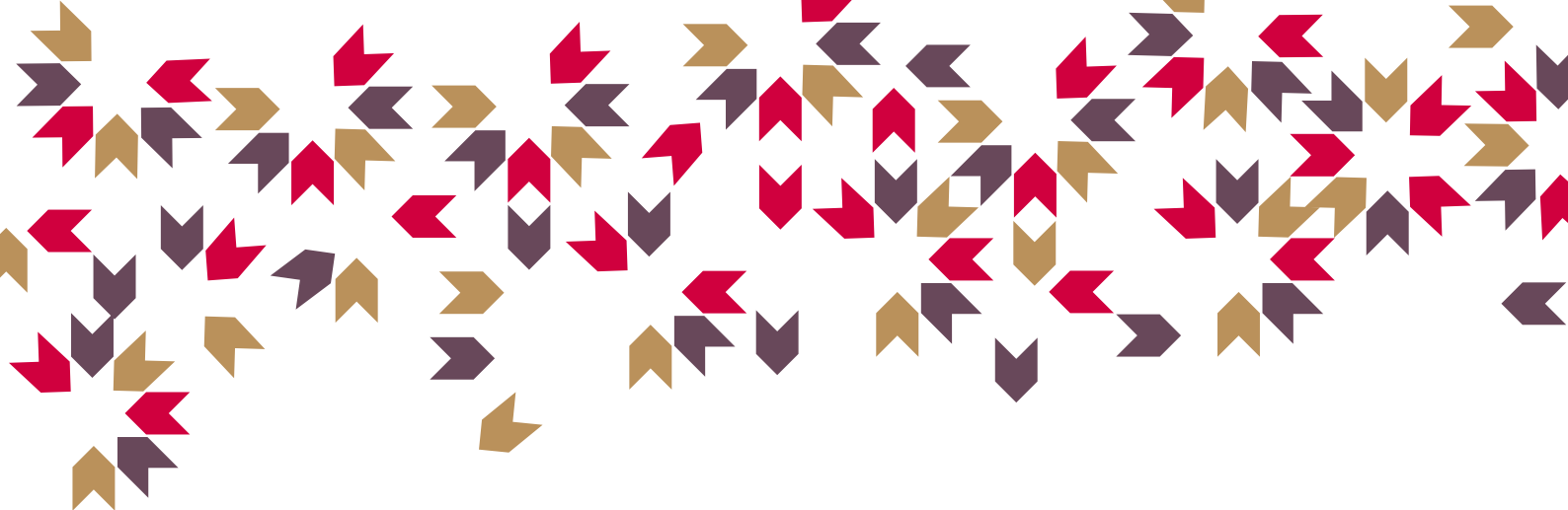




La Compagnie Nationale Royal Air Maroc

Accessibility Plan and Feedback Process

2026-2028



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1. General

1.1 Executive Summary

Royal Air Maroc is one of Africa's most prominent, strategic and major airlines and a proudly iconic national brand. Based at Mohammed V International Airport in Casablanca, Morocco's economic capital, Royal Air Maroc connects Morocco and Africa to the world with warmth, reliability and ambition.

At the heart of our mission is a genuine commitment to every client. Royal Air Maroc firmly believes that air travel should be accessible to all. We strive to provide every customer, including people with visible or non-visible disabilities, with a safe, comfortable and seamless travel experience, from the processes of booking to their final destination.

Royal Air Maroc is entering a new chapter of growth and transformation. As an official partner airline of the 2030 FIFA World Cup, co-hosted by Morocco, Spain and Portugal, we are scaling our operations and investing in new, modern aircraft to offer greater capacity, enhanced comfort and improved accessibility. Sections 4 and 7 of this Plan set out how accessibility will be considered in these acquisitions.

Royal Air Maroc embraces the vision of the Accessible Canada Act (ACA) and its goal of a barrier-free Canada by 2040. We endorse ICAO Assembly Resolution A41-15 on Accessibility in International Civil Aviation and stand with those across the aviation industry who work for greater inclusion and consistency in air travel. We believe that flying should be open to everyone, regardless of ability, mobility or age.

In accordance with the ACA and the Accessible Transportation Planning and Reporting Regulations (ATPRR), we are pleased to publish our second Accessibility Plan and Feedback Process, which covers the period 2026-2028. It follows our first Accessibility Plan, published in 2023, and the related Progress Reports published in 2024 and 2025.

