



WHAT IF? WHAT NOW? WHAT NEXT?

Turning Uncertainty Into Opportunity

NOVEMBER 2-3, 2026 | WASHINGTON, D.C.

Monday | November 2, 2026

5:00 p.m. – 5:30 p.m. **Welcome Reception**

5:30 p.m. – 6:30 p.m. **Littler Lounge: Live and Off the Record**

Littler Lounge, the firm's podcast where "employment law meets happy hour energy," moves out of the recording booth for a special live session, bringing together perspectives that rarely sit at the same table for a genuine, unscripted conversation about the cultural shifts reshaping the world of work and where that momentum is headed next. Expect the conversation to be substantive with genuine curiosity from the hosts, and the kind of candor and energy the podcast is known for. The conversation will address:

- How tools and structures are reshaping the way work gets done;
- How legal interventions and organizational strategies affect the workers they're meant to protect; and
- How laws and lawmakers are keeping pace with a rapidly changing workplace.

Presenters:

- Dalene Bramer | Employment Counsel, Uber
- Claire Deason | Shareholder, Minneapolis
- Nicole LeFave | Shareholder, Austin
- Chandler Morse | Vice President, Public Policy, Workday, Inc.

6:30 p.m. – 8:00 p.m. **Dinner and Reception**

Tuesday | November 3, 2026

7:00 a.m. – 8:15 a.m. **Registration & Breakfast**

8:15 a.m. – 8:25 a.m. **Opening Remarks: The Next Decade of Work**

8:25 a.m. – 9:25 a.m. **The Algorithm Didn't Do It: Predictive, Generative, and Agentic AI on Trial**

"AI in the workplace" is no longer one topic — it's three, each with a different risk profile and governance framework. During this session, you'll watch an employment claim unfold in real time — one that touches a hiring algorithm, a generative AI tool, and an autonomous system all at once — and work alongside the panel to figure out where things went wrong and what could have gone differently. Come ready to participate, not just take notes. You'll leave this session with an understanding of key distinctions between predictive, generative, and agentic AI, and a practical approach for managing all three.

Presenters:

- Eric Dunleavy | Vice President of Employment and Litigation Services, DCI Consulting
- RyAnn Hooper | Of Counsel, New York
- Paul Lantis | Co-Chair, Litigation and Trials Practice Group, Philadelphia

9:25 a.m. – 9:35 a.m.

Spotlight

When Humans and Machines Share the Floor: OSHA's Playbook for Robots, Applied to Agentic AI

Manufacturing has spent the last decade figuring out how humans and robots can safely co-exist in the workplace, and OSHA's evolving guidance offers a surprisingly direct playbook for the next challenge: humans and AI agents sharing the same workflow. OSHA's approach to collaborative robots has shifted from a traditional hierarchy of controls toward a three-party accountability model spanning the designer, integrator, and employer, with most enforcement targeting documentation failures — missing risk assessments, disabled safety features, and stale reviews — rather than actual injuries. That regulatory framework sits alongside existing common law theories that predate the technology: agency principles under which courts have treated vendors as an employer's "agent" and the joint employer doctrine. This spotlight pulls that throughline into the office with agentic AI as a new coworker.

Presenters:

- Alka Ramchandani-Raj | Co-Chair, Occupational Safety and Health Practice Group, Walnut Creek
- Niloy Ray | Co-Chair, AI and Technology Practice Group, Minneapolis

9:35 a.m. – 9:50 a.m.

Break

9:50 a.m. – 10:50 a.m.

Remote Control: Employee Demand for Flexibility, Resistance to Monitoring, and Resulting Compliance Conundrums

Three forces are colliding: employees demanding more flexibility related to when, where, and how they work; employers layering on monitoring and productivity-tracking tools to manage that flexibility at scale; and a fast-growing body of state law — plus employees' own resistance — treating that monitoring as a legal and cultural liability rather than a neutral management tool. This session will address:

- How these tools can quietly create wage-and-hour exposure, as activity logs and "active hours" tracking can become evidence of off-the-clock work;
- Emerging and varying protections at the state and federal level;
- Employee trust or distrust, which can drive privacy litigation, organizing activity, and attrition among employees who feel watched rather than supported.

Presenters:

- Zoe Argento | Co-Chair, Privacy and Data Security Practice Group, Denver
- Kayvan Iradjpanah | Co-Chair, Emerging Companies and Venture Capital Industry Group, Irvine
- Christopher Keeler | Senior Privacy Counsel, International, Marsh McLennan

10:50 a.m. – 11:50 a.m. Restructuring with Intention: Talent Profiling, Upskilling, and the Labor Law Roots of AI Displacement Legislation

Most restructuring risk conversations start too late — after the list of affected roles is already drawn up. Recognizing that RIFs remain one of the highest-risk actions an employer can take and that AI-assisted selection tools that can make the decision easier to reconstruct and challenge after the fact, this session moves the conversation upstream for the purpose of making the restructurings that do happen more defensible, better communicated, and less costly. This discussion will center on:

- A new and rapidly developing wave of legislation aimed specifically at AI-driven displacement that is rooted in a simple idea: displacement caused by AI shouldn't happen quietly or suddenly;
- Talent profiling and upskilling/reskilling strategies that can reduce how often a hard restructuring is needed; and
- Internal and external communications strategy that shapes morale and impacts litigation risk.

