

2016년 지평 송년의 밤

일시 | 2016년 12월 22일(목)

장소 | 남산 제이그랜하우스(젝시가든)

JIPYONG 법무법인 지평

2016 Jipyong Annual Report Social Responsibility and Sustainability

Walk Together with Members



01

Jipyong Members

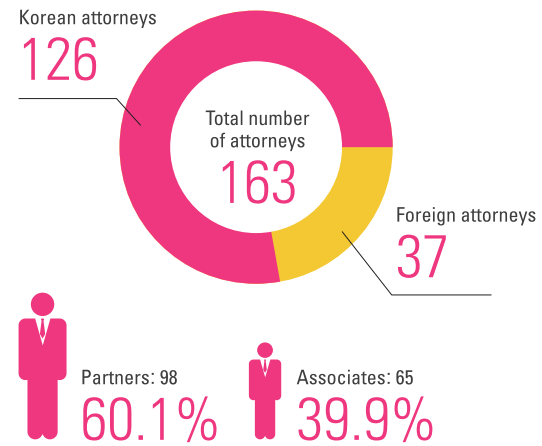
OVERVIEW

Jipyong consists of lawyers, certified public accountants, other professionals and staff. Law firms in Korea are special companies under the Attorney-At-Law Act, and takes the form of an unlimited partnership, which is different from a corporation. Lawyers at a law firm are classified into partners and associates.

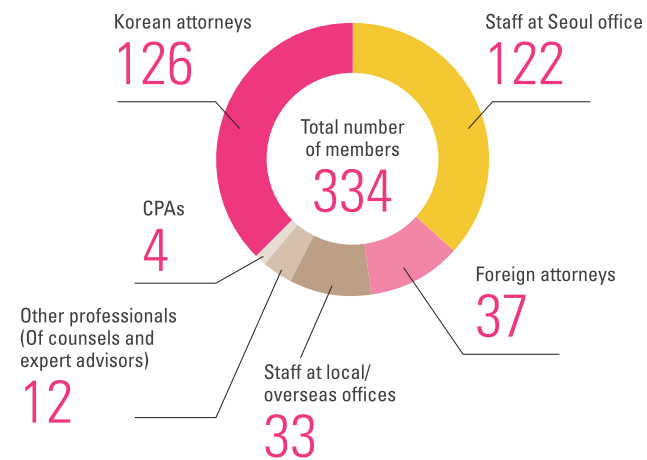
Among all 334 members of Jipyong, professionals including lawyers account for 53.6% (179) and the staff, 46.4% (155). As of 2016, Jipyong had 163 lawyers (currently, 172), including 126 Korean attorneys (currently, 135) and 37 foreign attorneys (cur-

rently, 33). Among the foreign attorneys, 14 attorneys work at the Seoul office and 24 attorneys work at overseas offices. They have been licensed in various countries, including the USA, New Zealand, China, Russia, Vietnam, Cambodia, Myanmar, Australia, UK, and Indonesia. As Jipyong has the largest number of overseas offices among Korean law firms, there are many countries where our foreign attorneys are licensed, and we have members with various nationalities. Partners account for 39.9% (65) and associates 60.1% (98) of all lawyers.

