

Mónica Schiaffino

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Focus Areas

Business Restructuring and M&A

Corporate Compliance and Ethics

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 which in 2020 again 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 de Ejecutivos de Relaciones Industriales (AERIAC)

Recognition

- Named, Best Lawyers in Mexico®, 2014-2020
- Named, Labour and Employment, *Chambers Latin America*, 2017-2018
- Named, International Who's Who of Management Labour and Employment Lawyers, *Who's Who Legal*, 2012-2013, 2015-2017
- Named, Latin America's Top 100 Lawyers, *Latinvex*, 2018, 2021
- Named, Latin America's Top 100 Female Lawyers, *Latinvex*, 2016-2020
- 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

Reformas a la Ley Federal del Trabajo

Littler ASAP

April 29, 2022

Amendments to Mexico's Federal Labor Law

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

Mexico: Subcontracting Reform Has Been Published!

Littler ASAP

April 24, 2021

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

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

Mexico's President Introduces Proposed Subcontracting Reform

SHRM Online

November 20, 2020

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

Littler Press Release

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

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

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

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

Littler ASAP

March 21, 2020

Be Prepared: Mexico Making Big Labor Law Changes

The HR Agenda

March 16, 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

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

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

Littler ASAP

December 31, 2018

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

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

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

Littler ASAP

December 18, 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

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

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

Littler ASAP

September 27, 2018

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

Littler ASAP

September 27, 2018

México: Nuevo método para calcular el tiempo extraordinario

Littler ASAP

August 9, 2018

Mexico: New Method to Calculate Overtime

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

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

Littler ASAP

November 22, 2017

Mexico Increases the General Minimum Wage Starting December 1, 2017

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

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

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

Littler ASAP

February 24, 2017

Best Lawyers® Recognizes Littler Mexico and Venezuela Attorneys

Littler Press Release

December 12, 2016

México: Incremento al salario mínimo por el año 2017

Littler ASAP

December 2, 2016

Mexico Increases Daily Minimum Wage, Effective January 1, 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

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

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

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 Approves an Increase to the Daily Minimum Wage for 2016

Littler ASAP

January 6, 2016

Mexico: Incremento al Salario Mínimo por el Año 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

México: Reforma la Edad Mínima para Trabajar

Littler ASAP

June 22, 2015

Mexico: Amendments to the Legal Working Age

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

Energy reform attracts more companies

Vanguardia

February 27, 2014

IP assumes responsibility for benefits

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

Labour and Employment Benefits: Mexico

2011

Rule of Law Index

2010 and 2011

Making a difference for entrepreneurs - Mexico

Doing Business

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

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

México City

February 1, 2022

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

México City

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

Monterrey, NLE

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

México City

October 2, 2019

5ta Conferencia Anual en Colombia

Bogotá

September 6, 2019

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

May 21, 2019

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

May 21, 2019

Cuarta Conferencia Anual en Monterrey

Monterrey, NLE

November 15, 2018

Fourth Annual Conference in Monterrey

Monterrey, NLE

November 15, 2018

Cuarta Conferencia Anual en Ciudad de México

México City

November 14, 2018

Fourth Annual Conference in Mexico City

México City

November 14, 2018

Quinto Foro Regional de Derecho Laboral

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

October 19, 2018

Fifth Annual Conference in Central America

Sheraton Presidente, 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

Tercera Conferencia Anual en Ciudad de México

México City

September 27, 2017

Third Annual Conference in Mexico City

México City

September 27, 2017

Third Annual Conference in Monterrey

Monterrey, NLE

September 26, 2017

Tercera Conferencia Anual en Monterrey

Monterrey, NLE

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

Second Annual Mexico Conference - Mexico City

México City

October 5, 2016

Segunda Conferencia Anual en México - Ciudad de México

México City

October 5, 2016

Segunda Conferencia Anual en México - Monterrey

Monterrey, NLE

October 4, 2016

Second Annual Mexico Conference - Monterrey

Monterrey, NLE

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 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

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

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 Club Calle Los Eucaliptos 590 San 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

Doing Business in Mexico

San Jose, CA
January 29, 2015

Compliance and Liability Prevention on Global Level

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

November 4, 2011

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

World Pension Summit, Amsterdam, NL

November 3, 2011

Pensions in an ageing world: A Global Comparison

World Pension Summit, Amsterdam, NL

November 2, 2011

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