



2014 EMPLOYER OF CHOICE 最佳雇主

CHINA'S BEST EMPLOYERS

中国最佳雇主

METHODOLOGY

The ALB Employer of Choice Rankings were compiled taking into account responses from hundreds of law firm employees across China, ranging from managing partners to support staff, as well as our own market knowledge. The survey was open in the months of April and May, and law firms have been ranked on the basis of job satisfaction, remuneration, work-life balance, career prospects, mentorship, job security and other aspects, with respondents being asked to submit their responses anonymously to help maintain fairness and objectivity. Law firms have been listed in alphabetical order.

评选方法

ALB中国最佳雇主排名基于对全国数百位律师事务所律师员工（从管理合伙人到支持人员）的调查结果以及我们自己的市场知识。调查时间为4月和5月，律师事务所的排名指标包括工作满意度、薪酬、工作与生活的平衡、职业发展前景、职业辅导、工作安全感和其他方面。受访者以匿名方式提交问卷，帮助保证调查的公正性和客观性。以下排名以律师事务所拼音字母顺序为准。

INTRODUCTION

If the responses to ALB's 2014 Employer of Choice rankings are to be believed, China's lawyers are in a fairly happy place right now. Job satisfaction levels are at a sliver above 94 percent, with more than 42 percent putting themselves in the "extremely satisfied" category. "The cases are challenging and colleagues are full of enthusiasm," says a counsel with a law firm that has multiple offices in the mainland. "The work environment is good and friendly." Remuneration is also satisfactory, with nearly half the respondents reporting being paid at above the market rate, and a further 43 percent earning at the market standard. That said, there is still room for improvement when it comes to salary transparency. "Transparency breeds trust, and trust is the foundation of great teamwork. But I don't see either of these in our firm," says a respondent from an international law firm.

Opportunities for training or professional development are rated highly, with nearly 93 percent giving it a passing grade or higher, and more than 91 percent like the opportunities for mentoring. "Each intern has a counsel or a partner as a mentor, and each trainee associate shares an office with a senior associate who may offer help from time to time during the course of the work," says a consultant at a large domestic law firm. And yet, there are certain things that firms still need to do. "Provide opportunities for overseas study and training to the best associates," says a trainee. Another associate wants "opportunities to work with the top professional teams and the chance to take the lead in large M&A transactions." The path to partnership seems fairly clear only to a slight majority, with 53 percent calling it "very transparent." An associate with a foreign firm says that while the basic criteria are all in the staff manual, "there is little information about how the decision is arrived at." Says another, more disgruntled associate with a different international firm: "I honestly don't know how some of the partners got promoted."

Team collaboration is well rated, with 86 percent calling their firm "very collaborative," as is knowledge management and IT support (with 92 percent being in favour). However, work-life balance is a bit of a mixed bag, with about half the respondents rating it as only "good." "With the kind of workload that I have, I cannot properly attend to my personal priorities," says an associate at a large domestic firm. However, the firm does appreciate this work, with 57 percent noting they feel "extremely valued." And job security is also high - 78 percent feel extremely secure in their positions. It is no surprise, therefore, that two-thirds of the respondents see themselves in the same firm in five years' time, and nearly 69 percent would "wholeheartedly" recommend it to a friend.

前言

如按 ALB 2014 年最佳雇主排名的调查结果看，目前中国律师们的境遇可谓相当不错。首先，工作满意度水平表现极佳，约为94%，有超过 42%的受访者对工作“极其满意”。在中国大陆有多家分所的某律所的一位律师表示：“案件充满挑战，同事们也热情饱满。工作环境不错，气氛友好。”薪酬满意度也非常高。近一半的受访者表示他们的薪酬高于市场平均水平，而另有43%的人表示其薪酬与市场水平相当。但薪酬透明度仍有待改进。“透明带来信任，而信任是良好团队协作的基石。但我们所这两点都缺乏。”某国际所的一位受访者表示。

培训或职业发展机会的评价也非常高，有近93%的受访者给出了合格或更高评级，而超过91%的受访者高度评价职业辅导的机会。“每位实习生都有一名律师或合伙人作为导师，而每位见习律师都与一位高级律师合用一间办公室，以便后者在工作期间能不时向前者提供帮助。”某大型国内所的一名顾问表示。当然，律所还有一些需要改进的地方。“为优秀律师提供海外学习和培训的机会。”某见习律师建议。而另一名律师则希望能有“机会与顶级的专业团队合作，并主导大型并购交易。”另一方面，仅有略过半数的受访者，53%，表示清楚晋升为合伙人的道路，认为晋升渠道“非常透明”。某外资所的一名律师表示尽管基本标准都列在了员工手册中，“但对合伙人晋升的决定是如何作出的信息几乎没有。”而来自另一家国际所的一位律师则更为不满，他说：“坦白讲，我不知道有些合伙人是如何升上去的。”

