



# Passenger Advisory Group

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April 2022

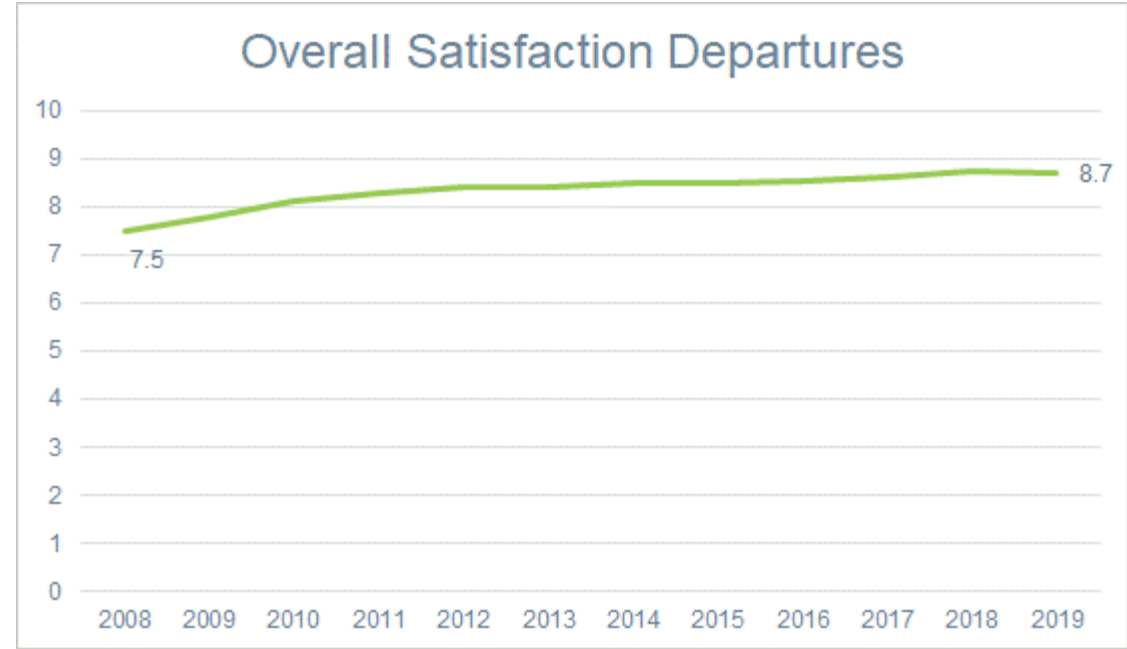
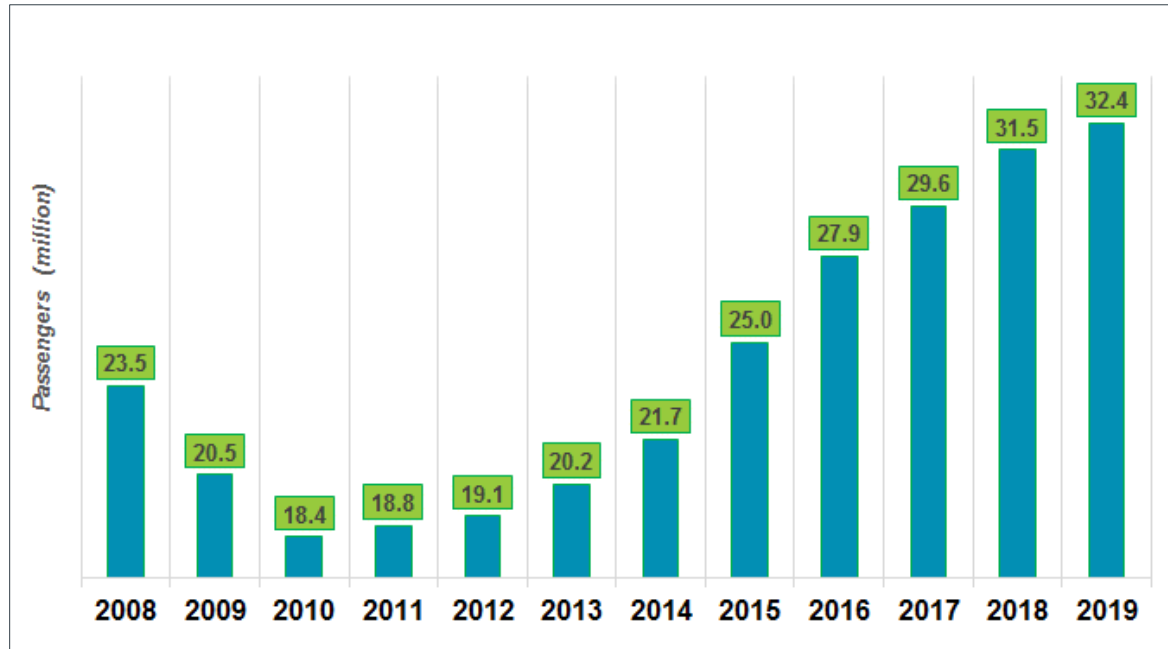


# Passenger Experience

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April 2022

This focus has yielded very positive results for Dublin Airport



**Delivering sustained growth in passenger numbers while improving overall passenger satisfaction**

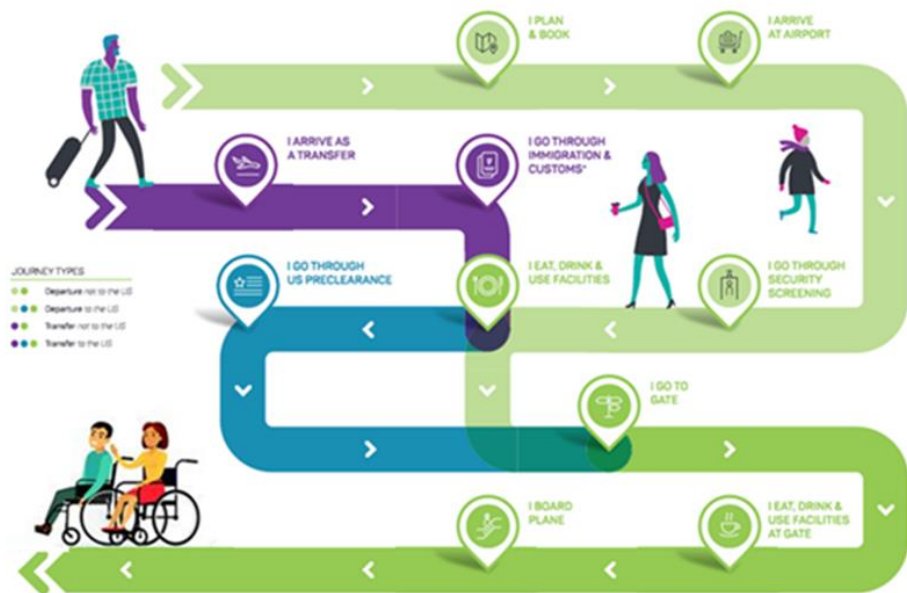


## DEPARTURE & TRANSFER JOURNEY MAP

How do we make customers feel that they are cared for and looked after?

How can we all achieve this? By putting the human at the heart of everything we do, every time and 'going beyond'

How do we all consistently deliver differentiated experiences that passengers will remember?

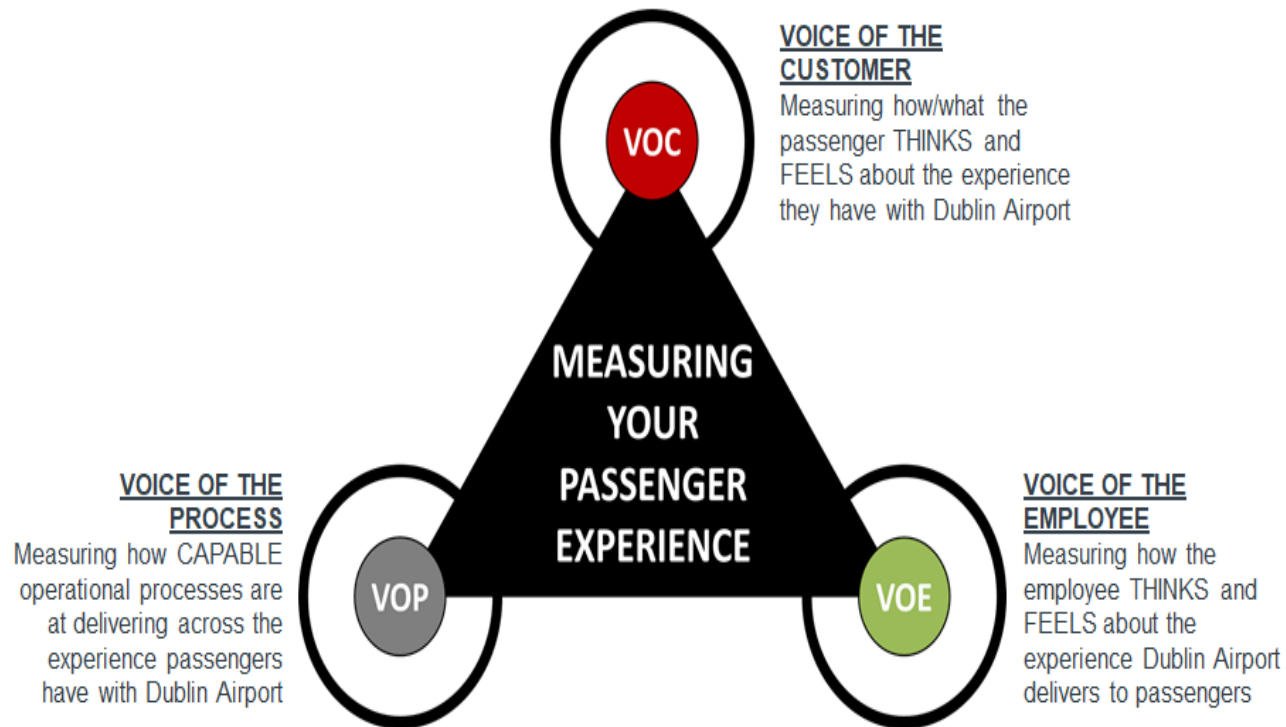


PRODUCED BY PJP PASSENGER JOURNEY IMPROVEMENT PROGRAM

- **ACI ASQ** – 3,000 surveys p.a. on departures. Provides satisfaction scores (~30 departure ratings and 3 arrivals ratings) and airport peer to peer benchmarking
- **Customer Service Monitor** – 5,800 surveys p.a. on departures and 2,700 on arrivals. Provides satisfaction scores (~65 departure ratings and ~25 arrivals ratings) and NPS
- **Customer Complaints** – Phone, letter, email, social media
- **Vox Pops/Accompanied Journeys** – recording 'live' journeys
- **Stakeholder and Partner Feedback**, e.g. concessions
- **Reprtrak** – annual reputation monitor



## The three voices of passenger experience measurement



- Taking a holistic/complete view of what is happening through the customer journey
- Recognising the impact of processes on the overall experience – check in desk allocation, security lanes open, critical customer equipment uptimes.....
- Giving a voice to employees who have a unique perspective on how we are performing and where the issues are