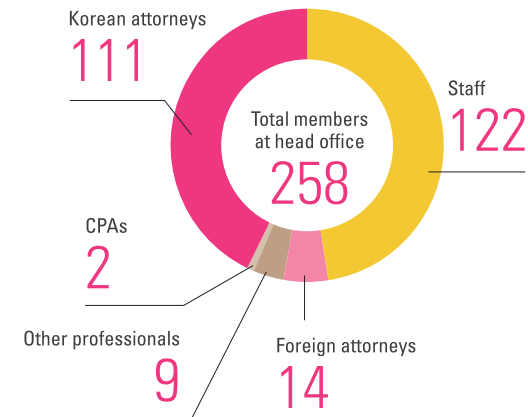
Attorneys



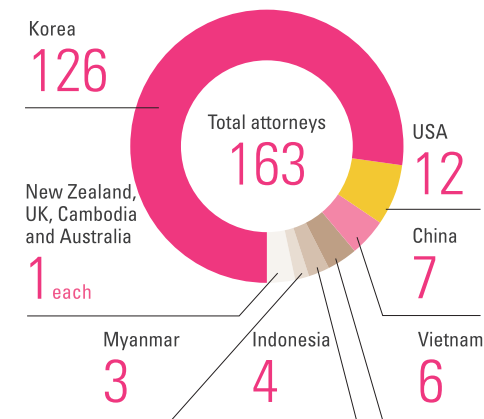
Members



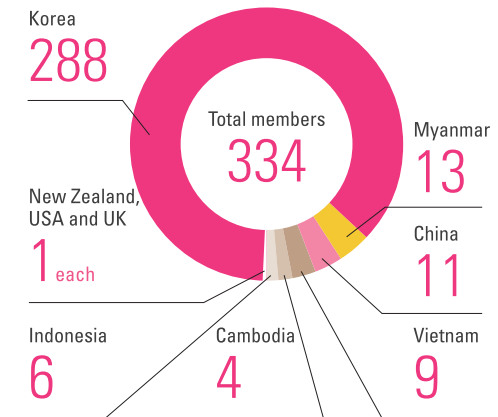
Total Number of Members at Head Office



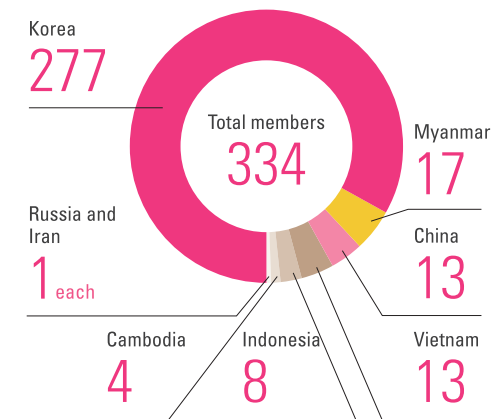
Licensed Countries



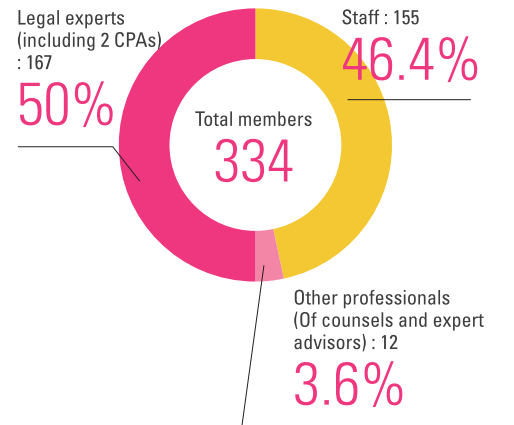
Nationalities



Resident Countries of All Members



Ratio of Total Members



ATTORNEY RECRUITING POLICY

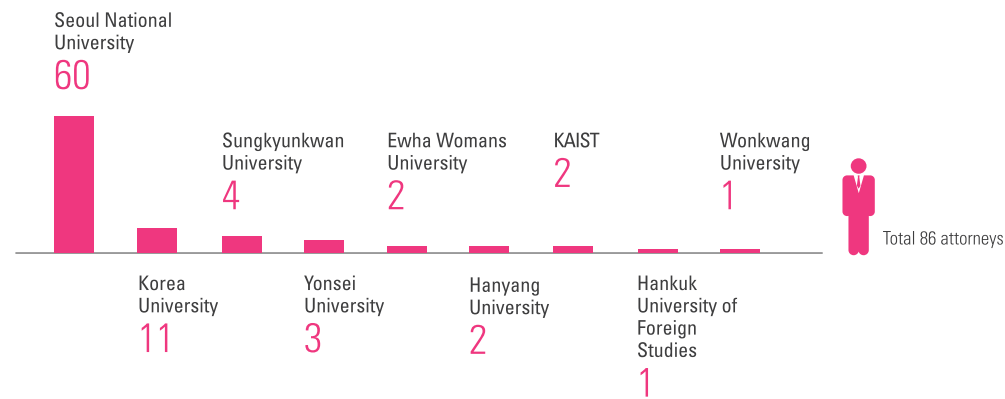
Jipyong's attorney recruiting policy can be briefly described as "finding a business partner". Although we provide apprentice training and thorough work guidance given the nature of an expert organization, we consider the associates as future business partners rather than employees.

