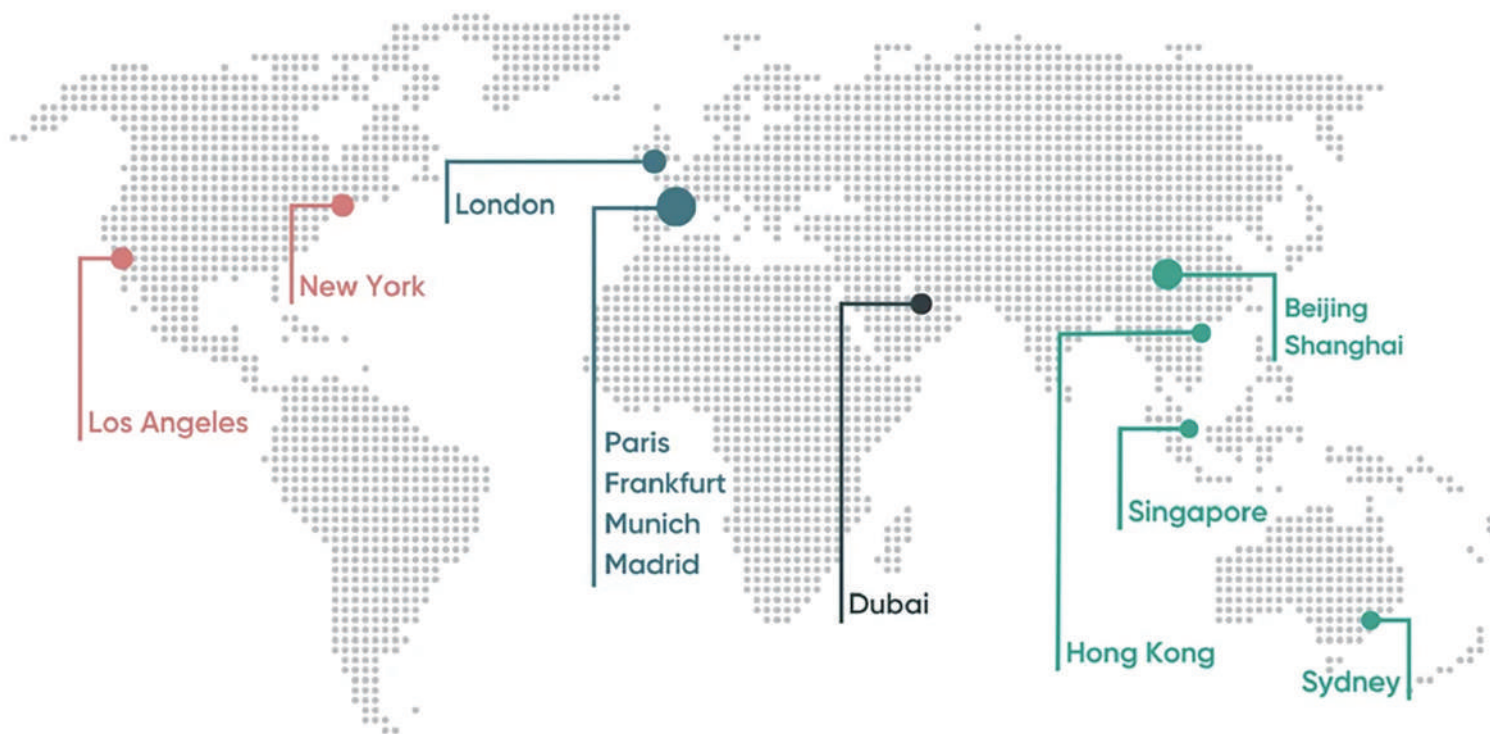


S|S|Q

INTEGRATING LEGAL MARKET CONSULTING AND TALENT SOLUTIONS





SSQ is a global leader in legal market consulting and talent solutions for law firms and in-house legal functions. Years of counseling in the legal industry extends SSQ's services beyond search and recruitment to practical solutions for key strategy and development issues before and after a placement.

The predecessor of SSQ, Quarry Dougall, was established in London in 1988. Over the next two decades, SSQ continued to assist many clients around the world in achieving their development strategies in the legal market and legal talent field.

