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COLOMBIA TEAMS |
2019

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GC POWERLIST Colombia Teams 2019



David Burgess, Publishing director, *The Legal 500* series

For over 30 years, *The Legal 500* has been analysing the capabilities of law firms across the world. In this series, *The Legal 500*, in collaboration with *Legal Business*, *GC Magazine* and *The In-house Lawyer*, is turning its attention to the in-house function, and recognising those corporate counsel who are driving the legal business forward.

The *GC Powerlist* is a series of publications, highlighting the most influential in-house lawyers and legal teams in business today. I would like to express my personal thanks to our sponsor Baker McKenzie for supporting this publication. A special mention must also go to the in-house lawyers that took time to speak to us throughout the process, as well as to the research team that worked on this *GC Powerlist* publication.



Peter Tweedley, Senior research analyst, *GC Powerlist* series

Now in its fourth edition, in this year's *GC Powerlist: Colombia* we are showcasing the highest achieving legal teams that are transforming the market and making themselves indispensable within their organisations. Emerging from the research are a number of trends with the overall message that despite Colombia's mixed economic fortunes in recent years, the in-house legal industry is thriving.

In addition to the strong focus amongst legal teams to utilise technology to drive efficiencies, there is an emphasis on further integration in the business contributing to positive shifts in internal perception. Another theme is the regional scope of many legal teams within Colombia. While this publication covers the in-house legal market within the country it would be remiss to not address the international scope of the teams included and their multi-jurisdictional expertise. Furthermore, there continues to be an increase in the number of women in senior in-house legal positions, matching the trend seen across Latin America.

The development of these successful trends within the in-house legal market is partly a response to the recent economic turbulence within Colombia. The economic indicators have had an effect on Colombian law with in-house teams having to adjust policies and protocols to react to new legislation such as changes to the corporate tax rate and VAT. Other legal developments such as new environmental regulations and the peace treaty renegotiations have also impacted the legal business of Colombian companies and will continue to do so as plans for the future materialise further.

The legal teams selected in this list have demonstrated exceptional ability in handling all these challenges and excel in the Colombian market. They are innovators and examples of the best quality that the Colombian in-house market has to offer. It is our pleasure at *The Legal 500* to recognise their abilities.

CONTENTS

Sponsor message:

Baker Mckenzie	4		
Commercial and professional services	6	Industrials and real estate	54
Consumer products	11	Information technology	59
Energy and utilities	15	Materials and mining	62
Financials	24	Public sector	63
Food, beverage and tobacco	36	Sports and media	64
Healthcare	45	Telecommunication services	66
Hotels, restaurants and leisure	52	Transport and infrastructure	68
		Index	71

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In 2019, Colombia has proved itself as a sustainable investment destination. After a year in office, President Iván Duque has achieved some wins in the economic sphere and now is seeking to maintain investor confidence for long-term growth.

Experts agree that despite the economic slowdown during Q1, there are good reasons to believe that by the end of 2019, Colombia will reach the projected 3.5% increase in its GDP. That figure alone shows significant growth, compared to the 1.1% expected for South America by the International Monetary Fund.

Now, Colombia is challenged with ways to remain economically stable in the long run, while the country confronts political polarization in a post-conflict society. As a result of the conflict era, Colombia has learned valuable lessons such as the importance of working internally and with the international community in order to implement treaties and agreements that sustain peace and ensure growth.

The months to come present certain challenges – financing the post-conflict agreements is just one of them, which will require establishing new controls against corruption and fiscal consolidation.

At Baker McKenzie, we are proud to have established a commitment to innovation, revolutionising the traditional approach of the industry to offer services that are more competitive to our clients across different sectors. Our firm has been looking into ways to adopt new technologies, such as artificial intelligence and design methodology, to lead the way in innovative legal services with a focus on business, in Colombia, and around the world.

Another important topic on the Colombian government's current agenda is immigration. How can the country keep pace with economic development, while not being indifferent to the wave of migrants arriving from Venezuela? This recent trend has led to a transformational movement in Colombia and across Latin America, forcing countries throughout the region to take advantage of the benefits of immigration, embrace diversity, and spark debates surrounding people's conceptions of xenophobia and stigmatization.

These conversations are not irrelevant for our firm and our clients, who need to navigate Colombia's business landscape comfortably. It is critical to understand the geopolitical conditions of the country and region, while still being able to secure stable investments in the end. Our lawyers focus on the ability to understand not only the regulatory framework of our clients' industries but the trends that will affect their businesses. We are the new lawyers who are able to prepare clients for the future by responding adequately to upcoming challenges.

At Baker McKenzie, we focus on six key industries: consumer goods and retail; energy, mining and infrastructure; healthcare; industrials, manufacturing and transportation; and technology, media and telecommunications. Our variety of clients encourages us to provide forward-thinking legal advice based on an intimate knowledge of local markets, combined with a global mindset.

Over the past 80 years, we have witnessed the development of the country by helping local companies expand their businesses and multinationals to land their investments in Colombia successfully. Baker McKenzie was a pioneer in the

region, offering clients a longstanding presence in the leading economies in Latin America and a visionary approach.

Our talent is diverse, as is our firm. Baker McKenzie has demonstrated a substantial commitment to diversity and inclusion, being the first law firm to establish aspirational targets for female representation at the partnership and leadership levels. Just recently, Baker McKenzie took another bold step towards gender inclusion by becoming the first law firm to establish a 40-40-20 team by 2025. That means a 40% male, 40% female split, with a flexible distribution for the remaining 20% among partners, senior business professionals, firm committee leadership, and candidate pools for recruitment.

For our talent, we have developed work balance programs such as bAgile, a flexible remote work initiative for both men and woman, available to people across the firm globally.

In our communities, we develop CSR initiatives such as support of the Quiero Estudiar program in Colombia that allows eight students, with outstanding academic performance, who graduate from high school in Colombian Pacific Coast schools, to have access to a career at the Universidad de Los Andes, one of the most prominent academic institutions in the country.

Baker McKenzie's highest commitment is to Colombia and Latin America, whether through cutting-edge legal advice, innovation, diversity and inclusion, or CSR efforts, our firm wants to build and inspire.



Tatiana Garcés Carvajal
Managing Partner
Baker McKenzie

COMMERCIAL AND PROFESSIONAL SERVICES

EFICACIA

Luis Fernando Rueda Latiff, legal manager at Eficacia, leads a legal department which demonstrates excellence on behalf of the professional services company which is focused on brand management and advertising. With 35 years of experience in Colombia and COL\$424bn of operating income, Eficacia is growing its presence in the market and the legal team plays an important role within. The team consists of 17 lawyers with significant experience in corporate and business law, particularly with contracts and in administrative and competition law. Bringing a new approach to legal advice to ultimately increase sales, the team supports all commercial activities of the company, providing efficient legal opinions regarding contracts and new business prospects. The team has recently worked on a new offer of service to the business to support its contractual activities in less time, creating accessible standard contract templates durations. Rueda highlights that this will contribute to their internal clients familiarising themselves *'with [all] contractual obligations, and will reduce discussion periods with counterparties'*. Describing the Eficacia legal team's ethos, Rueda says, *'with assertive and opportune assessment, we add value to our inner clients, managing risks and increasing the company's economic results'*.



PUBLICAR PUBLICIDAD MULTIMEDIA

The legal team of Publicar Publicidad Multimedia, parent company of Publicar & Gurú Group, is composed of six lawyers led by Andrés Pérez Velasco, who is the company legal vice president. The team is in charge of the legal management of the Group in Colombia and in each of the countries where there are operations, encompassing Argentina, Chile, Peru, Ecuador, Panama, El Salvador, Guatemala, Nicaragua, Mexico and Spain. The team is supported by Juan Sebastián Gómez Latorre, who is responsible for legal matters in Colombia, Andrea Sanabria Cancelado who is responsible for Colombian labour matters and Fabián Díaz Hernández who handles corporate matters in Colombia as well as Ecuador, Panama, El Salvador, Guatemala and Nicaragua. Based in Colombia with a regional focus are Agustina Borio – who oversees matters in Argentina – and Cristian Andrés Muñoz Gatica, responsible for legal matters for Chile and Peru. The team also leads the support of external lawyers, which involves relationships with approximately 70 lawyers belonging to the best firms in Latin America. Recently, the company has expanded into Uruguay and the Dominican Republic and divested its company in Brazil adding to its already impressive regional scope. This has required the legal team to make changes in its operations. A measurable strategy was defined to prevent contractual and extra-contractual damages of the entity in order to reduce the number of contingencies of the company. An effective risk management policy was harmonised in the countries with operations oriented to an appropriate judicial management, and a value generation strategy was developed to obtain resources for the company based on contractual renegotiations with partners, suppliers and third parties, while identifying legal, regulatory and tax opportunities to add value to the business. From the implementation of the defined policies, savings of US\$40m have been generated in changes to lower costs as a result of renegotiation processes. A further US\$5m has been generated in value from the opportunities that the regulation offered and that had not been implemented. This has been advanced with the support of internal and external lawyers, along with a judicial management that has allowed the company to have more than 210 judicial decisions in favour of the company in Panama, Nicaragua, El Salvador, Guatemala, Colombia and Ecuador, amounting to US\$18.5m in the last five years. Velasco identifies that, *'in the same way from the advice to the internal operation, we have identified opportunities for improvement that we communicate to all the areas involved, to generate learning and promote corrective actions'*.





SGS

Legal director Diana Daza Vallejos leads the in-house legal team of four lawyers, a contracts assistant and an administrative assistant at the Colombian division of SGS, one of the world's largest professional technical inspection, verification, analysis and certification service companies. Daza has more than 10 years of experience on private and public contract assessments and is in charge of the most sensitive contingencies, corporate and compliance matters for SGS's companies. Edwar Castiblanco, projects lawyer, is in charge of providing legal advice during the execution of the most relevant and long term projects of the companies whilst lawyer Francisco Roa is in charge of draft litigation documents and follow-ups with external counsel. Junior lawyer Katherine Quintero is in charge of following up on labour matters which are completely outsourced, and also supports Daza on corporate matters. Contract assistant Francy Nausa is in charge of following up on the signature of documents and guarantees the accuracy of the contracts files, whilst administrative assistant Sandra Melo supports the legal area with different functioning matters. Since 2012, when the legal department was first created, the company and the area have grown substantially. From being comprised of two companies, 15 consortiums and no more than 10 offices, SGS in Colombia is now made up of six companies, 41 consortiums and 32 offices between field sites and labs. Daza highlights that *'these situations have demanded organic growth within the legal department and also, expertise from the lawyers and specialisation when performing duties'*, adding, *'the legal team can now provide advice, understanding the business itself'*. Demonstrating this comfortably, the legal team recently supported a number of significant company projects including a project concerning two of the largest public private partnerships in Colombia, and another regarding the inspection of the supermarkets scales and fuel pumps granted by the authority that regulates consumer protection as well as many other projects. SGS has, over the years, become a major force within its market in Colombia and this success is owed in no small part to its outstanding legal team.



TELEPERFORMANCE

As a global leader in contact centre and business process outsourcing (BPO) services, Teleperformance has experienced an impressive growth in recent years, and its business in the CGP region (Colombia, Guyana and Peru) is no exception. Based in Colombia, the legal team is led by Fernando Victoria Peña, chief legal and compliance officer for the CGP region, and is supported by corporate legal counsel Camila Restrepo Jaramillo, legal counsel Nathalia Duarte, legal counsel for compliance and privacy Paola Duque Grisales, and legal counsel for contracts and privacy Estefina Arciniegas Carvajal. The team has recently grown by three lawyers to cover the regional growth within the company's BPO offering. A particular strength of the team is its coverage of Guyana. Victoria Peña highlights that *'the legal management in Guyana has been a wonderful experience, as well as challenging, considering that is the only English speaking country based on a common law judicial system in Latin America, where the information centralisation by means of technology has not been implemented for online consultation'*. As a result of the company's BPO industry growth, the legal team has improved and diversified its areas of expertise, expanding its legal knowledge and scope to a wide variety of areas of law. These include IP in technology, lease agreements and infrastructure projects, inter-company agreements, pricing transfers and taxes, regulated industries' contracts, privacy and compliance, insurance, consumer goods, automotive, pharmacy and start-up industries. The team also specialises in contractual relations entered with vendors from different industries such as software and technology, finance, payroll, welfare, procurement, facilities and building works. Diversification has turned the legal team into a group of lawyers that negotiates and drafts international contracts, both regional and global, for clients and vendors located in different countries such as the US, Spain and Latin American countries, in English and Spanish languages, to a value of US\$190m.



CONSUMER PRODUCTS

WILLIS TOWERS WATSON

The in-house legal team at Willis Towers Watson in Colombia has, over the last two years, expertly managed the company's merger and development in the Andean region with the final part this work to be completed by the end of 2019. The legal function at Willis Towers Watson is structured to be a support function for the business acting in an independent manner. For this reason, all colleagues that are part of legal belong to the office of the general counsel (OGC), which is a global office supporting the group on a global basis. Being assistant general counsel for Colombia, Peru and Venezuela as well as CRB co-lead for Latin America, Fabian Moreno is the appointed representative of OGC in those countries he serves. Also, lawyer Camila Portela has been included in the OGC structure as counsel in order to provide support to the mentioned operations with Moreno's guidance and orientation. Additionally, in order to handle the very demanding anti-money laundering (AML) and environmental resources management (ERM) regulatory framework in Colombia, the local business unit has provided an engineering expert in the management of AML and SARO administrative systems and a paralegal supporting the local legal processes. The definition of the strategy and implementation of these processes are part of the legal support that is provided for Colombia. Moreno and Portela also provide assistance in wider matters pertaining to the whole of the Latin America region, such as regulatory obligations for the registration of offices before the different insurance regulators. The team has been responsible for implementing new processes, particularly in the AML area, and updating standards and templates to allow the company to work in more locations and expand across the region. Moreno identifies that, *'in Colombia, AML regulation is very complex and demanding, especially in relation to the Know Your Client (KYC) procedures all supervised entities must have in place. For the last two years the local legal team, with the assistance of the IT department, has developed and implemented an online tool that allows for the collection of the KYC required information to be done directly by the client through a web portal. This is a development that puts Willis Towers Watson at the edge of the local industry, since most of our competitors are only starting to implement such tools. This online tool is live and operational.'*



DISTRIBUIDORA NISSAN – GRUPO VARDÍ

The highly talented in-house legal team of Distribuidora Nissan, is comprised of four lawyers and is led by Catalina Robledo Ramirez who is the legal manager – general counsel. The team has been consolidating, not only its functions, but also the empowerment of each one of its members, which in the words of Ramirez, *'has been reflected in the recognition and respect that the rest of the company shows for each member of the legal team and for their work, and the confidence in the support we give to all the areas of the company, with solutions and alternatives to the different situations they bring to us, looking for support and solutions'*. Each member of the team plays a specific role within the department. Erika Ortiz, senior lawyer has more than 10 years of experience covers the most complex agreements, defines the legal defence strategy, and orchestrates the policies and management of the team. Rafael Saavedra is the senior coordinator of the legal department, with more than seven years of experience in law firms and has been in the team for three years as corporate lawyer. He is currently in charge of all the lawsuits related to corporate law, including criminal law and he also coordinates all the outsourced practitioners hired by the company to represent the interests of Distribuidora Nissan for all kinds of lawsuits. Ortiz and Saavedra are joined by Ana Maria Martinez who is involved with PI and copyright law and Juan Carlos Montejó who supports litigation and private law matters. On the team's development, Ramirez highlights that, *'the ethic and the principles we act with are reflected in the success of the cases and in the effectiveness of the negotiations which are revealed in agreements that give security to the transactions made by the company'*.



GRUPO ÉXITO

The legal team at Grupo Éxito, a major consumer products conglomerate across all of Latin America based and founded in Colombia, has continued to impress peers since being featured in the GC Powerlist: Colombia Teams 2017.

Claudia Echavarría Uribe, general counsel and manager for corporate affairs, leads the exceptional legal team, responsible for the Group's legal business across Latin America, with the company operating in Colombia, Brazil, Uruguay and Argentina.

