













Accessibility and mobility:
sharing our convictions!



Using the same energy to address every challenge!

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Editorial

By facilitating access to essential services such as employment, education, healthcare, leisure or culture, mobility guarantees nothing less than a form of freedom.

As such, public transport becomes a vehicle for social and territorial inclusion. Guaranteeing its accessibility is a major challenge for citizenship and equal opportunities.

By making accessibility a priority, we are doing more than just removing the main barriers to public transport use. We are also simplifying the customer journey by improving the passenger experience for all.

Our investment in accessibility across the board - through structure, information and services - illustrates our drive to embed public transport in civic life by providing a solid response to the fundamental and imperative right to mobility.

Beyond regulatory requirements, Keolis reaffirms its commitment to inclusive mobility and aims to highlight the benefits for Public Transport Authorities (PTAs) and their operators of pursuing a proactive accessibility policy.

This document offers a rundown of our vision, our convictions and our proposals for making accessibility a central and strategic lever for inclusion, consideration, operational excellence and innovation for the benefit of all passengers.

Abdellah Chajai,

Executive Director of Marketing, Innovation, Sustainable Development, and Engagement
Keolis Group





Collaborate

Inclusion is everyone's business. Fostering a culture of accessibility requires a cross-functional approach that involves every stakeholder.

A shared ambition to meet accessibility challenges: maintain regular dialogue with stakeholders in the disability ecosystem and actively participate in dedicated events.

Creating a culture of accessibility means giving ourselves the means to make it a priority:
 → Set clear objectives throughout the contract,
 → Involve every stakeholder: PTAs, operators, subcontractors, partners, etc.

→ Accessibility, a genuine ambition shared by all stakeholders

- #1 Appoint an accessibility officer
- #2 Have a charter on the accessibility of information and communication
- #3 Engage all internal and external stakeholders
- #4 Regularly track accessibility indicators or actions
- #5 Create synergies between passenger accessibility policies and employee disability policies

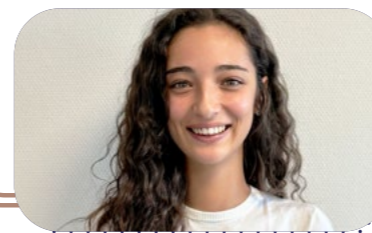
Accessibility officer: a bridge between teams, users, and partners

Being an Accessibility Officer means acting as an interface between the company and its stakeholders (associations, PTA etc.), while also managing projects and actively monitoring regulations. My tasks consist of supporting ongoing initiatives, identifying areas for improvement and working together to develop concrete solutions, without ever replacing the PTA. This gives rise to a variety of projects, such as the integration of easy-to-read into passenger information, the ACCEV@[1] certification of the sales office and plugging passenger information into our digital Ginko Guide tool.

This work is part of a collective approach, based as much on the daily commitment of our teams as on the impetus provided by an engaged management team and managers who are aware of the issues. Together, we seek to embed accessibility in our corporate culture.

This is reflected in a wide range of actions involving all employees, such as awareness workshops and participation in events like the Raid Handi'Forts and DuoDay.

It is a pleasure to support or relay projects that promote inclusive mobility, with the support of committed teams who share this vision.



Vicky Ristori,
Product Manager, Keolis Besançon Mobilités Ginko network



[1] ACCEV@: label recognising quality of universal design



Balance

Every day, we strive to show kindness and consideration to both passengers and employees.

→ **Employee and passenger disabilities at the heart of a systemic and consistent approach**

Examples of joint actions between the Employee Disability Policy and the Passenger Accessibility Policy within the Keolis group.

DuoDay

26 pairs formed in 2023 and 29 in 2024. In some cases, this is complemented by reverse DuoDays, allowing Keolis employees to visit partner sheltered workshops to better understand the organisation and the work of the employees.



3 December: International Day of Persons with Disabilities

Keolis has been part of this movement for several years, creating awareness campaigns and partnerships: events with HANDI'CHIENS (an association that trains and provides assistance dogs free of charge), a mural on digital accessibility, educational tools on invisible disabilities and chronic illnesses with the Draw Your Fight association, and more.