团队合作的评价非常高，86%的受访者表示本所“合作氛围非常好”。知识管理和 IT 支持的得分也很高，有92%的受访者给予积极评价。但工作与生活的平衡则好坏参半，大约一半的受访者仅表示“良好”。“由于我所承担的工作量，我无法很好地处理重要的个人事务。”某大型国内所的一位律师说。但律所也确实很重视律师的付出，有57%的受访者表示他们感觉“极为受到重视。”工作安全感也较高—78%的受访者认为他们的岗位能为他们提供极大的安全感。因此，有三分之二的受访者表示他们会在同一家律所继续工作五年，而有近 69% 的受访者将“衷心地”向朋友推荐他们所在的律所。

Parts of the Chinese translation of this story were prepared by CLS Communication

** 此文中文部份翻译由CLS Communication提供 **



The Winners

获胜者



ZHAN HAO 詹昊

ANJIE LAW FIRM

AnJie Law Firm believes in creating a happy work atmosphere by fostering a culture of cooperation and security in which everyone can work happily and get maximum support from within the firm, say partners Zhan Hao and Michael Gu. "We advocate team spirit and creating a friendly work atmosphere with a harmonious relationship," they say. "We regularly hold different team activities aimed at encouraging sharing, improving team spirit, and enhancing collaboration. Our regular activities include organising monthly birthday parties, annual meetings, literary salons, football games, outings in spring and autumn and so on, all of which are very well received."



MICHAEL GU 顾正平

When it comes to maintaining employee engagement, one of the things the firm has done is build a sound mentorship system in which every lawyer can choose a partner or senior associate in their team as their mentor. "Through this system, they get the opportunity to learn from experienced professionals and build on their skills rapidly," say Zhan and Gu. Additionally, the firm has created a transparent promotion system for both lawyers and support staff, and in the past year, three lawyers have made it to partner position. "Our company's culture encourages everyone to positively participate in team activities," they say. "With the motto 'Dedicated to Excellence,' everyone at AnJie strives to accomplish their work with high standards."

安杰律师事务所

安杰律师事务所合伙人

詹昊和顾正平表示，安杰一直努力创建合作、安全的企业文化，使得每个员工都能开心工作，并得到公司最大的支持。“我们提倡团队精神，并努力创造和谐的关系和友好的工作环境，”两位合伙人表示。“我们定期举办丰富多彩的团队活动，比如每年两次出游、每月生日会、年会、文艺沙龙、足球比赛、户外拓展等，很受欢迎，效果很好。通过这些活动，安杰不断增进团队凝聚力，营造轻松友好的协作和分享文化。”

当谈到如何保持员工敬业度时，两位合伙人认为，安杰建立了完善的导师制度，每个律师都能选择所在团队的合伙人或者高级律师作为导师。“通过这个体系，他们有机会向这些经验丰富的专家学习，获得快速成长，”他们表示。另外，安杰为包括律师和行政人员在内的全体员工提供清晰公正的晋升渠道。在过去一年内，有三名律师通过内部提升成为合伙人。

“我们的企业文化鼓励每个人积极参加团队活动。秉承‘因为专业，所以杰出’的箴言，每个安杰人都力求以高标准完成工作，”两位合伙人表示。

ANJIE
LAW FIRM
安杰律师事务所

DACHENG LAW OFFICES

For Dacheng Law Offices, the secret to retaining the best talent is allowing young lawyers room to grow. "They are not constrained by a seniority-based system, either in terms of position or in terms of compensation," says Ma Jiangtao, senior partner and deputy head of the firm's Standing Committee. "Performance and ability play a major part in determining their level and whether they can join the partnership. They are trained in an all-round manner and can be fast-tracked to become a partner, a senior partner, a department head and even a member of the central management."

