

| Award            | Law firm                         | Total Innovation Score | Originality | Rationale | Impact | Description   |
|------------------|----------------------------------|------------------------|-------------|-----------|--------|---|
| Standout         | Hogan Lovells                    | 25                     | 8           | 9         | 8      | Developed a new leadership training model, designed to change mindsets and behaviour, in association with the Saïd Business School at the University of Oxford. The experiential programme includes modules on neuroscience and mindfulness, theatre and archetypes. The firm has also sought to introduce a "thinking environment" approach, developed by coach Nancy Kline, to support emerging leaders and encourage all staff. Graduates of the programme are asked to nurture new entrants. The firm says the results are already being demonstrated, with better collaboration across offices and practice areas, and ultimately a better experience for clients. |
| Standout         | Lewis Silkin                     | 24                     | 8           | 8         | 8      | The firm's "Rockhopper" service enables experienced employment lawyers to work remotely and part-time for clients which on occasion can be at 50 per cent of the usual cost. The service mainly covers routine matters.   |
| Standout         | Linklaters                       | 24                     | 8           | 8         | 8      | Using crowdsourcing over a 72-hour period, which provided it with robust internal consultation, the firm improved its lawyers' work-life balance by devising ideas such as sabbaticals after three and six years of service.  |
| Standout         | Bird & Bird                      | 23                     | 8           | 8         | 7      | Tapped into an underused resource and trained its personal assistants to take on client relationship management. The programme is now expanding to other functions.   |
| Highly commended | Addleshaw Goddard                | 22                     | 7           | 8         | 7      | Set up a practical and varied two-week placement programme to help lawyers re-enter the legal profession after having children.   |
| Highly commended | Arthur Cox                       | 22                     | 8           | 8         | 6      | Introduced a shared parental leave policy, allowing fathers to take part of the 26 legislated weeks of maternity leave if mothers return to work earlier with full pay.   |
| Highly commended | Ashurst                          | 22                     | 7           | 8         | 7      | In a move to remove gender and other kinds of bias in the distribution of work to associates, the firm introduced a system that provides an equal platform for career development.  |
| Highly commended | CMS/The InterLaw Diversity Forum | 22                     | 8           | 7         | 7      | Two initiatives from CMS and the InterLaw Diversity Forum, a body of LGBT networks, are pushing the diversity agenda forward. They include a photography exhibition (supported by the FT) and best-practice diversity advice for professional service firms.  |
| Highly commended | Linklaters                       | 22                     | 7           | 8         | 7      | A structured approach to work allocation with dedicated resource managers and customised software is helping the firm provide fair opportunities to associates.   |
| Highly commended | Pinsent Masons                   | 22                     | 6           | 8         | 8      | The firm has improved gender diversity at partner and management level through shared parental leave policies, fixed-term management positions and insisting recruiters give gender-balanced lists.   |
| Commended        | CMS                              | 21                     | 7           | 7         | 7      | Changed the physical space and way in which technology is used by lawyers and visiting clients in the firm's new offices in London.   |
| Commended        | DWF                              | 21                     | 7           | 7         | 7      | Initiatives to support staff in their parental leave meant DWF was the only law firm ranked in the top 10 of the 2015 Top Employers for Working Families survey.  |
| Commended        | Hogan Lovells                    | 21                     | 7           | 8         | 6      | BaSE is a training programme for entry-level lawyers to build their commercial skills through advising social entrepreneurs and small and medium-sized enterprises.   |
| Commended        | Linklaters                       | 21                     | 6           | 8         | 7      | A multifaceted programme won the firm attention as one of only 11 UK government-recognised Social Mobility Business Compact "champions".  |
| Commended        | Matheson                         | 21                     | 7           | 7         | 7      | Two highly inclusive training programmes are increasing collaboration in the firm.  |
| Commended        | VdA                              | 21                     | 7           | 8         | 6      | Developed a unique statistics-based research approach to determine whether gender is a predictor of lawyers' potential performance in the firm and concluded that it was not.   |