21 March: World Down Syndrome Day

Events in partnership with Café Joyeux, a chain of socially responsible cafés and restaurants that train and employ people with intellectual or cognitive disabilities. This day is also an opportunity for Keolis and its subsidiaries to participate in the odd socks campaign. A collective way of raising awareness about differences and the norm!



A positive dynamic maintained by the fair recognition of each individual

As the Group's disability representative, I am proud to share our commitment to treating our passengers and employees equally. At Keolis, we firmly believe that inclusion and respect must be at the heart of our culture.

We engage in symmetry of attention on a daily basis. By valuing each individual, whether they are a passenger or an employee, we create a positive dynamic where everyone feels supported and respected. This holistic approach allows us to build a company where inclusion is a driving force.

The adaptations we implement for our passengers with disabilities are not only practical solutions: they are sources of inspiration for improving the working conditions of our employees. Every piece of feedback, every innovation, is an opportunity to have a positive impact: inclusion and innovation go hand in hand, for the well-being of all.



Myriem Remal,
Diversity & Engagement Manager



Involve

To design responses closely tailored to everyone's needs, let's mobilise all stakeholders!

Inclusive solutions adapted to everyone.

- Facilitate dialogue with passengers with special needs to better understand their mobility challenges.
- Test offers and services to ensure they are accessible to all audiences.

On a daily basis, create and maintain close ties with the local network of associations



→ **Co-created solutions**

In Pau, the input from of associations and passengers with special needs is orchestrated through various mechanisms, including accessibility committees. These are led by the Idelis network's accessibility manager with the support of the operations teams. They bring together various organisations such as Trisomie 21 (Down Syndrome association) or Pau Béarn Autism Mutual Aid Group.

Keolis Rennes also works in cooperation with the Collectif Handicaps 35 association, which provides expertise on various topics such as driver and ticket inspector training, improving the customer experience and implementing innovative devices (e.g., access badges to automatically open metro gates).

In Lyon, close ties have been maintained for several years with local associations such as Point de vue sur la ville and CARPA (Collectif des Associations du Rhône Pour l'Accessibilité). This collaborative work provides an opportunity to develop and test services tailored to passengers with specific needs.

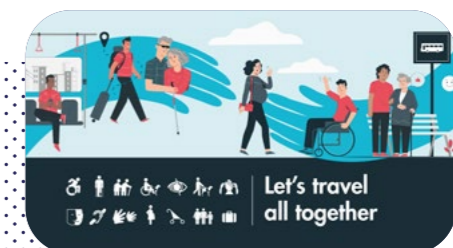
Accessibility: an opportunity to better serve all customers

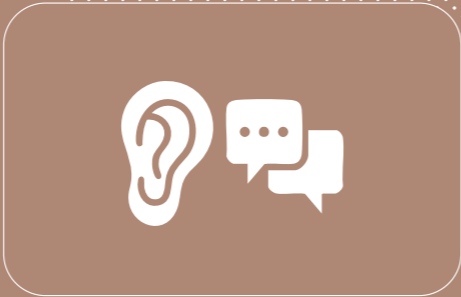
Improving accessibility should not be seen as a constraint, but rather as an opportunity to enrich our public service mission by ensuring equitable access for all to the various transport options.

With this in mind, consultation with passengers, associations and local disability stakeholders remains essential. It helps build a solid relationship of trust, coupled with inclusive, smooth and sustainable mobility.



Xavier Rivière,
CSR and Quality Manager
Société des Transports de l'Agglomération Paloise
IDELIS network





Listen

Passenger knowledge leads to a better understanding of their needs... and better services!

→ Active listening to better overcome barriers to mobility

- Conduct regular satisfaction surveys among passengers with specific needs
- Assess the situation, monitor actions, co-create and design new services
- Measure the disability reputation of networks by analysing and qualifying complaints, reports, and monitoring communication channels, among other measures

→ Subsidiary surveys



Every year, Keolis Lille Métropole conducts a satisfaction survey among users of the Handipole paratransit service.