1.2 About this Plan

This Plan is forward-looking. It sets out the steps Royal Air Maroc will take during 2026-2028 to identify and remove barriers, and to prevent new barriers, for persons with disabilities who travel onboard of our flights

Sections 2 to 8 each identify the areas of improvement to be addressed and present the planned actions, the department responsible, a target date and the way progress will be measured. Section 9 describes how persons with disabilities were consulted in preparing this Plan. Section 10 describes our feedback process, which is published together with this Plan.

Planning and reporting calendar:

- **Accessibility Plan and Feedback Process 2026-2028:** this document
- **First Progress Report:** by June 1, 2027
- **Second Progress Report:** by June 1, 2028



- **Next updated Accessibility Plan and Feedback Process:** by June 1, 2029

Each Progress Report will describe the progress made on the actions in this Plan, the feedback received through our feedback process and how it was considered, and how persons with disabilities were consulted.

1.3 The 2023-2025 cycle brief summary

During our first planning cycle (2023-2025), Royal Air Maroc implemented several measures that are described in our 2024 and 2025 Progress Reports. They include a dedicated accessibility check-in counter, a renovated waiting area and a dedicated waiting room at Terminal 1 of Casablanca Mohammed V International Airport (CMN); a relief area for service dogs and accessible parking spaces at CMN; SMS and email notifications of gate changes, delays and cancellations; online assistance requests at the time of booking; subtitled in-flight safety videos; braille safety cards with tactile cabin layouts; a communication card for deaf or hard-of-hearing passengers; accessibility guides in our agencies; a training and awareness video for front office staff; and the extension of the wheelchair baggage tag to all passengers with disabilities.

That cycle also showed where more work is needed:

- digital accessibility testing;
- consistent use of communication tools at all passenger touchpoints;
- monitoring of staff training;
- documentation of accessibility-related feedback;
- coordination with airport stakeholders and third-party service providers;
- the ability of passengers with non-visible disabilities to request assistance efficiently;
- measurable indicators to track progress.

These lessons shape the actions set out in this Plan.

1.4 Leading the way in accessibility

Royal Air Maroc accessibility team is composed of:

- The Head of Customer Assistance Department, who is the representative designated to receive feedback on behalf of Royal Air Maroc,

And,

- The appointed Accessibility Manager

They play a pivotal role in driving Royal Air Maroc's accessibility strategy forward; identifying priority areas for improvement and delivering targeted, meaningful solutions that enhance the passenger experience for people with disabilities. In close collaboration with the Royal Air Maroc's internal departments, airport stakeholders, as



well as associations representing people with disabilities, both team members serve as the central point of coordination and support.

1.5 Contact information and feedback process

At Royal Air Maroc, we listen to our clients, our staff, and the advocates who challenge us to do better, and we use that input to continuously improve our services, and deliver the reliability and respect that every traveler deserves. Our goal is clear: a barrier-free travel experience, built progressively and grounded in the regulations and the motivations that guide our missions.

To share feedback or to request an alternative format of this document or of the description of the feedback process, please reach out to us at:

Moroccan Postal Address:

CX TOWER & CUSTOMER EXPERIENCE
Zone Industrielle Royal Air Maroc,
Aéroport Mohamed V, 27000,
Nouaceur, Maroc

Canadian Postal Address:

Royal Air Maroc office,
75 Rue Sherbrooke O,
Montréal, QC H2X 1X2,
Canada

Telephone number:

00212 522 48 97 51

Email address

abilityreview@royalairmaroc.com

1.6 Terms used in this Plan

ACA: Accessible Canada Act (S.C. 2019, c. 10).

ATPDR: Accessible Transportation for Persons with Disabilities Regulations (SOR/2019-244).

ATPRR: Accessible Transportation Planning and Reporting Regulations (SOR/2021-243).

CMN: Casablanca Mohammed V International Airport.

DPNA: air transport code for a passenger with an intellectual or developmental disability who needs assistance.

ONDA: Office National Des Aéroports, the authority that operates Moroccan airports, .

WCAG: Web Content Accessibility Guidelines, published by the World Wide Web Consortium. Level AA is the conformance level referred to in this Plan.