The team's work contributed to the company's best results of the last five quarters in Colombia, with a revenue growth of 1.3% in the second quarter.

PARQUE ARAUCO COLOMBIA

The in-house legal team of Parque Arauco Colombia is made up of four highly trained and talented lawyers, bringing legal guidance and commercial clarity to one of Colombia's largest retailers. Legal director Tatiana Montealegre is in charge of directing the team and coordinating tasks related to the legal support required by the company for the operation of its shopping centres in Colombia, including producing the relevant legal documents that support each operation. Likewise, the team supports finance and real estate areas in the structuring of new investment alternatives for the company to develop or administrate new shopping centres. Cindy Ruiz, senior lawyer, assists Montealegre in areas of real estate development and new projects, whilst also supporting her in both coordinating the tasks that are assigned in the team and the team's structuring. Ruiz also checks the legal documents that are needed for the operation of the business. Junior lawyers Edgar Gutierrez and Maria Paula Roa produce and revise legal documents for operational purposes that are requested by the various areas of the business. Being the main support to the commercial team, they draw up the contracts in relation to the tenants of Parque Arauco's shopping malls. Legal assistant, Alicia Laurens provides support to all members of the legal team in the managing of documents and a legal archive. Recently, the team has supported the contractual structure of construction and commercialisation of the Parque la Colina shopping centre and supported the company's development and commercialisation of the first premium outlet in Colombia. The team has also carried out the implementation of a new data protection project in the company and provided support to the company's sustainability area in Colombia. Montealegre highlights that the team *'always works in order to be completely reliable for the fulfilment of the objectives of each area, who acquires different commitments and obligations daily based on our documents, legal concepts and our work. That is why despite the volume of work we can handle, we will never choose easy roads, but those that are correct, under the principles of ethics, integrity and diligence.'*



RECKITT BENCKISER COLOMBIA

Reckitt Benckiser (RB) Colombia's highly skilled in-house legal team is led by head of legal and compliance officer Julian Padilla, who is joined by legal trainee David Gaviria. The legal team has and continues to be a key player in the growth of the business, across the cluster comprised of Colombia, Peru, Ecuador and Venezuela. Over the last two years, the legal team has been leading the division of the company in two business units, as part of a major restructuring with the acquisition of Mead Johnson Nutrition. RB's strategy was to create two business units, one for home and hygiene, and one for health. This represents a major impact from all points of view such as the commercial, labour, IP, finance and logistics areas. Teamwork in the legal team has been crucial to this, taking care of multiple countries' legislations, regulations, cultural impact and processes. As a prime example, Colombia was the first market for RB's "Go Live" product, a pioneer model for RB markets around the globe. Padilla highlights that this was *'a great opportunity to evidence RB values in our legal team: responsibility, achievement, partnership and entrepreneurship, providing innovative and winning solutions to deliver great results'*. The team also leads Latin America competition alignment meetings, becoming a useful forum to remain updated and learn from other markets' experience. Padilla has been selected to participate in "Glow Global", a project bringing together a collection of 20 top talents from across RB's legal network. He places great importance in *'ensuring the legal function remains modern and able to work efficiently while delivering high standard services. The main asset that our in-house legal team has, is trust. The business trusts them, and this trust has been gained through hard work and appropriate legal advice in split second decisions'*.



HEALTH ▸ HYGIENE ▸ HOME

ENERGY AND UTILITIES

TOYOTA COLOMBIA

Toyota Colombia possesses a highly experienced and well-regarded in-house legal team adept at the management of the global automotive giant's legal operations in the country. It is particularly skilled in the legal areas related to import-export, multimodal transport, logistics and international sales.

The team expertly manages legal matters regarding multiple vehicle manufacturing plants, service centres, as well as export operations in one of Colombia's largest export markets.

UNILEVER

Professionalism, efficiency and commitment are the main qualities that describe Unilever's Middle Americas legal team. Thanks to the expertise of each one of its lawyers, the team provides a wide range of legal services related to consumer law, antitrust, intellectual property, data privacy, employment law, litigation, corporate law and business integrity, not only for Colombia, where the team is located, but also for Ecuador, Venezuela and Central America. The team is composed of seven lawyers headed by Germán Bacca, who has embedded in his team a culture of fluid communications, awareness of the business and continuous support. During the last two years, Unilever's efforts have been specifically focused on closing important transnational negotiations with the highest standards of quality and legal security. One of the most strategic and challenging achievements faced by the team was the acquisition of different personal and home care businesses from the Latin American company Quila. This merger process required important support from the team in terms of M&A, trademarks, the drafting of manufacturing contracts and the designing of new distribution structures. Many of the new brands acquired are now among the best positioned in the regional market, which has allowed the company to reach unexplored targets and attract new consumers. Another recent initiative in which the team participated was the sale of the Unilever's spreads business to Upfield, which marked a big step in the reshaping and sharpening of the company's portfolio. Bacca identifies that *'one of the most important goals of the team is the implementation of strong internal compliance projects on competition, data privacy, legal marketing and business integrity. It is clear for the company that prevention is the best strategy in order to achieve its goals.'*



CIUDAD LIMPIA BOGOTÁ

Ciudad Limpia's legal department brings expert legal assistance and support to five different corporations, namely, Ciudad Limpia Bogotá, Ciudad Limpia Neiva, Ciudad Limpia del Huila, Ecolimpia and Ecotrans. The legal department is based in Bogotá and comprised of three lawyers and one support staff who are led by legal director Jorge Luis Castro Bernal. Liliana Páez is in charge of commercial and labour matters, and Viviana Ruiz is in charge of administrative law matters, including public bids, and public utilities. In Neiva there is one lawyer, legal assistant Angie Jiménez Moreno, who was recently added to the team. From 2016 to 2018 the department worked on the public bid issued by the Municipality of Bogotá whose purpose was to select five public utilities companies that exclusively, and for a period of eight years, render the waste management service in five areas, each one an exclusive area. As a result of the participation in the public tender, Ciudad Limpia Bogotá was awarded with one of the exclusive areas. The estimated value of the eight year contract is US\$240m and the served area is composed of approximately two million people. In order to comply with the level of investment required for the purchase of necessary vehicles and equipment to provide the service in the exclusive area, the department provided legal assistance during the negotiation and in the execution of a contract of credit worth approximately US\$22m. Asked about the team's ethos, Castro Bernal explains that the team exhibits *'seriousness, respect of the law, honesty and compromise with the companies that we advise, so that we can provide them with effective and responsible legal advice.'*



INTERCONEXIÓN ELÉCTRICA

The in-house legal team at Interconexión Eléctrica (ISA) deserves recognition for its command of legal business affairs related to infrastructure projects under schemes of public private partnerships (PPP) and M&As at one of the leading electricity and power service providers in Colombia.

In 2018, the company was awarded the contract to the El Rio substation project and associated transmission lines in Barranquilla and Soledad, Atlántico. The guidance of the legal team was crucial during the tendering process from which the company will benefit from projected earnings of around US\$10m.



CEDELCA

CEDELCA (Centrales Eléctricas del Cauca), the main electricity provider in the Cuaca region of South Western Colombia has a talented in-house legal team led by legal director Andrea Campo, who is responsible for the strategic aspects in litigation and contractual issues with a particular focus on arbitration. CEDELCA's legal team has stood out in the past two years due to its participation in and handling of high impact litigations. In 2018, litigations in which CEDELCA has been the defendant saw 92 counterparties of CEDELCA desist from pursuing the lawsuits filed against it, thanks to the defence strategies designed by the legal team. It continues to work in this area by handling ongoing matters of great importance to its network of power facilities. Furthermore, the team has implemented new technology to facilitate litigation and arbitration success rates and risk. Supporting Campo is Astrid Velasco, who is responsible for the structuring of contracts and litigation in contentious administrative law and structures sophisticated contracts related to the energy activity of the company. Isabel Cabezas is in charge of litigation related to private law, that is, the conflicts that arise with individuals in front of properties or matters in which CEDELCA is a plaintiff. Daniel Ortiz is in charge of administrative litigation and support of corporate matters, whilst Kevin Vidal is the junior lawyer of the legal area who supports each of the senior lawyers in different litigious issues. Campo highlights that the CEDELCA legal team is *'characterised by being innovative and creative. We want to think out of the box and stop looking at the traditional concept of a lawyer focused on creating contract formats. Our aspiration is to be legal consultants that provide effective solutions to the problems, assuming them as potentially positive and advantageous work situations without losing the rigour'*.



CEPSA

CEPSA's legal manager for Latin America, Cesar Augusto Lozano Gutierrez, leads the legal area based in Colombia which covers the region for the Spanish oil and gas company. Consisting of three lawyers and two joint venture specialists, the legal area is a multidisciplinary team who manage the three areas of legal support, compliance and joint venture, and partnerships. Valeria Salazar, a lawyer with renowned experience in the oil and gas sector, together with Lina Marin and Rocio Duran, manage all of the relationships with public entities and joint ventures with partners. Alejandra Morales, a lawyer with solid experience in corporate and contractual law, provides legal support and handles matters related to compliance procedures. During 2018 the team successfully processed several due diligence procedures, farm-out agreements and obtained a perfect record of fulfilments with contractual obligations to Atlas Nord Hydrocarbures (ANH) and jurisdictional litigations. Lozano Gutierrez highlights that *'we are not legal auditors or suppliers of legal opinions. We are a suppliers of legal solutions. Our legal team understands that our objective is to be an essential part of the business. In that sense, it is not possible to provide satisfactory legal support if we do not know the technical and financial core of the business'*.



ISA INTERCOLOMBIA

Chief legal officer Sonia Margarita Abuchar Aleman leads the highly skilled legal team at oil and gas company, ISA INTERCOLOMBIA which has a major domestic and Latin American presence in the energy market.

Headquartered in Medellin, ISA has operations in Colombia, Bolivia, Chile and other markets enabling the legal team to demonstrate its multijurisdictional expertise and challenging the team in terms of regional management and commercial scope.

ECOPETROL

Continuing to impress, the in-house team at Ecopetrol supremely manages the energy company's legal business, demonstrating considerable skill given the Ecopetrol's dominant market position in Latin America. Capably led by Fernán Ignacio Bejarano Arias, the company's vice president legal, the team of 126 lawyers is made up of experts in the energy industry with a broad spectrum of focuses, constant commitment to furthering their knowledge and adapting to current legal issues and trends. The team has been a major part of the preparations and management of the company's corporate restructuring completed in the last year. Ecopetrol is one of the largest companies in Colombia, with national coverage and a presence in more than 15 cities in the country. In addition, the legal team has responsibilities throughout the Ecopetrol Group and covers the entire value chain of the oil and gas business, which extends to more than 26 companies in the Group. Asked about the team's most important achievements in the last year, Bejarano Arias highlights *'the development of the implementation of the legal structure for Ecopetrol's offshore exploration, after the drilling of the company's first offshore exploratory well. [Also] the team's participation in the international arbitration in the Reficar case, the dilution of several Colombian E&P assets, the implementation of a strategy to participate in the land restitution policies and the development of the Unconventional Industry and Unconventional Regulation in Colombia. [We worked on] the support of new business growth, the acquisition of new areas in our country and abroad, and the interconnection of Cartagena Refinery, among others.'*



ISAGEN

The legal department at ISAGEN, a leading renewable energy company in Colombia that operates six thermal and hydroelectric plants and a thriving commercial energy business, is comprised of industry specialist lawyers of the highest standard.

The team's legal guidance contributes greatly to the company maintaining and building upon its position in the market in the country, as the third largest generator of installed capacity in Colombia.

The team also supervised the launch of the integrated operation centre, a real time operation of the San Carlos and Miel I plants from the corporate headquarters in Medellín, and the marketing of Certified Emission Reduction (CER) products.

GRUPO PRODECO (GLENCORE)

The legal department at Grupo Prodeco, the wholly owned Colombian subsidiary of multinational commodity trading and mining company Glencore, is an impressive mixture of different skills and talents combining to create an expert in-house legal team. The team is led by legal vice-president Oscar Eduardo Gómez, who is supported by legal manager Natalia Anaya, and is comprised of eight lawyers in charge of different areas and two support staff. Juan González covers litigation, Jader Yubran oversees the mining area, María Caro handles environmental and lands, Álvaro Pupo works on corporate matters, Juan Panesso takes care of procurement and contracting, César Persand deals with rail, fuel and explosives, and José Ospino provides onsite mine support. The team has transformed the manner in which it had been traditionally operating within Grupo Prodeco from an area that used to provide legal support on an "as-required-basis" to an in-house legal team, operating as an internal law firm providing full-time support to each of the aforementioned areas. Gómez says that this enables *'a client-attorney legal relationship between each of the members of the legal team and the members of the areas that require legal support'*. In doing this, the legal team has substantially changed its approach to provide the required in-house legal support by having its lawyers involved in each of the main critical issues and challenges that the company faces from the very start. Gómez explains that *'this has allowed [firstly] the lawyers to have a direct knowledge of the issues and operation of the Prodeco Group in order to provide a better and more consistent legal support to allow the company to achieve its objectives. Secondly, this has allowed the legal team to be able to provide a more consistent, timely, direct and complete support on a day-to-day basis by being aware and up-to-speed as to the challenges and requirements that the operations of the companies demand at all times'*. The legal team has become an autonomously sufficient team of prepared and updated lawyers capable of providing a complete in-house legal support to all of the companies of Grupo Prodeco. Over the last year the team has been working on an international arbitration initiated by Glencore International and CI Prodeco against the Republic of Colombia, filed before the International Centre for the Settlement of Investment Disputes (ICSID), for the alleged breach by the Republic of its obligations under the Swiss-Colombian treaty for the protection of reciprocal investments. At the time of writing, the final award is currently pending.





HOCOL

Legal manager Christian Castro Agudelo leads Hocol's in-house team which is comprised of five lawyers and an intern each specialised in different areas to supply thorough legal advice services to the company. He is supported by Carlos Vásquez who works closely with the exploration and production department's vice presidents, and supports Hocol's core business and new ventures. Bibiana Pachón, a lawyer and policy specialist, provides legal support regarding environmental, labour and social issues aiming to maintain a proper interaction with Hocol's stakeholders. Additionally, she advises on midstream matters related to crude oil transportation and trading. They are joined by Juan Camilo Gómez, whose role in the legal team is to advise the gas department, focusing on legal regulation analysis and the negotiation of gas contracts with partners and clients, as well as tax litigation and legal advisory. Finally, Manuel Barreto advises on matters related to procurement by drafting and negotiating the required contracts for the many different purposes of the company. Recently, the team worked on the crossed transfer of assets between Hocol and Ecopetrol engaging in negotiations towards transferring approximately 15 assets as part of the strategy of Hocol's ultimate parent company. The entire legal process was managed by the in-house team at Hocol. Additionally, Hocol obtained a favourable judicial decision in a case related to an unconstitutional referendum aiming to ban extractive activities in the municipality of Ortega, Tolima. Castro Agudelo highlights that, *'as a high performance legal team our main premise is that "no lawyer will know our company better than we do". Another trait of our team is to privilege the core business making things legally viable.'*



OLEODUCTO DE LOS LLANOS ORIENTALES, AND OLEODUCTO BICENTENARIO DE COLOMBIA

Oleoducto de los Llanos Orientales (ODL) and Oleoducto Bicentenario de Colombia (BIC) are managed and operate under a single administration led by ODL, which requires a very efficient legal team that is able to support the legal affairs of two companies at the same time. Anabella Vegas, director of legal and corporate affairs, leads the legal team with the support of six lawyers including chief legal officer, Nicholas Cure. The legal team has been adapting to the economic environment of the oil and gas industry and due to the 2015 to 2016 oil crisis, and it has evolved from a project focused team to a team supporting the transformation of processes and contracts in order to obtain economic efficiencies for the companies. Additionally, the team has been proactive in attending important arbitration proceedings regarding the compliance of oil transportation contracts. In June 2017, Canacol Energy Colombia, a shareholder and client, filed a claim before the Arbitration Centre of the Bogota Chamber of Commerce against BIC, regarding the effects and consequences of the occurrence of acts of God or force majeure that prevented the company from complying with its obligations under the oil transportation agreement. Recently the ruling was obtained in favour of BIC with the help of its legal team. This was the first time in Colombian history that oil pipeline transportation agreements were discussed in court, and defined important case law for the oil pipeline industry. Vegas highlights that the team has *'an inclusive work environment with high value for quality and reliability. The team is oriented in developing high-quality legal work for different stakeholders of the companies that is business-oriented for the ongoing operations of the companies.'*



PERENCO

The first independent oil and gas company in Europe, Perenco has grown its international presence and since 2014 has had a major stake in the Colombian oil market. Its prodigious in-house legal team in Colombia is key to its success.

