

Sector	Company	Lawyers worldwide	Innovation	Originality	Business alignment	Value creation	Impact	Total	Description
Government services	The Belgian Post	14	Track record of constant innovation	8	10	8	8	34	Taking a review in the crisis, the legal team developed a strategy for the business to respond to changing market conditions. Acting more like management consultants, the team is a core business partner to Belgian Post
Mining	Rio Tinto, UK	100	Outsourcing legal work to India	8	7	9	8	32	Radical programme of outsourcing low value work to Indian provider CPA Global has resulted in immediate savings of over \$1m (€680m) and upskilling of the internal legal team
Banking	Gatehouse Bank	2	Leading the development of Islamic finance	7	7	7	8	29	The legal department has been responsible for specific innovations such as a generic sukuk platform but also drives new lines of business such as in-house sharia scholars
Telecoms	Colt Telecom	45	Transforming the legal team	6	8	8	7	29	Colt legal is now embedded in the business and able to demonstrate measurable value such as €12m last year on the regulatory side
Telecoms	BT	475	Suite of measures to ensure the team remains cutting edge	6	7	7	9	29	A team that pushes boundaries from using low cost jurisdictions and on-line auctions to streamline processes to top level advice on deals worth £1.5bn (€1.6bn) last year
Consumer	Nestlé	250	Suite of responses to the recession to ensure business success	7	7	8	6	28	Pro-active management of costs alongside competency centres and using intellectual property for competitive advantage keeps the team ahead on the innovation curve
Energy	Eni	264	Organisational and cultural change of the legal department	8	7	6	7	28	In a large-scale transformation, Eni's legal function is now more specialised and external client facing. Its greater alignment with the business ensures better risk management
Utilities	National Grid	85	Vision project: the 21st-century legal department	6	7	7	7	27	A constantly evolving legal team that has responded to the recession and new company objectives with speed, efficiency and imagination
Pharmaceuticals	Novartis	230	Active approach to learning the lessons of the crisis	6	7	7	6	26	General counsel Thomas Werlen has modified the contracts of Novartis employees to include a "clawback" provision for bonuses and long-term targets to ensure ethical behaviours
Automotive	Mercedes Benz	150	The three-pointed star secondment programme	7	6	7	5	25	A 360-degree approach to secondees that has generated £2.3m of bottom line value
Banking	Bankinter	65	Going back to basics: steering the bank through the credit crisis and beyond	7	6	6	6	25	Under general counsel Iñigo Guerra, the bank set up a panel of independent lawyers to deal with claims arising from the credit crisis to ensure legal and ethical resolution. Mr Guerra is now partly responsible for driving change to commercial processes intended to reduce risk and be more attuned to a changed financial services marketplace