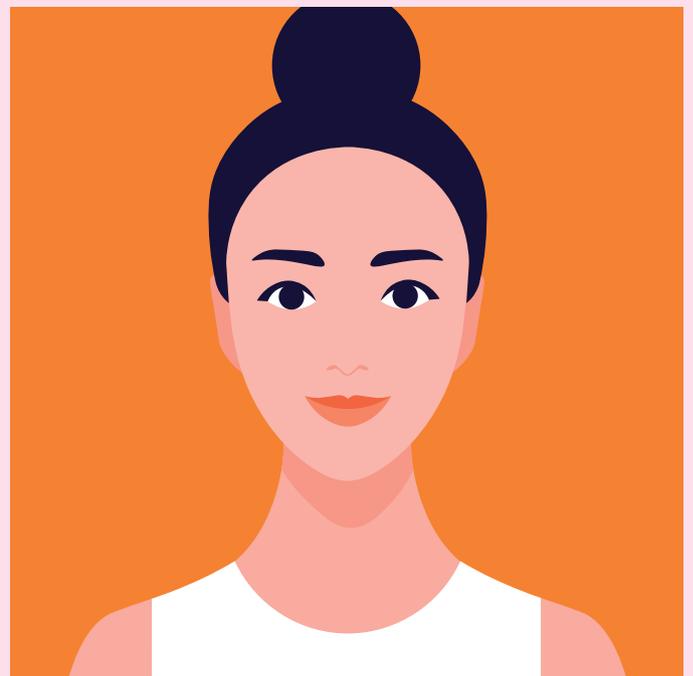
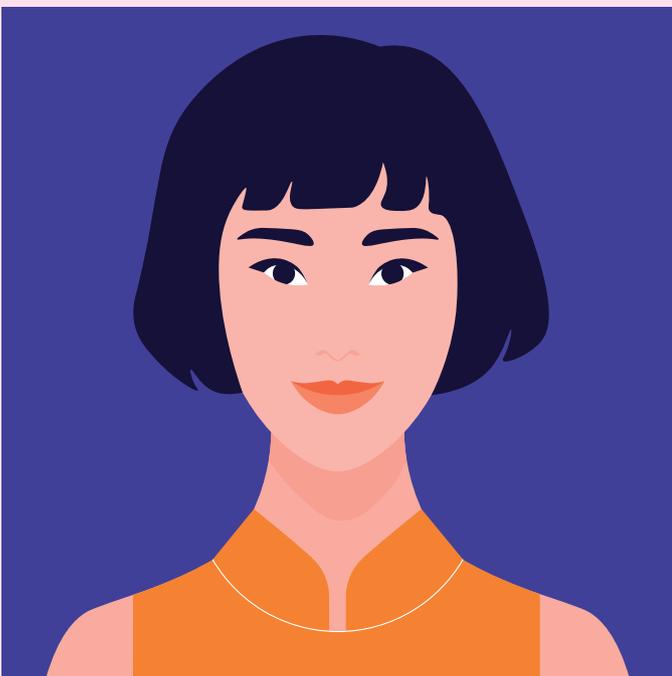




ALB CHINA TOP 15 FEMALE LAWYERS 2019

2019 ALB CHINA 十五佳女律师



This year, 15 outstanding female lawyers are being recognised by ALB China for their exceptional achievement in the legal service industry. We speak to them to find out the keys to their success, and the challenges female lawyers still face these days.

今年，15位杰出的女律师因其在法律服务行业的卓越成就入选“ALB China十五佳女律师”榜单。我们与她们进行了访谈，了解了她们获得成功的关键是什么，以及当今女律师所面临的挑战。

BY ASIAN LEGAL BUSINESS 作者：《亚洲法律杂志》

■ A partner at Junhe and a corporate lawyer specialising in M&A and competition, Audrey Chen has been in the legal industry for 26 years, since receiving her legal training at top institutions in China and the U.S.

Chen is best known for her outstanding efforts in mining company BHP Billiton's takeover of Rio Tinto in 2008, which marked one of the largest takeovers in history and created a global mining giant, as between them the two companies handled 70 percent of the world's seaborne trade in iron ore.

As a successful female partner, uncommon in today's legal world, Chen says that persistence and grit is her recipe for success. "You need to always work harder and never give up," she says. As for her work, she always looks at issues from the clients' perspective in order to find the best solution.

Over the years, Yin Yue partner at Jingtian & Gongcheng, has remained committed to the job that she loves. To her, success is when a person can live a life of her choice, and she strives to keep the life she wishes for.

She believes that to be a top professional lawyer, there are more requirements than the fundamentals of being a capable worker.

"Firstly, I require myself to have a wide breadth of knowledge. A commercial lawyer should be able to understand key issues in the business world other than the legal matters. This way, you can understand better what your clients need. I therefore encourage my colleagues to learn more about

economics, finance, psychology and so forth," Yin says.

"Secondly, there needs to be in-depth learning. Lawyers should study a subject in depth within the legal area that they practice in," Yin adds.

Yang Xiao, senior partner at Allbright Law Offices, has an impressive track record. She led her team to offer comprehensive legal services to Lujiazui Financial City, which is dubbed as "Oriental Manhattan", and to Shanghai New Bund International Commercial Zone, which is developed to be a new landmark of the city.

Yang says her personal philosophy at work is to pursue excellence and perfection at work in order to serve the society and foster development. "I require myself to be precise and meticulous at work. I need to balance legal and commercial considerations for my clients' interests," she says.

Yang also shares what attributes she believes can lead to success. "The first key to success is passion. This job is exactly what I love and I'm willing to work hard for it and I enjoy every second of it. The second key is persistence. I'm willing to accept challenges and I don't easily give up. The third is specialization. The legal business is supported by a solid knowledge base. Lawyers need to stay humble and hungry for new knowledge to brace themselves for rapid changes in today's economic and regulatory environment," she explains.

For Sun Wei partner at Commerce & Finance Law Offices, the desire to always strive for better is crucial to her success.

