



Paul Teo

Managing Director

Linden Law Chambers LLC

Chartered Arbitrator | CEDR Accredited Mediator | Advocate & Solicitor

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Paul is the Managing Director of Linden Law Chambers LLC, an international disputes chambers with a Gulf–Asia focus across Singapore, Hong Kong and Dubai. Paul’s practice focuses on advising and representing parties as counsel in complex disputes, including high-stakes "bet-the-company" disputes arising across a range of sectors, including infrastructure and construction, energy, natural resources and renewables, oil and gas, shipbuilding and offshore, telecommunications and technology, hospitality and leisure, trade and investment, healthcare and life sciences, and corporate and commercial matters. He has substantial experience in project counselling across the full project life cycle of major projects, from procurement and contract preparation (notably under FIDIC, JCT, ICE, NEC, and other standard form construction and energy contracts) to risk mitigation, claims management, and dispute avoidance and resolution.

Paul advises on and conducts proceedings across the spectrum of formal and alternative dispute resolution processes, including dispute boards (DRB, DAB and DAAB), dispute avoidance, neutral evaluation, mediation, conciliation, adjudication, arbitration, and litigation. His experience includes acting on major projects across Asia Pacific, the Middle East, Africa, and Europe involving multinational participants, including parties from China (particularly on Belt and Road Initiative projects), Japan, Korea, Europe and the Americas. He also has experience in Investor-State dispute settlement and trade and investment disputes, including proceedings conducted under WTO rules.

In addition to his practice as counsel, Paul is regularly appointed as an independent neutral. He is a Chartered Arbitrator, Certified Senior Adjudicator and CEDR Accredited Mediator, and is empanelled with many leading arbitral and mediation institutions. He regularly serves as arbitrator, adjudicator, dispute board member and mediator across a wide range of disputes. Paul is fluent in English, Mandarin, and Cantonese.

Paul is consistently recognised by clients and industry peers as a leading practitioner across the major legal directories. He is ranked in Lexology Index (formerly Who’s Who Legal) as both a Global Thought Leader and Regional Leader for construction and international arbitration, and is also recognised for his expertise in these areas by Benchmark Litigation Asia-Pacific, Chambers Asia-Pacific, Doyle’s Guide, and Legal 500 Asia-Pacific.

QUALIFICATIONS

Education and Training

- Bachelor of Laws (Hons), National University of Singapore, 1996
- Postgraduate Diploma in International Commercial Arbitration, Chartered Institute of Arbitrators / Keble College, University of Oxford, 2006
- Mediation Workshop, Program on Negotiation, Harvard Law School, 2007
- CEDR Mediator Skills Training Programme, Abu Dhabi Global Market (ADGM), 2024
- Adjudicator Certification Workshop, Chartered Institute of Arbitrators and Hong Kong International Arbitration Centre, Hong Kong, 2025

Admissions

- Advocate and Solicitor, Supreme Court of Singapore, 1997
- Solicitor, Senior Courts of England and Wales, 2000
- Solicitor, High Court of the Hong Kong SAR, 2003

PROFESSIONAL AFFILIATIONS

Memberships and Accreditation

- Fellow, Singapore Institute of Arbitrators, 2006
- Fellow, Hong Kong Institute of Arbitrators, 2006
- Fellow, Chartered Institute of Arbitrators, 2007
- Fellow, Institute of Arbitrators and Mediators Australia, 2014
- Fellow, The Arbitrators' and Mediators' Institute of New Zealand, 2014
- Chartered Arbitrator, Chartered Institute of Arbitrators, 2015
- Specialist Mediator, Singapore International Mediation Centre, 2024
- CEDR Accredited Mediator, 2025
- Senior Adjudicator, Hong Kong International Arbitration Centre, 2026

Panel Appointments

Paul is empanelled as arbitrator, adjudicator, and mediator with various institutions, including:

- Asian International Arbitration Centre
- Dubai International Arbitration Centre
- Hong Kong International Arbitration Centre
- International Chamber of Commerce
- Japan Commercial Arbitration Association
- London Court of International Arbitration
- Singapore Chamber of Maritime Arbitrators
- Singapore International Arbitration Centre
- Singapore International Mediation Centre