New entrants undergo training sessions not just for practical skills, but also for career planning and professional conduct, including the development of their EQ. "For each practice area, we also have targeted training sessions and lectures," says Ma. "Besides, every newcomer is assigned a supervisor, who can instruct them on a daily basis." He adds that lawyers have a lot of freedom of choice in terms of the path they would like to take. "If they are more interested in a different practice area and prove themselves capable, then they are free to join another team," Ma notes. Additionally, lawyers' interests and hobbies are respected and encouraged, with the firm supporting a number of recreational activities.

大成律师事务所

对于大成律师事务所来说，留住人才的秘诀在于给年轻律师充分的发展空间。“律师的职位和薪酬不受论资排辈限制，”北京大成律师事务所高级合伙人、常务委员会副主任马江涛律师说。“业绩和能力是决定其级别或是否能晋升合伙人的主要因素。所以，大成新人可以获得多方位、多领域、全面的培养和锻炼，在个人发展中获得快速提升，成长为律师、合伙人、高伙、部门主任，甚至事务所管理层成员。”

大成为所有新入职的律师进行培训，侧重于他们的职业规划和执业行为，也即他们情商的发展，而不仅仅是技能。“每个业务领域也会开展更有针对性的培训和讲座，”马江涛律师说。“此外，每名新来者都会分配一名督导律师，他们一起共事，督导负责对新来者进行指导。”马律师补充，大成的年轻律师享有很多选择的自由，可以自主选择自己的发展和成长道路。“如果他/她对另一专业领域更感兴趣，并证明自己有能力在这一领域执业，他/她可以加入到另一团队。”此外，大成尊重并鼓励律师发展个人兴趣爱好，而且给所内举办的多项文娱活动给予资金支持。



大成律师事务所



MA JIANGTAO 马江涛

FANGDA PARTNERS

The job satisfaction numbers are high for Fangda Partners, which has more than 200 lawyers across its four offices in Beijing, Shanghai, Shenzhen and Hong Kong: more than 94 percent declare themselves as satisfied or "extremely satisfied." A Hong Kong-based lawyer cites "great responsibility, good range of interesting work and top-notch clients," while a mainland-based associate talks about the "extraordinary exposure, decent and knowledgeable partners and excellent peers." Also, Fangda lawyers perceive themselves to be well compensated, with all of them rating their remuneration as at least at the market level, and more than a quarter calling it "well above."

When it comes to the opportunities for training and development, more than 83 percent seem satisfied at the very least. However, the firm could still do more in that department, they say. "Proper training for each associate level should be offered besides the so-called 'on-job' training," says a counsel. "Only a few team members have the chance to work closely with partners." Similarly, the path to partnership appears to be transparent to less than two-thirds of the respondents, and work-life balance is an area the firm can improve on. However, nearly 90 percent consider the firm to be "very collaborative," and nearly half the respondents claim to feel "extremely valued." As a result, job security levels are high (70 percent say they feel "extremely secure") and three-quarters of the respondents seem themselves at the firm in five years' time.

方达律师事务所

方达律师事务所的工作满意度得分非常高。该所在北京、上海、深圳和香港的四家分所拥有200多位律师，其中超过94%表示对工作满意或“极其满意”。某位驻香港的律师表示“被赋予很多责任、有许多感兴趣的工作和能接触顶级的客户”，而一位大陆的律师则说“业务面非常广，合伙人和蔼、知识渊博，同事也很优秀。”此外，方达的律师们认为他们的薪酬也非常不错，所有的受访者都表示他们的薪酬至少与市场水平相当，超过四分之一的表示“远远高于”。

而在培训和职业发展机会方面，超过83%的受访者至少表示满意。但他们说方达在此方面还有进步的空间。“向每个级别律师提供的恰当培训应不仅限于所谓的‘在职’培训。”某律师表示。“只有少数团队成员有与合伙人密切合作的机会。”同样，只有不到三分之二的受访者觉得晋升为合伙人的道路是透明的。工作与生活的平衡也是另一个可以改进的领域。但是，有近90%的受访者认为该所“合作气氛非常好”，近一半的受访者感到“极为受到重视”。因此，工作安全感也非常高（70%的受访者表示感到“极为安全”），同时有四分之三的受访者认为未来五年也将继续留在方达。

FANGDA PARTNERS 方達律師事務所



LIU JINRONG 刘劲容

GLOBAL LAW OFFICE

"Our firm is just like a big happy family where we respect the differences which make us unique," says Jinrong Liu, managing partner of Global Law Office. "We believe our firm's culture is key to our strategy to acquire and retain the best talent. And that is why our culture is based upon values like mutual respect and unity, creating a positive and enjoyable working environment in which shared goals, fairness and empathy are fundamental." Liu adds that the firm's approach to creating a great work atmosphere and happy employees is to encourage original thinking and embrace disparate individuals. "We believe personality is just as important as professional excellence and experience; naturally, factors like professional ambition and energy are vital," he says.

