

NovaMente Soluções Cognitivas

Document 02 — Company History & Organizational Culture

Version 1.0 · January 2025 · HR & Culture Department

Introduction

Understanding where NovaMente comes from is essential to understanding where we are going. This document tells our story — not as a polished press release, but as an honest account of the decisions, challenges, and turning points that shaped who we are today. It also describes the organizational culture we have built intentionally over the years and the principles that guide how we work together.

New employees are encouraged to read this document not just as background information, but as context for the choices they will see reflected in our processes, our rituals, and the way we communicate with one another. Culture is not built overnight, and it is not maintained automatically — it requires every person at NovaMente to understand and actively contribute to it.

Part I — Our History

The Problem We Could Not Ignore

NovaMente was founded in 2019 by three professionals who met during a postgraduate program in organizational psychology and technology management in Florianópolis, Santa Catarina. The three founders — a psychologist, a software engineer, and a business strategist — came from very different backgrounds but shared a common frustration: despite growing public awareness around mental health, most companies had no structured way to support their employees' psychological wellbeing beyond occasional workshops and generic health insurance coverage.

The data at the time was stark. Brazil already ranked among the highest globally in workplace burnout rates. Depression and anxiety were leading causes of absenteeism. HR teams were aware of the problem but lacked the tools to measure, monitor, or respond to it in a systematic way. The conversation was happening at conferences and in opinion pieces, but almost nothing was happening inside the organizations themselves.

The founding team spent the first six months not building a product, but listening. They conducted over 80 interviews with HR professionals, psychologists, C-level executives, and employees across a range of industries. What they found confirmed their hypothesis: the gap was not one of awareness, but of infrastructure. Companies wanted to do something, but they had no reliable way to understand what was actually happening with their people's mental health at scale.

2019 — The Beginning

NovaMente was formally incorporated in October 2019 with an initial team of five people and a small seed investment from a Florianópolis-based technology fund. The company operated out of a

co-working space in the Trindade neighborhood for its first year, with the founding trio working alongside two early engineers to build the first prototype of what would eventually become MindFlow.

The early product was deliberately minimal. It offered anonymous periodic check-ins for employees and a simple dashboard for HR managers to see aggregated data about team wellbeing. There were no AI models, no therapy integrations, and no predictive features at this stage. The goal was to validate a single assumption: would employees actually use a tool like this, and would HR teams find the data actionable?

The answer came from NovaMente's first pilot client — a mid-sized technology company in São Paulo with around 200 employees. After three months of using the prototype, the HR manager reported that the data had surfaced a pattern of increasing stress in one specific team that had recently gone through a leadership change. Without the tool, that pattern would have gone unnoticed until it manifested as turnover or a formal complaint. That outcome became the proof of concept that shaped everything that followed.

2020 — Growth Under Pressure

The COVID-19 pandemic arrived just as NovaMente was preparing to scale its sales efforts. The immediate impact was disorienting — several prospects paused conversations, budgets were frozen, and the company's own team was forced to adapt rapidly to fully remote operations. For two months, growth stalled completely.

What followed, however, was unexpected. As the pandemic stretched into the second quarter of 2020, companies began to recognize that employee mental health had moved from a peripheral concern to an urgent operational priority. Remote work, isolation, economic anxiety, and the blurring of home and professional life created a mental health crisis inside organizations. HR leaders who had previously seen NovaMente as a 'nice to have' started returning calls.

By the end of 2020, NovaMente had grown from 5 to 18 employees and had signed its first ten paying clients. More importantly, the team used the pressure of the pandemic as a design brief: MindFlow was rebuilt from the ground up to address the specific challenges of distributed teams, including loneliness indicators, work-life boundary metrics, and manager effectiveness signals. The product that emerged from that period was significantly more sophisticated than what had existed before.

2021 — Building the Foundation

With revenue growing steadily, NovaMente raised a Series A round in mid-2021, led by a Brazilian impact investment fund focused on health technology. The round provided the capital needed to build the infrastructure for scale: a dedicated data and AI team, a formal product design function, and the company's first HR and culture department.

This year also marked the hiring of NovaMente's first psychologist as a full-time employee — not to work with clients, but to serve the internal team. The decision was deliberate and symbolic: a company selling mental health solutions had an obligation to practice what it preached. That

psychologist, still part of the team today, became the architect of many of the internal wellbeing practices described later in this document.

By the end of 2021, the team had grown to 34 people and the product had reached a level of maturity that allowed NovaMente to begin conversations with larger enterprise clients for the first time.

2022 and 2023 — Maturing as an Organization

These two years were defined by operational maturity. NovaMente formalized its department structure, introduced its first formal performance review cycle, published its initial internal policies, and launched a structured onboarding program. The company also released the first version of MindFlow's predictive burnout model — a machine learning feature that had been in development for over a year and quickly became the product's most talked-about capability.

Culturally, this period brought new challenges. Rapid growth had introduced a degree of internal fragmentation — teams that had once operated as a single unit were now specialized and sometimes disconnected. Leadership responded by investing heavily in cross-functional rituals, internal transparency practices, and the values audit process described in Document 01. The goal was to preserve the intimacy and trust of a small team while operating at the scale of a mid-sized company.

2024 — Where We Are Today

As of January 2025, NovaMente has 52 employees working in a hybrid model from Florianópolis and remotely across Brazil. We serve over 60 corporate clients across technology, financial services, retail, and education sectors. MindFlow processes wellbeing data for more than 25,000 end users monthly, and our Net Promoter Score among HR buyers has remained above 70 for three consecutive quarters.