In Tours, Keolis organised a day of meetings on the Fil Bleu network, in collaboration with the Valentin Haüy association, to assist visually impaired passengers with their journeys and better identify obstacles in the customer journey.

Passengers with disabilities have a lot to teach us!

In 2022 and 2023, two telephone surveys were conducted among 600 customers registered with the Handipole paratransit service.

- 56% of active Handipole customers also use the Ilévia regular network for their journeys (bus, metro or tram). Nearly half of them travel alone, showing that they can cope by themselves on familiar or simple routes.
- 44% of active Handipole customers do not use the Ilévia network, but a third say they are interested in a passenger assistance service.

These passengers, who are independent or interested in becoming so, prompted us to recommend the introduction of an assistance service to our PTA; a proposal that also echoes numerous requests from customers and associations. Launched in September 2025, this new support service aims at promoting inclusion on the regular network while reducing pressure on Handipole services.



Colette Hallynck,
Head of V'lille and Handipole
Keolis Lille Ilévia - Ilévia network

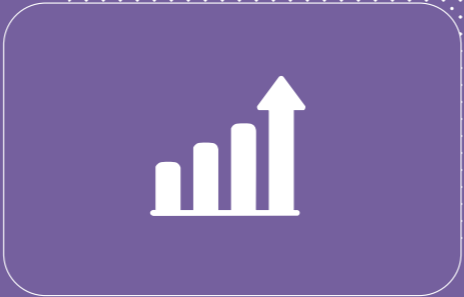
Effective awareness-raising can only be achieved through a genuine understanding of real-life situations

As part of our continuous improvement process, we conducted an in-depth 'customer journey mapping' exercise focused on accessibility. Thanks to interviews conducted by external consultants among users with different specific needs, we were able to better understand their experiences and expectations.

This participatory approach, involving our internal teams and those of TfL (Transport for London), has enabled us to build the KAD Accessibility Strategy founded on real customer feedback.



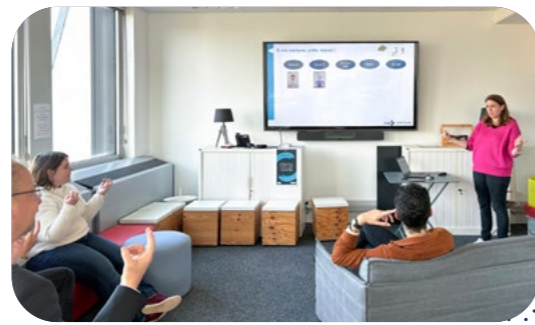
Charlotte Petit,
Head of Customer Experience
KeolisAmey Docklands



Progress

Skills development, a guarantee of effective and caring support.

Drivers, ticket inspectors, customer advisors, transport officers: all passenger-facing staff regularly receive training so as to develop the skills essential to their mission and understand the challenges associated with different types of disabilities.



Hidden disabilities **360° accessibility**
Customer relations **Regulations**

→ **Training, information, and awareness-raising in a single dynamic**

The Keolis Institute (IK) offers eight dedicated training courses combining core curriculum and job-specific content, such as the e-learning module 'Welcoming and assisting passengers with special needs' which is available to all Group employees.

In addition to the Keolis Institute, Keolis hosts a series of webinars each year to explore topics in depth, inform subsidiaries about innovative approaches, share internal feedback and provide expert insight. Since 2019, more than 55 sessions have already been organised, most of which in partnership with internal and external experts.

Assistance dogs open doors... and minds

In 2025, France celebrated the 20th anniversary of the Accessibility Act. This was a major step forward, particularly for assistance dogs and their beneficiaries. One organisation active in information and promotional campaigns is the HANDI'CHIENS nonprofit. Its workshops in companies raise awareness of this law and educate employees about the different types of disabilities.

At Keolis, we had the pleasure of raising awareness among network teams and at head office. It was also an opportunity to explain the fundamental role of volunteer foster families in training future assistance dogs.

It is thanks to such initiatives that the issues of inclusion and accessibility can continue to progress on a national scale through greater understanding and mobilisation by all.



