

## Mónica Schiaffino

Shareholder

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## Focus Areas

Business Restructuring and M&A  
Whistleblowing, Compliance and Investigations  
Investigations  
Hiring, Performance Management and Termination  
Policies, Procedures and Handbooks  
Training - Compliance, Ethics, Leadership  
Energy

## Overview

As one of the founding partners of and the senior lawyer in Littler's Mexico operations, Mónica Schiaffino has continued to serve global as well as domestic employers throughout Mexico and Latin America. For more than 20 years, Mónica has been an acknowledged leader in the field. She is regularly recognized by international publications including Best Lawyers, Who's Who Legal (including as a "thought leader" in labor and employment law), and Latinvex Magazine, the latter since 2020 has recognized her as the only labor lawyer in its list of "Top 100 Lawyers in Latin America." In a field dominated by male lawyers, Mónica has routinely been recognized as the only female leader among Mexico's practitioners.

She has extensive experience with the implementation of pension plans; coordinating and implementing labor structures dealing with expatriates; employee and business transfers; preparing internal labor regulations; reviewing and the implementation of compliance policies and programs including HR and compliance investigations; one-on-one coaching for executives; employee handbooks; discrimination and harassment in the workplace policies and training; employment contracts; incentive plans; confidentiality agreements; conducting due diligence and labor restructuring and collective bargaining agreements.

Mónica has authored several important articles which have appeared in various renowned publications on labor and employment matters in the Americas, and she frequently speaks at national and international labor law conferences.

## Professional and Community Affiliations

- Founding Member, Asociación Nacional de Abogados de Empresa (ANADE), The Labor Group of The Querétaro Chapter
- Member, Asociación Nacional de Abogados de Empresa (ANADE)
- Member, Asociación de Ejecutivos de Relaciones Industriales (AERIAC)

## Recognition

- Global Elite Thought Leader, Labour & Employment, *Who's Who Legal*, 2024
- Recommended, Pensions & Benefits, *Who's Who Legal*, 2024
- Named, Best Lawyers in Mexico®, 2014-2023
- Named, Labour and Employment, *Chambers Latin America*, 2017-2018, 2022-2023. 2025
- Named, International Who's Who of Management Labour and Employment Lawyers, *Who's Who Legal*, 2022
- Named, Latin America's Top 100 Lawyers, *Latinvex*, 2018-2024
- Named, Latin America's Top 100 Female Lawyers, *Latinvex*, 2016-2023
- Named, Lawyer of the Year, *Best Lawyers in Mexico*, 2014

