

# NOVABASE

## GENDER EQUALITY, INCLUSION AND DIVERSITY PLAN 2024 | 2025

**AUTHOR**  
**DATE**

NOVABASE SGPS  
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*At NOVABASE, we believe that the contribution of our people to the sustainability of the community and the business is maximized in an environment where respect and dignity prevail. In all our decisions, we are committed to ensuring that our people feel valued and proud of their contributions to the growth of the company. We want them to identify with our corporate policies and have the opportunity to develop their skills in a diverse, equitable, and inclusive work environment.*

## Background

At NOVABASE, we believe in equal opportunities and mutual respect regardless of each individual's ethnicity, gender, religion, beliefs, social background or sexual orientation. These differences which characterize us, and a variety of perspectives, tend to enhance the quality of decision-making processes, providing greater intellectual and cultural richness and a more accurate reflection of reality and of those involved.

NOVABASE embraces the management of diversity, equality and inclusion as an integral part of its global strategy, and thus as building blocks that are universal to all processes of talent management at our organization.

NOVABASE also defends the need to boost awareness on policies for the integration of women, and the eradication of any obstacles that may breach the principle of equal opportunities and non-discrimination based on sex and gender. Professional growth should be valued based on the skills, capacities and knowledge of our people, regardless of their sex, gender or identity.

Reinforcing NOVABASE's commitment to developing practices and policies that promote diversity, equality and inclusion at work, we signed the "Portuguese Diversity Charter" in May 2023, an initiative of the Portuguese Association for Diversity and Inclusion in partnership with the High Commission for Migration.

In this context, the main aspects, documents, practices and processes in place at the NOVABASE Group, which it believes have an impact on non-financial issues relevant to the Group (namely involving the environment, society, labour, gender equality, non-discrimination, human rights and the fight against corruption), are listed below:

- Equality plan: presents a set of measures, based on internal analyses and diagnostics, aimed at promoting equal treatment and opportunities between men and women, and eliminating any discrimination based on sex, gender or identity.

- NOVABASE's business and the conduct of its employees are governed by applicable law in relevant jurisdictions, and by NOVABASE's Code of Conduct (published at its corporate website), an internally approved document in effect at the Group since 2011 aimed at guiding the conduct of NOVABASE's professionals through values cultivated by the Group in its customer and interpersonal relations;
- In 2019, a specific procedure was implemented on how to act in the event of workplace harassment, a conduct which NOVABASE considers to be unacceptable;
- The company's business is managed in accordance with the Integrated Management System. NOVABASE's companies are audited by its financial auditors; its certifications in quality (ISO 9001), environmental management (ISO 14001) and occupational health and safety (ISO 45001) are renewed each year after internal and external audits, the latter conducted by certifying entities;
- The company regularly monitors customer and employee satisfaction with company services and other issues of interest to the management;
- In compliance with Portuguese Corporate Governance Institute recommendations regarding the governance of listed companies, and in view of fostering a culture of responsibility and compliance, NOVABASE has adopted a whistleblowing system for reporting irregularities (known as "SPI") that may occur within its Group (for a detail of the system, please see <https://content.novabase.com/storage/uploads/comunicacao-de-irregularidades-2024.pdf>);
- The company also has "Internal Regulations on Transactions with Related Parties of NOVABASE, SGPS, S.A." in effect.

**All of the above practices address the legal and regulatory requirements applicable to NOVABASE's business, including:**

- Council of Ministers Resolution no. 20/2112 of 08 March 2012, which requires the mandatory adoption of an equality plan by all entities in the state corporate sector, with a view to achieving equal treatment and equal opportunities between men and women, eliminating discrimination and reconciling personal, family and professional life;
- This obligation was extended to listed companies through Law no. 62/2017 of 01 August, which passed the scheme for equal representation between men and women in the managing and supervisory boards of entities from the corporate public sector and listed companies. Article 7 of this law establishes the obligation to prepare annual equality plans "aimed at effectively achieving equal treatment and equal opportunities between men and women, eliminating gender discrimination and reconciling personal, family and professional life";
- Law no. 62/2017, which also requires listed companies to have quotas representing both genders of 20% (beginning on the first elective General Meeting of Shareholders held after 01 January 2018) and 33.3% (beginning on the first elective General Meeting of Shareholders held after 01 January 2020) vis-à-vis all executive and non-executive directors;

- Sub-section III, articles 23 through 65 of the Labour Code, which gives relevance to the topic of gender equality through general positions on equality and non-discrimination, the prohibition of harassment, and equality and non-discrimination according to gender and parenthood.