Professional and Civic Engagement

- Course Director, Chartered Institute of Arbitrators' Applied Arbitration for Fellows Programme (Singapore), and member of the Working Group responsible for the ongoing development and international delivery, 2023 – present
- Member, Singapore Academy of Law's Law Reform Committee (Building and Construction Law)
- Member, Finance and Grants Committee, Caritas Singapore
- Member, International Council for Commercial Arbitration
- Member, Society of Construction Law (Singapore)
- Member, Maritime Law Association of Singapore
- Member, Singapore Academy of Law
- Member, Law Societies of Singapore, Hong Kong SAR, and England and Wales

AWARDS AND RECOGNITION

Over the years, Paul has been recognised as a leading practitioner across the major legal directories. He is ranked in Lexology Index (formerly Who's Who Legal) as both a Global Thought Leader and Regional Leader for construction and international arbitration, and is also recognised for his expertise in these areas by Benchmark Litigation Asia-Pacific, Chambers Asia-Pacific, Doyle's Guide, and Legal 500 Asia-Pacific.

Paul has been described by clients and industry peers as follows:

- *"He is a first-rate practitioner"*
- *"A forceful advocate"*
- *"He has a great reputation in the market"*
- *"Paul Teo comes highly recommended for his deep expertise in handling high-stakes transactions and disputes"*
- *"Paul has deep experience in arbitration and is able to quickly develop a strong case based on the key issues"*
- *"Rated for his construction and arbitration expertise"*
- *"He is an excellent construction lawyer"*
- *"A quality lawyer who is adept at understanding his client's requirements perfectly"*
- *"Consistently provided clear, sound and timely advice and strategies"*
- *"Astute in negotiations" and "noted for his ability to strategize and work around negotiation obstacles"*
- *"He has creative problem solving and decision-making skills"*
- *"He has a smooth and polished approach that is capable of calming the most troubled of waters"*

KEY PROFESSIONAL EXPERIENCE

- **Linden Law Chambers LLC, Singapore**
 - 24 March 2026 – present
 - Founder and Managing Director
- **Mayer Brown, Singapore**
 - 1 October 2020 - 31 December 2025
 - Partner, International Arbitration Practice, Global Energy Group
- **Baker McKenzie, Hong Kong**
 - 16 January 2017 - 30 September 2020
 - 16 January 2017 - 12 February 2017 (Singapore office)
 - Partner; Chartered Arbitrator; Head of International Arbitration, Greater China; Head of Energy, Mining and Infrastructure Disputes, Asia; Member, International Arbitration Steering Committee, Asia Pacific; Member, Global Belt and Road Initiative Service Team
- **Hogan Lovells, Singapore**
 - 14 September 2009 - 4 August 2015
 - Last held position: Partner; Chartered Arbitrator; Co-Head of International Arbitration, Southeast Asia; Head of Projects, Engineering and Construction, Southeast Asia
- **Pinsent Masons, Hong Kong / Beijing**
 - 18 October 2000 - 31 August 2009
 - Last held position: Partner; Co-Head of Projects, Infrastructure and Construction, Beijing; Co-Head of Beijing Office

SELECTED EXPERIENCE (AS COUNSEL)

Infrastructure and Construction

- Acting for contractors, developers, and state-linked entities in high-value international arbitrations and court proceedings across Asia and the Gulf, with a focus on infrastructure, energy, and cross-border commercial disputes.
- Representing the main contractor (international joint venture) in parallel Abu Dhabi-seated arbitrations arising out of the design and construction of a major airport terminal project in the Gulf.
- Representing a global mobility company in multiple ICADR arbitrations and related Indian High Court proceedings concerning a World Bank-funded national railway project (claims exceeding US\$120 million).
- Acting in disputes arising from major infrastructure projects, including MRT systems, airport developments, railway extensions, data centres, semiconductor facilities and petrochemical complexes across Singapore, Hong Kong and Mainland China.
- Representing parties in high-profile construction disputes involving complex technical issues, including defects and allegations of fraudulent concealment.
- Representing contractors and employers in Singapore-seated arbitrations, adjudications and court proceedings, including Security of Payment disputes and large-scale power and infrastructure projects.
- Acting in joint venture and consortium disputes relating to mass transit and infrastructure developments across Southeast Asia.