YUL: Montréal-Trudeau International Airport.

ASL / LSQ: American Sign Language / Langue des signes québécoise.

2 Information and Communication Technologies (ICT)

Royal Air Maroc is committed to ensuring that its digital platforms, tools and communication systems are accessible to all passengers, including those using adaptive technology.

Areas of improvement

- The accessibility of Royal Air Maroc's new website has not yet been assessed with users of screen readers, keyboard navigation or other adaptive technologies.
- Some electronic documents and online forms may not be compatible with adaptive technologies.
- Accessibility requirements are not yet systematically included in digital projects and in contracts with digital service providers.
- Accessibility awareness among IT and digital teams needs to be reinforced.

Actions for 2026-2028

Action	Target date	Performance Indicators
Conduct an accessibility audit of the new website against WCAG Level AA, including tests with screen readers, keyboard navigation and other adaptive technologies.	Within 3 months of the website launch, and by June 1, 2028 at the latest	Audit report completed
Include the Royal Air Maroc mobile application in the accessibility audit.	By June 1, 2028	Mobile application audit completed
Prepare and implement a corrective action plan, giving priority to barriers affecting booking, assistance requests and travel information.	Priority corrections: by June 1, 2028	Share of priority issues corrected
Review electronic documents and online forms for compatibility with adaptive technologies, starting with assistance request forms and accessibility information.	By June 1, 2028	Number of documents and forms reviewed and corrected

Action	Target date	Performance Indicators
Include WCAG Level AA requirements in the specifications and contracts for new digital developments and for service providers' public digital platforms.	By June 1, 2027	Standard clause adopted and used in new contracts
Deliver accessibility awareness sessions to IT and digital teams.	First sessions by June 1, 2027, then yearly	Number of staff trained
Maintain SMS and email journey notifications, online assistance requests at booking, subtitled in-flight safety videos, audio and visual announcements, and accessible email and telephone channels, and monitor them through passenger feedback.	Ongoing; reported in each Progress Report	Feedback received and follow-up actions

Royal Air Maroc will work to ensure that digital accessibility is considered from the earliest stages of design, development and procurement, rather than only after implementation.

3 Communication, Other Than ICT

Royal Air Maroc is committed to communicating with passengers with disabilities in a manner that is informed, respectful and accessible, at every point of the journey.

Areas of improvement:

- The communication tools developed during the previous cycle are not yet used consistently at all touchpoints: agencies, call centres, check-in counters, airport assistance points and on board.
- The Journey Guide for Autistic Passengers has not yet been finalized.
- Frontline staff's use of appropriate vocabulary and respectful, non-discriminatory communication needs to be reinforced and monitored.
- The effectiveness of these tools is not yet measured through passenger and staff feedback.

Actions for 2026-2028

Action	Target date	How progress will be measured
Finalize and deploy the Journey Guide for Autistic Passengers, designed to reduce anxiety, avoid repetition and improve continuity of service, and train the relevant teams on its use.	By June 1, 2027	Guide published; number of teams trained
Make the agency accessibility guide, the communication card for deaf or hard-of-hearing passengers and the front office training video available at all relevant touchpoints, including call centres, check-in counters, airport assistance points and on board.	By June 1, 2027	Number of touchpoints equipped
Ensure that braille safety cards with tactile cabin layouts remain available on board and that cabin crew offer them to blind or partially sighted passengers.	Ongoing; periodic checks from 2027	Results of on-board checks
Update accessibility guides and materials whenever procedures or regulations change.	Yearly review; first review by June 1, 2027	Date of last update
Reinforce staff awareness of appropriate vocabulary, respectful communication and non-discriminatory assistance.	By June 1, 2028	Number of staff reached ;
Collect feedback from passengers and frontline staff on the effectiveness of these tools.	By June 1, 2028	Feedback analysis included in the Progress Report

Action	Target date	How progress will be measured
Assess options to give deaf passengers in Canada access to American Sign Language (ASL) and Langue des signes québécoise (LSQ), for example through video relay services.	By June 1, 2028	Assessment completed and decision documented

The objective for this cycle is to move from developing communication tools to using them consistently, monitoring them and improving them.

