

NOVABASE

GENDER EQUALITY, INCLUSION AND DIVERSITY PLAN

2026|2027

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1 Strategy, Mission and Values

Diversity, equality and inclusion are fundamental, core pillars of Novabase's organisational culture. They allow us to attract, develop, motivate and retain our best talent. They help us to be more innovative in developing products and solutions for our clients. They support us in expanding our business into new geographies, welcoming and integrating new cultures and customs. They fuel the continued growth and success of our business.

At Novabase, we promote a culture in which everyone has an active “voice” within the organisation. We are committed to transparent communication of our processes and procedures, promoting equal opportunities in an increasingly multigenerational and multicultural organisation.

The values of diversity, equality and inclusion are a necessary condition for the long-term sustainability of our business strategy. As such, Novabase is committed to encouraging and promoting equality among our people, embracing each individual's uniqueness as a competitive advantage.

This commitment is reflected in our Code of Conduct, our Plan for Gender Equality, Inclusion and Diversity, our measures for identifying and addressing cases of workplace harassment, and our hybrid working policy. All these documents are available through the company's various communication channels, with a particular focus on equality between women and men, work-life-family balance, and the protection of parenthood.

2 Management of Diversity, Equality and Inclusion

2.1 Background

Managing diversity, equality and inclusion is an imperative across all our businesses. We believe our people are more productive when they are treated with respect and dignity, when they feel involved and proud of their contribution to the company's growth, when they feel reflected in corporate policies, and when their skills are developed within a safe working environment for everyone.

At Novabase, we believe in equal opportunities and mutual respect, regardless of each person's ethnicity, gender, religion, ideology, social background or sexual orientation. The differences that characterise us and the multiplicity of perspectives improve the quality of decision-making, contributing to greater intellectual and cultural richness and a broader understanding of our stakeholder's needs.

Novabase incorporates the management of diversity, equality and inclusion within its overall strategy and the organisation's talent management processes. This commitment applies to all group companies and to all the geographies in which it operates.

Novabase also advocates the need to raise awareness of policies for the integration of women, as well as the elimination of any obstacle that could violate the principle of equal opportunities and non-discrimination based on sex and gender. Professional growth should be valued according to the skills, abilities and knowledge of our people, regardless of their sex, gender and identity.

2.2 Policies and practices

In May 2023, we signed the ‘Portuguese Charter for Diversity’, an initiative of the Portuguese Association for Diversity and Inclusion, in partnership with the High Commission for Migration, reinforcing Novabase's commitment to developing practices and policies that promote diversity, equality and inclusion in the workplace.

In this context, the main aspects, documents, practices and processes defined within the Group with an impact on non-financial matters are set out below, namely environmental, social, labour-related, gender equality and non-discrimination, human rights and anti-corruption matters:

- **Equality Plan:** presents a set of measures, based on internal and diagnostic analyses, aimed at promoting equal treatment and opportunities between men and women, eliminating any discrimination on the grounds of sex, gender or identity;
- Novabase's activity and the conduct of our people are governed by the applicable legislation in the various jurisdictions in which the Group operates, as well as by the **Code of Conduct** of Novabase, available on the corporate website. In force since 2011, this document sets out the principles and behaviours that guide conduct within the organisation, promoting alignment with the Group's values, both in relationships with clients and among colleagues;
- In 2019, a procedure was implemented setting out the guidelines to be followed in **cases of harassment in the workplace** – behaviour considered unacceptable by Novabase.
- The company's activity is managed in accordance with the **Integrated Management System**, with Novabase companies audited by their financial auditors, and their Business Continuity (ISO 22301), Quality (ISO 9001), Environmental Management (ISO 14001), Occupational Health and Safety (ISO 45001), and Information Security Management System (ISO 27001 and ISO 27701) certifications renewed annually following internal and external audits – the latter conducted by certification bodies;
- The company regularly monitors **customer satisfaction**, as well as that of its people in relation to internal services and other matters of interest to management;
- In observance of the Recommendations of the Portuguese Corporate Governance Institute on the Governance of Listed Companies, and with a view to fostering a responsible and compliant culture, Novabase has adopted a system for reporting irregular practices, known as “**SPI**”. See further detail [here](#);
- The company also has in force a “**Internal Regulation on Related Party Transactions at Novabase, SGPS, S.A.**”;
- **Diversity in the Management and Supervisory Bodies**

We believe that the diversity of our statutory bodies contributes to better performance and greater competitiveness. We therefore undertake to promote the following policy:

- Comply with Law No. 62/2017 of 1 August, given that gender diversity enables different management styles and complementary approaches;
- Regarding age, we value a balance between experience and maturity and the youth and energy required by the fast-paced and dynamic nature of the Information Technology sector;
- In terms of qualifications and academic background, in addition to those associated with technological areas, different fields of knowledge should also be represented, given the growing importance of multidisciplinary teams.

Novabase will monitor the implementation of this policy, in accordance with its governance model, reviewing it whenever it considers appropriate.

2.3 Legal and regulatory requirements

All the practices mentioned above meet the legal and regulatory requirements applicable to Novabase's activity, among which we highlight:

- Council of Ministers Resolution No. 20/2012, of 9 March 2012, which made it mandatory for all entities in the state business sector to adopt an equality plan aimed at achieving equal treatment and opportunities between men and women, eliminating discrimination and facilitating the reconciliation of personal, family and professional life;
- This obligation was later extended to listed companies through Law No. 62/2017 of 1 August, which approves the regime for balanced representation between women and men on the management and supervisory bodies of state business sector entities and listed companies, establishing in Article 7 the obligation to draw up annual equality plans “aimed at achieving effective equality of treatment and opportunities between women and men, promoting the elimination of discrimination on the grounds of sex and fostering the reconciliation of personal, family and professional life”;
- Law No. 62/2017, which also set gender representation quotas of 20%, from the first elective general meeting held after 1 January 2018, and 33.3%, from the first elective general meeting held after 1 January 2020, in relation to the total number of directors (executive and non-executive);
- The Labour Code, in Subsection III – Articles 23 to 65, which gives prominence to the issue of Gender Equality, namely through general provisions on equality and non-discrimination, the prohibition of harassment, and equality and non-discrimination based on sex and parenthood.

The Assembly of the Republic has also issued various recommendations to the Government on this subject:

- Resolution No. 116/2012, of 13 July, which recommends that measures be taken to support families in reconciling personal and professional life;
- Resolution No. 260/2017, of 30 November, which recommends the adoption of measures to ensure the effective observance of working hours and the reconciliation of work with family life.

Through Law No. 60/2018 of 21 August, the Assembly of the Republic approved measures to promote equal pay between women and men for equal work or work of equal value, through four types of information, assessment and correction mechanisms, which came into force on 21 February 2019.

3 Diagnostic Methodology

To properly assess current needs relating to gender equality, different sources of information, both internal and external, were considered, namely:

- The diagnostic index, available on the Portal for Equality at Work and in Companies;
- Guidelines for drawing up equality plans, published by CITE;
- Recommendations arising from CITE's technical analysis in November 2023;
- HR analytics that support the definition of strategies, action plans and the evolution of the workforce between women and men.

4 Workforce Profile

At Novabase, we often monitor indicators that allow us to track the organisation's progress on matters such as the representation of men and women across different roles, career progression and respective compensation.

The organisation currently has a workforce of **1,266 employees**, of whom **32% are women** and **68% are men**. This distribution remains unchanged from the previous year. The Information Technology sector continues to show a male predominance, a reality also seen across the Novabase Group.

The organisation has a multigenerational composition, with the highest representation among those aged **31 to 35**. The significant presence of professionals over 45 contributes to the diversity of experience and knowledge within the organisation. The average age across the Group is **38 years**.

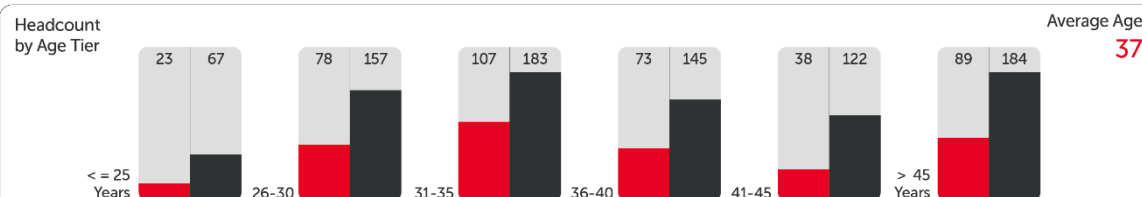
The career structure shows broadly similar patterns between women and men, with a higher concentration at the Professional and Senior Professional levels. However, women are relatively under-represented at the more senior leadership levels, a trend often observed in the technology sector, where women's presence has become more significant in recent years. The distribution across levels continues to be monitored regularly, making it possible to identify opportunities to strengthen development and career progression initiatives, with a focus on equal opportunities.

