

OPT'S QUALITY AND INNOVATION MANUAL

*"Towards excellent service in innovative and
optimized systems for transport planning,
management and public information"*

OPT's Quality and Innovation Manual

Versions

Version	Date	Description
0	April 2010	- Original version
1	June 2010	- Changes proposed by Internal Audit
2	September 2010	- Changes proposed by IDI Internal Audit
3	October 2010	- Proposed changes to the Certification Audit - 1st Phase
4	January 2011	- Review of Quality and Innovation Policies
5	September 2011	- Review of Responsibilities and Organization Chart
6	November 2011	- New version control in the document - now includes the original version and monitors the date of each change as well as its nature - Strengthening the Quality and Innovation Policy - Review of the scope of the Integrated Management System
7	November 2016	- Strengthening the Quality Policy - Elimination of the reference to Mantis in the Processes
8	December 2016	- Extraordinary SGQI / SOAPP Review
9	October 2017	- Changes proposed by Internal Audit
10	March 2018	- Changes according to the new 9001:2015 standard
11	July 2018	- Changes according to the new 9001:2015 standard
12	January 2019	- Removal of some confidential elements (SWOT, Stakeholder Requirements) and revision of the Objectives and Strategies point
13	July 2019	- Updating the Organization Chart
14	October 2019	- Correction of the exclusion to Standard NP EN ISO 9001:2015 (7.1.5.2)
15	September 2021	- Updating the Documentary Structure; Organization Chart and Template.
16	September 2023	- Updating the scope of the IQMS and updating the Organization Chart; Insertion of the innovation manager and respective responsibilities and authority.
17	September 2024	Updating the Organization Chart

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1. Promulgation

The Quality and Innovation Manual (MQI) describes the integrated Quality and Research, Development and Innovation management model adopted by OPT - Optimização e Planeamento de Transportes, S.A., and is the reference document for organizing the structure of the Quality and Research, Development and Innovation Management System (SGQI) and good practices in the provision of OPT's services.

In order to fully monitor the operation and dissemination of the Quality Management System and Research, Development and Innovation SGQI, the General Management appoints the Quality Manager as its representative, who, among other responsibilities, must:

- Ensure that the IQMS complies with the requirements of NP EN ISO 9001:2015 and NP 4457:2021;
- Ensure that the processes identified are producing the desired outputs;
- Reporting on the performance of the IQMS and opportunities for improvement to senior management;
- Ensure the promotion of customer focus throughout the organization;
- Ensure that the integrity of the IQMS is maintained when planning and implementing changes;

The promulgation of the MQI represents the written commitment of the General Management of OPT - Optimização e Planeamento de Transportes, S.A. to ensure compliance with the ISO 9001 and NP 4457 standards and the continuous improvement of the SGQI, with the aim of guaranteeing the satisfaction of its customers, partners, suppliers and employees.

2. Historical Review

The products and services provided by OPT are still based today, in part, as they were when it was founded, on a solution supported by Information Technology, based on the scientific application of Quantitative Methods, which aims to streamline and optimize the process of planning public transport routes and managing bus fleets and drivers, and which is constantly evolving its functionalities.

In addition to maintaining the systems implemented at its clients, OPT has been developing projects for interconnection with other systems, drawing up timetables, training and retraining human resources, analyzing the impact of overtime versus hiring staff, optimizing the reduction of vehicle returns to collection stations, the impact of varying the number of working hours per week, among others.

The level of use of ICT (Information and Communication Technologies) is high, and processes are carried out electronically (time accounting, proposals, payments to suppliers, etc.).

More recently, a mobility and transport advisory office was set up, dedicated to preparing traffic study projects, restructuring public transport networks, flexible passenger transport studies, urban design projects, with a strong component in advising city councils and other transport authorities on sustainable mobility policies.

