

# NovaMente Soluções Cognitivas

Document 17 — Internal Communication Policy

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## Introduction

How a company communicates internally is a direct expression of its culture. At NovaMente, we believe that clear, honest, and respectful communication is both a professional standard and a competitive advantage. This document defines the principles, channels, and norms that govern internal communication at NovaMente — from how we run meetings to how we send messages, share decisions, and give feedback.

## Communication Principles

### Asynchronous First

NovaMente operates with an asynchronous-first communication culture. This means that our default is to communicate in writing, through channels that do not require the recipient to be available in real time, rather than pulling people into meetings or expecting immediate responses to messages. Asynchronous communication respects the deep work time that most roles require, accommodates different schedules and time zones, and produces a written record that is searchable and accessible to people who were not part of the original exchange.

Synchronous communication — meetings, video calls, real-time messaging — is valuable when it is the right tool: for urgent matters, for complex discussions that benefit from real-time back-and-forth, for relationship-building, and for situations where tone and nuance are important. The key is choosing the right medium for the situation rather than defaulting to meetings out of habit.

### Clarity and Completeness

NovaMente values communication that is clear, complete, and actionable. When sending a message or document, employees should provide enough context for the recipient to understand the situation without having to ask for clarification. When requesting something, clearly state what you need, by when, and what decision or action you are expecting. Ambiguous or incomplete communication is a common source of delays, misunderstandings, and frustration — avoiding it is a professional skill we expect everyone to develop.

### Respect and Tone

All internal communication at NovaMente — messages, emails, comments in documents, and verbal exchanges — must be conducted with respect. Criticism should be directed at ideas and work products, never at individuals. Sarcasm, passive-aggression, and dismissiveness have no place in professional communication. When a message risks being misread as harsh or blunt, the sender is responsible for adding the context or warmth that makes the tone clear.

## Communication Channels

### Instant Messaging (Primary async channel)

NovaMente's primary day-to-day communication tool is its instant messaging platform. Messages should be concise and to the point. Long updates, complex proposals, or information that needs to be referenced later should be written in a document and shared via a link, not typed directly into a message thread. Response time expectations are not immediate — employees are expected to check messages during their working hours but are not required to respond in real time or outside core hours.

NovaMente maintains a set of standard channels organized by team, topic, and function. Employees should post in the most relevant channel rather than creating new channels unnecessarily. Direct messages are appropriate for one-on-one conversations; information that is relevant to a team or project should go in the appropriate shared channel so that it is visible and accessible.

### Email

Email is used primarily for external communications with clients, vendors, and partners, and for formal internal communications such as policy updates, offer letters, and official HR correspondence. Internal day-to-day communication via email is discouraged — the instant messaging platform is the appropriate channel for most internal exchanges. Email threads should have clear subject lines and should keep the recipient list to the minimum necessary.

### Documentation and Knowledge Base

NovaMente maintains an internal knowledge base that serves as the repository for policies, procedures, meeting notes, project documentation, and reference materials. Employees are expected to document decisions, processes, and outcomes in the knowledge base rather than in personal notes or private channels. The quality of our collective knowledge is a shared responsibility — good documentation benefits everyone who joins after you.

### Meetings

Every meeting at NovaMente must have a clear purpose, a defined owner, an agenda shared at least 24 hours in advance, and a written summary distributed within 24 hours of the meeting ending. Recurring meetings are reviewed quarterly — if a recurring meeting cannot demonstrate its continued value, it should be cancelled. Employees should feel empowered to decline meeting invitations when they are not genuinely needed and to request that a meeting be converted to an asynchronous process when that would serve the purpose equally well.

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### All-Hands Meetings

NovaMente holds a monthly all-hands meeting, facilitated by the CEO, that brings the entire company together. The all-hands is the primary channel for company-wide updates — financial results, strategic developments, cultural themes, and organizational news. It includes time for open

Q&A; and questions may be submitted anonymously in advance. All-hands meetings are recorded and made available to employees who cannot attend live. The agenda is published at least 48 hours before the session.

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## Feedback Culture

Feedback is a critical component of NovaMente's communication culture. We invest in building the skill of giving and receiving feedback across all levels of the organization — not just in formal review cycles, but in day-to-day interactions. Good feedback at NovaMente is specific, timely, grounded in observable behavior, and focused on impact and improvement rather than on judgment or character.

Upward feedback — from employees to their managers and from managers to leadership — is actively encouraged and taken seriously. NovaMente does not view upward feedback as a threat; we view it as essential information for continuous improvement. Managers who respond to upward feedback with defensiveness or retaliation are violating both this policy and the Code of Ethics and Conduct.