There are four main reasons why Global Law Office gets a 100 percent job satisfaction rating in the ALB 2014 Employer of Choice survey (of which 40 percent say they are "extremely satisfied"), according to Liu. "We highly appreciate and respect each other's work and contribution to the firm," he says. "Additionally, we value helping each other, and also we require partners to respect and appreciate associates' work and contribution. Finally, we always think about the career development of young partners, counsel and associates. These are part of our culture and tradition, and the managing partner and managing committee take these very seriously."

环球律师事务所



环球律师事务所
GLOBAL LAW OFFICE

"我们就像一个幸福的大家庭。在这里，家庭成员们团结合作、互助友爱、尊重彼此之间的差异和不同，" 环球律师事务所主任刘劲容律师表示。"我们认为，企业文化是我们的人才策略的关键性一环，是我们能够吸引和留住最优秀人才的关键性因素。正因为如此，我们十分重视企业的文化建设并致力于创造一个积极愉快的工作环境。我们的企业文化以相互尊重和团结为基础，以追求共同目标、实现公平自由和促进友好互助为根本。"刘律师补充，鼓励创造性思维和确保员工的个性，是环球创造良好工作氛围并提高员工幸福感的方法。"我们相信，个性与杰出的专业才能和专业经验同样重要；当然，事业心和活力等因素也至关重要。"

刘律师表示，环球律师事务所在ALB 2014年最佳雇主的评选中获得百分之百工作满意度（其中40%的员工表示他们“非常满意”），有四个主要原因。“我们高度重视和尊重每位员工的工作和对律所的贡献；我们倡导友好互助；我们要求合伙人尊重并感谢其它律师的工作和贡献；我们总是为年轻合伙人、顾问和律师的职业发展考虑。以上这些就是我们文化和传统的一部分。律所主任和管理委员会对这些文化和传统都十分重视。”

HAN KUN LAW OFFICES

Another firm with a 100 percent job satisfaction rating is Han Kun Law Offices, which has offices in Beijing, Shanghai and Shenzhen, with nearly all the employees talking about feeling “extremely valued” by the firm. Chen Dafei, a partner at Han Kun, speaks about guiding employees to their “next level” of professional development as a way of keeping them engaged. “Challenging work and recognition are the key methods through which we inspire our employees to their next level of development,” he says. “Open dialogue with a spirit of identifying, analysing and solving issues is also critical to keeping our morale high.”

Chen says that there is a very simple strategy to attract and hold on to some of the best young legal minds in the market: providing a platform that allows each individual to realise their full potential. “Competitive compensation, a first-class working environment and a collegial atmosphere are a standard package for all of us at Han Kun,” he says. That collegial atmosphere, he adds, comes down to mutual respect. “The secret is well known to all, but not always practised; respect for each other with constant aspirations to be better professionally and more importantly, humanely,” says Chen.

汉坤律师事务所

另一个在ALB2014年最佳雇主的评选中获得百分之百工作满意度的律所是汉坤律师事务所，汉坤在北京、上海和深圳均设有办公室，几乎所有的员工都在调查中表示感受到公司的“极大重视”。汉坤合伙人陈达飞律师认为，引导员工实现“进一步职业发展”是汉坤保持员工敬业度的方法。“挑战和认可是我们激励员工实现进一步发展的关键方法。怀着发现问题、分析问题和解决问题的精神与员工公开对话，也对提高我们的士气十分关键，”陈律师表示。

陈律师认为，对于吸引和留住年轻法律人才汉坤秉承的简单哲学即：提供允许每个员工实现全部潜力的平台。汉坤为每个员工提供具有竞争力的薪酬、一流的工作环境和专业互享的氛围。“汉坤为每个员工提供具有竞争力的薪酬、一流的工作环境和专业互享的氛围，”陈律师表示。他表示，专业互享的氛围会带来互相尊重。“这个秘诀家喻户晓，但经常得不到执行：即互相尊重，持续追求专业卓越，和更好的生活。”



漢坤律師事務所
HAN KUN LAW OFFICES



CHEN DAFEI 陈达飞

Llinks LAW OFFICES

Teamwork, says David Yu, managing partner of Llinks Law Offices, is the secret to creating a great work atmosphere for lawyers. “As part of the spirit of teamwork, we help each other and share experience and lessons without any reservations,” he says. “Frequent discussions and the sharing of knowledge and skills among lawyers helps improve their professional expertise and also build a culture of cooperation.” Teamwork also leads to an atmosphere in which all fee-earners are willing to share their knowledge, help each other and pull together. “We place a lot of emphasis on the systematic training of lawyers, supported by a reasonable compensation system. Career planning and guidance are also key to retaining talent,” he says.