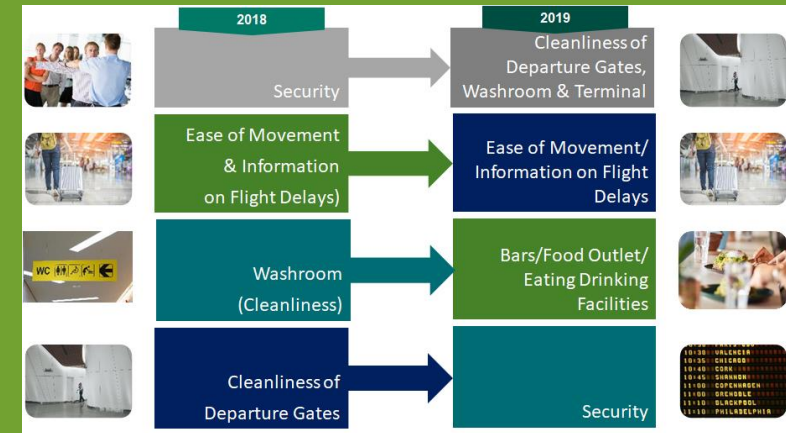
## The Customer as a Consumer

Most important Societal Trends



## The Customer as a Passenger

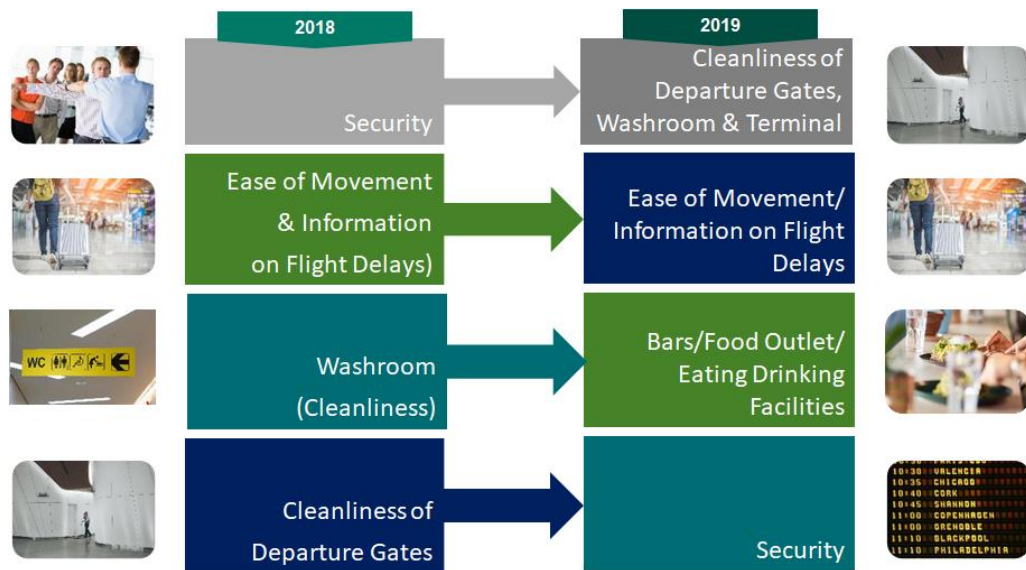
Key Drivers of Passenger Satisfaction with Departing Experience



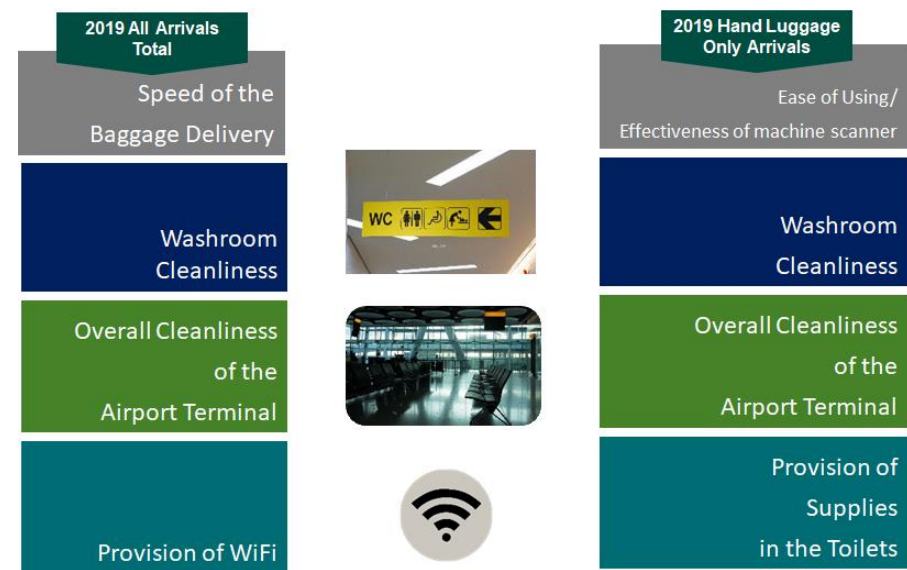
By analyzing the data across all parts of the journey, we can identify key influencers on passenger satisfaction

Below are the key drivers (focus areas) for departing and arriving passenger satisfaction identified in 2019 analysis

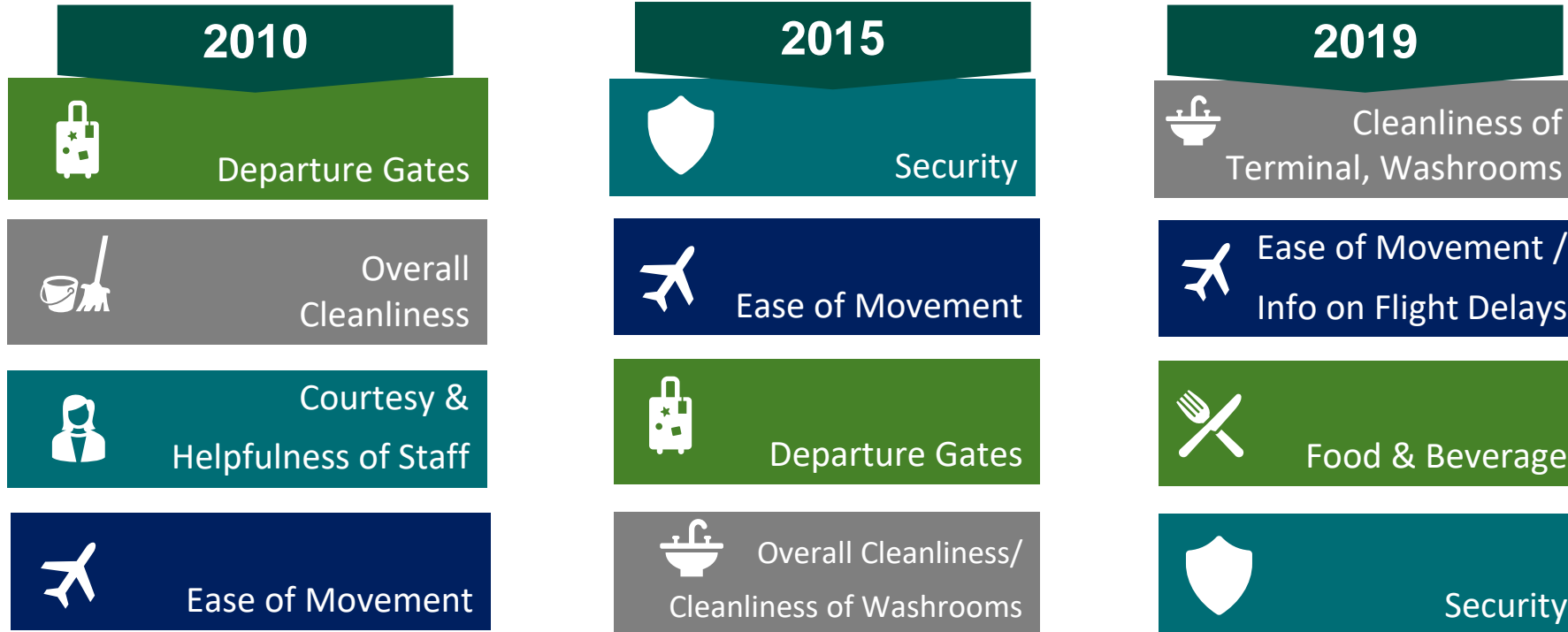
## Key Drivers of Passenger Satisfaction with Departing Experience



## Key Drivers of Passenger Satisfaction with Arriving Experience



Departures Key Drivers



- Over the last number of years, Dublin Airport has improved satisfaction scores across the board.
- What is essential to the passenger, and holds most influence over their satisfaction in the end-to-end journey, remains consistent.
- Cleanliness, ease of movement through the airport and security experience remain key



## Passenger SQMs measured across all parts of the journey

### From July 2021 Travel Reopens Again

- **Strong leisure dominance** – focus on leisure holiday, visiting friends and relatives. Collapse in business travel
- From summer onwards **age rebalances**, passengers from all age groups coming through airport
- Strong outbound dominance – majority of passengers are **Irish residents**, smaller proportion of inbound passengers
- Demographic changes impact on services – e.g. higher usage of **private car** as mode of transport, more hand and checked in **luggage**

### 2022 – How will the year progress

- **Leisure travel** will continue to dominate as business travel recovers more slowly
- **Outbound** likely to continue to be stronger than inbound, as Irish residents travel for leisure and reduced inbound leisure travel expected
- Renewed positivity towards travel, as passengers meet family & friends again, and pick up dreams of trips away that were abandoned during pandemic times

### 2023 -2026 Flying Post Covid Crisis

- **Business travel** forecast to recover by 2024
- **Leisure travel** will continue to evolve, with sustainable and ethical travel coming to the forefront, and a re-evaluation of priorities leading to a focus on family, life priorities and living life to the full

Certain key aspects of the **Passenger Experience** will now be more important than ever e.g. cleanliness, ease of movement but also renewed focus on health, safety and digital aspects of the passenger journey

## WHEREVER AND WHENEVER PASSENGERS ENGAGE WITH US, THEY WILL ALWAYS NEED....

1. TO FEEL SAFE, HEALTHY AND SECURE
2. FACILITIES AND SERVICES THAT ARE CLEAN AND WELL MAINTAINED
3. ACCESS TO PROFESSIONAL AND HELPFUL STAFF
4. AN END TO END JOURNEY THAT IS EFFICIENT AND EASY; TIMELY INFORMATION, TECHNOLOGY ENABLED, SUSTAINABLE
5. EASE OF ACCESS, MOVEMENT AND NAVIGATION
6. CHOICE (SERVICES AND PRODUCTS) AND VALUE FOR MONEY



Dublin Airport will retain its focus on meeting these needs, aiming to consistently deliver the positive experience that our passengers have come to expect. The SQM regime is an important aspect of this in both supporting and challenging us in this regard

# SQM Regime Review 2019

Based on consultation and collaborative approach with CAR, significant changes were made across a range of regime attributes to achieve a more representative and expansive set of service quality measures