4 Procurement of Goods, Services and Facilities

Royal Air Maroc is progressively integrating accessibility into its procurement processes, so that the goods, services and facilities it acquires serve the needs of all passengers and do not create new barriers.

Areas of improvement

- Accessibility requirements are not yet formally included in all relevant procurement processes, specifications and tender documents.
- Suppliers are not yet systematically asked to demonstrate how their goods, services or platforms meet accessibility requirements.
- The accessibility performance of third-party providers involved in the passenger journey, including ground handlers, is not yet systematically monitored.

Actions for 2026-2028

Action	Target date	How progress will be measured
Complete, with the Product team, the procurement of a small sensory item for passengers with cognitive or sensory disabilities, and make it available to them.	By June 1, 2027	Item available to passengers

Action	Target date	How progress will be measured
Adopt a standard accessibility clause and an accessibility evaluation criterion for specifications and tender documents in relevant procurement processes.	By June 1, 2027	Clause and criterion adopted
Require suppliers and service providers to demonstrate how their goods, services or platforms meet accessibility requirements.	For tenders launched after June 1, 2027	Share of relevant tenders including this requirement
Consult persons with disabilities or disability organizations before acquiring equipment or services that directly affect passengers with disabilities.	Ongoing	Consultations documented
Reinforce accessibility requirements in contracts with ground handlers and other third-party providers involved in the passenger journey, and monitor their performance.	Contracts: by June 1, 2027. Monitoring: by June 1, 2028	Number of contracts updated; monitoring results
Define accessibility requirements for aircraft acquired or leased as part of the fleet expansion (for example movable armrests, on-board wheelchair, accessible lavatory where the cabin configuration allows, tactile row markers and captioned in-flight entertainment), using the technical requirements of the ATPDR as a reference.	By June 1, 2028	Requirements included in aircraft specifications

Royal Air Maroc will continue to develop procurement practices that support inclusive design and prevent barriers from being introduced through new goods, services, facilities or digital solutions.

5 Design and Delivery of Programs and Services

Royal Air Maroc is committed to designing its programs and services with accessibility at the core, from booking to arrival at the final destination.

Areas of improvement

- Coordination between commercial teams, call centres, airports, ground handlers, cabin crew and customer service teams is not yet consistent across the whole journey.
- Passengers with non-visible disabilities cannot always request assistance efficiently.
- Assistance requests are not always recorded and transmitted to all relevant teams in a clear and timely manner.
- The DPNA assistance process is not yet fully integrated into operations.

Actions for 2026-2028

Action	Target date	How progress will be measured
Harmonize assistance procedures across booking, check-in, boarding, onboard service, connections and arrival.	By June 1, 2027	Harmonized procedures adopted
Complete the operational integration of the DPNA assistance process for passengers with intellectual or developmental disabilities.	By June 1, 2027	Process in force at CMN and on flights to and from Canada
Improve the recording of assistance requests and their transmission to the relevant teams, and track transmission failures.	By June 1, 2028	Rate of requests transmitted correctly
Reinforce the internal process for late assistance requests, while maintaining the principle that advance notice allows better preparation.	By June 1, 2027	Process updated and communicated to teams

Action	Target date	How progress will be measured
Make it easier for passengers with non-visible disabilities to request assistance, including through the Sunflower Hidden Disabilities Program (to confirm).	By June 1, 2027	Measures implemented
Improve coordination with third-party providers involved in assistance delivery, through shared procedures and regular coordination meetings.	By June 1, 2027	Coordination meetings held
Use passenger feedback and complaints to identify recurring needs and adjust services.	Ongoing; reported in each Progress Report	Adjustments made following feedback
Consult persons with disabilities when developing or modifying services directed to them.	Ongoing	Consultations documented

Royal Air Maroc will continue to treat accessibility as a core element of service quality and passenger experience.

6 Transportation

Royal Air Maroc is committed to making the transportation experience, from ground access to the terminal through to onboard travel, accessible to passengers with disabilities.

Areas of improvement

- Continuity of assistance between parking, drop-off areas, shuttle points and the check-in and assistance areas at CMN depends on coordination with ONDA and other airport stakeholders.
- Walking distances, wayfinding and signage can be difficult for passengers who need assistance.
- Our accessibility work has so far focused on CMN. The assistance journey at the Canadian airports we serve, starting with Montréal-Trudeau International Airport (YUL), also needs to be reviewed.