Supported by head of legal Karellys Pantoja Cuellar and others, the team leads the legal aspects of Perenco's projects in Colombia and played a major role in the company's continued success despite the oil market's recent global price decrease.

Perenco has eclipsed 21,000 barrels of oil equivalent per day production in Colombia in 2018 and heavily invests in innovation, decommissioning, corporate social responsibility and other projects aided by its excellent in-house legal team.



ORGANIZACIÓN TERPEL

Terpel's legal department of 19 lawyers is divided into a legal industry management and a corporate legal office. The legal management team is further divided into three sub-teams by specialised topics. One team is specialised on fuels chain supply and its regulation, the second on energy, gas and lubricants chain supply and the third one on convenience stores, company owned service stations and marketing. This division strengthens the team's knowledge and increases legal advice effectiveness. The corporate legal team has four specialised lawyers that provide full support in corporate matters such as good governance, legal investor relationship, compliance, prevention of corrupt practices and anti-money-laundering acts, securities regulation, and subsidiaries legal affairs. It also looks after the responses of any authority requirement, other than labour and tax, as well as mortgage issuance for client loans, IP and jurisdictional defence. The overall legal department is led by Daniel Perea Villa, vice president of corporate and legal affairs, and includes legal manager María José García, senior legal leaders Andrea Fajardo, Andrea Garzón and Ana María Cantillo as well as director of corporate legal affairs Jorge Andrés Ríos Gómez. Recent highlights of the team's work include the acquisition of the Exxonmobil's downstream assets in Colombia, Peru and Ecuador, as well as the adoption and enforcement of the prevention of corrupt practices and AML acts systems for the entire company. Perea highlights that *'our highest interest and driving force is to support Terpel's business and be a real partner in the achievement of commercial goals within a comprehensive legal structure.'* There has been a transformation of the lawyers' approach to legal affairs, who have broadened their legal perspective and become facilitators of a competitive strategy whilst always protecting the company from a regulatory point of view. Perea identifies that *'under this general scheme, our lawyers have developed skills to support the company's businesses as allies and consultants. The global view of our business, outlining its players, impacts and interests has allowed us to visualise a clear horizon, a position in which the company has maintained its leadership, aligning its corporate strategy with its business lines' strategies.'*



REPSOL

Continuing to impress following its previous recognition, the in-house legal team at Repsol is a leading example of best practice in Colombia's legal in-house market, and a stand-out team within the energy sector.

Throughout 2018 the team worked on legal elements of the cooperation agreement with Ecopetrol to open the Aacías production field located in the Acacías and Guamal municipalities.

The field is now in its development phase and produces 6,300 barrels a day from nine active wells with 19 planned in the Nueva Esperanza cluster.

REFINERÍA DE CARTAGENA

Refinería de Cartagena's (RDC) in-house legal department, led by legal vice president Herman Eduardo Galan, is comprised of 24 highly talented lawyers and is structured into four areas. These are the legal and litigation department, the arbitration group, the secretary general and lastly public relations and communications. The legal and litigation department is responsible for the drafting, reviewing and the execution of contracts and acts as counsel in minor judicial and administrative proceedings, as well as providing legal opinions pertaining the new projects and initiatives as to their legal framework and risks. The arbitration group is responsible for the supervision, coordination and management of external lawyers in national and international arbitrations, and its members also advise on and review each document to be submitted before an arbitration tribunal, draft briefs and assist with document production. Furthermore, the arbitration group analyses potential claims that the companies may have against contractors who were involved in the expansion and modernisation of refineries and which contracts have not been closed out, or vice versa. The secretary general is responsible for corporate affairs and other functions entrusted by the company's management related to corporate responsibility and regulatory affairs, including but not limited to board meetings, corporate governance and the relationship with Colombia's control bodies like Contraloría, Procuraduría and Fiscalía. The public relations and communications direction leads on the relationships with stakeholders and public opinion, to strengthen the reputation of RDC and generate a favourable business environment. Recent highlights of the team include the creation of the arbitration group for the purposes of having an area specialised in national and international arbitration. Talking on the company's "we are the fuel for a better tomorrow" mission, Galan highlights that this *'applies to the legal vice presidency as well. Given the modernisation and expansion of the refinery and its significance to the country, by having a strong legal department, we are not only defending the company's interests but ultimately the nation's interest and allowing there to be a tomorrow.'*



SCHLUMBERGER

Schlumberger has a long history in Colombia and across Latin America, with its first oil field electric log performed by the company at the Tabatinga field in 1938. The company is heavily invested in the region and this includes the in-house legal team.

The legal team including client contracts manager Carolina Parra, previously recognised in the GC *Powerlist: Colombia 2018*, deftly handles the analysis of bidding documents for private tenders in the hydrocarbons sector, co-ordinates the projection of offers for drilling services, and is involved in dispute resolution.

FINANCIALS

ALTRA INVESTMENTS

Continuing to impress following its inclusion in the previous Teams edition of the Colombia *GC Powerlist*, the legal department of Altra Investments is a leading financial legal function in the Andean region.

Led by Natalia Camacho, the in-house team demonstrates its ability to carry out deals to the highest standard with legal and business acumen.

The team led legal aspects of the deal to sell Proenfar to Weener Plastics in 2018 following on from a strong 2017 performance.

BANCO DE BOGOTÁ

Led by chief legal officer José Joaquín Díaz Perilla, the legal team at Banco de Bogotá is one of the most respected in Colombia.

One of the oldest banking institutions in Colombia, the Bank has been a leader in the region in implementing technology such as contactless payments and other innovations.

The team recently worked on a major deal with USAID to provide microfinance and banking connectivity in the Santander de Quilichao (Cauca) region.

BANCO DE LA REPÚBLICA

The in-house legal department at Banco de la República, the central bank of Colombia, capably handles all of the complex legal tasks required by the highly significant financial institution.

It includes skilled lawyers working in multiple disciplines from financial, IP, banking and contract law.

The team also provides consultations and judicial supervision to the bank monitoring financial policy, legislative process and cooperation with international organisations, such as its recently completed consultation with the International Monetary Fund (IMF).



ALLIANZ COLOMBIA

Chief legal and compliance officer Gustavo Sáchica leads a team of 13 lawyers that provide the highest quality of legal services to Allianz Colombia, the local subsidiary of the global insurance giant. The department is divided into three sectors, namely, corporate secretarial managed by Tatiana Gaona, litigation and regulatory affairs managed by Andrés Alonso and compliance which is managed by Pedro Carrillo. Sáchica joined the company in 2018 and has since led the development of new systems, structures and overseen the team's latest achievements including the implementation of a new management structure within the team. Sáchica highlights that, *'the structure was [previously] segmented in terms of management but combined different areas of practice and tasks, making it difficult to articulate and find the correct channel to foresee the internal client's needs and communication. With the new structure we have been able to build three cohesive teams each with four attorneys. In each team we have created the figure of "legal and compliance business partner" that is the touch point of every vice presidency of the company and acts as the ambassador of the department to foresee all the legal and compliance matters of that specific internal client'*. In terms of litigation, over the past six months the team has created efficiencies of more than a billion pesos by establishing strategies and finding ways to optimise the proceedings process and by creating agreements and lawyer's policies and periodic reviews. The team has also created a legal and compliance school for non-lawyers that allows the team to create an academic monthly slot in the company's agenda, to discuss and lecture over relevant matters of common interest. Also, it has created a monthly legal and compliance newsletter for non-lawyers for the whole company that includes a variety of topics in plain language, all related to legal and compliance matters that are of common interest in the company and generate active participation of the readers, suggesting new topics and asking questions in regard to the new legal issues that circulate in the newsletter.



BANCO DE OCCIDENT

Part of the Grupo Aval banking conglomerate, Banco de Occident has over half a century of experience in the Colombian financial market, with an in-house legal team that reinforces that experience with talent and innovation.

Led by legal vice president Douglas Berrío Zapata, the team expertly handles the Bank's legal obligations as well as leads its relationship with subsidiaries and partners, managing the company's entire range of legal affairs.

BBVA COLOMBIA

Vice president of legal services and general secretary Ulises Canosa Suárez leads a legal team of 50 members at BBVA Colombia, a major Colombian banking institution. The legal team is divided into three sections known at the Bank as "disciplines, front and legal management group" and within that it covers a whole range of commercial, corporate and banking legal services for the Bank. It was recently updated and expanded to include new areas as well as work in an agile format. Canosa is supported by Myriam Cala León, director of the corporate discipline, who has considerable expertise in corporate governance and non-banking contractual advices. Within the team there is also Pedro Antonio Díaz, director of the banking discipline, who covers the bank's legal advice networks and its broker and dealer, BEI and mortgage centres. The team is also served by William Rincón, director of the capital markets discipline with considerable expertise in advising and structuring operations and treasury contracts. The team also contains director of litigation Nestor Prieto Ballén and Eduardo Arce Caicedo, who is the director of strategy and development with expertise in regulatory compliance, business support and internal risk control. Over the past year the team has worked on numerous complex transactions and achieved results of 90% favourability. According to Canosa, *'the legal team has stood out for [its] commitment to investing in case preparation and high class performance'*. He identifies that the team has also overcome challenges due to the restrictions Colombian law creates regarding technology. He adds, *'Colombian law has not evolved at the same pace as technology and this has been a challenge for the legal team'*. As a result, transactions using digital banking programmes have been promoted, which has led BBVA Colombia to be placed as one of the top five most technologically updated entities in the financial sector in Colombia.



BANCTRUST & CO.

Managing director Carlos Hernández Laya leads the legal team made up of seven highly talented lawyers including a head of legal, head of compliance, two senior lawyers and two legal analysts.

In the last year the team has developed a new corporate structure and presence for the group in new locations like Buenos Aires, London and New York among other offices where the group works remotely.

Additionally, the team handles challenging transactions in complex jurisdictions like Venezuela, Ecuador, Paraguay, Honduras and several other jurisdictions where it tailored solutions from a corporate finance perspective to assist internal clients in achieving their goals.

BTG PACTUAL COLOMBIA

The highly esteemed in-house legal team of BTG Pactual Colombia is led by Guillermo Quiroga Barreto, head of legal and general counsel, and has been prolific in the last year demonstrating its excellence. The team worked on the Bank's agreement with Inverlink to create Tandem Capital, an independent real estate management company promoting Colombia as a market for real estate investment. The deal included the creation of a collective investment fund, Tandem Rentas Inmobiliarias, run by Tandem Capital to manage each institution's existing portfolio. Recognised for its excellence in industry press, BTG Pactual Colombia achieved more than 14 transactions in the last three years for an accumulated value of more than US\$5.5bn in capital markets and M&A deals. Its in-house legal team plays a major part in the coordination and legal supervision of this work and contributes greatly to its success.



CITIBANK COLOMBIA

The Citibank Colombia legal team has been through significant change and accomplished much in the last year and continues to demonstrate its strength. Led expertly by general counsel Francisco Baquerizo and senior lawyer Cristina Ramirez, the team of seven is structured in a way that each lawyer is the legal partner of a defined area or product or matter. The team is distributed depending on their level of seniority and expertise that meets the complexity that the matter entails. According to Baquerizo, each member has *'an important level of autonomy with the corresponding accountability. Junior lawyers report to other lawyers and my four direct reports report to me escalating the corresponding matter'*. The team covers financial and securities market activities in Colombia through the bank, the trust company, the brokerage house, activities of foreign Citi entities through representation figures and correspondent agreements. It also supports the hub activities and processes built up to serve the region from another legal vehicle established in Colombia. Citi, in execution of its strategy in Latin America to focus its efforts in the business that has more presence and representation, sold its consumer business and small and medium company business to Scotiabank, focusing on the corporate clients and businesses. The transaction was announced in January 2018 and was closed and executed in June of that year. Baquerizo highlights that *'this was a very exciting experience for the team as this was the first transaction in the Colombian market of this nature executed by two banks. It was a learning process for the team [as well as] very challenging, as we needed to guarantee the success of the transaction, and continue servicing the needs of the corporate business'*. The deal created the separation of the team as five team members were transferred to the buyer. He adds that, *'I used this opportunity to assign new responsibilities to some of the lawyers so that their constant learning and growing process continued, and to remap the way we were operating as a team. Changes were made to our processes and procedures to be more effective and efficient, and to ensure that the proper resources are dedicated to matters that add value'*.



CORFICOLOMBIANA

Corficolombiana's legal team is a diverse and talented group of lawyers who are, in the words of the team's leader, *'highly committed and business oriented, that have the ability to understand the financial and commercial aspects of the business and at the same time apply the legal rigour to the different, and in most cases challenging, transactions that a company such as Corficolombiana is involved in'*. The team culture is guided by internal and external client orientation, legal rigour, commitment, teamwork and spirit of cooperation. The legal team has a legal manager-secretary general, Marcela Acuña Ramirez, who is Corficolombiana's legal head and is also the secretary general of the board of directors and the shareholders meetings. The team has two legal directors, firstly, financial legal director Sharon Diazgranados Peluffo who is responsible for legal support in all aspects related to the financial legal issues including the treasury, financial transactions with local and international clients and counterparties, investment banking and investments in the financial sector. On the other hand, infrastructure legal director Alvaro Miguel Oeding is responsible for coordinating the legal support related to infrastructure regulation and investments. The legal team includes nine senior and junior lawyers that support the legal manager-secretary general and the legal directors. Recently the team has shown strategic and active participation in restructuring Corficolombiana's participation in 4G toll road projects in Colombia, legal support for the company's participation in new infrastructure projects in Colombia, and structuring the new integrated commercial model and shared services unit for Corficolombiana and its financial affiliates. The latter was recently implemented and has brought significant changes to the whole organisation of the company. The team has also worked on restructuring Corficolombiana's participation in the local and international financial sector by liquidating one of its affiliates in Panama and one in Colombia, which are no longer strategic investments for Corficolombiana, and the legal aspects of Corficolombiana's investment affiliates. These affiliates not only pertain to the financial sector, which were the traditional affiliates of the company, but also the subsidiaries that are part of the real economic sector, which have become more strategic and important for the business in recent years.





GENERAL MOTORS FINANCIAL (GMF)

General Motors Financial is the financial services arm of the global automobile manufacturer General Motors, providing automobile finance across the world with operations in the US, Canada, China, Indonesia, Australia and Latin America. The company's operations in Latin America are growing, and Colombia has become an important hub for these activities. Carlos Laguado, global head of legal for compliance and general counsel for Colombia and Peru, works within a global legal team that is innovative and unique in its structure. Laguado explains that a team of over 10 lawyers, some for operational and day-to-day legal duties in Colombia and Peru and others for the worldwide coordination provide advice for the global compliance projects and matters. The staff worldwide works as one team – beyond frontiers. In parallel, lawyers in Colombia can provide assistance for other countries such as Peru or Australia. As an example, very recently the team provided global, consolidated advice for a project involving credit financial regulation of Mexico, Colombia, Peru and Brazil. The legal team's matrix structure has allowed local legal teams at GMF, like the Colombian legal team, to become integrated into business decisions on a global scale, undoubtedly improving its standing within the company as a whole. Referring to innovations specific to Colombia, Laguado draws attention to the legal team's *'initiative to draft first versions of future smart contracts that are embedded in the middle ware-core system of GMF and fed by commercial agents in the dealerships. That will allow the automatisisation of mass loan documents production and an enhanced customer journey'*. In terms of how the work is done, GMF Colombia utilises documented legal risk assessments templates to weigh in on complex legal decisions. Then, the attorneys are technically prepared to measure legal risks, legal control efficiency and determine the value or cost of residual legal risks. Worldwide and with the collaboration of the data privacy attorneys across GMF's international operations, Laguado is creating global data privacy tools like data privacy agreements, cloud services contracts, guidelines for the processing of employee personal data and a framework for the sharing of customer data for marketing purposes, generating great efficiencies for his global internal clients and a reduction in the workload of the legal staff for compliance matters.