From the point of view of its surroundings, the company maintains close partnerships with research centers, such as INEGI, as well as with the higher education system, such as FEUP (Faculty of Engineering of the University of Porto) and UA (University of Aveiro).

The company is organized into three areas: Operations, Public information systems and Mobility and transport consultancy. Operational management is the responsibility of an executive committee that meets weekly, while strategic management is the responsibility of the Board of Directors, which meets quarterly.

3. Location

OPT's registered office is at Rua de Óscar da Silva, 143, 4200 - 434 Porto, registered under no. 52366, at the Commercial Registry Office of Porto - 2nd section, where it operates.

4. Vision

"Towards excellent service in innovative and optimized systems for transport planning management and public information." - Thus, at a global level, OPT seeks to be a benchmark for excellence and innovation in the field of optimized transport planning and management systems and the corresponding public information, within the framework of the new political references around sustainable mobility.

5. Mission

OPT's mission is to provide excellent services in the development and implementation of optimized and innovative systems for the management and planning of transport and public information, always seeking to anticipate and combine market developments and technological advances with the various processes of planning, managing and controlling individual and collective mobility.

6. Politics

The policy established by OPT - Optimização e Planeamento de Transportes, S.A., shows the commitment of the Technical Direction and Administration to implementing the requirements of the Quality Management System and Research, Development and Innovation arising from the NP EN ISO 9001 and NP 4457 standards.

OPT's activity takes place in an environment of continuous improvement, involving employees, suppliers, clients and partners as an integral part of the organization. It also has an innovation policy, which is duly formalized and whose mission is to keep the basic solution up to date and competitive, namely by regularly introducing new features and increasing its suitability to the needs of client companies. The company regularly analyzes the new technological platforms that emerge, but places some restrictions on major changes at this

level, as a way of ensuring the reliability and stability of the installed solutions and not compromising the pace of development of new features for its base product.

Business:

- always responding to customer requests and, whenever possible, anticipating the evolution of these solutions, both in functional and technological terms,
- internationalize its activity through partnerships.

Resource growth:

- evolve through successive increments based on organic product development projects, within the framework of socially and environmentally responsible principles.

Organizational:

- to invest in the progressive training of its staff with a view to gradual accountability and the autonomy of more specialized cells, thus improving the quality of the final product,
- comply with the applicable requirements to the satisfaction of customers and other interested parties.

Quality and Innovation:

- prevail in the spirit of continuous improvement of the organization, its resources, products and services and the satisfaction of its employees, partners, suppliers and customers, combining qualification with the permanent modernization of the OPT brand and products,
- implementation, enhancement and consolidation of good quality management and innovation practices in the company,
- always respond to new customer requests, when they are part of the company's activity, evolving current solutions and investing in new developments intrinsic to them,
- creating internal value by promoting and sharing knowledge and external value with its customers and partners through its products.

7. Objectives and strategies

OPT's main goals, in terms of its business area and its products, are to ensure strong growth in its current market, with the aim of maintaining its leadership at national level and extending its scope of action to international level.

The objectives of Quality and Innovation are:

- Consolidate the internal organization of the OPT.
- Improving our products and services to add value to transport companies.
- Expanding our capacity to respond to our clients' requests, particularly in the areas of consultancy for sustainable mobility.
- Increase Turnover.
- Increase the company's visibility.
- Internationalize your products and services and increase turnover, profits and cash flow.
- Promote the sharing and creation of knowledge in the organization.