4.1 Headcount

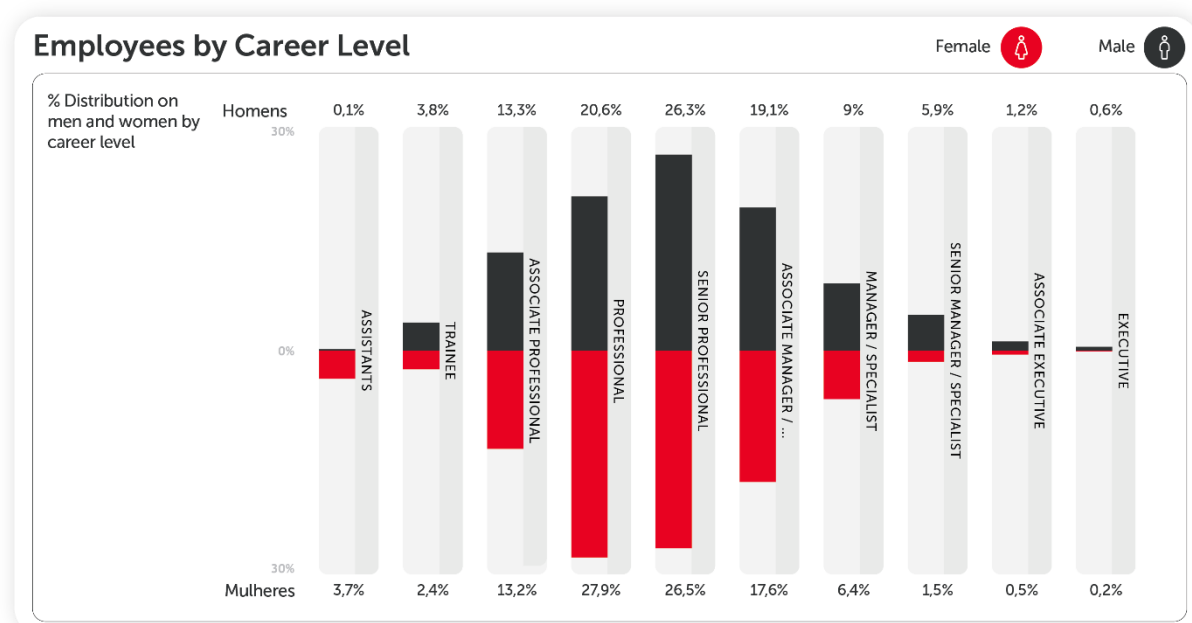
1266 Employees



Employees by Age



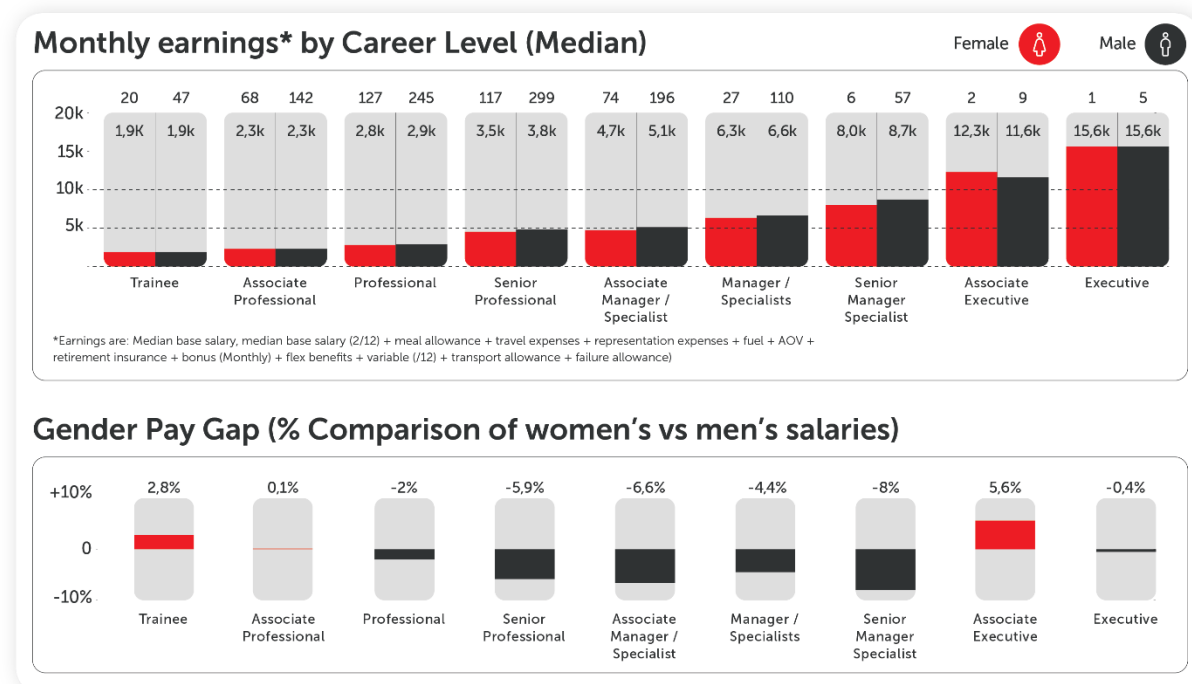
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Population: People with an employment contract within the Novabase Group in July 2026. Excludes governing bodies.

4.2 Remuneration

Regarding salary compensation, considering employment contracts in Portugal, the analysis of median remuneration by career level shows progression consistent with increasing seniority. Pay differences between women/men are observed at some career levels, the most significant being recorded at the **Senior Manager/Specialist (-8%)** level.

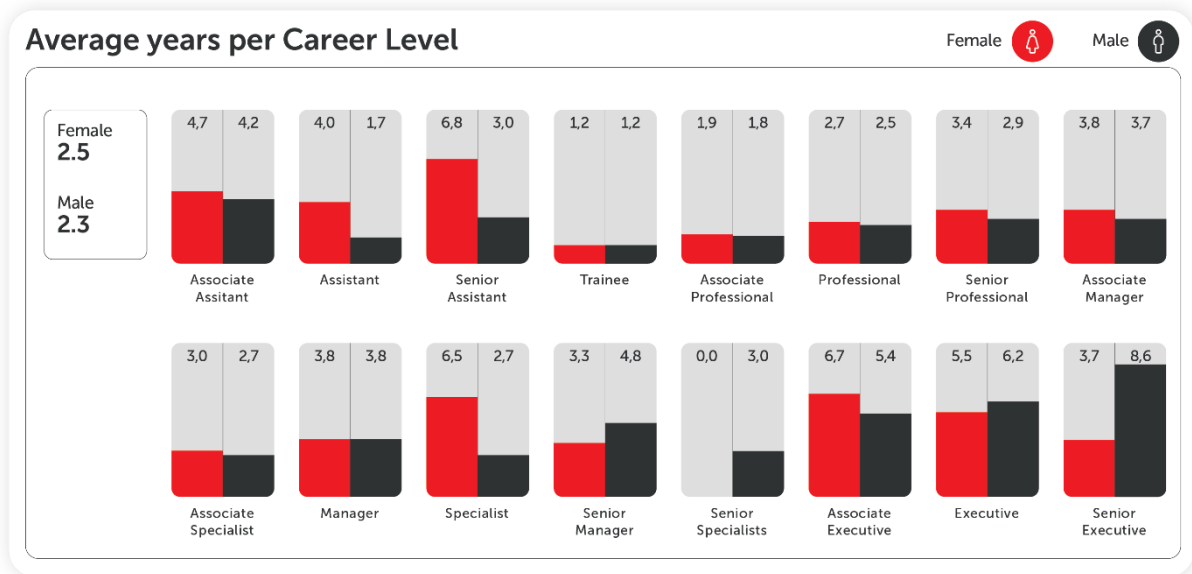


Population: People with an employment contract in Portugal in July 2026. Excludes Corporate bodies.