GRUPO BANCOLOMBIA

Grupo Bancolombia's legal team is constantly changing and evolving in order to adapt to a legal system that has recently been transforming drastically. The team, led by corporate legal vice president and general counsel Marco Chas Mauricio Rosillo, consists of 273 in-house lawyers and is one of the largest in Colombia. As a result of the changes in the Colombian jurisdiction, the bank has installed an enhanced corporate compliance department that goes beyond local and international legal requirements, meeting international compliance standards. This change involved moving the department under the corporate legal vice-presidency's umbrella, and adding personnel specialised in subject matters such as legal and regulatory compliance, data protection, anti-corruption, financial customer, among others. According to Rosillo, *'this change puts the company at the forefront of legal, regulatory and compliance issues, using all knowledge to promptly serve our clients' needs, while building trust among our different stakeholders'*. This is achieved by identifying accurately and promptly risks and solutions to improve the team's knowledge management by leveraging technology. The department has a unit dedicated to scope, acquire and implement technological solutions that facilitate good working practices. It constantly address changes using information and knowledge management and data analytics, thus contributing to greater opportunities in the delivery of value. The department has also worked alongside other departments to achieve the opening of a cutting edge bank branch and office network called Bancolombia Lab. The bank became the first to introduce biometric authentication, fingertip recognition, and facial recognition in its branches and offices. It has also introduced facial recognition in its banking app. The legal team was a key player in the negotiation with MetroCali on the way systems operators should be remunerated. Based on the new remuneration formula, Bancolombia restructured the debt and leasing of the two major operators of the public transportation system and the fare collector and manager in order to preserve the service, and ensure the sustainability and maintenance of the public transportation system in Cali. This transaction allowed the legal team, through its participation as creditor, to contribute in order to guarantee such an important public service for the city of Cali. Through the Nequi platform, Bancolombia's digital bank, the bank has been able to manage clients in this new age platform. With this in mind, the legal team was instrumental in creating and implementing a virtual debit card and a small loans programme completely online. Both of these initiatives will consolidate the presence of Nequi in the Colombian financial system, being part of the critical strategy of the future of the group in the digital era. According to Rosillo, *'the secret ingredient to [the] legal team's success is that we all work as a whole, each and every one is a true team player, and each person's role within this structure is crucial for achieving our organisation's common goals... all are constantly developing relationships built on trust, which in turn, enriches, through technological developments recently incorporated, the knowledge that necessarily leads to becoming an innovating team in all that we do'*.





GRUPO BANCOLOMBIA – CAPITAL MARKETS

Carlos Aldana, legal director of capital markets and corporate finance, manages the in-house legal subdivision at Grupo Bancolombia. The team is composed of 18 lawyers and three interns, who support the team efforts on a day-to-day basis, which is structured in four different sub-teams, namely, M&A and capital markets, structured finance, wealth and asset management, and the proprietary trading desk legal team. In that sense, the division provides legal services to each of the following business lines of the bank and or its subsidiaries. The investment bank, all trading desks, the asset management team, the wealth management team, and the structured finance and corporate loans teams. Given the broad array of topics and the demanding dynamic of each of the business lines, the key individuals on the team are the leaders of each of the sub-teams. They are the individuals that help identify and exploit potential synergies and better service opportunities, but additionally spend their hours developing legal strategies to increase their respective business line's earning potential. In line with the above, Adriana Bravo, Maria Camila Silva, Veronica Ramirez, and Juan Manuel Uribe, have shown their leadership capabilities, and flawless legal judgement in leading four challenging business areas. In the last two years, there have been three fundamental changes that have transformed the team. The first one is the reorganisation of the legal support to the trading desk, including the proprietary trading desk, to the capital markets and corporate finance legal team. Aldana identifies that *'this merger created new synergies and gave the team insight to a new way of servicing our internal clients, which led to faster response times, and challenged the team in legal interpretations that served a variety of clients from different perspectives'*. The second structural change was that the team acquired regional responsibilities. This implied that each team member had transactions in each of the jurisdictions in which Grupo Bancolombia has investments, but additionally they had to think more broadly in their day-to-day, in order to serve not only their internal clients within the different organisations, but create policies and structures that went beyond borders. Finally, the third change, was the push towards digitalisation. Aldana continues: *'During the last two years, the lawyers of this team took it upon themselves to search for ways to innovate and digitalise some of their operations, and knowledge sharing in their day-to-day. This has led the team to create new products for our clients, such as an automated chatbot with handles questions on the legal feasibility of certain trades with some of our counterparties; as well as implementing a new platform through which the lawyers of the teams are continuously sharing knowledge and improving on it, even beyond the division of typical team lines'*. Over the last two years the team has played an essential part in some of the bank's major capital markets transactions. This includes the financing of the Ruta del Cacao, one of the biggest fourth generation roads in Colombia, in an industry award winning transaction, involving COL\$1.68tn. Additionally, the team worked on the restructuring of debt for Ingenio Magdalena. In a restructuring of a loan for US\$405m, the in-house lawyers participated in the team that led the operation in the role of the structuring leader, and as lender. This operation involved business counterparties in several institutions, in different countries, and thus required a legal team that managed different sets of regulations, and still managed to close the deal in accordance with the expectations of the client and of the different financial institutions. The team's capital markets sub division worked on a major fixed-income issuance. In this transaction, Terpel issued notes for COL\$1.1tn, the largest fixed income operation in the country. The legal team handled all the issues in order to guarantee an excellent execution of the transaction.



GRUPO SURA

Grupo SURA is the holding company of the Colombian financial conglomerate Conglomerado Financiero SURA-Bancolombia, as well as the controlling company of the Grupo SURA business group ("Grupo Empresarial SURA") which consists of SURA Asset Management and Suramericana as its core subsidiaries. Chief legal officer and company secretary Juan Luis Múnera-Gómez leads a regional legal team made up of 194 lawyers located throughout Latin America who report directly to the CEO of each individual subsidiary, but coordinate with Múnera-Gómez on core issues such as M&A, corporate governance and compliance. Grupo SURA's Business Group has a three-tiered legal structure: a corporate headquarters department, two corporate regional departments and 15 local legal departments in all 10 countries, the top two tiers being based in Medellín. Recently, a new regional corporate legal department was set up for the insurance and trend risk management business line incorporating the legal staff from the Royal and Sun Alliance Insurance business acquired by Suramericana in 2016. This regional corporate legal office is based in Medellín and is led by Juan Camilo Arroyave-Cárdenas, legal vice-president of Grupo SURA's subsidiary, Suramericana. In 2018 Grupo SURA reinforced its compliance risk management function by creating a compliance area that reports directly to Juan Luis Múnera-Gómez. He identifies that this has *'enabled Grupo SURA's legal department to move forward with its efforts to identify, evaluate and mitigate the different conduct and compliance risks, based on a management model that observes and incorporates international standards according to the needs and complexities of the Grupo SURA's business, ensuring an adequate balance between the interests of its shareholders, investors, senior officers, employees and other stakeholders'*. In addition to the expansion of the business, the team has worked on the development of ethics and compliance practices and procedures, for which it has been recognised in industry rankings.



ITAÚ BBA COLOMBIA

The in-house legal team at Itaú BBA in Colombia brings considerable commercial acumen and legal skill to the corporate investment bank of the Itaú Unibanco group, one of the world's largest financial conglomerates.

Led by legal vice president Ingrid Pahl, who was recognised in the GC *Powerlist: Colombia 2018*, the team is highly skilled on all legal matters pertaining to Itaú BBA's operations in Colombia with exceptional quality.

METLIFE COLOMBIA

MetLife continues to impress with its significant presence in the Colombian market, with offices located in Bogota, Medellin, Cali, Manizales, Barranquilla, Pereira and Bucaramanga.

Previously recognised for its skill, innovative legal communications and team building practices, the team has continued to develop its depth and quality.

SBS SEGUROS COLOMBIA

General counsel Catalina Gaviria leads the legal team at SBS Seguros Colombia, a major insurance company owned by the Fairfax conglomerate.

The team expertly handles the review of insurance policies as well as legal support to all the areas of the company, specifically to commercial lines, real estate issues, claims and operations among others.

It is also heavily involved in the complex regulatory framework of the insurance industry.

SCOTIABANK COLPATRIA

In July 2018, Colpatría and Scotiabank announced their merger to strengthen the position of both banks within Colombia drawing on Scotiabank's international resources and Colpatría's local presence and knowledge.

The legal team of the combined company has been invaluable in the integration of the merger, through its diligent management of the resulting changes which have added half a million more customers to Scotiabank's portfolio.

The team also advised on the company's purchase of the digital and SME business from Citibank in Colombia, a major investment for the growth at the bank.



SURA ASSET MANAGEMENT

The SURA Asset Management (SURA AM) legal team is regional team of six lawyers, including the legal and compliance vice president, Joaquín Idoyaga, directors Yasmin Lopez and Natalia Gomez, specialists Daniela Tabares and Jorge Juan Ballen, legal analyst Gabriel Ubierna, trainee Maria Elvira Coronado and legal expert advisor Alejandra Cruz. Most of the team is located in Medellín except from Lopez and Cruz, who are located in Mexico, and Ubierna who is based in Chile. The legal department is mostly in charge of issues regarding investments, pension funds, International Swaps and Derivatives Association (ISDA) agreements, regional agreements, regional insurance policies, regulatory monitoring, as well as corporate projects and M&A. The corporate governance and compliance department is mostly in charge of issues regarding compliance, corporate governance, general legal advice to the corporate office, local agreements for the corporate office, IP and trademarks, and corporate projects and M&A. The team also participates in different working groups within SURA AM, at the Grupo SURA level and with third parties. Furthermore, SURA AM's legal and compliance team participates at the Unidad de Conocimiento (Knowledge Unit) and the Centro de Exelencias (Centre of Excellence), which are spaces where Colombian companies from different sectors share best practices. Currently SURA AM participates at the working tables on audit and ethics matters, fintech and employment. Lopez is the leader of the ISDA's "Centro de Excelencia", where a team of lawyers, investment and risk experts negotiate each ISDA agreement that every SURA AM company executes, mostly international banks. Idoyaga highlights that *'the consolidation of the corporate team has been the driver of the most important changes in the last two years. The distribution of subjects between the two departments without compromising interdisciplinary approaches to issues was a challenge. Furthermore, the hiring of a lawyer in Chile has helped extend the reach of our team to our subsidiaries'*.



FOOD, BEVERAGE AND TOBACCO

ALIANZA TEAM

Alianza Team (Team) is the leading edible oil and fat producer in Colombia and the parent company of a group of eight companies, located in Colombia, Mexico and Chile. The high achieving legal department at the organisation provides cross-border legal advice to all of Team's subsidiaries in Colombia and abroad, and also provides legal advice to the company's operations in other countries in Latin America. The function is led by vice president of corporate affairs Juan Sebastian Niño Romero and legal manager Santiago Lizarralde Méndez. Niño and Lizarralde are supported by a team of three young lawyers covering four jurisdictions in corporate matters, regulatory affairs, patents and innovations, trademarks, contracts, financing, antitrust, compliance and litigation. The most important change in the past two years was the promotion of Niño, who used to hold the legal manager position. Shortly afterwards, Lizarralde, who has an extensive background in top tier law firms, joined the team as legal manager. Niño identifies that *'our team is very young but very capable. We thrive to provide our lawyers with the best tools, time and space, for them to develop their capability and interests'*.



ALPINA PRODUCTOS ALIMENTICIOS

Alpina Productos Alimenticios' legal team is headed by executive director Cristina De La Vega, who in addition to legal affairs is also in charge of corporate affairs, government relations, communications, sustainability, and regulatory affairs. The legal team is led by legal director and general counsel Claudia Caballero. There are also two legal managers; Ana María Duque who is legal marketing manager and Lina María Prieto, legal affairs manager. In total, the team includes 10 lawyers and one paralegal of diverse backgrounds and expertise, with women being seven out of the 11 members. The team has undergone important changes within the last two to four years in regards to working dynamics and involvement in company needs, which have resulted in a crucial shift in the way that other employees at Alpina perceive its role. Caballero identifies that now, *'the legal department is not conceived as a support area, but rather, as a business-oriented value generation team whose inputs, knowledge, and background are determinant for strategic decisions. The role of the legal team is not handling and managing external lawyers, instead, it is directly involved in each project that the company performs. This participation is not limited to damage control or risk assessment, instead, it is determinant to enable business decisions in compliance with applicable regulations'*. Last year, Alpina performed an important internal reorganisation, which concluded in the consolidation of a corporate group. The legal team was also part of the strategic planning and structuring of the acquisition of Don Maíz, an important food company in Colombia. It was also involved in the structuring and negotiation of the acquisition of Atlantic, a company specialised in the food services business, in a transaction that is pending to obtain the anti-trust clearance. Another major achievement of the legal team has been the important reduction of claims and lawsuits during 2017 and 2018 with no investigations and no penalties imposed to the company on environmental matters. The team was able to close, without the payment of any penalty, three claims and lawsuits regarding IP and consumer protection, and obtain a reduction of 66% of the number of claims and lawsuits on IP matters and consumer protection. The team also successfully negotiated and executed settlement agreements and cease and desist arrangements. Given that Alpina has affiliates in countries outside Colombia, this legal team is also responsible for legal support and advice in Venezuela and Ecuador. Furthermore, it carries out its services and assistance to Alpina's operations in the US and Central America. The team is also responsible for legal affairs for the other companies that comprise Grupo Alpina. Caballero highlights the following: *'What Alpina's legal team has accomplished in the past few years is the result of the holistic view that all of its members bring to the table. If it weren't for the multiple academic and professional backgrounds, Alpina's legal affairs would be distant from the business core and decisions. However, being that this team has worked on understanding the business and its dynamics, and has become an enabler for strategic decisions, its role is now crucial inside the company'*.



BRITISH AMERICAN TOBACCO COLOMBIA

Following on from its recognition in the 2017 edition of this publication, the in-house team at British American Tobacco (BAT) in Colombia has continued to impress with its legal and commercial acumen.

In particular it is known for its identification and management of regulatory risks within the tobacco industry as well as its strategic relationships with government and other entities involved in the tobacco industry.

The team's regulatory expertise is a credit to BAT, the global company being included in the Dow Jones Sustainability Index as its only tobacco company.

COCA-COLA FEMSA

Silvia Barrero, legal and corporate affairs vice president, leads an eight-lawyer in-house legal team for Coca-Cola FEMSA in Colombia. She leads the legal team drawing on more than 15 years of experience in the company, managing the legal, corporate affairs, corporate communication and sustainability areas. Reporting to her is labour lawyer Carlos Martínez who has been working in Coca-Cola FEMSA since 2011, and is currently chief for judicial matters with a team of four executives in charge of labour, administrative, permits and licenses and property law, managing more than 800 processes. Legal senior executive Juan David Ovalle is in charge of corporate, commercial, foreign exchange, customs law regarding free trade zone, financial, sanitary law and prejudicial claims with a team of two lawyers. The legal team has a horizontal organisational structure, with less supervision levels and a team that is specialised and focused on specific branches of law. Additionally, since 2019 it is returning to a regional structure in the cities of Medellín and Barranquilla in order to guarantee permits and licenses compliance and gain more representativeness in the local operations. Barrero highlights that, *'legal areas should have the ability to promote a legal culture in the organisation with a friendly environment with the internal client and have to be seen as allies to reach corporate and business goals'*.



