

NovaMente Soluções Cognitivas

Document 03 — Organizational Structure & Org Chart

Version 1.0 · January 2025 · HR & Culture Department

Introduction

This document describes how NovaMente is organized as a company — the departments that exist, the roles that lead them, the reporting relationships between them, and the reasoning behind each structural choice. Understanding the organizational structure is essential for every employee, regardless of seniority or function. It clarifies who makes which kinds of decisions, how teams interact, and where to direct specific questions or requests.

NovaMente's structure has been designed to balance two competing needs: the agility required by a fast-growing technology company, and the clarity required by a team of 52 people operating across multiple disciplines and physical locations. We aim to avoid both the chaos of no structure and the rigidity of excessive hierarchy.

This document is updated whenever a significant structural change occurs. The version history is maintained by the HR & Culture department and is accessible to all employees through the internal knowledge base.

Organizational Model

NovaMente operates under a **functional organizational model** with a flat leadership layer. This means that employees are grouped by area of expertise — Engineering, Product, Data & AI, Commercial, Marketing, HR & Culture, Finance & Legal — and each function is led by a department head who reports directly to the C-level.

The model has three layers of seniority across most departments: individual contributors, senior individual contributors or team leads, and department heads. We deliberately avoid creating unnecessary middle management layers. When coordination is needed across departments, we rely on cross-functional squads — temporary, project-scoped groups that dissolve once their objective is met — rather than permanent structures.

This model was chosen because it aligns accountability clearly with expertise. Each department head is both the strategic owner of their function and the person closest to the day-to-day realities of their team. It also keeps reporting lines short, which accelerates decision-making and reduces the organizational distance between individual contributors and leadership.

C-Level Leadership

NovaMente's executive team consists of three co-founders who continue to lead the company. Each holds a distinct domain of responsibility, though the three operate as a unified leadership body on

matters of company strategy, culture, and values.

Chief Executive Officer (CEO)

Responsible for overall company direction, investor relations, strategic partnerships, and organizational health. The CEO is the primary external face of NovaMente and chairs the monthly all-hands meeting. Internally, the CEO focuses on long-term strategy, culture reinforcement, and cross-functional alignment.

Chief Technology Officer (CTO)

Responsible for all engineering and infrastructure decisions. The CTO oversees the Engineering and Data & AI departments, sets the technical vision for MindFlow, and ensures the platform meets the reliability, security, and scalability standards required by enterprise clients. The CTO also represents NovaMente in technical due diligence processes with prospects and investors.

Chief Operating Officer (COO)

Responsible for the operational health of the business. The COO oversees Commercial, Marketing, HR & Culture, and Finance & Legal. This includes revenue operations, people strategy, legal compliance, and the financial management of the company. The COO is also the primary owner of NovaMente's internal processes and the person responsible for organizational design decisions.

Department Overview

The table below provides a summary of each department, its headcount, its reporting line, and its primary area of responsibility. Detailed descriptions of each department follow in the next section.

Department	Head Count	Reports To	Primary Responsibility
Engineering	14	CTO	MindFlow platform development and infrastructure
Product & Design	8	CTO	Product strategy, UX/UI design, roadmap management
Data & AI	6	CTO	Machine learning models, data pipelines, analytics
Commercial	10	COO	Sales, customer success, account management
Marketing	5	COO	Brand, demand generation, content, events
HR & Culture	3	COO	People operations, culture, wellbeing, recruitment
Finance & Legal	3	COO	Financial management, legal compliance, contracts
Diretoria / C-Level	3	Board	Company strategy, investor relations, organizational direction

Department Descriptions

Engineering — 14 people

Mission. To build, maintain, and continuously improve the MindFlow platform with a focus on reliability, performance, security, and developer experience.

Structure. The Engineering department is organized into three squads: Platform (backend infrastructure, APIs, and integrations), Product Engineering (feature development in direct collaboration with Product & Design), and Security & DevOps (cloud infrastructure, CI/CD pipelines, compliance tooling). Each squad is led by a senior engineer acting as tech lead, who coordinates with the Engineering Head on priorities and technical decisions.

Ways of Working. Engineering operates in two-week sprints using an adapted Scrum methodology. Sprint planning, retrospectives, and weekly syncs are the primary recurring rituals. The team uses a monorepo structure and maintains a strong culture of code review, documentation, and test coverage. On-call rotations are defined and compensated according to the on-call policy maintained by the Engineering Head.

Product & Design — 8 people

Mission. To deeply understand the needs of NovaMente's users and clients, and to translate that understanding into a product experience that is effective, intuitive, and emotionally intelligent.

Structure. The department includes product managers, UX researchers, and UX/UI designers. Product managers own the roadmap for specific areas of MindFlow — the HR dashboard, the employee experience layer, and the analytics module — while designers work across all three. The UX researcher role, introduced in 2023, is dedicated to continuous user interviews, usability testing, and synthesis of qualitative insights.

Ways of Working. Product decisions are documented in Product Requirement Documents (PRDs) before moving into engineering. The department runs a monthly discovery sprint focused exclusively on user research and problem framing, separate from delivery cycles. Design uses a shared component library maintained in Figma, which serves as the single source of truth for NovaMente's visual language.

Data & AI — 6 people

Mission. To build the data infrastructure and machine learning capabilities that make MindFlow's insights meaningful, accurate, and trustworthy.

