

# NovaMente Soluções Cognitivas

Document 09 — Training & Development Policy

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## Introduction

NovaMente's commitment to the growth of its people is not a perk or a talking point — it is a strategic investment. In a fast-moving technology sector, the capabilities of our team directly determine the quality of our product and the strength of our competitive position. We also believe, simply, that helping people grow is the right thing to do. This document describes the training and development resources, programs, and processes available to all employees at NovaMente.

Development at NovaMente is a shared responsibility. The company provides the resources, structure, and support. The employee drives their own growth with guidance from their manager. Managers create the conditions for development by giving honest feedback, identifying growth opportunities, and making space in workloads for learning activities. Neither the company nor the employee can substitute for the other.

## Personal Development Plans

Every employee at NovaMente has a Personal Development Plan (PDP), created collaboratively with their manager during the semi-annual review cycle. The PDP is a living document — it is not a formality produced once a year and forgotten. It is a practical roadmap for the employee's growth over the next six to twelve months.

A well-constructed PDP at NovaMente typically includes three to five development goals, each with a clear description of the skill or competency being developed, the activities and resources that will support that development, a timeline for when progress will be reviewed, and a definition of what success looks like. Goals should be ambitious but achievable within the timeframe, and should connect directly to the employee's career aspirations and their role's current needs.

PDPs are reviewed informally at each one-on-one between the employee and their manager. At the following formal review cycle, progress is assessed, goals are updated or replaced, and the plan is refreshed for the next period. Employees are encouraged to own their PDP actively rather than treating it as the manager's document.

## Learning Stipend

As described in Document 05 — Benefits Policy, every employee receives a monthly learning stipend of R\$ 300,00, which may be used for any professionally relevant learning activity. This section provides additional guidance on how the stipend is used effectively.

The stipend is intended to be flexible and employee-driven. NovaMente does not mandate which courses or resources employees choose — we trust that employees, in conversation with their managers, can identify what is most valuable for their development. Good uses of the stipend include online learning platforms, technical certifications, professional books, webinars, workshops, and event registrations that include educational programming.

Employees submit expense reports monthly through the finance system, attaching receipts for all learning purchases. Reimbursements are processed within five working days of submission. Stipend amounts do not accumulate — any unused balance in a given month is not carried forward. Employees are encouraged to use the stipend consistently rather than saving it for a single large purchase.

For development investments that exceed the monthly stipend — such as a multi-week professional certification program or a major industry conference — employees may request additional sponsorship by submitting a brief proposal to their manager and the HR & Culture team. Proposals should describe the program, its cost, the expected development outcome, and the relevance to the employee's role and PDP. Requests are evaluated on a case-by-case basis and approved by the department head.

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## **Internal Training Programs**

### **Monthly Knowledge-Sharing Sessions**

NovaMente holds a monthly cross-functional knowledge-sharing session, open to all employees. Each session is hosted by a different team or individual and covers a topic of broad relevance — a recent technical decision, a product research finding, a client insight, an industry trend, or a personal learning. Sessions are 45 to 60 minutes, including time for questions. Recordings are shared in the internal knowledge base for employees who cannot attend live.

These sessions have become one of the most valued internal rituals at NovaMente. They build mutual understanding between departments, surface knowledge that would otherwise remain siloed, and give employees at all levels the opportunity to teach and be recognized as subject matter experts.

### **Onboarding Training**

All new employees complete a structured training program during their first two weeks, as described in Document 04 — Employee Handbook. Role-specific training — for example, technical setup for engineers, CRM training for sales, or platform walkthrough for product and design — is coordinated by the department head and completed within the first 30 days.

### **Manager Development Program**

NovaMente runs a structured development program for all employees in management or team lead roles. The program covers the fundamentals of effective management: giving and receiving feedback, running one-on-ones, conducting performance conversations, supporting employee

wellbeing, managing conflict, and building a psychologically safe team environment. The program runs in cohorts across two months and combines facilitated workshops with peer discussion groups and individual coaching sessions with the in-house psychologist.

Participation in the manager development program is mandatory for all new managers and team leads, and is offered annually as a refresher to existing managers. Content is updated each year based on feedback from participants and the HR & Culture team's observations of management challenges across the organization.

### **Technical Guilds**

NovaMente supports informal technical guilds — voluntary communities of practice organized around a shared discipline or technology area. Current guilds include the Engineering Guild, the Data & AI Guild, the Design Guild, and the Product Management Forum. Guilds meet monthly, set their own agendas, and are led by volunteers rather than appointed managers. NovaMente allocates one hour of working time per month per guild, acknowledging that guild participation is professional development, not an extracurricular.

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### **External Training and Conferences**

NovaMente values the exposure and professional network that comes from attending external industry events, conferences, and training programs. Beyond the monthly learning stipend, the company maintains a discretionary budget for sponsored attendance at external events. Department heads allocate this budget across their teams based on strategic relevance and individual development needs.

Employees who attend external events on NovaMente's behalf are expected to share what they learned with their team upon return — either through a short written summary posted to the internal knowledge base or through a presentation in a team meeting. This expectation is not a bureaucratic requirement; it is how we multiply the value of individual learning across the organization.

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### **Career Growth and Internal Mobility**

NovaMente actively supports internal mobility — the movement of employees between roles, teams, or departments over the course of their career at the company. We believe that diverse experiences within the organization make people better at their craft and more valuable contributors over time.

Employees who are interested in exploring a different role or department are encouraged to discuss this with their manager and the HR & Culture team. A lateral move does not imply dissatisfaction — it is often a deliberate development strategy. NovaMente will not penalize employees for expressing interest in internal moves, and managers are expected to support the exploration honestly rather than defensively.

When an internal position becomes available, it is posted internally for a minimum of five working days before external sourcing begins. Internal candidates are evaluated using the same structured

process as external candidates, with the additional consideration that internal knowledge and context are genuinely valuable and should be recognized as such.

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## Language Support

As NovaMente expands internationally and as English-language proficiency becomes increasingly relevant to the team's work — in technical documentation, client communication, and industry engagement — the company sponsors English language courses for employees who wish to improve their proficiency. The program is voluntary and available to all employees, regardless of their current level. Details on eligible programs and the application process are available from the HR & Culture team.

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