COLTABACO, AN AFFILIATE OF PHILIP MORRIS INTERNATIONAL

A legal team of eight lawyers who is in charge of all the legal matters related to PMI's business in Colombia, Ecuador, Peru and Venezuela. It has five lawyers based in Colombia, two lawyers based in Ecuador and one lawyer based in Venezuela. The team is led by Martin Espinosa, senior counsel for the Andean region. In Colombia, Alexandra Hernandez is the most senior lawyer and she is well versed in Colombian legislation and knows the PMI business thoroughly. Furthermore, Hernandez is a versatile lawyer capable of making the bridge between complex legal scenarios and business solutions. The team also includes Ximena Benavides, a young lawyer who among others is in charge of advising PMI's business in Colombia on matters related to smoke-free products as well as digital tools. This is an area which requires a great capacity to deal with ambiguity given how novel the products are in the tobacco industry. Stella Mateus among others is in charge of managing litigation which covers several topics such as complex labour matters, taxes, consumer protection issues and others. Juan Lazaro leads on data protection matters which is an area that has rapidly evolved in the last couple of years and requires significant technical expertise. Espinosa leads the whole regional cluster, after being with the company for 12 years and occupying different senior positions. PMI as a whole is undergoing a transformation process to smokeless tobacco products including its IQOS and HEETS products, and the legal department is not the exception. Current tobacco legislation, consumer protection acts, and tax law were all designed with cigarettes in mind and as such, the legal team has a huge challenge in coming up with innovative interpretations that will allow consumers to have access to objective information on this new category. Espinosa identifies that the team *'works with authorities in order to help them understand this new category and the need to regulate them differently in order to obtain a benefit on public health. If smokers adopt these products it is likely that there will be a benefit for public health. All of the above implies that with the same resources we need to do more work and be much more agile, thus over the past years we have been preparing for this'*. The team has been working on its prioritisation of tasks, and new procedural structures designed to focus on complex tasks. While focusing on value added work the team has familiarised itself with tools that are used in other fields such as statistics or scientific analysis in order to help its thought process.



PHILIP MORRIS INTERNATIONAL



DIAGEO COLOMBIA

Diageo is the number one premier alcoholic distiller in the world boasting an enviable range of brands with more than 180 different products. The company's operation in Colombia is one of its most successful performers globally, with its legal team being no exception to that. The department characterises its main activities as giving proactive support driven by commercial priorities, risk mitigation and maintenance, the protection of Diageo's reputation and always giving a distinct and valuable perspective. The excellence of the legal department relies in its initiative to be seen as a high performance team that takes advantage of each member capabilities, potentialities and strengths as well as the use of technical and operational tools for management. Containing five members, the legal department has three main divisions and is led by the head of legal, brand protection and control compliance and ethics (CC&E) Pablo Urrego, an experienced lawyer who recently joined, as he says, *'in order to reinforce the team and lead the area with a strategic mindset, focused on enabling and supporting the ambition of the company'*. The department is divided into the legal, CC&E and the brand protection divisions, and are each led by talented lawyers and compliance professionals. In Urrego's words, the purpose of the brand protection department within the legal function is *'leading and executing the strategy to reduce and mitigate the negative effects of the adulteration problem in our country, in order to protect our consumers and the reputation of the company and our brands. [Also] being enablers of the business, preventing and mitigating risks and supporting the business successes'*. In the last year, the department added the CC&E functions to take on a number of additional tasks such as the implementation of a CARM programme to assess the effectiveness of internal controls environment, carrying out the market's risk management before implementing a training agenda of global and local policies and also actively participating in the investigation process of potential violations of the code of conduct, policies, and any questionable behaviours or practices. The team also performs the compliance officer function to coordinate the execution of controls aimed at mitigating the risks of money laundering and terrorist financing, among others. As a result of all of this, the team has become more "hands-on" towards the main issues of the company and not merely counsellors, having stakeholders closer to the team and better advised throughout their projects. Furthermore, the entire legal function has grown with the technological innovations the company has invested in, and Urrego adds that *'a good portion of our work is now developed through apps and platforms that seek simplicity and speed, which are two of the main focuses of the company organisation wise, having quality always in the centre of our goals'*.



GRUPO EMPRESARIAL COLOMBINA

Grupo Empresarial Colombina is a global food company that endeavours to delight consumers with its winning combination of innovation and great tasting products. It is anchored by its strong master brand which endorses a wide range of well-known and highly regarded product brands as Bon Bon Bum, Coffee Delight, Nucita and Choco Break, among others. With presence in more than 90 countries around the world. In addition, Colombina is committed to a sustainability strategy, which engages all stakeholders. Colombina's legal team are directly involved as an active part of the strategic deployment of Colombina business group. Hernán Darío Mejía Álvarez, vice president legal and corporate affairs and general secretary, leads the legal team and is supported by three in-house lawyers: Manuel Alejandro Romero Burbano, Lina Maria Betancourth Betancur and Daniela Londoño Restrepo. In the last two years, the team has experienced the retirement of one of our colleagues that had been with the company for more than 25 years. It has required the reshuffling of responsibilities and the restructuring of the team's connection within the company's management. In addition, the team has been making strides in terms of transaction value. The team contributed to the company's acquisition of FIESTA's core business, a Spanish company by FIESTA COLOMBINA, a Colombina subsidiary. It also worked on the acquisition of 100% of CAPSA's shares, a Guatemalan confectionery company, from the Pantaleon Group. Additionally, at the time of writing, the team is working on the ordinary bond issuance and placement program that Colombina is preparing to launch to the Colombian Securities Market sometime between May and June 2019, with a global amount of COL\$300bn. Mejía Álvarez highlights the quality of the legal team and its strategy, saying: *'We believe that all efforts that we make alone are worthless than the things that we can achieve together as a team'*.



GRUPO NUTRESA

The in-house legal team at Grupo Nutresa continues to inspire as an example of excellence following its multiple inclusions in previous editions of the GC *Powerlist: Colombia*. The team provides high quality legal advice and supervision across the company's many industries such as its cold cut, biscuit, chocolate, coffee, retail food, ice cream and pasta businesses. In 2018, the Colombian-headquartered organisation was named the second most sustainable company in the Dow Jones Sustainability World Index, a major achievement for the team and its compliance responsibility. Another highlight was the team's work on the acquisition of a 60% stake in Productos Naturela, a Colombian health food producer, worth COL\$3.2bn. The team, led by experienced vice president and general counsel Jairo González Gómez, continues to show its expertise through these achievements and others.

MONDELÉZ INTERNATIONAL

Chief counsel for the Andean, Pacific and Central American countries Juan Pablo Restrepo leads a multiregional team of five lawyers and three paralegals. Headquartered in Bogota, the team is responsible for legal, compliance and security matters in no less than 14 countries, in a market worth over US\$800m for the multinational confectionery, food, and beverage company. Recently, the team has been reacting to the company's reduction in facilities in the region, and changes in Venezuela. The team has shutdown manufacturing plants in Colombia, Costa Rica and Nicaragua and thus has also eliminated a couple of legal positions in Colombia and Costa Rica. Likewise and due to the shrinking of the Venezuelan business due to the country's turmoil and lack of raw materials, it has also eliminated a legal position in Caracas. The shutdown of the plants in Colombia, Nicaragua and Costa Rica were very difficult legal transactions, especially from a labour law perspective given the negotiation of the severance packages with former employees and union leaders, however the team excelled in overseeing the process from a legal standpoint. The team also divested a very big chocolate business in Costa Rica called El Gallito and shut down operations in several small countries in Central American and transferred those businesses to master distributors. This was another complex legal project due to the volume of licenses and permits and that had to be terminated and transferred to the distributor, and the negotiation with the latter due to protectionist laws in Central America which greatly favours distributors. Finally, the team obtained all US permits to open the company's Cuban business and is working on mitigating problems caused by continuing to do business in Venezuela due to the harsh and constant changes to legislation, especially labour immobility and price control regulations. Restrepo highlights the following: *'The legal team has thrived to support a very complex transformation of the supply chain and road to market business structure carried out during the last couple of years. Even though we have had to restructure our legal department and do more work with fewer lawyers, [the team is] being resilient to work together with a team spirit that has overcome all the difficult tasks we have had to face.'*



NESTLÉ COLOMBIA

Phyllis Gleiser, general counsel, leads the talented group of four in-house lawyers and support team members at Nestlé Colombia, a major producer in the global Nestlé brand network. Recently the legal team divided all business units and functional areas of the company among the lawyers, in order for each unit and area to have a legal business partner. Moreover, each lawyer has additional areas of expertise such as compliance, advocacy, antitrust, consumer law, data protection, IP, environmental law and urban law. Gleiser highlights that the team has *'implemented this new way of working in the past years and it has allowed us to be closer to each of the businesses'*. Part of Nestlé's global food and beverage brand with a major market presence in Latin America, Nestlé Colombia plays an important role within the global firm representing the interests of the region. Gleiser highlights that, *'the team's objective is to be recognised for generating trust and for providing a service of excellent quality, maintaining the sustainability of the business through compliance with the law and the principles and values of the company'*.



PEPSICO COLOMBIA

The in-house legal team at PepsiCo Colombia continues to impress as an exceptionally talented legal team commanding respect across the in-house industry in Latin America.

In the last year the team consulted on Pepsi's joining of the Colombian government's "national contract farming strategy", designed to facilitate positive relations between agriculture and industry. This scheme will support Colombian agriculture by providing certainty to farmers who sell products and to industry through a network of stable suppliers.

HEALTHCARE

POSTOBÓN

Postobón commands the largest market share for the production of non-alcoholic drinks in Colombia and is a major force within the industry as one of Latin America's most prominent soft drink bottling companies, and part of the major Latin American conglomerate, the Ardila Lülle Organization. Its in-house legal team is equally impressive guiding the company through its growth and across its locations around the country. Postobón's legal team handles the protection of the company's 35 brands including Postobón, Colombian, Pepsi, Brittany, Hipinto, Popular and Seven Up, among many others. The team is a dynamic group of expert lawyers dedicated to the food and beverage industry. The team is also highly capable in handling its relationship with food safety regulators, customs and licensing offices and other legal business of the company.

Postobón

RIOPAILA CASTILLA

Carlos Paz, legal manager and compliance officer, leads the legal department at agro-industrial company Riopaila Castilla. The high performing in-house legal team is made of five lawyers and two support staff including a legal and compliance manager, a senior compliance and corporate affairs lawyer, a senior labour relations lawyer, a senior litigation lawyer, a contractual in-house lawyer, a specialist in outsourcing and an outsourcing assistant. The legal area of Riopaila Castilla goes beyond the fulfilment of the legal framework by adapting to the changes and needs of the company dynamically, handling a range of matters including data protection changes, working regulations, BASC standards and anti-terrorism funding protocols. Paz identifies that the team has '*set ourselves a mission, which is to be a strategic business partner. For this we have defined some strategic goals, some guidelines to achieve these goals and some fundamental premises. To achieve our mission, we will work on the fulfilment of four strategic objectives, these being [firstly] excellence in the service we provide, [secondly] the ethical strengthening and compliance of the organisation, [thirdly] the creation of value of the legal process and, [lastly] the creation of a high performance team.*



BAYER

The Bayer legal team in Colombia is led by Hector A. Garcia Corredor, the head of legal, compliance, data privacy and insurance for the multinational healthcare company's Andean country group. The structure is further separated in two main branches; legal and compliance. The legal branch is composed by three lawyers who serve as business partners for two different business units each: crop science and animal health, pharma and radiology and consumer health and support areas. On the other hand, the compliance branch has three people including one dedicated attorney. Furthermore, the business partners serve as support for compliance matters. As part of the internal Bayer communities, two lawyers are part of the "digital and innovation community", one lawyer serves as the leader for the "millennial's community" and the head of the department is the sponsor for the marketing community. The communities within Bayer were created in 2018 to gather employees from different backgrounds and areas of expertise to connect ideas, resulting in innovative projects with internal and external positive impact. Garcia highlights that, '*it is a great achievement for some of our lawyers to be part of such communities with an active role.*' The local legal and compliance team has become a quintessential part of each business unit. Thanks to the business-partnering scheme, each lawyer has become not only a legal advisor but also a comprehensive business counsel who is involved in commercial and strategic planning. Furthermore, the legal and compliance team has developed an innovative approach to compliance matters, making compliance part of Bayer's DNA. Over the last couple of years, the team has been involved in Monsanto's acquisition by Bayer in order to ensure its success from a legal point of view, this being a major acquisition. Additionally, as an essential part of the business unit, the legal and compliance team has actively participated in several projects, which have had a deep impact inside and outside of Bayer. Through the counsel of the team, Bayer was able to co-lead the modification of the codes of ethics for the pharmaceutical and medical devices sectors in Colombia. The Presidential Transparency Secretariat recognised Bayer as an active anticorruption company in 2018 and Bayer was one of the first companies to be certified as an "authorised economic operator" by the Colombian Tax Authority. Furthermore, the Authority trusted in Bayer to be one of the pilot companies to implement electronic invoicing. The team has been key for the launch of new products for innovative therapies in areas such as oncology, ophthalmology, haematology, cardiology and women's health. In addition, the legal and compliance function has supported the different projects, which saw Bayer recognised as one of the most innovative companies in the pharmaceutical sector during 2018. Garcia highlights that the team '*understands that we must facilitate the business whilst protecting the integrity of the company and our employees. As such, the legal and compliance team sets itself to work together with the business units, creating synergies and best practices in order to meet business objectives ensuring high ethical standards. The legal and compliance team has developed innovative compliance projects in the Andean region, which have become global best practices in Bayer.*





DAVITA COLOMBIA

ABBOTT

Expertly covering the Andean region, Abbott's in-house legal team based in Colombia continues to impress after its leader's previous inclusion in the *GC Powerlist: Colombia 2018*.

With the largest market share of any pharmaceutical company in Colombia, Abbott's legal team expertly handles large volumes of work covering the 2,700 employees working across three locations in Bogota, Cali and in the Pacific Free Trade Zone.

The team handles all legal affairs regarding the manufacture, distribution and sale of branded generic pharmaceuticals as well as nutritional supplements, antibiotics, homeopathic and phototherapeutic products.

A leading kidney specialist healthcare company, DaVita Colombia's in-house legal team is recognised for its exceptional skill in legal matters pertaining to the medical and healthcare industry. Led by Helena Álvarez Uribe, head of legal, the team consists of three lawyers and a trainee including senior legal counsels Daniela Rivera Díaz and Juan Sebastián Alfonso Pulido. As head of the department, Álvarez is part of the company's leadership team and is responsible for the strategic legal decisions and the corporate legal advisory for the company in Colombia. She also serves as alternate legal representative and principal member of the board of directors. Her team supports international legal strategies to be applied in all jurisdictions where DaVita has a presence. Each senior legal counsel has specific activities and focuses. Rivera is highly skilled in litigation and legal advisory regarding medical liability. Álvarez highlights that *'she is focused in the attention of all the requirements and legal support to all kidney care centres from the regulatory, patient's attention, and authorities control point of view'*. Alfonso leads corporate and contractual matters and is described as, *'the newest team member but has provided very relevant support on contractual drafting, corporate secretariat, litigation and has become a very important part of the team as well'*. Despite each lawyer having specific assigned roles and activities, Uribe describes her purpose as leader is *'to develop them as holistic legal advisors, so that all of us could face all of the legal matters that a fast paced growth company as DaVita, challenge us to solve and attend'*. DaVita has developed tremendous growth during the last two years, having a particular focus in its expansion outside the US. As part of being the legal team responsible for giving advice to a Fortune 200 company, which in the particular case of Colombia has increased its market share by 6% in the last two years, and also facing the challenges of Colombia's healthcare sector, has made the team evolve and adapt accordingly. On the strength and management style of her legal team, Álvarez highlights that: *'Each day the increasing presence of international legal standards are leading us in the development of technological and more efficient ways to support as legal team the whole operation. Standardised processes, unification, cross border shared experiences and a committed team, has made the difference and has considerably influenced our legal advisory as local responsible in each jurisdiction. There is no way to succeed as a legal leader without the support of your team. Trust, communication, development, empowerment, and loyalty are some of the basic premises that has worked for me as a leader of such amazing and committed team as the DaVita Colombia legal team'*.