SSQ operates all over the world, with offices in Beijing, Shanghai, Hong Kong, Singapore, London, Paris, Munich, Dusseldorf, Frankfurt, Madrid, Dubai and New York. The company has been operating in Asia for many years, and has various market consulting and human resource licenses issued by the PRC, Hong Kong SAR and Singapore authorities.

- **Legal Market Consulting**

SSQ helps stakeholders in the legal service sector, in both private practice and client organizations, to be grounded in pivotal strategic elements, while identifying resources to navigate a business case and execute the strategy by connecting with and marshalling resources. This may take the form of a performance analysis of a practice across client sectors and markets, or a comprehensive calibration of a legal department's roadmap to make a greater impact in the enterprise's value creation, followed by meaningful changes in its existing business structures, operations and people.

- **Talent Solutions**

All strategies start and end with people, whether in alignment with stakeholders or with buy-in and execution by purposeful resources. From a thought-through, tailor-made configuration of skills and qualities that fit the design of the organization and its strategy, to assessing internal and external candidates for specific assignment rather than using traditional recruitment and retention, SSQ offers a talent solution that is both specialized in the legal sector and in tune with the strategy of the practice or the legal function.



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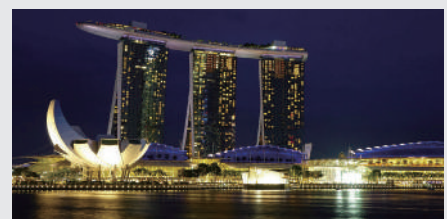
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Law Firm Strategy Consulting

SSQ advises law firms on strategy to complement organic growth. We broker law firm mergers/alliances (including compliance with local regulatory requirements), acquire law boutiques, establish new practices, expand geographical/practice coverage, and counsel management on key decisions and changes.

Working with most of the leading international and domestic law firms in the world, we regularly provide them with insightful market analysis and practical solutions. These partnerships, together with our long-standing global relationships with Magic Circle, White Shoe and top international law firms in Asia, the UK, Europe, the Middle East and North America, give us unrivalled connections.

Below are recent examples of what we have successfully done for our clients.

Market Entry & Set-up

- Acted for a foreign law firm on registering and establishing their first China office, including communications on local regulations, advice on best application procedures, and preparation and submission of all application documents to obtain the relevant licenses and approval efficiently
- Worked with two Chinese law firms (in alliance with international law firms in the Shanghai Free Trade Zone) on the registration and establishment of their first-ever branch offices. This included liaising with relevant authorities to secure their branch approvals and certificates quickly to meet the firms' time-sensitive business and staffing requirements

New Business Launch

- Acted for a UK law firm to launch its IP practice in China, which included establishing an IP consultancy legal entity from scratch, and acquiring a market-leading IP team from a rival firm
- Helped an international law firm set up its banking finance practice from zero to offices in Beijing and Shanghai, utilizing comprehensive market analysis of the practice and achieving the unusual concurrent acquisitions of two teams from two different law firms
- Assisted a leading US law firm in assessing its business strategies in China after the retirement of its long-standing local managing partner, and facilitated the acquisition of an intact team (including the China head) of another US law firm to launch a new practice and a restructure of the firm's teams in Beijing, Shanghai and Hong Kong



Mergers & Alliances

- Acted for several international law firms in establishing exclusive alliances with Chinese law firms in the Shanghai Free Trade Zone area (SFTZ). This included helping the management to review its China strategy, searching and assessing different alliance targets, advising on negotiation and completion of alliance terms, counseling on regulatory requirements, and assisting with the preparation of SFTZ application documents and their submission to the approval authority
- Advised a Chinese law firm, in alliance with a leading international law firm under the Mainland and Hong Kong Closer Economic Partnership Arrangement (CEPA), on expanding its offerings domestically by establishing its first-ever branch. This included advising on the two firms' closer cooperation, changing the existing operation structure to suit the new branch, and acquiring qualified teams and partners to meet regulatory and business needs