**The Portuguese parliament has also issued a number of recommendations to the government in this regard:**

- Resolution no. 116/2012 of 13 July, recommending that it take family support measures to reconcile personal life with professional life;
- Resolution no. 260/2017 of 30 November, recommending measures to ensure actual compliance with working hours and the reconciliation of work with family life;
- Through Law no. 60/2018 of 21 August, the Portuguese parliament passed measures promoting wage equality between men and women for the same work or work of equal value, through four types of information, evaluation and correction mechanisms, which entered into force on 21 February 2019.

## Managing and Supervisory Board Diversity Policy

We believe that diversity in our corporate boards helps to improve NOVABASE's performance and competitiveness. As such, we are committed to the following policy:

- Compliance with Law no. 62/2017 of 01 August, since gender diversity provides different management styles and complementary approaches;
- With regard to age, there must be a balance between experience and maturity and the youth and energy needed for the fast-paced innovation of our highly dynamic sector (Information Technologies);
- With regard to qualifications and education, in addition to areas associated with technology, various other areas of knowledge must also be represented, in view of the mounting importance of multidisciplinary in team performance.

NOVABASE will monitor this policy's implementation, in accordance with its corporate governance model, and will revise it whenever deemed appropriate.

### DIAGNOSTICS

To properly gauge the present needs in relation to gender equality, various internal and external information sources were considered, namely:

- Diagnostic index, available at the "Portal para a Igualdade no Trabalho e nas Empresas" ([cite.gov.pt](http://cite.gov.pt)), for equality at work and companies;
- Guide for preparing equality plans, published by the Commission for Equality in Labour and Employment (CITE);
- Analytics of Human Resources who monitor how strategies and action plans are laid out each year;
- Recommendations from the CITE technical analysis in November 2023.

### STRATEGY, MISSION AND VALUES

Diversity, equality and inclusion are inherent underlying values in NOVABASE's organizational culture. They allow us to attract, develop, motivate and retain the best talent. They help us to be more innovative when developing products and solutions for our customers. They help us expand the business into new regions, embracing and incorporating new cultures and customs. They nurture the growth and ongoing success of our business.

At NOVABASE, we promote a culture where all people have a proactive “voice” within the organization. Communication in our processes and procedures is transparent, promoting equal opportunities in an organization which is increasingly more multi-generational and multi-cultural.

The values of diversity, equality and inclusion are a prerequisite for the sustainability of NOVABASE’s long-term business strategy. As such, NOVABASE is committed to constantly encouraging and promoting equality between our people, and accepting each person’s individuality as a competitive advantage.

This commitment is reflected in our Code of Conduct, in the Gender Equality and Diversity Plan, in measures for identifying and acting in cases of bullying, in the hybrid work policy, disseminated and available for consultation by our people at the company’s different communication channels, with a focus on issues involving equality between men and women, the reconciliation of professional, personal and family life and parental protection.

**RESULTS AND INDICATORS**

Since no matters involving human rights, corruption or attempted bribery were reported in 2023/2024 to the management of NOVABASE SGPS, S.A. through the available channels for this purpose, there are no indicators to report in this regard.

As regards gender equality, we remain committed at the NOVABASE Group to act according to the principles of equal treatment and equal opportunities between men and women.

We pay attention to indicators to monitor trends at our organization involving the proportion of men and women vis-à-vis all employees, career advancement and respective compensation.

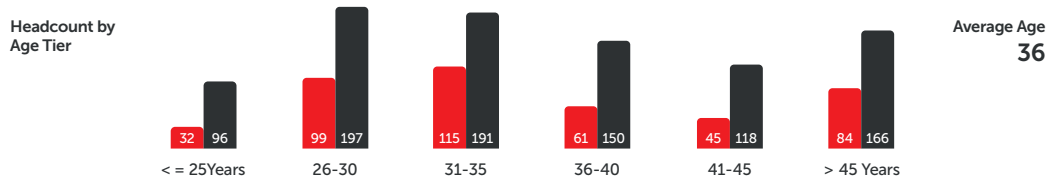
**ORGANIZATIONAL PROFILE**

At Grupo NOVABASE / Celfocus, the distribution of men and women has followed the market, remaining predominantly male and stable.

