

Award	Law firm	Originality	Leadership	Impact	Total	Comment
Standout	Hogan Lovells	8	9	9	26	A robust business transformation programme went through several employee engagement exercises to change the mindsets of staff. It has resulted in the firm diversifying into offering wider consultancy services, the automation of elements of its legal services and wide-scale adoption of legal project management.
Standout	Allen & Overy	9	8	8	25	A grassroots approach to improving the way the firm uses IT has led to the creation of i2, a team of technologists who help junior staff see their ideas through to fruition. Ideas are voted on by a "people's panel" to ensure they get a fair hearing.
Standout	Linklaters	8	8	8	24	The firm offered more than 5,000 staff the chance to contribute ideas to the future direction of the firm. The engagement exercise also involved 130 clients and alumni. One suggestion was to move away from using financial metrics to measure partner performance.
Standout	Cuatrecasas	8	8	8	24	A consultation exercise to implement the firm's strategic plan involved 160 people divided into nine different multidisciplinary teams who worked on various projects connected with the firm's strategic goals.
Highly Commended	NautaDutilh	9	8	6	23	The firm's "innovation funnel" develops a five-stage process to structure how the firm takes the ideas from its staff and turns them into workable innovations.
Highly Commended	DLA Piper	8	7	8	23	A "CEO challenge" was put to more than 6,000 staff, based around a single question of what the firm could do better. It engaged 2,755 staff and resulted in 25 active projects.
Highly Commended	CMS	7	9	7	23	The merger of three UK law firms has taken the best strategic elements of each firm to adopt agile working, generous maternity policies and advanced technologies.
Highly Commended	VdA	6	8	8	22	Continued innovation has helped the firm emerge as the largest in Portugal by turnover. It has improved its idea management systems and honed its focus on the industrial sectors.
Highly Commended	Roberts Jackson	7	8	7	22	The firm, which is based in Cheshire in the UK and specialises in industrial disease claims, is attempting to monitor and improve customers' experience by using Net Promoter Score ratings throughout the litigation process.
Highly Commended	Ontier	8	7	7	22	Growing from a two-office Spanish operation in 2008 to become an international network with 21 offices in 14 jurisdictions, the firm has pursued an unusual strategy that has involved it acquiring majority stakes in leading national law firms to bring them under a single neutral brand of Ontier.
Highly Commended	Matheson	8	7	6	21	The firm has marshalled its innovation activities and sought to capture its best practice under the brand Smart@Matheson, which has helped galvanise its efforts in employee engagement.
Commended	Wiggin	6	7	7	20	To cement its position as a leading media law firm, it continues to diversify. Initiatives include the launch of a service to help producers source finance for production and distribution, and an alliance with Reviewed & Cleared to streamline delivery of pre-publication and pre-broadcast advice.
Commended	DWF	7	7	6	20	The firm has sought to incentivise, increase and track its people's involvement in corporate social responsibility activities.
Commended	Ashurst	6	6	8	20	The firm's innovation exchange is an online resource to provide employees with a platform to demonstrate their entrepreneurialism and contribute to the development of ways to improve client satisfaction.
Commended	Gómez-Acebo & Pombo	6	7	6	19	The firm is moving away from being organised in legal practice areas towards multidisciplinary teams concentrating on specific industrial sectors, as it works more closely with clients through its InBEnta platform to create new products.