Compensation & Operation

- Exclusively engaged by a Chinese law firm to redesign its partnership compensation structure and lawyer's cooperation system, including interviewing all partners, lawyers and support staff to assess current remuneration details, checking the firm's historical accounting and audit records, advising the founder and managing partner on best practices, introducing data-driven work and operations system, and reporting the final designs to all stakeholders for their buy-in
- Advised a leading international law firm on revamping its current remuneration, title and promotion systems in China offices in order to align with the new businesses and lawyers acquired from a major Chinese law firm. This included discussions with the firm's global management on local market reality, and advising the Asia partnership on best practices

Primary Contact



Shawn Chen
Partner



Felix Lee
Senior Director

In-house Legal Function Consulting

SSQ has the resources to assist leaders of corporate legal functions in positioning Legal to help drive business strategy at each level of the organization through design and processes.

Whether to formulate a corporate legal strategy, map and optimize legal processes, retool legal resources, or create a roadmap of integrating into data-driven decision making, we can facilitate the transformation of Legal into a strategic function.

The Challenge

- Connect Legal with stakeholder and corporate value propositions
- Optimize the effort vs. impact of Legal functions
- Build a working team from individual contributors
- Differentiation beyond benchmarking

Our Mission

- Integrate Legal function and solutions into strategy and operations
- Design solutions and deliveries across people-process-technology
- Configure resources and talent for organic and M&A contexts
- Readiness for “Money Ball” to harness value from talent

Our Offering

- Management and Strategy Consulting
- Structure and Operation Optimization
- Team Set-up and Restructuring
- Compensation Consulting

Primary Contact



Kenneth Tung
Senior Advisor

Our Track Record

Management & Strategy Consulting

Managing legal departments goes beyond hiring, firing, skill sets and managing budgets and client relations. SSQ can serve as a catalyst to connect stakeholders and their value propositions with legal initiatives that deliver, and can design the corresponding legal processes and necessary resources.

- We advised a major global media conglomerate on transforming their legal function, including designing its corporate legal strategies, implementing legal process management projects, and facilitating exchanges and analysis of the legal function's effort vs. impact on businesses

Structure & Operation Optimization

To solve problems more effectively and efficiently, legal departments can leverage SSQ's experience and expertise to help compete for corporate resources, such as assessing their effort-impact matrix, mapping processes involving legal tasks or issues, and increasing immersion in the jobs to be done.

- We supported the AP President of a multinational business in redesigning and strengthening the role played by Legal in the global structure to integrate with the BUs and functions at the regional level

Team Set-up & Restructuring

From recruiting the first in-house lawyer to restructuring the legal department in an M&A or divestiture, companies benefit from SSQ's network and its experience with similar projects.

- We helped a multinational FMCG company to review their China legal team structure, study the legal talent pool and benchmark different legal departments in the industry for reshuffling its whole legal department

Compensation Consulting

Based on market reality and historic data of the niche legal profession – as well as the development trends of different industries, and the availability and dynamics of the talent pool – our compensation strategy and advice is competitive in the local market. It is also in line with leading global practice, and always designed to support the client's business goals and financial planning.

- We provided compensation consulting services to a world-renowned internet company, analyzing its legal team's existing compensations, and tailor-making an industry compensation report that incorporated the future challenges and expectations of the organization

Legal Community Development

Through our worldwide Market Consulting and Talent Solutions services, SSQ has built up unrivalled market intelligence and resources for the legal profession. By providing regular workshops, in-depth seminars, professional events and authoritative updates, we help lawyers, law firms and companies to be better equipped and connected within the legal community, so they are better prepared for the challenges ahead.

Below are examples of what we are doing for the legal community.

Seminars on Business Development

Business development can be a key hurdle in a lawyer's career development. Our seminars support lawyers and new partners in becoming part of a motivated team of rainmakers.

While we believe that all training should be individually tailored to each law firm's unique needs, here are some of the topics we have recently presented:

- Personal branding via social media – how your brand profile can help your business, network and career
- Internal business development and marketing matters – rainmaking for young and new partners
- How to create and operate a great BD & marketing team
- How to develop an effective individual marketing plan

Workshops on In-house Lawyering

While in-house lawyers seem to have less pressure from work deadlines and billable hours, they often face challenges from heavy workloads and internal client demands from senior management teams and business and function leaders. SSQ's workshops address the common concerns and frustrations of in-house teams and lawyers by discussing specific problems and offering tailor-made solutions and suggestions.