We are currently in the early stages of international expansion planning, with pilot conversations underway in Mexico and Colombia. The product roadmap for 2025 includes enhanced teleconsultation workflows, a richer API for HRIS integrations, and the first version of our Spanish-language interface.

We are proud of what we have built. We are also clear-eyed about how much remains to be done — both in our product and in ourselves as an organization.

Part II — Our Organizational Culture

Culture is the sum of what an organization actually does, not what it says it does. At NovaMente, we have worked hard to make our culture explicit and intentional — to name it, measure it, and hold ourselves accountable to it. This section describes the key elements of how we work and why they exist.

A Humanized Workplace

The most defining characteristic of NovaMente's culture is that we genuinely care about the people who work here. This is not a marketing line. It manifests in concrete ways: we have a licensed psychologist available to all employees at no cost, we actively discourage after-hours communication, and we treat personal circumstances — illness, family needs, mental health struggles — with flexibility rather than suspicion.

We also recognize that caring about people means being honest with them. We do not shield employees from difficult news. When the company faces a challenge, we communicate it directly. When a decision affects someone's role or team, we explain it. This combination of warmth and honesty is what we mean by a humanized workplace — it is not softness, it is respect.

How We Communicate

NovaMente operates with an asynchronous-first communication culture. Because our team is distributed and works across different routines, we default to written, documented communication over real-time meetings whenever possible. We use our internal tools to keep decisions visible and searchable, so that people who were not present in a conversation can still access its outcomes.

Meetings at NovaMente are treated as a resource to be used carefully. We expect every meeting to have a clear purpose, a defined owner, and a written summary shared afterward. Recurring meetings are reviewed quarterly and cancelled if they no longer serve a clear need. The goal is to protect the deep, focused work time that most roles require.

Feedback is a core part of our communication culture. We train managers to give specific, timely, and constructive feedback, and we expect all employees to be receptive to it — including upward feedback to leadership. We have found that organizations where feedback only flows downward are organizations where problems accumulate silently. We do not want to be that kind of organization.

How We Make Decisions

NovaMente uses a principle of distributed decision-making: decisions are made at the lowest level where the relevant context and accountability exist. This means individual contributors are empowered to make decisions within their domain without requiring approval from multiple layers of management. Department leads own their area's strategic choices within the bounds set by company direction. The C-level focuses on decisions that are cross-functional, high-stakes, or irreversible.

When a decision is significant enough to involve multiple stakeholders, we use a structured process: the decision owner writes a brief document outlining the context, the options considered, the recommended path, and the reasoning behind it. Relevant parties have a defined window to provide input before the decision is finalized. This process ensures both speed and inclusion, without requiring everyone to be in the room for every choice.

How We Grow People

NovaMente is committed to the professional development of every person on the team. We believe that investing in people's growth is both the right thing to do and a strategic necessity — in a competitive talent market, organizations that help people develop are the ones that retain the best

contributors.

Each employee works with their manager to define a personal development plan as part of the semi-annual review cycle. This plan identifies skills to develop, experiences to seek out, and resources to access. NovaMente provides a monthly learning stipend that can be used for courses, books, conferences, or other educational resources at the employee's discretion.

We also invest in internal knowledge sharing. Monthly cross-functional sessions give teams the opportunity to share what they are working on and what they are learning. This practice has proven valuable not just for skill development, but for building the mutual understanding between departments that a collaborative culture requires.

Mental Health as a Practice, Not a Policy

Given our mission, NovaMente holds itself to a high standard when it comes to the mental health of its own team. We view this not as an HR checkbox, but as an ongoing organizational practice.

Concretely, this means: access to individual psychological support through our in-house psychologist; a no-questions-asked mental health day policy that allows employees to take a day off when they need it without formal justification; a manager training program focused on recognizing and responding to signs of burnout and emotional distress in team members; and quarterly all-hands conversations where leadership shares the company's own wellbeing data as reported through MindFlow.

That last practice is worth noting: NovaMente uses its own product internally. Every employee participates in the same anonymous check-in cycle that our clients' employees use. The results inform our HR decisions and give our product team direct feedback from a real, engaged user base. We believe that eating our own cooking makes us better at what we do — and more credible when we talk to clients about it.

Diversity, Equity, and Inclusion

NovaMente is committed to building a team that reflects the diversity of the society we serve. We recognize that diverse teams make better decisions, build better products, and create more resilient organizations. We also recognize that diversity without inclusion is insufficient — people must not only be present but genuinely able to contribute and thrive.

Our DEI commitments are addressed in detail in Document 11 — Anti-Discrimination and Diversity Policy. Here, it is sufficient to say that inclusion at NovaMente is a cultural expectation, not just a formal policy. Every employee is expected to contribute to an environment where different perspectives are welcomed and where no one is made to feel like an outsider.

What We Are Still Working On

Organizational culture is never finished. We include this section because we believe transparency about our limitations is part of practicing our values.

We know that our rapid growth has created some inconsistency in how culture is experienced across different departments and tenure groups. Long-tenured employees sometimes feel a

disconnect with the company that newer hires are experiencing. Cross-functional collaboration, while improving, is not yet as fluid as we would like. And despite our commitment to feedback, we know that not everyone feels equally safe speaking up in all contexts.

We are actively working on all of these areas. The fact that we name them here is intentional — it is our way of committing publicly to the work, and inviting every person who joins NovaMente to be part of the solution.

Closing Note

"Our history is still being written. Every person who joins NovaMente adds a chapter to it. We hope that when you look back on your time here, you will see it as a period in which you did meaningful work, grew as a professional, and contributed to something larger than yourself. That is what we are building — and we are glad to be building it with you."

— NovaMente HR & Culture Department, January 2025