FALCK – GRUPO EMI

The legal team at Falck – Grupo EMI, led by Nicolás Ruiz, legal and corporate affairs director Latin America, consists of four excellent lawyers and an assistant expertly managing the leading healthcare company's legal business in Colombia. Legal counsel Liliana Toro reports directly to Ruiz and together with her team comprised of a junior lawyer and legal assistant, play a key role in providing support on contracts, tenders, data privacy and customer claims. The team is also joined by a legal relations leader who leads on individual and union labour matters and also reports to human resources. Due to recent growth, the company has brought in an additional lawyer to help to cope with the sheer volume of work. In addition the company acquired new operating licenses from the Colombian Health Superintendence, which allowed it to expand its operations to two new cities, Barranquilla and Cartagena. This entailed significant investments to be able to increase coverage and maintain the company's position in the market. On top of an increase in workload and expansion of the business in Colombia, the team has worked on the simplification of the corporate structure across Latin America. This involved carrying out and obtaining approval from the Health Superintendence for a merger between two operating companies in Colombia. The National Health Superintendence issued the resolution approving the merger between Grupo EMI and the company Servicio de Emergencias Regional (SER). Therefore, EMI would proceed to absorb SER, which in addition entailed all the corporate clean-up and registrations for all the different branches and operations nationwide. The team also provided support in structuring and reviewing the different legal aspects of the new digital strategy of the company, with two main projects. These are the client portal, which is aimed at facilitating the interaction with subscribers, allowing them to access the client portal to obtain different types of services, such as a medical orientation chat, request a service for consultation at home, booking of appointments with specialists, accessing medical history and more; and the sales portal, which allows potential clients to subscribe to the team's service in a manner which is 100% self-manageable, simplifying the sales process. Ruiz highlights that, *'the legal team's mind-set is to be a partner to the different areas of the company, having an in-depth understanding of the business, knowing the pain-points of the different areas and having lawyers work as valued members of the client's team, who are always business oriented having always in mind the legal structure and limits, so there is risk management and controls in place, being cost sensitive and providing strategic and proactive advice'*.





FUNDACIÓN CARDIOVASCULAR DE COLOMBIA

The in-house team of seven highly skilled and specialist lawyers at Fundación Cardiovascular de Colombia is headed by Dr Ana María Flórez Ocampo, as head of corporate legal office. The team focuses on four major areas of practice, namely, contracting, judicial affairs, IP, and hospital legal matters, each with its own management structure and specialist lawyers. The legal team participates in many large-scale transactions through its several different areas of advice, such as arbitral proceedings, medical liability demands, executive demands of recovery of portfolio against responsible payment institutions of the health sector, and contractual transactions of purchase of goods and services. To the team's credit, some of these recent transactions exceeded COL\$25bn. Due to the exponential growth that the company has seen over recent years, especially in the construction and start-up of the Medical Complex, Hospital Internacional de Colombia and the Centro Internacional de Especialistas, there have been many changes experienced during the legal accompaniment provided during all stages of each project, from development, execution and implementation. Today this project is considered a medical complex of world class, and a state-of-the-art reference at a national and Latin American level. About this growth, Flórez highlights that *'the legal area has now been restructured and has focused its practice on specialised areas that allow it to deal more expeditiously and with legal certainty with the different issues that require its support. This led to the creation of new positions and functions that allow a broad and transversal coverage of the entire corporate'*.



JOHNSON & JOHNSON, MEDICAL DEVICES

David Quiroz Rendon, legal director for North Latin America, continues to lead the compact in-house legal department at Johnson & Johnson in Colombia, which covers the North Latin American region for the global health and consumer goods giant. The team comprises three legal experts with specialities including commercial law, advertising law, competition law, IP, consumer protection law, contract drafting and general legal advice for the fast-moving consumer goods industry. The legal team that supports the medical devices businesses in the Northern Cluster of Latin America covers Colombia, Venezuela, Central America and the Caribbean, including Puerto Rico. It has a small and relatively flat structure with three lawyers with David Quiroz, as head of the law department in the Northern cluster of Latin America, and Patricia Hernandez, as legal manager for the territory. In addition the department has an associate lawyer reporting into Hernandez. Hernandez is the business partner to the Central American and Caribbean business, and as such she serves as a business advisor to the territory leader and is responsible for the delivery of legal services in these territories and supporting the local territory leaders. She's also the business partner to the commercial team in Colombia, the general surgery and specialty surgeries business units in the cluster, as well as to other functional areas and centres of excellence that support the business. Recently the team has implemented new go-to-market models, indirect channel reorganisation for the cluster, development of new business models, including cost sharing and risk sharing agreements, divestitures of business units and three-party value based agreements. Quiroz explains that, *'we work within a culture of collegiality, trust and respect; we embrace diversity and foster an inclusive environment, leading through example and making sure that as trusted business advisors we can grow our business in a healthy, sound and compliant environment'*.





LABORATORIOS BAXTER

A globally renowned specialist healthcare company focusing on kidney conditions, Laboratorios Baxter has a major presence in Colombia, and a highly responsive and effective legal team led by legal director Andres Aguirre.

The team advises the business on the main legal issues, transactions and projects with the greatest impact on the company's objectives and plans. It contains specialised advisors and experts related to the medical and pharmaceutical industry as well as the compliance area in this heavily regulated market.

PRODUCTOS ROCHE

The in-house team at Productos Roche continues to impress leading the Colombian subsidiary of the global healthcare producers' industry leading research, clinical trials and diagnostic products. The company has focused on the treatment of diabetes as well as pharmaceuticals and diagnostic care. The legal department has been redesigned to separate the pharmaceutical and diagnostic diabetes care duties to match this focus. Other highlights have included the team's work on clinical trials, the divestment of mature products to other pharmaceutical companies, and the support in launching new company products. The team also plays an important compliance function to support the firm's clinical trials and participation in tenders. The five person in-house team is expertly led by Johanna Cifuentes, legal and compliance director for pharmaceuticals, diagnostics and diabetes care and includes compliance leader for pharmaceuticals Simon Valenzuela, legal and compliance specialist for pharmaceuticals Juan Pablo Tirado, legal compliance coordinator for diagnostics and diabetes care Stefany Cordoba, and administrative assistant Alexandra Amador. Cifuentes highlights that the team is *'here to make things happen. We are perceived as part of the business because we play a seminal role in the decision-taking process. I am part of the local executive committee, and this has enabled us to be aware of everything that happens in the company, and to focus our endeavours in achieving company's goals.'*



SIEMENS HEALTHINEERS

The in-house legal team at Siemens Healthineers in Colombia continues to impress and provide the highest quality legal coverage to the global healthcare giant's presence in Colombia and the Andean region. Carlos Calderón, head of legal and compliance officer for the Andean Pacific zone, is responsible for leading the legal and compliance functions within the area. He is also charged with providing strategic and operational legal and regulatory advice and governance, with the purpose of ensuring integrity and safeguarding the company's values and reputation. The team is also directly responsible for strategic business models and large scale projects. Junior legal and compliance attorney Laura Castro is responsible for providing legal support to business lines and functions on traditional business models. Pilar Pedraza, head of export controls and customs, is responsible for leading the ECC department within the Andean zone and for developing strategies, processes and procedures to efficiently fulfil all organisational and legal requirements export control and customs regimes and for advise on other functions in fulfilling prohibitions and restrictions tested at the time of customs clearance. Pamela Hidalgo, based in Lima is also part of the team being directly responsible legal counsel for Peru and Ecuador. The team has supported the structuring of complex deals beyond the traditional business models such as the inauguration for the first time in Colombian history of a specialised magnetic resonance room (MRI) for children. In addition the team is currently working on the issuance of the certification as "authorised economic operator" in Colombia. To do that, the team has been working during the last two years in the drafting, implementation and enhancing of the anti-money laundering system and local procedures and risk matrix. About the working relationship of the team, Calderón identifies that, *'team culture is based on passion for our work as business partners and on a fluent and respectful communication. Communication is key for having appropriate levels of understanding within the team and the other functions.'*



HOTELS, RESTAURANTS AND LEISURE

GRUPO ALSEA EN COLOMBIA

Grupo Alsea en Colombia's in-house legal team is formed of four lawyers and a business administrator and headed by legal advisor Katherine Silva Hernández, as leader of the department. The team is credited for expertly handling all of the company's corporate, commercial, contractual and tax law matters recently. Silva is responsible for the relations with corporations' shareholders, authorities, and managers, and ensure the compliance to the statutes of the company. She is involved in business decisions and coordinates and defines the legal directions of the company, including without limitation to litigation strategies. Supporting her are senior lawyers who act as subject specialists in corporate law, contractual disputes, financial authority requirements and compliance relating to the Group's stores. The team has the support of a business administrator who oversees budgets for the area, control legal payments including fines and penalties defined by authorities, and reviews to ensure compliance with the sanitary and operating requirements of commercial establishments. In the last year, the Group added to its food retail portfolio acquiring Gastronomía Italiana en Colombia, a major Colombian pizza and Italian cuisine chain. It has also have been part of the expansion plan of Dominos and Starbucks stores in Colombia. Silva Hernández identifies that the team is *'radiated by the commitment and passion for the growth of the company in which we work, acquiring day-by-day the expertise that is required in a field like ours that has a strong implied competence and that demands an excellent experience for our consumers in order to create loyalty and the conquest of new markets'*. This experience is noted by a nominator who adds the following: *'This economic group has been growing in Colombia, hand-in-hand with Grupo Alsea Mexico handles franchises of the importance of Starbucks, Dominos, Pf Changs and Burger King among others. The company has had the ability to develop with a young team, an area of comprehensive advice for the company, of course with external advisors who accompany them in major conflicts. Led by Katherine Silva Hernández, a lawyer with extensive knowledge in corporate, corporate and economic law, the team is not only recognised for its integrity, but for the full compliance with the rules, and a low rate of conflicts, processes and sanctions'*.



DECAMERON

The in-house team at hotelier Decameron is highly skilled and plays an important part in the continued growth of the company's portfolio across Latin America, Central America and the Caribbean. Led by Juan Pablo Barrera, vice-president and general counsel of the company, the team has been in period of growth and prior to his appointment five years ago the company did not have an in-house team. Barrera explains that, *'aiming to create a competent, qualified and business oriented team, we entered a phase of recruiting talent and reorganising the existing off counsel legal support, with the aim to create a group that could support the legal advisory needs of a multinational company with ever expanding objectives and projects'*. Today the team consists of 14 lawyers divided into four divisions, including a Panama division led by Héctor Perez Portillo, director – Panama. Ana Lucia Giraldo, corporate director – corporate affairs, leads the corporate division which also covers the company's M&A transactions and is has four lawyers. Mari Claudia Caceres, corporate director hotel affairs leads the division in charge of all legal advice to the hospitality, travel agency and time-sharing businesses. It consists of three lawyers, including Mari Claudia. María Fernanda Olano, corporate director – labour affairs manages the division in charge of all legal labour related matters in the organisation with three lawyers, including María Fernanda. Across the entire team, highlights include the acquisition of a significant property in Barú, near Cartagena in Colombia in which a new hotel will be built and legal support to the company in the construction works made in the Maryland Hotel in San Andrés Island in Colombia, involving a near total rebuild. On his team's culture Barrera identifies that *'we strive to have the determination and are fully committed to achieve excellence. As a team, we are tied by an unrelenting effort to pursue the company's goals and help it reach the new levels of success by being its business partners as well as legal advisors'*.



INDUSTRIALS AND REAL ESTATE

AECOM

AECOM, a global construction and engineering company which earned US\$20bn in revenue in 2018, bases its Latin American in-house legal team in Colombia. The team provides exceptional coverage across the wide range of projects the company pursues in the region. Led by senior regional chief counsel for Latin America Mariana Zarate, the in-house team handles the legal matters pertaining to the company's projects across their entire life cycle for both government and commercial clients. Services include programme management, engineering and environmental services, planning, design, community management, construction and asset management. The variety of skills required to provide legal coverage across these disciplines makes the team extraordinary. The expertise in regulatory, contractual, environmental and construction as well as financial and commercial legal areas demonstrates the skill and variety of the team. Some notable projects include the Magdalena River public private partnership to enhance the river navigation conditions, the Buga Buenaventura rail corridor, the resettlement of the town of Gramalote, and USAID Plan. Additionally the team was involved in the Atrio tall towers in downtown Bogota, a comprehensive 30-year master plan of the city of Santa Marta, the environmental impact assessment of Purple Angel offshore block, and other major infrastructure projects.

AECOM

CARGILL

Cargill's business in Colombia, Ecuador and Peru is managed by a legal team of five lawyers and an assistant led by senior commercial lawyer Maria del Mar Bonilla Uribe. Bonilla reports to Michelle Canelo, who is responsible for Central America and Colombia and is located in Honduras. Bonilla is supported by four outstanding lawyers, who are subject specialists joining Cargill through the acquisition Bucanero and Campollo, each of whom have made a major impact. The new team members are Felipe Arias, located in Cali, who at the date of acquisition in June, 2017, had five years of experience in Bucanero and Alejandra Gomez, located in Bucaramanga with eight years of experience in Campollo in November 2018. The team also includes Yesly Rojas and Katherine Valverde, located in Bucaramanga who joined from Campollo. During the last year, the new members and the team as a whole worked on the acquisition of Bucanero and the integration Campollo into the Cargill organisation. This involved a Chapter 11 reorganisation process before the Superintendence of Companies, which Bonilla describes as, 'a constant challenge, in terms of decision-making'. She explains: 'Our vision as a team is to cultivate and maintain an effective ethics and compliance programme under a corporate-wide framework, with a proactive culture, emphasising in business partnering and consistent application of training, assessments and risk prioritisation across the business'.

Cargill



ABB COLOMBIA AND ECUADOR

ABB is a world leader in electrical infrastructure engineering production with a major presence in Latin America. Its legal team in Colombia and Ecuador has been involved in continuous changes and challenges with the acquisition of several companies such as Thomas and Betts, Baldor and a portion of GE, as well as the recently announced sale of ABB's power grid business to Hitachi. It is a team that has to be able to adapt quickly in a continuous changing environment, including clients who have also changed becoming more digital and faster. Led by legal and integrity manager for Colombia and Ecuador, Juan Pablo Mora, the team consists of two lawyers and two compliance specialists reporting to the Latin American legal and integrity manager in Brazil Luis Radulov and Ramón Monrás, Latin American group president in Colombia. In the last year, the team has worked on numerous important transactions and issues including the local acquisition of GE's IS business, the contract to electrify the PSA Terminal in the port of Panama for US\$12m, as well as the contract for an Alupar substation worth US\$10m. The team was also part of the "Empresas Activas Anticorrupcion" (Active Companies Against Corruption) by the Transparency Secretariat of the Presidency of Colombia and the UNODC "Towards Integrity" and ICC committees against corruption. In one particular transaction Mora identifies that his department 'guided the negotiation of a frame agreement with ISA which will represent almost US\$200m for ABB in all Latin America, taking the leadership for Chile, Peru and Colombia'. He adds that, 'trust leads to innovation and better performance', highlighting that breaking away from the traditional desk hours approach to productivity is a valuable change to the legal working culture in Colombia.

ABB

GRUPO ODINSA

Andrea Eugenia Camargo Niño, legal director, leads the talented in-house legal team at Odinsa. With seven members, the team is divided into functions based on each lawyer's skillset and different areas of the company. It has lawyers focused on different issues such as financial affairs, corporate, roads and airports. Camargo Niño identifies that 'the success of the team is due to our interdisciplinary focus. Our lawyers have education and expertise in different areas, such as finance, public law, private law, international law and environment'. The Odinsa legal team has changed its structure, since it used to be divided in two areas, international projects and national projects, without making any distinction on the type of project. Now, Odinsa works as a holding structure, serving its different companies and projects. Hence why the lawyers are now assigned to the different areas, namely, airports, roads, finance and corporate. Camargo Niño explains that, 'this allows the lawyers to be more specialised and have more contact with the technical departments, which allows a better intervention by the legal team'. Highlights of the last year include the team's participation in various large and successful issuances of bonds both at a national and international level for some of the group's companies. The team achieved several refinancing contracts for projects to make them competitive and worked on corporate governance restructuring with the implementation of new policies, committees and training.



