

# GARRIGUES



## Alfredo Kupfer Domínguez

Partner

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### Labor and Employment

Automotive

Life Sciences and Healthcare

Sustainability

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Alfredo specializes in labor law, providing advice to Mexican and foreign clients in sophisticated labor law matters and employee-employer relations, including union negotiations, planning of efficient labor structures for new and existing investments, transfers of foreign executives, dismissals and layoffs, and social security and compensation matters. He also has experience in designing and implementing pension plans, call options and flexible benefits plans.

Alfredo also advises clients on labor matters in mergers, acquisitions, restructuring and privatizations. Alfredo has assisted clients in complex labor relations strategies, as well as highly complicated collective disputes, including strikes, stoppages, union election processes (*recuento*) and representation certificates for collective labor agreements.

He has gained his professional experience in some of the most prestigious law firms in Mexico. Alfredo was Chairman of the Human Capital and Labor Affairs Committee of the American Chamber of Commerce in Mexico for 10 years and is currently the Labor Counsel of the Chamber. He is Sub-Director of the Labor Committee of INDEX (Mexican Council of the Manufacturing Export Industry) and a member of ANADE (Mexican Association of Business Lawyers). Alfredo was recently appointed by the Mexican Government as a panelist for the USMCA Rapid Response Labor Mechanism for disputes between Mexico and Canada. From 2013 to 2018 he was the partner in charge of Sanchez Devanny's Mexico City office. Alfredo was reappointed as Chairman of the Human Capital and Labor Affairs Committee of the American Chamber of Commerce in Mexico between 2021-2023.

### Experience

Alfredo Kupfer is a partner in the Labor and Employment practice. He has extensive experience in advising large Mexican and international corporations in the restructuring of their labor force in order to comply with Mexican labor legislation, including changes deriving from the Federal Labor Law. He has assisted one of the largest Japanese conglomerates in the world and one of the principal banks in Mexico in the restructuring of

their direct and outsourced personnel. His professional practice includes preparing and implementing global policies, employee manuals, codes of ethics and conduct adapted to local legislation.

He has an outstanding record in union negotiations, including the annual review of collective labor agreements in key sectors such as the automotive, mining, energy, pharmaceutical and infrastructure industries. He has participated in challenging inter-union conflicts, resolving disputes at international credit companies and auto parts plants, achieving changes in union representation in major election (recuento) processes.

He has also headed the creation of innovative labor structures for new businesses, such as the design of collective schemes for a US cinema company, a partnership between Mexican and Spanish airport operators and a French auto parts Company with nine plants in the country. His experience includes the analysis of labor risks in mergers and acquisitions, transfers of employees, workforce reductions and validation of benefits schemes, as well as the negotiation of collective labor agreements with labor unions for Mexican companies and multinationals.

Alfredo is fluent in English and Spanish.

## Academic background

- Master of Laws (LL.M.), New York University, New York City, U.S.(2002).
- Diploma in the European Community Legal System, Sidney Sussex College, University of Cambridge, United Kingdom (1999).
- Postgraduate course in labor law and constitutional protection, Universidad Panamericana, Mexico City, Mexico (1997).
- Degree in Law, Universidad Iberoamericana, Mexico City, Mexico (1996).

## Memberships

- Sub-Director of the Labor Committee of the Mexican Council of the Manufacturing Export Industry (INDEX)
- Chairman of the Human Capital and Labor Affairs Committee of the American Chamber of Commerce in Mexico and spokesperson for labor affairs.
- Member of the Steering Committee of the American Chamber of Commerce.
- Member of the International Society for Labor and Social Security Law (ISLSSL)
- Member of the IBA Employment and Industrial Relations Law Committee.
- Member of the ABA International Labor and Employment Committee.
- Member of ANADE (Mexican Association of Business Lawyers).

## Distinctions

- Chambers & Partners Latin America 2025  
Band 1
- Legal 500 2025  
Leading Partner

- LACCA Approved 2025  
Thought Leader
- Best Lawyers 2025
- Leaders League 2024  
Excellent
- Lexology INDEX