■ 陈子若是君合律师事务所的合伙人，她是一位专注于并购和竞争法业务的公司律师。陈律师毕业于中国和美国的顶尖法学院，迄今已经在法律行业工作了26年。

2008年，矿业巨头必和必拓收购力拓，并创建了一家全球矿业巨头，这是有史以来规模最大的一次收购，因为两家公司之间的交易量占全球海运铁矿石贸易的70%。陈律师因在这宗收购案中的出色表现而声名鹊起，获得了业界的广泛赞誉。

陈律师是一位成功的女性合伙人，这在当今的法律界并不多见。陈律师表示，坚持和勇气是她获得成功的秘诀。她说：“你需要坚持和持续不断地努力，永不放弃。”谈到对工作的要求时，她希望自己“设身处地为客户着想，寻求最佳解决方案”。

尹月是竞天公诚律师事务所合伙人。多年来，尹律师始终保持着对工作的热情。在她看来，成功就是“活成自己希望的样子”，她也一直在朝这个方向努力。

她认为，要想成为一名顶级的专业律师，工作能力仅仅是基本的要求。

“首先，我要求自己拥有广泛的知识。作为商业律师，应该能够理解商业领域中除法律事务以外的关键问题，这样才能更好地理解客户的诉求。所以我也鼓励我的同事们更多地了解经济、财务、心理学等范畴的知识。”尹律师说。

“其次，要深层次地学习。律师应该在其执业的法律领域内深入挖掘和学习。”尹律师补充道。

锦天城律师事务所高级合伙人杨晓的工作业绩给人留下了深刻的印象。她带领她的团队为被誉为“东方曼哈顿”的陆家嘴金融城和上海新外滩国际商

“The key to success lies in strong determination to be a successful lawyer and continuous efforts to advance further. Many fail to stay the course due to different reasons, but those who eventually become successful in this industry are the strong-willed people.”

“成功的关键在于有决心成为一名成功的律师，然后不断为此努力。就像大浪淘沙，很多人没有坚持下来，而那些最终在律师行业中坚持下来的人就会成为成功的律师。”

— Sun Wei, Commerce & Finance Law Offices 孙激, 通商律师事务所

She describes her motto for her work in the following way: “What I require from myself is simple: if the maximum score is 100, I try to achieve 120.”

Sun has gained herself a reputation across the education industry, representing clients such as China Education Group Holdings Limited, China New Higher Education Group and China Kepei Education Group Limited. She understands very well the policies and regulations of the industries that her clients are in to help them navigate through legal issues while meeting their business needs.

“The key to success lies in a strong determination to be a successful lawyer and continuous efforts to advance further. Many fail to stay the course due to different reasons, but those who eventually become successful in this industry are the strong-willed people,” she says.

Besides determination, a good understanding of the job nature and dedication are equally important. “I always tell the newcomers that before they pursue this career path, they need to understand that lawyers are service providers and the best we can do is to provide the best quality service,” Sun says.

“How we are different from others is that when the clients reach out to us, they must be in some trouble already. To stay in this industry, you must be prepared to be responsive around the clock,” she adds.

Apart from her clear career ambition, Beijing Dentons Law Offices’ Senior Partner Vivien Tuo also has a unique view on how to work better.

“I believe you must combine your own experience, interest and personality to maximize your strength instead of trying to work on your weaknesses,” she says. “For me, I will leverage the experience I’ve gained during the past two decades with my pragmatism to develop myself as a specialized lawyer.”

Tuo describes herself as a perfectionist at work. “For legal advice letters, I aim for perfection in punctuation and layout other than just professional analysis, as each letter must reflect our professionalism,” she talks of an example that demonstrates her meticulousness.

Since she embarked on the legal journey in 1999, Tuo has shown her strength in foreign direct investment, M&A, overseas direct investment and corporate affairs. Tuo has represented numerous clients at home and abroad, including Uponsor Group, Total, Össur, China Logistics and China Coal.

“I focus on looking at the issues from our clients’ perspective,” Tuo says. “When we amend documents and offer advice, we must consider the legal risks and feasibility in the business world to help our clients resolve their issues. Only when a lawyer helps her clients grow their business and control risks can she unleash her value.”

业区提供全方位的法律服务，后者现已开发成为上海的新地标。

杨律师说，她个人的工作理念是在工作中追求卓越和完美，从而服务社会，促进发展。“我要求自己在工作中做到专精。把准方向，关注细节，兼顾法律和商业，维护客户的正当权益。”她说。

杨律师还分享了她认为哪些特质有助于获得成功。“成功的秘诀首先是热爱。律师工作本身完全符合我的兴趣爱好，是我热爱的职业，我愿为之付出努力并且乐在其中；其次是坚持。就我个人性格而言，我愿意接受挑战，而且不轻言放弃；第三是专业化。法律业务离不开扎实的知识支撑。律师需要保持谦逊的心态，并时刻汲取最新的知识，以适应当今经济和监管环境的快速变化。”她解释道。

在通商律师事务所合伙人孙激看来，下定决心并努力追求做到更好，是获得成功至关重要的因素。

谈到自己的工作座右铭时，她说：“我在工作中对自己的要求很简单，如果满分是100分，就用120分作为标准来要求自己。”

孙律师在教育领域具有很高声誉，她代表的客户包括：中国教育集团控股有限公司、中国新高等教育集团和中国科培教育集团有限公司等。她非常了解客户所在行业的政策和法规，帮助他们解决法律问题，同时满足他们的业务需求。

“成功的关键在于有决心成为一名成功的律师，然后不断为此努力。就像大浪淘沙，很多人没有坚持下来，而那些最终在律师行业中坚持下来的人就会成为成功的律师。”孙律师说。

除了决心，对法务工作性质和奉献精神的良好理解也同样重要。孙律师表示：“我总是告诉新入行的律师，在从事这个职业之前，他们需要明白律师是服务业者，而我们所能做的就是提供最优质高效的服务。”

“而与其他服务行业不同的是，当客户找到律师时，他们一定已经遇到了比较棘手的麻烦。所以从事这个行业，要有7x24小时随时待命去解决麻烦的觉悟。”她补充道。

除了明确的职业抱负以外，大成律师事务所高级合伙人脱薇对于如何更好地工作有独特的见解。

她说：“我认为一定要结合自身经验、兴趣和个性特长，最大化地发挥自己的长处，扬长避短，而不必强求补好每一处短板。就我个人而言，我

CHALLENGES FOR A FEMALE LAWYER

Being recognised as a top lawyer is hard, and that is particularly true for a woman. Yin says there are many perks in bringing a female perspective to a lawyer's job, but there are also challenges as a female lawyer.

