

Company	Sector	Lawyers	Innovation	Originality	Business alignment	Value creation	Impact	Total	Description
Nokia	Telecoms	160	Reorganisation transforms legal team into a profit generator	8	8	8	8	32	Restructured itself to incorporate intellectual property and legal services into a single global entity designed for flexibility, but remaining integrated within the business. Implemented sophisticated legal procurement to improve efficiency and develop closer relationships with external firms.
Yahoo Europe, Middle East and Africa team	Internet	35	"Super-team" concept	8	7	8	7	30	A new management approach was developed, encouraging the company's lawyers to take an unusually autonomous approach. With leadership defining key strategic aims, team members are asked to invent the ways in which the strategy will be implemented.
Banif Investment Bank	Banking	6	Legal team promoting innovation	8	7	8	6	29	A restructured legal team has transformed the way it works, cutting external legal bills by 27 per cent and helping to structure the largest investment fund to date in Portugal. Every lawyer also has to devise a new financial product each month, with more than a quarter successfully adopted and sold by the bank.
Royal Bank of Scotland	Banking	550	Binding in-house team to key strategic objectives	7	8	7	7	29	With the bank aiming to return to private hands by 2015, the legal team is aligned to the overall strategy rather than to individual business units. Implemented an "eAuctions" system to cut the cost of external lawyers radically, and implemented a global talent programme focusing on risk management and leadership.
GE oil and gas litigation team	Conglomerate	4	Early resolution of commercial disputes	7	7	7	6	27	Pioneered the use of an online tool to resolve smaller disputes at an early stage, quickly and cost effectively. Uses this analysis to make key strategic decisions, with significant cost savings.
Syngenta	Agriculture	250	Using advanced information technology	8	6	7	6	27	Career tracking and planning tool focuses a comprehensive viewpoint on every individual's skills, preferences and experience, enabling more nuanced human resource planning and better career development. Team also led on developing "Simplify", an intellectual-property rights tracking system focusing on the make-up of products.
Guardian News and Media	Media	6	Focusing on high-value work	6	7	7	6	26	When the legal function's remit expanded to cover the entire media group, it needed to focus on high-value work. To do this, it developed "Project Bronze", through which law firms agree a fixed fee for low-value contract work and deal directly with the business people, leaving the in-house team to concentrate on strategic business advice.
Save the Children International	Charities	4	Legal-led restructuring	6	6	7	7	26	The restructuring of the charity from an affiliation of 14 different bodies into a more centralised model was partly devised and entirely implemented by the in-house legal team. A key issue was getting external professional service firms to bid for a chance to help with the work on a pro bono basis.
Eon UK	Energy	21	Building deeper relationships with external lawyers	7	6	6	6	25	The "Future Engage Deliver" programme is a set of unusually open-ended conversations that build deeper relationships, incorporating external firms as genuine partners. The legal team has also expanded its use of specialist legal procurement professionals to drive value for money.
Deutsche Bank leveraged-debt capital markets team	Banking	6	Putting in-house team "in the minds of the bankers"	6	6	6	6	24	A highly integrated team works to add value to the broader business. It maintains its own database, developed internally, to keep track of products and terms, and to help advise on new business proposals, and is heavily involved in crisis and risk management, including advising on reputational risk.
Nationwide Building Society	Building Society	33	Taking inspiration from Toyota to drive efficiency	6	7	6	5	24	Implementing a lean process review has allowed the team to ensure its lawyers spend more of their time on the highest-value work. The team aims to equip all lawyers to be business leaders through its home-grown "Training Academy".
Schroders	Banking	40	Fully integrated legal team	5	7	6	6	24	The team is highly integrated and laterally connected, with lawyers attending all senior management meetings. It has hired dedicated compliance professionals and developed a suite of proactive training programmes to prepare the bank for a raft of new regulations.
Aegis	Marketing	16	Using technology to help the business in the new risk environment	6	6	5	6	23	Taking a forward-looking approach to risk management, the legal team designed and implemented a regulatory intranet site and online compliance training system, enabling commercial teams to become more knowledgeable when advising their clients, and preparing the business for the UK Bribery Act.
CMC Markets	Finance	10	Keeping innovative offerings compliant	7	6	5	5	23	The company is developing online community platforms for customers, designed to share trading ideas, with the in-house legal team taking responsibility for ensuring the platform remains compliant with financial regulations, involving a mix of privacy, defamation and ecommerce issues.
Henderson	Finance	12	Using mergers and acquisitions to help motivate staff	5	6	5	7	23	Faced with the challenge of the group's acquisitions of Gartmore and New Star Asset Management, the legal team took the opportunity to help motivate and develop staff by resourcing much of the most complex work internally.
Three	Telecoms	17	End-to-end commercial accountability	5	6	6	6	23	The legal, commercial and regulatory team is structured to have an extensive commercial accountability, and has led on numerous high-profile projects, including the recent network integration deal between Orange and T-Mobile.