Sarah Firouzmanech,
 Head of Sponsorship
 and Corporate Partnerships
 HANDI'CHIENS association

Moving forward with associations!

Co-hosting of thematic webinars in collaboration with various organisations such as ANM' Chiens Guides, Autisme Info Service, Fédération Française des Dys, HANDI'CHIENS, Handéo, Surdi Info Services, Valentin Haüy Association, UNAPEI, etc.

Keolis Signature Service at the heart of the passenger experience: 80% of the networks involved in the KSS programme have selected service signatures for passengers with specific needs (people with disabilities, elderly people, etc.).





Certify

Continuously control, monitor and improve services and their quality of use through a proactive approach that guarantees operational excellence.



Exceeding regulatory accessibility requirements

All stakeholders must champion operational excellence and user comfort for all. The certifications and labels that we apply for enable us to go beyond current standards and move towards universal design and usability.

Engaging PTAs and their operators in a genuine quality of service

→ Concrete commitments to accessibility



Cap'Handéo Services de Mobilité: usability and accessibility certification of the customer journey in public transport (regular network, on demand transport, paratransit service). Certified networks and services: Optibus - Optiguide and TBM. TBM (Bordeaux metropolitan area) is the first urban transport network to be certified for all modes of transport and all disabilities.



Communication Access Symbol: this accreditation is awarded to operators that support passengers with communication difficulties by training staff and developing alternative visual tools, following the example of the Adelaide Metro Rail network.



Sunflower Hidden Disabilities: programme based on knowledge of invisible disabilities. This training and awareness programme is symbolised by the invisible disability symbol: the sunflower. It is deployed in several networks in Australia, such as Adelaide Metro Rail (Keolis Downer Adelaide) and Northern Beaches & Lower North Shore bus services (Keolis Downer).



ACCEV@label: focused on high-quality use of a space, this label certifies the well-being, comfort, and safety of all users: ergonomics, mobility chain, staff training, etc.). Fil Bleu (Keolis Tours) and Ginko (Keolis Besançon Mobilités) sales offices are certified.

The sunflower symbol is more than just a badge, it's a landmark!

In Adelaide, public transport is the only way for many people to get around. Thanks to initiatives such as Communication Access Symbol accreditation and the Hidden disabilities Sunflower programme, Keolis Downer Adelaide (KDA) promotes greater inclusivity and accessibility across the network.

These programmes involve both staff and passengers, improving the travel experience for people with communication difficulties and hidden disabilities.

Through bespoke training, discreet tools such as sunflower keycards and communication cards, KDA helps ensure that all passengers feel supported and confident when using the train.



Gabby Riordan,
Director Customer Experience & Security, Keolis Downer Adelaide, Adelaide Metro Rail Network



Widen

Welcome as many people as possible on regular networks.

- #1 Promote accessible transport services
- #2 Collect and integrate accessibility data to ensure accessible travel
- #3 Provide information resources that comply with accessibility standards
- #4 Develop mobility learning tools and services

→ Gateways to facilitate access to the regular network



Support services for people with disabilities: door-to-door assistance service with STARmeguide in Rennes or Stan me Guide in Nancy, educational workshops in Oyonnax, trial of a point-to-point travel assistance service on the DLR line in London (Access DLR), etc.



Support services for senior citizens: mobility workshops in Perpignan, door-to-door service with Mon guide Fil Bleu in Tours.



Accessibility guides: user guides written in plain plan and/or easy read language to help users plan their journeys, such as in Bordeaux, Dijon, Oyonnax, Metz, Pau, Rennes, etc.

Making accessibility highly visible on all regular network services

Adapted journeys in Rennes

In 2023, the STAR network journey planner operated by Keolis Rennes incorporated the Handimap solution. With this solution, wheelchair users can plan accessible end-to-end journeys, both in the street and on transport.

It offers a complete and practicable route:

- theoretical accessibility (slopes, stairs, pavement widths, path surfaces, pedestrian crossings, etc.)
- real-time accessibility (roadworks, obstacles, etc.)



