



Shannon L. Kelly

Shareholder

shannon.kelly@gray-robinson.com

407.244.5639

Focus

- ERISA and Employee Benefits
- Higher Education
- Labor and Employment

Providing strategic counsel on all aspects of labor, employment, and employee benefits law, from preventative advice and compliance counsel to litigation. Leveraging legal experience and a background in public relations to deliver comprehensive, business-focused solutions.

Shannon Kelly is a seasoned attorney with nearly two decades of experience providing strategic counsel to employers on labor and employment law matters. Her practice encompasses assisting clients with compliance matters involving the range of federal and state employment laws, policy development and revision, internal and agency audits, employee benefit plan design and compliance, and harassment and discrimination investigations. With a strong focus on helping clients navigate complex issues under Title VII, the Age Discrimination in Employment Act, the Family and Medical Leave Act, the Americans with Disabilities Act, the Employee Retirement Income Security Act, the Affordable Care Act, and the Fair Labor Standards Act, Shannon ensures clients are well-positioned to manage these obligations effectively.

In addition to her work with private employers, Shannon represents higher education institutions, offering comprehensive counsel on employment law claims when litigation is inevitable. Her extensive litigation experience includes defending clients in cases under all federal and state employment statutes.

Before transitioning to law, Shannon built a strong foundation in nonprofit management and public relations and branding. This unique background enhances her ability to provide client-centered, well-rounded counsel and guide clients through legal challenges while balancing both legal strategy and business objectives.

Notable Work

- On behalf of a public employer, obtained summary judgment in Section 1981 and Title VII race discrimination claim, which was upheld by the U.S. Court of Appeals for the Eleventh Circuit.
- Obtained judgment in favor of a hospital in a disability discrimination lawsuit under the ADA, which was upheld by the U.S. Court of Appeals for the Eleventh Circuit.

GRAYROBINSON

- Prepared comprehensive FMLA strategy and employee handbook for corporate client operating in over 40 states.
- Guided multistate client on issues related to remote work and employee benefits.
- Conducted whistleblower investigation for a public school district.

Recognition

- *Best Lawyers in America, 2025-2027*
 - Employee Benefits (ERISA) Law
 - Employment Law – Management
 - Litigation – Labor and Employment

Insights

- "Old Law, New Tricks: Emerging Technologies in the Workplace," Panelist, SHRM Greater Orlando 2026 Legal Summit, October 8, 2026
- "Staying Ahead: Proactive Strategies in Employment Law for HR," Associated Builders and Contractors – Central Florida Chapter's HR Peer Group session, August 14, 2026
- "GrayRobinson Labor and Employment Insight: 3rd Circuit Reinforces that ERISA Fiduciary Prudence Turns on Process, Not Perfect Investment Outcomes," GrayRobinson Insight, August 11, 2026
- "Reimagining Health Benefits: Plan Design Strategies for Today's Employers," Workplace Legal Briefings Webinar Series, February 5, 2026
- "Tiki Torches and the Truth: Shining the Light on Workplace Investigations," Florida Public Employer Labor Relations Association (FPELRA) Annual Training Conference, February 3, 2026
- "Navigating Today's Human Resource Accommodation Requirements," The Florida Bar Corporate Counsel Committee Meeting, October 29, 2025
- "Navigating an ICE Raid," Associated Builders and Contractors Central Florida Chapter (ABC Central Florida) 2025 EdTech Summit, October 24, 2025
- "Staying Ahead of the Curve: Trends in ERISA Litigation Every HR Professional Should Know," Society for Human Resource Management (SHRM) Greater Orlando Legal Summit, October 9, 2025
- "Workplace Investigations: Compliance-Driven Culture, Early Resolution, and Organizational Readiness," myLawCLE Webinar, June 18, 2025
- "Navigating the ADA, FMLA, and Workplace Accommodations: Compliance Strategies for Employers," GrayRobinson Labor and Employment Webinar, June 4, 2025
- "GrayRobinson Labor and Employment Insight: U.S. Supreme Court Lowers the Bar for ERISA Prohibited Transaction Claims, Clearing the Way for Excessive Fee Claims to Proceed," GrayRobinson Insight, April 30, 2025
- "Mastering Workplace Investigations: Strategies and Best Practices for Employers," GrayRobinson Labor and Employment Webinar, January 30, 2025
- "What to Expect from the EEOC Next Year After An Active 2024," *Law360*, December 20, 2024
- "What Employers Need to Know About the EEOC's New Guidance on Workplace Harassment," Greater Orlando Society for Human Resource Management Legal Conference, November 20, 2024

GRAYROBINSON

- "The Intersection of the ADA and Employee Discipline," Florida Educational Negotiators Conference, May 2024
- "Reviewing the New EEOC Harassment Guidance," *The Human Resource Podcast*, July 16, 2024
- "Addressing Reasonable Suspicion and Addiction Issues in the Workplace," *Associated Builders and Contractors Central Florida*, September 2024
- "4 Issues to Watch as Justices Shake Up Bias Law," *Law 360*, July 7, 2023

Media

- "Fla. FordHarrison Employment Atty Jumps To GrayRobinson," *Law360*, November 19, 2024

Affiliations

- iBuild Central Florida
 - Board of Directors
- Crealdé School of Art
 - Board of Directors

Credentials

- Employee Benefits Law Certificate, Temple University Beasley School of Law, 2024
- J.D., University of Florida College of Law, 2005
- B.A., Florida State University, 1997

Admissions

- Florida
- U.S. District Court for the Southern and Middle Districts of Florida
- U.S. Court of Appeals for the 11th Circuit