It should be noted, however, that this is a descriptive analysis and does not consider other relevant variables, such as role performed, length of service, professional experience, promotion history and other characteristics associated with people's professional paths. The data observed do not, on their own, allow conclusions to be drawn about the causes of the differences identified.

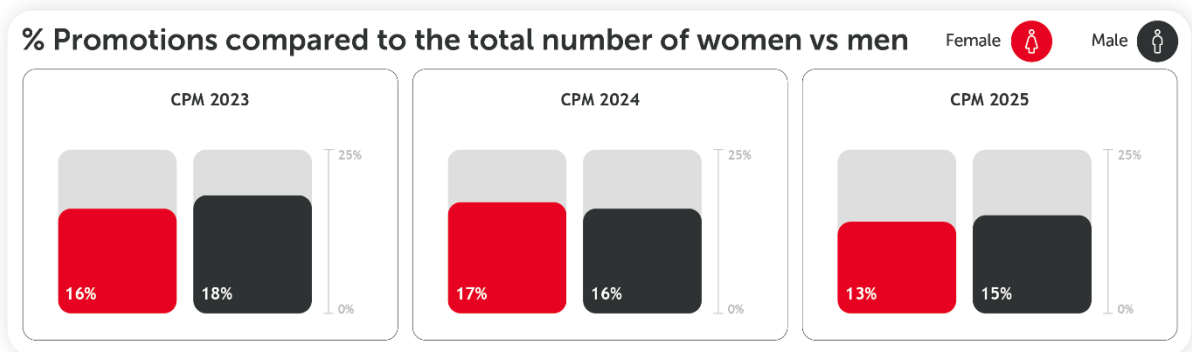
4.3 Career progression

The analysis of average time spent at each career level shows broadly similar progression paths between women and men. Although there are occasional differences at some levels, no significant differences are observed between genders, with an average length of stay of 2.5 years for women and 2.3 years for men.



Population: All people since the implementation of the career management model in 2006. Figures as at July 2026.

The distribution of promotions between women and men remained broadly balanced between 2024 and 2026. In 2026 (related to 2025 performance), the promotion rate was 13% for women and 15% for men, with no structural differences observed in access to career progression opportunities.



Population: All people with a performance review in 2024, 2025 and 2026.

Novabase remains committed to promoting equal opportunities at every stage of its people's professional life cycle. To this end, it has processes and tools in place that support recruitment, career progression, promotion and salary review decisions based on objective criteria related to role responsibilities, professional experience, skills and performance.

Regular monitoring of these indicators makes it possible to identify trends, track the organisation's progress and strengthen the adoption of practices that promote equity and transparency. We also remain committed to ensuring that all our people have development and career growth opportunities aligned with their performance and potential.

4.4 Statutory bodies of Novabase SGPS

The Novabase Board of Directors comprises a total of 9 (nine) directors, of whom 7 (seven) are non-executive members. For the 2024–2026 term, the Company has 33.3% female members, thereby meeting the minimum threshold set by Law No. 62/2017 of 1 August, and also includes a female member assigned certain special responsibilities under Article 407(1) of the Portuguese Commercial Companies Code.

5 Equality Plan: Measures, Practices and Monitoring

At Novabase, building an inclusive culture remains one of our top priorities, reflected in the ongoing evolution of the policies and initiatives we have been implementing over recent years. The definition and delivery of the annual Equality Plan reflects our commitment to an increasingly inclusive organisation, with greater diversity and equal access to opportunities and fulfilment of duties, adding value for our people, partners and clients.

Several people with different roles within the organisation are involved in defining, approving and monitoring this plan (Table 1 – Governance Model for Equality 2026/2027).

We present an overall assessment of the 2025/2026 cycle objectives (Table 2), a summary of the measures and practices implemented over the past year, from September 2025 to September 2026 (Table 3), as well as the measures and actions planned for September 2026 to September 2027, across the various strands of the plan (Table 4).

The 2026/2027 Equality Plan is based on the diagnostic assessment carried out, supported by the assessment matrix provided by CITE – the Gender Equality Self-Assessment Guide for Companies. This assessment was carried out by a diverse, multidisciplinary team made up of members from the Human Resources, Legal and Business Departments.

The 2026/2027 Plan was drawn up taking into account the recommendations made by CITE on Novabase's Equality Plan (recommendation No. 37/cite/2023). Accordingly, the 2026/2027 Plan reflects targets for the proposed measures and result assessment indicators.

Measures aimed at ensuring legal compliance, such as the establishment of a mandatory quota system for people with disabilities with a degree of disability equal to or greater than 60%, are a priority for Novabase, and we therefore continue to promote various actions in pursuit of this objective, despite the particular challenges of the labour market in which we operate.

Monitoring and assessment of compliance with these actions will be based on a fortnightly follow-up meeting with those responsible for implementing each of the measures described (Table 1). In addition, the Gender Equality & Diversity Committee will meet quarterly for the same purpose, and also to make decisions relating to the proposed Plan whenever considered necessary.

The results presented and any gaps identified are analysed and discussed by the Committee and the Diversity & Inclusion team, to identify measures to be implemented in the next cycle with a view to promoting gender parity across all dimensions.

As in previous years, in the 2025/26 financial year, no occurrence relating to human rights matters was reported to the Board of Directors of Novabase SGPS, S.A. and there are therefore no indicators to report in this regard.

5.1 Governance Model for Equality 2026/2027

Table 1: Governance Model for Equality 2026/2027

Departments / Units Involved		Objectives	Frequency	Status 2026/2027
Committee for gender equality, diversity and inclusion	Celfocus CEO and Novabase board member Human Resources Department (DRH) Legal Department Investor Relations Coordination of the gender equality and diversity team (member appointed by DRH)	Ensure and monitor the implementation of measures relating to gender equality, diversity and inclusion; Promote debate on trends and practices in the field of gender equality, diversity and inclusion; Create the conditions for implementing the plan; Act as sponsor, ensuring strategic alignment and institutional support for the initiatives.	Quarterly follow-up meetings and respective minutes.	As planned
Gender equality, diversity and inclusion team	Multidisciplinary team with representatives from different areas of the organisation, with different career levels and with knowledge of, or active involvement in, diversity, equality and inclusion topics (e.g. LGBT community, associations for people with disabilities, associations for women's empowerment)	Define an action plan, based on the analysis of the different dimensions of gender equality and diversity, which includes: • Equity in Access to Education and Professional Training; • Diversity and Representation; • Inclusion of Under-represented Groups; • Inclusive Recruitment and Development; • Awareness, Education and Organisational Culture; • Work-Life Balance and Wellbeing; • Monitoring and Impact Assessment.	Fortnightly meetings to monitor the defined activity plan and its implementation.	As planned
Gender Equality, Diversity and Inclusion Plan	Gender equality, diversity and inclusion team. Managers of approved initiatives and their respective working teams	See the description of actions in Table 2.	In accordance with the defined action plan.	See section 5.4 – Objectives and Planned Measures from September 2026 to September 2027

