

NovaMente Soluções Cognitivas

Document 06 — Compensation & Career Levels Policy

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Introduction

This document defines NovaMente's approach to compensation and career progression. It describes the career level framework used across departments, the principles that guide how salaries are set and adjusted, the process for salary reviews, and the components of total compensation at NovaMente. Transparency around compensation is a core part of how we practice our value of Radical Transparency.

NovaMente believes that people should understand how their compensation is determined and what they can do to grow it. This document is intended to make that process legible. It does not publish individual salaries, but it does describe the framework that determines them — including the bands within which each career level falls.

Compensation Principles

Market Competitiveness

NovaMente aims to pay at or above the 60th percentile of market compensation for equivalent roles in the Brazilian technology sector. We conduct an annual market benchmarking exercise using recognized compensation surveys to validate our salary bands. When bands fall below target, they are adjusted in the following salary review cycle. NovaMente acknowledges that it cannot always match the compensation of large publicly traded technology companies, and competes on the basis of total compensation — including benefits, flexibility, culture, and mission alignment.

Internal Equity

We are committed to paying people equitably for equivalent work at equivalent levels. Gender, race, ethnicity, age, and other protected characteristics must not influence compensation decisions. The HR & Culture team audits compensation data biannually to identify and correct any equity gaps. Findings from these audits are reviewed by the COO and addressed within the following budget cycle.

Pay for Performance

Within a given career level, compensation reflects both the market rate for the role and the individual's performance and contribution. Employees who consistently perform above expectations progress more quickly through their salary band and are prioritized in promotion cycles. However, NovaMente does not operate a purely variable compensation model — base salary stability is considered important for employee wellbeing and financial security.

Career Level Framework

NovaMente uses a unified career level framework that applies across all departments, with role-specific adaptations where necessary. The framework has five primary levels, and within each level there may be sub-levels that reflect progression without requiring a formal promotion.

Level	Title Examples	Description	Salary Band (BRL/month)
L1	Junior Analyst, Junior Engineer, Associate	Early career. Learns and executes with supervision. Developing core skills.	R\$ 3,500 – R\$ 5,500
L2	Analyst, Engineer, Designer, Specialist	Independent contributor. Executes reliably with minimal supervision. Owns defined scope.	R\$ 5,500 – R\$ 9,000
L3	Senior Analyst, Senior Engineer, Senior Designer	Deep expertise. Leads projects. Mentors L1–L2. Influences team decisions.	R\$ 9,000 – R\$ 14,000
L4	Tech Lead, Team Lead, Staff Engineer, Principal	Cross-team impact. Sets technical or functional direction. Develops others systematically.	R\$ 14,000 – R\$ 22,000
L5	Department Head, Director, Engineering Manager	Owns a function. Accountable for team performance, strategy, and culture.	R\$ 22,000 – R\$ 35,000

Salary bands are reviewed annually in January and may be adjusted to reflect market changes, company growth, or equity corrections. C-level compensation is defined by the Board and is not included in this framework.

Level Expectations by Dimension

Each level is characterized by expected behaviors and contributions across four dimensions: scope of impact, autonomy, communication, and leadership. Understanding these dimensions helps employees and managers have clearer conversations about career growth.

Scope of Impact

At L1 and L2, impact is primarily within one's own tasks and immediate deliverables. At L3, impact extends to the team and project level. At L4, it spans across teams or across a significant technical or functional domain. At L5, impact is organizational — the department head shapes the output, culture, and development of an entire function.

Autonomy

L1 employees require regular guidance and check-ins to operate effectively. L2 employees execute independently on defined tasks and escalate when they encounter ambiguity. L3 employees operate

autonomously on projects and define their own approach within team constraints. L4 employees navigate significant ambiguity and set direction for others. L5 employees define the strategy and operating model for their department with minimal direction from the C-level.

Communication

As employees advance, the expectation for communication shifts from reactive to proactive, and from within the team to across teams and stakeholders. L1 employees communicate status within their immediate team. L4 and L5 employees communicate across departments, with clients, and with leadership in a way that builds alignment and drives decisions.

Leadership

Leadership at NovaMente is not synonymous with management. L3 employees are expected to lead through expertise — mentoring, guiding technical decisions, and elevating the quality of their team's work. L4 employees may or may not have direct reports but are expected to develop others and multiply their impact through people. L5 employees are accountable for the growth, performance, and wellbeing of their entire team.

Salary Review Process

Annual Review Cycle

NovaMente conducts a formal salary review once per year, in January, following the December performance review cycle. The review considers market benchmarking data, individual performance ratings from the December cycle, internal equity across the team, and the company's financial position. Salary adjustments resulting from the annual review are effective from February 1st.

Promotion Reviews

Promotions — moves from one level to the next — are evaluated in the June and December review cycles. To be considered for promotion, an employee must have been performing consistently at the expectations of the next level for at least six months. The promotion case is built collaboratively by the employee and their manager and reviewed by the department head and the HR & Culture team. Promotion decisions are communicated within two weeks of the review cycle closing.

Off-Cycle Adjustments

Off-cycle salary adjustments are rare and require approval from the department head, the COO, and the HR & Culture team. They may be considered in cases of a significant increase in role scope outside of a formal promotion, correction of an identified equity gap, or a retention situation where an employee has received a competing offer. Off-cycle adjustments do not reset the annual review timeline.

Total Compensation

NovaMente's total compensation package consists of base salary, Profit Sharing (PLR), and a comprehensive benefits package. When evaluating the competitiveness of compensation, employees are encouraged to consider all three components together rather than base salary in isolation.

The monetary value of NovaMente's benefits — health and dental insurance, meal vouchers, learning stipend, remote work allowances, and in-house psychological support — represents a meaningful addition to base salary. The HR & Culture team can provide a total compensation summary to any employee who requests one, which translates all benefits into their approximate monthly monetary equivalent.