Energy, Natural Resources and LNG

- Representing an Asian consortium in disputes arising out of offshore LNG development projects, including Hong Kong-seated proceedings against EPC contractors.
- Acting for an FSRU provider in a SIAC arbitration against a state-owned gas company under a long-term lease, operation and maintenance agreement.
- Representing parties in parallel arbitrations arising out of LNG supply disruptions linked to the Freeport LNG terminal.
- Acting in disputes concerning LNG storage, gas pipeline infrastructure, and hydroelectric power projects across Asia.
- Representing renewable energy developers in arbitrations and related court proceedings arising from large-scale solar projects.
- Advising on disputes and potential investment treaty claims relating to mining and energy projects.

Front-end and Project Advisory

- Advising on EPC and FIDIC-based contracts, procurement strategies, and dispute resolution frameworks for infrastructure, energy and industrial projects across Asia, Africa and the Gulf.
- Advising multinational corporates, financial institutions and developers on complex project structures, including sovereign-related risk, financing documentation and dispute avoidance strategies.

Other Sector Experience

- Acting in disputes concerning offshore EPC works, shipbuilding and rig management agreements.
- Representing parties in telecommunications and technology disputes relating to network infrastructure and licensing arrangements.
- Acting in hospitality, PPP and leisure sector disputes, including resort developments and major public infrastructure projects.
- Representing clients in trade, commodities and WTO-related disputes, as well as shareholder and joint venture conflicts involving Hong Kong-listed and cross-border entities.

SELECTED EXPERIENCE (AS NEUTRAL)

- Appointed as sole arbitrator in an ICC arbitration between an Italian company and two Indian companies arising out of a dredging and construction contract.
- Appointed as co-arbitrator in an ad hoc arbitration between a Danish company and an Indian company arising out of multiple steel and other supply contracts.
- Appointed as sole arbitrator in an SIAC arbitration between a Dubai company and an Indonesian company arising out of a coal supply contract.
- Appointed as sole arbitrator in a consolidated SIAC arbitration between a German company and a PRC company arising out of the supply of electronic transmission and related systems.
- Appointed as sole arbitrator in an SIAC arbitration between two Singapore companies arising out of an international exhibition project.
- Appointed as sole arbitrator in an SIAC arbitration between a PRC company and a Macau company arising out of a letter of credit issued in connection with a chemicals supply contract.
- Appointed as sole arbitrator in an SIAC arbitration between a Korean company and a PRC company arising out of a coal supply contract.
- Appointed as sole arbitrator in an SIAC arbitration between two Singapore companies arising out of a coal supply contract.
- Appointed as sole mediator in a Singapore International Mediation Centre (SIMC) mediation between the Indonesian subsidiaries of a PRC-headquartered group and a Chinese-European joint venture arising out of drilling services performed in connection with a geothermal project in Indonesia (disputed amount exceeding US\$30 million), resulting in a successful negotiated settlement.

SPEAKING ENGAGEMENTS

Paul regularly speaks and teaches on aspects connected with his practice, including international arbitration, adjudication, dispute avoidance and resolution, mediation, FIDIC and other contracts, and construction and engineering law.

Selected engagements include:

- Joint Course Director and Faculty Member, Chartered Institute of Arbitrators' Applied Arbitration for Fellows Course (held as part of Singapore Convention Week, Singapore), 2023 – present
- Speaker at dedicated client seminars and workshops across Asia, the Middle East, Europe, North and South America, including but not limited to Singapore, Hong Kong, Macau, Shanghai, Beijing, Ulaanbaatar, Tokyo, Yokohama, Kuala Lumpur, Jakarta, Bangkok, Ho Chi Minh City, Manila, Sydney, New Delhi, Dubai, London, Paris, Bogota, Medellin, Cali, and Washington DC
- Speaker, "When ICC Arbitration Meets FIDIC Contracts", ICC-YAAF (Young Arbitration and ADR Forum), Hong Kong, June 2023
- Moderator, panel on the Belt and Road Initiative, "SCL Singapore 2nd Focus on Asia Conference", Singapore, September 2019
- Moderator, panel with Rimsky Yuen SC (former Secretary for Justice, Hong Kong) and Sarah Gimmer (Secretary-General of HKIAC), "Greater Bay Area Legal Connectivity Series: Session 1 – Enhancing Mutual Judicial Assistance for Arbitrations in the Greater Bay Area", Hong Kong, October 2018
- Speaker, "International Conference for Colombian MNCs – The China Connection", a series of seminars co-organised with the American Chamber of Commerce, Bogota / Medellin / Cali, October 2018
- Speaker, "BAC/BIAC 2018 Hong Kong Summit on Commercial Dispute Resolution in China", Hong Kong, October 2018
- Speaker, "4th ICC Asia Conference: 60 Years of the New York Convention – Still in its Infancy?", Hong Kong, June 2018
- Speaker and Faculty Member, "SIAC Academy Seoul 2018: Time and Cost Savers at SIAC – Emergency Arbitration, Expedited Procedure and Early Dismissal", Seoul, June 2018
- Speaker, "Contract and Claim Administration for International Construction Projects: Practical Suggestions to Help Avoid Disputes", a seminar co-organised with FTI Consulting, Tokyo, June 2018

- Moderator, “HKIAC’s Chasing the Money – Enforcement and Beyond Part II”, Hong Kong, December 2017
- Speaker, “How to Preserve Your Ability to Enforce Contracts Involving a Chinese Counterparty”, organised for the Hong Kong Corporate Counsel’s Association, Hong Kong, August 2017
- Speaker, “Best Practices in Managing Disputes in Commercial Cross-Border Contracts – Making it Work for You”, organised for AustroCham, Hong Kong, February 2017
- Speaker, “*Construction Disputes Asia - Evolution or Revolution*”, jointly organised by the SIAC and the Society of Construction Law, Singapore, September 2010
- Speaker, “*Construction Masterclass 2010: Managing the Risk of Delay, Disruption and Disputes in Construction Contracts*”, jointly organised by Hill International and the Chartered Institute of Building, Singapore, July 2010

SELECTED PUBLICATIONS

Paul also regularly writes on a broad range of subjects, including:

- “Legal Abroad: Doing Business in Indonesia’s fast-growing construction industry”, Building Magazine, May 2025
- “Legal Abroad: Doing Business in Singapore”, Building Magazine, May 2021
- Contributing Chapter Author, “Mediation in Singapore: A Practical Guide (3rd Edition)”, General Editors: Danny McFadden and George Lim SC, published by Thomson Reuters Sweet & Maxwell, December 2020
- Contributing Editor, “Singapore Journal of Construction Law”, published by LexisNexis and the Singapore Academy of Law, 2016-2019
- Multiple client alerts on arbitration, cross-border enforcement developments in Hong Kong and Mainland China, including interim relief, third-party funding, IP arbitrability, Court support measures, and key judicial decisions (2017 – 2019).
- “Design Obligations under a Design-and-Build Contract – Reflections on the Way Forward Post-MT H Højgaard”, [2018] 2 SingJCL 1
- “The Architect’s Certification Functions and Contractual Recourse under the SIA”, [2017] 1 SingJCL 11
- “How to Deal with Disputes”, The Project Manager, Society of Project Managers Singapore, 2014
- “A Decision To Swear By: Guidance on Concurrent Delay and Global Claims”, Construction Law Newsletter, Society of Construction Law Singapore, 2013
- “*Enforcement of DAB Decisions under FIDIC Contracts: Pitfalls and Solutions - PT Perusahaan Gas Negara (Persero) TBK v. CRW Joint Operation [2010] SGHC 202*”, SIAC article and article in the Chartered Institution of Civil Engineering Surveyors’ Civil Engineering Surveyor, November 2010
- “*Singapore Country Chapter*”, International Comparative Legal Guide to International Arbitration 2010, September 2010
- “*Singapore - Hub for Construction and Infrastructure Arbitrations*”, SIAC article, August 2010
- “*Contractual Interpretation - The Singapore Approach*”, June 2010

Languages:

- Written: English, Chinese
- Spoken: English, Mandarin, Cantonese, Teochew