## Education

Advanced Law Degree, Centro de Estudios de Actualización en Derecho, 2007

Law Degree, Universidad Nacional Autónoma de México, MX, 2004, *With Honors*

## Bar Admissions

Mexico

## Languages

Spanish

German

English

## **Publications & Press**

### **Networking para introvertidos**

*AbogadasMX*

August 2024

### **Littler Recognized in 2025 Chambers Latin America Guide**

*Littler Press Release*

August 22, 2024

### **The Global Guide Quarterly (Quarter 2, 2024)**

*Littler Global Guide Quarterly*

July 24, 2024

### **Littler Global Guide - Mexico - Q4 2023**

*Littler Global Guide Quarterly*

January 16, 2024

### **Littler Attorneys Named to 2024 Best Lawyers™ List in Mexico**

*Littler Press Release*

December 7, 2023

### **México aumenta el Salario Mínimo**

*Littler ASAP*

December 4, 2023

### **Mexico Increases the Minimum Wage**

*Littler ASAP*

December 4, 2023

### **Littler Global Guide - Mexico - Q3 2023**

*Littler Global Guide Quarterly*

October 17, 2023

### **Mexico Publishes New Standard for Telework Safety and Health Conditions**

*Littler ASAP*

June 13, 2023

**México Publica Norma Oficial Mexicana NOM-037-STPS-2023: Teletrabajo-Condiciones de Seguridad y Salud en el Trabajo**

*Littler ASAP*

June 13, 2023

**Mexico Boosts Minimum Wage by 20 Percent**

*SHRM Online*

March 8, 2023

**Mexico: Amendments to the Federal Labor Law Regarding Vacations**

*Littler ASAP*

December 28, 2022

**México: Reforma a la Ley Federal del Trabajo en Materia de Vacaciones**

*Littler ASAP*

December 28, 2022

**Littler Attorneys in Mexico Recognized in 2023 Best Lawyers™ Guide**

*Littler Press Release*

December 16, 2022

**México aumenta el Salario Mínimo General**

*Littler ASAP*

December 2, 2022

**Mexico Increases the General Minimum Wage**

*Littler ASAP*

December 2, 2022

**Littler World Cup Matchups Part 2: Short-Term Sick Pay**

*Littler Insight*

November 18, 2022

**Littler World Cup Matchups Part 1: Paid Vacation and Annual Leave**

*Littler Insight*

November 17, 2022

**Littler Ranked in Chambers Latin America Guide 2023**

*Littler Press Release*

August 26, 2022

**Littler Global Guide - Mexico - Q2 2022**

*Littler Global Guide Quarterly*

July 18, 2022

**Amendments to Mexico's Federal Labor Law**

*Littler ASAP*

April 29, 2022

**Reformas a la Ley Federal del Trabajo**

*Littler ASAP*

April 29, 2022

**Littler Global Guide - Mexico - Q4 2021**

*Littler Global Guide Quarterly*

January 19, 2022

**Littler Attorneys in Three Countries Named to 2022 Best Lawyers™ Lists**

*Littler Press Release*

December 6, 2021

**México aumenta el Salario Mínimo General**

*Littler ASAP*

December 3, 2021

**Mexico Increases the General Minimum Wage**

*Littler ASAP*

December 3, 2021

**México: ¡Se publicó la reforma en materia de subcontratación!**

*Littler ASAP*

April 24, 2021

**Mexico: Subcontracting Reform Has Been Published!**

*Littler ASAP*

April 24, 2021

**Littler Global Guide - Mexico - Q4 2020**

*Littler Global Guide Quarterly*

February 26, 2021

**México aumenta el Salario Mínimo General**

*Littler ASAP*

December 17, 2020

**Mexico Increases the General Minimum Wage**

*Littler ASAP*

December 17, 2020

**Mexico Poised to Amend Law Regulating Teleworking**

*Littler ASAP*

December 11, 2020

**México: Reforma en materia de Teletrabajo**

*Littler ASAP*

December 11, 2020

**Littler Attorneys in Four Countries Named to 2021 Best Lawyers™ List**

*Littler Press Release*

November 20, 2020

**Mexico's President Introduces Proposed Subcontracting Reform**

*SHRM Online*

November 20, 2020

**El Presidente de México presenta iniciativa de reforma en materia de subcontratación, que tendrá un impacto importante en los negocios**

*Littler ASAP*

November 16, 2020

**Mexico's President Introduces Proposed Subcontracting Reform with Important Implications for the Business Community**

*Littler ASAP*

November 16, 2020

**New regulations in Mexico shine spotlight on employee well-being**

*Latin Lawyer*

September 8, 2020

**Littler Mexico Launches NOM-035 Survey Tool to Assist Employers with Compliance**

*Littler Press Release*

July 27, 2020

**Littler México Lanza La Herramienta Littler | Encuesta NOM-035 Para Ayudar A Los Empleadores En El Cumplimiento De Obligaciones**

*Littler Press Release*

July 27, 2020

**Littler Global Guide - Mexico - Q1 2020**

*Littler Global Guide Quarterly*

April 15, 2020

**México: Se emite declaratoria de emergencia sanitaria y acciones extraordinarias en virtud del COVID-19**

*Littler ASAP*

April 1, 2020

**Mexico: Declarations of Sanitary Emergency and Extraordinary Actions are Issued in Light of COVID-19**

*Littler ASAP*

April 1, 2020

**Mexico: Ministries of Health and Labor Issue Action Guide for Workplaces against COVID-19**

*Littler ASAP*

March 21, 2020

**México: Secretarías de Salud y de Trabajo y Previsión Social publican la Guía de Acción para los Centros de Trabajo ante el COVID-19**