5.2 Overall Assessment of the 2025/2026 Cycle Objectives

Table 2: Overall assessment of the 2025/2026 objectives

Objective	Overall Assessment
Support the professional and social integration of migrants and refugees.	Participation in two charity football tournaments, Football for a Change 2026 and Welcome Cup 2026, generated very positive engagement from our people, with four teams mobilised - exceeding the initial target - and providing real opportunities for interaction, collaboration and strengthening bonds between colleagues. This level of participation reinforced the sense of community, belonging and wellbeing among participants, contributing tangibly to the social integration objective. In statistical terms, the initiative's overall NPS was 27, below the defined benchmark; it should, however, be noted that the less positive aspects reported were mainly related to organisational issues that were the responsibility of the tournament's promoting entity, rather than to our teams' participation experience.
Increase the presence and leadership of women in the technology and digital sector.	We provided 12 female employees with access to the Professional Women's Network (PWN) programme, supporting their professional development and training. In addition, Novabase partnered, for the second consecutive year, with the Women ShapingTech Award (APDC), publicly reinforcing the visibility of female talent and the organisation's commitment to equal opportunities in the technology sector. These actions represent a continued investment in the development and progression of women in technology. In statistical terms, the indicator of 12 PWN memberships was fully met, as was the NPS of 50; however, the PWIT measure was not carried out, due to a lack of scheduling by the promoting entity, so the objective was only partially achieved.
Assess and monitor employees' perception of inclusion and psychological safety.	The results of the annual People Survey, carried out in January 2026, are very positive and reveal a working environment that genuinely promotes psychological safety, diversity, inclusion and a sense of belonging: questions relating to D&I and psychological safety scored 6 percentage points above the overall assessment, and no reports of inappropriate behaviour were recorded through any of the available channels. In statistical terms, participation in the specific APPDI survey was postponed, with the aim of extending the observation period for the results of the measures implemented.
Continuously communicate the organisation's commitment to diversity and inclusion.	The organisation maintained a consistent effort to raise awareness and communicate around diversity and inclusion, strengthening its visibility among internal and external audiences through the publication of articles in the internal newsletter and participation in two interviews with external media outlets. This continuity demonstrates an active institutional commitment to promoting these topics. In statistical terms, the defined indicator — at least four articles published in internal channels — was fully met, with four articles published internally and two external publications, exceeding the minimum scope envisaged.
Facilitate access to the labour market for people with disabilities or in vulnerable situations.	We maintained our network of partnerships dedicated to the inclusion of people with disabilities in the labour market, namely with the associations Valor T, Salvador, Eurofirms, IEFP and ICF, and participated in an event promoted by the Nova SBE Inclusive Community Forum, preserving the company's closeness and visibility among candidates with disabilities. As part of the Empower to Apply/ICF

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	project, the organisation supported the process of defining training and identifying talent, although a change in the project's scope by the promoting entity led to the discontinuation of our participation. In statistical terms, the objective was not achieved: neither of the two planned hires under either measure was made, and only one of the two scheduled events took place.
Promote work-life balance, with a focus on parenthood.	We promoted an initiative of awareness and training for creating family-friendly work environments, reinforcing its commitment to this topic by including in the 2026/2027 DEI Plan sharing and support sessions for employees who have recently become parents, moderated by parenting specialists, as well as the publication of articles dedicated to the topic. In statistical terms, the objective was only partially achieved, since the Parenting Programme was not implemented as originally planned.
Ensure recruitment processes that are fair, accessible and free from bias.	We maintained our commitment to strengthening inclusive recruitment throughout the entire selection process, including the auditability of reasons for candidate exclusion, workplace adaptation where applicable, and monitoring of onboarding, with the aim of continuously improving the experience of candidates and new employees. In statistical terms, however, the assessment remains incomplete: the indicator envisaged more than 50 interviews in this area, which were not achieved.
Promote digital accessibility and ensure that all people, regardless of visual, motor or cognitive limitations, can use the company's digital solutions independently and safely.	The adaptation of the Celfocus product for digital signatures - eSign tangibly improved the platform's accessibility conditions for people with visual, motor or cognitive limitations, promoting inclusion and equal access for organisations' digital processes. In statistical terms, the objective was fully achieved, with all of the result assessment indicators successfully achieved.
Promote awareness and celebration of diversity and inclusion in the workplace.	The various awareness-raising initiatives held throughout the year generated strong engagement and satisfaction among our people, helping to reinforce awareness of diversity, inclusion and wellbeing, and to create safer, more welcoming work environments. Notable initiatives included the Coming Out Day Inclusive Talk, the Pride Month celebration held during June dedicated to the LGBTQIA+ community, through internal communications across different channels and team representation at the Lisbon Pride March, the Diversity Month initiative, the Inclusive Talk for the International Day of Persons with Disabilities, and the Kit Kat Break initiative (World Mental Health Day), which reinforced the importance of breaks and self-care in the workplace. In statistical terms, the objective was broadly achieved: the Coming Out Day Inclusive Talk exceeded its defined indicators, with 170 participants and an NPS of 63; Diversity Month achieved an NPS of 75; and the Inclusive Talk for the International Day of Persons with Disabilities recorded an NPS of 83, although participation (85 people) fell short of the target (>100 people).
Promote the employability and professional integration of neurodivergent people.	The commitment to building teams' capacity for the inclusion of neurodivergent people continues, with the training session rescheduled for 22 September and 20 participants already expected, ensuring continued investment in this area. In statistical terms, however, the session had not yet taken place within the period assessed, so there are no participation or satisfaction results to report.
Promote equal opportunities in access to education and the development of young talent.	We directly supported two young women in socioeconomically vulnerable situations, through the award of EPIS scholarships for secondary and higher education, making a concrete contribution to equal opportunities in access to education and to the development of their academic path. In statistical terms, the objective was fully achieved, with full compliance with the indicator for the award of the two planned scholarships.

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Promote girls' access to technological and scientific skills.	The Technovation Girls initiative showed strong engagement and retention among participants: all three teams formed completed the programme in full and submitted their respective projects, and parents/guardians rated the experience very positively, with an NPS of 100. These results demonstrate the programme's real impact in promoting digital and scientific skills among girls. In statistical terms, of the 20 places available, 9 were filled, across 3 teams, with a completion rate of 100%, above the defined target of 85%.
Strengthen the company's commitment to diversity and inclusion, aligning with good practices and expanding its network of contacts and partnerships in this area.	We maintain our interest in and intention to strengthen our commitment to diversity and inclusion by joining REDI and continue to review the process of joining the network. In statistical terms, the objective was not achieved within the period assessed, since the formal membership process was postponed and remains under review, meaning that membership, structured participation in the network and the good practices plan were not achieved.
Raise awareness and train employees on inclusion, bias and safe working environments.	The training and awareness initiatives implemented generated high levels of satisfaction and strong employee engagement on diversity, equity and inclusion topics, with particular emphasis on the Inclusive Talk on menopause, which exceeded participation and satisfaction targets, and the Disability Inclusion e-learning course, which recorded significant uptake and a very positive evaluation. In statistical terms, the objective was only partially achieved, as the intended coverage was not consistently reached across all actions, with participation levels below those set for some initiatives.
Promote awareness and appreciation of cultural diversity through intergenerational and educational experiences.	The Children's Day celebration promoted, in a participative way tailored to its target audience, awareness among our people's family members — with particular emphasis on younger generations — of diversity, equity and inclusion topics, through an educational component that included a game dedicated to the theme of inclusion. This intergenerational experience reinforced an appreciation of diversity in a close and accessible way. In terms of results, the objective was achieved, with full delivery of the planned measure.

5.3 Measures Implemented from September 2025 to September 2026

5.3.1 Dimension: Diversity and representation

Table 3: Measures and results by dimension for the period from September 2025 to September 2026

Objectives	Measures	Departments/U nits involved	Financial investment	Result assessment indicators	Target	Results
Promote awareness and celebration of diversity and inclusion in the workplace.	Coming Out Day Celebration – 11 Oct (Inclusive Talks) promoting safe spaces and visibility for LGBTQIA+ people, through personal stories and educational content. Marking this date at an organisation like Novabase reinforces our commitment to creating inclusive environments where everyone feels respected, represented and psychologically safe to be who they are. Initiatives of this kind contribute to collective awareness and to a more open, diverse and welcoming working culture. Activities: • Holding an Inclusive Talk event focused on the themes: Inclusive and Welcoming Environment, Workplace Impact and Mental Health; • Running the event with internal and/or external speakers and space for sharing and questions; • Social media posts (Instagram and LinkedIn) marking the event.	D&I Team, Communications	No specific costs	- Holding of the Inclusive Talk event to celebrate Coming Out Day; - Participation of more than 100 people; - NPS above 50.	2025 Q4 (13–17 October)	Achieved: Event held in October 2025, with 170 participants and an NPS of 63.