"We notice that there are more girls in law schools and female newcomers in law firms. But over time, there are fewer female lawyers, especially female partners. Family is one of the many reasons behind this," she explains.

Yin has been a lawyer for 14 years, and has much expertise in investment, financing, M&A, restructuring and listing. With training in law, economics and finance, Yin has shown great capabilities that have helped her get to the position of partner, after joining the law firm in 2005.

Chen says building and maintaining relationships with clients as well

as cultivating and managing a team are some of the challenges she has encountered at work. But on a personal level, trying to balance family and work is another issue for many career women.

"I was told many years ago that you need to see your family as your most important client. So far, I haven't been doing my best," Chen admits.

Yin also admits that she is still working on that balance. Her strategy to deal with the issue that is faced by many career women like her is to recognise the inevitable compromises."

When you pursue something, you have to be prepared to lose something else," she says. "One has very limited time and energy but excelling at your job and taking care of your family both require a lot of them. Whatever you choose, believe in your choice and lower your expectations in other areas."

Tuo also stresses that it is important

会考虑利用我过去近20年积累的实务经验，发展成为一名‘专家型’律师。”

脱律师形容自己在工作中是一个“完美主义者”。“以发给客户的法律建议书为例，不仅推理分析要到位，标点符号和排版也不能出一点问题，每份意见书都要体现出我们的专业素养。”从她举的例子可以看出，脱律师在工作中一丝不苟。

脱律师于1999年进入法律行业，并在外国直接投资、并购、海外直接投资和公司事务方面展现出自己的实力。她为国内外众多客户提供过法律服务，其中包括欧博诺集团、道达尔、奥索、中国物流和中煤集团等。

“我特别重视从客户的角度看待问题，我们修改文件和提供建议时，既要考虑法律风险，又要符合商业实践，从客户角度协助他们解决问题，既实现发展又合理控制风险，才是真正对客户有‘价值’的律师。”

女律师面临的挑战

成为大家公认的顶级律师非常不容易，对于女性而言尤其如此。尹律师表示，

AllBright Law Offices was founded in 1999 as a full-service law firm committed to providing the highest levels of quality advice to clients.

Based in Shanghai, AllBright has grown, innovated and provided unmatched service throughout a period of continuous economic and political change across China. Our focus on providing excellent legal advice and support to our clients has led to a rapid expansion and we have established branch offices in 20 cities across Chinese mainland (Hangzhou, Beijing, Shenzhen, Suzhou, Nanjing, Chengdu, Chongqing, Taiyuan, Qingdao, Tianjin, Xiamen, Jinan, Hefei, Zhengzhou, Fuzhou, Nanchang, Xi'an, Guangzhou, Changchun, Wuhan and Urumqi) as well as in Hong Kong and London. In addition, as a result of our increased international presence, we have also established a joint operation with the Hong Kong law firm Stevenson, Wong & Co. and a strategic partnership with an international law firm, Bird & Bird.

We have approximately 2600 registered lawyers (including approximately 600 partners and senior consultants). Aside from our regular working language of Chinese (Mandarin and major dialects), many of our lawyers are also fluent in English, Japanese, French, German, and other major languages, and many are also admitted in international jurisdictions. Our partners and senior consultants came to the firm from diverse professional and personal backgrounds. Many transactional lawyers have practiced for years in top international law firms and/or in leading multinational companies. A number of our litigators once were judges and prosecutors, and many are active arbitrators. We also have access to a strong network of former government officials and legislators. Supported by a large team of translators and legal assistants, our professionals have undertaken many complex and high profile transactions, and have won many landmark cases.

Our lawyers have played critical roles in advising the government on, and actually drafting, many of the core Chinese laws and regulations involved in our daily practices today, and were involved in drafting several international treaties concerning international investment, trade and other forms of economic cooperation.

Our practitioners possess a wealth of first-hand experience and legal expertise in providing effective solutions to the most complex of legal issues regarding the application of laws and regulations, governmental approval and legal procedures.

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“We notice that there are more girls in law schools and female newcomers in law firms. But over time, there are fewer female lawyers, especially female partners. Family is one of the many reasons behind this.”

“我们注意到，女性在法学院以及新入职律师中的占比较高，但是随着工作年限的增长，女律师逐渐减少，女性合伙人的比例就更少了。这其中的原因很多，但家庭的因素是非常重要的一个。”

— Yin Yue, Jingtian & Gongcheng 尹月, 竞天公诚律师事务所

to maintain a good mindset and know what to let go during this process.

“When you prioritize your family, you should not feel remorse for the lost opportunities at work. And when you choose your work over your family, you cannot regret not spending enough time with them. This mentality could affect your work and life,” she explains.

Speaking as a successful female lawyer who is widely respected, Sun says the biggest challenges faced by female lawyers can vary at different stages.

“When you first start your career, the challenges might seem no different than those faced by your male counterparts. As a commercial lawyer, it’s difficult to find your position and it takes time to acquire all the basic skills you need,” she says.

“At a later stage, female lawyers may come to a point when they need to consider more about their families. The legal profession requires a huge amount of time and energy, so the balance between family and work is more of a choice between reality and your dream,” she continues.

But challenges for women, as Chen says, are not as intimidating today.

“Thanks to the diversity and inclusiveness in today’s society, women do not need to think too much about external factors when planning their career path,” Chen says. “They will be fine as long as they choose a career that they love and stay committed to it.”

