



ALEXANDRE DALMASSO

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PRACTICE AREAS

- Compliance
- Criminal & Compliance
- Counseling and Transactional
- Contracts
- Life Sciences
- Food & Drug Law
- Regulatory Law
- Government Contracts & Public Procurements
- Criminal Law
- Antitrust

LANGUAGES

- Portuguese
- English
- French
- Spanish
- Italian

BIOGRAPHY

Alexandre Dalmaso is a distinguished partner at Licks Attorneys, where he plays a pivotal leadership role in the firm's São Paulo office. As the esteemed head of the firm's Compliance team, Mr. Dalmaso provides invaluable guidance, collaborating extensively with other practice areas to address critical legal issues impacting corporations throughout Brazil. He has been actively participating in the law firm certification at ISO 27001 (Information Security Management System), ISO 37301 (Compliance Management System), and ISO 42001 (Artificial Intelligence Management System). His profound understanding of the legal landscape is rooted in over 26 years of extensive experience within the pharmaceutical industry, having held significant positions at prominent international companies.

During his illustrious career, Mr. Dalmaso has been instrumental in a multitude of significant undertakings. These include navigating two complex corporate mergers, orchestrating the successful sale of 21 distinct products, and expertly negotiating numerous distribution and license agreements. Notably, he was pivotal in negotiating with the Brazilian government for the sale of the Farmanguinhos plant. A cornerstone of his career has been the establishment of robust compliance cultures within organizations. Under the direct supervision of an American judge, as part of a Deferred Prosecution Agreement (DPA), he masterfully implemented a wide array of compliance tools and protocols, demonstrating his exceptional ability to ensure organizational integrity under stringent scrutiny.

His expertise further extends to engaging in relevant discussions regarding Productive Development Partnerships (PDPs), driving the implementation of global compliance cultures, and leading comprehensive compliance investigations and forensics. These investigations have covered a broad spectrum of non-compliant actions, including intricate cases of corruption, fraud, conflicts of interest, and harassment. He is also highly skilled in conducting meticulous risk assessments, establishing rigorous compliance monitoring systems, developing essential compliance handbooks for emerging markets, and spearheading advanced data protection under the Brazilian General Data Protection Act (LGPD – Lei Geral de Proteção de

Dados) compliance projects. Furthermore, Mr. Dalmaso has been at the forefront of enhancing and rebranding ethics and compliance departments, cementing their integral role within corporate structures.

In recognition of his unparalleled expertise and significant contributions to the field, Mr. Dalmaso was honorably elected as one of the most admired compliance officers in Brazil in 2018, an accolade bestowed by a comprehensive survey conducted by LEC (Legal, Ethics & Compliance Community). Beyond his professional practice, he is deeply committed to legal education, serving as an adjunct professor where he imparts his vast knowledge of Compliance and Legal Basis in Healthcare at ESPM in São Paulo-SP. Additionally, he taught Compliance at IBS/FGV in Belo Horizonte-MG. A sought-after voice in the legal community, Mr. Dalmaso has been a distinguished speaker at over 50 legal and life sciences Continuing Legal Education (CLE) seminars and programs, sharing his insights and shaping future legal professionals.

PRACTICE AREAS

- Compliance & Ethics
- Criminal & Corporate Compliance
- Counseling and Transactional Law
- Contracts & Commercial Law
- Life Sciences & Healthcare Law
- Food & Drug Law
- Regulatory Law
- Government Contracts & Public Procurements
- Criminal Law
- Antitrust & Fair Competition
- Data Privacy & Data Protection
- Consumer Law
- Labor Law
- Artificial Intelligence (AI) Law & Ethics
- Corporate Law

REPRESENTATIVE CASES

- Successfully managed two highly complex mergers. In one instance, this involved negotiating a crucial toll manufacturing agreement between parties, navigating a joint venture scenario, and dealing with a primary plant under construction. The second merger encompassed four distinct legal entities, requiring the resolution of significant labor, tax, and environmental issues, the divestment of 21 products, the negotiation of a wide number of license, distribution, and subdistribution agreements, resolution of recurrent regulatory issues under consultation, transfer of technology, and PDP negotiations with various authorities, all while implementing additional administrative and legal measures to mitigate risks effectively.
- Demonstrated solid performance in implementing a comprehensive Compliance culture within the Brazilian affiliate of a company operating under a deferred prosecution agreement, showcasing his ability to drive organizational change and ensure integrity.

- Spearheaded the creation of a robust compliance program for a start-up company in Brazil. This involved designing and implementing a comprehensive set of key policies and procedures, establishing training and communications schedules, developing stringent anticorruption programs, instituting compliance monitoring, designing and implementing risk assessments, conducting thorough compliance investigations, performing due diligence on third-party representatives, mapping data privacy requirements, and implementing advanced transparency systems.

PROFESSIONAL HIGHLIGHTS

- Leaders League – Data Protection (2026, 2025, 2024, 2023, 2022, 2021);
- Análise Advocacia – Most Admired – Pharmaceutical (2019);
- Análise Advocacia – Most Admired – Compliance (2019);
- Análise Advocacia 500 – Most admired (2019).

AFFILIATIONS

- Brazilian Bar Association – Rio de Janeiro (OAB-RJ).
- Brazilian Bar Association – São Paulo (OAB-SP).

EDUCATION

- Latam Compliance Certification, Seton Hall, Buenos Aires (2017);
- Specialization in Labor Law, Robortella Course (2008);
- Specialization in Constitutional Law, Law Updating and Study Center (2004);
- Specialization in Politics & Strategy, Association of Graduates of War Superior School (2001);
- Master in Business Administration (MBA), Entrepreneurial Law, Getulio Vargas Foundation – FGV (1997);
- Specialization in Constitutional Law, Salgado de Oliveira University – UNIVERSO (1994);
- Accountability (5th semester), Fluminense Federal University – UFF (1993);
- Bachelor of Laws (LL.B), Fluminense Federal University – UFF (1990);
- Diplomatic Career Preparation, Arnaldo Rigueira Course, Rio de Janeiro (1986).

PUBLICATIONS

- [“Brazilian Federal Medical Board imposes stricter rules for transparency.”](#) Lexology, 2024;
- [“Quatro médicos são fuzilados e o país fica em choque: homicídio ou terrorismo?”](#). Migalhas, 2023;
- [“Whistleblowers”](#). Estadão, 2021;
- [“Healthcare Compliance Roundtable: Gifts and Entertainment”](#). Healthcare Compliance Roundtable, 2021;
- “Compliance na gestão do Departamento Jurídico”. In: Gestão Estratégica do Departamento Jurídico Moderno. Juruá Editora, 2010.