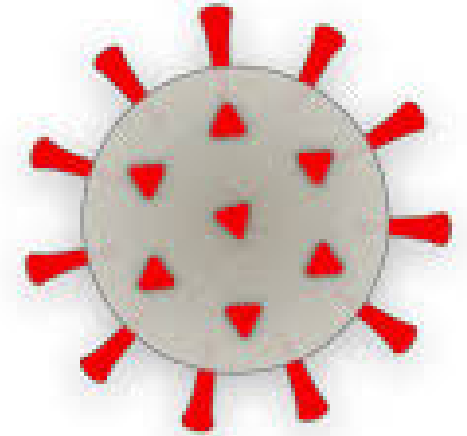
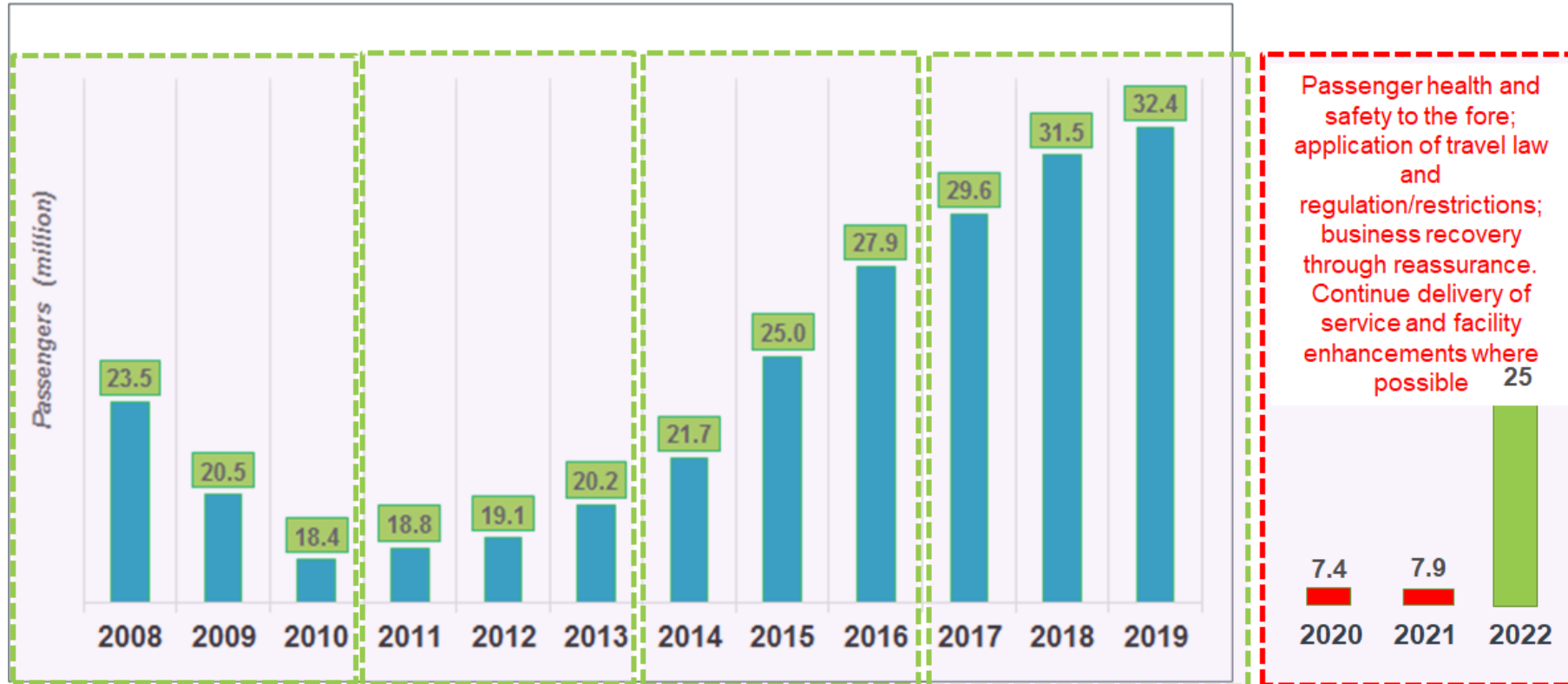
- 1. Data Source :** move to Customer Service Monitor as source of passenger feedback
- 2. Scope:** expansion of metrics to cover additional touchpoints
- 3. Audiences:** expansion of audiences to include passengers with additional needs and PRMs, arrivals and transfers



The enhanced service quality regime commenced as expected in January 2020. However, unfortunately the global pandemic led to its suspension in March 2020.

	Targets			
	Departures (Quarterly)	Arrivals (Quarterly)	Departures PRMs (Annually)	
<b><u>Passenger Satisfaction SQMS</u></b>				
Overall satisfaction	8.5	8.5	8.5	8.5
Courtesy & Helpfulness of security staff	8.5		8.5	
Courtesy & Helpfulness of airport staff	8.5		8.5	
Cleanliness of terminal	8.5	8.5	8.5	
Cleanliness of washrooms / toilets	8.0	8.0	8.0	
Departure gates	8.0		8.0	
Finding your way around	8.5	8.5	8.5	8.5
Walking Distance	7.5	7.5	7.5	
Flight information screens	8.5	8.5	8.5	8.5
Facilities for passengers who require additional assistance			9	
Additional assistance received			9	
Availability of trolleys	8.5	8.5	8.5	
Satisfaction with Wi-Fi	8.5	8.5	8.5	
Ground Transportation Information on arrivals	8.0	8.0	8.0	8.0

Our formal research programme was suspended though Dublin Airport remained open for essential travel



## March 2020: Research programme suspended

Due to the pandemic, the research programme at Dublin Airport had to be suspended.

While research was not available at the airport, a change in approach was taken. Research to understand wider Irish consumer thoughts and concerns around travel, safety concerns and documentation concerns was undertaken, along with supplementation from other data sources internationally and domestically

## Dec 2020, Pilot wave of research

As soon as restrictions allowed interviewing to recommence, a standalone wave of Departures research was conducted, to understand the passenger experience on the ground.

This wave of research saw a very different type of passengers – most were travelling to visit family/friends, under 35 years and travelling alone.

Interviewing was successful, and scores returned showed that overall the small numbers of passengers passing through felt confident in their safety and scored well on satisfaction with the experience

## Q3 / Q4 2021, Departures, Arrivals and PRM waves of research

July 15<sup>th</sup> 2021 saw the reopening of travel, and a series of standalone waves of research in the Departures journey, arrivals journey and among Passengers with reduced mobility was established.

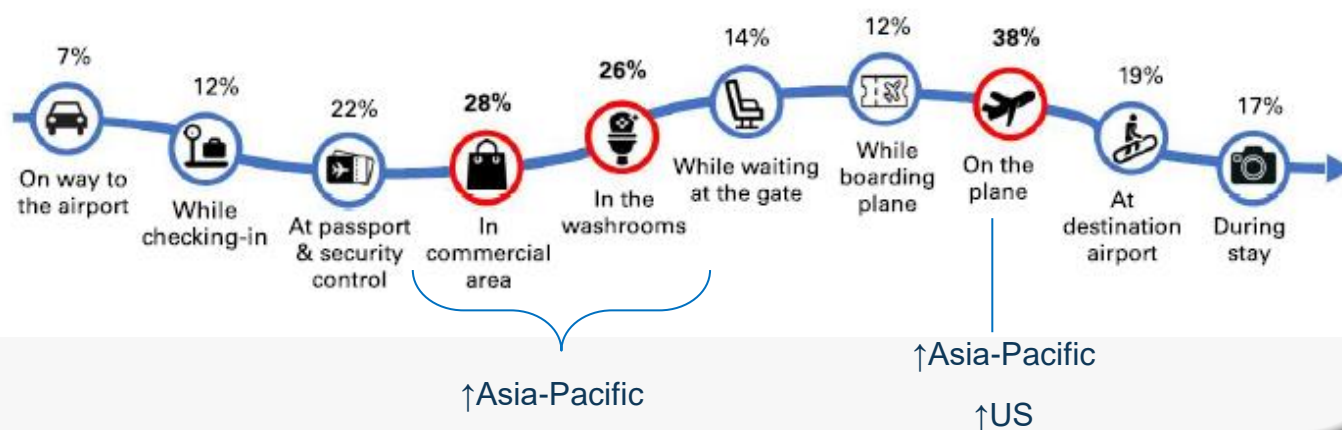
The departures and arrivals waves were done by capturing n=300 surveys in the departures gates, and n=300 surveys in the arrivals halls. The PRM research wave was done qualitatively, accompanying passengers through the airport journey and conducting in-depth interviews to build a detailed picture of how PRMs are experiencing the journey. The results were shared with CAR

- Completed quarterly consumer sentiment and travel sentiment omnibus survey
- Sourced national and international data to enhance and enrich our own information
- As soon as practicable, we completed stand-alone waves of research with departing, arriving and PRM passengers to understand passenger experience



## International Research – ACI ASQ 2020

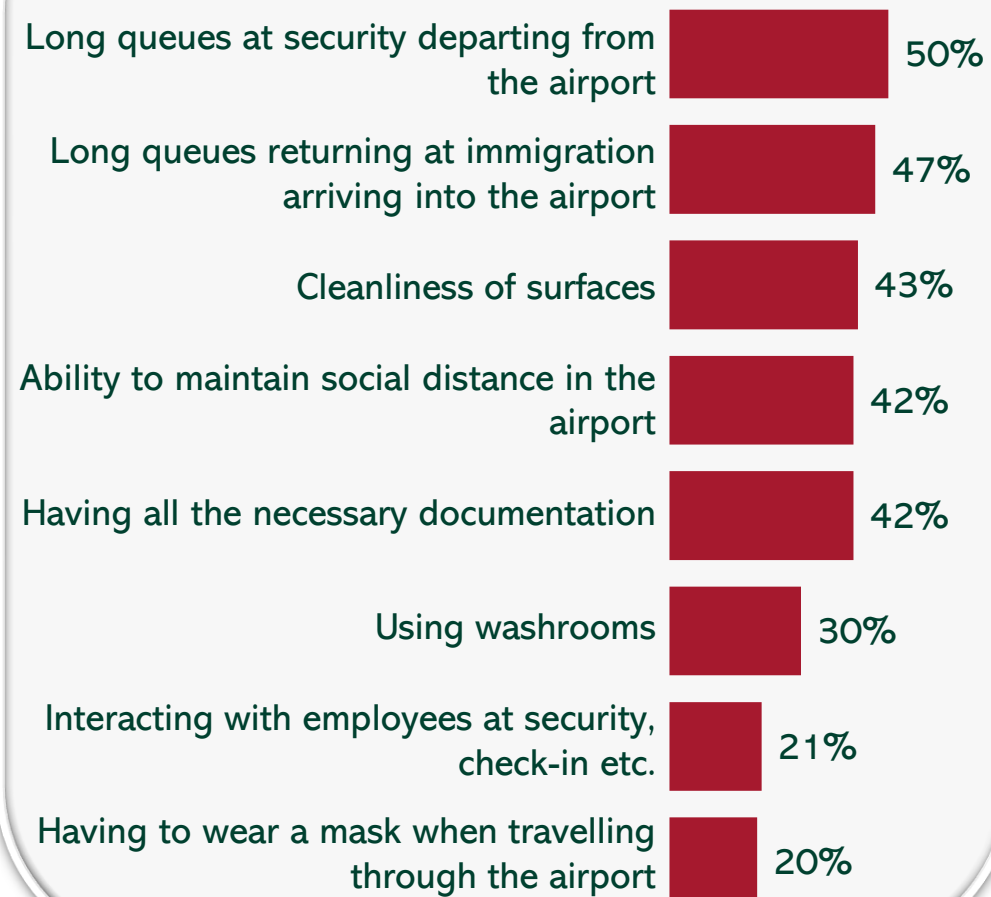
Figure 14 – Respondents Afraid of Contracting COVID-19 at Each Step of the Journey (% Afraid)



(Base: All who flew out of Ireland at least once in 2021 (n=622))

## Dublin Airport Passenger Research

### Key Concerns About Dublin Airport Use





We tried to understand how consumers were feeling in general.....