**1328 Employees**



**Employees by age**



GRAPH 1. DISTRIBUTION OF MEN AND WOMEN BY AGE TIER

**% Distribution of Women vs Men by career level compared to the total number of Women VS Men**

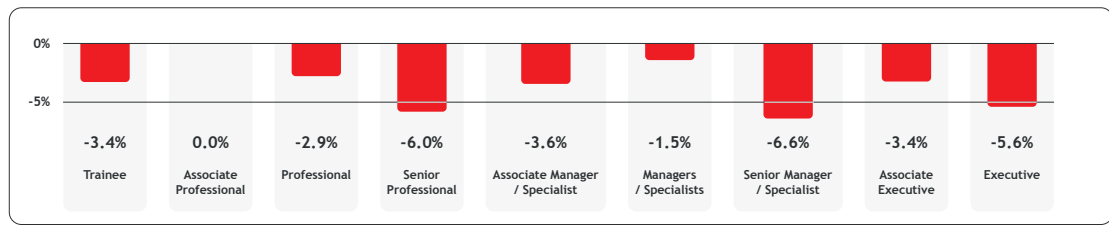


**GRAPH 2.**  
% WOMEN/MEN BY CAREER LEVEL PROPORTIONAL TO THE NUMBER OF WOMEN/MEN AT THE COMPANY (INCLUDING ALL INDIVIDUALS WITH A DIRECT EMPLOYMENT RELATIONSHIP)

In terms of compensation practices, NOVABASE actively upholds a culture of equality, both at the time of hiring (with comparative market studies) and internally (using tools for performance evaluation and recognition, where individual and collective contributions are differentiating factors).

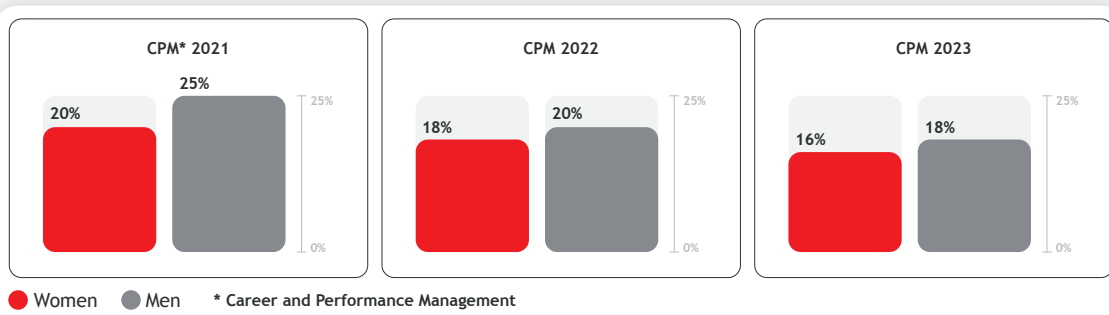
Wage gaps are still observed at various career levels.

**% Difference in monthly wage compensation between Men and Women**



**GRAPH 3.**  
% GENDER PAY GAP IN % OF MONTHLY WAGE COMPENSATION, BY CAREER LEVEL

Regarding the analysis of promotions over the last 3 years, we have observed a progressively smaller gap, currently at 2%, in the comparison between men and women.



**GRAPH 4.**  
% PROMOTIONS PROPORTIONAL TO THE TOTAL NUMBER OF WOMEN VERSUS MEN

*The analysis of promotions was updated in this Diagnostic to include promotions occurring continuously throughout the year, and not only those centred around the particular time they are given.*

The NOVABASE group has internal processes and tools that proactively promote equality in salary reviews and promotions. We intentionally promote a culture of transparency by openly sharing opportunities for internal mobility and career progression criteria based on technical and behavioral skills and the achievement of objectives.

## Measures and practices to be implemented, and their monitoring

At NOVABASE, creating an increasingly more inclusive culture continues to be one of our main goals, and we have attempted to take firm steps in this direction. Defining and achieving an Annual Equality Plan is a reflection of our commitment and journey to make the organization ever more inclusive, with greater diversity and equal access to opportunities and the fulfilment of obligations, adding value to our people, partners and customers.