CORONA

Corona's in-house legal team is comprised of six lawyers and one compliance specialist under supervision of Bernardo Ávila, legal and compliance manager. Two of these lawyers, as well as the manager, work for specific regulatory and external matters with the corporate affairs vice president. It is a high-impact team that offers specialised legal counsel to all functional areas of the corporation, providing efficient and reliable support for Colombia, Central America, Mexico, the US and China. Each member of the team is proficient in matters that are critical and strategic for Corona's operations such as M&A, corporate, intellectual property, antitrust, consumer and environmental law, litigation and compliance. The team also developed a close relationship with senior management and internal clients. Ávila highlights that the, 'team culture and dedication to service has led us to achieve a score above 96% in the annual satisfaction survey for the past three years. The legal team has successfully faced the challenge to serve an organisation with more than 9,000 employees, 29 manufacturing plants in six countries and nearly 40 retail stores with a reduced number of lawyers and limited support from external counsel'. The legal team continues to be a key and active player in strategic transactions for Corona together with senior management and in some cases with the support of external counsel. The most important transactions and projects in the past year have been the negotiation and sale of the company's stake in its investments in Companhia Sulamericana de Ceramica in Brazil and the structuring and negotiation for the financing of the second tranche of a cement plant it is building in Antioquia in partnership with Cementos Molins from Spain. Also, the team is involved in the drafting and negotiation of a mining operation agreement for a mine which will provide the cement business with the raw material for its industrial activities, and the acquisition of Agromil, a fertiliser and organic amendments company which marks Corona's entry into agribusiness, among others. In addition, the team has advised senior management in significant matters related to the restructuring of Corona's sales and distribution channels, the design and implementation of the company's innovative compliance program, Corona's successful defence in a large commercial agency dispute with the support of external counsel and the legal framework for the corporate start-up accelerator.



SCHNEIDER ELECTRIC

A global leader in electrical and other energy products and services such as grid management, energy management software and supply services Schneider Electric has a large Andean regional presence.

The company's legal team in Colombia possesses solid experience in corporate law, contractual law, dispute resolution, risk management, compliance, implementation of legal proceedings, and expertise in labour law and M&A transactions.

The team also plays a major role in actualising the sustainable development goals of the company through its legal support of projects and initiatives.



TERRANUM

The in-house legal team at Terranum stands out for its talent and composed handling of legal affairs within a rapidly growing real estate group in Colombia. Terranum is Colombia's market leader and pioneer in the development, operation and owning of leasable office, logistic, industrial, retail and mixed-use properties in Colombia. Led by Laura Vejarano, vice president, general counsel and corporate affairs, the legal team is comprised of four different teams according to the company's core business activities. Vejarano highlights that 'the 12 strong team includes Alejandra Beltrán, utilities and zoning counsel; Ana María Palomar, real estate structuring and development counsel; Pedro Puente, corporate, commercial, leasing counsel; and Juana Sabogal, communications and corporate social responsibility director'. Within the last three years the team's headcount has been reduced, because of the senior's team capability to implement efficiencies and put in place simplified processes that impacted positively the relationship with and delivery to internal clients and other stakeholders, such as banks and trustees. The team, with its new structure, has achieved highly over this time with work on two joint venture divestments, migration of the company into a private equity fund structure, bringing WeWork as a tenant to one project and developing and leasing Amazon's first corporate building in Latin America. It has successfully overcome land restrictions through the implementation of complex legal and communications strategies as well as arbitration and criminal procedures.



INFORMATION TECHNOLOGY

SIEMENS MOBILITY

The in-house legal department of Siemens Mobility in Colombia has regional coverage as well as specific to each relevant jurisdiction.

The team has adapted to the division of the Mobility subsidiary from the rest of the Siemens global corporation.

The team continues to demonstrate superior quality and commercial acumen the in-house team continues to deserve recognition.

STORK, A FLUOR COMPANY

The in-house legal team at Stork, a Fluor company, provides comprehensive legal guidance and regulatory coverage for the engineering company's business across Colombia and the northern Latin American region.

The company, with guidance from the legal department, achieved certification from the American Society of Mechanical Engineers (ASME) to perform construction and repair services, and the use of official stamps.

In November 2018, the company opened a renovated centre for safe work at heights training formed as a Vocational Unit of Business Learning (UVAE) with Ministry of Labour authorisation in the municipality of Hatonuevo in La Guajira, in an effort supported by the legal team.

HP COLOMBIA

Following on from the recognition of Arusiak Mardirousian, South America global legal affairs director, in last year's edition of the *GC Powerlist: Colombia 2018*, it is right to recognise the outstanding abilities of HP Colombia's legal team.

Covering both the Colombian legal affairs as well as those across South America, the legal team demonstrates considerable skill across multiple jurisdictions and including different languages.

The team is adept at managing complex deals, volatile legislations, public sector procurement and contract negotiations. commercial acumen the in-house team continues to deserve recognition.

IBM DE COLOMBIA

Tech giant IBM has a small but powerful in-house legal team at its operation in Colombia, with a reputation for expertise across a wide range of topics. Juan Pablo Ovalle Arana, country counsel, leads the team of three lawyers. As a lean department all of its members have to deal with a wide range of situations and subject matters on a daily basis and Ovalle highlights that, *'this has allowed us to gather experience in multi-disciplinary areas and be able to step in when somebody is absent'*. Assisting Ovalle is a senior contract and negotiations specialist and an intern with other legal support being coordinated by the team with external counsel. Recently, the team was forced to make a staff reduction, and at the same time continue to deliver with the speed the business required. Ovalle highlights that this *'forced us to increase our level of skill, assume a bigger workload and keep the office running'*. Recently the team has worked on artificial intelligence deals such as an interactive experience platform with Fondo Nacional del Ahorro, as well as a cognitive analytics technologies system deal with the Fiscalía General de la Nación used to fight against organised crime. Ovalle describes the team as *'a high skilled, high performance team, but basically [also] a team of friends, we support each other, look after each other and try to keep coordinated positions when dealing with internal and external clients. That has gathered the trust and recognition of our internal clients, our peers in the region, where other countries happen to have a larger legal department and the respect of the management team'*.





UBER COLOMBIA

Uber's legal team in the Andean region (Colombia, Peru, Ecuador, and Bolivia) is led by Sandra Monroy. Monroy joined the company in October 2018 as legal director of the Andean region after a formidable career in many of Colombia's largest companies, as well as service on the takeover commission for the telecommunications industry under President Ivan Duque's government. Since her arrival, she has influenced positive change in Uber's legal strategies. The legal team in this region is supported by five lawyers including Monroy, three who are based in Bogota and two who are based in Lima, Peru. The team includes Natalia Caroprese who is senior litigation counsel (Colombia, Ecuador, and Bolivia), Jaime Escobar who is commercial counsel (Colombia, Ecuador, and Bolivia), and Laura Farias, legal intern for the Andean region, all exceptional and highly recognised lawyers. The team also works with the support of an executive assistant and external counsel. The team based in Colombia is divided into lawyers responsible for litigation, regulatory and commercial matters respectively. In July 2018, the legal team went through a reorganisation process that was focused on improving efficiencies in legal services provided to the business. As a result, commercial counsel became the single point of contact with the legal department for all internal clients. Having a single point of contact fostered teamwork as now counsel with different areas of expertise work together in order to solve complex legal problems and provide integral legal assessments in a very efficient manner. Monroy highlights that, *'in the past two years the legal team has been focused on providing training and being a partner to the business, efficiently managing the budget expenses for legal fees; and fostering diversity by empowering female lawyers'*. Highlights of the team's successes in 2018 and 2019 include the obtaining of a regulation in La Paz, Bolivia to expand Uber's offering in the city, as well as launching Uber in Ecuador. The team led the negotiation of major sampling deals in Ecuador, Colombia and Peru such as a deal with Repsol Peru to provide discounts for drivers registered with the app, the negotiation with Visa for the FIFA World Cup promotional agreement that covered five countries in Latin America, and a sampling agreement with Pepsi in Ecuador for drivers to receive products to share them with riders. All the above give Uber a range of marketing benefits and local recognition. It also developed a tool to automate the drafting process for the terms and conditions of promo codes. The use of this tool provided more autonomy to internal clients and also generated savings to the legal team both in terms of time and resources. The team is commended for also always looking for alternatives to standardise legal requirements, templates, and processes to make them easier and more efficient for internal clients. Monroy highlights that *'lawyers from the team actively participated in pro bono activities of Women of Uber, one of the employee resources group of Uber. This group is focused on fostering diversity and empower women within Uber'*.

SAP

An expert in-house legal team at SAP covers Northern Latin America and the Caribbean providing the highest quality legal advice and contracts organisation, focused on negotiation and deal closing, overall legal support, litigation and management of external counsels in all jurisdictions.

SAP is a global leader in business technology including the internet of things (IoT), data protection software and analytics with a major presence in Latin America with 39,500 clients across 25 industries particularly the SME sector.

Providing legal services suited to SAP's diverse offerings requires exceptional skill and commercial acumen, which the team overseeing Colombia and the rest of the area has in abundance. The commercial acumen of the in-house team continues to deserve recognition.

UNISYS

Continuing to impress, the Unisys in-house legal team demonstrates its quality and deserves recognition again the *GC Powerlist* after its inclusion in 2017.

The team is known for its legal skill in the technology industry, in particular its cyber-security expertise.

The team plays an important role in the management of Unisys' strategic partnerships including the protection of the company's interests in and delivery of new products and services with Amazon Web Services, Dell and Microsoft among its partners.

VISIÓN SOFTWARE

Visión Software is a leading Colombian technology company and has a compact but highly efficient legal department comprised of legal manager and compliance officer Juan Camilo Medina and legal counsel Andrés Felipe Navarrete Basto. Visión Software's legal team has recently led and successfully negotiated three top-tier contracts. One was a licensing Microsoft software deal in 2017 with Grupo Aval, Colombia's most influential bank, which generated US\$64m and was the largest deal involving Microsoft in Colombia. Consequently, in 2019, this deal was prosperously expanded to encompass more licensing products. The second deal pertained to a 2018 licensing contract for the Servicio Nacional de Aprendizaje (SENA), in virtue of which, the national operation of that public entity was sustained and, thus, generated a sizeable impact on the quality and accessibility of public education in Colombia. Consolidating Visión Software's prime and widely recognised reputation as one of the biggest technology companies in Colombia, in 2019 the legal team closed a specialised service deal with A Toda Hora, one of the most significant banks in Colombia, to administrate and support A Toda Hora's Microsoft platform. Medina highlights that *'the legal team operates under an unwavering focus on excellence, efficiency and integrity on every task at hand. This ethos is developed through a personal commitment assumed by every member of the legal team to promote, preserve and nurture the excellence, efficiency and integrity of all tasks. Secondly, the guidelines by which all members of the legal team must act are strengthened through the means of teamwork, problem-solving mentality and open-minded debate'*.



MATERIALS AND MINING

CEMENTOS ARGOS

Cementos Argos is one of the largest cement producers in Latin America and the largest in Colombia. In 2018, the company with the support of its in-house team earned consolidated revenues of COL\$6.3bn and expanded its global market.

The team consulted on the opening of a new subsidiary business and sculpted the strategic alliance with Grupo Calidra de Mexico, to create Caltek a lime production company with an investment of COL\$113bn and a new plant in Antioquia.

In addition, the team has been involved in major infrastructure projects such as the Flanders Bridge over the Magdalena River, a vital connection between the north and south of the country.

PRAXAIR COLOMBIA

The largest retailer of industrial gases in North and South America, Praxair has an important presence in Colombia, as demonstrated by its exceptionally talented legal team.

Having been recognised in the 2017 edition of the *GC Powerlist: Colombia Teams*, the legal function continues to impress at the forefront of legal business in the materials and mining sector.

In the last year the team has worked on the landmark merger between Linde Colombia and Praxair in Colombia requiring the approval of the Superintendence of Industry and Commerce and the management of its conditions.

YARA

Continuing to impress, the in-house legal team at Yara in Colombia constantly demonstrates excellence in management of the global fertiliser, seed and crop nutrition company.

The team sets the standard for precise legal management of Latin American supply chains, regulations and contractual matters regionally.

The team is highly regarded for its multi-jurisdictional focus as well as expert handling of corporate governance, including recent changes to the global company's corporate structure, as well as labour and commercial matters.

PUBLIC SECTOR

MINISTERIO DE COMERCIO, INDUSTRIA Y TURISMO

The legal team of the Ministry of Commerce, Industry and Tourism has impressed numerous peers in the Colombian legal market. The team achieved success with a landmark agreement signed between the Ministry, Japanese banking giant Softbank, other government ministries and Bancoldex to administer a fund to boost Colombian entrepreneurial development. There is a great depth of experience in the team with issues covering its commercial, industrial and tourism related matters. The team also collaborated with the Ministry of Justice and other industry players to create new regulations regarding the import of ingredients in cosmetics, removing the requirement to register with the Ministry of Justice for certain items, derestricting the market. Additionally, the team has worked with the Colombian Association of Footwear, Leather and Manufactures (ACICAM) to develop new policies to lessen the illegal footwear trade in Colombia, further demonstrating the team's experience, versatility and commercial acumen.

SUPERINTENDENCIA DE INDUSTRIA Y COMERCIO

The highly talented legal team at the Superintendence of Industry and Commerce is formed by two experienced lawyers who hold the position of technical liaisons for the organisation. This promotes regulatory compliance and economic competition and advises different stakeholders in the hydrocarbons sector. Led by Jesús Esteban Revelo Barragán, the professionals in the team are expert lawyers in the antitrust area, and have extensive experience in competition law. Showing development, the most important recent change for the legal team has been having to change its traditional desk in an office in the city of Bogota, through the multiple scenarios and public to which the antitrust lawyers are usually directed. In the second half of 2017, the Superintendence of Industry and Commerce, through an agreement signed with the National Hydrocarbons Agency, joined the Territorial Hydrocarbons Strategy with the purpose of contributing its technical knowledge and its vocation of service. This move also had the purpose of addressing one of the main lines of social conflict in the hydrocarbon sector, related to the contracting of goods and services. Revelo explains that *'to build this culture of legality, the legal team has carried out different activities to promote the regulations related to the protection of free economic competition, aimed at the different companies engaged in the exploration and production of hydrocarbons, as well as their contractors and the other interest groups'*.



SPORTS AND MEDIA

CARACOL TELEVISIÓN

The legal team of the largest private broadcaster in Colombia continues to impress after its inclusion in the *GC Powerlist: Colombia Teams* in 2017.

Broadcasting across 80 countries with over 10,000 hours of original programming, Caracol Televisión works with powerful industry players in joint business projects with Telemundo-RTI, TV Azteca and Sony Pictures Television and others.

The legal team is critical to the success of these deals and other ventures, protecting the company from risk and orchestrating legal elements of commercial business with considerable legal and commercial acumen.

CASA EDITORIAL EL TIEMPO

The legal team at Casa Editorial El Tiempo expertly guides the oldest media company in Colombia through its legal affairs across nine printed newspapers, two 24-hour television networks and its array of digital media and magazine publications. The team is adept at IP, contract and other media related public and private law, bringing this expertise to bear with a sharp editorial focus. In the last year the legal team contributed to the signing of an alliance agreement with TEADs, a global media platform prevalent across Latin America and particularly in digital media. It is a major development for the 103 year old company with a strong performance by the legal department. This deal links Casa Editorial El Tiempo with other major Latin American newspapers including El Universal, Excelsior and Milenio in Mexico, La Nación and Clarín in Argentina and O Globo and Estadão in Brazil. It also associates the firm with global media giants such as *The Guardian* and *The Washington Post* and 529 other publishers. The deal also demonstrates the legal department's aptitude for commercial legal guidance as well as its responsibilities for brand and IP management for its editorial teams, and other governance.

EL TIEMPO

RCN TV

RCN TV is the second largest television and media company in Colombia by viewership, and is an important voice in the media industry in Colombia. Its legal department carries out the responsibility of defending its interests and ensuring its legal operations function smoothly.

It contains experts in copyright, IP and related rights, as well as the contracting of creations associated with the audio-visual work including scripts, literary works, music, talent.

