ArentFox Schiff LLP
Attorneys

Nancy J. Puleo

PARTNER AND LABOR, EMPLOYMENT & OSHA PRACTICE LEADER

Nancy serves as advisor, litigator, and labor & employment law compliance expert to her clients focused on the health care, manufacturing, technology, transportation & logistics and private equity/venture capitalist industries.



Industries

Health Care
Nonprofits & Associations
Automotive & Transportation
Venture Capital & Emerging Businesses
— Technology

Practices

Complex Litigation
Labor, Employment & OSHA
Pro Bono
Reproductive Health Task Force
Trade Secrets, Noncompetes & Employee Mobility

Education

Suffolk University Law School, JD, cum laude, 2000
Boston University, BA, cum laude, 1997

Offices	Phone	Email
Boston	617.973.6124	Nancy.Puleo@afslaw.com

Nancy leads the firm's national Labor, Employment & OSHA Practice Group. She advises executives, human resource professionals, and in-house counsel across a wide variety of industries, including health care, manufacturing, technology, transportation & logistics, and private equity/venture capitalists, on matters involving labor and employment law. For over 20 years, Nancy has served as a trusted advisor to her clients, providing advice on employment issues tracking the life cycle of employees, including hiring & onboarding, performance management, investigations, wage and hour compliance, navigating leaves of absence and the reasonable accommodation process, and exit strategies. She partners with her clients to understand their risk tolerance and priorities and provides practical, business-minded advice.

Nancy has in-depth knowledge of worker classification, discrimination, harassment and retaliation, pay equity and transparency, and restrictive covenants, including noncompetition, nondisclosure, and non-solicitation agreements. She has also conducted internal investigations of allegations of harassment, discrimination, and retaliation and other workplace misconduct, including those involving C-suite executives. Her practice includes representing management in traditional labor matters such as unionization campaigns and labor relations. When litigation cannot be avoided, Nancy litigates employment and labor disputes in arbitration, before administrative agencies, and in state and federal courts, again using a practical and results-oriented approach based on her deep understanding of her clients' goals.

Nancy serves on the firm's Compensation Committee and Reproductive Health Task Force. She previously served as the Boston office vice-chair of the firm's Pro Bono Committee.

Client Work

- Represented national employers in union organizing campaigns and collective bargaining agreement negotiations.
- Successfully moved to dismiss federal court litigation alleging violations of the Family and Medical Leave Act.
- Represented employers in wage & hour audits and investigations by the Massachusetts Office of the Attorney General, Fair Labor Division and U.S. Department of Labor.
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Represented a national employer in “John Doe” litigation against a former employee who anonymously posted defamatory comments and disclosed confidential information on Twitter, including successfully identifying the former employee through discovery.

- Defended employers in class action and collective action lawsuits arising out of the Massachusetts Wage Act and federal Fair Labor Standards Act.
- Obtained numerous “lack of probable cause” findings in discrimination and retaliation claims pending before the Massachusetts Commission Against Discrimination, Connecticut Commission on Human Rights and Opportunities, New Hampshire Commission for Human Rights, and Equal Employment Opportunity Commission.
- Successfully negotiated employment and severance agreements for executives at some of the country’s leading companies.
- Represented employees and employers in restrictive covenant litigation.

Awards & Recognition

- “Go To Lawyer: Employment Law,” *Massachusetts Lawyers Weekly*, 2025
- *The Legal 500 United States* - Labor & Employment: Labor and Employment Disputes, 2025
- Massachusetts Super Lawyer, 2017 – 2018
- “Top Female Attorney in Massachusetts,” *Super Lawyers*, 2016
- “Top Woman of Law,” *Massachusetts Lawyers Weekly*, 2015
- “Rising Star,” Massachusetts Super Lawyer, 2009 – 2015

Memberships

- Boston Bar Association, Section on Labor and Employment
- Read to a Child, Boston Regional Board of Directors, Member

In The News

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- Nancy was quoted in “Arbitration Pact Didn’t Waive ADEA Limitations Period”, Massachusetts Lawyers Weekly, October 15, 2025
- Nancy was quoted in “Parent Company Can’t Enforce Noncompete vs. Subsidiary’s Employee”, Massachusetts Lawyers Weekly, October 1, 2025
- Nancy was quoted in “Biden’s Order on Abortion Compounds GCs’ Confusion”, Law360, July 13, 2022

Life Beyond the Law

Nancy is a foodie, animal lover (especially bulldogs), enjoys shoe shopping, true crime documentaries, and beaches near and far.

Bar Admissions

Massachusetts
Connecticut
New Hampshire

Court Admissions

US Court of Appeals, 1st Circuit
US District Court, District of Massachusetts
US District Court, District of New Hampshire