In an interview with the media, Managing Partner Young-Tae Yang said, "we do not recruit a new attorney who is simply good at his/her job, but an owner who will inherit Jipyong". Therefore, we try to recruit those who sympathize with and try to realize our philosophy, those who have passion and tenacity on the job, those who have the pioneering spirit, those who can place oneself in another person's shoes and knows how to listen,

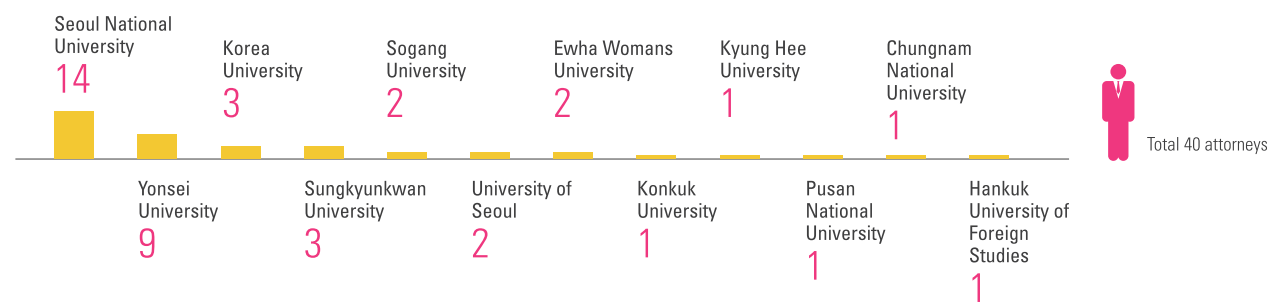
and those who are sincere to colleagues and clients.

We try to recruit attorneys from various schools, without prejudice against academic background. However, we end up recruiting more graduates from certain universities such as Seoul National University. The new attorneys who Jipyong recruited from law schools and the Judicial Research and Training Institute during the last five years are from various schools. Nevertheless, in case of Korean attorneys, 60 out of 86 attorneys from the Judicial Research and Training Institute and 14 out of 40 attorneys from law schools are from Seoul National University or Seoul National University Law School.

Composition of Attorneys (from Judicial Research and Training Institute) by College



Composition of Attorneys by Law School



Based on the total number of Korean Attorneys (126) in 2016

JIPYONG'S RECRUITING POLICY

By Hee-Suk Chai, Partner (Head of HR Committee)



Please introduce the HR Committee.

HR Committee is responsible for recruiting new attorneys and attending to their adaptation thereafter. HR Committee is comprised of a standing committee and an extended committee. The standing committee meets regularly to discuss recruitment, and the extended committee supports training of law school interns.

Could you describe the recruiting process?

They are recruited either through internship, application on demand through our website, or through recommendation, etc. An overwhelming number is selected among the interns. The standing committee and extended committee select the candidates based on numerous evaluations during the internship, and discuss and make recommendations to the Managing Committee, which then makes the final decision after separate interviews with the interns. The standing committee and extended

committee also discuss and select online and recommended applicants for a final decision to be made by the Managing Committee.

Is the recruiting process fair and balanced?

I can speak with confidence that the HR Committee recruits without any prejudice whatsoever with respect to gender, whether they have passed the judicial exam or graduated from law school, whether they have served as a judge advocate or research judge, or whether they are disabled. We have a higher percentage of female attorneys than any other law firms. I believe this is the result of recruiting without any restriction or prejudice. We never consider their marital status, and we are unprejudiced about age. As for preference between law school and the Judicial Research and Training Institute, we adhere to the policy that we want people with diverse experience and competence, without any preference. There is no discrimination in compensation, either.

Finally, we do not even exclude attorneys with disabilities. To be honest, we had some differing views when we were considering hiring a visually-impaired US attorney. Most of the tasks required of foreign attorneys need to be processed immediately upon request, and some were doubtful. It had never been done before, and therefore presented a challenge for the firm. Along the way, all

of us were moved by Gee-Hong Kim's e-mail where he said "didn't we start Jipyong to take up such challenges?" Now everyone is satisfied with the decision we made then.

It has been pointed out that the recruitment is biased toward a certain university.

HR Committee also recognizes it as a problem. We are considering numerous options such as allotting by region or school, leaving some openings for additional recruitment during the second semester in the second year or the first semester in the third year of law school, or leaving some openings for law school graduates who show their potential somewhat belatedly. Busan office maintains a separate internship system for recruiting locally.

Do all new attorneys execute an employment contract?

Currently, all new attorneys execute employment contracts immediately upon joining the firm. Most of them are aware of the terms of employment when they join the firm, and we inform them of the accurate amount of their wages during the orientation.