*Littler ASAP*

March 21, 2020

**Presenta la STPS el modelo de Protocolo para Prevenir, Atender y Erradicar la Violencia Laboral**

*Littler ASAP*

March 16, 2020

**Mexico's Ministry of Labor and Social Welfare Releases Model Protocol to Address and Eradicate Workplace Violence**

*Littler ASAP*

March 16, 2020

**Be Prepared: Mexico Making Big Labor Law Changes**

*The HR Agenda*

March 16, 2020

**MEXICO: COVID-19 (Coronavirus) – Employer FAQs**

*Littler Insight*

March 11, 2020

**Mexico Increases the General Minimum Wage**

*Littler ASAP*

December 24, 2019

**México aumenta el Salario Mínimo General**

*Littler ASAP*

December 24, 2019

**Littler Attorneys Named to 2020 Best Lawyers in Mexico©**

*Littler Press Release*

December 2, 2019

**Littler Global Guide - Mexico - Q3 2019**

*Littler Global Guide Quarterly*

October 16, 2019

**Littler Lightbulb: Highlighting Five Recent Developments in Latin America**

*Littler Insight*

September 17, 2019

**La Secretaría del Trabajo y Previsión social emite el Protocolo para la Legitimación de Contratos Colectivos Existentes**

*Littler ASAP*

August 5, 2019

**The Mexican Ministry of Labor Issues Protocol for the Legitimization of Existing Collective Bargaining Agreements, Requiring Employee Ratification Vote**

*Littler ASAP*

August 5, 2019

**Mexico Enacts Significant Reforms to Its Federal Labor Law**

*SHRM Online*

May 29, 2019

**Mexican Congress Seeks to Reform Employer-Friendly 'White' Unions**

*SHRM Online*

March 7, 2019

**Mexico: Strikers Gain Salary Increases, One-Time Bonus**

*SHRM Online*

February 12, 2019



**Mexico: Strikes and Illegal Work Stoppages Hit the Maquiladoras Industry in Matamoros, Tamaulipas**

*Littler ASAP*

February 6, 2019

**México: Huelgas y paros laborales ilegales han impactado la industria de maquiladoras en Matamoros, Tamaulipas**

*Littler ASAP*

February 6, 2019

**Littler Global Guide - Mexico - Q4 2018**

*Littler Global Guide Quarterly*

January 16, 2019

**Nueva política migratoria sobre reestructuración del Instituto Nacional de Migración (INM).**

*Littler ASAP*

December 31, 2018

**New Immigration Policy Program Seeks to Restructure Mexico's National Institute of Migration**

*Littler ASAP*

December 31, 2018

**Se confirman Salarios Mínimos y Áreas Geográficas**

*Littler ASAP*

December 27, 2018

**Mexico's New Minimum Wages and Geographical Zones Confirmed**

*Littler ASAP*

December 26, 2018

**México Aumenta el Salario Mínimo General y Crea una Nueva Zona Económica Salarial para los Municipios Vecinos de la Frontera Norte**

*Littler ASAP*

December 18, 2018

**Mexico Increases the General Minimum Wage and Creates a New Economic Wage Zone for Municipalities Neighboring the Northern Border**