5.3.2 Dimension: Equity in access to education and professional training

Objectives	Measures	Departments/Units involved	Financial investment	Result assessment indicators	Target	Results
Promote girls' access to technological and scientific skills.	Technovation Girls – A global programme that empowers girls to develop technological solutions to social problems, promoting digital skills and female leadership. By including girls from disadvantaged backgrounds, the programme creates opportunities for exposure to STEM fields, helping to broaden horizons, promote equal opportunities and enrich these young women's prospects. Activities: • Identification and selection of girls from disadvantaged backgrounds in partnership with social institutions; • Training sessions in digital skills and programming; • Mentoring and support for teams during the development of technological solutions; • Promotion of the visibility of results and impact among the community and <i>stakeholders</i> through public <i>posts</i> on social media; • Internal closing event; • Social media posts about the initiative, reinforcing Novabase's commitment to diversity and inclusion.	D&I Team, Communications	€2,750	- 20 places allocated equitably between girls who are family members of our people and girls from disadvantaged backgrounds, in partnership with social institutions; - Completion rate above 85%, reflecting participants' strong engagement and commitment; - Positive NPS from participants' carers/guardians, demonstrating appreciation of the experience and the programme's impact.	All year	- Not achieved (3 teams/9 places filled) - Achieved (3 teams submitted their project, 100%) - Achieved: Carers/guardians NPS = 100

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Increase the presence and leadership of women in the technology and digital sector.	PWN – Mentoring programme and events for women in leadership positions, focused on acquiring new skills and sharing experiences. Activities: • Participation in the mentoring programme and complementary events; • Internal and external publications about the initiative; • Quarterly follow-up and knowledge-sharing meetings.	D&I Team, Business, Communications	€1,500	- 12 memberships - Survey with NPS above 50	2025 Q4	Achieved: 12 memberships awarded and an NPS of 50
	PWIT – A four-month mentoring programme in which our women in leadership positions offer mentoring to other women outside the organisation. Activities: • Participation in the mentoring programme; • Internal and external publications about the initiative.	D&I Team, Business, Communications	€1,500	- 5 internal mentors - Survey with NPS above 50	2026 Q2	The mentoring programme was not scheduled by PWIT, so participation was not possible

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Facilitate access to the labour market for people with disabilities or in vulnerable situations.	Empower to Apply / ICF – Empowering to Employ Project – An initiative aimed at developing joint IT training, promoted by technology companies committed to inclusion. The aim is to put these organisations' know-how at the service of building the skills of people with disabilities, strengthening their competencies and creating more opportunities in the labour market. Activities: • Definition of IT training resources for groups made up of people with disabilities or in vulnerable situations; • Assessment of training needs; • Identification of talent benefiting from this programme; • Hiring of people under the programme.	D&I Team, Recruitment Team, Training Team, Business	No specific costs	Hiring of 2 people benefiting from the programme	Q1 2026	- The project's scope was changed, and Novabase's participation no longer made sense. As a result, the planned hires were not made
Promote equal opportunities in access to education and the development of young talent.	EPIS – Associação Empresários e Inclusão (Scholarships) – Support for young people in socioeconomically vulnerable situations through the award of scholarships promoted by the EPIS association. Activities: • Award of a scholarship to a secondary school student in financial need; • Award of a scholarship to a higher education student in financial need; • Development of other forms of contribution to social responsibility, namely through volunteering activities; • Social media post about the initiative.	D&I Team, Communications	€5,100	Award of 2 EPIS Scholarships	All year	Achieved, 2 EPIS scholarships awarded

5.3.3 Dimension: Work-life balance and wellbeing

Objectives	Measures	Departments/U nits involved	Financial investment	Result assessment indicators	Target	Results
Promote work-life balance, with a focus on parenthood.	Parenting Programme aimed at supporting employees returning to work after parental leave, ensuring measures that facilitate reintegration into teams and promote work-life balance. Activities: • Implementation of support measures for returning to work after parental leave; • Development of a proposal with concrete actions to support employees' reintegration into their teams; • Individual support during the return-to-work process; • Promotion of good work-life balance practices among leaders and teams.	Communication s, Business	No specific costs	- Creation and implementation of an action plan with specific measures. - Achieving an NPS above 50. - Holding a <i>focus group</i> to assess the perceptions of the programme's impact.	2026 Q2	Partially achieved. A workshop was held in June and another is scheduled for the end of September on the theme of awareness and training for family-friendly workplaces – the NPS will only be collected at the end of September.

5.3.4 Dimension: Inclusion of under-represented groups

Objectives	Measures	Departments/Units involved	Financial investment	Result assessment indicators	Target	Results
Facilitate access to the labour market for people with disabilities or in vulnerable situations.	Aims to strengthen Novabase's closeness to, and deepen its relationship with, entities that promote and support inclusive recruitment, keeping the company on the radar of people with disabilities seeking opportunities in the information technology field. Partnerships: Valor T, Salvador, Eurofirms, IEFPP; ICF Activities: - Regular follow-up meetings to share recruitment needs; - Regular meetings on monitoring the integration of new employees identified through these partnerships; - Participation in initiatives that promote, identify and attract diverse talent; - Publication of job openings on partner organisations' platforms.	D&I Team, Recruitment Team, Business	No specific costs	- 2 hires under the partnerships. - Participation in at least two events promoted by one of the partner organisations.	All year	- Not achieved, no hires were made; - Not achieved (participation in 1 event organised by the Inclusive Community Forum).
Promote awareness and celebration of diversity and inclusion in the workplace.	International Day of Persons with Disabilities Celebration (Inclusive Talks) – An initiative aimed at combating the stigma and prejudice associated with disability, both within and outside the company. It seeks to promote a fairer, more humane and inclusive perception of people with disabilities, reinforcing the importance of equal opportunities, accessibility and inclusion in the workplace. Activities: Organisation of a panel of real stories, featuring accounts from people with a career in IT;	D&I Team, Communications	No specific costs	- Participation of more than 100 people; - NPS > 50.	2025 Q4 (3 December)	- Not achieved (85 people); - Achieved (NPS=83).

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	- Inviting professionals with experience in the field to share challenges and successes, promoting awareness and inspiration among employees; - Social media post about the event.					
Support the professional and social integration of migrants and refugees.	Initiative for the social and professional inclusion of refugees and migrants in partnership with the Lisbon Project. Activities: - Training sessions on HR topics (e.g. recruitment, skills development, interviews); - Inclusive football tournament to strengthen community bonds and wellbeing.	D&I Team, Employees, Communications	Training €400 Football team €500	- Participant NPS > 50 - Number of participants in the tournament: 1 internal team - Qualitative feedback collected in partnership with the Lisbon Project.	2025 Q4 (December)	- NPS not achieved 27 - Achieved 4 internal teams - No feedback.
Promote awareness and celebration of diversity and inclusion in the workplace.	Diversity Month Initiative, which aims to celebrate and give visibility to cultural richness and diversity within the company, through educational and inspiring content that promotes inclusion, curiosity and cultural exchange among employees. Activities: Creation of a weekly communication (4 communications in total) on various topics: - Literature: book recommendations from various nationalities; - Music: presentation of the cultural background of local music, with a shared playlist including employees' suggestions; - Gastronomy: featuring a restaurant, a dish or a recipe; - Expressions and sayings: comparison of expressions across various languages to raise awareness of cultural differences.	D&I Team, Communications	No specific costs	- NPS > 50	2026 Q2 (May)	- Achieved (NPS=75).

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Promote the employability and professional integration of neurodivergent people.	Empower to Recruit / CADIn – Workshop for Inclusive Employment Capacity-Building Sessions with CadIn specialists to prepare teams for welcoming, including and supporting neurodivergent people in the workplace. Activities: • Training sessions for internal employees involved in recruitment processes.	D&I Team, Recruitment Team, Business	No specific costs	- Target group of 40 people trained - NPS > 50.	2025 Q3	Not achieved. Postponed to September 2026.
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5.3.5 Dimension: Monitoring and impact assessment

Objectives	Measures	Departments/Units involved	Financial investment	Result assessment indicators	Target	Results
Ensure recruitment processes that are fair, accessible and free from bias.	Inclusive Recruitment Initiative, which aims to ensure that all selection and onboarding processes are conducted fairly, transparently and accessibly. The programme promotes equal opportunities, strengthens diversity in the candidate pipeline and ensures that workplace adaptation and support are considered from application through to integration into the organisation. Activities: • Continuation and strengthening of the candidate inclusion process as part of inclusive recruitment; • Refinement of the process to allow for the auditability of reasons for candidate exclusion; • Full monitoring of the recruitment process, from start to finish; • Ensuring workplace adaptation, where applicable; • Monitoring the onboarding and integration of hired employees;	D&I Team, Recruitment Team, Business	No specific costs	- Number of interviews conducted as part of inclusive recruitment > 50.	All year	Not achieved.