Actions for 2026-2028

Action	Target date	How progress will be measured
Implement, with ONDA, a pick-up service from the parking area and shuttle station to the check-in and assistance areas at CMN.	By June 1, 2027, subject to agreement with ONDA	Service in operation
Review the location and accessibility of the dedicated accessibility check-in counter and waiting areas at CMN.	By June 1, 2027	Review completed; improvements identified
Assess ways to reduce unnecessary walking distances for passengers who need assistance.	By June 1, 2028	Assessment completed; measures adopted
Improve wayfinding and signage for passengers with disabilities, in collaboration with ONDA.	By June 1, 2028	Signage improvements completed
Review, with the airport operator and our ground handling provider, the assistance journey at the Canadian airports we serve, starting with YUL: from curbside to boarding, and from arrival to the public area.	By June 1, 2027	Review completed; actions agreed
Monitor passenger feedback related to airport access and ground assistance.	Ongoing	Feedback analysis in each Progress Report

Several of these actions depend on airport authorities and service providers. Royal Air Maroc will work with its airport partners to address passenger needs within the limits of its operational scope and responsibilities, and will report on progress in each Progress Report.

7 Built Environment

Royal Air Maroc is working to ensure that its physical environment, including aircraft, terminal facilities and passenger areas, is accessible, safe and comfortable for all travelers.

Areas of improvement

- Accessibility standards are not yet consolidated for renovated or newly created passenger spaces.
- Signage, contrast, visibility and wayfinding need to be improved in some areas used by passengers with disabilities.
- The sensory room in the boarding area at CMN is not yet in service.
- The accessibility features of aircraft joining the fleet need to be defined before delivery.

Actions for 2026-2028

Action	How progress will be measured
Open the sensory room in the boarding area at CMN: a calm, safe and neutral space for passengers with sensory sensitivities, with defined usage rules, hygiene protocols and access conditions.	Room open; usage data
Consolidate accessibility standards for renovated or newly created passenger spaces, based on universal design principles, and integrate them into Royal Air Maroc's architectural charter.	Standards adopted
Improve signage, contrast, visibility and wayfinding in areas used by passengers with disabilities.	Improvements completed

Action	How progress will be measured
Maintain the dedicated check-in counter, waiting room, waiting area and service dog relief area at CMN, and ensure that waiting areas offer sufficient comfort, seating and accessibility.	Results of periodic checks
Work with ONDA to improve pathways, boarding areas, washrooms and dedicated spaces.	Improvements agreed and completed
Verify that aircraft entering the fleet during 2026-2028 meet the accessibility requirements defined under action 4.6.	Verification report per aircraft
Consult passengers with disabilities and disability organizations before making significant modifications to physical spaces.	Consultations documented

Royal Air Maroc will continue to promote universal design principles in relevant physical environments and will work with airport partners to facilitate the travel experience of passengers with disabilities.

8 Provisions of CTA Accessibility-Related Regulations

Applicable provisions

For its flights to and from Canada, Royal Air Maroc is subject to Part 2 (Service Requirements Applicable to Carriers) and to paragraph 5(a) of the Accessible Transportation for Persons with Disabilities Regulations (SOR/2019-244) (ATPDR).

Part 2 of the ATPDR sets out requirements on advance notice, assistance, the transportation of mobility aids, support persons and service dogs, additional seating, allergy buffer zones, communication of information, written confirmation of services, refusal of transportation, and damaged, destroyed or lost mobility aids. Paragraph 5(a) requires carriers to publish a notice that they are subject to the ATPDR and to indicate the provisions that apply to them.

During the previous cycle, Royal Air Maroc mapped accessibility requirements in Canada, the United States and Morocco and updated its internal assistance procedures accordingly, including for the transportation of mobility aids and the provision of assistance.