*Littler ASAP*

December 18, 2018

**Littler Attorneys in Mexico and Venezuela Named to 2019 Best Lawyers® List**

*Littler Press Release*

December 5, 2018

**Littler Global Guide - Mexico - Q3 2018**

*Littler Global Guide Quarterly*

October 11, 2018

**El Senado mexicano aprueba la ratificación del Convenio 98 de la Organización Internacional del Trabajo**

*Littler ASAP*

September 27, 2018

**Mexican Senate Approves the Ratification of Measure Impacting Labor-Management Relations**

*Littler ASAP*

September 27, 2018

**Mexico: New Method to Calculate Overtime**

*Littler ASAP*

August 9, 2018

**México: Nuevo método para calcular el tiempo extraordinario**

*Littler ASAP*

August 9, 2018

**Littler Global Guide - Mexico - Q2 2018**

*Littler Global Guide Quarterly*

July 20, 2018

**Littler Attorneys Named in 2018 Who's Who Legal Labour, Employment & Benefits Guide**

*Littler Press Release*

June 5, 2018

**Littler Global Guide - Mexico - Q4 2017**

*Littler Global Guide Quarterly*

January 19, 2018

**Littler Attorneys in Mexico and Venezuela Earn Best Lawyers® Recognition**

*Littler Press Release*

December 1, 2017

**Mexico Increases the General Minimum Wage Starting December 1, 2017**

*Littler ASAP*

November 22, 2017

**Incremento al Salario Mínimo General en México, Vigente a Partir del 1 de Diciembre**

*Littler ASAP*

November 22, 2017

**Littler Attorneys Named in 2017 Who's Who Legal Guide**

*Littler Press Release*

September 28, 2017

**Littler Ranks in The Legal 500 Latin America 2017 and Chambers and Partners Latin America 2018 Guides**

*Littler Press Release*

September 22, 2017

**Cubra al personal las labores conexas**

*IDC Asesor Laboral, Edition 394*

May 15, 2017

**Littler Global Guide - Mexico - Q1 2017**

*Littler Global Guide Quarterly*

March 31, 2017

**Mexico: Decree Amending Articles 107 and 123 of the Constitution of the United Mexican States Published**

*Littler ASAP*

February 24, 2017

**Decreto por el que se declaran reformadas y adicionadas diversas disposiciones de los artículos 107 y 123 de la Constitución Política de los Estados Unidos Mexicanos**

*Littler ASAP*

February 24, 2017

**Best Lawyers® Recognizes Littler Mexico and Venezuela Attorneys**

*Littler Press Release*

December 12, 2016

**Mexico Increases Daily Minimum Wage, Effective January 1, 2017**

*Littler ASAP*

December 2, 2016

**México: Incremento al salario mínimo por el año 2017**

*Littler ASAP*

December 2, 2016

**Mexico: New Interpretation of Anti-Laundering Law Provision Regarding Outsourcing**

*Littler ASAP*

November 4, 2016

**México: SHCP publica interpretaciones de la Ley Anti-Lavado con relación a la subcontratación laboral**

*Littler ASAP*

November 4, 2016

**How to Deal with Internal Investigations in Mexico**

*ACC Docket*

July/August 2016

**Executive Compensation and Employee Benefits - Mexico**

*Getting the Deal Through*

June 1, 2016

**México: Residentes de Colombia, Chile y Perú no requerirán visa para viajar a México a partir del 01 de julio de 2016**

*Littler ASAP*

May 18, 2016

**Iniciativa de Reforma a la Constitución y a la Ley Federal del Trabajo**

*Littler ASAP*

May 18, 2016

**Proposed Amendments to the Mexican Constitution Would Represent a Significant Reform to the Federal Labor Law**

*Littler ASAP*

May 18, 2016

**Mexico: Residents of Colombia, Chile and Peru Are No Longer Required to Hold a Visa to Travel to Mexico, Effective July 1, 2016**

*Littler ASAP*

May 18, 2016

**Pensions & Retirement Plans 2016**

*Getting the Deal Through*

May 1, 2016

**Littler Attorneys Named "Top 100 Female Lawyers of Latin America" by Latinvex**

*Littler Press Release*

April 5, 2016

**México: Suprema Corte de Justicia de la Nación resuelve sobre constitucionalidad de limitar salarios caídos en juicios laborales**