A proactive approach to supporting senior citizens

With an aging population, new needs are emerging. To fulfil some of them, Fil Bleu launched a new service in September 2024 dedicated to the over-60s: My Fil Bleu Seniors Guide.

With this service, specially trained guides accompany elderly people individually on their public transport journey.

Beneficiaries receive an hour of assistance from their home and on public transport to conduct their personal business: medical appointments, administrative procedures, leisure activities, or everyday shopping. For many elderly people, this represents a valuable alternative to taxis or not getting out at all, for the price of a single transport ticket.

The service thus helps to break social isolation and restore genuine freedom of movement. Keolis works with the various CCAS (Community Centres for Social Action) in the metropolitan region to raise awareness of this service among senior citizens.



Loïc Latour,

Director of Passenger Mobility,
Keolis Tours
Fil Bleu network



Target

Actions rooted in users' daily lives create connections.

User experience at the heart of the approach

To establish a lasting relationship with passengers, it is essential to strengthen their sense of belonging to the service. Relationship marketing actions, involvement in events dedicated to disability and the development of strategic partnerships, etc. are all sustainable initiatives that help strengthen users' connection with the transport network.

- #1 Targeted sales and marketing actions focused on disability and network accessibility
- #2 Inclusive experience across all digital media
- #3 Participation in events
- #4 Development of strategic partnerships
- #5 Synergy with disability stakeholders

→ Local initiatives supported by networks



Events on the theme of disability: Bompas disability forum, "Halles Inclusives" in Lyon, Autonomic trade shows (Lille, Paris, Rennes), Accessibility Awards, French Conference on Transport Accessibility and Inclusive Mobility (CATMI), etc.



Fabrique STAR in Rennes: digital consultation platform and co-construction, where citizens propose and evaluate their ideas on innovative topics (actions on civic responsibility, raising awareness among children about using the STAR network).



Listing of sales offices (Bourg-en-Bresse, Tours, Agen, etc.) on the French national Acceslibre platform. It lists and details the accessibility of more than 600,000 establishments open to the public in France.

A smooth and equitable digital experience for all our users

As the Group's Digital Accessibility lead in the IT department, I support our teams in developing their skills in this area, with a clear objective: to ensure that our websites, mobile applications, and digital communication media are designed to be usable by everyone, including people with disabilities (visual, auditory, motor or cognitive, etc.).

We are currently building the first pillars of our approach:

- Ensuring compliance of our digital tools with the French General Accessibility Improvement Framework (RGAA);
- Raising awareness and training our teams (UX/UI, developers, project managers, contributors, etc.) to incorporate accessibility from the design stage and throughout the editorial process.

Our ambition is twofold: to guarantee a smooth and equitable experience for all our users and to enable PTAs to meet regulatory requirements in terms of digital accessibility.

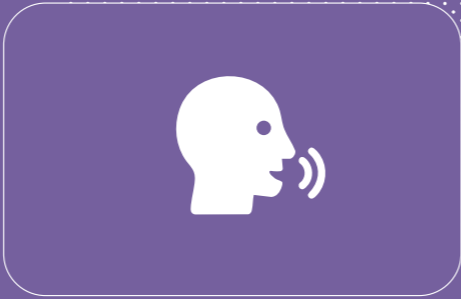


Émilie Maingot,
Communication Product Owner,
Group Digital Accessibility Lead

→ Digital accessibility is one of the Group's top priorities

- Governance**
- Awareness**
- Tools**

- Skills development**
- Practical and operational resources**



Raise awareness

Changing perceptions of disability is a matter for everyone.

Living together, new rules of good conduct

“Disability is necessarily visible,” “All people with disabilities are in wheelchairs,” “People with mental illness are necessarily aggressive and dangerous,” “All blind people have guide dogs”: these are all preconceptions that must be challenged. The same goes for the ambivalence of certain paternalistic, medical, ableist, or even ‘heroic’ attitudes. People with special needs are not subjects of special care, heroes, or victims, but citizens with full rights.