To this end, the following strategies were established:

- To promote sustained and innovative research and development in the most relevant scientific areas, using the national scientific and technological system;
- Promoting external collaboration with public or private entities, by formalizing a contractual document between the two parties defining the rules of this collaboration. E.g. Memorandums of Understanding, NDAs or others.
- Implementation and improvement of the Quality and Innovation Management System - a factor supporting organizational improvement and cushioning the natural disturbances of the current growth process.
- Focus on developing project management skills, demanding greater rigor in controlling what is planned, both internally and on the client side.
- Continue to increase the potential of its staff by financing training courses of interest to the company.
- Looking for new business opportunities that the company is facing and making the products and services developed competitive in nearby markets, particularly targeting small and medium-sized companies, which could

include the following actions: internationalization of the system, following contacts already established with Spain, Brazil, England, Angola, Mozambique and Poland; adapting the system to new markets, such as metros, railways, air transport and hospital duty roster management; making planning information available via the Internet; exploring interactions with new complementary business areas such as ticketing, point systems and supply and demand analysis.

- To be present at events that enable the OPT brand's visibility to be constantly increased.
- Raise financial resources by participating in co-financed projects.

By defining the objectives described above, the OPT establishes a methodology for quantifying and evaluating compliance with them, in order to achieve the main goal of the set of objectives at the end of the year, indicated annually in the IQMS Review Report.

This methodology is based on the degree of compliance with the main actions defined for implementing the strategies and their impact on the overall objectives. Each year a percentage target is set for compliance with these actions. This methodology is followed in the Global Quality and Innovation Plan (PGQI).

8. IQMS Scope and Exclusions

The scope of the Quality and Innovation Management System covers all the company's activities centred *on research, design, development and marketing of IT solutions (products and services) associated with public transport planning and consultancy services associated with improving the competitiveness of its clients, namely assessing supply needs, logistical and procedural organization, process re-engineering, customer satisfaction or the impact of the activity.*

OPT - Optimização e Planeamento de Transportes, S.A. excludes requirement 7.1.5.2 - Traceability of measurement from the NP EN ISO 9001:2015 standard, since no measuring equipment is used and traceability is neither a requirement nor considered by the organization to be an essential part of providing confidence in the validity of the results.

9. Risks and opportunities

Under the NP EN ISO 9001:2015 standard, OPT aims to identify the risks and opportunities related to each process of its quality management system, with the aim of monitoring and controlling them in order to successfully achieve the expected results.

As such, it establishes the following methodology:

- Identifying risks and opportunities,
- Analysis and evaluation of risks and opportunities,
- Definition of actions to deal with risks and opportunities.

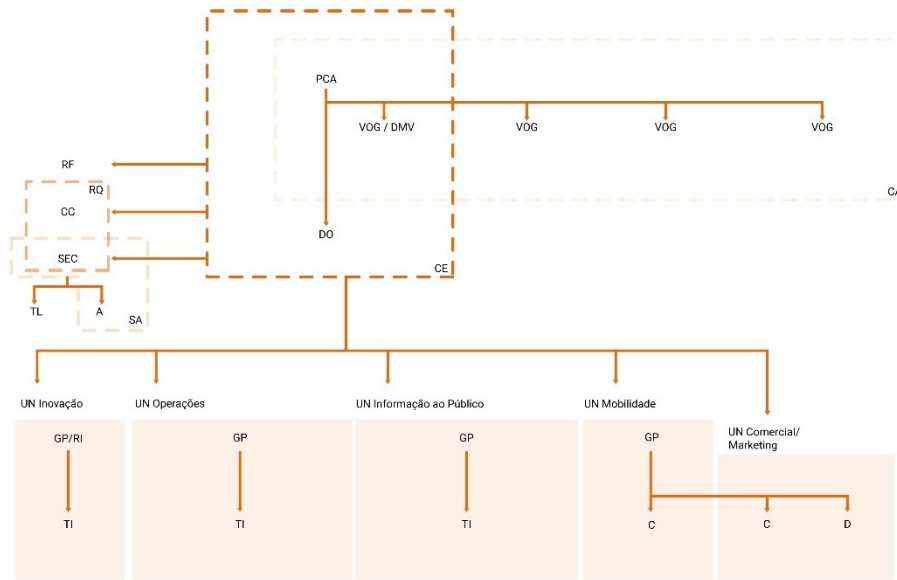
This identification and analysis is carried out using the Risk and Opportunity Analysis matrix, which describes the methodology implemented.