*Littler ASAP*

January 28, 2016

**Mexico: Supreme Court Upholds Constitutionality of Cap on Back Wages for Employment Disputes**

*Littler ASAP*

January 28, 2016

**Top Ten: Labor Restructuring in Mexico**

*ACC Connections*

January 13, 2016

**Mexico: Incremento al Salario Mínimo por el Año 2016**

*Littler ASAP*

January 6, 2016

**Mexico Approves an Increase to the Daily Minimum Wage for 2016**

*Littler ASAP*

January 6, 2016

**Littler Attorneys Recognized in Best Lawyers Mexico© and Best Lawyers Venezuela©**

*Littler Press Release*

October 21, 2015

**México: Reforma a la Ley del INFONAVIT Establece Nuevas Obligaciones en la Subcontratación**

*Littler ASAP*

June 23, 2015

**Mexico: New Outsourcing-Related Obligations in Amendment to INFONAVIT Law**

*Littler ASAP*

June 23, 2015

**Mexico: Amendments to the Legal Working Age**

*Littler ASAP*

June 22, 2015

**México: Reforma la Edad Mínima para Trabajar**

*Littler ASAP*

June 22, 2015

**Top 10 Considerations when Outsourcing in Mexico**

*ACC Legal Resources*

April 20, 2015

**México: Aumento de Salarios Mínimos Estarán Vigentes en la Zona B a partir del 1 de Abril de 2015**

*Littler ASAP*

April 14, 2015

**Mexico: Minimum Wage Increase in Zone B Effective April 1, 2015**

*Littler ASAP*

April 1, 2015

**Mexico Approves an Increase to the Daily Minimum Wage for 2015 for Geographic Zones "A" and "B"**

*Littler ASAP*

December 23, 2014

**Littler Attorneys Included in Best Lawyers in Mexico, Venezuela and Colombia© 2015 Editions**

*Littler Press Release*

October 6, 2014

**Critical Employment Law Issues to Consider When Doing Business in LATAM**

*Latin American Briefings*

July 1, 2014

**Mexico Amends Federal Constitution to Increase Minimum Age for Employment**

*Littler ASAP*

June 30, 2014

**Mexico: New Regulations Clarify the Requirements for Outsourcing**

*Littler ASAP*

May 6, 2014

**Employment Of Expatriates In Mexico**

*Corporate LiveWire*

May 1, 2014

**Outsourcing in Mexico: Best Practices**

*Association of Corporate Counsel*

March 24, 2014

**IP assumes responsibility for benefits**

*Vanguardia*

February 27, 2014

**Energy reform attracts more companies**

*Vanguardia*

February 27, 2014

**Labor Inspections are Increasing; Risks are not going down**

*El Norte*

January 6, 2014

**Mexico Approves an Increase to the Minimum Wage for 2014 for Geographic Zones "A" and "B"**

*Littler Insight*

January 2, 2014

**Salarios Mínimos Estarán Vigentes en México en Zonas Geográficas "A" y "B" en el Año 2014**

*Littler Insight*

January 2, 2014

**Littler Earns Top Rankings From U.S. News and Best Lawyers**

*Littler Press Release*

November 5, 2013

**The Labor and Employment Specialists**

*Reforma*

October 28, 2013

**Prepare for an STyPS inspection**

*PymEmpresario*

September 12, 2013

**Protecting employers' trade secrets and confidential information in Mexico**

*Practical Law, A Thomson Reuters Legal Solution*

September 1, 2013

**Fraud is occurring with the Infonavit plan**

*El Norte*

August 7, 2013

**IMSS Exposed**

*El Norte*

August 1, 2013

**Request your paternity leave**

*Reforma*

July 8, 2013

**The IMSS Limits Maternity Leave**

*El Norte*

July 3, 2013

**Piden emitir criterios de contratación (Requesting recruitment criteria)**

*Reforma*

June 28, 2013

**Littler Named Management, Labour and Employment Firm of the Year by Who's Who Legal**

*Littler Press Release*

June 24, 2013

**The 2012 Global Employer: Highlights of Littler's Fifth Annual Global Employer Institute**

*Littler Report*

February 21, 2013

**Mexico's Labor Law Reform: A Step in the Right Direction**

*Thomson Reuters' Latin American Law & Business Report*

February 1, 2013

**Mexico Enacts Important Reforms to the Federal Labor Law**

*Littler Insight*

November 30, 2012

**Anti-bribery act brings Mexico up to OECD standards, say lawyers**

*Latin Lawyer*

July 18, 2012

**Nueva Ley Federal Anticorrupción en Contrataciones Públicas**

*Littler Insight*

June 13, 2012



**Mexico's New Federal Anti-Corruption in Public Contracts Law**

*Littler Insight*

June 13, 2012

**Littler Named World's Leading Law Firm for Management Labor and Employment Work**

*Littler Press Release*

June 12, 2012

**Making a difference for entrepreneurs - Mexico**

*Doing Business*

2011

**Labour and Employment Benefits: Mexico**

2011

**Rule of Law Index**

2010 and 2011

**Reforming through difficult times - Mexico**

*Doing Business*

2010

**Mexico**

*Doing Business*

2008-2009

**How to reform - Mexico**

*Doing Business*

2007

**Creating jobs - Mexico**

*Doing Business*

2006

**How to Deal with Expatriates**

**Speaking Engagements**

**Mexico's Human Trafficking Law Reform: Are Employers at Risk of Criminal Sanctions for Scheduling Overtime?**

July 30, 2024

**2023 Conferencia Anual de Littler México - Ciudad de México**

Ciudad de México, CDMX

October 11, 2023

**2023 Conferencia Anual de Littler México - Monterrey**

San Pedro Garza García, NL

October 10, 2023

**A Global Approach to International Non-Compete, Non-Solicit, Confidentiality & and IP Agreements**

Littler Executive Employer Conference, Phoenix, AZ

May 11, 2023

**México: Preparándonos para el reparto de utilidades 2022**

March 15, 2022

**Lecciones de la nueva normalidad desde la experiencia del liderazgo femenino**

Asociación Nacional de Abogados de Empresa (ANADE)