A number of different people with diverse roles at the organization take part in defining, approving and monitoring this plan. (Table 1). We now present a summary of the measures and practices implemented in the past year, from September 2023 to September 2024 (Table 2), along with the measures and initiatives planned for September 2024 to September 2025, in the various aspects of the plan (Table 3).

Building a 2024/2025 Equality Plan is based on the diagnostic performed, with the help of a support matrix provided by CITE – Self-assessment Guide on Gender Equality in Companies. This diagnostic was carried out by a diverse multidisciplinary team with members from the Human Resources, Legal and Business Departments.

The Plan for 2024/2025 was prepared based on the observance of CITE recommendations on the NOVABASE Equality Plan (recommendation no. 37/cite/2023). Therefore, our Plan for 2024/2025 reflects targets for the measures proposed and results evaluation indicators.

Measures aimed at legal compliance, such as establishing a mandatory system of quotas for people with a degree of disability of 60% or more, among the total number of people, are priorities for NOVABASE; as such, we continue to promote various initiatives aimed at pursuing this goal, despite the particular challenges of the job market in which we operate. We intensified our investment in 2024 in the pursuit of this target through partnerships, training initiatives and a more inclusive recruitment process.

Compliance with these initiatives will be monitored and assessed based on a twice a month follow-up meeting with those in charge of implementing each measure (Table 1). In addition, the Gender Equality and Diversity Committee will meet quarterly with the same goal, and to make decisions on the proposed plan whenever deemed necessary.

The findings presented and gaps encountered are analysed and discussed by the Committee and the Diversity and Inclusion team in order to determine measures to be implemented in the next cycle to gradually eliminate gaps and promote gender equality from all standpoints.



**2024/2025 GOVERNANCE MODEL FOR EQUALITY**

**Table 1**

DEPARTMENTS/UNITS INVOLVED		GOALS	FREQUENCY	STATUS
<b>Gender Equality, Diversity and Inclusion Committee</b>	Managing Director Human Resources Department (DRH) Legal Department Investor Relations Coordinator of team for gender equality and diversity (member appointed by DRH)	<ul style="list-style-type: none"> <li>Ensure and monitor implementation of gender equality, diversity and inclusion measures</li> <li>Promote discussion on gender equality, diversity and inclusion trends and practices</li> <li>Lay groundwork for implementing the plan</li> <li>Ensure coordination of plan with the Executive Committee</li> </ul>	Quarterly monitoring meetings and respective meeting minutes.	According to plan
<b>Gender equality, diversity and inclusion team</b>	Multidisciplinary team with representatives from different organizational areas and with knowledge of, or actively involved in, topics involving diversity, equality and inclusion (e.g. LGBT community, associations for disabled persons, associations for women's empowerment)	<ul style="list-style-type: none"> <li>Define an action plan by analysing different aspects of gender equality and diversity, including:                             <ul style="list-style-type: none"> <li>Organizational mission and values</li> <li>Recruitment and selection of new talent</li> <li>Vocational training</li> <li>Career management and remuneration</li> <li>Reconciliation of professional, personal and family life</li> <li>Parental protection and family assistance</li> <li>Obligation to respect dignity in the workplace</li> </ul> </li> </ul>	Twice a month meetings to monitor the activity plan in place, and its respective implementation	According to plan
<b>Gender Equality, Diversity and Inclusion Plan</b>	Gender equality, diversity and inclusion team  Managers of approved initiatives and respective working teams	Implement planned measures	In accordance with action plan	see Table 2

