

# Ferraiuoli

**María Judith (Nani) Marchand-Sánchez, Esq.**  
**Senior Counsel**

T. (787) 766-7000

Email: [nmarchand@ferraiuoli.com](mailto:nmarchand@ferraiuoli.com)



**María Judith (Nani) Marchand-Sánchez, Esq.** is a founding member of Ferraiuoli LLC and now serves as Senior Counsel, bringing decades of experience advising and representing employers in labor and employment matters. Her practice combines extensive litigation experience with practical, business-focused counsel designed to help clients navigate workplace challenges, minimize risk, and achieve their strategic objectives.

Ms. Marchand represents employers in complex employment disputes before Puerto Rico and federal courts, government agencies, and administrative forums. She has successfully handled matters involving discrimination, harassment, retaliation, wage and hour claims, the Fair Labor Standards Act (FLSA), the Family and Medical Leave Act (FMLA), sexual harassment, unjustified termination, and non-competition agreements, among other workplace disputes. She is also experienced in mediation and arbitration, offering clients effective alternatives to protracted litigation.

A significant part of Ms. Marchand's practice is devoted to preventive counseling and helping businesses address employment issues before they become disputes. She advises clients on human resources and workplace matters, internal investigations, employment considerations in mergers and acquisitions, workforce issues arising from the commencement of operations, confidential information protection, labor audits, and other employment-related compliance and risk-management matters.

Beyond labor and employment law, Ms. Marchand has extensive experience in commercial and civil litigation. She represents businesses in contractual and operational disputes, including breach of contract, franchise agreements, collection matters, evictions, and non-competition disputes. She also counsels companies on contractual, privacy, and operational issues, providing practical advice tailored to their business needs.

Nani is a sought-after speaker on emerging and critical workplace issues. She has lectured before professional associations, public agencies, and private organizations throughout Puerto Rico on topics including workplace harassment, sexual harassment, domestic violence, progressive discipline, medical cannabis, diversity and inclusion, mental health, the Americans with Disabilities Act (ADA), and mediation. Her ability to translate complex legal requirements into practical guidance has made her a trusted resource for employers and business leaders.

She is certified by the Supreme Court of Puerto Rico as a mediator and arbitrator and serves as a mediator and arbitrator on the American Arbitration Association's (AAA) Employment, Consumer, and Commercial rosters. She also offers four courses approved for Continuing Legal Education (CLE) credit by the Supreme Court of Puerto Rico.

Ms. Marchand's experience and standing in the legal community have earned her consistent professional recognition. Since 2012, she has been recognized by Chambers Latin America as a Band 2 notable practitioner in Labor & Employment matters in Puerto Rico. Since 2020, she has been recognized by Best Lawyers in Puerto Rico.

Her representative clients have included Doctor's Associates (Subway), Rainbow Apparel Companies, and MMM Holdings, LLC.