THE NEXT GENERATION

While many argue that it is harder for women to advance their career due to different obligations, Tuo believes any girls who are willing to join the legal industry will be given room for development.

She has two pieces of advice for her young female peers. “First, it is of utmost importance to acquire professional skills and don’t believe in tricks such as inducing clients or market development,” she says. “Second, know how to make compromises. Once you decide to be a lawyer and someday take up the role as a partner, you will need to say goodbye to the 9-to-5 schedule and be prepared for overtime work to meet your clients’ needs.”

But Tuo believes that the hard work pays off. “Leading your team to finish a project offers satisfaction so great that a regular office job cannot offer,” she says.

Another thing she has learned from her two-decade-long legal career is that persistence and time management are equally important as professionalism.

“Persistence helps you overcome challenges and survive during the hard times, while time management helps you balance your work and family life. With these two qualities, you may feel satisfied with your work while enjoying quality time with your loved ones,” she says, offering a solution to a dilemma faced by many professionals.

女性视角给律师的工作带来很多益处，但作为女律师也面临各种挑战。

“我们注意到，女性在法学院以及新入职律师中的占比较高，但是随着工作年限的增长，女律师逐渐减少，女性合伙人的比例就更少了。这其中的原因很多，但家庭的因素是非常重要的一个。”尹律师解释道。

尹律师从业已有14年，在投资、融资、并购、重组和上市方面拥有丰富的专业知识。尹律师于2005年加入竞天公诚，其在法律、经济和金融方面接受的训练让她展现出过人的才能，帮助她晋升为合伙人。

陈律师说，发展和维护客户关系，以及培养和管理团队是她在工作中遇到的一些挑战。她认为，试图平衡家庭和工作之间的关系是许多职业女性面临的一大问题。

“很多年前就有人对我说，你需要把家人当作你最重要的客户。但到现在，我还是做得不够好。”陈律师承认道。

尹律师也承认，她在平衡家庭和事业方面做得不够好。她的处理方式是：承认必须要放弃一些东西，这是不可避免的。

“当你追求某些东西时，你必须做好准备放弃其他一些东西。一个人的时间和精力非常有限，要出色地工作和照顾家人都需要大量投入。无论你选择了哪个，遵从自己的选择，然后降低对其他事情的及格线。”她说。

脱律师还强调，在这个过程中要保持良好的心态，懂得放弃也很重要。

“当你把家庭放在首位时，就不能对选择放弃的工作机会不断追悔。而确定必须工作的时候，也不能一边工作一边后悔没有时间陪伴家人。这种纠结心理会非常影响工作和生活状态。”她解释说。

作为一位广受尊敬的成功女律师，孙律师表示，女律师面临的最大挑战在不同的阶段可能会有所不同。

“在职业生涯的最初阶段，女律师遇到的挑战可能跟男律师没有分别，尤其是作为商业律师，比较难找准自己的定位，需要通过一定时间的磨练，才能娴熟地掌握一个商业律师需要的基本技能。”她说。

“在稍后的阶段，女性律师可能面临更多来自家庭方面的取舍难题。律师行业需要投入大量的时间和精力，家庭与事业的平衡更多是在理想与现实之间做选择题吧。”她继续说道。

但正如陈律师所言，女性如今所面临的挑战并不总是那么令人胆怯。

Chen advises her young peers to focus on improving themselves while readying themselves for work. "Never give up your financial freedom and spirit of independence. While you're training yourself to be a professional, improve your inner self to be a fun and life-loving person," she says.

"When planning for my career, I will consider developing my expertise, establishing my social responsibility and seeking fairness and justice in order to contribute to the legal and economic development of China. This way, I can realize my value," Yang speaks of her vision for her career as a female commercial lawyer.

As a person who deeply cares about the society and women's rights, Yang founded Allbright's first women lawyer association to foster development for female legal professionals. As a female lawyer herself, Yang understands best what kind of challenges her peers face.

"It is not easy to become a lawyer

as it requires a great deal of time and effort. The biggest challenge is how to balance your work and family life. Everyone has the same amount of time. Once you devote more time to your work, there is less time for your family," she says.

Fortunately, Yang has a very understanding husband and an independent son who can spare her from many family obligations to let her focus more on her work.

Yang offers one piece of advice to young female lawyers. "Always remember why you want to be a lawyer and devote yourself to this profession," she says. "Persistence leads to success."

Sun reminds her peers that they need to understand that it is the client who makes the final decision, not the lawyer. "The real challenge lies in how a lawyer provides the decision maker with legal advice and helps him achieve his business goals appropriately and moderately," she says. 

"现代社会趋于多元化和更加包容，女性在规划自己的职业道路时无需过多地考虑外部因素。选择自己热爱的工作或事业，并愿意为此做出不懈的努力就好。"陈律师说。

寄语年轻一代的女律师

虽然许多人认为，由于承担的义务不同，女性很难发展自己的事业，但脱律师认为，凡是愿意加入法律行业的年轻女性都会获得发展的空间。

对于年轻的女性同行，脱律师给出了两条建议。她说：“首先，获得并发展专业能力最为重要，不要轻信那些所谓能够吸引客户或拓展市场的各种招数。第二，懂得选择和放弃。如果选择了当律师并成长为律所合伙人，就需要放弃朝九晚五规律的工作模式，并要做好加班工作的准备，以满足客户的需求。”

脱律师认为，辛勤的工作一定会有回报。她说：“带领你的团队完成一个项目所带来极大满足感，也是一般的办公室工作所不能给予的。”

她从长达20年的律师生涯中学到的

大成 DENTONS

专注于跨境投资和并购业务——大成「脱薇」律师

脱薇律师是北京大成律师事务所的高级合伙人，大成中国区管理委员会委员。她在外商直接投资、兼并与收购、境外投资和公司业务领域拥有超过18年的丰富经验，行业领域涉及制造业、矿业、电信业等众多行业。

多年来，脱律师不仅协助了众多外国企业在境内开展投资项目，包括设立合资或独资企业、收购或兼并境内企业或资产、重组或清算外商投资企业等，服务内容涵盖了外商来华投资项目的全部过程；也协助了许多境内大中型企业（特别是国有企业）在境内外开展兼并、收购、重组等各类投资项目，得到了客户的广泛赞誉和认可。

脱律师服务过的客户包括中煤集团、中国物流、诚通国际、中兴通讯、江钨集团、电科集团等大型中国企业，以及道达尔、戴姆勒、西门子、诺基亚、欧博诺、奥索等多家跨国企业。

客户评价 Client Comments

"Vivien well understands client's need and provides precise and practical advice."

