

Firm	Award level	Innovation	Originality	Rationale	Impact	Total	Description
Irwin Mitchell	Stand-out	Comprehensive business strategy	8	8	7	23	A suite of initiatives makes this one of the most ground-breaking, best-known law firms in the UK. One of its latest initiatives was partnering with the Daily Telegraph newspaper to provide readers with immediate legal advice.
Bevan Brittan	Stand-out	Public services strategy	7	8	7	22	A strategic review returned the firm to focusing on its strengths. Implementation of the strategy has led to considerable improvement in its fortunes.
Axiom	Stand-out	Creating a new category of legal provider	7	7	7	21	Building on its unusual structure, Axiom purchased a disclosure company in 2010, which added 100 lawyers to the firm and enables it to offer savings to clients. Axiom enjoys growth of 30 per cent a year.
Portolano Colella Cavallo	Stand-out	Acting as a business	6	8	7	21	Improved its management functions by hiring a C-level suite of executives and managing through a committee. The result of various initiatives has been a 65 per cent increase in revenue since 2008.
Wiggin	Stand-out	Media focus	8	7	6	21	Concentrating on media clients, the firm engages Generation Y and women, and has developed new partnering models with its clients.
Addleshaw Goddard	Highly Commended	Alternative pricing model	7	7	6	20	With the help of Cranfield School of Management, the firm is pioneering pricing models.
Ashurst	Highly Commended	Ashurst committee	6	7	7	20	A body set up to change working practices, it is currently looking at work / life balance and communications. Workshops make the process mutual and interactive.
Cuatrecasas, Gonçalves Pereira	Highly Commended	Responding to Generation Y	7	6	7	20	An analytical approach to generations and their different values informs the firm's management approach.
Freshfields Bruckhaus Deringer	Highly Commended	Gender equality	7	7	6	20	Tackles gender inequality within the firm through initiatives such as coaching, networking and role models.
Kromann Reumert	Highly Commended	Sales training for associates	8	7	5	20	An unusual tack for a law firm to take – tackling lawyers' inherent resistance to sales and marketing.
Linklaters	Highly Commended	Measuring success differently	7	7	6	20	Breaking away from only measuring its performance against financials, the firm has set a new bar in assessing the performance of its people and itself as a business.
Allen & Overy	Highly Commended	"Advanced" organising principle	7	7	5	19	Developed a strategic principle to guide its activities, centred on being the most "advanced" law firm.
Baker & McKenzie	Highly Commended	People strategy	6	6	7	19	Using open dialogue with staff to meet the challenges of the recession and transform them into opportunities to develop human resources.
Cuatrecasas, Gonçalves Pereira	Highly Commended	Gender equality	6	7	6	19	Two partners have been asked to examine working practices in the firm with a suite of technological and flexible working policies.
Eversheds	Highly Commended	Shadow senior management team	6	7	6	19	A team of associates and business professionals shadows the executive committee to get them more involved in the business.
Hogan Lovells	Highly Commended	Integrated people development function	6	7	6	19	Developing a new people strategy to support new partners and develop existing ones.
Kemp Little	Highly Commended	Technology strategy	6	7	6	19	Strong strategic focus on technology and related work such as intellectual property.
LABLAW	Highly Commended	Italian employment law boutique	6	7	6	19	Instituted operational innovations such as a 24-hour helpline.
Boyes Turner	Commended	Becoming Thames Valley's dominant firm	6	6	6	18	A focus on establishing new practices such as an industrial disease team has kept the firm at the top of the region.
Garrigues	Commended	Remuneration best practices in Spain	6	6	6	18	Developed a human resources consultancy that integrates different disciplines.
Jones Day	Commended	Compensation and governance system	5	7	6	18	Compensation system based on qualitative appraisals rather than financials. Heavily dependent on the managing-partner system of governance.
Kyllingstad Kleveland Advokatfirma	Commended	Focused law firm in the oil and gas industry	6	6	6	18	Integrated approach to deliver legal services to an industry, which has yielded high financial returns since its launch in 2007 and through the downturn.
Linklaters	Commended	Forging relationships	6	6	6	18	From graduate trainees to staff, the firm set out to change its engagement and empower each of these groups.
Noerr	Commended	Attracting Generation Y	6	6	6	18	A comprehensive engagement exercise to position the firm as the employer of choice.
TLT Solicitors	Commended	"Aspire" programme	6	6	6	18	Leadership development for associates that encourages skills such as marketing and sales.
Tuca Zbarcea & Asociatii	Commended	Generation Y focus	6	6	6	18	A suite of measures to enfranchise and motivate associates.
Wragge & Co	Commended	Communications strategy	7	6	5	18	Using pictures and story-telling techniques to communicate the firm's corporate strategy.