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	Promotion of organisational awareness on respect, inclusion and non-discrimination.					
Assess and monitor employees' perception of inclusion and psychological safety.	APPDI (Diagnostic Survey) – Conducting an anonymous survey based on the APPDI tool to gather perceptions of diversity, inclusion and psychological safety in the workplace. Activities: - Administration of the APPDI questionnaire; - Holding a <i>focus group</i> for an in-depth analysis of the results.	D&I Team, Communications	€2,750	- 35% response rate; - Presentation of a list of recommended actions based on the survey results.	2025 Q4 (October/November)	Annual internal People Survey conducted, including a block of questions on D&I, in January 2026. APPDI survey postponed to 2027.

5.3.6 Dimension: Awareness, Education and Organisational Culture

Objectives	Measures	Departments/Units involved	Financial investment	Result assessment indicators	Target	Results
Continuously communicate the organisation's commitment to diversity and inclusion.	“Acting with a Purpose” Articles – Promote a culture of inclusion by sharing the work carried out in this area, while encouraging active awareness within the organisation. Activities: • Publication of article: How to create inclusive workplaces for LGBTQIA+ people: visibility, mental health and psychological safety • Publication of article: Digital accessibility as a pillar of inclusive innovation: the eSign case • Publication of article: Cultural diversity in tech: the impact of integrating migrants and refugees • Publication of article: The world is no longer built for men alone: how to reduce imbalances in STEM fields • Selection of at least 1 article for external publication (e.g. corporate website, national media, LinkedIn)	D&I Team, Communications	No specific costs	Publication of 4 or more articles on internal communication channels.	All year	Achieved. 4 articles published in the internal newsletter + 2 interviews published in an external media outlet.
Raise awareness and train employees on inclusion, bias and safe working environments.	Internal Training – Ongoing training in diversity and inclusion for teams, focusing on unconscious bias, accessibility, harassment prevention and inclusive talent management. Activities: • Frequent scheduling of the in-person Unconscious Bias course • Launch of mandatory Unconscious Bias eLearning	Training Team, D&I Team, Recruitment Team	No specific costs	- In-person Unconscious Bias training: 100 participants from the target audience; NPS > 50; - Unconscious Bias eLearning: 50% participation; NPS > 50;	All year	- In-person Unconscious Bias training – not achieved (68 participants) - Unconscious Bias eLearning: 237 participants; NPS 48

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	• Launch of mandatory eLearning on the inclusion of people with disabilities • Launch of mandatory eLearning on harassment prevention • Launch of eLearning on inclusive talent management (Inclusive Talent) – mandatory for > Senior Professional			- Disability Inclusion eLearning: 50% participation; NPS > 50; - Harassment Prevention eLearning: 50% participation; NPS > 50; - Inclusive Talent Management eLearning: 50% participation; NPS > 50.		- Disability Inclusion eLearning: 221 NPS 58; - Harassment Prevention eLearning: not achieved, 300 participants NPS 55; - Inclusive Talent Management eLearning: did not take place in 2026
Promote digital accessibility and ensure that all people, regardless of visual, motor or cognitive limitations, can use the company's digital solutions independently and safely.	Adaptation of the internal digital signature solution (eSign) to ensure its accessibility to all users, including people with visual, motor or cognitive disabilities, promoting equitable access to work tools. Activities: • Identifying, in partnership with institutions, people with disabilities to test the accessibility of the eSign product • Internal communication of the initiative • Social media communication of the initiative • Exploring the possibility of obtaining the Digital Usability and Accessibility Seal	Design Team, D&I Team, Product Team, Marketing	No specific costs	- eSign accessibility validated through testing with users with disabilities - Qualitative and quantitative feedback from users with disabilities - Final compliance report on accessibility standards	2026 Q1	Accessibility validated with positive feedback.
Raise awareness and train employees on inclusion, bias and safe working environments.	Inclusive Talks: International Women's Day - Talking about menopause in the workplace is essential to promote inclusion and combat prejudice. Many women experience physical and emotional symptoms that can affect their performance, wellbeing and confidence in the professional environment. By creating safe spaces to share experiences and raise awareness, we help	D&I Team, Communications	No specific costs	- Holding an Inclusive Talk on menopause on International Women's Day - More than 100 participants - NPS above 50.	2026 Q1 (March)	116 participants with an NPS of 100.

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	build more empathetic teams, fairer policies and truly inclusive workplaces. Activities: - Inclusive Talks: Open sessions with specialists and internal accounts on relevant topics, promoting wellbeing and awareness. On International Women's Day, we will hold a session dedicated to menopause, creating a space for dialogue, sharing and information. - Social media post about the initiative.					
Strengthen the company's commitment to diversity and inclusion, aligning with good practices and expanding its network of contacts and partnerships in this area.	Joining REDI (Network for Diversity and Inclusion) – Becoming an active member of REDI, taking part in its initiatives, events and working groups, to promote a more inclusive and diverse culture within the organisation and the business community. Activities: - Formal registration and integration process with REDI - Participation in events, workshops and working groups - Planning the adoption of good practices through REDI - Internal and external communication of the membership	D&I Team, Communications	- Annual REDI membership fee (€2,950) - Costs associated with participating in events (travel, registration fees) (~€1,000)	- Confirmation of official REDI membership - Good practices plan to be adopted through REDI	2026 Q2 (April–June)	Membership process postponed, still under review.
Promote awareness and celebration of diversity and inclusion in the workplace.	As part of June, dedicated to the LGBTQIA+ community, Novabase celebrates Pride Month with a symbolic, high-impact initiative: changing the company's logo on its official social media channels. This action aims to promote visibility and active support for diversity and inclusion, reinforcing the commitment to creating an inclusive workplace where all identities are valued and respected. In addition to this symbolic change, the initiative includes internal and external communications demonstrating the company's clear stance in favour	D&I Team, Communications	No specific costs	N/A	2026 Q2 (June)	Internal communications across different channels and team representation at Pride marches in Lisbon.

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	of inclusion and against all forms of discrimination based on sexual orientation or gender identity. Activities: • Temporary logo change on social media (LinkedIn, Instagram) • Internal post celebrating Pride Month • Public post on Instagram reinforcing support for LGBTQIA+ inclusion and rejection of discrimination					
Promote awareness and appreciation of cultural diversity through intergenerational and educational experiences.	Initiative aimed at raising awareness of diversity, equity and inclusion (DEI) topics from the perspective of employees' family children at Novabase/Celfocus. The aim is to demonstrate that curiosity is a powerful tool for inclusion and combating prejudice.	D&I Team, Communications	No specific costs	N/A	2026 Q2 (June) – Children's Day	Children's Day celebration with an education-focused initiative (development of a game themed around inclusion).
Increase the presence and leadership of women in the technology and digital sector.	The Women Shaping Tech Award, promoted by APDC in partnership with various companies, including Novabase/Celfocus, aims to recognise and boost initiatives that promote the participation and retention of women in STEM fields, expanding their impact through greater visibility and support.	D&I Team, Communications	€5,000	N/A	2025 Q4 (October)	We joined the Award for the 2nd consecutive year
Promote awareness and celebration of diversity and inclusion in the workplace.	Promote awareness and celebration of diversity and inclusion in the workplace, with an emphasis on the importance of mental health. Activities: • Distribution of informative content on World Mental Health Day, reinforcing the importance of psychological wellbeing in the workplace. • Publicising free psychological support services and other resources available for those who need help.	D&I Team, Communications	No specific costs	N/A	2025 Q4 (10 October)	Kit Kat Break initiative to reinforce the importance of taking breaks during the work day.