**FEAR**  
Job loss, health, financial & mental wellbeing, economy, education, public behaviour, device overuse



**YEARNING**  
Freedom, see family & friends, socialising, sports, exercise, hobbies, school, optimism & positivity, religious gatherings



**APPETITE & RECOGNITION**  
Desire to comply amongst majority – pain worth burden, want under 25's compliance addressed, space/physical distance in stores

*And there were silver linings...*



**SENSE OF COMMUNITY**  
Willingness to help others. Appreciation of frontline staff



**HEALTHIER HABITS**  
Walking & on line exercise classes. More time for hobbies & self actualisation

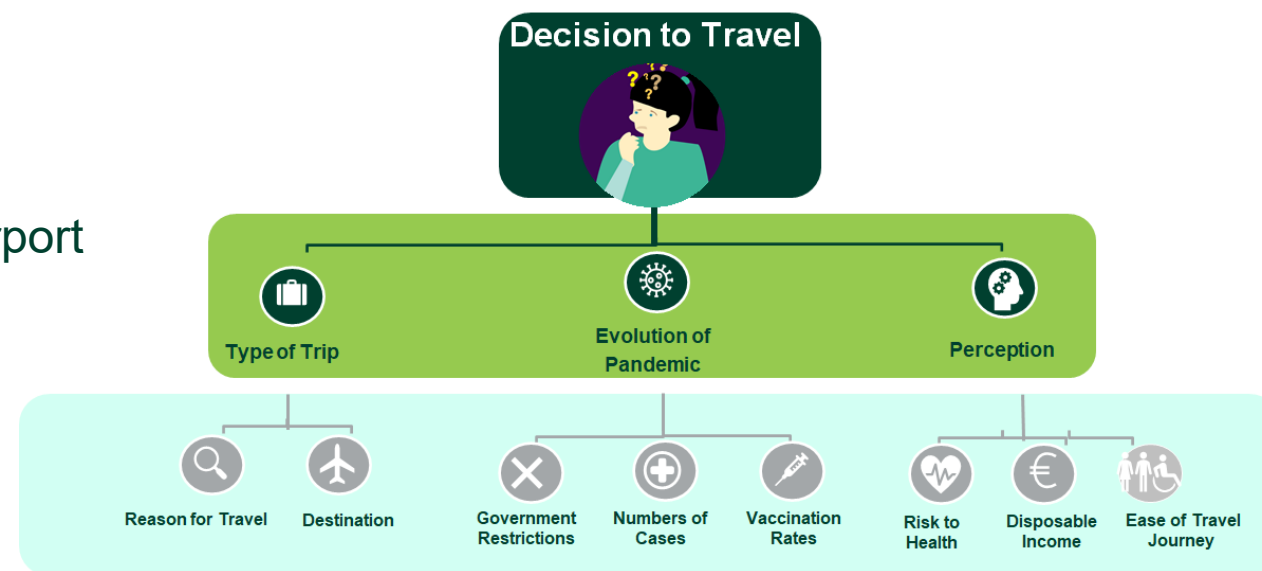


**TECHNOLOGY**  
Key for maintaining connection. Digital adoption/increase - all ages!



**HEIGHTENED CLOSENESS**  
Increased contact – reaching out. Interaction (and rows!) within the home.

....and translate it into meaningful information for the airport on propensity to travel, airport initiatives, essential communication messages etc



We applied this understanding across the interconnected journey

 <p><b>Plan &amp; Book</b></p> <ul style="list-style-type: none"> <li>• Pre-travel passenger safety advice and videos</li> </ul>	 <p><b>Transport</b></p> <ul style="list-style-type: none"> <li>• Social distancing</li> <li>• Contactless payments</li> <li>• Plexi screens</li> <li>• Hand sanitisers</li> </ul>	 <p><b>Departures</b></p> <ul style="list-style-type: none"> <li>• Access only for passengers with boarding pass only</li> <li>• Social distancing and queue management</li> </ul>	 <p><b>Face Masks</b></p> <ul style="list-style-type: none"> <li>• On sale throughout the airport</li> <li>• Passengers to wear throughout the full airport journey</li> </ul>	 <p><b>Check-in</b></p> <ul style="list-style-type: none"> <li>• Plexi screens</li> <li>• Hand sanitisers within easy-reach</li> <li>• Social distance markers</li> <li>• Trolleys disinfected after every use</li> </ul>	 <p><b>Security</b></p> <ul style="list-style-type: none"> <li>• Plexi screens/ staff PPE*</li> <li>• Social distance floor markers</li> <li>• Hand sanitisers within easy reach</li> <li>• Equipment and trays frequently disinfected</li> </ul>	 <p><b>Eat, Drink, Shop</b></p> <ul style="list-style-type: none"> <li>• Plexi screens/ staff PPE*</li> <li>• Social distance markers</li> <li>• Contactless payments</li> <li>• Food and Drink table service and grab &amp; go offers</li> </ul>	 <p><b>Boarding Gates</b></p> <ul style="list-style-type: none"> <li>• Social distance seat covers and signage</li> <li>• Boarding queue management</li> </ul>
 <p><b>Passenger Locator Form</b></p> <ul style="list-style-type: none"> <li>• Completed and returned to an Immigration Officer</li> <li>• Reminder signage throughout</li> </ul>	 <p><b>Passport Control</b></p> <ul style="list-style-type: none"> <li>• Passport check and completed</li> <li>• Pax Locator Forms</li> <li>• Plexi screens/staff PPE*</li> <li>• Social distance floor markers</li> <li>• Hand sanitisers</li> </ul>	 <p><b>Baggage Claim</b></p> <ul style="list-style-type: none"> <li>• Social distance floor markers</li> <li>• Hand sanitisers</li> </ul>	 <p><b>Customs</b></p> <ul style="list-style-type: none"> <li>• Social distance floor markers</li> <li>• Hand sanitisers</li> </ul>	 <p><b>Transport</b></p> <ul style="list-style-type: none"> <li>• Social distancing</li> <li>• Contactless payments</li> <li>• Plexi screens</li> <li>• Hand sanitisers</li> </ul>		<ol style="list-style-type: none"> <li>1. New Entrance signs at Terminals 1 and 2</li> <li>2. Hand sanitiser/signage</li> <li>3. Web site, e mail and videos</li> </ol> <p>* PPE = masks and gloves</p>	



## TIME TO START PLANNING

With the return of non-essential international travel expected from 19th July, we thought we would help you plan your next break away with some travel advice and destination inspiration. With 42 airlines operating this summer, you can fly to over 140 destinations direct from Dublin Airport. So, it's time to start planning to reconnect with family, celebrate with friends or just enjoy a relaxing holiday in the sun.

But before you jet off, take a moment to read our travel checklist and always check for latest updates from your airline. We hope you find our destination planner and travel tips helpful but know you may have more questions about our services.

You can find further information on Car Parks, Fast Tracks and all the health and safety measures in place at Dublin Airport - plus everything mentioned in this guide, on [dublinairport.com](http://dublinairport.com).

We are ready and looking forward to welcoming you back soon.

The Dublin Airport team.

- 1 Check travel requirements and book your trip**  
Visit the Irish Government website [gov.ie](http://gov.ie) and the Department of Foreign Affairs website [dfa.ie](http://dfa.ie) regularly to ensure that your destination of choice is open and the requirements to enter and for your return. You can also check with your airline what is required for your destination of choice.
- 2 Booking your COVID-19 test which you're travelling**  
Check if, and what types of tests are required. HSE, Health Check and Random are providing RT-PCR COVID-19 testing and Rapid Antigen testing at Dublin Airport. Also, please ensure you get a result from your local COVID-19 test centres and arrange for a test to be taken no more than 72 hours before arrival back to Ireland.
- 3 Plan and book your airport services in advance**  
Visit [dublinairport.com](http://dublinairport.com) to plan your journey and to book your Car Parking, Fast Track, Terminal 1 Lounge and Click&Collect shopping services.
- 4 Managing all the usual and new travel documents**  
We suggest you save all your travel documents and our eBooks to your device, so you have both your passport and device ready for your departure presentation. So, the EU Digital COVID Certificate, and then save your boarding passes and boarding confirmation, into one place on your device, such as Apple Wallet or Google Pay. Do have your printed documents, car tickets and passport ready to use for any retrieval and presentation.
- 5 Sign up to real-time flight alerts before you travel**  
Get information on WhatsApp or Facebook Messenger. Visit [dublinairport.com](http://dublinairport.com) or download the Dublin Airport app for notifications.
- 6 When to arrive at the airport**  
For short haul, please be ready to go through Security at least 2 hours before your flight starts to board, and allow 3 hours for long haul.
- 7 Check airline hand baggage rules**  
Please check with your airline the number and type of carry-on bags allowed. You may need to check in larger hand baggage.
- 8 Don't forget your face masks**  
With very limited exceptions, all passengers are asked to wear a face mask/covering throughout their airport journey.
- 9 Prepare for security screening - liquids, gels and pastas**  
The Security screening process itself has not changed, we have just added extra safety measures to protect you.  
**Remember:**  
- Carry only 1 piece of hand baggage per person.  
- Separate out liquids, gels and pastas into one single, clear one litre plastic bag with each container no bigger than 100ml.  
- No sharp objects, have all electronic devices out and in the bag, along with shoes, jackets, coats and jewellery.  
- Visit [dublinairport.com](http://dublinairport.com) for Videos and all the information you need.
- 10 Please complete all necessary arrival forms**  
Passengers may be required to present a completed passenger locator form upon arrival and entry to your destination, with your EU DCC. Upon your return to Ireland, you must present your EU DCC and a completed electronic passenger locator form. Please ensure COVID-19 tests are taken no more than 72 hours before you are ready to board. Please visit [gov.ie](http://gov.ie) and [dublinairport.com](http://dublinairport.com) for more information.

We applied this understanding in an omnichannel (signage, social, digital, email, TV) communications

## Mission Possible

With our 24/7 flat battery and flat tyre assistance services, using a long-term car park at Dublin Airport brings incredible peace of mind. Add that to the full set of COVID-19 safety measures we have in place, and you're flying. Don't forget our great value rates, making your mission even more possible. When you're ready to fly again, we're ready to welcome you. Book now on [dublinairport.com](http://dublinairport.com).

Ready when you are

## DublinAirport Passenger Safety and Protection is our Priority

We have put in place many new measures for your safety and protection. Only those passengers travelling should enter the Terminals, be it the Check-in, Departures or Arrivals areas. Take a look at our video [here](#) to see the measures we have put in place.

- Social Distancing**  
Stay safe, protect each other. Please maintain social distance and where contact with others as much as possible.
- Hand Sanitisers**  
Hand sanitizer dispensers are widely available and highly visible around the airport. They are also available for purchase throughout your airport journey.
- Security Screening**  
We have installed advanced systems at all our check-in desks and hold baggage claim and other points to help detect any suspicious items. We have also installed additional measures to ensure that all passengers are screened for any suspicious items. This includes the use of X-ray machines to scan all baggage and the use of metal detectors to scan all passengers.
- Plexiglass Screens**  
We have installed plexiglass screens at all our check-in desks and hold baggage claim and other points to help protect passengers from close contact with others.
- Shopping**  
To help you out at the great shopping services we have in place, we have installed additional measures to ensure that all passengers are screened for any suspicious items. This includes the use of X-ray machines to scan all baggage and the use of metal detectors to scan all passengers.
- Continuous Cleaning**  
To keep the highest hygiene standards, all our check-in desks and other points are cleaned and disinfected continuously throughout the day.
- Face Masks**  
Please wear a face mask during your full airport journey and when you are in the terminal areas. We have also installed additional measures to ensure that all passengers are screened for any suspicious items. This includes the use of X-ray machines to scan all baggage and the use of metal detectors to scan all passengers.
- Seating**  
To maintain social distance, we have limited the number of passengers allowed to sit on the same bench or chair. We have also installed additional measures to ensure that all passengers are screened for any suspicious items. This includes the use of X-ray machines to scan all baggage and the use of metal detectors to scan all passengers.
- Food & Drink**  
We have installed additional measures to ensure that all passengers are screened for any suspicious items. This includes the use of X-ray machines to scan all baggage and the use of metal detectors to scan all passengers.
- Car Parks**  
We recommend that you book in advance online. We have made it easier to get to the car parks and have implemented additional measures to ensure that all passengers are screened for any suspicious items. This includes the use of X-ray machines to scan all baggage and the use of metal detectors to scan all passengers.