02

Respect for Associates

ASSOCIATES' PARTICIPATION

We aim to make a law firm in which all of its members are owners and which fosters happiness in members. In this respect, we call our attorneys as prospective partners. Jipyong guarantees the associates' rights and respects their opinions.

The associates have formed the Associate Community to put forth their opinions on work and management.

MEET THE ASSOCIATE COMMUNITY

By Chang-Wook Min, Associate

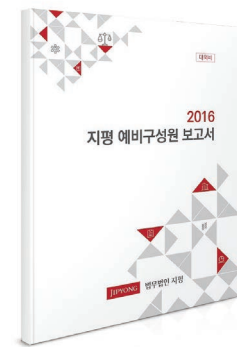


Jipyong Associate Community consists of all associates (including Korean/foreign attorneys, and CPAs, etc.) who work at Jipyong. It was organized on October 1, 2009 to facilitate communication between and for mutual development of partners and associates.

The Associate Community has a board of delegates (an executive board) which consists of the representative, deputy representative and delegates in accordance with its internal operation regulations. The delegates represent Korean attorneys by year when they joined Jipyong, female attorneys, and foreign attorneys, respectively. The Associate Community elects the representative and other executives, reports and resolves major agenda, etc. for the year at the semiannual meeting. The board of delegates holds monthly meetings to check pending issues.

At the workshop with new members in March 2016, we agreed to publish "2016 Jipyong Associates Report" as one of the major projects for that year. Thereafter, we held small group meetings to pick out the agenda to be included in the report, and resolved to adopt the (draft) executive summary report at the regular meeting in September, and then had biweekly editorial meetings to write the report. Finally, the report was published as a 95-page booklet and distributed to all professionals at Jipyong in January 2017, which covers various issues such as work distribution, cooperation, wage, long-term training program, childcare leave and pro bono activities.

Moreover, the Associate Community makes consistent efforts to communicate with partners. In February 2016, we invited and had a meeting with Mr. Yong-Whan Cho, who had served as Managing Partner of Jipyong for a long time, and had official meetings with the Managing Committee on four occasions thereafter. I hope the Associate Community will continue to serve as a bridge connecting seniors, juniors and other members of Jipyong.



EDUCATION & TRAINING FOR MEMBERS

We believe it is very important for our members to hone their expertise through constant learning and education. We also believe that "consilience" is important in order for them to have wide knowledge in humanities and to widen their overall perspective on law. Furthermore, attorneys should improve their basic skills such as writing, speaking and listening.

In this regard, we organized the Education & Research Committee for the first time for a Korean law firm to provide systematic education and training for our members. In 2016, the members of the Education & Research Committee, which was headed by Ji-Hyung Kim (former Supreme Court Justice) and included Sung-Taek Lim, Gee-Hong Kim, Hee-Jung Shim, Jin Sook Choi, Yoon-Jeong Jang, and Hye-Jung Ryu. Jipyong provides various

learning and education opportunities, which are hosted by the Education & Research Committee.

First, Jipyong provides education opportunities to its members under the program titled "Jipyong Academy" by inviting various speakers from both in and out of Jipyong. We also hold "Friday Seminar" every Friday for new attorneys to help them learn about the overall legal practices in 15 sessions. We also have seminars on various subjects such as "brief commenting seminar" where the Education & Research Committee members intensively review and give comments on legal opinions and briefs prepared by attorneys, "case study seminar" where members review and analyze recent court decisions, "expertise seminar" for each field of legal expertise, and "legal practice seminar" where attorneys learn writing, consultation strategies, presentation techniques and negotiation skills.

2016 Jipyong Academy

Date	Speaker	Lecture Topic
2016-01-20	Dr. Wonchul Jeon (Historian of Central Asian and Northern Peoples)	Chinggis Khan of Koguryo-Balhae
2016-04-20	Sung-Taek Lim, Partner	Syntax
2016-06-15	Sang-Jun Kim, Partner	Lawyers and Negotiation
2016-09-21	Jinhee Kim, Foreign Attorney	In-house Insight
2016-11-16	Jung-Soo Park, Partner	Judge-Friendly Pleading and Brief Writing Skills