## Representative Cases or Transactions

- Has led Ferraiuoli's groundbreaking initiative, of adopting an Alternate Dispute Resolutions (ADR) practice, as these methods have become more relevant to the legal practice. Marchand's inclusion in various AAA roster of mediators and arbitrators is a noteworthy accomplishment. As a bilingual Mediator and Arbitrator, she is sought after by local and US national law firms.
- In September 2025 mediated a commercial dispute regarding the purchase and sale of a membership interest in a limited liability corporation valued at 12.9M. The process involved two parties and three attorneys and was closed with an agreement.
- Has served as investigator in multiple allegations of sexual harassment, fraud, discrimination and workplace harassment.
- Since 2021 she has been appointed on multiple occasions as Arbitrator and Mediator (via AAA and in *ad hoc* proceedings).
- Extrajudicial claim brought by domestic service employee, alleging compensation and wages due for overtime, vacation leave, meal period, and requesting as relief \$125,000.00, plus attorneys' fees. The extrajudicial claim was brought under the Puerto Rico special law applicable to domestic service employees and, although it has not been interpreted in depth by Puerto Rico case law, Marchand was able to successfully negotiate a settlement in the amount of \$14,300.00, inclusive of attorneys' fees, which is an amount materially lower than the remedies that the employee would be entitled under the law.
- Assisted in employment-related matters of the acquisition of a hotel, including negotiations of the employment-related terms and conditions of the sale and due diligence. Led the in-person termination process of all active employees and obtaining releases executed by active employees.
- Provides advice to law firms and beneficiaries of Puerto Rico Act 60-2019 (tax incentives) to set up their operations in Puerto Rico to assist their U.S.-based affiliates and ensure compliance with Puerto Rico employment laws. From the setup of a Puerto Rico-compliant employment structure to the development of compliant employment agreements, arbitration agreements, restrictive covenants and independent contractor agreements to direct collaboration with and guidance to U.S. counsel for achieving the best strategic approach to handle human resources and service providers resources while ensuring continuous compliance with local requirements. Provides strategic legal guidance for the negotiation and execution of separation and settlement agreements with top executives and high-earning employees.
- Represented one of Puerto Rico's leading health companies in a judicial claim for unjust termination, discrimination based on disability, violation to the Family and Medical Leave Act and retaliation, claiming more than a quarter million dollars. Successfully negotiated a \$16,000.00 settlement agreement and obtained the voluntary dismissal of the judicial claim.
- Provided employment consulting to a company who represents national restaurant chains with 32 restaurants in Puerto Rico and more than 2,500 employees, on compliance with Puerto Rico and federal law regarding service animals in the workplace, and clients/customers who bring service animals to their facilities, the trans employee and the medical cannabis employee, among other employment matters.
- Assisted with the process of closing one of the branches of a health care provider and laying off employees in compliance with applicable legal requirements. This included everything from legal consultations on layoffs, to strategy development, preparation of separation and release agreements, preparation of talking points to inform closing and layoffs to employees preventing and/or reducing future claims, among others.
- Performed employment due diligence for a million-dollar acquisition of assets to become the number one ATM operator in Puerto Rico. Responsible for identifying and assessing exposures in the acquisition of an ongoing business. Actively participated in the drafting of clauses to minimize the risks that were identified.
- Represented employer in a civil case before the Court of First Instance alleging retaliation, unjust discharge and violation of employment reserve provided under workers' compensation insurance policy. Plaintiff also alleged violation of her rights to dignity and privacy under the Puerto Rico Constitution and requested penalties, attorneys' fees and costs. After engaging in active discovery and multiple negotiation efforts, the parties reached a private resolution.
- Actively participated in the due diligence efforts for employment matters in a multimillion asset purchase agreement. Guided the organization in a I-9 audit performed by the Department of Homeland Security.

## Public Speaking Engagements

- Speaker, *“La mediación en tu estrategia de solución de conflictos”*, AIPR SUMMIT, May 2026.
- Speaker, *“Cuando legal y recursos humanos se cruzan”*, SHRM Simposio Laboral, May 2026.
- Co-host in bi-weekly Podcast *“La hora laboral”*, Microjuris, 2024-2025.
- Participated as panelist in forum sponsored by the Puerto Rico Supreme Court Foundation and the University of Puerto Rico School of Law regarding *Artificial Intelligence and the Employment*, September 2025.
- Speaker *“Leyes, casos y reglamentos- ¿Qué hay nuevo?”*, Comité de Patronos Cumbre Patronal, May 2025.
- Speaker *“Cuando el/la “Chief Misbehavior Office” es tu dolor de cabeza”*, SHRM Simposio Laboral, April 2025.
- Speaker *“Inteligencia artificial y el empleo: ¿RH que te debe preocupar y ocupar?”*, Comité de Patronos, October 2024.
- Guest at Podcast *“Mentores en línea”*, December 2024.
- Speaker *“Growing client relationships and your practice: Doing what seems obvious but not easy”* Federal Bar Association, June 2024.
- Speaker, *“El cuéntame de Nani... lo que mi negocio me ha enseñado”*, Guayacán Venture Accelerator, October 2023.
- Speaker *“Time to change the narrative... not just for men anymore”*, National Women’s Collaborative, September 2023.
- Speaker, *“Cannabis medicinal y el empleo: ¿Qué hay nuevo?” / “Ley para prohibir el hostigamiento sexual en el empleo ¿Qué hay nuevo?”*, Puerto Rico Manufacturers Association (PRMA), Convention 2023 / *“Moving forward now, legislación laboral: Tendencias y cómo prepararse”*, May 2023.
- Speaker, *“Cannabis medicinal y el empleo: ¿Qué hay nuevo?” / “Enmiendas a la ley para prohibir el hostigamiento sexual en el empleo”*, Comité de Patronos del Servicio de Empleo, Inc., Cumbre 2023/Legislación al Día, May 2023.
- Speaker, *“Cannabis: ante la reglamentación federal y local”*, University of PR, Business Law Journal, April 2023.
- Speaker, *“Cannabis medicinal en el empleo: ¿Cómo coexisten?”*, SHRM-PR Simposio Laboral, April 2023.
- Instructor, *“La persona trans y el empleo: una guía para patronos”*. This course is approved by the Puerto Rico Supreme Court for 1.25 CLE General Credits.
- Instructor, *“Mediemos más, litiguemos menos: Un enfoque”*. This course is approved by the Puerto Rico Supreme Court for 1.75 CLE General Credits.
- Instructor, *“Cannabis medicinal: Marco legal en el contexto laboral”*. This course is approved by the Puerto Rico Supreme Court for 1.30 CLE General Credits.
- Instructor, *“El impedimento silente: Como manejar condiciones de salud mental en el empleo”*. This course is approved by the Puerto Rico Supreme Court for 1.50 CLE General Credits.

