Appendix 4 – Service Quality and Passenger Focus

1. Service Quality and Passenger Focus

1.1 Quality of Service Overview

1.1.1 Dublin Airport has previously discussed the essence of service quality not being considered a central economical building block to the price cap. Though it must be acknowledged with the return to high levels of traffic throughout the Dublin Airport that a significant weight and consideration has be instilled upon the Quality of Service throughout the campus.

1.1.2 Given the above, the standard of service will ultimately affect the overall price cap. With the noteworthy targets proposed by the Commission relative to specific metrics, Dublin Airport presents key points on its responses below.

1.1.3 For the purpose of this Appendix, further information and analysis is provided to gauge a broader appreciation of the responses by Dublin Airport for both objective and subjective indicators.

1.2 Subjective Quality of Service Metrics

Passenger Care

1.2.1 2022 has been a year of recovery and Dublin Airport has worked tirelessly through the challenges faced in achieving the expected passenger experience throughout the campus. The proposals regarding Service Quality Metrics are consistent with our commitment to a continued focus on passenger experience in the years ahead.

1.2.2 As Dublin Airport had previously proposed including the 'Ease of Movement' metric, the inclusion of this metric be the commission is welcomed. We believe it to be a superior measure as opposed to the previously used 'Waking Distance'.

1.2.3 Ease of Movement proves to be a key factor in our H1 passenger satisfaction analysis. By utilizing the PRAM analysis, we can understand which factors have the greatest impact on overall satisfaction.

1.2.4 Cleanliness of toilets and washrooms is a vital metric with reference to passenger service experience. With the challenges faced due to resource constraints through the peak summer season, Dublin Airport recognises the importance of not only reaching but striving to surpass the targets set by the Commission.

1.2.5 Having said that, as the supports to our operational teams begins to dissolve such as overtime hours, and the availability of Task Force personnel we believe a target of 8.5 for washroom cleanliness for 2023 is too significant a change given the overall context. Upon review,

washroom cleanliness for Q2 of 2022 achieved 7.2 and obtained a mean score of 8.4 over the last 10 years.

1.2.6 With the above in mind, we are concerned at the scale and immediacy of this change in score as we continue to recover and operate in a post Covid environment in 2023. Dublin Airport purposes an alternative and stepped approach; maintain current score for 2023 with an review for 2024 at which time an increased score may be applied.

Passenger Information

1.2.7 Given the commission has proposed ground transport information on arrival target of 8.0 for 2023, increasing to 8.5 in 2024. Dublin Airport believes that as a principle, targets should not be set lower than what we would consider an acceptable score for the specific metric. In this case, we agree that a score of 8.0 for 2023 is a good target score. However, there is currently no historical data to benchmark performance on this specific metric, so we are as yet unsure as to its 'achievability'.

1.2.8 The escalation in this score from 8.0 to 8.5 is, in our opinion is substantial. It must also be acknowledged that factors outside of our control such as transport options and signage at transport areas do exist and will impact this core. These are factors which are managed by third parties; how and what information is conveyed to arriving passengers is outside of Dublin Airport's control. Again, we propose an alternative approach which is maintain 8.0 for 2023 and finalise 2024 pending a review for 2024 performance vs target.

Passenger Facilities and Services

1.2.9 With regards to the metric of 'Facilities for passengers who require additional assistance', we noted the Commission had subjected this to a **Quarterly** price cap at risk. As this metric is deemed of greatest relevance to PRMs, we propose that this should be appointed an **Annual** price cap at risk in line with other PRM metrics.

Bonus and Penalties

1.2.10 Dublin Airport welcomes the introduction of bonus and penalties as such an approach may further drive and reward good performance and our passengers over the long term. However, the implementation of such scheme will require a balanced approach.

1.2.11 After conducting a performance review of data from over the last decade, the bonus score proposals that Dublin Airport are submitting are based on the highest scores ever reached on the campus. Albeit these have been accomplished rarely, we find them to provide an appropriate level of challenge as befits a bonus scheme.

Methodology

1.2.12 The Commission invited suggestions from Dublin Airport on new data collection for the metric of 'information on ground transport on arrival'. The commission had proposed for this metric to be collected online, in a bid to mitigate the issues faced in collecting data from arriving passengers who tend to exit the airport campus in a speedy manner.

1.2.13 Dublin Airport previously noted that an online-only collection method of data would present some issues; it would be subjected to sample bias of online methodologies including non-representation of some passenger groups such as those less inclined to participate online and older respondents and non-Irish residents.

1.2.14 Following a review with our independent research agency, Dublin Airport proposes a revised approach by using a dual methodology:

- Online omnibus survey, which would be presented to only passengers who have travelled through Dublin Airport in the previous two months only (to ensure recency of experience).
- On campus survey, actioned at key strategically located arrival locations within atriums in T1 and T2 of the campus. This would specifically target non-Irish residents.

1.2.15 To ensure accuracy, results would be weighted back to passenger numbers. We are open to the overall frequency of conducting such surveys though we suggest they are established and reported in line with the quarterly data per other QoS metrics.

Performance Challenges 2022

1.2.16 With the unforeseen traffic recovery throughout the summer period of 2022, Dublin Airport faced challenges across the airport journey. In particular, there were shortfalls in our cleaning performance and we did not reach targets for Cleanliness of Terminal and toilets/washrooms along with overall satisfaction with departure gate experience.