Topics of the workshops and discussions conducted by SSQ include:

- Roles of In-house Counsel
- Traditional legal advice vs. value-added business partner
- Teamwork among members of legal and functions
- As a cost center, how to gain trust and respect from internal clients



Industry Exchanges & Interactions

To contribute more ideas and add value to the legal industry, SSQ regularly organizes professional communications events in the following forms or topics:

- General Counsel Roundtable
- Law Firm HR and Operations
- Law Firm Partners and Management
- Law Graduates' Career Seminar

Regulatory & Policy Navigation

The legal industry and its lawyers are highly regulated by local government authorities in most jurisdictions. In Asia, the profession has been attracting increasing attention from local regulatory bodies in recent years. Through our dedicated legal market consulting and talent solutions work, SSQ is always in front of the niche industry's regulatory regime.

Below are a few examples of what we have successfully done for our clients and the community in regulatory and policy navigation.

- Helped a Chinese government body to organize a policy sharing seminar with international law firms. We gathered 20 international law firms' China heads and partners to discuss with government officials the latest regulations and trends regarding alliances between Chinese and foreign law firms, and the establishment of a foreign firm's new representative office
- Assisted a number of international law firms in exploring the regulatory requirements for allying or cooperating with a Chinese law firm, while maintaining their local representative licenses and certificates

Primary Contact



Kenneth Tung
Senior Advisor



Betty Chen
Associate Director



Cherry Zhang
Manager

Legal Talent Search

SSQ is the world leader in the international legal talent search sector. We are expert in law firm partner and team moves, law firm associate hires, and in-house legal recruitment at all levels. Our expertise and track record are unparalleled, and we have been responsible for some of the most high profile moves in the industry.

We have the most extensive candidate database in the legal talent market, and it is continually growing. This, coupled with our experienced consultants' personal networks, means we are able to identify, quickly and accurately, candidates in the relevant locations who have the appropriate skillsets for particular roles.

Our search consultants are either ex-lawyers, having worked at renowned global law firms and reputable multinational companies, or experienced recruitment professionals with legal backgrounds. Supported by a strong research and resourcing team, we manage each recruitment campaign independently and approach each search in a bespoke way according to the individual needs of every client. Our flexibility to cater to specific purposes sets us apart.

SSQ's fully integrated international teams in the UK, Europe, Middle East, Asia and the US enable us to assist client mapping and to approach candidates globally. We help Asia and China law firms, financial institutions and companies to search legal, compliance, IP and relevant professionals in any foreign jurisdictions where they operate.

Below are recent examples of what we have successfully done for our clients.

Partner & Team Acquisitions

- Helped an international law firm to acquire two teams (DR and Projects) including three partners and about 10 associates from another international law firm's China offices, and advised on drafting business plans, thoroughly exploring team integration and carefully handling non-solicitation/competition issues
- Assisted a top Chinese law firm hiring two Partners and their teams from another Chinese law firm to expand their IP and Litigation businesses in Beijing and Shanghai, and successfully promoted the potential of our client firm in these niche practice areas and promoted the unique structure of the firm's compensation and operation systems

Associate Hires

- Assisted many leading US law firms in recruiting insolvency associates, compliance associates, patent litigation associates and banking associates
- Worked with many 'Red Circle' Chinese law firms on their recruitment of data privacy associates, employment associates and commercial litigation associates