5.4 Objectives and Planned Measures from September 2026 to September 2027

5.4.1 Dimension: Diversity and representation

Table 4: Objectives and planned measures by dimension for the period from September 2026 to September 2027

Objectives	Measures	Departments/Units involved	Financial investment	Result assessment indicators	Target
Promote an organisational culture based on respect, inclusion and appreciation of diversity, reinforcing behaviours aligned with the principles of equal opportunities and non-discrimination.	Mark International Tolerance Day by distributing awareness-raising content on internal communication channels, encouraging reflection on the importance of respect for differences, inclusion and coexistence in a diverse and collaborative workplace.	D&I Team, Communications	No specific costs	Publication carried out on the planned date;	2026 / 16 November
Give visibility to Novabase's commitment to Diversity, Equity and Inclusion, showcasing the initiatives implemented and promoting the adoption of practices that contribute to a more inclusive workplace.	Application for the Future of Work Game Changers Award, in the DEI Done Right category , with the aim of recognising and giving visibility to the initiatives and practices developed by Celfocus in the field of Diversity, Equity and Inclusion. The application will help consolidate the work carried out, strengthen the organisation's positioning in this area and identify opportunities for continuous improvement.	D&I Team	No specific costs	- Submission of the application within the deadline; - Complete documentation of the DEI initiatives implemented;	2026 / 30 September
Promote equal opportunities and value women's participation in the professional context, strengthening awareness of topics related to diversity, inclusion and wellbeing.	Running an internal initiative to mark International Women's Day a women's health awareness session, including communication on internal channels about a previously defined topic, promoting literacy and engagement across the whole community.	D&I Team, Communications	€350	- Holding a women's health awareness session;	2027 / March
Raise awareness of diversity, equity and inclusion topics, through the ongoing sharing	Regular publication of content on diversity, equity and inclusion on internal communication channels	D&I Team	No specific costs	- Monthly publication of DEI content on internal	Monthly

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of knowledge and appreciation of different cultures, experiences and perspectives.	covering cultural topics, relevant dates, trivia, good practices and inspiring stories. The initiative aims to foster continuous learning, encourage dialogue and strengthen an organisational culture that is inclusive and open to diversity.			communication channels (12 posts/year);	
Strengthen Novabase's commitment to the inclusion of people with disabilities, through collaboration with leading organisations and the adoption of good practices that promote equal opportunities and accessibility.	Celfocus joining APPDI as an associate entity , strengthening collaboration with an organisation specialising in promoting the inclusion of people with disabilities. This partnership will provide access to knowledge, good practices, awareness initiatives and sharing opportunities that support the evolution of the organisation's diversity and inclusion policies and practices.	D&I Team	€1,350	- Formalisation of membership as an APPDI associate entity; - Access to at least 2 initiatives/resources provided by APPDI; - Participation in 1 event or session promoted by APPDI.	Q1 2027

5.4.2 Dimension: Equity in access to education and professional training

Objectives	Measures	Departments/Units involved	Financial investment	Result assessment indicators	Target
Promote gender diversity in STEM fields (Science, Technology, Engineering and Mathematics), contributing to the development of digital skills and to increasing female representation in the technology sector.	Support for, and participation in, training and awareness programmes that encourage girls and young women to develop skills in technology, innovation and problem-solving. The initiative aims to promote interest in technology careers, foster inclusion and contribute to greater diversity in the digital ecosystem.	D&I Team	€5,000	- Completion of the Technovation Girls programme with at least one team	2026 / September 26 – June 27
Promote the personal and professional development of women at Novabase, strengthening support networks, encouraging the sharing of experiences and contributing to greater representation and career progression for women within the organisation.	Participation in a Mentoring Programme dedicated to the organisation's community of women, aimed at promoting personal and professional development, strengthening support networks and encouraging the sharing of experiences, knowledge and growth opportunities. The programme aims to create a space for connection and empowerment between mentees and mentors, helping to strengthen the representation, confidence and career progression of women within the organisation.	D&I Team	€2,300	- Number of female employees enrolled in the mentoring programme (target: ≥ 10); - Number of events the group takes part in annually (target ≥ 5);	2027 / Jan–Dec
Contribute to equal opportunities in access to education, supporting young people with academic merit and development potential,	Award of two annual scholarships, one for secondary education and one for higher education, in partnership with EPIS. The initiative also includes a support programme for scholarship	D&I Team	€5,100	- 2 scholarships awarded (1 secondary + 1 university).	2027 / Until June

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promoting social inclusion and the training of future talent.	recipients, through mentoring, guidance and close engagement with employees of the organisation, strengthening participants' personal, academic and professional development.				
Promote the professional development of women in technology, encouraging continuous learning, access to inspiring role models and the strengthening of female representation in STEM fields.	Providing access to the STEM Women Congress for members of Novabase's community of women, through an application process or internal draw. The initiative aims to provide learning and networking opportunities, and exposure to good practices and trends relating to leadership, career, innovation and diversity in STEM fields.	D&I Team	€1,000	- 5 congress passes awarded; - Internal sharing of learnings (post on internal communication channels or sharing session).	2027/ September

5.4.3 Dimension: Work-life balance and wellbeing

Objectives	Measures	Departments/Units involved	Financial investment	Result assessment indicators	Target
Support the integration and adjustment of employees returning to work after a period of parental leave, promoting wellbeing, inclusion and work-life balance.	Holding sharing and support sessions for employees who have become parents in the past year, moderated by specialist organisations. The initiative aims to create a safe space for exchanging experiences, answering questions and accessing good practices that facilitate the transition back to the professional environment.	D&I Team, Communications	€350	- Number of sessions held (target: ≥ 2 per year); - Number of participants per session (target: ≥ 10).	2026 – Q4
Support the integration and adjustment of employees returning to work after a period of parental leave, promoting wellbeing, inclusion and work-life balance.	Sessions aimed at supporting employees who are fathers, mothers or expectant parents, offering practical tools to balance professional and family life and promote family wellbeing, run by a specialist organisation.	D&I Team, Communications	€1,200	- 4 in-person workshops held on different topics; - Participation rate $\geq 80\%$ (15 participants per workshop)	2027 / Q1–Q3

5.4.4 Dimension: Inclusion of under-represented groups

Objectives	Measures	Departments/Units involved	Financial investment	Result assessment indicators	Target
Promote social inclusion, employee involvement in community-impact initiatives, and the creation of opportunities for vulnerable groups, through sport and collaboration with civil society organisations.	Involvement in charitable sports or cultural initiatives focused on inclusion, integration and social development, while also promoting corporate volunteering and employee involvement in causes with a positive impact on the community.	D&I Team	€1,200	- Holding at least 2 initiatives.	2027 / Q1–Q2
Promote an inclusive organisational culture based on respect for diversity, equal opportunities and a sense of belonging, reinforcing Novabase's commitment to valuing all people.	Promotion of Pride Month through a set of employee awareness and engagement actions.	D&I Team	No specific costs	- Publications made (target: ≥3).	2027 / June
Promote the inclusion of people with disabilities, raising employees' awareness of the importance of equal opportunities, accessibility and active participation in the community.	Running social responsibility initiatives in partnership with institutions that support people with disabilities, encouraging employee participation in volunteering activities. Activities may include supporting events organised by these institutions, such as Christmas parties, recreational activities, social inclusion actions or other initiatives that contribute to the wellbeing and integration of their beneficiaries.	D&I Team, Communications	€350	- Holding at least 1 volunteering initiative.	2026 / December
Strengthen an inclusive organisational culture where everyone feels respected, valued and safe to express	Mark Coming Out Day through internal communication and awareness actions,	D&I Team, Communications	€350	- Holding at least 1 initiative related to LGBTQIA+ diversity;	2026 / 11 October

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their identity, promoting equal opportunities and a sense of belonging.	including publishing content on the internal social network.			- Publishing content on internal communication channels;	
Promote a more accessible and inclusive workplace, ensuring that offices meet the needs of employees and visitors with different characteristics and needs.	Identification and implementation of accessibility improvements at Novabase's offices, based on an assessment of existing conditions and employee feedback. Measures may include improvements to signage, physical accessibility, adaptation of common areas or other easy-to-implement solutions that contribute to a more inclusive experience for everyone.	D&I Team, Communications, Facilities Management	Costs not yet defined	- Identification of ≥2 feasible accessibility improvements; - Implementation of at least 1 improvement by the end of the period.	2027

5.4.5 Dimension: Inclusive recruitment and development

Objectives	Measures	Departments/Units involved	Financial investment	Result assessment indicators	Target
Promote the integration and retention of talent from different backgrounds and circumstances, ensuring a more inclusive onboarding experience and facilitating new employees' adaptation to the organisation.	Provision of hours funded by the Diversity, Equity and Inclusion (DEI) programme for employees responsible for supporting and integrating new colleagues during the onboarding process. The initiative aims to provide a more inclusive welcoming experience, promoting knowledge-sharing, the creation of support networks and effective integration into Novabase's culture and working environment.	D&I Team, Talent Acquisition	€2,000	- Number of DEI hours allocated for onboarding support; - Number of new employees supported; - New employee NPS on the integration process >50.	2027