As part of this emphasis on teamwork, Llinks has a system in which partners and senior lawyers work closely with junior lawyers to help the latter. “Regular customised trainings can help lawyers with different kinds of experiences grow and plan their careers in accordance with the development plan at Llinks,” he says. “We try our best to create a suitable development path for every lawyer.” Yu also notes that the firm strives to keep a balance. “Our considerate care for employees reinforces their sense of identity and belonging,” he says. “Llinks is not only a place for you to work, but also a place where your dreams can come true.”

通力律师事务所

Llinks
Law Offices

通力律师事务所

团队合作是通力为律师创造良好工作环境的秘诀，通力律师事务所管理合伙人俞卫锋律师表示。“作为团队合作精神的一部分，我们互帮互助，无保留地相互分享经验和教训。”俞律师表示。“律师之间相互讨论，对事不对人，既可相互促进和提高，又是事务所文化的建设，通力合作精神的传递。”团队合作利于形成互享互助、通力合作共同发展的团队气氛，俞律师说。“我们注重年轻律师培养的理念和系统性的律师培训体系，辅以合理的薪酬待遇，注重青年律师的培养和职业规划与指导是留住人才的核心”。

作为重视团队工作的一部分，通力拥有良好的带教制度，合伙人、高级律师与初级律师等加强交流。“定制化的定期培训帮助不同经验的律师成长，使个人的职业规划与事务所发展计划尽可能一致。事务所尽可能为每一位律师创造合适的发展空间。”俞律师表示。他还强调通力努力保持平衡。“我们队员工生活润物细无声的关怀，加深员工的认同感、归属感。通力不仅是你工作的地方，更是你梦想起飞的地方。”



DAVID YU 俞卫锋



DENNING XU 徐宇舟

SHANGHAI YOUNG-BEN LAW FIRM

While speaking about Shanghai Young-Ben Law Firm, a respondent to ALB's Employer of Choice 2014 praises the "strongly connected team and charismatic but humble leaders." This is just one of the accolades that employees shower on the firm which describes itself as "people oriented" when it comes to "service, management, corporate culture and social responsibility." Denning Xu, director and managing partner of Young-Ben, underlines the firm's "people first" policy and its effect on keeping employees happy: "We have a good atmosphere of creativity and solid team bonding," he says. "Integrity, sharing and responsibility are the pillars the firm is built on."

Attracting and holding on to the best legal talent in China's commercial centre, particularly in a time when law firms are experiencing a boom in work, is obviously not easy. But Xu notes a number of principles that the firm works by. "Providing outstanding services, strictly implementing a reward-and-punishment system, and helping employees improve themselves using a performance review and promotion system are some of the things we use," he says. "We also have a Young-Ben Staff Committee that organises events and activities, and the firm fully approves of this." Most importantly, he says the firm puts a great deal of importance on employee satisfaction, and consequently, the growth of employees and the firm are closely linked.

上海原本律师事务所



一名受访者在参加 ALB2014 最佳雇主调查时，赞扬上海原本律师事务所

上海原本律师事务所
SHANGHAI YOUNG-BEN LAW FIRM

所“团队紧密相连，领导富有魅力但又待人谦逊”。这只是来自员工对原本众多赞美其中之一。原本对自己的评价是提供“以人为本”的“服务、管理、企业文化和社会责任”。原本律师事务所主任徐宇舟律师强调原本以人为本的理念和对提高员工幸福感的作用。“融合、分享、责任是原本的支柱，”徐律师表示。

在上海这个商业中心吸引并留住人才并不容易，尤其在律师事务所业务蓬勃发展的今天。但徐律师指出原本实行的一系列原则和理念即他们留住人才的秘诀。“我们注重卓越服务理念灌输，严格执行薪酬和奖惩制度，严格执行员工考评和晋升制度，”徐律师表示，“我们充分授权全部由员工组成的员工委员会组织一切员工活动。”徐律师指出，对原本来说，最重要的是高度重视员工满意度，始终把员工的成长和事务所的成长紧密联系起来。