February 23, 2022

**México: ¿En qué nos quedamos? Cumplimiento de la NOM-035 sobre factores de riesgo psicosocial**

Ciudad de México, CDMX

February 1, 2022

**Effective Partnering with Employees: How Employers Can Assist Victims of Domestic Violence**

Ciudad de México, CDMX

August 12, 2021

**Mexico: Analysis, Labor and Tax Strategies in Face of the Outsourcing Reform**

June 29, 2021

**Análisis y estrategias laborales y fiscales ante la reforma de subcontratación laboral en México**

June 8, 2021

**Trabajo de las mujeres: Evolución, derechos y retos, para garantizar igualdad salarial y un ambiente laboral libre de acoso y discriminación**

March 8, 2021

**Reforma de teletrabajo en México**

January 19, 2021

**Efectos de la propuesta de reforma en materia de subcontratación**

November 24, 2020

**Acoso y Discriminación en el Centro de Trabajo**

November 18, 2020

**Structuring Cross-Border Telecommuting and Remote Work Arrangements in the Era of COVID-19**

August 5, 2020

**COVID-19 Strategies for APAC-Based Companies with Employees in North America**

March 26, 2020

**5a Conferencia Anual en Monterrey**

Hotel Sheraton Monterrey Ambassador Monterrey, Nuevo León

October 3, 2019

**Fifth Annual Conference in Monterrey**

San Pedro Garza García, NL

October 3, 2019

**5a Conferencia Anual en Ciudad de México**

Hacienda de los Morales Ciudad de México

October 2, 2019

**Fifth Annual Conference in Mexico City**

Ciudad de México, CDMX

October 2, 2019

**5ta Conferencia Anual en Colombia**

Bogotá

September 6, 2019

**The New Federal Labor Law Reform in Mexico: How Will it Affect Your Company?**

May 21, 2019

**La Nueva Reforma a la Ley Federal del Trabajo en México: ¿Cómo afectará a su empresa?**

May 21, 2019

**Cuarta Conferencia Anual en Monterrey**

San Pedro Garza García, NL

November 15, 2018

**Fourth Annual Conference in Monterrey**

San Pedro Garza García, NL

November 15, 2018

**Fourth Annual Conference in Mexico City**

Ciudad de México, CDMX

November 14, 2018

**Cuarta Conferencia Anual en Ciudad de México**

Ciudad de México, CDMX

November 14, 2018

**Fifth Annual Conference in Central America**

Sheraton Presidente, Avenida de La Revolución, San Salvador, El Salvador

October 19, 2018

**Quinto Foro Regional de Derecho Laboral**

Hotel Sheraton Presidente San Salvador, Avenida De La Revolución, San Salvador, El Salvador

October 19, 2018

**#MeToo, #StandUp and Transformative Technologies in the Workplace**

San Francisco, CA

September 13, 2018

**International Employment & Labor Law Roundtable**

Los Angeles, CA

September 12, 2018

**Littler Global Summit 2018 - Part 1: A World of Change: The Current L&E Legal Landscapes in France, Brazil, Mexico, Costa Rica and Other Evolving Jurisdictions**

Littler Executive Employer, Phoenix, AZ

May 2, 2018

**Littler Global – 2017 International Labour and Employment Law Update in Europe**

Hamburg

November 7, 2017

**Littler Global – 2017 International Labour and Employment Law Update in Europe**

Paris

November 6, 2017

**Third Annual Conference in Mexico City**

Ciudad de México, CDMX  
September 27, 2017

**Tercera Conferencia Anual en Ciudad de México**

Ciudad de México, CDMX  
September 27, 2017

**Third Annual Conference in Monterrey**

San Pedro Garza García, NL  
September 26, 2017

**Tercera Conferencia Anual en Monterrey**

San Pedro Garza García, NL  
September 26, 2017

**Global Migration in the Age of Nationalism**

May 11, 2017

**Inaugural Europe Conference - Germany**

Berlin  
November 10, 2016

**Latin America Conference**

Miami, FL  
October 28, 2016

**Segunda Conferencia Anual en México - Ciudad de México**

Ciudad de México, CDMX  
October 5, 2016

**Second Annual Mexico Conference - Mexico City**

Ciudad de México, CDMX  
October 5, 2016

**Segunda Conferencia Anual en México - Monterrey**

San Pedro Garza García, NL  
October 4, 2016

**Second Annual Mexico Conference - Monterrey**

San Pedro Garza García, NL

October 4, 2016

**Inaugural Brazil Conference - São Paulo**

Pinheiro Neto Advogados Rua Hungria, 1100 São Paulo, Brazil

September 14, 2016

**The Cross-Border Conundrum: How Can Multinationals Centralize Their HR Data to Comply with the Multitude of International Data Protection Laws?**