**TABLE 1.**  
GOVERNANCE  
MODEL OF 2024/2025  
EQUALITY PLAN.

**MEASURES IMPLEMENTED IN 2023/2024**

**Table 2**

ASPECT: STRATEGY, MISSION AND VALUES							
GOALS	MEASURES	DEPARTMENTS / UNITS IN CHARGE	DEPARTMENTS / UNITS INVOLVED	FINANCIAL INVESTMENT	RESULTS EVALUATION INDICATORS	TARGET	RESULTS
<b>1. Establish information mechanisms accessible to all people on policies and practices involving gender equality, the reconciliation of personal, family and professional life and parental protection</b>	<b>1.1</b> Creation and provision of a dedicated space, with structured and up-to-date information, at the internal online communication platform	People	Communication	No specific costs	Implementation (Yes/No)	Yes	Yes
<b>2. Evaluate diversity at subsidiaries and perceptions on diversity and inclusion in the work experience, identifying the main challenges, possibilities and future directions</b>	<b>2.1</b> Design a methodology for understanding perceptions, representations and expectations of our people with regard to D&I, including the understanding of the above-mentioned policies	People	Communication	No specific costs	Definition of the methodology, establishment of the partnership, and construction of the questionnaire (Yes/No)	Yes	Yes  <b>Note:</b> Establishment of a partnership with the Portuguese Association for Diversity and Inclusion (APPDI) to conduct a survey and focus group (see Table 3)

**TABLE 2.**  
MEASURES  
IMPLEMENTED  
IN 2023/2024

ASPECT: STRATEGY, MISSION AND VALUES							
GOALS	MEASURES	DEPARTMENTS / UNITS IN CHARGE	DEPARTMENTS / UNITS INVOLVED	FINANCIAL INVESTMENT	RESULTS EVALUATION INDICATORS	TARGET	RESULT
3. Give support and visibility to corporate movements for inclusion (gender equality, diversity, non-discrimination and others)	3.1 Participation in programs and initiatives with external entities, such as the mentoring program PWIT – Portuguese Women in Tech and the Professional Women’s Network	People	People	3000€	Number of PWIT mentors Number of PWN memberships	3 mentors 13 people	100% 100%
	3.2 Participation in the Technovation Girls program. Mentoring of teams of young female students in the development of social sustainability projects, to attract more female students to STEM (Science, Technology Engineering & Mathematics) areas  Support for the technology training of participating female students, through a partnership with the Happy Code programming school	People	Novabase community	1500€	Number of mentors from the Novabase community involved  Number of technology training classes implemented	3 mentors / Technovation teams  1 class	19 Mentors / selection boards involved supported 9 Novabase teams  1 Novabase class  Other results achieved: • 2 teams with family members of Novabase employees • Participation of 2 Novabase teams in the national Technovation event • Qualification of 1 Novabase team for the Technovation world semi-finals
4. Internal and external communication and awareness activities	4.1 Initiatives for sharing information and/or discussion forums on inclusive work practices, with a focus on mental health	People Communication	Communication	2000€ + VAT	Webinar on practices promoting mental health that encourage the inclusion of people with different profiles and needs, with an audience (Yes/No)  Number of participants	Yes  200	Yes  90% (180 participants)
	4.2 Celebration of days with symbolic meaning in the context of diversity	Communication	Communication	No specific costs	Public solidarity statement on non-discrimination with the LGBTI+ community	Yes	Yes
	4.3 Publications for the purpose of contributing towards community awareness and information on gender equality	Communication	Communication	No specific costs	Number of publications/media presence	No specific target defined	Publication of an opinion article in the magazine “Human Resources” in July 2024
ASPECT: EQUAL ACCESS TO EMPLOYMENT							
5. Training of interviewers from business areas on interview techniques involving skills, rules and guidelines on questions to be asked during an interview to ensure objectivity, impartiality and equal opportunities for all people during the selection process.	5.1 Creation of an Interview Techniques course and training sessions for the first group of 10 people (Performing Engaging Interviews pilot)	People	People Business Units	No specific costs	Done (Yes/No)  Completion rate (number of people who completed the training/number of people called)  NPS of the course	Yes  50%  50	Yes  98% for the first session  <b>Note:</b> 5 sessions were held (4 beyond the one planned), with a total of 49 participants  45
		People	People Business Units	No specific costs	Done (Yes/No)  Completion rate (number of people who completed the training/number of people invited)  NPS of the course	Yes  50% (47 invited)  50	Yes  56% (25 participants)  <b>Note:</b> Participation of Novabase Executive Committee and Subsidiary Callfocus Senior Leadership Team  188% (NPS of .94)
6. Inclusion of people with a degree of disability of 60% or more in the workforce	6.1 Creation of training to support the integration of people with special needs – Understanding (disability and taking steps forward (with Access Lab)	People	People Business Units	No specific costs	Done (Yes/No)  Completion rate (number of people who completed the training/number of people invited)  NPS of the course	Yes  50% (47 invited)  50	Yes  56% (25 participants)  <b>Note:</b> Participation of Novabase Executive Committee and Subsidiary Callfocus Senior Leadership Team  188% (NPS of .94)