Presenters:

- Bob Long | Shareholder, Chicago
- Joy Rosenquist | Shareholder, Sacramento
- Amanda Wellford, Ph.D. | Chapman & Co. Leadership

11:50 a.m. – 12:55 p.m. Lunch

12:55 p.m. – 1:55 p.m. Whistleblowing the Budget: AI-Assisted Complaints, Data Privacy, and Legal Spend

Generative AI has changed who can sound like a lawyer, and that's changing what shows up in HR's inbox and the courthouse docket: internal complaints, agency charges, and pro se filings are more lengthy, more formal, and cite specific legal standards, often from employees who previously lacked the confidence or vocabulary to frame a concern in legal terms. This session covers three consequences employers are underprepared for:

- AI tools are lowering the barrier to identifying protected activity in the first place — connecting facts to statutes like Sarbanes-Oxley, Dodd-Frank, and the False Claims Act earlier in a dispute's lifecycle than employers typically account for,

which means retaliation risk can attach sooner and investigation practices need to catch up.

- Every whistleblower hotline and complaint portal is itself a data privacy event — the investigation file it generates carries its own retention, access-control, and breach-exposure risk, which compounds further when the complaint is about a data security failure.
- All of this becomes a budgeting problem: more detailed intake requires more investigator time, better-drafted pro se filings are harder to dispose of early, AI-literate charging parties escalate faster to agencies or litigation, and legal and HR leaders need to treat "unexpected spend" as a planning line item rather than a surprise.

Presenters:

- Kwabena Appenteng | Co-Chair, Privacy and Data Security Practice Group, Chicago
- Rachel Kelly | Associate General Counsel, Labor and Employment, Meta
- Meredith Schramm-Strosser | Co-Chair, Whistleblowing, Compliance and Investigations Practice Group, Washington, D.C.

1:55 p.m. – 2:55 p.m.

The Talent Border: Trade Secrets, Global Mobility, and Anti-American Discrimination Risk

Protecting trade secrets and competitive advantage increasingly depends on how well an employer manages talent moving across state lines, borders, and visa categories. AI has impacted risks materially: departing employees now have generative AI tools that can reproduce, summarize, or reformat proprietary information in ways that are harder to detect and trace than a simple downloaded file, and agentic AI systems with broad access to internal data introduce a new category of "insider" that isn't a person at all. This session will address three interrelated considerations:

- A domestic non-compete landscape more fractured than it's been in years;
- Global mobility programs and employer-sponsored visas that can be useful tools for retention and departure control, although cross-border assignments carry their own confidentiality complications; and
- Intensified EEOC and DOJ scrutiny of "anti-American bias" that injects real discrimination risk

Presenters:

- Paul Kennedy | Shareholder, Washington, D.C.
- Simi Khangura | Head of Litigation and Employment, ORIX USA
- Johnny Wang | Shareholder, St. Louis

2:55 p.m. – 3:05 p.m.

Spotlight

Future Tense: Evolving Accommodation Requests, Protections, and Process in the Age of AI

Leave and accommodation requests are climbing at a pace most employers weren't built to handle, and the reasons behind that rise are shifting as fast as the workplace itself.

Mental health conditions are now the leading driver, tied to return-to-office mandates and reduced stigma; neurodivergence-related requests are close behind as RTO pulls employees back into offices not designed for sensory or cognitive differences; and a genuinely new category has emerged this year: employees invoking Title VII religious accommodation to opt out of mandatory use of AI tools. This spotlight examines this trend, including the potential for "discomfort with change" itself.

Presenters:

- Rocio Blanco Garcia | Shareholder, Miami
- Jim Paretti | Co-Chair, Workplace Policy Institute, Washington, D.C.

3:05 p.m. – 3:20 p.m.

Break

3:20 p.m. – 3:30 p.m.

Spotlight

When Legal Leads the Turnaround: Employment Counsel at the Center of Function-Wide Transformation

Increasingly, employee perception and technological change are prompting organizations to rebuild an entire function. The case for legal in the lead role isn't just about litigation risk management, though that matters. It's about proximity: employment counsel already sits closest to the employee complaint pipeline, already understands where the actual gaps are (reporting channels that don't work, investigations that stall, managers who were never trained, policies that exist on paper but not in practice), and already has the credibility to say hard things to leadership under privilege. That combination — subject-matter depth plus institutional trust plus the ability to move fast without waiting for a steering committee — is the foundation for a durable operational fix.

Presenters:

- Jess Marinelli | Shareholder, Denver
- Kim Rives Miers | Shareholder, Austin
- Gregory Tumolo | Co-Chair, Handbooks and Policies Practice Group, Providence, RI

3:30 p.m. – 4:30 p.m.

The Transformation Roadmap: A Practical Playbook for Redesigning Work at Speed

Every session in this summit points to the same underlying challenge: workplaces are being asked to transform faster than most organizations know how to move. This closing session offers a concrete methodology for taking a function from "we know something needs to change" to a redesigned, working process without spending a year in committee, including:

- Identifying the highest-volume, highest-friction issues first, since fixing the process that touches the most people or generates the most complaints, delay, or cost produces the fastest visible return and builds the internal momentum needed for everything that follows;
- Dissecting the current workflow as it actually operates (not as the org chart says it does) to build an honest "as-is" picture; and

Future of Work Summit: November 2-3, 2026

- Building a strategy from the outset that acknowledges that employees, regulators, and the market are demanding compressed timelines, so that you do not have to retrofit for speed later on.

Presenters:

- Stephanie Goutos | Chief Artificial Intelligence Officer, Orlando
- Britney Torres | Co-Chair, AI and Technology Practice Group, San Diego

4:30 p.m. – 4:35 p.m. **Closing Remarks**

4:35 p.m. – 5:30 p.m. **Reception**