

Award	In-house legal teams	Originality	Leadership	Impact	Total innovation score	Comment
Standout	Mondelēz International	9	7	8	24	The Virtual Village is a customised sharing platform to facilitate communication, training and knowledge-sharing, which ensures lawyers are globally connected and not working in silos.
Highly Commended	Aon	7	8	8	23	In a rigorous and collaborative approach to redesigning processes with external law firms, the team conducts Lean Six Sigma training workshops with external counsel, learning skills to help them map time and billing processes together, resulting in significant cost reductions.
Highly Commended	BMO Financial	8	8	7	23	Launched an annual law firm summit to align external and internal legal counsel with the customer experience and improve understanding of the business's strategic objectives. The initiative has resulted in greater spend predictability, efficiency and consistency in advice.
Highly Commended	3M	7	8	7	22	Introducing several operational initiatives, including a dedicated patent docket, global automation processes and discovery management teams, has enabled the 3M legal team to continually deliver value to the company, despite its budget being flat for the past four years.
Commended	Walmart	7	7	7	21	A new legal management dashboard built on Tableau data visualisation software has significantly improved the team's ability to manage workflow. The dashboard has brought enhanced decision-making capabilities that are changing the way lawyers work and interact with the business.
Commended	BMO Financial	6	8	6	20	Established an employee-led diversity council, the first for a corporate function at the bank, to ensure BMO's recruitment policies include minorities and persons with disabilities, enhance gender equality and offer employees professional development opportunities.
Commended	Bloomberg	6	7	7	20	Transformed from a function where most work was outsourced to one involving a team of 170 professionals in seven jurisdictions. The team is capable of handling a majority of the company's complex transactions and regulatory filings in-house.