## Publications

- *“Los derechos de las personas trans en el lugar de empleo”*, El Nuevo Día, Negocios, May 2023.
- *“Derechos laborales de quienes utilizan cannabis medicinal”*, El Nuevo Día, Negocios, May 2023.
- *“Cannabis medicinal en el trabajo”*, El Nuevo Día, Negocios/Minuto Empresarial, April 2023.
- *“Inalterado el mandato de vacunación en la isla”*, El Vocero, January 2022.
- *“A pesar del fallo federal, la vacunación obligatoria en empresas sigue vigente en Puerto Rico”*, Microjuris al Día, January 2022.
- *“Ante el triunfo judicial de Biden. Advierten empresas en Puerto Rico deben acatar mandatos de vacunación de OSHA”*, Microjuris al Día, December 2021.
- *“¿Qué protección laboral cubre a los pacientes de cannabis medicinal?”*, El Nuevo Día, September 2021.
- *“Anticipan litigios por vacunación obligatoria”*, Microjuris al Día, July 2021.
- *“6 Consejos (para patronos) sobre cannabis medicinal”*, Microjuris al Día, May 2021.
- *“Protecciones laborales para pacientes autorizados a utilizar cannabis medicinal”*, Microjuris al Día, February 2021.
- *“Excepciones para no vacunarse contra el COVID-19, si un patrono lo exige”*, Microjuris al Día, January 2021.
- *“¿Tienen derecho las madres o padres a saber si maestros o cuidadores están vacunados?”*, Microjuris al Día, January 2021.
- *“Serán permanentes miles de cesantías temporeras provocadas por la pandemia”*, El Nuevo Día, September 2020.
- *“La salud mental en el empleo”*, El Nuevo Día, July 2020.

## **Practice Areas**

Labor & Employment Law, Employment Litigation & Dispute Resolution, Preventative Consulting & Compliance, Commercial Litigation, Alternate Dispute Resolutions, Mergers and Acquisitions

## **Education**

University of Puerto Rico, J.D.  
Trinity College, B.S. in Political Sciences  
Certified by the Puerto Rico Supreme Court as a Mediator  
Certified by the Puerto Rico Supreme Court as an Arbitrator  
Harvard Law School-Executive Program on Negotiation

## **Bar Admissions**

Commonwealth of Puerto Rico  
United States District Court for the District of Puerto Rico  
United States Court of Appeals for the First Circuit  
Supreme Court of the United States

## **Affiliations**

Arbitrator and Mediator - American Arbitration Association (AAA) Employment, Consumer and Commercial roster  
Society for Human Resources Management - Puerto Rico Chapter (SHRM-PR)  
Puerto Rico Manufacturers Association, Human Resources Committee (PRMA)

## **Professional Recognition**

Since 2012, Nani has been recognized in Latin America Edition of Chambers & Partners as notable practitioner in Labor and Employment matters in Puerto Rico.

Since 2020, she has been recognized in the Best Lawyer in Puerto Rico.

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Ferraiuoli, LLC  
250 Muñoz Rivera Avenue, 6th Floor  
San Juan, PR 00918  
PO Box 195168  
San Juan, PR 00919-5168  
T. 787.766.7000 / F. 787.766.7001  
[www.ferraiuoli.com](http://www.ferraiuoli.com)