The 2016 Executive Employer® Conference, Scottsdale, AZ

May 5, 2016

**Littler Global Primera Conferencia en México y Monterrey**

W Ciudad de México Calle Campos Elíseos 252, Miguel Hidalgo, Polanco, 11560 México, Distrito Federal

November 11, 2015

**Littler Global Mexico Conference**

W Mexico City Calle Campos Elíseos 252, Miguel Hidalgo, Polanco, 11560 Mexico City, D.F., Mexico

November 11, 2015

**Littler Global Mexico Conference**

NH Collection Monterrey Av Jose Vasconcelos 402, Valle de Santa Engracia, 66268 San Pedro Garza García, NL, Mexico

November 10, 2015

**Littler Global Primera Conferencia en México y Monterrey**

NH Collection Monterrey Av. José Vasconcelos 402, Valle de Santa Engracia, 66268 San Pedro Garza García, NL, México

November 10, 2015

**Employer Considerations for Operations in Mexico**

Chicago, IL

November 4, 2015

**Littler Global Primera Conferencia en Centroamérica**

San José

October 29, 2015

**Littler Global Central America Conference**

San José

October 29, 2015

**Littler Global Peru Conference**

Hotel Country ClubCalle Los Eucaliptos 590San Isidro Lima 27, Peru  
September 23, 2015

**Littler Global Colombia Conference**

Bogotá  
September 10, 2015

**Investing in Mexico? Find out the latest reforms, their benefits and complexities**

June 23, 2015

**Latin America Labor & Employment Law Update**

April 29, 2015

**Global Data Privacy and Security**

San Jose, CA  
January 29, 2015

**Compliance and Liability Prevention on Global Level**

San Jose, CA  
January 29, 2015

**Doing Business in Mexico**

San Jose, CA  
January 29, 2015

**Labor & Employment Issues: Three Things an Employer Should Master for Success in Latin America**

Miami, FL  
November 13, 2014

**The 2014 Houston Employer Conference**

Houston, TX  
August 14, 2014

**Labor Law in Texas**

Houston, TX  
June 20, 2014

**First Regional Forum: Proper Use of Technology Under Labour Law**

Panama City, Panama  
November 14, 2013

**International Employment Law Update**

October 10, 2013

**Investigating Cross-Border Whistleblower Claims: A Challenge for Multinational Employers**

July 31, 2013

**Critical Changes to the Labor Landscape in Latin America and the Implications for U.S. Employers**

Dallas, TX

April 4, 2013

**The Mexico Federal Labor Law Reform**

February 5, 2013

**Preventing Workplace Harassment in a Global Workforce**

Littler Mendelson, Washington D.C.

November 8, 2012

**Mergers, Acquisitions and Other Transfers of Business: Due Diligence and other Employment Law Challenges for Multinational Employers**

October 24, 2012

**North American Law on Anti-Corruption, Cross-Border Enforcement and Discovery Issues**

International, Business/Corporate & Intellectual Property sections - San Diego County Bar Association

October 23, 2012

**Anti-Corruption - Local Legislative Developments and Coordinated Global Compliance Enforcement: The New Challenges for Global Employers**

Littler Mendelson, Scottsdale, AZ

May 10, 2012

**Pension dynamics in Latin America**

World Pension Summit, Amsterdam, NL

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**Ageing, how does the world deal with this challenge?!**

World Pension Summit, Amsterdam, NL

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**Pensions in an ageing world: A Global Comparison**

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## Books & Book Chapters

- Pensions & Retirement Plans - Mexico, *Getting the Deal Through*, Law Business Research Ltd., chapter co-author, 2013 and 2014
- Labour & Employment, Mexico, *Getting the Deal Through*, Law Business Research Ltd., contributing author, London UK, 2007-2011
- *International Labour and Employment Compliance Handbook*, co-author: Oscar De La Vega, Kluwer Law International BV, Netherlands, 2010
- *Restrictive Covenants and Trade Secrets in Employment Law*, contributing author, BNA and American Bar Association