The team efficiently handles the broadcasting guidelines, claims and complaints procedures related to the news and other television productions.

DIRECTV LATIN AMERICA

Legal manager Alvaro Andres Ponce Reyes leads the exceptionally talented in-house legal team at DIRECTV Colombia which is made up of five lawyers that ensure the legal compliance of all the business's initiatives. The team also aims to accomplish the company's KPIs, as well as acting as the judicial representative of the company before public, judicial and private entities. The team includes Marina Luz Ortega Moreno, legal chief, who handles litigation, customer service and data protection; attorney Lina Maria Quintero Bohorquez who supports contracts, digital, risk management and corporate law among other topics; Fabian Felipe Castillo Patiño, legal chief, handling compliance and contract management and defines the legal strategy of the launching of new businesses; and finally Pablo Andres Mejia Benjumea, legal chief responsible for labour and public law matters. Recently, the team adapted to the acquisition of DIRECTV by the AT&T group, which saw the team diversify its role and become more business-oriented. According to Ponce Reyes, the team *'[had] to learn and be trained in different topics such as project management, new budget priorities, a new corporate culture and new legal goals, in order to give a qualified support to the company'*. Additionally, the team supported the launch of DIRECTV GO, an OTT video platform. The legal team had to reinvent itself and look for new sources of knowledge, since no specific regulation regarding these matters in Colombia exists. Ponce Reyes identifies that, *'this led us to consulting other countries' experiences and understanding the functioning of these platforms in other markets in order to give informed support that mitigates risks in different company areas such as regulatory, taxes, customer care, content negotiation with programmers, among others'*. The outcome of this situation is a global proactive team that has made possible the successful launch of DIRECTV GO in Colombia and Chile in December 2018, and Argentina and Brazil in June 2019. In terms of litigations in the public domain, ANTV initiated an administrative investigation in which it claimed that DIRECTV Colombia had a pending payment of around US\$700,000 and additionally had the intention to apply the breach of contract clause in the license contract, making DIRECTV pay 20% of the total price of the license contract, around US\$8m. According to Reyes, *'our legal team created a solid defence strategy, achieving the end of this investigation, protecting our company from paying the amounts claimed'*.

DIRECTV

THE WALT DISNEY COMPANY LATIN AMERICA

In March 2019, 21st Century Fox was acquired by The Walt Disney Company, causing a major change within the workings of the Fox organisation in Latin America. In addition to the legal work arising from the transaction, the deal faced numerous regulatory approval processes in the region and took a great deal of effort from the in-house legal team to handle, which deserves high praise for its role in contributing to one of the most important media acquisitions of the century.

The Colombia legal team handles a wide array of business and legal affairs issues, including the distribution of the linear channels to pay TV operators and the commercialisation of advertising space in their portfolio of channels, as well as content production in the FoxTelecolombia studios.

TELECOMMUNICATION SERVICES

AT&T

Returning to the GC *Powerlist: Colombia Teams* after its 2017 inclusion, the Northern Region of Latin America legal team at AT&T has continued to impress.

Responsible for a wide area covering Colombia, Venezuela, Ecuador and the Caribbean, the team is familiar with handling commercial regulations across jurisdictions, complex governance procedures, litigations and IP matters, while helping the company achieve growth and savings.

The team provides exceptional expertise across the region, and has been pivotal in the adaption to several labour regulatory changes in the last few years.

ATC COLOMBIA (AMERICAN TOWER COLOMBIA)

The expert legal team consisting of 11 talented lawyers at ATC is a well-known force in the telecommunications industry in Colombia. It is led by Victor Enrique Cuéllar Olarte, legal and public affairs director, and is supported by senior lawyers including corporate legal manager Ana Bula, permits and licensing manager Vania Arenas, and property manager Alejandro Urueta. In the last year the company integrated the permits and licensing team into the legal team, which added more people and solidified the legal department in terms of what it can offer the company. It has been innovating its way of work looking for best practices and improving its service to both internal and external clients. Recent transaction highlights include the awarding of 1,200 new site bidding processes, purchasing sites for TIGO, and the team recently won a contract to build the fibre network for a client GPON (Gigabit Passive Optical Networks) to be deployed in four years time. Cuéllar highlights that the team is adept at *'giving the best legal business support with quality and in a timely manner and focusing on the solutions not the problems. We hear our clients, we prioritise with the business and them and we make them comfortable about our deliverables by compromising deadlines and always focusing on what the best solution is'*.



TELEFÓNICA MÓVILES COLOMBIA

Telefónica Colombia's highly talented in-house legal team made up of 27 lawyers and four support staff continues to impress after its recognition in the GC *Powerlist: Colombia Teams* in 2017. Led by general counsel Martha Elena Ruiz, the team is composed of leading professionals within their specific fields. It includes head of litigation department Nohora Torres, head of legal department Faride Guerrero, compliance officer Marcela Hernández as well as Camilo Gutierrez who is responsible of the contract area, Olga Lucia Nañez who is responsible for the business legal support area, María Mercedes Mosquera who is responsible for the corporate area and data protection officer Abdel Yaver. Ruiz identifies that the most important change to the legal team in the last two years was the creation of the compliance area and the designation of the compliance officer. She says that, *'in order to move forward setting up measures that place the company as a reference of regulatory compliance and best ethical and corporate practices, an independent area of compliance was created, coordinated by the chief compliance officer, that standardises, reinforces and homogenises the current controls. The explicit objective was to create a new compliance culture, with clear features about responsibilities and the definition of key risk of this topic'*. In February 2017 the compliance office started operations and since then, has taken measures with the purpose of generating defence mechanisms for the company using the suitable controls and strengthening a culture of consciousness and observance of ethical and legal rules for the fulfilment of its objectives. The team has been involved in many significant transactions including the issuance of company bonds for COL\$500m on the Colombian exchange. The legal team was involved in the equity increase that aimed a financial deleveraging, the legal support for the operational integration of the subsidiaries Metrotel and Telebucaramanga, and the structuring, negotiation and execution of the sponsorship agreement of the Bogotá Movistar Arena. Also, during the same period the litigation area achieved a 98.6% positive outcome in judicial decisions earning substantial resources for the company. The team fosters an open working environment in which self-initiative, legal innovation, design thinking, continuous training and new ways of working are always a priority. Ruiz highlights that *'diversity is the hallmark of Telefónica's legal department in Colombia. It is not only at the very core of our beliefs but also the very source of our more beloved talent. We encourage such diversity and we require respect for the differences among ourselves. Thus, we rejoice in having people from different backgrounds who may help us to take the best out of our differences and transform it into the betterment of our legal strength. We treasure our women's leadership in our legal department, a reality of today we are really proud of'*.

Telefonica

TRANSPORT AND INFRASTRUCTURE

AVIANCA HOLDINGS

The in-house legal team at Avianca Holdings continues to make a great impression in the legal market through its expert management and continued success in the Latin American transport sector. With the leadership of Renato Covelo who is senior vice president, general counsel and secretary for legal, ethics and compliance, the legal team has gone from strength to strength. The company is publicly listed on the Bolsa de Valores de Colombia (BVC) and the New York Stock Exchange (NYSE). It has a prominent position as a Latin American carrier flying over 2.5 million passengers annually as well as a thriving cargo business and “LifeMiles” loyalty programme. Covelo and his team are well regarded for their unrivalled knowledge of the market in the region.

Avianca Holdings S.A.

PANALPINA

The highly skilled in-house legal department at Panalpina continues to impress after its inclusion in the *GC Powerlist: Colombia Teams 2017*. Led by Juan Camilo Bernate, senior counsel, the team handles all of the legal aspects of the global perishable goods businesses’ Latin American activities. This includes responding to DIAN requirements, coordination of external lawyers, response to claims presented by accidents during the logistics chain, handling of claims against international transport insurance and global insurance and the review of contracts carried out with customers and suppliers. In the past year the team has worked on significant developments for the company, including the expansion of its perishables network in Latin America through the acquisition of CargoMaster in Colombia and its subsidiary Laseair in Ecuador, incorporating its perishables network specialising in transport of flowers to the US.



FERROCARRILES DEL NORTE DE COLOMBIA (FENOCO)

FENOCO is the administrator of the Atlantic Railway Network, which consists of a 246 kilometre railway corridor that runs from the coal mining region of El Cesar to Santa Marta on the coast. FENOCO facilitates access to mobilise all types of cargo with their railway equipment, performs traffic control, maintenance and construction and acts as transporter when needed. The legal team provides expert legal assistance in all corporate matters of the company, develops strategies for all litigation, manages relationships with stakeholders at a national and regional level, and advises the company on environmental and social matters. The most senior lawyer in the team is vice president and general secretary Sandra Alturo García, and the function consists of seven lawyers, a civil engineer, a public administrator and a vice president assistant. Alturo highlights that, *‘the legal team understands that FENOCO has an essential role in reactivating the railroad infrastructure in Colombia, and contributing to the sustainability and progress of the communities where it transits. FENOCO’s legal team aims to contribute to achieve FENOCO’s purpose to become by 2020, a leader in the management of world class rail operations, by providing cargo mobilisation solutions to serve all productive sectors of Colombia with opportunity, safety and efficiency’*. The legal team is recognised for its passion and leadership, always being committed to providing legal assistance in a responsible, efficient and timely manner in order to achieve the company’s objectives.



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1
2
3

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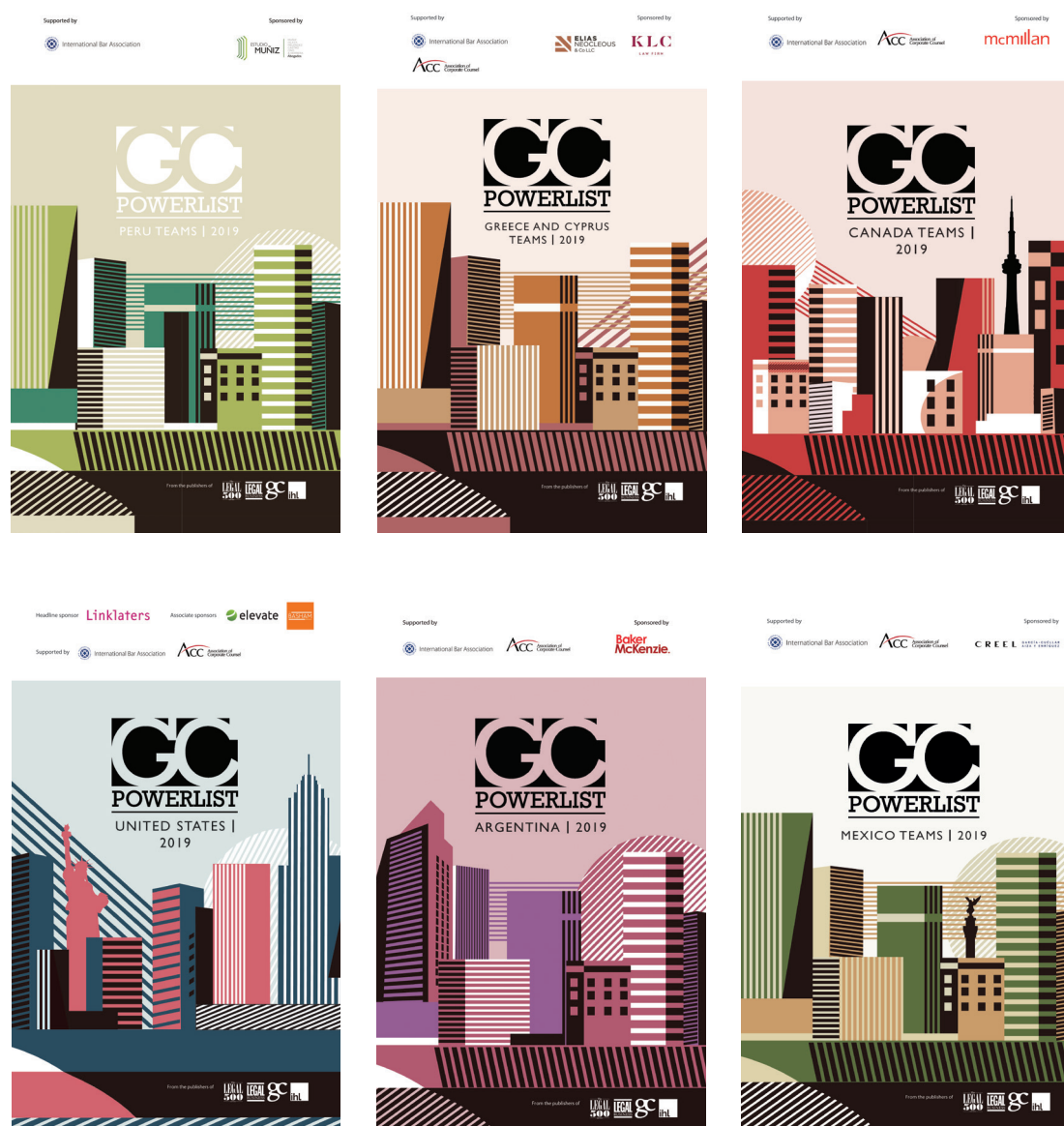
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GC MAGAZINE

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ABB Colombia and Ecuador	55	ISA INTERCOLOMBIA	17
AECOM	54	Interconexión Eléctrica	15
AT&T	66	Itaú BBA Colombia	33
ATC Colombia (American Tower Colombia)	66	Johnson & Johnson, Medical Devices	49
Abbott	46	Laboratorios Baxter	50
Alianza Team	36	MetLife Colombia	34
Allianz Colombia	25	Ministerio de Comercio, Industria y Turismo	63
Alpina Productos Alimenticios	37	Mondelēz International	42
Grupo Alsea en Colombia	52	Nestlé Colombia	43
Altra Investments	24	Grupo Nutresa	41
Avianca Holdings	68	Grupo Odinsa	55
BBVA Colombia	26	Oleoducto de los Llanos Orientales,	
BTG Pactual Colombia	27	and Oleoducto Bicentenario de Colombia	21
Banco de Bogotá	24	Organización Terpel	22
Banco de la República	24	Panalpina	68
Banco de Occident	26	Parque Arauco Colombia	12
Grupo Bancolombia	31	PepsiCo Colombia	43
Grupo Bancolombia - Capital Markets	32	Perenco	21
BancTrust & Co.	27	Postobón	44
Bayer	45	Praxair Colombia	62
British American Tobacco Colombia	38	Grupo Prodeco (Glencore)	19
CEDELCA	16	Productos Roche	50
CEPSA	17	Publicar Publicidad Multimedia	7
Caracol Televisión	64	RCN TV	64
Cargill	54	Reckitt Benckiser Colombia	13
Casa Editorial El Tiempo	64	Refinería de Cartagena	23
Cementos Argos	62	Repsol	22
Citibank Colombia	28	Riopaila Castilla	44
Ciudad Limpia Bogotá	15	SAP	60
Coca-Cola FEMSA	38	SBS Seguros Colombia	34
Coltabaco, an affiliate of Philip Morris		SGS	8
International	39	Schlumberger	23
Corficolombiana	29	Schneider Electric	56
Corona	56	Scotiabank Colpatria	34
DaVita Colombia	46	Siemens Healthineers	51
Decameron	53	Siemens Mobility	58
Diageo Colombia	40	Stork, a Fluor company	58
DIRECTV Latin America	65	Superintendencia de Industria y Comercio	63
Distribuidora Nissan – Grupo Vardí	11	Grupo Sura	33
Ecopetrol	18	SURA Asset Management	35
Eficacia	6	Telefónica Móviles Colombia	67
Grupo Empresarial Colombina	41	Teleperformance	9
Grupo Éxito	11	Terranum	57
Falck - Grupo EMI	47	The Walt Disney Company Latin America	65
Ferrocarriles del Norte de Colombia (FENOCO)	69	Toyota Colombia	14
Fundación Cardiovascular de Colombia	48	Uber Colombia	60
General Motors Financial (GMF)	30	Unilever	14
HP Colombia	59	Unisys	61
Hocol	20	Visión Software	61
IBM de Colombia	59	Willis Towers Watson	10
ISAGEN	18	Yara	62

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