The analysis is carried out by the System Manager and Process Managers.

At the time of the System Review, the Quality Manager assesses the risks associated with each one with the Process Manager, recording the following:

- Identifying risks and opportunities,
- Assessment of risks and opportunities,
- Action planning,
- Monitoring strategy.

10. Organizational Structure



CA - Conselho de Administração
 CE - Conselho Executivo
 PCA - Presidente do Conselho de Administração
 VOG - Vogal
 DMV - Departamento de Marketing e Vendas
 DO - Departamento de Operações
 RF - Responsável Financeiro
 RQ - Responsável de Qualidade
 CC - Consultor de Certificação

SA - Serviços Administrativos
 SEC - Secretariado
 A - Administrativa
 TL - Trabalhadora de Limpeza
 RI - Responsável de Inovação
 GP - Gestor de Projeto
 TI - Técnico de Informática
 C - Consultor
 D - Designer Gráfico

11. IQMS - process identification

Entries	Process	Outputs	Document
Policy; IQMS objectives and indicators; results of customer satisfaction surveys, including complaints; audit program; documented IQMS information; results of previous audits; review reports from previous years; evaluation of RDI results; requirements of customers and other interested parties; process performance; previous Global Quality and Innovation Plan; control of NCs; improvement actions; need for changes to the IQMS	IQMS MANAGEMENT	Global Quality and Innovation Plan; Internal Audit Program; Audit reports; Revised Quality and Innovation Manual; Definition of internal and external issues; Stakeholder requirements; Action plans (including actions to address Risks and Opportunities); IQMS review report; SOAPP registrations; Redefining Quality and Innovation Objectives; Decisions on improving the IQMS	PR01
Capturing ideas; Marketing and/or organizational innovation; Knowledge acquisition	INNOVATION MANAGEMENT	SOAPP registrations; Openness to the development of new products; Improvements to the IQMS; Evaluation of ideas	PR02
Internal development proposals; Identification of commercial opportunities	PRODUCT MANAGEMENT	SOAPP records; Meeting minutes; Product analysis; Product sheet; Product evolution sheet	PR03

Entries	Process	Outputs	Document
Policy; IQMS objectives and indicators; results of customer satisfaction surveys, including complaints; audit program; documented IQMS information; results of previous audits; review reports from previous years; evaluation of RDI results; requirements of customers and other interested parties; process performance; previous Global Quality and Innovation Plan; control of NCs; improvement actions; need for changes to the IQMS	IQMS MANAGEMENT	Global Quality and Innovation Plan; Internal Audit Program; Audit reports; Revised Quality and Innovation Manual; Definition of internal and external issues; Stakeholder requirements; Action plans (including actions to address Risks and Opportunities); IQMS review report; SOAPP registrations; Redefining Quality and Innovation Objectives; Decisions on improving the IQMS	PR01
Customer requests; Requests for proposals; Public tenders	COMMERCIAL MANAGEMENT	SOAPP registrations; Proposals; Information notes; Planning; Opportunity control;	PR04
Customer specifications; Inputs resulting from ideas that arise during the provision of services (e.g. studies, implementation); Internal initiative; Previous design processes/drawings; Proposals ; Terms of acceptance	PROJECT MANAGEMENT	SOAPP records; Planning; Drawings and Architecture; Technical specifications; New product/service dossier; Prototype; Control records; Billing records	PR05
Contract; Term of acceptance; Proposal for PIPs (One-off Intervention Request); Internal requests	MAINTENANCE MANAGEMENT	SOAPP registrations; License registrations; Invoice registration; Activity reports; Functionality changes	PR06
Human Resource Needs; Training Needs	HUMAN RESOURCES MANAGEMENT	SOAPP Records; Qualified Human Resources; Individual Activity Plan; Training Plan	PR07