LINKS

Law Offices

通力律师事务所

SHANGHAI
19F, ONE LUJIAZUI
68 Yin Cheng Road Middle
Shanghai 200120 P.R. China
Tel: (86 21) 3135 8666 | Fax: (86 21) 3135 8600

上海
上海市银城中路68号
时代金融中心19楼
邮政编码: 200120
电话: (86 21) 3135 8666 | 传真: (86 21) 3135 8600

www.linksllaw.com

BEIJING
UNIT 401
China Resources Building
No. 8 Jianguomenbei Avenue, Dongcheng District
Beijing 100005 P. R. China
Tel: (86 10) 8519 2266 | Fax: (86 10) 8519 2929

北京
北京市东城区建国门北大街8号
华润大厦401单元
邮政编码: 100005
电话: (86 10) 8519 2266 | 传真: (86 10) 8519 2929

master@linksllaw.com

With hands-on partners and capable associates, Llinks Law Offices is a leading PRC firms renowned for its practical and creative legal solution based on meticulous analysis, solid experience and innovative approach. Llinks provides local expertise and international services, helping clients achieve their business objectives in China and abroad.

Clients choose Llinks because we:

- Regularly handle cross-border transactions, including "first-in-class" and "best-in-class" transactions;
- Use a creative, business-oriented approach to problem-solving;
- Work cooperatively with clients and their consultants;
- Cooperate closely with government agencies, providing clients with information on the latest legal and regulatory developments;
- Foster a cooperative and collegial work environment; and
- Ranked first among PRC law firms for our "supervision and guidance".

Llinks' practice areas include:

- Asset Management
- Banking and Finance
- Capital Markets / Corporate Finance
- Corporate and Commercial
- Dispute Resolution
- Financial Institutions
- M&A / Restructuring
- Private Equity / Venture Capital
- Real Estate
- Taxation / Customs





WANG JING 王敬

WANG JING & CO

A good working environment is imperative for employee retention, says Wang Jing, managing partner of Wang Jing & Co. As a result, the firm boasts an office that has a library, fitness centre and other facilities. Employee welfare goes “far beyond” what is required by law, including commercial insurance. “As a firm, we place great importance on the cultural and physical development of our staff,” says Wang. “We organise an annual trip for all our employees, and have various sporting activities each week to enrich after-hours lives and to strengthen the bond among co-workers.” On the work front, the firm has implemented an assessment system with corresponding incentives and targets and also offers regular trainings of different kinds to both lawyers and the administrative staff. The best lawyers get to study overseas, and external instructors are also brought in to train employees.

However, Wang says the most important feature for employees is that the firm enjoys a great academic as well as collegial atmosphere. “We encourage new lawyers to freely exchange their opinions on legal issues with experienced lawyers and partners who, in return, are always ready to actively join the debate,” he says. “Support for both professional and personal growth is readily available. Thanks to this, a great working atmosphere is created and everyone enjoys working together.”



Wang Jing & Co. Law Firm
敬海律师事务所

敬海律师事务所

良好的工作环境对留住员工十分必要，敬海律师事务所主任、管理合伙人王敬律师认为。因此，敬海的办公室设有图书馆、摄影园地以及健身场所。在员工福利方面，除了中国法律规定必须提供的员工福利之外，敬海还另外为员工购买了商业保险。“我所一直非常重视员工的文体发展，在每年度都会组织员工集体外出旅游，增加团队的凝聚力。并且我所每周都组织体育活动，不断丰富员工的业余生活，也提高了员工的身体素质。”王律师表示。在工作方面，敬海制定并公开了考核和奖惩制度，并且会定期对律师和行政人员进行专业培训，为优秀律师提供出国进修的机会，定期组织青年律师/实习律师参加外部培训。

但是，王律师指出，敬海对员工最吸引员工的是良好的工作和学术氛围。“新进律师可以自由地和资深律师、合伙人就某一法学问题进行讨论。资深律师和合伙人都非常乐意与新人交流，相互学习进步。”

YINGKE LAW FIRM

In order to attract and retain the best talent, Yingke Law Firm not only strives to ensure lawyers are doing challenging, high-quality work, but also see a clear promotion track in front of them. “After joining Yingke, lawyers can get closer to their goals step by step and realise their own value on this comprehensive platform,” says Mei Xiangrong, director and global partner at the firm. “In short, Yingke has developed a platform that people can use to achieve success.” To maintain employee engagement, the firm has created a series of incentives that reward the best achievers. At the same time, lawyers enjoy more flexibility in their work, and so can manage their workloads better. “Yingke has left no stone unturned in creating a better working atmosphere for lawyers,” says Mei.