## Passenger Safety is our Priority.

Coronavirus COVID-19

- Face Masks**  
Mandatory for all staff and passengers.
- Cleaning**  
Frequent anti-viral sanitisation of all touchpoints.
- Hand Sanitisers**  
Widely available throughout the airport.
- Social Distancing**  
Maintain social distance where possible.
- Protective Screens**  
Plexiglass screens at close contact points.
- Contactless**  
Payments for car parks, cafes, restaurants and shops.

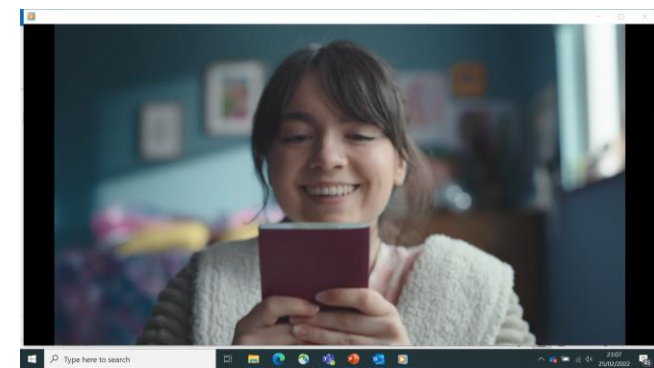
Ireland's public health advice is guided by WHO and ECDC advice. Visit [hse.ie](http://hse.ie) for more detailed information and advice.

## Contactless entry and exit. No tickets required.

Coronavirus COVID-19

- Tap to enter/exit with your booking credit card\***
- Need help? Call us on 01-9440440**
- Machines cleaned regularly**

\*Please make sure the debit/credit card is the same as the one used to make your online booking.



# We reported on a revised set of metrics

Passenger Satisfaction SQMS	Targets		
	Departures (Quarterly)	Arrivals (Quarterly)	Departures PRMs (Annually)
Overall satisfaction	8.5	8.5	Monitored Qualitatively
Courtesy & Helpfulness of security staff	8.5		
Courtesy & Helpfulness of airport staff	8.5		
Cleanliness of terminal	8.5	8.5	
Cleanliness of washrooms / toilets	8.0	8.0	
Departure gates	8.0		
Ease of Movement	8.0	8.0	
Finding your way around	8.5	8.5	
Walking Distance	7.5	7.5	
Flight information screens	8.5	8.5	
Facilities for passengers who require additional assistance			
Additional assistance received			
Availability of trolleys	8.5	8.5	
Satisfaction with Wi-Fi	8.5	8.5	
Sense of safety for my health	8	8	
Ground Transportation Information on arrivals	8.0	8.0	

**Ease of movement** was added as more holistic metric describing how passengers find moving through the airport.

It comprises of many different elements of moving through the airport – walking distance, congestion, flow through processes. In the context of pandemic times, this metric encompasses more of what was concerning passengers (crowding or collection of passengers at certain areas)

**Sense of safety for my health** was added as a metric to chart how safe passengers felt in a Covid context

**Ground transportation information on arrival** was temporarily removed, as this was a separate tracking study suspended in March 2020 due to the pandemic

New addition

Original metric, removed



“Travelling though Dublin Airport ended up being easier than I originally thought”

**76%**  
Agree



“My experience of travelling through airports during Covid has put me off travelling by air for a while”

**72%**  
Disagree



“The changing **travel restrictions** and changing requirements is **off-putting** for most people travelling”

**46%** Agree      **33%** Disagree



New testing requirements with Omicron may have impact

## Departures



8.75

## Arrivals



8.6

## Passengers with Reduced Mobility (PRMS)



Doing Great



Covid-19 Protection Measures



Our team



Covid-19 Protection Measures



Easier than expected for 3 in 4



Overall PRMs report a good experience



Our team: helpful and friendly



Excellent service and dependable

Monitor

Space & Distance



Washrooms



Security



Food & Beverage



Washrooms



Baggage



Immigration



Arrivals journey



Security



Awareness of supports available

# Persons with Reduced Mobility

Accompanied Journeys and In-depth interviews were conducted with a broad range of passengers with additional needs

## 10 x In-Depth Interviews

- |     |        |       |        |  |
|-----|--------|-------|--------|--|
| 1.  | Male   | 25-34 | Dublin | Physical Circumstances (Wheelchair user)       |
| 2.  | Male   | 16-24 | Dublin | Cognitive Circumstances (Autism)               |
| 3.  | Male   | 35-44 | Dublin | Sensory Circumstances (Person with Sight Loss) |
| 4.  | Any    | 65+   | Dublin | Older Person                                   |
| 5.  | Any    | 35-49 | Dublin | Physical circumstances                         |
| 6.  | Any    | 50+   | Dublin | Physical circumstances                         |
| 7.  | Any    | 30-44 | Dublin | Cognitive Circumstances (Downs Syndrome)       |
| 8.  | Female | 55+   | Dublin | Cognitive Circumstances (Dementia)             |
| 9.  | Female | 50+   | Dublin | Sensory Circumstances (Deaf )                  |
| 10. | Female | 65+   | Dublin | Older Person                                   |

/ All semi-regular flyers – i.e. have travelled through Dublin Airport at least 2 times a year


/ All intend to return to travel in the next 12 months

/ At least 4 had used OCS services the last time they travelled



## Overall PRM highly satisfied with both Departing and Arriving experiences

## Areas to Monitor: Security, Arrivals journey and Awareness of facilities



Overall Dublin Airport PRM passenger experience very good




Those that use OSC commend the service for being very dependable and excellent

Key elements for a good PRM experience are:



- Autonomy
- Security
- Dignity
- Comfort



Security



Arrivals

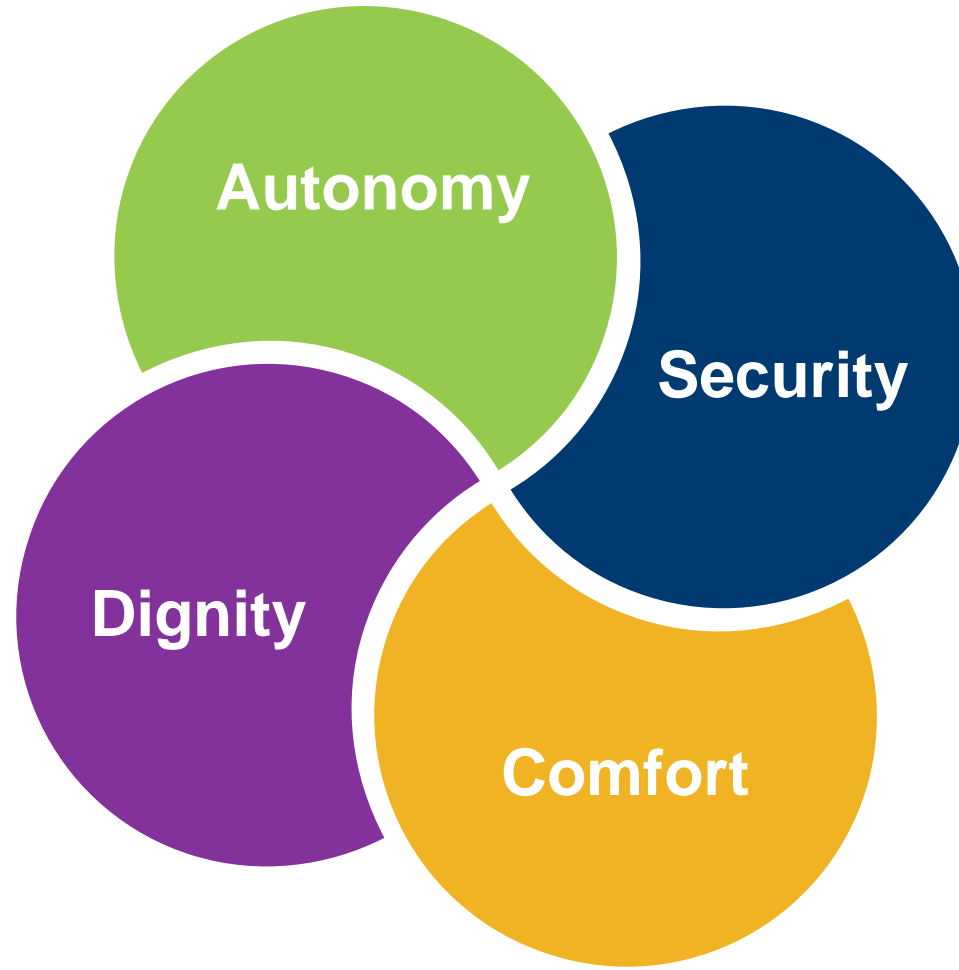


Awareness

PRM research was done qualitatively with 10 accompanied journeys across the departures and arrivals journey with passengers covering a wide range of circumstances (Physical, Cognitive, Sensory and age-related circumstances)

**Autonomy:** most want to retain a good level of personal decision making to determine where and when they will go (Shopping/ F&B). Would prefer self navigation if possible but will ask for help

**Dignity:** although they have additional needs, these passengers want to be treated like others, i.e. assisted and guided according to their needs not dictated only by the process



**Security:** feeling safe is essential. Passing through security is a point of stress for PRMs, particularly those who are blind/visually impaired, deaf or unstable when walking/standing. Staff support and gentle interaction is needed

**Comfort:** rest points, quiet spaces and access to suitable toilets are all needed. PRMs leave plenty of time for the journey to ensure they can go at a pace that works for them

- Views of OCS are very positive: a very supportive service to enable people to travel
- **Who is the service for?** Seen as for those who cannot walk, have very undeniable needs
- Staff are largely very well regarded: friendly, efficient and a relaxed nature.
  - Naturally there is variation and room for improvement in training
  - There are some exceptional examples and that is generally a better sensitivity in language.



*I'd love to use it to get through security as I find standing very painful- but I'd like to get out and enjoy the shops. But I couldn't do that – what would people think if they saw me getting out of the chair*



*It's easier for OCS to put me in a wheelchair and I'm not against it but I know plenty of independent, blind people who are against the wheelchair. Without it there is a danger of people pulling and pushing you to try and get you into the right place*



- But it is seen as an **end to end service only** - need to check in first and then find the OCS desk where the help begins.
- For some, this is a step too late:
  - They may need OCS help from the kerb and help to check in (visually impaired, wheelchairs)
  - Higher awareness needed that help can be arranged from kerb / car park
  - Higher awareness needed that OSC can be booked for specific parts of the journey
  - For some with deteriorating physical needs, they feel underserving of support from OSC, so greater awareness that the service is on hand for all levels and types of circumstance



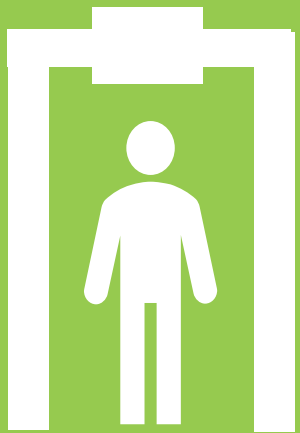
- Toilets are generally well regarded.
- Plentiful, clean and upgraded since Covid – cubicles for older people are a little small but safety handles are appreciated.
- Disabled toilets nearby – if not immediately apparent, passenger will look for the next one assuming that they are close by the main block. Signage here indicating the next one is useful (show distance) .
- Also useful to know about toilets for assistance dogs in advance of travel as this may be a deterrent



*The toilets are very good and there is lots of them- no complaints here!*







- All feel the need to do this right, **recognising the importance of this feature of travel.**
- But there are concerns to overcome:
  - The need to queue – tiring and hard on those with physical issues
  - Proceed in unpredictable lines – new T1 system calls people forward in unexpected way and relies on hearing and responding to staff
  - Progress as an individual one by one a concern for carers who are travelling with passengers with additional needs
  - Pass through the scanner alone – balance and direction is an issue
  - Surrender the support equipment (cane, walking stick etc.).
  - Accompanying pax worried they may be parted and see the other person manhandled / go ahead beyond where they can help

- Areas that could help in security include:
  - Staff invitation to join the OCS queue for those who are walking with difficulty /Signs inviting pax to ask for help
  - Hand signals and gestures from staff
  - Staff physical assistance through the scanner (like Schiphol)
  - Very careful handling of special equipment (wheelchair)
  - Tactile floor strips/ hand rails to orient and support the pax
  - Seating on the other side to gather strength and dress again



*A lot of blind people have poor balance... I tend to walk to the right and often bump into the scanner with my shoulder and have to step out and do it again and this can happen a few times. So some kind of guidance(ideally the staff, but certainly tactile strips that would let you position yourself for the scanner) - **PRM***



*I can feel the tension building already in me. I'd be concerned about us being separated. I had to go back and take off shoes and belt. . if she hadn't been with you it could have been a lot more difficult to see her on her own on the far side - **Carer***



*When staff call you forward it can be a little abrupt and if some of my friends who are completely Deaf don't respond the staff can get a little bit cross. Deaf people will signal that they can't hear and if they do that the staff need to respond with more visual hand signals – **PRM***



The arriving journey seems to offer less support for PRMs, especially for those who have not planned ahead

**1** **Help is not always at hand** – a perception that this is of lower priority to OCS? They may or may not arrive on time.