TABLE 2. MEASURES IMPLEMENTED IN 2023/2024

ASPECT: STRATEGY, MISSION AND VALUES							
GOALS	MEASURES	DEPARTMENTS / UNITS IN CHARGE	DEPARTMENTS / UNITS INVOLVED	FINANCIAL INVESTMENT	RESULTS EVALUATION INDICATORS	TARGET	RESULT
	<b>6.2</b> Ongoing partnerships with Valor T, Salvador Association, Eurofirms and IEFP	People	People Business Units	No specific costs	Publication of announcements at IEFP platform  Number of applicants with a degree of disability of 60% or more included in the selection process	Yes  No specific target	Yes  13 applicants
<b>7.</b> Assistance and support in relocating women in a vulnerable position in the job market	<b>7.1</b> Participation in the DRESS FOR SUCCESS project, in partnership with the Salvador Association: evaluation of participation to establish a baseline	People	Talent Acquisition	No specific costs allocated	No	No specific target	Under assessment
ASPECT: INITIAL AND ONGOING TRAINING							
<b>8.</b> Increase the level of awareness on unconscious biases that lead to prejudice and micro-aggression, together with the adoption of inclusive practices among teams	<b>8.1</b> Creation and implementation of the "Unconscious Bias" course	People	Business Units	No specific costs allocated	Completion rate (number of people who completed the training/number of people invited)  NPS of the course	50%  50	86% (103 people trained)  168 (NPS of .84)
ASPECT: EQUAL WORKING CONDITIONS							
<b>9.</b> Collect feedback from our people on a series of key issues to enhance their experience working at the organization (remote work, opportunities for development, compensation and benefits, career, etc.)	<b>9.1</b> Launch of the People Survey to determine the e-NPS, motivation and satisfaction on issues impacting the work experience of people from Novabase	People	People Business Units	No specific costs allocated	Change in the e-NPS	>25 (current e-NPS)	(e-NPS from 2023) in Q3 2023
<b>10.</b> Promote gender equality in compensation and benefits	<b>10.1</b> In-depth analysis of differences found in the diagnostic between men and women with regard to benefits per career level	People	People	No specific costs	Construction of a Diversity and Inclusion dashboard to continuously monitor gender equality, including compensation and benefits	No specific target	In development
ASPECT: RECONCILIATION OF PROFESSIONAL LIFE WITH FAMILY AND PERSONAL LIFE							
<b>11.</b> Assist fathers and mothers during parental leave and when returning to work	<b>11.1</b> Creation of monitoring and return to work program	People	People Business Units	No specific costs allocated	Creation of the program and assessment of the degree of participation to establish a baseline (Yes/No)	Yes	No  Design of the program in progress, implementation plan rescheduled for Q4 2024
<b>12.</b> Train people responsible for managing teams to promote work organization practices that encourage health, well-being, a balance between personal, family and professional life, and how to identify and take action in situations of vulnerability and stress	<b>12.1</b> Creation and implementation of the "Personal Balance" course for people responsible for managing and leading teams	People	People Business Units	2000€ + VAT	Number of course editions held  Completion rate (number of people who completed the training/number of people invited)  NPS of the course	2 editions of the course  50%  50	250% (5 editions of the course)  78%  .85