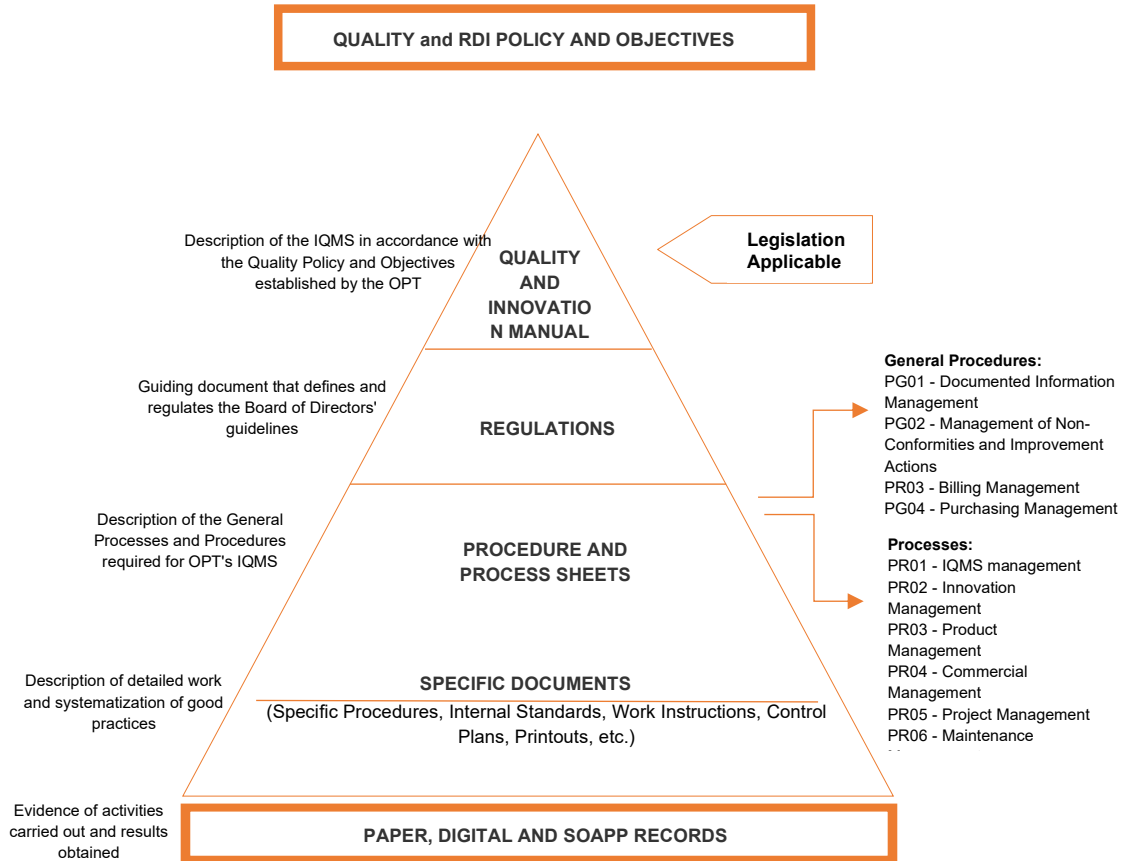
Entries	Procedure	Outputs	Document
Proposals; Content Versions; Templates; Log Lists; Client Documents; Internal Standards	DOCUMENTED INFORMATION MANAGEMENT	SOAPP records; documents for customers, partners and suppliers	PG01
Audit reports; IQMS review results and decisions; Records of non-conformities; Complaints; Suggestions.	NC/AM MANAGEMENT	Records in SOAPP; Actions implemented; Evaluation of the effectiveness of actions implemented	PG02
Proposals, Contracts and Budgets; Registration of proposals, contracts and budgets	BILLING MANAGEMENT	SOAPP registrations; Billing programming Billing order; Invoice; Receipt	PG03
List of qualified suppliers; Purchase orders; Infrastructure and equipment needs or maintenance of existing ones	PURCHASING MANAGEMENT	SOAPP records; Quality certificates/specifications; Proposals/budgets; Control records; Improved operational infrastructure and equipment; Inventories	PG04

