPROACH

METRICS	ACTUAL (In the preceding period under review)	DESIRED (In the period following review)
Hours Logged		
Hours Billed and Collected		
Other objective measurables (to be inserted by HR and firm leadership)		
Comparison to peers, a ranking among the cohort within the team/department		
MENTOR / PARTNER SATISFACTION		
SCALE: - Does not meet expectations - Expectations were lowered during the period under review - Meets expectations - Expectations were raised during the period under review - Exceeds expectations		
A FRANK CONVERSATION ABOUT - What worked well - What needs more work IN THE REALMS OF - Learning - Productivity - Work attitude - Leadership - Potential		

FACTORS THAT AID PROGRESSION DECISIONS ONLY FOR THE REVIEW PERIODS LEADING TO PARTNERSHIP

- A CONFIDENTIAL PRESENTATION BY HR, PREDICATED ON THERE BEING CHANGES BASED ON MARKET FORCES**
- How many partners are there expected to be in the next period under review
 - Runway length for partnership for that individual
 - Monetary value of what is expected within the first x years of partnership
 - Power and influence of sponsors
 - Presence of detractors

REACTIONS



Rethinking the Training of Junior Lawyers in the AI Age

JLC Honorary Team

Kit Pang, Laura Sim, Timothy Lee, Au Wei Hoe

challenge statement #3

How may legal workplaces redesign workplace structures, incentives and everyday practices to foster a sustainable, rewarding and professionally fulfilling legal practice?

problem identified

AI is changing the way lawyers work. These changes will affect the role, involvement, and training of junior lawyers, whether directly or indirectly. Set against the backdrop of ongoing concerns about high attrition rates of junior lawyers, our team considers it **imperative for the legal industry to identify these changes and the underlying risks they present, and to rethink the training of junior lawyers in the new AI age.**

proposed analytical framework

We crafted a three-stage framework for identifying and implementing necessary changes for the training of junior lawyers. The framework is intended to assist in identifying and implementing appropriate changes to existing training efforts, and to foster greater awareness of and discourse surrounding potential training gaps.

1

stage 1: ascertaining impact

Ascertain how AI has changed the work of lawyering.

- What are typical work processes involved in day-to-day lawyering? What tasks are they comprised of?
- How does AI change these work processes?

2

stage 2: identifying skills at risk

Identify the skills/underlying skills at risk.

- What are the skills involved?
- What are the underlying skills involved?
- Are these core or non-core skills?
- Are these skills still relevant or no longer relevant?
- Are there new skills/skills that take on a different character which junior lawyers should learn?

3

stage 3: engineering solutions

Engineer solutions for the training of junior lawyers.

- What are other ways to obtain the same core skills?
- What are other skills which junior lawyers can learn?

proposed tools for implementation

example: drafting legal advice

stage 1: ascertaining impact

The task of drafting legal advice (targeted at a layperson) typically involves the following steps: (a) information gathering; (b) framing the questions; (c) research; and (d) drafting. **Focusing on (d), we observe that AI can be deployed to produce first cuts of drafts and/or review subsequent drafts.**

stage 2: identifying risks

- **Templating/formatting, proofreading (non-core):** Less relevant, as AI can be trained to conform to house style and proofread work products.
- **Tone/framing (core):** Remains critical — lawyers must tailor advice to the client and address key concerns, while preserving clarity. Juniors may have fewer opportunities to hone this skill.

stage 3: engineering solutions

- Restrict AI use for certain tasks
- Train juniors on AI use for formatting and proofreading
- Greater focus on drafting in training curricula
- More intentional mentoring/opportunities for feedback

tool 1: living training compendium

A living compendium of common risks and best training practices curated from AI champion firms and supervisors across practice areas. Information includes: (a) how AI has changed certain work processes; (b) core and non-core skills involved; and (c) how training has evolved.

tool 2: training audit questionnaire

A questionnaire based on the three-step framework - this can be used by individuals as a self-assessment tool, or by training institutions and departments to undertake a more holistic survey.

scan the QR code below for an sample questionnaire!

key stakeholders

The framework and tools are designed for use at both an **institutional level** — by law schools, legal training institutions, and law firm training departments — and at an **individual level**, between mentors and mentees.

viability, feasibility and desirability

- Our solution addresses a **genuine and growing need** — risks must be tackled before gaps in skills and training become entrenched.
- **Adaptable to different resource constraints** — the framework is applicable at an industry level, firm-wide, and at an individual level. Interventions can be customised, with many requiring no significant financial investment.
- **Benefits both junior lawyers** (better training) and **firms** (better productivity/retention).

implementation

- Designed for **progressive implementation** — iterative process (piloting and refining).
- **Solutions should be woven into existing structures** (training curricula, contracts, performance reviews) to reduce implementation burden.
- **Broader challenges require coordinated engagement** with bodies such as the Law Society, SILE, or the Ministry of Law.

contribute now!

We created a survey based on our proposed Training Audit Questionnaire. Please take 5-10 minutes of your time to share your unique perspective and contribute valuable ideas on how junior lawyers can be trained in the age of AI!



our team

We are second-year Justices' Law Clerks currently working in the Supreme Court.