TABLE 2.  
MEASURES  
IMPLEMENTED  
IN 2023/2024

**MEASURES PLANNED FOR SEPTEMBER 2024 TO SEPTEMBER 2025**

**Table 3**

ASPECT: STRATEGY, MISSION AND VALUES							
GOALS	MEASURES	DEPARTMENTS / UNITS IN CHARGE	EPARTMENTS / UNITS INVOLVED	FINANCIAL INVESTMENT	RESULTS EVALUATION INDICATORS	TARGET	TIMEFRAME
1. Evaluate diversity at Novabase and perceptions on diversity and inclusion in the work experience, together with the degree of recognition of D&I policies and measures, identifying the main challenges, possibilities and future directions	1.1 Analysis of data collected from D&I Survey	People, with APPDI partnership	Communication	6 000€	Survey response rate (%)	30%	Q3 2024
	1.2 Focus groups for feedback and more in-depth reflection on key D&I topics						
	1.3 Production and presentation of the Findings Report from the survey and focus group				Presentation to the D&I Committee and Publication and dissemination of results via intranet (Yes/No)	Yes	Q4
2. Give support and visibility to corporate movements for inclusion (gender equality, diversity, non-discrimination and others)	2.1 Participation in programs and initiatives with external entities, such as the mentoring program PWIT – Portuguese Women in Tech and the Professional Women’s Network;	People	People	3000€	Number of PWIT mentors Number of PWN memberships	3 mentors 13 people	Annual program Annual partnership
	2.2 Participation in the Technovation Girls program: Mentoring of teams of young female students in the development of social sustainability projects, to attract more female students to STEM (Science, Technology Engineering & Mathematics) areas  Support for the technology training of participating female students, through a partnership with the Happy Code programming school	People	Novabase community	1500€	Number of Technovation teams supported by Novabase Number of teams of family members of Novabase employees Novabase representation in national Technovation Girls event Number of technology training classes	Support 10 teams 3 teams Yes 1 class	Q1 / Q2 2025
	2.3 Signing of the Commitment to Inclusion to promote the employability of people with disabilities.	People	People	No specific costs	Decision on the date / location / event for the signing of the document by the CEO or Human Resources Department (DRH) Integration into Journey towards Inclusion	Análise e Decisão	By December 2024
	2.4 Participation as volunteers in the Study Companion, supporting skill-building among socio-economically underprivileged children and youth	People	People	No specific costs	Participation decision	Analysis and decision	By December 2024
	2.5 Evaluate Novabase’ participation in the APPDI program “Women Engineers for One Day”	People	Business Areas	No specific costs	Participation decision	Analysis and decision	By September 2025
	3. Internal and external communication and awareness activities	3.1 Initiatives for sharing knowledge and/or discussion forums on inclusive and mental health work practices for the Novabase community and for the market	People Communication	Communication	2000€ + VAT	Webinar on mental health	Done (Yes/No)
3.2 Celebration of days with symbolic meaning in the context of diversity		Communication	Communication	No specific costs	Public statement on supporting non-discrimination with the LGBTI+ community (Yes/No)	Yes	2025

**TABLE 3.**  
MEASURES AND ACTIONS PLANNED FOR SEPTEMBER 2024 TO SEPTEMBER 2025

ASPECT: EQUAL ACCESS TO EMPLOYMENT							
GOALS	MEASURES	DEPARTMENTS / UNITS IN CHARGE	EPARTMENTS / UNITS INVOLVED	FINANCIAL INVESTMENT	RESULTS EVALUATION INDICATORS	TARGET	TIMEFRAME
<b>4.</b> Training of interviewers from business areas on skill-assessment interview practices and techniques to ensure objectivity, impartiality and equal opportunities for all people during the selection process	<b>4.1</b> Creation of an Interview Techniques course and training sessions for the first group of 10 people (Performing Engaging Interviews pilot)	People	People Business Units	No specific costs	Participation rate among all interviewers (number of participants / number of interviewers)  NPS of the course	70%  .55	2024/2025
	<b>5.</b> Inclusion of people with a degree of disability of 60% or more in the workforce	<b>5.1</b> Creation of an e-learning course on the integration of people with specific needs	People	People	No specific costs	Course implementation (Yes/No)  Participation rate (number of people who completed the training/NOVABASE headcount)  NPS of the course	Yes  20%  .60
<b>5.2</b> Creation of the Inclusive Recruitment Program. Including with Intention Program: recruitment process that reflects best practices in access to employment for people with specific or other needs		People	People	No specific costs	Done (Yes/No)	Analysis and decision	Q4 2024
<b>5.3</b> Ongoing partnerships with Valor T, Salvador Association, Eurofirms and IIEP		People	People Business Units	No specific costs	Publication of announcements at IIEP platform  Number of applicants with a degree of disability of 60% or more included in the selection process	Yes  25 applicants	By September 2025  By September 2025
<b>5.4</b> Custom interviews tailored to the specific needs of people with disabilities		People	Communication	No specific costs	Supervision of all interviews by a dedicated person to ensure the proper adaptation of interviews	100% of interviews	By September 2025
<b>5.5</b> Preparation of the Inclusive Recruitment Manual		People	People	No specific costs	Description and guide for best practices in inclusive recruitment and onboarding	Yes 100%	By October 2024
<b>5.6</b> Sponsorship of one Code for ALL scholarship for a person with a degree of disability of 60% or more with Novabase mentorship		People	Talent Acquisition	No specific costs allocated	Completion of Code for ALL program	1 trainee selected and attending the bootcamp as of September 2024	By January 2025
<b>6.</b> Increase the level of awareness on unconscious biases that lead to prejudice and micro-aggression, together with the adoption of inclusive practices among teams		<b>6.1</b> Creation of an e-learning component of the "Unconscious Bias" course, and inclusion in the subsidiary Celfocus "Plugin" onboarding training program	People	Business Units	No specific costs allocated	Creation of e-learning component (Yes/No)	Yes
	Participation rate (number of people who completed the training/subsidiary Celfocus headcount)  NPS of the course					30%  .60	By September 2025  By September 2025
ASPECT: INITIAL AND ONGOING TRAINING							