2016 Friday Seminar

Date	Speaker	Lecture Topic
2016-04-01	Seong-Jin Bae, Partner	Preservative Measures and Compulsory Execution
2016-04-08	Yully Kang / Seung-Hyeon Lee, Partners	Security and Loan Agreement
2016-04-15	Yung-Moon Kim, Partner	Investigation Procedures and Criminal Proceedings
2016-04-22	Soon-Chul Kwon, Partner	Overview of Insolvency Law
2016-04-29	Seung-Hyuck Im, CPA	Overview of Corporate Accounting and Corporate Taxation System
2016-05-13	Ke-Jun Son, Partner	Overview of Fair Trade Act
2016-05-20	Yeon-Sim Yeo, Partner	Overview of Labor Standards Act (Focusing on Employment and Dismissal)
2016-05-27	Seung-Soo Choi, Partner	Overview of Intellectual Property Rights Law
2016-06-03	Hee-Jung Shim, Partner	Overview of Financial Regulation System
2016-06-10	Sung-Taek Lim, Partner	Overview of Construction & Real Estate Practice
2016-06-17	Seong-Choel Park, Partner	Basic Principles of Administrative Law
2016-06-24	Yoon-Jeong Jang, Partner	Major Issues of the Commercial Act (including Exceptional Cases for Listed Companies)
2016-07-01	Haeng-Gyu Lee / Hee-Suk Chai, Partners	Overview of the Capital Market Act
2016-07-08	Yong-Dae Park, Partner	Operation of Board of Directors and General Meeting of Shareholders of a Stock Company
2016-07-15	Hee-Suk Chai / Jung-Han Yoo, Partners	Overview of Foreign Exchange Transactions Act and Foreign Investment System

LONG-TERM EDUCATION & TRAINING

Although many law firms are curtailing long-term education and training programs including overseas training programs, Jipyong still considers long-term education and training for attorneys as an important education and training opportunity. We have developed and recommend various long-term education and training programs including LL.M. courses at US law schools, and working at Jipyong's overseas offices, foreign law firms, Korean companies and governmental institutions. Korean attorneys who have worked for 4.5+ years (in case of those who served as judge advocates) or 5.5+ years (in case of those who graduated from the Judicial Research and Training Institute or law schools) are qualified to participate in the long-term education and training programs. Five attorneys in 2015 and 2 attorneys in 2016 commenced overseas training programs.

03

Together with Staff

We count on our staff's role in supporting various endeavors, as well as attorneys and other professionals. Jipyong is implementing various systems to protect the rights of staff and to listen to their opinions.

We gather opinions of our staff at the meeting of team leaders or staff operating committee, etc., and make democratic decisions on staff policies. We have a grievance committee to listen to any difficulties the staff may face. SOUL, a staff gathering voluntarily organized by all staff members, plays a key role in solidarity and communication among them. SOUL is a phonetic acronym of the Korean words meaning "communication and resonance".

Jipyong supports various clubs for staff members. There are many clubs including a culture club named "Dagam-Dasa", a flower arrangement club named "Jiwhaja", which is a homonym for people who know flowers and a shout to mark time in accompaniment to singing or dancing, a sign



language club named "Chatter", and a bowling club. However, the level of compensation for Jipyong staff is lower relative to that of other major companies or law firms, and the economic compensation for our staff is still rather insufficient.



MEET SOUL
By Tae-Oh Kim, Assistant Manager of Registration Team

Purpose: Communication and Resonance ("SOUL") is a gathering of all staff members who

work at Jipyong Seoul Office. We focus on making a pleasant working environment, and warm and exciting workplace through communication among members. For smooth communication and harmony among staff members, SOUL has made regulations regarding staffs' time off for family matters, such as funerals and weddings, and consults with the management for improvement of staff welfare.

History: SOUL was established in 2015, and a group of officers are comprised of a chairperson, a manager, an auditor elected at the annual general meeting, and a nominated secretary, who serve SOUL for a term of one year. The officers elected/nominated in 2016 are serving SOUL in its second year.

Activities: SOUL plans and holds various events for the purpose of promoting friendship among members and their welfare. SOUL held 8 meetings in 2015 and 7 meetings in 2016. Its biggest event is the annual meeting and appointment of executives thereat. Additionally, SOUL holds small events to promote friendship among the members such as a culture event titled "SOUL Culture Day", where the members would go see a movie, share rice bar cakes and gifts on holiday seasons, etc.