→ Networks appeal to common sense



“Paroles aux concernés” (Voices of those concerned): this initiative by the TBM network gives a voice to people with disabilities through a series of videos revealing their experiences and the difficulties they encounter in their daily lives when travelling.



“Experiences for a better understanding”: TBM network offers travellers the opportunity to put themselves in the shoes of an elderly person using an aging simulator.



In Dijon, inclusive ‘hypersign’ signage, developed in collaboration with Dijon Métropole, highlights priority seating on trams, raising awareness among all passengers and resulting in a significant improvement in perceived comfort and courtesy.

Breaking down preconceptions and promoting a more respectful travel experience

Making the invisible visible

Awareness of hidden disabilities (mental, cognitive, and intellectual disabilities, chronic illnesses, etc.) is the focus of several initiatives within Keolis:

- Handivisible - Babyvisible: an innovative system to help priority passengers jump the queues.
- Hidden Disabilities: awareness programme.
- Working with partners such as Petite Mu and Draw Your Fight to develop educational and communication tools on invisible disabilities.
- ‘Priority seating week’ organised since 2018 by TfL in London: raising awareness on giving up priority seating on public transport.

Working together for a lasting change in attitudes

Our approach to mobility for all is based on the understanding that passenger mobility is constrained by three limitations:

moving around – finding your way – communicating and understanding. We then focus our actions on the three levers of environment, information, and people. Our mission: to get everyone on board through training and awareness-raising to adopt the right attitude.

Keolis Bordeaux Métropole Mobilités coordinates a sustainable ecosystem of stakeholders, disability associations, social and solidarity economy organisations and subcontractors to implement accessibility solutions.

This approach is put into practice on a daily basis through our training programme to which stakeholder associations contribute. It also involves hosting forums and workshops with our partners and creating resources such as awareness videos to better understand the needs of our passengers.

Our goal is to work collectively with all our stakeholders, passengers, employees and partners to promote lasting change in attitudes toward disability by bringing people together in a culture of inclusion and respect.



Stéphane Grandsart,

Accessibility Manager,
Keolis Bordeaux Métropole Mobilités
TBM Network



Innovate

With a fully inclusive world still a long way off, collective imagination holds the key.

Continuous innovation to anticipate future needs

To offer accessibility in line with technological and societal developments, several actions can be implemented. This starts with innovations based on quality of use and universal design with a view to providing comfort and reassurance to passengers. One of the essential conditions is to involve and mobilise people with disabilities, both to test and validate new solutions. Partnering with experts in inclusive design and accessibility is also a valuable asset in developing sustainable solutions.

→ Inclusive design rolled out in the field



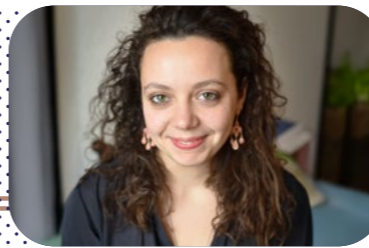
Promoting active and inclusive mobility: in Arras, Bordeaux, and Rennes, Keolis is diversifying its fleet of rental bikes to include specially adapted bikes such as tandems, hugbikes and tricycles. In 2024, the Greater Arras Council launched Mobilo. It is the first ever inclusive electric-assisted cargo bike, allowing wheelchair users to get around independently and without transfers.



Improving cognitive accessibility: Rennes Métropole and Keolis Rennes have designed signage to facilitate wayfinding in metro stations using simple pictograms associated with the terminus of lines A and B. Produced in consultation with users with disabilities accompanied by professionals, this new signage has been designed as a universal visual language.

Communication that speaks to all users—that's what accessibility is all about.

Our job is to support transport networks in social innovation by creating meaningful solutions. To do this, we need the expertise of people with disabilities and their caregivers, as well as professionals working on the network. Whether the solution is human, printed, or digital, designing WITH the people concerned is essential to ensuring its quality of use. This is the principle of inclusive design.



Anne Perriaux,
Founder and Designer,
630°EST agency

The power of symbols: the bicycle

The bicycle, an economical, healthy, non-polluting, space-saving and fast means of transport, is also a solution for the daily mobility needs of people with disabilities and the elderly. It allows people to incorporate physical activity into their lives and combat a sedentary lifestyle.



