

Carmen F. Francella III | Associate

Labor & Employment

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Carmen F. Francella III advises clients on all aspects of employment-related issues that arise during complex national and international corporate transactions. He works closely with clients and deal teams to conduct due diligence, oversee the employment aspects of purchase agreements and prepare supporting deal documents. He regularly assists with post-closing matters related to transition services agreements and other successor liability concerns, bringing depth and efficiency to transactional teams and building extended relationships with corporate clients. He has significant experience representing private equity sponsors and their portfolio companies, guiding them through employment-related needs that follow acquisitions, including workforce restructuring, executive onboarding, and handbook compliance and policy implementation.

In addition to his corporate transactional work, Carmen provides management-side day-to-day advice and counsel on a wide range of employment and labor issues. His counseling practice covers non-competes and other restrictive covenant enforcement, wage and hour matters, internal investigations, agency audits and complaints, litigation avoidance, and other compliance matters.

Carmen also represents senior executives in negotiating offer letters, employment agreements, equity arrangements, and separation packages. This experience allows him to support both companies and individuals at critical inflection points and often results in long-term client relationships as executives advance into leadership roles.

A down-to-earth and pragmatic counselor known for his calm and collected demeanor, Carmen forges personal and professional relationships with his clients to best understand their needs and impart relevant and crucial advice. Clients seek his

supportive guidance, often doing so while facing stressful situations and difficult decisions. Carmen enjoys collaborating with other colleagues and professionals, including corporate, cannabis, hospitality and real estate partners, to collaborate on client matters and whenever he encounters an issue outside his purview to ensure his clients receive the best guidance.

Carmen's industry experience spans life sciences and biotech, cannabis, and real estate and hospitality.

Carmen is a graduate of Suffolk University Law School, where he was a member of the National Moot Court Team. Outside his practice, he is affiliated with organizations such as the Boston Athenaeum, Lawyers Defending American Democracy, Community Resources for Justice, and a member of the Ipswich Country Club.

Outside The Firm

Carmen enjoys spending time with his wife, Mary, and their two boys, Carmen IV and Sonny, particularly at the beach on the North Shore or at Ipswich Country Club. He is an avid sports enthusiast and lifelong Philadelphia Eagles fan, even while living in New England.

Select Engagements

Corporate Transaction Representations

- A private equity firm specializing in the food sector and its portfolio company on the acquisition of the No. 2 player and No. 1 franchisor in the Mexican fast casual restaurant sector in North America.
- A private equity firm and its portfolio company in connection with the acquisition of an energy infrastructure investment company-backed by a midstream energy business.
- A leading grocery retailer focused on serving the Hispanic community, and investment funds affiliated with a leading global investment firm, on its sale to a leading provider of alternative asset management.
- A mid-market equity private equity firm on the sale of its portfolio company, a provider of end-to-end environmental consulting and engineering solutions, to another mid-market equity private equity firm.
- A leading growth-oriented private equity firm, on its acquisition of a majority interest in a sushi franchise company.
- A sustainability-focused investment firm, on its joint venture investment with a leading developer of renewable biogas assets.
- A leading provider of retirement and financial services for employers, institutions, advisers, and individuals, on its acquisition of a provider of health savings accounts and consumer-directed benefit administration services, from a leading American healthcare company.
- A private investment fund in its one-billion-dollar investment in a nuclear

energy company.

- A global private equity firm focused on control and significant minority investments in the \$500MM sale of its portfolio company, a property management firm.
- A leading private equity firm focused on investing in enterprise software, data, and technology companies on its \$200 million acquisition of a web-based talent intelligence platform that assists companies in reference checking.
- A private equity firm in its \$115 million acquisition of a medical equipment and laboratory products supplier.
- A private equity firm in its \$105 million acquisition of a plastics engineering and low volume injection molding company.
- A global private investment firm in its \$75 million acquisition of a mainframe storage and software company.
- A private equity firm and its portfolio company in a \$30 million acquisition of an e-commerce analytics provider.
- A private equity firm in its \$32 million acquisition of a world leader in insulation and technical fabrics.
- A private equity firm and its portfolio company in a \$30 million acquisition of a U.S.-based marketing and consulting agency with subsidiaries in Australia, Mexico, and the United Kingdom.

Counseling Representations

- A major pharmaceutical company in a contentious separation with an executive related to allegations of hostile work environment.
- A private equity firm and its portfolio company in a noncompete dispute.
- A global talent solutions and business consulting firm in a matter brought by the Equal Employment Opportunity Commission related to allegations of sexual misconduct against the Company's former Chief Executive Officer.
- A former student in settlement negotiations with a private, independent secondary school related to allegations of sexual misconduct.

Internal Investigation Representations

- A global leader in facilities services related to whistleblower allegations of fraudulent and excessive billing practices.
- A Boston-based non-profit hospital and physician network related to allegations of race discrimination.
- A non-profit organization in a dispute with a former employee who made threats against the organization.
- A non-profit organization in a matter involving allegations of bullying and harassment.
- A Liberia-based non-governmental organization related to allegations of race discrimination and harassment.
- A Massachusetts-based independent, college-preparatory day school related to allegations of sexual misconduct against a former faculty member.
- Two elite New England private secondary schools related to historical

allegations of sexual misconduct.

- A Boston-based college related to student-on-student sexual assault allegations under Title IX.
- A medical device company during a civil investigation by the U.S. Attorney's Office for the District of Massachusetts related to alleged Anti-Kickback Statute violations.

Litigation & Arbitration Representations

- A large retail mortgage lender and nonbank retail originator in its lawsuit against another mortgage lender for breach of contract, trade secret violations, interference with contractual relations, and unfair competition.
- A Boston-based financial services corporation against claims of breach of contract and misappropriation.
- A Boston-based university against claims of fraud and breach of fiduciary duty.
- A Boston-based private investment management firm against claims of race and gender discrimination.
- A national student loan servicer in a lawsuit brought by the Massachusetts Attorney General's Office alleging unfair and deceptive business practices under Chapter 93A.
- A dental equipment manufacturer in a trade secret dispute.

Admissions

- Massachusetts
- United States Court of Appeals for the First Circuit
- U.S. District Court for the District of Massachusetts

Memberships

- Massachusetts Bar Association
- Boston Bar Association

Education

- Suffolk University Law School, JD
- Siena College, BA

Recognitions

- 2021–2024, 2026, Ones to Watch, Commercial Litigation and Criminal Defense: White-Collar, listed in *Best Lawyers in America*©
- 2020–2025, Massachusetts “Rising Star” in Employment & Labor, listed in *Super Lawyers*

Professional Activities

- Community Resources for Justice
- Boston Athenaeum
- Lawyers Defending American Democracy