— Pearl Lee, Head of Project Development and Legal (China), The Hong Kong Jockey Club.

"Vivien is not only very experienced, having a deep understanding of Chinese law, but she is also able to find always the most feasible solutions for her client, thinking also 'outside the box'. With thoroughness and dedication to her client, Vivien is able to give an accurate assessment to truly protect her client's interests in the long run."

— Annamari Ahlmark, Senior Legal Counsel, Uponor Corporation.

另一件事是，“坚持”和“时间管理”是与专业精神同等重要的品质。

“坚持”可以帮助你遇到困难或低谷的时候熬过去，‘时间管理’可以让你在家庭和事业之间做到兼顾。拥有这两种品质，你既能够享受工作带来的成就感，又有机会感受家庭的温馨幸福。”她说。这也为许多因此而感到困扰的专业人士提出了一个解决方案。

陈律师建议年轻的同行们在为工作做好准备的同时，也要注重自身的提高。“永远不放弃财务自由和人格自由。在培养专业能力的同时，提高自己的综合素质，成为一个有趣且热爱生活的人。”她说。

“谈到职业规划，我的目标是专精于自己的专业领域，树立社会责任感，追求公平正义，为法治建设和经济发展作出贡献，在奋斗中实现自己的人生价值。”杨律师与我们分享了作为一个女性商业律师的职业愿景。

杨律师很有社会责任感，十分关心女性的权益。她创建了锦天城律师事务所女律师协会，以帮助女性法律专业人士的发展。作为一名女律师，杨律师最了解同行面临的挑战。

“律师职业并不容易，需要付出大量的时间和努力。最大的挑战是如何平衡工作和家庭生活。每个人的时间都是同等的，在工作中投入多了，在

生活中投入就少了。”她说。杨律师有一位非常善解人意的丈夫和一个很独立的儿子，让她有更多的时间可以专注于工作；对此杨律师在感到庆幸的同时也非常感谢家人的充分支持。

杨律师给年轻的女律师提出了一条建议。她说：“永远不忘初心，热情投入，坚持不懈，最终一定能取得成功。”

孙律师提醒年轻的同行们，作为律师需要明白，真正的决策者是客户而不是律师。“律师如何适当及适度地帮助决策者提供合法建议，并助其达成商业上的意图，这是真正的难点所在。”

TESTIMONIALS 推荐理由

Audrey Chen, JunHe LLP
陈子若，君合律师事务所

“Audrey has guided us through the legal requirements associated with complex transactions in China. Her assistance was essential in ensuring successful outcomes and she showed remarkable skill in balancing her legal expertise with practical advice. We highly recommend Audrey Chen for her deep knowledge and outstanding ability to assist international clients engaging in activities in China.”

“陈律师指导、帮助我们了解与中国复杂交易相关的法律要求。她的协助对于确保取得成功至关重要，她在平衡法律专业知识和实践建议方面表现出非凡的技巧。我们强烈推荐陈律师，她知识渊博，能力出众，能够帮助国际客户在中国开展活动。”

- Cynthia Carr, Deputy General Counsel at Yale University
Cynthia Carr，耶鲁大学副总法律顾问

Fu Changyu, Zhong Lun Law Firm
傅长煜，中伦律师事务所

“Fu is one of the lawyers who we trust and rely on the most. She can always resolve legal issues for her clients with her energy and passion.”

“傅长煜律师始终是我们最信任、最依赖的律师之一，她始终能够保持旺盛的精力与激情，帮助客户解决一个又一个法律难题。”

- Frank Li, Legal Director at Beaufour-Ipsen (Tianjin) Pharmaceutical Co. Ltd.
李翔宇，Ipsen法务总监

Silvia Gong, Fangda Partners
贡亚敏，方达律师事务所

“We always praise and rely on the quality professional services of Gong’s team.”

“我们一直以来都赞赏和依赖贡律师团队的高品质专业服务。”

- Yao Lan, head of legal department at Cainiao Logistics
姚兰，菜鸟法务总监

Gong Weiwei, Shihui Partners
龚炜炜，北京世辉律师事务所

“Gong is a co-founder, member of the management committee and director of Shihui. She has played a significant role in Shihui’s establishment, business development and organization. The law firm wouldn’t have had gained a presence in the industry in only three years without Gong’s contribution.”

Gong is an experienced transaction lawyer with extensive experience. She is good at handling cross-border transactions and complex projects. During the recent two years, Gong has led her team to complete the restructuring and financing projects of JD Logistics, JD Finance and JD Healthcare and many other projects that have a far-reaching impact on the industry. Gong is highly praised by her clients.”

“龚炜炜律师是世辉律师事务所的创始合伙人之一、管委会成员、律所主任，她对世辉律所的创立、业务开拓及组织建设，发挥了重大作用。世辉律所能够在三年内迅速崛起，获得较高的市场地位，离不开龚律师的贡献。

龚律师是行业内非常资深的交易律师，经验丰富，擅长处理跨

通商律師事務所
COMMERCE & FINANCE LAW OFFICES



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商业视角出发 法律奇招致胜

——专访通商律师事务所资本市场律师孙激

ALB: 作为一名成功的女律师，您认为女律师在资本市场和兼并收购的执业领域中具备何种优势？

孙激: 我认为女律师更有韧性。这种韧性体现在很多方面：首先，在与同事协作的过程中女律师可以在团队里起到润滑作用，更好地磨合一些尖锐的矛盾。其次，在与客户相处时，尤其是当项目遇到困难比如在谈判进入艰难阶段时，女律师能够更平滑地进行处理。另外，律师行业是艰苦的，我发现在长期处于不停加班、没有足够休息时间的情况下，女律师更能做到持之以恒，支撑自己熬过艰难时刻，不断提高。