Structure. The team includes data engineers, data scientists, and an ML engineer. Data engineers are responsible for the pipelines that collect, process, and store wellbeing data. Data scientists develop and validate the predictive models — including the burnout risk model and the team health scoring algorithm. The ML engineer is responsible for model deployment, monitoring, and retraining pipelines.

Ways of Working. All models go through a structured validation process before deployment, including bias audits and performance benchmarks. The team maintains a model registry and a

weekly review of production model health. Given the sensitivity of the data involved, the Data & AI team works closely with the Legal team on privacy compliance and with the Product team on how insights are presented to end users.

Commercial — 10 people

Mission. To grow NovaMente's client base, retain and expand existing accounts, and ensure that every client achieves meaningful outcomes from their use of MindFlow.

Structure. The department has two sub-teams: Sales (outbound and inbound business development, demos, proposals, and contract negotiation) and Customer Success (onboarding, ongoing support, usage health monitoring, and renewal management). A Commercial Operations role bridges the two, owning CRM administration, reporting, and process improvement.

Ways of Working. Sales operates with defined territory assignments and a structured qualification framework for inbound leads. Customer Success manages accounts through a lifecycle model with defined check-in cadences at 30, 60, and 90 days post-onboarding, and quarterly business reviews for accounts above a defined ARR threshold.

Marketing — 5 people

Mission. To build NovaMente's brand, generate qualified demand, and position the company as the leading voice on corporate mental health in Latin America.

Structure. The team covers four areas: content and thought leadership, demand generation and paid media, events and partnerships, and brand design. Given the team's size, most members are generalists with a primary focus area rather than narrow specialists.

Ways of Working. Marketing works in monthly campaign cycles aligned with the Commercial team's pipeline targets. The team maintains an editorial calendar, a campaign performance dashboard, and a shared asset library. Marketing and Commercial hold a weekly alignment meeting to ensure messaging consistency and lead handoff quality.

HR & Culture — 3 people

Mission. To create and sustain the conditions in which every person at NovaMente can do their best work, grow professionally, and maintain their wellbeing.

Structure. The department includes an HR Manager (responsible for people operations, recruitment, and policy), a Culture & Wellbeing Specialist (responsible for internal programs, events, the values audit, and the employee experience), and a licensed Psychologist (available to all employees for individual sessions and consulted by leadership on team health matters).

Ways of Working. Despite its small size, HR & Culture has a broad mandate. The team uses NovaMente's own MindFlow platform to monitor internal wellbeing and produces a quarterly internal health report shared with the C-level. Recruitment is handled internally for most roles, with external agencies used selectively for senior or highly specialized positions.

Finance & Legal — 3 people

Mission. To ensure NovaMente's financial health and legal compliance, and to provide the operational backbone that allows every other department to function effectively.

Structure. The team includes a Finance Manager (financial planning, accounting, and reporting), a Legal Analyst (contract review, regulatory compliance, and LGPD/data privacy matters), and a Financial Analyst (accounts payable, accounts receivable, payroll processing, and expense management).

Ways of Working. Finance produces monthly financial reports shared with the C-level and board. The Legal Analyst is a required reviewer on all client contracts, data processing agreements, and vendor agreements above a defined value threshold. Budget cycles run annually with quarterly reviews.

Cross-Functional Squads

In addition to the permanent department structure, NovaMente regularly forms cross-functional squads to address specific strategic initiatives that span multiple departments. These squads are temporary by design — they have a defined objective, a clear timeline, and a designated lead, and they dissolve once the objective is met.

Current active squads include the International Expansion Squad (Commercial, Marketing, Legal, and Product, focused on the Mexico and Colombia pilot), and the Platform Reliability Squad (Engineering and Data & AI, focused on reducing p99 response times ahead of an enterprise client launch in Q2 2025). Squad membership does not change an employee's reporting line — they remain within their department for all HR and administrative purposes.

Any department head may propose a new squad by submitting a brief charter to the COO outlining the objective, the required members, the timeline, and the success criteria. Approval requires sign-off from all department heads whose team members would be involved.

Reporting Lines and Escalation

Every employee at NovaMente has a clear reporting line to a manager or department head. Reporting lines are documented in the HR system and are updated within five business days of any organizational change. Employees who are unsure of their reporting structure should contact the HR & Culture team for clarification.

For day-to-day work matters, employees are expected to resolve issues within their team or department first. If resolution requires cross-departmental coordination, the relevant department heads should be involved. Issues that cannot be resolved at the department level are escalated to the COO or CEO, depending on the nature of the matter.

For concerns related to ethics, conduct, or policy violations, employees should follow the escalation process defined in Document 10 — Code of Ethics and Conduct. This process includes options for anonymous reporting and does not require going through a direct manager if that manager is

involved in the concern.

Organizational Chart

A visual representation of NovaMente's organizational chart is maintained as a living document in the company's internal knowledge base. It is updated in real time as roles are created, modified, or closed. The chart displays all active positions, their department groupings, and their reporting lines.

The org chart is available to all employees and is shared with new hires during onboarding. If you do not have access to the internal knowledge base, contact the HR & Culture team to obtain a current copy.

The structure described in this document reflects the organization as of January 2025. NovaMente expects to add between 8 and 12 new roles over the course of 2025, primarily in Engineering, Commercial, and Data & AI, as the company scales toward its international expansion objectives.