



## 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.*

## 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 Global Guide Quarterly (Quarter 1, 2025)**

*Littler Global Guide Quarterly*

April 23, 2025

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

*Wolters Kluwer*

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**

*Law360*

November 14, 2023

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

*LexisNexis Practical Guidance*

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**

*Human Resources Director Asia*

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**

*SHRM Online*

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**

*SHRM Online*

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**

*SHRM Online*

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**

*Hotel Management*

June 28, 2020

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

*Littler ASAP*

April 23, 2020

## **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