

Award	Firm	Originality	Rationale	Impact	Total innovation score	Comment
Commended	Ashurst	5	7	7	19	A new innovation system, which includes a competition, "innovation IQ test", external collaborations and a series of training and events, has engaged three-quarters of the firm in less than a year and seen more than 30 new ideas implemented.
Commended	CMS	6	6	6	18	Building on an established sector approach and network of local firms, the firm is connecting leading UK and Chinese Universities to help them expand and collaborate, while building the firm's industry profile and practice in the region.
Highly Commended	Nishith Desai Associates	8	8	6	22	Replaced "partner" job title with "leader" as part of a move to a leadership model where lawyers take greater responsibility for managing themselves. The model also gives lawyers unlimited leave and no targets.
Highly Commended	Corrs Chambers Westgarth	7	8	6	21	In collaboration with Harvard Business School Organizational Lab, the firm is running a field experiment to collect data under rigorous academic standards on law firm productivity. The data will be publicly available and will contribute to industry understanding of how legal work is allocated and resourced.
Highly Commended	Linklaters	6	7	7	20	Working with start-up Otonomos to develop a blockchain model for company share ownership and governance. The firm used the opportunity build its network, profile and expertise in the emerging area of technology and finance, doing most of the work pro bono.
Standout	MinterEllison	7	8	8	23	A cultural change programme which translates the firm's innovation strategy into practical steps by getting lawyers and staff to challenge how and where they work on specific tasks. Teams test new ways of working over up to eight weeks before reporting back and refining the ideas. Innovations that have been implemented are changing daily working practices for secretaries and associates, and have measurably both increased client interactions and flexible working at the firm.