12. IQMS - interconnection of processes



13. IQMS - document structure

The IQMS of OPT - Optimização e Planeamento de Transportes, S.A. is structured as follows:



The IQMS documents of OPT - Optimização e Planeamento de Transportes, S.A. were drawn up in Microsoft Word and Microsoft Excel, and there are records on computer and paper, based on the following references:

- NP EN ISO 9001 Quality management systems Requirements
- NP EN ISO 9000 Quality management systems Fundamentals and vocabulary
- NP EN ISO 9004 Quality management systems Guidelines for improving performance
- NP EN ISO 19011 Guidelines for auditing quality and environmental systems
- NP 4456 Research, Development and Innovation (RDI) Management Terminology and definitions of RDI activities
- NP 4457 Research, Development and Innovation (RDI) Management RDI management system requirements
- NP 4458 Research, Development and Innovation (RDI) Management Requirements for an RDI project

14. IQMS - responsibility matrix

Processes and procedures	Responsible							
	Administration	Executive Board	Director	Quality Manager	Responsible for Innovation	Project Manager	Technicians	Services
IQMS management	I	R	I	I	I	I	I	I
Innovation Management		R	I	A	A	I	I	I
Product Management		R	A	I	I	I		
Commercial Management		R	R	I				
Maintenance Management			R	A		I	I	I
Project Management			R	A	A	I	I	I
Human Resources Management		R	A	I				I
Documented Information Management	I	I	I	R	I	I	I	I
Management of Non-Conformities and Improvement Actions	I	I	I	R	I	I	I	I
Billing Management	A	I	R	A				I
Purchasing Management		I	R	A		I	I	I

R - Responsible for the process; I - Intervener / collaborator; A - Follows the process

15. IQMS - responsibilities and authorities

RESPONSIBILITIES AND AUTHORITIES

Administration

Definition of the major planning options
Follow-up and monitoring of budget execution
Strategic Management

Executive Board

Ensuring the company's general means to implement, develop and improve the IQMS.
Taking responsibility for the effectiveness of the IQMS.
Leading the Innovation Management, Product Management and Commercial Management processes. Leading the Human Resources Management process and intervening directly in decisions related to the Invoicing and Purchasing Management processes.
Manage the intellectual property associated with its products and services.
Monitoring and surveillance of organizational interfaces and communications.
Managing the company's resources for the IQMS and ensuring the necessary means for disseminating the IQMS.
Commit, guide and support people to contribute to the effectiveness of the IQMS.
Communicate the importance of effective quality management and compliance with the IQMS requirements.
Promote the Process approach and Risk-based thinking.
Approve the Quality and Innovation Manual and the Processes and Procedures Sheets, based on the definition of the Quality and Innovation policies and objectives. Approve the Quality and Innovation policy, the Quality and Innovation objectives, the Quality and Innovation Plan (its objectives and targets), the annual control objectives and indicators and the Infrastructure Management Plan.
Approving the progress of projects, providing the necessary resources for their best execution, and monitoring the evaluation of results, particularly of R&D projects.
Ensuring that the IQMS achieves the desired results.
Motivate and promote internal creativity and knowledge management.
Delegate functions relating to the management of the IQMS to the IQMS Manager.