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Promote the inclusion of people with disabilities in the labour market, through more accessible and equitable recruitment processes, contributing to talent diversity within the organisation.	Development of inclusive recruitment processes in coordination with partner organisations specialising in the inclusion of people with disabilities (such as Associação Salvador, Valor T and ICF). The initiative aims to ensure that candidates from under-represented groups have equitable access to employment opportunities at Novabase, through interviews and the assessment of profiles aligned with the organisation's needs, contributing to greater talent diversity and to fulfilling social responsibility commitments.	D&I Team, Talent Acquisition	Costs not yet defined	Number of candidates interviewed = 10	2027
Promote the inclusion of people with disabilities in the labour market and in society, reinforcing Novabase's commitment to equal opportunities and the development of partnerships with leading organisations in this area.	Participation in an initiative promoted by Associação Salvador or Valor T, helping to raise employees' awareness of the inclusion of people with disabilities and to create opportunities for involvement in projects aligned with the organisation's diversity, equity and inclusion principles.	D&I Team, Talent Acquisition	Costs not yet defined	- Participation in at least 1 event/initiative by Associação Salvador or Valor T; - Number of participating employees (target: ≥5); - Internal sharing of the experience/learnings.	2027
Promote the inclusion of people with disabilities in the labour market and in society, reinforcing Novabase's commitment to equal opportunities and the development of partnerships with leading organisations in this area.	Participation in an initiative promoted by ICF, contributing to the sharing and learning of good practices for the inclusion of people with disabilities and to the creation of opportunities for involvement in projects aligned with the organisation's diversity, equity and inclusion principles.	D&I Team, Talent Acquisition	Costs not yet defined	- Participation in at least 1 ICF event/initiative; - Number of participating employees (target: 3); - Internal sharing of the experience/learnings.	2027

5.4.6 Dimension: Awareness, education and organisational culture

Objectives	Measures	Departments/Units involved	Financial investment	Result assessment indicators	Target
Promote an inclusive, family-friendly organisational culture, strengthening employee engagement and raising younger generations' awareness of the role of technology and innovation in society.	Holding initiatives that promote employees' children's engagement with the organisation , including recreational, educational or social responsibility activities dedicated to families.	D&I Team, Communications	€500	- Holding the planned initiatives; - Publication of content on social media	2027 / May–June
Strengthen Novabase's commitment to promoting the participation of girls and women in STEM fields, giving visibility to the initiatives developed by the organisation and encouraging the adoption of good practices that contribute to greater diversity in the technology sector.	Application for the Girls in STEM Emblem , promoted as part of government initiatives to recognise and value organisations that take concrete action to encourage the interest, training and participation of girls and women in Science, Technology, Engineering and Mathematics fields. The initiative recognises the work carried out by Novabase in this area and identifies opportunities for improvement and continuous development.	D&I Team, Communications	Costs not yet defined	- Submission of the application for the Girls in STEM Emblem; - Obtaining the Emblem or feedback for improvement.	2026 / Q4 – 2027 – Q2 27
Contribute to equal opportunities in access to education, supporting children and young people in more socially vulnerable situations through partnerships with organisations aligned with Novabase's values and strategic pillars.	Development of a charity back-to-school campaign, in partnership with an organisation aligned with Novabase's social responsibility pillars. The initiative may include the collection of school supplies, donations or other forms of support that help provide better learning conditions for children and young people supported by the partner organisation.	D&I Team, Communications	€500	- Partnership established with an organisation aligned with Novabase's pillars; - Volume of materials/donations collected;	2027 / 1 September
Contribute to increasing female representation in technology fields, supporting	Sponsorship of the APDC Women Shaping Tech Award, an initiative that recognises and supports projects with	D&I Team	€5,000	- Formalised sponsorship of the Women Shaping Tech Award;	2026 / July–October

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initiatives that promote the education, training and development of girls and women in STEM fields.	an impact on promoting the education and participation of girls and women in Science, Technology, Engineering and Mathematics (STEM) fields. The initiative reinforces Novabase's commitment to diversity, inclusion and the creation of opportunities in the technology sector.			- No. of initiatives assessed.	
Promote awareness and knowledge of diversity, equity and inclusion topics, strengthening internal communication and the sharing of perspectives that contribute to a more inclusive organisational culture.	Publication of articles on Diversity, Equity and Inclusion (DEI) in every issue of the internal Newsletter. Content may cover topics related to diversity, inclusion, accessibility, parenthood, equal opportunities, awareness of different realities and coverage of the initiatives promoted by the organisation in this area.	D&I Team, Communications	No specific costs	- 1 DEI article published in every issue of the internal Newsletter; - Total number of articles published during the year	Aligned with the internal Newsletter schedule
Promote knowledge and appreciation of the cultural diversity present within the organisation, reinforcing respect for differences and a sense of belonging among employees.	Running an internal campaign dedicated to diversity, encouraging employees to share experiences, cultural trivia, travel stories, traditions, food or other elements representative of their lives.	D&I Team, Communications	No specific costs	- Holding the campaign during the month of May; - Number of employee shares/contributions (target: ≥25); - Diversity of topics/cultures represented in the shares.	2027 / May
Ensure that Novabase's training offering promotes inclusive behaviours, equal opportunities and a working environment that values diversity and the wellbeing of all employees.	Review and update of training content related to Diversity, Equity and Inclusion (DEI), including the redesign of the in-person Unconscious Bias course, a review of the existing e-learning offering and the development of new internal content on inclusive behaviours and practices that promote a more family-friendly workplace. The initiative aims to ensure that the training offering remains current, relevant and aligned with the organisation's objectives in this area.	D&I Team, Training	No specific costs	- Review of Unconscious Bias training completed; - Review of the DEI eLearning offering completed; - New training on family-friendly behaviours developed and made available.	2027 / Q1

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Promote diversity of perspectives, literacy and awareness of different social and cultural realities, encouraging empathy, inclusion and knowledge-sharing among employees.	Mark World Book Day through an internal campaign combining social responsibility and diversity awareness. The initiative includes collecting used books for donation to a partner organisation.	D&I Team, Communications, Facilities Management	No specific costs	- Holding the World Book Day campaign; - Volume of books collected for donation (target: ≥50);	2027 / 23 April
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5.4.7 Dimension: Monitoring, impact assessment and reporting

Objectives	Measures	Departments/Units involved	Financial investment	Result assessment indicators	Target
Monitor and assess how employee perceptions of Diversity, Equity and Inclusion initiatives evolve, identifying trends, areas for improvement and opportunities for action that strengthen the organisation's inclusive culture.	Possibility of conducting a new assessment based on the results of the People Survey, in order to analyse how employee perceptions of the organisation's Diversity, Equity and Inclusion initiatives evolve, identifying upward or downward trends in levels of awareness, engagement and sense of inclusion.	D&I Team, Communications, People Experience.	6,000 €	- Informed decision on whether to conduct the assessment based on the results of the People Survey (2026); - Assessment response rate >45% (if conducted); - Analysis report identifying trends and areas for improvement.	2027 / Q3–Q4
Assess employee perceptions of diversity, equity and inclusion at Novabase, identifying opportunities for improvement and measuring the impact of the initiatives implemented.	Review and strengthening of questions related to Diversity, Equity and Inclusion (DEI) in the 2026 People Survey, ensuring the collection of structured feedback on employees' perceptions of the inclusive culture, sense of belonging, equal opportunities and the impact of the initiatives promoted by the organisation in this area.	D&I Team, Communications, People Experience.	No specific costs	- Review and update of DEI questions completed before the launch of the People Survey; - Validation of the questions by the D&I team.	2027 / Q1

6 Conclusion

The Gender Equality, Inclusion and Diversity Plan 2026/2027 reflects Novabase's commitment to building a fairer, more inclusive and more representative organisation. Building on the assessment of the results achieved and the challenges identified in the previous cycle, we have defined more focused measures, supported by indicators and monitoring mechanisms that will allow us to assess their implementation and impact. We recognise that this is an ongoing process, requiring consistency, shared responsibility and a capacity to learn. Novabase will therefore continue to promote equal opportunities, appreciation of diversity and a working environment in which everyone can participate, develop and contribute fully