



Littler

Powering the Future Workplace

The 2026 Regional Employer Conference

Puerto Rico Employer Conference | San Juan, PR | Wednesday, November 18, 2026

8:00 a.m. – 8:30 a.m.

Registration and Breakfast

8:30 a.m. – 8:45 a.m.

Opening Remarks

Speaker:

[Juan Felipe Santos](#)

8:45 a.m. – 9:40 a.m.

10 Red Flags That Turn Routine Workplace Decisions into Litigation Risks

Every employment lawsuit has a backstory. Often, the facts that lead to litigation begin as routine workplace issues: an accommodation request, a performance discussion, an investigation, an employee complaint, or a difficult termination decision. In this interactive session, attendees will identify ten common warning signs that can transform ordinary workplace decisions into significant legal challenges. Through practical scenarios and audience participation, we will explore how small decisions, inconsistencies, and missed opportunities can increase organizational risk.

Speakers:

[Shiara Diloné](#), [Glorimar Acevedo](#), [Sashmarie Rivera](#)

9:40 a.m. – 10:25 a.m.

Welcome to the Wage & Hour Twilight Zone

Imagine a world where the rules you thought were settled begin to shift. Decades-old wage and hour precedents are questioned, rounding practices once considered compliant spark litigation, and the line between work time and personal time blurs in a remote workforce.

In this world, courts revisit long-standing doctrines, agencies reinterpret regulations, and employers face a legal landscape that feels increasingly unfamiliar. What was once predictable is now uncertain. What was once routine is now risky.

You are about to enter a realm where legal clarity gives way to ambiguity and the future of wage and hour law is anyone's guess. Your next stop: the Wage and Hour Twilight Zone.

Speakers:

[Elizabeth Pérez](#), [Daniel Quiles](#)



10:25 a.m. – 10:40 a.m.

Break

10:40 a.m. – 11:35 a.m.

We Got AI. Now What?

You've invested in AI tools. Now comes the hard part: turning adoption into advantage. As AI use moves from pilot to production, organizations must learn how to work with AI in ways that improve productivity while remaining legally compliant. Successful implementation is not just about technology. It also requires leadership, culture, and trust. This session explores how executives can drive responsible AI integration that enhances performance without undermining collaboration or creating compliance risks.

Speakers:

[Juan Felipe Santos](#), [Erika Berrios](#), [José Maymí](#)

11:35 a.m. – 12:30 p.m.

Mental Health Crises in the Workplace: Strategies for Managing Employees Exhibiting Suicidal Ideations or Severe Mental Distress

Workplace mental health challenges are escalating, and employers increasingly face situations involving employees in severe psychological distress or expressing suicidal ideation. These situations raise complex legal and practical issues while often requiring immediate action. This session equips HR and employment law professionals with tools to identify warning signs, respond appropriately, and balance legal obligations with employee support. Through case studies and practical frameworks, attendees will gain actionable strategies to reduce risk, protect employees, and foster a psychologically safe workplace.

Speakers:

[Anabel Rodríguez](#), [Ana Rosado](#), [Verónica Torres](#)

12:30 p.m. – 1:45 p.m.

Break

1:45 p.m. – 2:45 p.m.

The Evolving World of Accommodations

Accommodation requests continue to grow in both volume and complexity, spanning disability, pregnancy, religion, lactation, and other protected circumstances. At the same time, employees increasingly expect flexible, individualized solutions, creating new challenges for HR and legal teams.

This session examines the evolving accommodations landscape and the practical challenges of balancing legal compliance, business needs, and employee expectations. Through real-world scenarios, attendees will explore the interactive process, documentation, undue hardship, and emerging accommodation trends, gaining practical strategies for handling difficult situations while maintaining compliant and inclusive workplaces.

Speakers:

[Carlos Saavedra](#), [Karina Rodríguez](#), [Tatiana Leal](#)



2:45 p.m. – 3:00 p.m.

Break

3:00 p.m. – 4:30 p.m.

Employment Intelligence 2026

The future of work is arriving faster than ever. Artificial intelligence is reshaping how work gets done, workforce expectations continue to evolve, employee well-being has become a business imperative, and legal and regulatory developments are creating new opportunities and risks for employers. Through TED-style presentations, live polling, short interviews, and rapid-fire discussions, Employment Intelligence 2026 will provide a forward-looking perspective on the trends that will shape the workplace in the year ahead and the employment law developments employers need to have on their radar.

Topics include:

- **Leading a Multigenerational Workforce:** From Traditionalists to Gen Z
- **The Cost of Ignoring Employee Well-Being:** Why Employee Wellness is Becoming a Business, Talent, and Risk-Management Priority for Employers
- **Should We Be Recording Everything?** AI Transcription, Privilege, and Litigation Risk
- **AI Deepfakes and Other Technologies:** New Workplace Risks
- **Rapid-Fire Puerto Rico and U.S. Employment Developments**

Attendees will leave with practical insights, a clearer view of what lies ahead in the labor and employment landscape, and a roadmap for leading their organizations through the next era of workplace transformation.

Speakers:

[Mariela Rexach](#), [Joanna Pagán](#), [Marcia Laurido](#), [Diego Picó](#), [Lourdes Hernández-Venegas](#), [Alberto Tabales](#), [José Dávila Caballero](#)

4:30 p.m.

Closing Remarks

Speaker:

[Lourdes Hernández-Venegas](#)

4:30 p.m.

Cocktail Reception