



Shay Wells Portrait

Oluwaseun (Shay) Wells

ASSOCIATE

Shay is an associate practicing in the firm's Labor, Employment & OSHA and Complex Litigation practice groups.

Industries

Health Care
— Managed Care, Payer Disputes & Reimbursement

Practices

Complex Litigation
Labor, Employment & OSHA

Languages

Yoruba

Education

University of Pennsylvania Law School, JD
University of Pennsylvania, The Wharton School, MBA
Cornell University, BS

Offices

Washington, DC

Phone

202.857.6237

Email

seun.wells@afslaw.com

Oluwaseun (Shay) Wells represents clients in various labor & employment and complex litigation matters, including claims of employment discrimination, harassment, benefits related disputes under ERISA, and managed care disputes.

Shay counsels on employment law issues tracking the life cycle of employees, including hiring, performance management, investigations, wage and hour compliance, navigating leaves of absence and the reasonable accommodation process, and terminations. She also has substantial experience drafting employment policies, conducting internal investigations, and litigating labor and employment disputes before administrative agencies and in court.

Shay's experience in ERISA litigation involves representing benefit plan fiduciaries and sponsors, trustees, and boards of directors facing litigation involving a wide range of benefit plans, including employee stock ownership plans (ESOPs), 401(k) retirement plans, 403(b) retirement plans, defined benefit plans, health and welfare plans, top-hat plans, severance plans, and Taft-Hartley multiemployer plans. Shay has experience defending claims involving breach of fiduciary duty, prohibited transactions, retirement plan investments and fees, and withdrawal liability.

Shay leverages her expertise in human resources to deliver effective and strategic solutions to her clients. She has skills in talent acquisition, talent development, compensation, and talent assessment.

Previous Work

Prior to joining ArentFox Schiff, Shay was an Associate at a global law firm where she focused on labor and employment matters. Prior to attending law and business school, Shay worked in human resources at a large international technology company and a wellness/health care company.

Publications, Presentations & Recognitions

Publications

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“Missing and Unresponsive Participants in ERISA Plans,” *NYU Review of Employee Benefits and Executive Compensation* (Sep. 2019)

Presentations

- “Hot Topics in Employment Law in 2025,” Cornell University ILR Alumni Association, Webinar, panelist (February 11, 2025)
- “An Introduction to Employment Law,” District of Columbia Bar Small Business Clinic, Washington, DC, speaker (February 2020-2024)
- “Open or Closed? Employment Law Issues for Small Businesses and Nonprofits During the Pandemic,” D.C. Bar Pro Bono Center, Washington, DC, speaker (April 23, 2020)

Recognitions

- Ones to Watch, Litigation – Labor & Employment, *The Best Lawyers in America* (2023, 2024)
- Top 40 Under 40 Black Lawyers in Washington, DC, *National Black Lawyers* (2019 - 2024)
- Outstanding Commitment to Pro Bono Leadership Award Recipient, *University of Pennsylvania’s Toll Public Interest Center*
- Exceptional Pro Bono Service Award Recipient, *University of Pennsylvania’s Toll Public Interest Center*

Boards, Memberships & Certifications

Boards

- Management Leadership for Tomorrow, DC Alumni Board Member
- American Bar Association, Women Employee Benefits Attorneys (WEBA) Leadership Committee

Memberships

- Leadership Council on Legal Diversity (LCLD), 2023 Pathfinder
- District of Columbia Bar Association, Labor and Employment Section
- National Employment Law Council

Certificates

- District of Columbia, Office of Human Rights (OHR) Certified Trainer on Sexual Harassment Prevention for the Tipped Wage Industry

Professional Activities

Shay is a dedicated member of her community. She is a member of the ABA Section of Labor and Employment Law’s 2025 Leadership Development Program (LDP) and has been involved in Management Leadership for Tomorrow since 2015, currently serving as an Alumni Board Member for MLT’s Washington DC chapter. She also mentors 1L Scholars through the Leadership Council on Legal Diversity (LCLD), and has served as an Associate Co-Chair for Legal Aid’s Making Justice Real Campaign since 2023.

Bar Admissions

[Maryland](#)

[District of Columbia](#)

Court Admissions

[US District Court, District of Columbia](#)

[US District Court, District of Maryland](#)

[US District Court, District of Colorado](#)

[US District Court, Western District of Michigan](#)