Director

Leading the Project Management (R&D, Production and Mobility) and Maintenance Management processes, as well as the support processes: Invoicing and Purchasing, ensuring compliance with some internal needs, as well as other requests associated with commercial proposals, requested by some clients.
Intervening directly in the Innovation Management, Product Management and Commercial Management processes and in the commercial and technical evaluation of proposed ideas. Monitor market opportunities and ensure that technological surveillance actions are followed up, as well as analyzing the feasibility of requests for new products/services.
Planning and coordinating the various projects in the different areas of intervention.
Planning and scheduling the execution of services, according to orders.
Coordinating the functioning of the teams led by the project managers and their participation in the IQMS.
Ensuring compliance with the specifications defined and collected from clients and partners, controlling the financial performance inherent in each project.
Defining delivery deadlines and activity schedules and monitoring plans and their deviations.
Ensuring compliance with defined work instructions.
Define and coordinate maintenance activities.
Developing consultations for the acquisition of goods or services, within the scope of maintenance or related projects.
Develop problem-solving efforts.
Monitoring ongoing implementation in order to support technicians and optimize working methods.
Drawing up Individual Annual Plans (PAI), assessing human resources and their competencies.
Drawing up the Infrastructure Management Plan.
Approve and ensure the implementation and monitoring of improvement actions.
Intervening directly in all IQMS processes.
Propose new versions of the Quality and Innovation Manual and Process and Procedure Sheets.
Proposing the Quality and Innovation Plan, in collaboration with the Quality Manager.

Quality Manager

Managing the general Quality procedures and the NC/AM Management and IQMS Management processes (which includes audits).
Draw up new versions of the Quality and Innovation Manual and the Procedures and Processes Sheets.
Periodically evaluate the effectiveness of the IQMS in accordance with the Quality and Innovation Manual and Plan.
Regularly monitoring RDI and Quality system support activities, checking that they are taking place in accordance with the defined objectives and policies.
Ensuring compliance with the Annual Audit Program. Implementing and monitoring actions resulting from revisions to the IQMS.
Promoting the collection and analysis of quality indicators.
Drawing up evaluation reports for internal audits, ensuring that the management system is implemented and maintained in accordance with the requirements of the standards in force.
Verification of the implementation of actions to improve and control non-conformities.
Propose the means necessary to disseminate Quality and the means necessary to encourage continuous improvement of the company, the system and the IQMS processes.
Encourage, in collaboration with the Board, actions to advance internal creativity and knowledge management in the organization.

Head of Innovation	<ul style="list-style-type: none"> Streamlining the Innovation Management and Product Management processes. Monitoring the management of Intellectual Property associated with its products and services. Monitoring and surveillance of organizational interfaces and communications. Follow the Process approach and Risk-based thinking. Monitoring the progress of projects, identifying the resources needed for their best execution, and monitoring the evaluation of results, particularly of R&D projects. Motivate and promote internal creativity and knowledge management.
Project Manager	<ul style="list-style-type: none"> Participating in defining the planning of activities and milestones for a project and controlling deviations and associated risks. Assessment of the need for replanning and participation in the evaluation of the financial performance of projects. Coordinating and evaluating the execution of the respective project team's tasks. Making direct contact with the client. Collaborate in the analysis of the environment, and may take part in information-gathering activities. Ensuring that information is passed from the development department to maintenance and between departments. Preparing the necessary documentation inherent to the IQMS and supporting the collection of indicators by the Directorates.
Technicians	<ul style="list-style-type: none"> Carrying out ongoing services in the company's various areas of activity; complying with pre-established plans. Supporting project managers with IQMS records.
Administrative Services	<ul style="list-style-type: none"> Providing secretarial services; handling correspondence. Managing the Accounting and Administrative Services. Carrying out the accounting service and computer processing. Invoicing and collecting from clients; making deposits. Drawing up accounting support maps. Processing salaries and ensuring the company's social security obligations. Processing data relating to the company's Human Resources and controlling attendance and absence data. Supporting the Quality Manager in managing the IQMS
General	<ul style="list-style-type: none"> Participate in the resolution of Non-Conformities and in all Improvement Actions for which collaboration is requested. Proposing Improvement Actions with the aim of pursuing the continuous improvement of the company and the IQMS processes.