



Thelma Akpan

Associate | Singapore Registered Foreign Lawyer

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Practice Areas

Discrimination and Harassment
Litigation and Trials
Investigations
International Employment Law

Overview

Thelma Akpan represents employers in both state and federal court in various aspects of employment law, including pay equity, internal investigations, discrimination, harassment, retaliation, breach of contract and defamation claims, including counseling and alternative dispute resolution. Thelma has successfully litigated cases from inception through summary judgment, as well as through arbitration.

Thelma is a member of Littler's Pay Equity Core and Assessment Groups, where she advises employers on federal, state and city issues related to pay equity, as well as conducting privileged Pay Equity Assessment for domestic and multinational companies, using Littler's Pay Equity Assessment™ for employers. Thelma also provides training sessions to employers and trade groups regarding pay equity wage and hour considerations.

Before joining Littler, Thelma was a litigation associate at a national law firm with an emphasis on labor and employment, products liability, premises liability and complex commercial litigation. During law school, she was the notes and executive editor of the *Connecticut Journal of International Law*, and an extern at the National Labor Relations Board, Region 34.

**Not licensed to practice law in Singapore or appear in local courts. Littler partners with local firms to service clients on matters related to Singapore law.*

Events & Speaking Engagements

2024 APAC Regional Employer Conference

Singapore

September 25, 2024

Hiring Contingent Workforce – Deep Dive into Unique Considerations in APAC Countries

November 30, 2022

Deal or No Deal: The Top Legal Issues Game Show

California Minority Counsel Program’s 2022 Women of Color Conference

May 26, 2022

Pay Transparency: New Laws and What Comes Next

LinkedIn LEAD Virtual Session

May 12, 2022

Driving Toward Pay Equity in the Workplace: What Will It Finally Take?

Women Leaders in GRC Conference

March 30, 2022

It’s Not Just About COVID! Major New Changes in NY State and City Employment Law

February 16, 2022

Education

J.D., University of Connecticut School of Law, 2013

B.A., Villanova University, 2009

Bar Admissions

New York

New Jersey

Courts

U.S. District Court, Southern District of New York

U.S. District Court, Eastern District of New York

U.S. District Court, District of New Jersey

Publications & Press

The Pay Transparency Laws to Know in 2025 in the United States and Beyond

External Publication

February 26, 2025

The Pay Transparency Laws to Know in 2025 in the United States and Beyond

Littler ASAP

February 21, 2025

Wage Transparency and Pay Equity Issues in Asia

Littler Podcast

October 2, 2024

Employer Takeaways From 2nd Circ. Equal Pay Ruling

External Publication

November 14, 2023

Second Circuit Holds EPA “Factor Other Than Sex” Affirmative Defense Need Not Be Job-Related

External Publication

October 31, 2023

Second Circuit Holds EPA “Factor Other Than Sex” Affirmative Defense Need Not Be Job-Related

Littler ASAP

October 25, 2023

Littler Expands Asia-Pacific Capabilities with Addition of Korea, Hong Kong and Malaysia-Qualified Lawyers to APAC Regional Office in Singapore

Press Release

October 16, 2023

Japan addresses wage gap by requiring gender pay gap disclosure

External Publication

October 5, 2023

New York State Proposes Regulations for Pay Transparency in Job Advertisements

Littler ASAP

September 19, 2023

Japan Addresses the Wage Gap by Requiring Gender Pay Gap Disclosure

Littler ASAP

August 25, 2023

Women’s World Cup 2023 – Equal Pay for Women in and Out of Sports

Littler ASAP

August 4, 2023

Pay Secrecy Clauses Banned in Australia

In the News

July 20, 2023

Australia Takes Steps to Address Pay Secrecy and Gender Pay Gap

Littler ASAP

February 15, 2023

New York Becomes the Latest State to Require Salary Transparency in Job Postings

Littler ASAP

December 28, 2022

Minding the Pay Gap: What Employers Need to Know as Pay Equity Protections Widen

Littler Report

September 2, 2022

Pay Transparency Laws Proliferate in New York

Littler ASAP

June 9, 2022

Mississippi Becomes the Last State to Enact an Equal Pay Law

External Publication

May 19, 2022

Mississippi Becomes the Last State to Enact an Equal Pay Law

Littler ASAP

May 12, 2022

NYC Amends Wage Transparency Law

Littler ASAP

April 29, 2022

New York City Publishes Fact Sheet on Salary Transparency in Job Advertisements

Littler ASAP

March 29, 2022

Wage Transparency: How Can Multi-State Employers Manage the Compliance Minefield of Wage Disclosure Laws Nationwide?

Littler ASAP

January 26, 2022

New York City Mandates Retirement Savings Plans for All

External Publication

August 26, 2021

NYC Mandates Retirement for All

Littler ASAP

August 17, 2021

Recall Rights and Retention Obligations: How Local Ordinances are Changing Workplace Regulation in the COVID-19 Era

Littler ASAP

February 1, 2021

High Court Declines to Resolve Circuit Split on Whether Prior Salary is “A Factor Other Than Sex” that Can Justify a Pay Disparity Under the Federal Equal Pay Act

Littler ASAP

July 10, 2020

Return-to-work issues hotels need to be aware of

In the News

June 28, 2020

New York City Commission on Human Rights Forms COVID-19 Response Team

Littler ASAP

April 23, 2020