ALB: 您多次通过创新的方式帮助企业解决难题、完成境外上市，对此您可以和我们分享一两个案例心得吗？

孙激: 我认为创新就是面对困难不要轻易说不，去思考一些没人采用过的方法，然后论证其可行性，完成目标。这也是客户对我最欣赏的地方之一。举中教控股的例子来说，虽然刚开始中介机构对于这种没有见过的情况存在诸多疑虑，学校也难以搭建传统VIE结构，但通过深入了解客户，深挖支持性条件，我们最终设计了通过收费权质押达到同样效果的新型VIE架构，打消了中介机构的疑虑，帮助客户顺利上市。这来自于我们通商不断从客户利益出发进行创新的基因，比如我们早在互联网企业海外上市受产业政策影响而困难重重时，开创了通过协议控制上市的解决方案。所以我认为作为资本市场的律师，要深入理解商业逻辑，在此基础上才能在法律层面提出创新的解决方案。

ALB: 目前资本市场环境愈加复杂，企业境外上市面临着诸多挑战。您是如何做到对法规和政策趋势进行精准的把控和预测的？

孙激: 我认为资本市场律师在做好本职工作以外，要不断去扩充自己的行业知识储备，密切关注行业动态，多与客户、行业专家进行交流，这样虽然我们很难对法律法规的变化进行细节和时间上百分之百精准的预测，但一定能看出宏观趋势，提前为自己和客户做准备。

ALB: 未来您对工作有着何种预期？除了教育行业的企业，今后您还会重点服务哪些企业类型呢？

孙激: 从业至今我服务过很多行业的客户，在我参与过的项目中我都尽力做到最好，获得了丰富的经验和行业知识。在中国教育行业受到越来越多投资机构的关注时，我的经验就帮我赢得了这样的契机来服务教育行业，所以其实不是我选择了客户而是客户选择了我。对我来说，未来也期待通过各类项目的契机去服务更多的行业类型。

ALB: As a successful female lawyer, what do you think are the advantages of female lawyers in the practice areas of capital markets and M&A?

Sun Wei: I believe female lawyers are more resilient. They are better at ensuring smooth operation and avoiding conflicts in teamwork, and they can fix problems more smoothly for clients. What's more, as tough as this industry can be, female lawyers are more persistent during difficult times.

ALB: In many cases you have successfully helped enterprises to accomplish overseas listing by adopting creative approaches. Would you please give us a few examples of this?

Sun Wei: I believe the key to creativity is that you don't give in easily to challenges, but instead you try to come up with solutions no one has created before, prove their feasibility and make them work. This is one of the reasons why my clients are very satisfied with my work. Taking China Education Group Holdings Limited as an example, at first the agencies had many doubts, and the schools could not build a traditional VIE structure, but as we got to know the client better and found out more about the project, we solved the agencies' doubts and designed a new VIE structure by using the pledge of the right of charge, helping the client to be listed successfully. This is evidence of Commerce & Finance's gene: creativity is driven in the pursuit of our clients' benefit. Similarly, we have also created an industry-leading solution for Internet enterprises where they could use agreements to control listing, despite the adverse industry policy. Therefore, I believe for a lawyer practicing in capital markets, it is important to deeply understand the business logic so that creative solutions can be made on a legal level.

ALB: capital markets landscape is becoming increasingly complicated, bringing many challenges for enterprises interested in overseas listings. How do you manage to offer good insights and predictions about relevant regulations and policies?

Sun Wei: I believe lawyers should be constantly expanding their knowledge about the industry, paying close attention to industry dynamics and actively communicating with clients and industry experts, so that although we may not be able to predict the changes in regulations precisely in all details, we can still see the macro trends and prepare ourselves and our clients in advance.

ALB: What are your anticipations for your career in the future? In addition to enterprises in the education industry, do you plan to expand your focus on other types of enterprises?

Sun Wei: I have served clients in various industries and I do my very best in all the projects. The experience and knowledge that I obtained from these projects have earned me the chance to help clients in the education industry, which at that time was getting increasing attention from investment agencies. Therefore, it is not me who chooses the clients but the other way around. In the future, I also look forward to opportunities to help clients from more types of industries.

境交易及重大复杂项目。最近两年，龚律师带领团队完成了京东物流重组融资、京东金融重组融资，及京东健康集团重组融资等诸多有重大行业影响力的项目，得到客户高度评价。”

- George Niu, founding partner of Shihui
牛振宇，世辉律师事务所创始合伙人

Helena Huang, King & Wood Mallesons
黄春光，金杜律师事务所

“Hong Kong remains a key strategic location for the firm. The establishment of the KWM International Center in the past year has accelerated the firm’s progression in globalisation. We are committed to establish a highly effective team that is focused and dedicated to lead the firm in preparing the influx of work from the Greater Bay Area region. I believe Helena’s outstanding international experience and demonstrated track record will help us bring in new ways and energy to move forward with the development of the International Center.”

“对于金杜而言，香港特别行政区一直处于重要的战略位置。去年成立的金杜国际中心加快了本所在全球化进程中的步伐。我们致力于打造一支高效、专注的团队，牵头准备好应对将从大湾区涌入的工作。我相信，以其出众的国际经验和以往良好的业绩，Helena能够帮助我们以新的方式全力推动金杜国际中心的发展。”

- Wang Junfeng, Global Chairman of KWM
王俊峰，金杜律师事务所全球管理委员会主席

Kong Xiaoyan, Tian Yuan Law Firm
孔晓燕，天元律师事务所

“Kong is responsible for offering IPO advice for us on behalf of Tianyuan. She is professional, serious and dedicated to her work. With her extensive hands-on experience, she can always deliver satisfactory legal solutions to her clients. As we highly recognise the work of Kong and her team, we continue to work together on legal matters in the capital market after our company has been listed. Kong is a lawyer whom we trust and rely on.”

