

In-house lawyers ■ Stand-out ■ Highly commended ■ Commended

Sector	Rank score	Company	No. of lawyers	Comment
News, information services	13	Reuters	28 globally; 12 in Europe	Recommended for being a streamlined team which fields “whole business lawyers”. It adds value by helping the company achieve its journalistic aims and generating new products. Recently, the emphasis has been on simplifying processes such as cutting down standard contracts from 30 pages to two. The legal team participates in Reuters’ overall innovation programme. It campaigns on behalf of journalists in trouble.
Logistics	12	De Post - La Poste	16, all in Europe	Turned the legal department of a state-run behemoth into a nimble source of innovation within the company. Hired top-quality lawyers and ran the legal department as a business unit. The process was not just about cutting litigation spending. It also included coming up with business ideas such as the commercial agency structure throughout Belgium for the launch of post shops.
Diversified manufacturing, industrial	11	GE	1,200 globally; 250 in Europe	The concept of creating a top in-house law firm by hiring partner-level people is being adopted through the European businesses. GE lawyers are expected to be leaders, adding value to the bottom line and also creating commercial revenue. It has advanced IT systems and actively uses technology products to deliver know-how and enable the implementation of GE’s overall business strategy.
Diversified manufacturing	11	Tyco (EMEA)	14, all in Europe	Tyco’s legal department disposed of 250 external firms in favour of Eversheds, using the firm to plug the gaps in a unique model. Lawyers are hired for both organisations to the same job and personal specifications. Each year, the legal team asks for feedback from the business on its performance. The team is measured against contract cycle times, business wins and losses and the accuracy of predicted costs. Tyco lawyers receive training in financial, sales, research and development and marketing, and must make systematic visits around the business.
Domestic appliance manufacturing	10	Dyson	Five in intellectual property and three in legal - all in Europe	Dyson’s IP lawyers are hugely recommended by external lawyers for their “extraordinary” engagement in the business, which generates significant cost savings. The rest of the legal team also actively add value to advertising teams by being involved at the design stage, allowing advertisements to be as edgy as legally possible. Legal department both improves and protects the company’s products.
Electrical, electronic products	10	Philips	160 globally; 90 in Europe	A centralised legal function which devises business models to extract income from technology, know-how or even patents which would otherwise have been lost. Each lawyer has to agree to support a key initiative in a centrally agreed global strategy. A carousel system ensures that lawyers rotate around the company every two to three years so they can really contribute to the business.
Utility	8	National Grid	75 - all in Europe	National Grid’s legal team understands the business so well that its outside lawyers commend it for the way it trains them. They are all-round innovators, with imaginative and advanced HR, IT and CSR programmes. The company also encourages lawyers to move into non-legal roles in the business.
Investment bank	7	Goldman Sachs	80 - all in Europe	A top of the range legal team that is recommended for its approach to diversity and its “grown-up” ability to manage relationships with external law firms outside the panel system favoured by many other banks. It also has an advanced programme of training for lawyers internally. The legal department is well aligned with the business.
Foods	7	Nestlé	179 globally, 60 in Europe	The team has been going through a period of restructuring which has seen it slim down, set up competency centres and take sophisticated control of legal spend, both internal and external. Legal spend is now at 0.01 per cent of Nestlé’s net proceeds of sale. It has also pioneered bespoke tools with an external law firm to streamline due diligence processes in M&A transactions which complement the businesses’ own mapping tools.
Supermarket retailing	6	Asda	Six - all in Europe	The legal team has simplified documents wherever possible. It is very close to the business, with team members receiving the same training as business employees. New joiners meet 25 key business people for 30 minute chats when they arrive. Recent work has included reducing in-store accidents and achieving a seven-figure reduction in the company’s insurance premium.
Bank	5	Barclays (including Barclays Capital)	450 globally, 365 in Europe (including Barclays Capital)	A commendation for Barclays in-house team and that of its investment banking arm, Barclays Capital. The latter has instituted a comprehensive training programme for its lawyers which seeks to nurture their commercial skills. Barclays’ team is recommended for its work on diversity issues, seen by nominators to be putting the issue on to commercial law firms’ agendas.
Mobile telecommunications	4	3	11 - all in Europe	The legal team has a close relationship with the business, using the law to further the business, educating the business about law and being involved in deals from the start. It is commended for its role in an outsourcing deal with Ericsson.
Bank	3	HSBC	750 globally, 250 in Europe	The legal team has significant non-legal experience and is about to be headed by an accountant in the role of chief operating officer. It has an insightful view of the business. A simplification of documents is ongoing and a global framework for risk management forthcoming.
Consultancy	2	Accenture	493 globally; 208 in Europe	A cost-effective legal team that focuses on adding commercial value through, for example, sitting with the commercial consultants to work out the nuts and bolts of major outsourcing deals. Advanced circular training between external lawyers and the internal legal team ensures a consistent legal product.
Vehicle manufacturing	1	Daimler - Chrysler	232 globally, 95 in Europe	Gerd Becht took over the legal department in 2006 with the aim to radically restructure it along the lines of a modern law firm. Lawyers work in practice areas and report to Mr Becht centrally, which ensures “better budgeting and management” of their resources. The team comes in early on transactions and gives a realistic legal view. The performance of the legal department is measured by the time taken for deals to be finalised.