To maintain a work-life balance, Yingke celebrates key festivals with its employees, and also organises outings, sporting and other activities. In terms of professional development, the firm holds weekly lectures with lawyers sharing their experiences and knowledge. “Lawyers in Yingke can rise through the ranks all the way up from paralegal to attorney, partner, senior partner and equity senior partner, and engage themselves in the management of the firm thereby bringing about a mutual development process,” says Mei.

盈科律师事务所

要吸引并留住高端人才，盈科在把自身打造成高端优质平台的同时，也为律师和员工设计了良好的、可持续的晋升通道。“律师和员工加盟盈科之后，能在这个广阔的平台上一部一步向自己的奋斗目标坚实迈进，实现自己的价值。简而言之，就是打造平台，且能为人所用，助人成功，”盈科律师事务所主任、创始合伙人梅向荣表示。为保持员工敬业度，盈科内部有着很科学完善的管理机制，包括赏罚分明的奖惩机制和阶梯式的晋升机制。同时，律师的自由度很高，有利于更好的管理他们的工作。“盈科一直通过各种方式来创造良好的工作氛围，让律师们快乐工作、快乐生活，”梅律师表示。

为保持工作和生活的平衡，盈科在主要节日都会举行盛大的文艺晚会，平时会定期举行春游、秋游、运动等各种文体活动。在专业方面，盈科每周都会有内部讲座，大家相互交流专业经验，共同进步。“盈科律师通过努力可以从律师助理、律师、合伙人、高级合伙人一步步晋升到权益高级合伙人，参与到律所的管理，与律所共同发展，将工作发展成事业，何乐而不为？”梅律师说。



MEI XIANGRONG 梅向荣

ZHONG LUN LAW FIRM

Zhong Lun Law Firm has created a framework of “partner + senior lawyer + young lawyer” which allows partners and associates to help and learn from each other. But that’s not all it does to keep employees engaged. “We use a mature assessment and promotion scheme to build a solid path for employees’ growth,” says Wu Peng, managing partner of the firm. “We help senior lawyers who have worked with Zhong Lun for five or more years apply for interest-free loans to support their overseas studies and home purchases. We also organise colourful employee activities such as annual parties, travelling programmes, monthly birthday parties and weekly sport matches, apart from encouraging our employees to give back to society by participating in activities such as blood donation and pro bono legal services.”

All this, he says, helps create bonds between employees, as well between employees and the firm. “Most lawyers in our firm are led and managed by partners to ensure that all clients receive the best services available,” says Wu. “We regularly provide trainings and make every effort to construct a reasonably structured talent pool. Zhong Lun takes pride in its tradition of communication. We organise weekend salons every Friday noon for partners and senior lawyers to take turns and give lectures on the latest legislation, case studies and legal trends.”

中伦律师事务所

中伦律师事务所以“合伙人+资深律师+年轻律师”的团队作战方式完成业务，合伙人与律师之间形成良好的互补和带动。“有成熟的考评和晋升机制，为员工搭建良好的上升平台，”中伦律师事务所管委会主任吴鹏律师说。“对于在中伦工作满五年的五年级以上律师，事务所会为其申请无息贷款，提供留学基金和购房基金上的支持。除了鼓励员工参加献血和法律援助等活动回报社会，中伦还有丰富多彩的员工活动，包括员工旅游、月度生日会和每周体育运动。”

所有这些帮助中伦加固了员工之间以及员工和律所之间的纽带。“中伦的绝大多数优秀律师实施由合伙人律师统一领导和管理，在对待客户的服务态度和工作质量上没有“挑肥拣瘦”。在这样的基础上，中伦将入职培训定为常规性制度，构筑阶梯式人才阵地。同时，中伦律师业务交流蔚然成风，全所每周五中午开展律师周末沙龙活动，由合伙人和有3年以上执业经验的律师轮流主讲最新立法动态、案例分析、最新法学成果和发展趋势，”吴律师表示。



WU PENG 吴鹏