Marie-France Vayssières,
Director of Alternative Mobility and Intermodality,
Keolis group

The power of collective intelligence

Making the STAR network universally accessible has always been a major goal for Rennes Métropole. To achieve this, Keolis is implementing a continuous innovation approach in terms of inclusive mobility. This invites input from users, through citizen participation initiatives, and associations, with whom services are co-designed. By moving forward together, we contribute to the collective intelligence that characterizes our region.



Armel Guenneugues,
Sales, Marketing & Innovation Director,
Keolis Rennes - STAR Network

Conclusion

Championed by the Keolis group, these recommendations reflect a bold ambition: to simplify the mobility experience for all passengers and guarantee everyone fair access to travel opportunities. More than just goals, the accessibility and interoperability of public transport modes are essential conditions for promoting personal autonomy, strengthening social cohesion and building truly inclusive mobility.

But making accessibility a tangible reality requires more than just willingness: it requires a collective commitment on the part of PTAs and their transport operators, as well as sustained investment in human, technical and financial resources. Action must be taken on all aspects of accessibility—structural, informational, and service-related—to ensure that this requirement is permanently incorporated into user comfort and to fully meet the fundamental right of mobility for all.

Adopting a progressive and pragmatic approach to accessibility focused on the user experience and free from purely normative thinking transforms what is perceived as a constraint into a driver of innovation, performance and inclusion.

Well-designed accessibility does not only benefit a certain segment of the population: it tangibly improves the service for all passengers, creating a network that is more accessible, smoother and more welcoming for everyone.



David O'Neill,

Marketing and Foresight Director,
Keolis Group

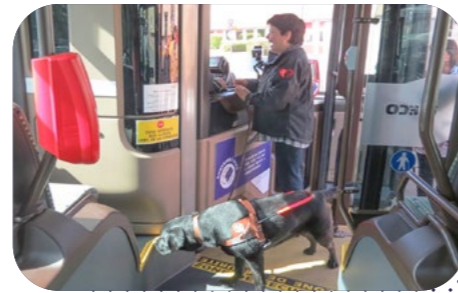


**Mobility attentive to everyone,
because each passenger is unique!**

Together, let's make accessibility a lever for progress

Our convictions: commitments that are lived, shared and maintained every day around the world alongside PTAs and all passengers.

The freedom to choose how you travel is a right for every citizen



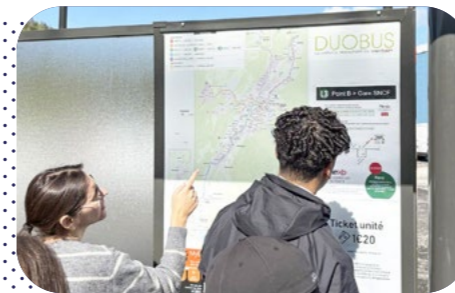
Transport operators are **essential links** in enabling everyone to fully exercise this right



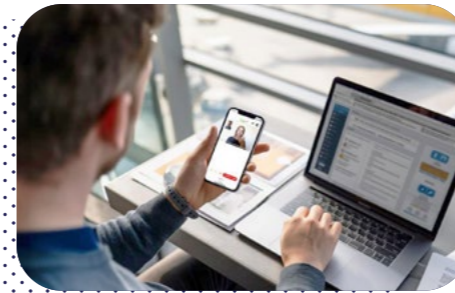
Providing a **high-quality welcome, attentive service and caring customer** relations are at the core of our business



Accessibility for all must be a strategic priority and an imperative for the development and operation of a public transport network



The accessibility of a public transport network must be **rooted in a local area** and history with its specific characteristics and stakeholders



Investing in accessibility across the board - through structure, information and services - means making this approach a long-term commitment to **user comfort for all**



Accessibility brings comfort and **reassurance to all passengers and builds loyalty**



Progressive accessibility is a tremendous opportunity to innovate and deliver a **genuinely inclusive user experience for all**



KEOLIS

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