**2** **Stressful** - No buggy to ease the distance – slower walking pax can feel overwhelmed by the other pax in a hurry.

**3** **Immigration** - Considerable queuing can occur in immigration but no obvious easier route. However helpful daa staff are at hand.

**4** **Rest Spots** - No obvious seat or rest spots until they get to baggage hall. Access to trolleys would help but more rest spots needed.

**5** **Luggage retrieval** – most are happy to take their time and ask for help if needed. In the baggage hall they can rest and recover.

*Everyone seems to be in a rush to get home – I just have to take my time and I know the family are outside*



## OSC buggy

- Doesn't need to be booked in advance
- For all those that require help, regardless of circumstance

## Flexibility of OSC

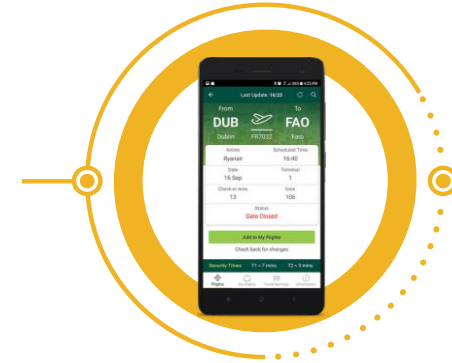
- Accessibility from kerb / car park
- Can be booked for specific sections
- Ability for F&B and shopping times



## Awareness of Facilities

- Facilities / toilet for dogs
- Sensory room
- Changing Places facilities
- Important Flyer wristband / lanyard

When these facilities are discussed, the response is extremely positive. However, lower general awareness of them



## App / Flight alerts

- The app and the flight alerts through WhatsApp etc could be extremely useful for PRMs, especially those that are Deaf or hard of hearing that may prefer to turn off their hearing aids in order not to be disturbed by the large amount of ambient noise
- In general, working with groups such as NCBI, Irish Wheelchair Association and Irish Deaf Society may be helpful in letting potential passengers know about these facilities



*One of the reasons we haven't travelled with the dog is that we don't know what facilities there are for Larry (the dog). But bringing him here today has been so much better than we might have expected*



*My son is 13 and it is difficult to change him in the toilets. I wonder is there a bigger quiet place?*



This research was shared across the organisation among different relevant teams – operations, security, customer experience, and externally with OCS

The insight and direct feedback from passengers has fed directly into Disability Awareness training for internal staff, and staff of our external partner companies.

The innovation department has also responded with interest in exploring different ways technology and digital means can be used to better the passenger experience for passengers with reduced mobility

# The Overall Experience in Summary

## Overall, passenger satisfaction with the Dublin Airport experience has been maintained through very difficult times

- Our team on the ground continue to be highly appreciated by passengers, returning extremely high scores across the airport
- Dublin Airport has reached all CAR targets for this period
- Passengers feel safe travelling through the airport, appreciating the Covid-19 protection measures that we have in place

## There are some key areas that need to be monitored going forward into 2022

- Cleanliness of washrooms has suffered in recent times, and is a key driver of overall satisfaction
- Distance and space has come more into the foreground during Covid times. Layout and sense of space a big challenge in security, particularly post-screening as passengers gather their things. Commercial areas and along the baggage belt are other areas where there is heightened concern around distance. It's not always practical to have maximum distance around each passenger, efficient movement through processes and queuing may help with perception here.
- For PRMs, increased awareness of all the great facilities we have available will be beneficial. The arrivals journey in particular should be considered if there are additional supports that can be put in place

# SQM Regime 2023-2026

1. Review of metrics to ensure the most important drivers are included (*subject to economic analysis regarding cost of delivery and degree of control by daa*)
2. Expansion of the ethos of the regime by reporting on 'non-penalty' measures, i.e. metrics deemed important to passenger experience but which are not appropriate for penalties such as those dependent on community/third party delivery OR most suited to qualitative reporting
3. Review of target scores (being challenging but realistic)
4. Discuss process for setting target for any new metrics (propose initiation of monitoring scores as first step before targets set)
5. Review of methodologies to build in potential for alternative approaches (with consideration on accessing representative sample and economic analysis/cost of delivery)



Keeping the original list from 2020, but with 3 key changes:

## Ease of Movement

Proposal to replace metric Walking Distance with Ease of Movement

## Information on Ground Transportation on Arrival

Proposal to change approach to this metric in one of two ways

- a) Establish areas of importance to passengers, then set metric
- b) Change in methodology of data collection

## Sense of Safety for Health

Added for monitoring in 2022, proposal not to included in metric from 2023 onwards as target, but to monitor going forward

Passenger Satisfaction SQMS	Targets			
	Departures (Quarterly)	Arrivals (Quarterly)	Departures PRMs (Annually)	Transfers (Annually)
Overall satisfaction	8.5	8.5	8.5	8.5
Courtesy & Helpfulness of security staff	8.5		8.5	
Courtesy & Helpfulness of airport staff	8.5		8.5	
Cleanliness of terminal	8.5	8.5	8.5	
Cleanliness of washrooms / toilets	8.0	8.0	8.0	
Departure gates	8.0		8.0	
Ease of Movement	8.0	8.0	8.0	8.0
Finding your way around	8.5	8.5	8.5	8.5
Flight information screens	8.5	8.5	8.5	8.5
Facilities for passengers who require additional assistance			9	
Additional assistance received			9	
Availability of trolleys	8.5	8.5	8.5	
Satisfaction with Wi-Fi	8.5	8.5	8.5	

## Reflects the heightened focus on personal space/social distancing

1

- The ease of movement score is influenced by factors such as congestion, perception of crowding, queue management and efficiency. It will therefore highlight how passengers are feeling while moving through the airport and trying to keep a reasonable distance from other staff and passengers. 'Walking distance' does not address this concern.

## Is consistently identified as a key driver of passenger satisfaction

2

- Each year, regression analysis is completed to determine what aspects of passenger experience have the greatest impact on overall satisfaction and our relative performance on each.
- 'Ease of movement' has been identified as one of several metrics that plays a key role in influencing overall journey satisfaction (especially along the departures journey). Walking distance does not emerge as a key driver. Ease of movement is also a metric that performs slightly more poorly than other satisfaction scores
- As this metric has a greater overall impact on satisfaction and is one we need to prioritise, we feel it would be appropriate to focus on this particular metric

## Encompasses many aspects of moving through the airport

3

- Ease of movement is a measure of how easily the passenger gets through the airport to their final destination – boarding the plane.
- Ease of movement therefore encompasses a range of different aspects of the journey, including wayfinding and distance – how easy was it to find my way, how far did I have to come – as well as the other important aspects of moving through the airport outlined in 1.
- We feel this metric is in the same territory as the original two but evolves it to a more holistic and relevant metric (given the impact of COVID on passenger needs)

Dublin Airport has suggested that CAR replace existing metric – 'Walking Distance' with an alternative, 'Ease of Movement'

The following are the three key reasons why this proposal has been made and which show that this metric delivers better against the requirement to measure performance in this aspect of passenger experience, particularly in a COVID/post COVID context

Information on Ground transportation on arrival was a new metric introduced for 2020

This metric required a separate tracking study to be set up to monitor the arrivals journey from the terminal onwards

Key challenges identified at the time were achieving adequate sample (due interviewing at bus stops, taxi ranks etc), and establishing a base line to determine the target.

This metric was removed for 2022

The Onwards Arrival Journey comprises of the phase of the arrivals journey where passengers exit the terminal and select their method of public transport to leave the airport campus. It focuses on passengers using public transport and therefore does not cover passengers leaving via their private car.

This element of the journey is typically characterised by passengers eager to get on their chosen means of transport. An always-on face to face survey approach (as used in other quantitative studies) is not considered feasible at this time due to the significant resource and investment requirement.



An alternative, recommended approach is a bi-annual face to face survey which is more manageable but retains the advantages of this type of methodology.



As we move into a post-pandemic / endemic era when dealing with the challenges of Covid-19, the emphasis on managing risk to health moves to personal responsibility



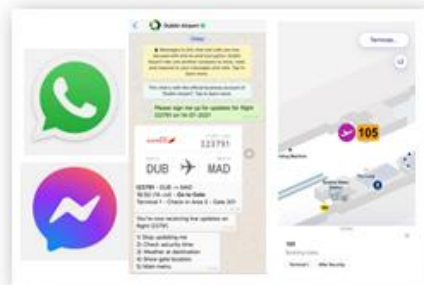
While the airport has an important responsibility to keep the journey as safe as possible for passengers, there is a limit as to how much is in control of the airport. Other passengers, the health situation of passengers themselves etc all influence on sense of safety for health



The proposal is therefore to continue to monitor 'Sense of safety for my Health' but not attach targets to this metric



# Some sample initiatives since last meetings



## Enhanced flight detail information WhatsApp Flight Alerts Improved airport maps Website chat

- Digital tools to provide additional support to airport users
- High levels of use and consistently high ratings by users
- Opportunity to drive awareness and usage
- Must be balanced with need for helpful team support on the ground



## Walk in My Shoes Initiative

- One full shift per month by all senior managers in front line roles
- Builds senior management understanding of employee experience on the ground
- See issues first hand
- Enhanced focus on staff experience



## Onward Travel Experience

- New seating area in Terminal 1 atrium area
- Problematic gap identified previously regarding bus information. Significant work undertaken since then. Positive ongoing relationship- with NTA – have jointly delivered live bus information on screens through arrivals journey
- Continue to work with NTA to provide improved information and a journey planner online



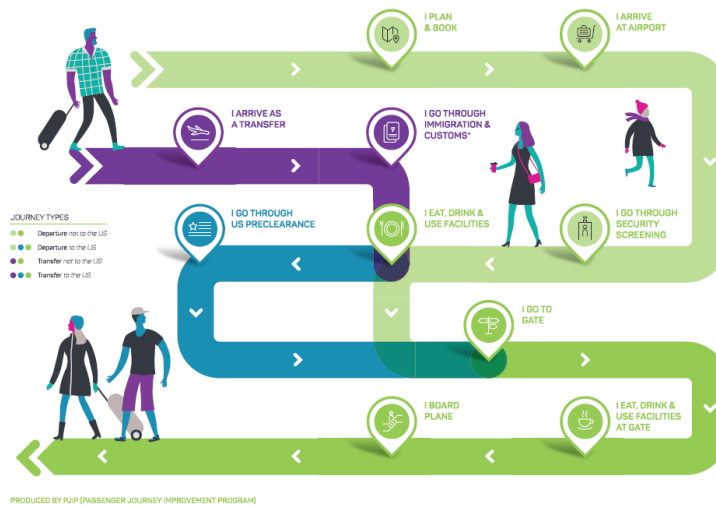
# Appendix (Passenger Experience)

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A key area of focus in the airport is the Passenger Experience  
The Insights Team measure satisfaction of passengers across all point of the passenger Journey – both Departures and Arrivals

- This is done by asking passengers across the airport to take part in a survey. This survey asks questions about all aspects of the passenger departures and arrivals journey
- Our research partner (Red C) has interviewers that ask passengers to take part, and fill their responses in on a tablet
- Passengers are asked to take part in the survey at the departures gates (for scores related to the departures journey) and in the baggage hall (for scores relating to the arrivals journey)
- Which passengers are asked is set out by rules of sampling, which are rules followed to make sure that the passengers asked are representative of the airport e.g. to make sure not all the Irish people going to Spain are asked
- Interviewers are in the airport year round, to ensure a balanced, robust and representative sample. In a year, we will interview n=5300 Departing passengers and n=2700 Arriving passengers





# Security

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April 2022



## Security Operations

**The aim of aviation security is to prevent acts of unlawful interference against civil aviation.**

Our focus in security is to ensure that something does not get on an aircraft that shouldn't, complying fully with all European and Irish regulations.