**TABLE 3.**  
MEASURES AND ACTIONS PLANNED FOR SEPTEMBER 2024 TO SEPTEMBER 2025

ASPECT: INITIAL AND ONGOING TRAINING							
GOALS	MEASURES	DEPARTMENTS / UNITS IN CHARGE	EPARTMENTS / UNITS INVOLVED	FINANCIAL INVESTMENT	RESULTS EVALUATION INDICATORS	TARGET	TIMEFRAME
<b>7.</b> Higher level of awareness on cultural diversity and collaborative practices in the NOVABASE culture	<b>7.1</b> Extension of the Cultural Awareness at Middle East training (e-learning course)	People	Business Units	No specific costs	Participation rate (number of people who completed the training/subsidiary Celfocus headcount) NPS of the course	30% .60	
	<b>7.2</b> Creation of Cultural Awareness at Portugal training to accelerate the inclusion of people belonging to NOVABASE with different cultural matrices	People	Business Units	No specific costs	Creation of e-learning component (Yes/No) NPS of the course	Yes .50	Q4 2024
ASPECT: EQUAL WORKING CONDITIONS							
<b>8.</b> Collect feedback from our people on a series of key issues to enhance their experience working at the organization	<b>8.1</b> Launch of the People Survey to determine the e-NPS, motivation and satisfaction on issues impacting the work experience of people from Novabase	People	People Business Units	No specific costs allocated	Change in the e-NPS	>25	Q4 2024
<b>9.</b> Promote gender equality in compensation and benefits	<b>9.1</b> Continuous analysis of differences found between men and women with regard to benefits received by career level by integrating this information in People Analytics	People	People	No specific costs	Construction of a Diversity and Inclusion dashboard to continuously monitor gender equality, including in terms of compensation and benefits (Yes/No)	Yes	Until Sep 2025
ASPECT: RECONCILIATION OF PROFESSIONAL LIFE WITH FAMILY AND PERSONAL LIFE							
<b>10.</b> Assist fathers and mothers during parental leave and when returning to work	<b>10.1</b> Creation of monitoring and return to work program	People	People Business Units	No specific costs allocated	Creation of the program and assessment of the degree of participation to establish a baseline (Yes/No)	Yes	Q4 2024
<b>11.</b> Train people responsible for managing teams to promote work organization practices that encourage health, well-being, a balance between personal, family and professional life, and how to identify and take action in situations of vulnerability and stress	<b>11.1</b> Extension of the "Personal Balance" course for people responsible for managing and leading teams	People	People Business Units	2000€ + VAT	Number of course editions to be held NPS of the course	3 editions of the course .60	

**TABLE 3.**  
MEASURES AND  
ACTIONS PLANNED FOR  
SEPTEMBER 2024 TO  
SEPTEMBER 2025

Versions 1.0

**CREATED BY**  
People

**APPROVED BY**  
Ago. 2024

**LAST UPDATED**  
Ago.2024

**NOVABASE**