“孔晓燕律师是天元为我公司上市提供法律服务的负责合伙人。她专业精深、态度严谨，职业性强，实务经验丰富，相关法律事宜均能给客户以满意的交付；也是基于对孔律师及其团队的高度认可，公司上市后，我们依然延续了资本市场法律事务合作。孔律师是值得信赖的合作伙伴。”

- Miao Xiaoming, Board Secretary of Quick
苗小鸣，快克智能装备股份有限公司董事会秘书

Lan Jie, Haiwen & Partners
蓝洁，海问律师事务所

“Lan has solid legal knowledge and she looks into new issues relentlessly. She leads her team to complete large, complex

and pioneering projects one after another with her serious, diligent and responsible attitude at work. She not only gains the clients’ trust, but also is an outstanding securities and M&A lawyer in China’s legal services market.”

“蓝洁律师以其扎实的法律功底，对新问题不懈探究的热忱以及认真、勤勉、负责的工作态度，领导项目团队完成了一个又一个重大、复杂的或创新性项目，不仅赢得了客户的信赖，也成为了中国法律服务市场一名不可多得优秀证券及并购业务律师。”

- Wang Pei, partner at Haiwen & Partners
王佩，海问律师事务所合伙人

Haiping Li, Skadden, Arps, Slate, Meagher & Flom LLP
李海平，世达律师事务所

“Haiping has extensive experience in advising on a broad range of transactions on behalf of companies, private equity funds and financial institutions, which makes her a uniquely strong advisor in the Shanghai legal market. Ever since becoming the leader of our Shanghai office, Haiping has further strengthened our presence in mainland China and our service to the clients within close geographic proximity.”

“海平在为公司、私募股权基金和金融机构的广泛交易提供咨询方面有着丰富的经验，因此在上海法律市场上拥有独特的地位。自从担任上海办事处的负责人以来，海平一直致力于进一步扩大我们在中国大陆的业务，并持续为上海和临近地区的客户提供更好的服务。”

- Julie Gao, Partner, Skadden, Arps, Slate, Meagher & Flom LLP
高准 (Julie Gao)，世达律师事务所合伙人

Cherrie Shi, Baker McKenzie
施淼，贝克·麦坚时律师事务所

“Cherrie is a highly versatile practitioners, able to service MNCs in complex inbound transactions as well as State-owned and privately-owned Chinese enterprises on their outbound transactions. She is a highly skilled negotiator and a highly-honed commercial sense, able to bridge the gap in difficult circumstances to move the deal forward, a rare skill set in the market that is very much valued by clients and counter-parties.”

“Cherrie是一位复合型律师，能够为跨国公司在复杂的入境交易中提供服务，也能为中国的国有和民营企业的出境交易提供服务；她是一位技巧娴熟的谈判专家，具有很高的商业意识，能够在困难情况下消除隔阂，推动交易向前发展，这是市场上罕见的才干，因此得到了客户和交易对手的高度评价。”

- Howard Wu, Managing Partner/Chief Representative, Baker McKenzie Shanghai Office
吴昊 (Howard Wu)，贝克·麦坚时上海办事处管理合伙人及首席代表

競天公誠律師事務所
JINGTIAN & GONGCHENG

競天公誠律師事務所尹月律師：資本市場執業領域前沿引領者



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尹月律師2005年加入競天公誠律師事務所，2013年成為合夥人，主要執業領域包括資本市場、兼併與收購、境外投資等。尹律師憑藉豐富的執業經驗和多領域的專業知識多次幫助企業成功境外上市，取得行業領先成就。

跳出固有思路，拓寬執業領域邊界

在迄今14年的從業經歷中，尹律師多次在沒有可借鑒經驗的情況下成功幫助企業完成頗具革新性的境外上市項目，包括助力上海錦江國際酒店成為中國內地首家登陸香港資本市場的純中國酒店概念股、幫助地利集團成為全國第一家開發使用及經營地下人民防空工程的上市公司等。在每一項新的交易架構開展時，尹律師敢於大膽假設，在對現有規則具備深刻理解的基礎上，擺脫慣有思路的束縛，同時也進行詳實的法律論證，仔細解讀法律法規並充分理解立法者意圖。競天公誠合夥人評價道：“她是我從業以來培養的最有天才也是最敬業的律師。法律和商業的雙重背景讓她總能在商業結構設計上更有創造力和洞察力。”

優秀的女律師優勢與挑戰並存

作為一名在執業領域碩果累累的女律師，尹律師認為女性具備更強的語言表達能力。在性格上，女律師更注重大事、善於觀察。同時她們也更傾向於友好合作而非競爭，但這一優勢到了合夥人階段面對更多對抗性競爭可能會轉變為挑戰。因此尹律師對初入行的女律師的建議是：首先要了解行業，仔細觀察每個人的角色，明確自身定位並建立大局觀；其次，通過客戶、合夥人和指導律師等多方反饋對自身形成客觀認識，這有助於進行職業發展中的決策。

打造多面手型的律師團隊

尹律師不僅自身擁有美國賓夕法尼亞大學法學碩士和北京大學經濟學院金融碩士雙重學位，還很注重團隊保持學習和研究的氛圍，鼓勵團隊成員汲取多領域知識。對此尹律師表示：商業實質決定法律形式，宏觀政策、微觀經濟、財務等知識都和我們的工作密不可分，客戶也要求我們對其所處的行業具備深入了解。在此基礎上，我們才能更好地服務客戶。

未來行業展望

尹律師認為在未來，科技的不斷創新和發展將會給法律行業帶來顛覆性革命。律所需要考慮的是如何參與到這一進程中去；而強化個人差異化的優勢則是每個律師都需要考慮的問題。

Yin Yue joined Jingtian & Gongcheng in 2005 and became a partner in 2013. Her practice areas include capital market, M&A and overseas listing. Yin's rich experience and multi-area knowledge have helped many enterprises achieve overseas listing, making her an industry-leading figure.