Primary Contact

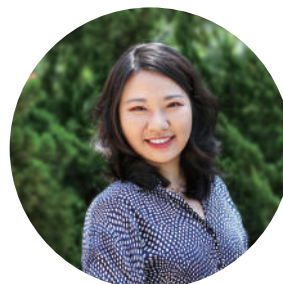
Partner & Team Acquisitions



Betty Chen
Associate Director



Felix Lee
Senior Director



Cherry Zhang
Manager



Alex Harris
Manager

Associate Hires

In-house Recruitment

- **Global Search:** Assisted a Chinese technology company in recruiting its whole team of legal counsel, starting from its A-round financing through its business landing, growing in China, listing on US stock exchange and international expansion. The positions filled included General Counsel of group company, General Counsel of overseas holding company, Director of Litigation & Compliance, Head of Legal BP, Senior Counsel of Intellectual Property Rights, Senior Counsel of Brand Protection and Senior Counsel of Overseas Legal Affairs
- **Corporate Legal:** Successfully placed the Legal Head, General Counsel and Legal Counsels for a European luxury group new to China, a leading consumer goods international group, an American manufacturing giant, a pre-IPO unicorn technology group, and a renewable energy enterprise
- **PE, VC and Financial Institutions:** Successfully placed the General Counsel, Legal & Compliance VP and Investment Legal Counsels for an international private equity fund, a Chinese sovereign wealth fund, a USD family wealth fund, a RMB venture capital fund, a USD/RMB dual currency private equity fund, and a joint venture financial institution
- **Compliance:** Recruited Asia Pacific Compliance Counsel, Compliance Director, Chief Compliance Officer and Data Compliance Consultant for a German pharmaceutical group, an American medical device company, a US pharmaceutical group, a public listed heavy manufacturing group, a Fortune 500 automotive group, and a leading company in the cloud service industry
- **Intellectual Property (IP):** Recruited the Asia VP of IP, IP Directors and IP Counsels for an American industrial group, a German pharmaceutical group, and a US listed internet group

Primary Contact

In-house Recruitment



Hillary Huang
Consultant

Legal Talent Retention & Assessment

Leaders of corporate legal functions and law firms must engage people end-to-end, from recruitment to development and career moves. A career should be a series of ongoing improvements to enhance strengths and shore up weaknesses, and to take advantage of opportunities and business needs.

Since not everyone is trained to be a manager of people, many law firms and businesses will benefit from our talent retention and assessment services and expertise.

SSQ's highly experienced legal professionals include former general counsel, ex-law firm partners and seasoned lawyers, who can advise organizations on talent development and upgrades that impact your business and strategic purpose. They can also provide directional advice to individual lawyers in their career. We offer in-depth, thoughtful and practical suggestions on an individual basis, and always under the strictest confidentiality.

Talent Retention

In recent years, we have expanded the scope of our service to include talent retention. In our view, talent acquisition and retention are intertwined.

Instead of simply taking a client's instruction to search for a candidate to fill a position, we offer consulting services which aim to understand the organization's talent policy, team structure and work, and to analyze root causes for turnover, so that we can make recommendations on any specific talent acquisition need.

Our services include:

- Assessment of personality and capability of a candidate or current legal team members with a view to a particular position or requirement
- Coaching individual lawyers to understand their career development desires and plans, job satisfaction and concerns
- Out-of-box thinking and brain-storming discussion with legal and HR leaders to analyze underlining reasons for turnover, as well as possible organizational structure changes to add or reduce headcounts
- Talent acquisition and retention strategy and action plan



Talent Assessment

Deep insights into a candidate's potential are essential for hiring, retaining, motivating and developing people.

The following are all critical elements of legal talent assessment:

- Knowing how to spot legal talents who are aligned with the strategic direction of a company
- Understanding the strengths of existing lawyers and being able to evaluate the support required for improving their shortcomings
- Having the scientific methodology to continuously motivate and retain key legal professionals.

Cooperating with Talogy, a leading global talent assessment company, we have created SSQ-Caliper, a tailor-made assessment tool which utilizes advanced psychological technology and data for the legal profession.

SSQ-Caliper enables us to provide an in-depth reading of talents, and to help our clients assess and verify the match between the ideal portraits and a candidate's particular characteristics.

The assessment also incorporates our consultants' personal observations of the legal talent to verify that our talent report is reliable both subjectively and objectively.

Primary Contact



Hillary Huang
Consultant

On-demand Solutions

No legal department or law firm wants to carry more people and costs than it needs. The prompt supply of flexible talent and the effective removal of redundant resources are the most efficient solutions to fluctuating requirements. SSQ helps to deliver the interim talent you need when you need it, and remove the resources when they become redundant, without compromising on quality and reputation.

Flexible Lawyers

We provide flexible legal talent either via a Fixed Term Contract which is signed by our client and the legal talent, or through a Secondment Contract, where SSQ arranges for the individual's employment relationship and makes them available for our client's specific projects on a temporary basis.