SOUL will also lead the way this year to make precious meetings with heart-warming moments. SOUL will always be with the members of Jipyong in search for happiness among the small things in daily life.

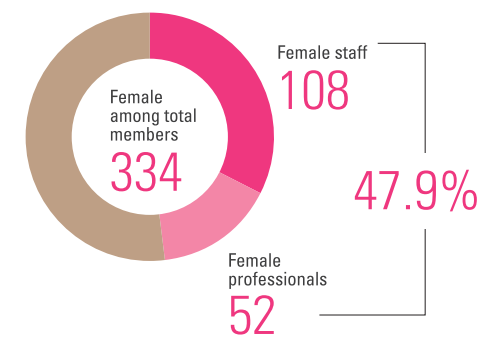
04

No Gender Discrimination

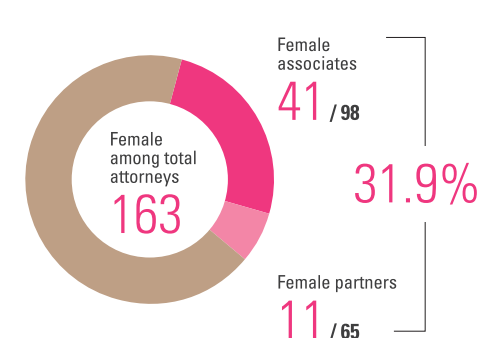
OVERVIEW

Approximately a half of all members at Jipyong are female. The reason for such high proportion is that all of the secretaries are female. Female attorneys account for 31.9% (33.6% at Seoul office alone) of all attorneys at Jipyong, which is higher than the ratio of practicing female lawyers at 23.4% (source: Korean Bar Association, May 4, 2016) and the ratio of female lawyers in 6 major law firms at 22.3% (Source: Money Today article dated April 8, 2017). This results from our efforts to achieve no gender discrimination in recruitment and work, and balance in work and family life. Nevertheless, these figures are not high when compared to the general level in Korean society, and the ratio of female partners is only 16.9%.

Female Ratio in All Members



Female Ratio in All Attorneys



BALANCING WORK AND FAMILY LIFE

Jipyong has many systems to help our members to balance work and family life despite heavy workload. One of them is a policy to allow attorneys, as well as the staff, to take the statutory childcare leave. We even granted leave to a female attorney who was having difficulty with pregnancy. Jipyong's such efforts were highly recognized and Jipyong received the "1st Award for Maintaining Work/Family Life Balance in Legal Professions" from the Korean Bar Association in March 2015. Most of the female staff who give birth take a one-year childcare leave, and they are assigned to

their prior position/duties upon their return from the childcare leave.

However, female attorneys do not ordinarily take the childcare leave or take it up to three months at the most. It has been also pointed out that female attorneys are rarely able to benefit from the reduced or flexible working hours during pregnancy. The 3-day maternity leave for male spouses is granted to male attorneys or staff whose wives have given birth.

Current Status of Childcare/Maternity Leave at Jipyong

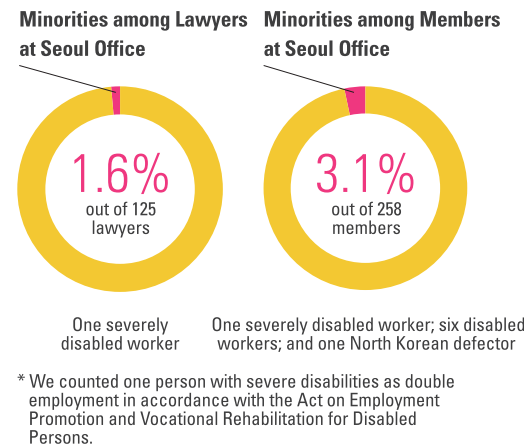
Maternity/Childcare Leave in 2016	Attorneys	Total of 7 cases Maternity leave only: 2 cases Both maternity and childcare leave: 5 cases
	Staff	Total of 13 cases Maternity leave only: 2 cases Both maternity and childcare leave: 11 cases
Period of Childcare Leave (including maternity leave) for the Last 5 Years	Attorneys	Average 5 months and 10 days
	Staff	Average 1 year and 4 days
Maternity (Childcare) Leave for Male Spouses in 2016		Total of 3 cases (3-day maternity leave for male spouses)
Installation/Status of (Statutory) Nursery Facilities		N/A
Implementation related to Childbirth		<ul style="list-style-type: none"> • Two-work hour reduction for staff in the first 12 weeks or 36+ weeks of pregnancy (6 cases) • Reduced and flexible work hours for staff (2 cases) • Substitute worker supply procedures upon pregnancy and child-birth (childcare) <ol style="list-style-type: none"> 1. Replacement of required workforce by adjusting the timing of return of the staff on leave 2. A new employee is recruited if it is difficult to find replacement among staff on leave. (If recruitment is required, a regular staff or a temporary worker will be employed until the staff returns to work after leave, and it is then determined whether the temporary worker will become a regular staff.) 3. If it is difficult to find replacement, the existing staff will be designated to perform the duties of the staff who have taken leave. (Additional allowance will be paid to the staff who shares or additionally performs the duties of the staff who have taken leave of absence for a long term of 1+ months.) • No disadvantage upon the staff who have taken maternity/childcare leave in performance evaluation (for eligibility for overseas education and training or promotion).