Out of the box, expand the box

In her 14-year's career so far, Yin has successfully helped enterprises to be listed overseas in many cases even when she did not have any precedent to learn from. These projects include helping Shanghai Jin Jiang International to be the first China mainland pure Chinese hotel concept stock listed in Hongkong capital market and helping Dili Group to be China's first listed company developing, using and operating underground civil air defense work. When every new deal structure is being established, Yin dares to make bold hypothesis, break the constraint of traditional thoughts based on a deep understanding of extant regulation, meanwhile she also conducts strict and detailed legal argument by reading into the rules and understanding the intention of policymakers. Jingtian & Gongcheng's partner says: "she is the most talented and diligent lawyer I have ever trained. With her background in law and business, she is always creative and insightful in business structure design."

Advantages and challenges for excellent female lawyers

As a successful female lawyer, Yin believes that female lawyers have stronger communication skills. In personalities, they are also more detail-oriented and observant. Meanwhile, female legal professionals are more inclined to friendly cooperation than competition, which is an advantage that can transfer into a challenge when there are more rival competitions after reaching a partner's level. Therefore, Yin's advice for young female lawyers is: firstly, understand the industry deeply, observe everyone closely to have a clear positioning of themselves and establish a vision of the big picture; secondly, develop an objective understanding of themselves by listening to feedback from clients, partners and supervising lawyers, which will be helpful for future career planning.

Building an all-round team

Yin has obtained master's degrees in law and finance respectively in University of Pennsylvania and Peking University, and she also encourages her team to constantly learn and have knowledge of multiple areas. Yin believes that the essence of business decides the form of law, thus knowledge in all segments of business is what the clients expect from them, and only based on this can they provide better legal services.

Anticipations of the industry

Yin believes that in the future, the fast-paced development in science and technology will bring game-changing revolutions to the whole industry. What law firms should consider is how they can participate in this progress whereas for lawyers, they should think about strengthening their distinguished advantages.

Sun Wei, Commerce & Finance Law Offices
孙激，通商律师事务所

"Sun is a meticulous lawyer and she has extensive hands-on experience in China's legal affairs. She is a rare find in the industry, who has solid legal knowledge as well as a creative mind for business. In a tradition-bound profession, Sun has executed many first cases. Her dedication to her work is something we should all learn from."

"孙律师工作一丝不苟，在处理中国的法律事务方面拥有丰富的实践经验。她是业内难得的人才，既有扎实的法律知识，又有创新的商业头脑。在这个深受传统影响的行业，孙律师以创新的方式处理了许多案例，开创了许多首例。她对工作的奉献精神值得我们所有人学习。"

- Billy Chu, managing director at BNP Paris
朱泉星 (Billy Chu) ，法国巴黎银行董事

Judy Tan, JunZeJun Law Offices
谭炯，君泽君律师事务所

"Tan is a very friendly lawyer who is highly professional and understands the aviation market. She has high English proficiency, work experience at top law firms abroad and a broad vision. She knows the aircraft financing and leasing market very well. She is a senior partner and a Chinese lawyer who understands international law."

Tan is excellent in communication. She sees the big picture while paying attention to details. Her documents are impeccable and she offers her feedback in a timely manner. She can provide targeted solutions according to our business needs and offer value-added service to support us."

"谭律师为人热情，专业水平高，对航空市场有深入的了解，精通英文，有国外一流律所的工作经验，视野开阔，熟悉飞机融资与租赁相关市场，是行业内资深的合伙人，是一位具有国际法律视野的中国律师。谭律师善于沟通，有大局观，也注重细节，文件严谨，反馈及时，能准确掌握交易节奏，能够在具体交易中根据我公司的商业意向提供有针对性的解决方案，并提供增值服务，给予我们大量支持。"

- James Lin, Assistant CEO at ICBC Aviation Financial Leasing Company Limited
林锋，工银金融租赁有限公司航空事业部总经理

Vivien Tuo, Dentons
脱薇，大成律师事务所

"Vivien well understands client's need and provides precise and practical advice."

"Vivien非常了解客户的需求，总是提供精确、实用的建议。"

- Pearl Lee, Head of Project Development and Legal (China),

The Hong Kong Jockey Club
李明珠 (Pearl Lee) ，香港赛马会项目开发与法律负责人 (中国)

Yang Xiao, AllBright Law Offices
杨晓，锦天城律师事务所

"Yang is a highly proficient lawyer with integrity and dedication. She prioritizes the clients' interests and navigates all kinds of legal issues for them. Yang is able to offer the most reliable solutions to non-litigation projects and litigation cases that are large, complex and of innovate nature. She fights for the best interest for her clients and is trustworthy and reliable."

"杨律师正直、敬业，对所从事的行业非常精通。她总是优先考虑客户的利益，为他们解决各种法律问题。针对大型、复杂、具有创新性的非诉项目和诉讼案件，杨律师都能为客户提供最可靠的解决方案。她努力为客户争取最大利益，非常值得信赖。"

- Liam Shao, Head of Legal Department at Shanghai Lujiazui Finance & Trade Zone Development Co. Ltd.
邵浏 (Liam Shao) ，上海陆家嘴金融贸易区开发股份有限公司法务部负责人

Hazel Yin, Freshfields Bruckhaus Deringer
尹冉冉，富而德律师事务所

"Hazel is one of the rising stars of Chinese competition law, delivering the highest quality competition law expertise in the most important jurisdictions is the hallmark of our leading global practice"

"Hazel是中国竞争法领域里的后起之秀之一，在最重要的司法管辖区提供最优质的竞争法专业知识，也是我们领先的全球业务的标志之一。"

- Thomas Janssens, global head of Freshfields' competition practice
Thomas Janssens，富而德律师事务所竞争业务全球负责人

Yin Yue, Jingtian & Gongcheng
尹月，竞天公诚律师事务所

"Yin is professional and highly responsible. She coordinates really well with her clients and deeply understands her clients' commercial needs."

"尹律师非常专业，很有责任心。她与客户协调得非常好，并且清楚了解客户的商业需求。"

- A client
一位客户