Below are two recent examples of what we have successfully done for our clients.

- Placed a Senior Legal Consultant with 20+ years' experience in an energy multinational company, starting immediately to fill the gap during the search for the next General Counsel
- Successfully introduced a commercial contract lawyer to a leading law firm during a busy period, alleviating pressure on the team and helping to meet deadlines



Outplacement Services

While a brand in the legal market can be damaged very quickly, it can take a long time to repair. SSQ strives to ensure that your leavers have as smooth a transition as possible into their next role.

Our offering

We offer bespoke packages for your lawyers which can include:

- One-to-one F2F or remote counseling and coaching from highly experienced legal market consultants to create a dynamic career roadmap
- Identification of the hidden job market and alternative career options
- Guidance on how best to reskill and what practice area to focus on
- Assistance with optimizing social media, professional digital presence and effective self-marketing
- Introductions to a range of reputable recruitment consultancies and ongoing guidance throughout the recruitment process, including interview preparation and advice
- CV workshops, including advising on business plans
- Psychometric assessment

Refer Experts

Over the years, and through our offices across the globe, we have built up relationships with local law firms, in-house legal communities, and lawyers of every specialty, pricing and quality.

Whether you are an in-house legal counsel wanting to connect with specific legal expertise in one particular sector, or a partner in one part of the world keen to join forces with a local lawyer in another part of the world, SSQ can help you make the connection personally and professionally.

Below are two recent examples of what we have successfully done for our clients.

- Introduced a Chinese IP Litigator to an international law firm to work as a local expert witness in a global arbitration case
- Connected law firms and their expert partners to the General Counsel of a large multinational company in planning for its IPO

Primary Contact



Shawn Chen
Partner



Kenneth Tung
Senior Advisor

Meet Our China Team



Shawn Chen, Partner, Beijing/Shanghai/Hong Kong

Shawn set up and manages SSQ's China business across our two offices - Beijing and Shanghai-providing legal market consulting services and talent solutions to leading law firms and in-house legal functions.

Shawn also leads our Law Firm Strategy Consulting practice in China, focusing on law firm mergers and alliances, market entry and set-ups, new practice launches, and partnership and operations consulting matters.



Felix Lee, Senior Director, Hong Kong

Felix has a track record of placing lawyers at all levels into various international and domestic law firms, as well as in-house organisations. Felix is a founding member of the Hong Kong office, having been there since its inception in 2012, and prior to that spending three years working in SSQ's London Private Practice team.



Kenneth Tung, Asia Senior Advisor, Shanghai

Kenneth takes care of our In-house Legal Function Consulting practice in China. He also advises our in-house and law firm clients on legal business strategy and lawyer management issues, including management and strategy consulting, structure and operation optimization, team building and restructuring.



Betty Chen, Associate Director and Co-head of China Private Practice Search, Beijing

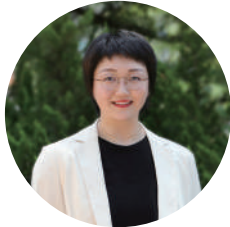
Betty specializes in the search and recruitment of partner and teams, counsels and associates within the China legal market. She has particular experience in building new practice teams for leading Chinese law firms.

Meet Our China Team



Cherry Zhang, Manager, China Private Practice Search, Beijing

Cherry is a Manager in our SSQ's private practice team based in Beijing office. She focuses on recruiting associates at all levels of seniority for leading international and top PRC law firms across China.



Hillary Huang, Consultant, China In-house Legal Search, Beijing

Hillary specialises in placing lawyers at all levels of seniority into private equity/venture capital funds, financial institutions and multinational companies. She is passionate about providing clients with a quality service while helping candidates achieve their professional goals.



Alex Harris, Manager, Private Practice Search, Hong Kong

Alex Harris is a Consultant in SSQ's Hong Kong office and specialises in recruiting lawyers at all levels with a focus on private practice and in-house. He also works extensively in the Singapore market, dealing with top global and US firms, as well as silver circle and local domestic practices.



Laren Kwok, Resourcer, Private Practice Search, Hong Kong

Laren is a Resourcer in SSQ's Hong Kong office, covering both Hong Kong and Singapore's legal markets.

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