While we do not want any passengers delayed coming through the screening process, our focus cannot prioritise this over passenger security and safety.

### **Security Queue Time Breaches & Metrics**

Security queue times have been in place since 2015, and were not an issue prior to COVID-19.

- 2018/19 – Total of 4 breaches in 2 years.
- 2021/22 - Total of 200+ breaches.

CAR's SQM - Maximum Security Queue Time 20-24

- 70% <20mins;
- 100% <30mins.

## Regulatory Compliance

### **Requirements Under:**

1. ICAO annex 17.
2. EU Regulation.
3. Irish Legislation.

Subject to continuous audits/inspections. Failure to maintain our focus on compliance will have 2 outcomes:

1. Failure to maintain our focus on compliance can result in an Article 15 of Regulation (EC) No 300/2008, by the IAA. This can have an associated rectification cost and cause reputational damage.
2. Something gets on a plane that should not. We have seen suspected dry runs identified including in Dublin & daily detection of dangerous and prohibited items .

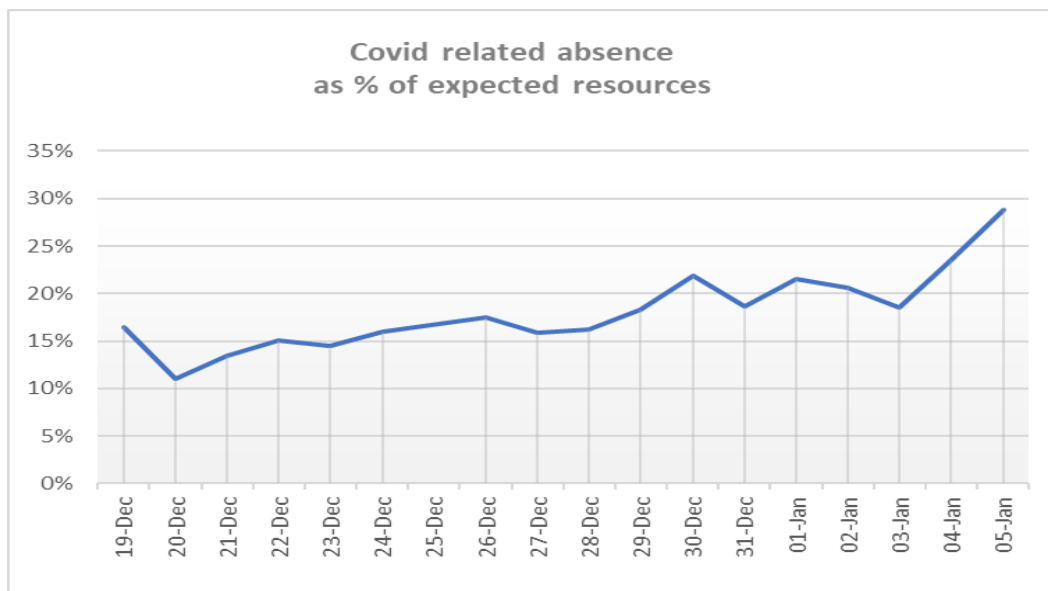


**Pre COVID-19 we have 800 people to process 33m passengers.**

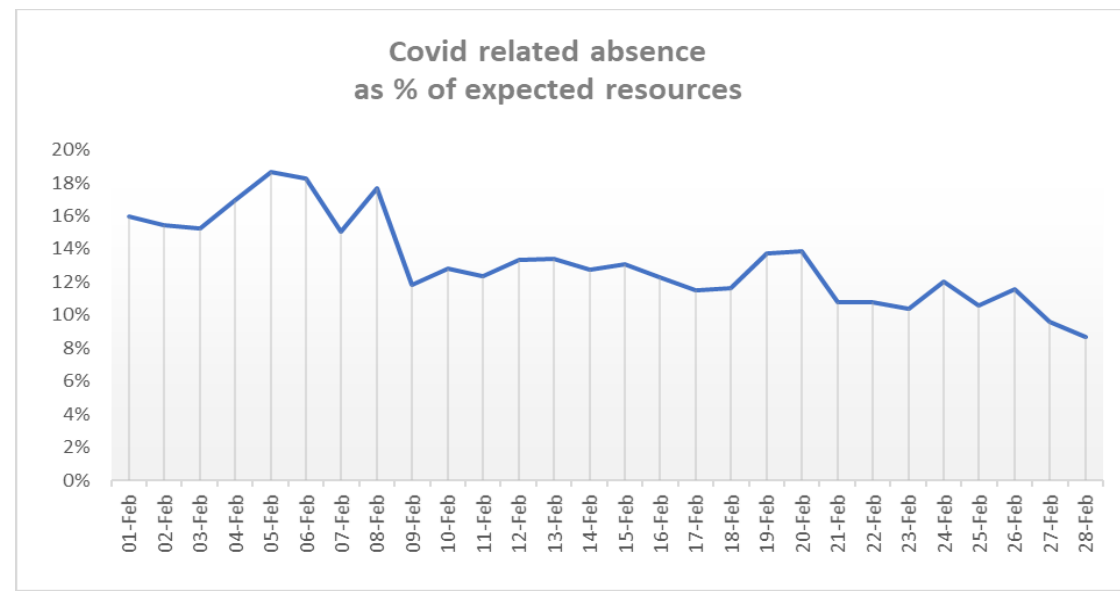
**Passenger levels 75% below that for 2 years.**

- Due to the drop in passenger numbers due to the pandemic, Dublin Airport had to right size its staffing. In return we have now got transformational permanent benefits from NWOW like cross terminal working and improved rosters etc
- As passenger volumes continue to recover, we are revamping our resources engaging in a recruitment drive.
- COVID-19 has also greatly impacted our recruitment. Security staff recruits, face long lead times as they must undergo Garda Vetting, then go through the training process. COVID-19 related absences of new recruits has also been an issue when attending and going through training measures.

## COVID-19 Related Absences



Dec 21- Jan 22 Covid Related Absence as % of Expected Resources



Dec 21- Jan 22 Covid Related Absence as % of Expected Resources

## Terminal 1 Security Screening challenges

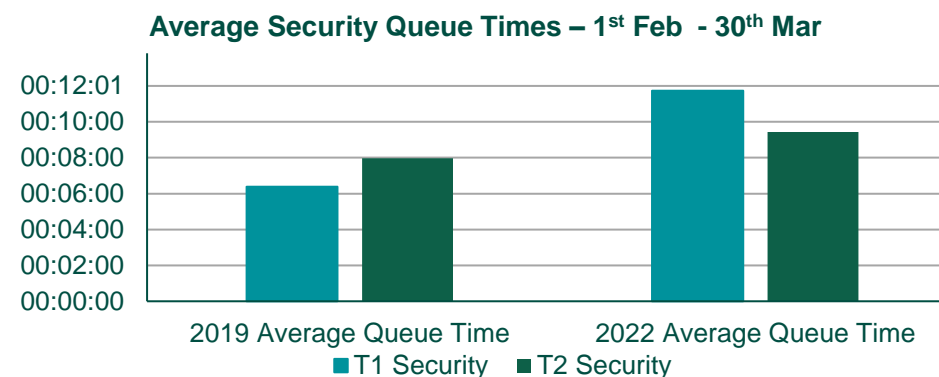
- Resourcing – Covid absence and recruitment challenging
- Passenger show up is inconsistent. Weekly changes in show up of passengers results in difficult forecasting and rostering to meet demand.
- Enhanced Garda vetting has delayed deployment of new recruits to front line.

## Actions to address the challenges:

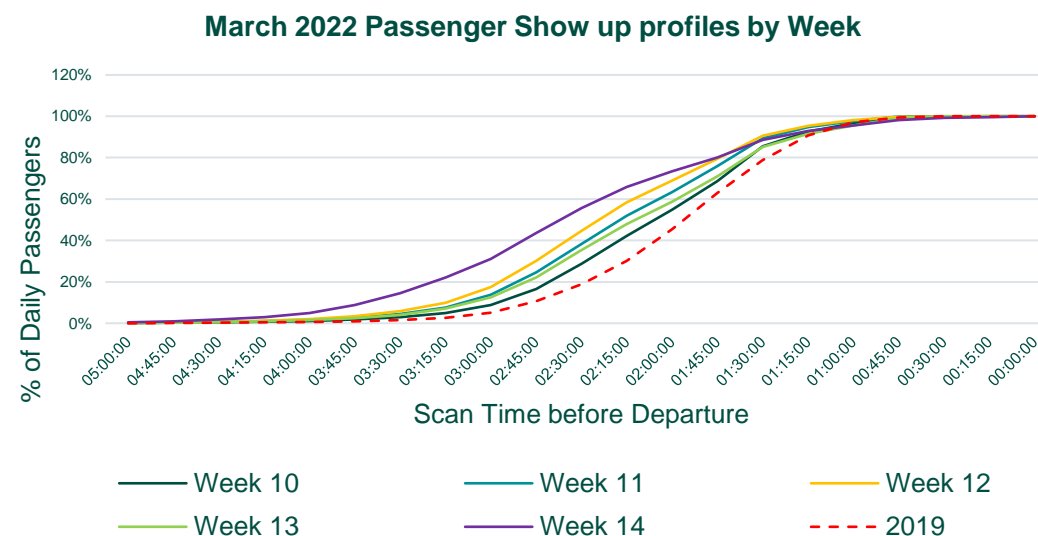
- Terminal 1 security is now 24/7 operation.
- Additional security resources relocated from Cork airport
- Gate posts closed to concentrate resources on central security
- DAA task force stood up to supplement existing resources.
- New Recruitment drive - additional resources deployed this week following completion of training.
- Additional EDT screening equipment arriving this week.

## Many Airports are facing similar challenges:

Reference Period: February 1st - March 30th



Security	2019 Average queue time	2022 Average queue time
T1 Security	00:06:24	00:11:44
T2 Security	00:07:59	00:09:27





Variables

## Forecast



**Forecast volatility and unpredictable passenger profiles.**

## Recruitment



**Enhanced Garda vetting and lengthy recruitment lead times.**  
Competition internally and externally.

## ASTO Training



Dependency on **ASTO to deliver induction training** and bau certification with limited resources.

## C3 Trial



Potential impact on resourcing, lane availability, performance, passenger experience.