05

Together with Minorities

We make efforts to employ minorities. While the mandatory employment ratio of the disabled workers for private enterprises was 2.7% in 2016, Jipyong achieved 3.1% at its Seoul office. However, the same ratio falls down to 2.4% when all of its overseas offices are included.

We have a visually impaired US lawyer. He is the first totally blind person to work at a law firm in Korea. We have also made efforts to employ North Korean defectors and we have one working as a staff at our litigation team at the moment.



Sign Language Club "Chatter"

Jipyong has a sign language club named "Chatter", where lawyers and staff gather at lunch time every Tuesday to learn sign language. It is very difficult to master a totally new language. Nevertheless, Chatter members are trying hard to learn the sign language to better understand the hearing-impaired.



Use of Braille Business Cards

Jipyong makes braille business cards for its members. It shows the will to communicate with social minorities, and a small gesture on the part of our members who believe the law has to be a bastion for the minorities in society.



HOW I JOINED JIPYONG

By Jin Jung, Foreign Attorney (US)



I used to have low vision impairment and could not study without a magnifying glass. My vision began to deteriorate even more after I was admitted to Georgetown University Law Center. I returned to Korea to prepare myself against total blindness. I practiced using screen reading software and walking stick as I worked as an intern at a public service institution. And then I began internship at Jipyong after I got accustomed to using such tools. I realized during the process that I should work toward breaking down the barriers in our society by daring to join competitive areas which had never before been attempted by the disabled.

While I was working in the US after being admitted to the bar there, I had the opportunity to do a job interview with Jipyong. We were both aware that I could do the job and it was open to possibilities because of my previous internship with

Jipyong. There were certain to be some difficulties, but I took up the challenge, believing that we would be able to find the way if we tried together.

It has been a year and a half since I joined Jipyong, and there is an endless stream of problems waiting to be solved, but we manage to find the solution somehow for every new situation. For instance, my assistant inserts my initial at the beginning and end of the parts I need to review, such as revisions or capitalized words in the documents. We have to struggle to come up with creative ideas, which do not necessarily require expense or time. The reason why Jipyong and I can work together is because of consensus that there is value in my overcoming the difficulties and doing the job at Jipyong.

RECRUITING NORTH KOREAN DEFECTORS

By Chun-Mi Chon, Department Manager of HR & General Affairs Team



Our firm encourages recruiting the socially underprivileged people in line with the "People First" value among our Vision and Values, and we try to recruit the disabled people in proportion to the number of personnel. We also employ North Korean defectors and I would like to introduce a well-adjusted success case of 3 years.

When we first planned to recruit North Korean defectors, we had various concerns such as whether they would be able to blend in, how to reconcile the cultural differences and so on. We

were most concerned about whether they can adapt to work. In fact, we underwent some trials and errors in trying to recruit North Korean defectors. The first defector recruited worked as a secretary, but was uncomfortable with all the extra attention and most of all failed to handle the work, and resigned before the first 3 months were up. We were afraid we might have hurt her, and tried to identify and solve the problems.

Then another defector joined the Litigation Affairs Team, and she handled her work better than anyone despite being the only female in the team. She not only excels in her work but is exemplary in her participation in community service activities arranged by the firm. She even received the outstanding employee award twice in 3 years she has been with the firm. It was made possible through unbreakable will of the management to recruit North Korean defectors, the ceaseless efforts of the defector herself, and the unprejudiced view of all members of the firm.