Actions for 2026-2028

Action	How progress will be measured
Review internal procedures against each obligation of Part 2 of the ATPDR and document compliance in a compliance matrix.	Compliance matrix completed and updated
Verify that our website publishes the information required by the ATPDR: the notice that Royal Air Maroc is subject to the ATPDR and the provisions that apply (paragraph 5(a)), the maximum weight and dimensions of mobility aids for each aircraft type (section 56), and the notice on the special declaration of interest for mobility aids (subsection 62(3)).	Information published and verified

Action	How progress will be measured
Verify that services required on request are available on flights to and from Canada, including the on-board wheelchair, the individualized safety briefing and the written confirmation of services in the itinerary.	Verification results
Update internal procedures when regulatory changes or operational needs require it, and inform the relevant teams.	Procedures updated; teams informed
Align procedures across key markets where possible, while respecting jurisdiction-specific requirements.	Harmonized procedures adopted
Use complaints, passenger feedback and operational reports to identify areas that require improvement.	Improvement actions identified

Royal Air Maroc will continue to treat Canadian accessibility regulations as a key reference in its broader accessibility work and to translate regulatory requirements into practical procedures for passengers and staff.

9 Consultations

Royal Air Maroc believes that meaningful accessibility measures must be grounded in the experience of the people it serves. Royal Air Maroc consulted persons with disabilities and disability organizations in the preparation of this Plan.

Who was consulted ?

- **Vaincre l'Autisme**, a Moroccan French association specializing in autism spectre, which provided input and recommendations on the DPNA assistance process, the sensory room concept and best practices for supporting neurodivergent passengers throughout the journey.
- **Handicap International, Association "Ami", Fondation "Nabda" and CBB Braille**, organizations representing persons with physical, sensory and cognitive disabilities, which provided feedback on proposed measures, services and initiatives.
- **Internal stakeholders**, including frontline staff, ground operations teams, cabin crew and customer service personnel, whose day-to-day experience informs the practical implementation of accessibility measures.

How consultation was conducted?

From the first of august to the end of November 2025

Working sessions and collaborative workshops with disability organizations to review the proposed actions.

- Collection of written recommendations from organizations and persons with disabilities.
- Meetings and participation in events on the barriers faced by persons with disabilities.
- Meetings with the ONDA and airport tours to brainstorm what can be done regarding accessibility for people with hidden disabilities
- Engagement with internal teams across departments to assess operational feasibility and identify gaps.

How consultation shaped this Plan?

Consultation during 2026-2028

The previous cycle confirmed that consultation must be continuous, practical and directly linked to decision-making, and not limited to validating completed initiatives. During 2026-2028, Royal Air Maroc will:

- maintain regular dialogue with disability organizations and representatives of persons with disabilities;
- consult on initiatives before implementation particularly where they directly affect passengers with disabilities;
- document the key recommendations received;
- explain how consultation feedback influenced decisions and actions;



- seek feedback after implementation to assess whether measures are effective in practice;
- involve internal operational teams to ensure that proposed solutions are feasible and sustainable;
- include organizations representing persons with disabilities in Canada.

The consultations held for each Progress Report will be described in that report



10 Feedback Process

Royal Air Maroc welcomes feedback from all passengers and members of the public on this Accessibility Plan and on the accessibility of its services. All feedback is taken seriously and used to continuously improve our practices.

During the previous accessibility planning cycle, Royal Air Maroc received emails from passengers and members of the public requesting assistance or specific support in preparation for their travel. These requests provided valuable insight into the experience of passengers with disabilities before and during their journey.

Royal Air Maroc was required to take a case-by-case approach and coordinate with relevant internal departments, airport teams and service providers to adapt the passenger journey where possible. These situations demonstrated the importance of flexibility, empathy and operational coordination when responding to passengers whose needs may not be fully addressed by standard processes.

Royal Air Maroc used these individual situations to better understand the needs of passengers with disabilities and to identify areas where procedures, communication and coordination could be improved. They also confirmed the importance of providing passengers with clear information before travel and ensuring that assistance requests are properly recorded, transmitted and followed up.

For the next planning cycle, Royal Air Maroc will continue to review accessibility-related feedback, complaints and assistance requests in order to improve the end-to-end passenger experience.

To ensure that this Accessibility Plan can be consulted by all passengers and members of the public, Royal Air Maroc makes it available, upon request, in alternative formats adapted to different accessibility needs. Alternative formats may be requested through the following contact channels:

Alternative Formats

This Accessibility Plan is available in the following alternative formats upon request: print, large print, braille, audio format, and accessible electronic format compatible with adaptive technology. Please allow up to 15 days for most formats, and up to 45 days for braille or audio formats.