## People



**Increased level of absence** and reduced appetite to work additional hours and / or overtime.

Mitigants

- Cross campus working.
- Closing non critical static posts for short periods.
- Closing VCP posts for short periods.
- Use of Task Force.
- Use of Cork resources if available.
- Dedicated Ops support to recruitment and onboarding.
- Challenges with attracting staff for night unsociable shifts.
- Additional initiatives
- Close monitoring of vetting process.
- ASTO developed plan to support induction training.
- Deferral of other bau certification to 2<sup>nd</sup> half of 2022.
- ASTO end to end service proposition review.
- Dedicated project team up and running with specific operational resources now assigned.
- Trial to commence in May.
- Robust planning and governance framework now established.
- Regular updates on expected demand and resource challenges.
- Performance management discussions and regular 1:1s.
- Skip level meetings.

**Doubled up on recruitment efforts as of March 2022.**

**Gold Crisis Management Group**  
Executive team now have full visibility of the security situation and are currently allocating resources to address key pinch points.

**Unlocked capacity through planning (data driven planning)**

Technology planning solutions deployed to support the resource planning process resulting in data driven decision making.

- Copenhagen Optimization Model.
- New roster model – flexibility to meet fluctuating demand.
- Live Ops.

Optimum Lane Setup

- Optimum lane setup and sequencing of lane opening.

## Engaging Our People

Dedicated plan to engage and upskill our People Managers

- Bimonthly briefings sessions.
- Management training.
- Direct report and skip level engagement.
- Promotions from within - empowering our people.

Focus on communication & engagement.

## New Ways of Working

### Stakeholder Engagement



Our Operations team is engaging daily with our airline partners to find ways to work together to mitigate the issues in security.

### Task Force



We have mobilised our Task Force to support the operation at weekends and peak times with effect from Thursday, March 31<sup>st</sup>.

**Airport security now open 24/7**

## INTERNATIONAL **Airport** REVIEW

Europe's airport leaders gather as challenges beset a disrupted industry

Europe's regional airports, industry leads, and business partners have gathered in Palermo Airport for the 13th Annual Airports Council International Europe Regional Airports conference.

## **B B C**

**Manchester Airport sorry as huge queues lead to missed flights**

**Manchester Airport warns delays could last for several weeks**

**Manchester Airport: More delays blamed on lack of staff**

## **theguardian**

**UK holidaymakers brace for delays at airports this Easter**

**Surge in passenger numbers after lifting of Covid restrictions comes as airports struggle to fill vacancies**

## **Aviation24.be**

**A busy Saturday at Geneva Airport**

## **Evening Standard**

**Customers face travel chaos at Heathrow Airport as staff shortages take toll**



# Assets & Baggage

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April 2022

## T2 Lift, Escalator & Travelator Monitoring

The T2 lift, escalator, and travelator availability monitoring system provides live information on the availability status of passenger facing lifts, escalators and travelators in T2. This information is then recorded and stored via the Ignition platform.

The system currently monitors 71 passenger facing units.



Lifts



Escalator



Travelators

T2 lifts, escalators & travelator monitoring has been operational for over 6 months.

Asset availability for this group is currently at:

- Lifts – Jan **96.6%**
- Escalators – Jan **95.75%**
- *Target 99% Availability 2022*



Dublin Airport will be expected to avoid any delays of more than 30 minutes in providing ground handlers at check-in desks with access to a functioning outbound baggage system or a comparable alternative that achieves the outcome of delivering departing bags to the make-up position.

Similarly, for the inbound baggage system, Dublin Airport will be expected to avoid any delays of more than 30 minutes in providing ground handlers at make-up positions with access to a functioning inbound baggage system or a comparable alternative that achieves the outcome of delivering bags to the arrivals hall carrousel.

Dublin Airport will have not met the outbound (inbound) baggage system metric if the delivery of bags from the check-in area to the make-up position (from the make-up position to the arrivals hall carrousel) is unavailable for more than 30 minutes





## Assets

Recruitment and subsequent training of staff post COVID-19.

This area of the business sits with our service provider which can result in long lead times in repairs should they be needed.

Long supply chain lead times.

## Baggage

Considerations should be given to the fact that a full baggage system will not be available to the airport until End of Q1 2023 resulting in reduced capacity and resilience. T1 area.

Considerations should be given to the fact that Dublin Airport are operating with reduced resources both technically and operationally as a consequence of Covid 19.

Considerations should be given to the fact that Dublin Airport are undergoing a major restructuring of new ways of working that will have an expected effect on the training and capabilities of new staff.



# PRM

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April 2022



## Dublin Airport Ethos

# Access for All

Striving to make air travel more accessible

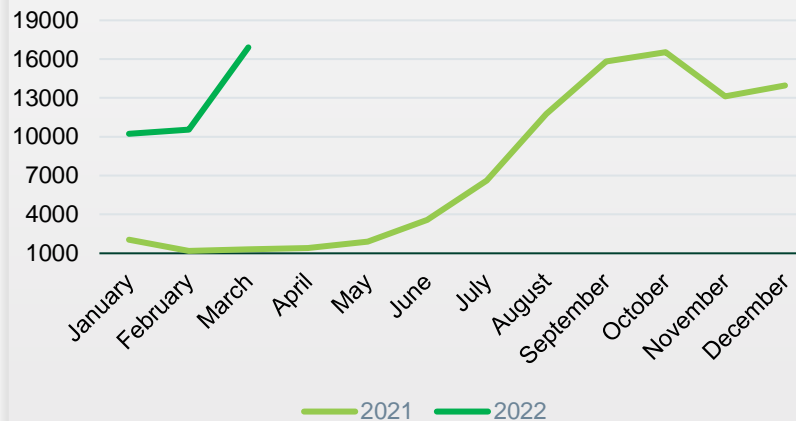




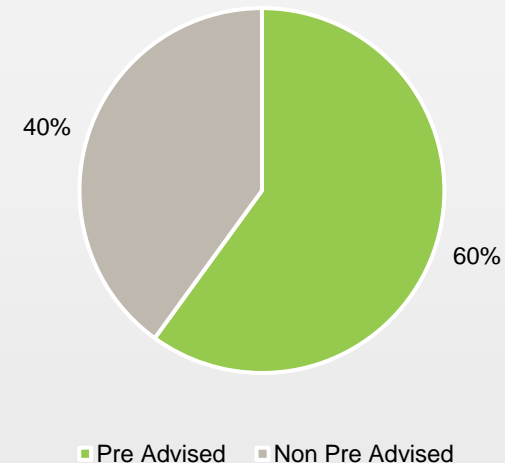
## Passenger Numbers - Key Callouts



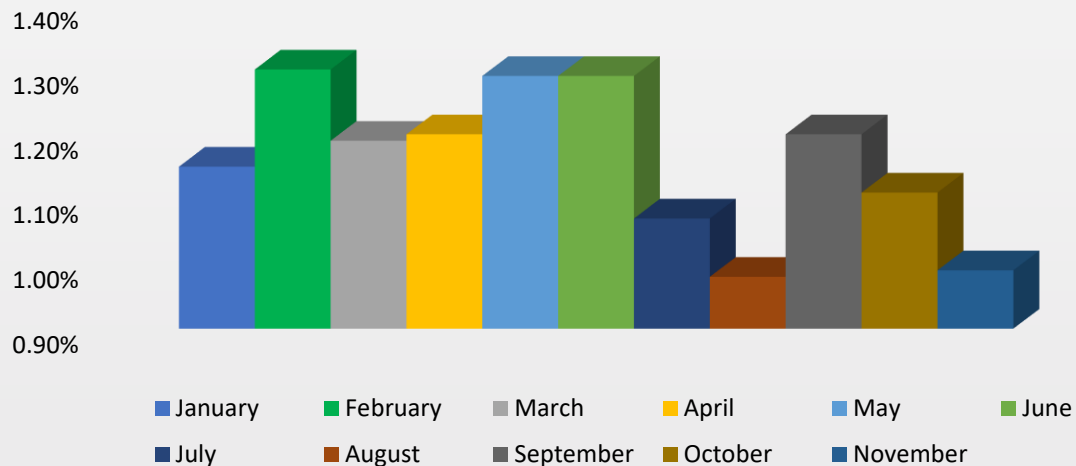
- PRM Passengers have increased at an average of **25%** month on month since June 2021.
- Pre Advised vs Non Advised levels have varied month on month – **Feb 2021 low 52 vs 48 % / Oct 2021 high 64 vs 36%**
- PRM as a % of Pax – **0.93% YTD**
- PRM as a % of Pax variability high – day by day –
- Average PRM Pax Per Day – **417 YTD**
- OCS Recruitment –150+ Staff member



PRM Movements 2021 & 2022



Pre Advised Vs Non Pre Advised Comparison 2022 YTD



PRM as a % of Total Passengers 2021



Average PRM's Per Day

### PRM Research

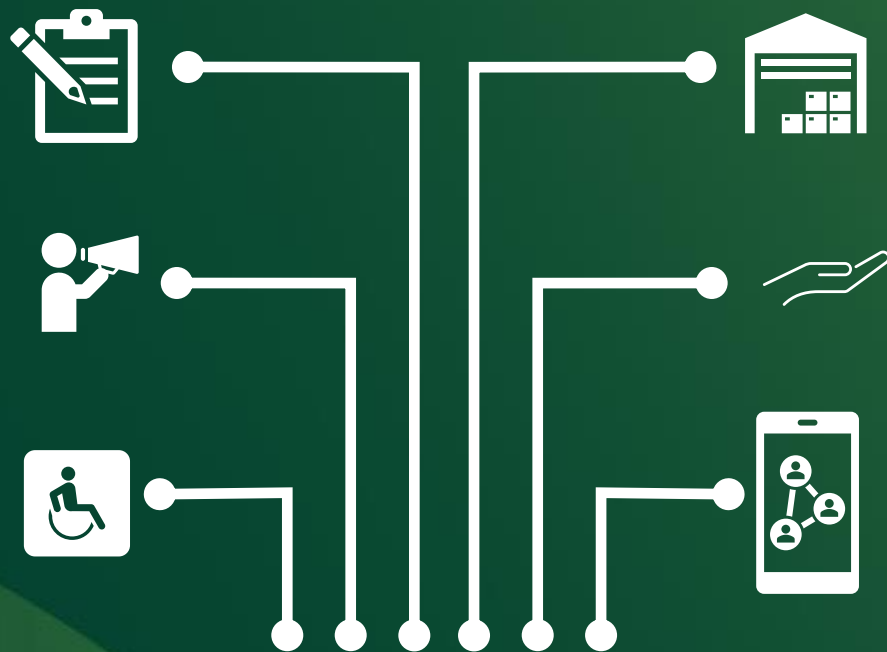
- Independence , autonomy , control over PRM journey
  - Dignity , Comfort & Security
- Positive feedback – Complete trust in OCS for on time boarding.

### Engagement & Communication

- Disability Awareness / PRM Training delivered to 120+ DAA recruits
- Disability User Group – Restart / Comms

### Important Flyer Initiative

- New improved application form
- Awareness comms for frontline teams
- New Recycled PET lanyards, with straw safety break composite



### Facilities

- Changing Places Facility T2
  - Sensory Room
- Future Factory – Navigation & Way - Finding

### InterAct Support

- Improve the life experiences for autistic people and people with an intellectual or developmental disability

### Operations

- PRM Assist - Operation , efficiencies & passenger experience
- Avalon – Eagle Lifter

# PRM Service Provider - OCS

- » Over 120+ Staff members reintroduced to PRM Operation
- » Positive SLA Scoring & Results for Q1
- » Positive Passenger Feedback
- » New for 2022- 2 Ambi Lifts, Assistance Vans , Smax Chairs
- » Training & Development
- » Introduction of New Staxi Passenger Wheelchair
- » PRM Assist