1.2.17 The reasons behind this reduction in performance are as follows:

QoS Performance Challenges 2022:
Accelerated recovery of passenger volumes, heightening pressure on facilities including washrooms and F&B units
Resourcing challenges faced across Dublin Airport and third-party service provides including those of Hygiene and F&B teams
Passenger profile and presentation greatly affected Hygiene standard as with the evolving travel issues throughout the summer, large volumes of passengers presented extraordinarily early due to expected lengthy queue times. A high percentage of these passengers were Irish residents travelling for leisure are more likely to avail of facilities and tend to prove more critical in their scoring/rating than non-Irish residents
The development of individual's expected level of hygiene dramatically increased throughout the pandemic; there is now greater concern regarding cleanliness particularly in

crowded areas. This has naturally led to to a greater focus on hygiene standards in general and an expectation of higher standards as 'the norm' in a post COVID era.

Metric	CAR Draft Proposal 2023-2026		DAP Response/Proposal 2023-2026	
	Target	Bonus	Target	Bonus
Passenger Care				
Additional assistance	9.0	9.5	8.9	9.3
Helpfulness of security staff	8.5	9.3	8.5	9.1
Helpfulness of airport staff	8.5	9.3	8.5	9.2
Cleanliness of terminal	8.5	9.2	8.5	9.0
Overall satisfaction	8.5	9.3	8.3	8.7
Cleanliness of toilets	8.5	9.2	8.1	8.6
Satisfaction with departure gates	8.0	9.0	8.0	8.7
Ease of movement	8.0	9.0	8.0	8.9
Passenger Information				
Finding your way around	8.5	9.0	8.5	9.0
Flight information screens	8.5	9.0	8.5	9.0
Ground transport information on arrival	2023 - 8.0 2024-2026 – 8.5	2023 - 8.5 2024-2026 – 9.0	Retain 2023 8.0, though review 2024 score based on annual performance as there is no previous history to base analysis on	Retain 2023 8.0, though review 2024 score based on annual performance as there is no previous history to base analysis on
Passenger Facilities and Services				
Facilities for passengers who require additional assistance	9.0	9.5	9.0	9.5
Availability of trolleys	8.5	9.0	8.3	9.0
Satisfaction with Wi-Fi	8.5	9.0	8.5	9.0
Sense of safety for my health	No Target	No Target	N/A	N/A

1.3 Objective Quality of Service Metrics

1.3.1 Dublin Airport continues to monitor and perform based on the previous metrics the Commission had put in place across the three business units including Security, Assets and Baggage and PRM.

Availability of Assets

Self Service Kiosk

1.3.2 Throughout the busy summer period, Dublin Airport has successfully achieved targets set for the availability of baggage handling, IT systems, self-service check in kiosks and bag drop machines. We note that the target has remain unchanged for the self-service kiosk. In response to this we propose several exemptions regarding the period of unavailability that the Commission should account for as these are outside of Dublin Airport's control:

Self-Service Kiosk Exemptions
Allowance for planned and preventative maintenance to assets
Allowance for pre-agreed works, upgrades, and relocation of assets with relative customers/ third parties
Unavailability/Downtime due to activities which customers/third parties are responsible of such as paper loading, jams etc. is Business as Usual for Dublin Airport and should not be classified as downtime
Unavailability/Downtime due to the misuse, abuse or malicious actions caused by customers/third parties
Asset unavailability due to software/cloud-based issues provided by supplier or customer/third parties
Unavailability/Downtime during a period of when faults are reported by customers/third parties, though when assessed by Dublin Airport engineer no fault is found
Asset unavailability/downtime due to resource constraints inclusive of industrial action by personnel of customers including associated third-party service providers
Unavailability/Downtime period will commence from the time Dublin Airport is notified by customer/third parties of an issue or when Dublin Airport identifies an issue with the relative asset(s)

T2 Lift, Escalator & Travelator Monitoring

1.3.3 Dublin Airport currently operates 256 lift and escalator units. Within 71 front of house passenger facing units in terminal 2 are now subject to the Commission's availability regulations, consisting of 31 Lifts, 36 Escalators and 4 Travelators.

1.3.4 The previous three months have proved challenging with the availability of lift and escalator assets throughout the Dublin Airport campus. June (97.39%), July (97.95%) and August (98.22%). There are continued challenges achieving availability targets >98% across this

portfolio of equipment due to skills and labour constraints both with the inhouse asset management team and the OEM(Otis) specialist service provider. The OEM service provider has withdrawn from the Irish Market creating a technical support gap for this equipment and compounding supply chain issues. This is expected to alleviate towards the end of Q2 2023 in line with the recruitment and training program underway to rebuild the inhouse Asset Management team and completion of a procurement process to appoint a replacement service provider.

1.3.5 Dublin Airport continues to implement strategic actions in improving availability of these assets by utilising such controls as:

- Robust procurement process to identify a suitable alternative service provider and SLA aligned to achieve availability targets.
- Recruitment, training, and development of front-line teams to increase first time fix rate.
- Recruitment, training, and development of AMS team for heavy maintenance and repairs.

1.3.6 As with many industries, both Dublin Airport and our suppliers currently face long lead in times concerning parts and material as supply chains outside of our control continue to struggle with the current global demand. This has been fuelled by an industry labour shortage, increasing resolution times.

1.3.7 Issues such as aging and inherent design flaws are presenting difficulty with maintaining and repairing assets alongside increasing operational constraints amplified by reduced maintenance periods. We ask the Commission to include an exemption for failures of gear box and bearings related to inherent design issues which we have zero visibility to foresee.

Fixed Electrical Ground Power (FEGP)

1.3.8 Dublin Airport now currently operates 56 FEGP units across three piers. The previous three months have proved successful with achieving each monthly targets, though complex repairs and increasing aircraft movements have proved to challenge the availability of these assets.

1.3.9 September to date has been a particularly challenging period with increased faults occurring in Pier 1 FEGP pits due to heavy rains and ground water ingress. Forecasted availability for September <98%. Investigations are underway to identify root cause and establish mitigations.

Advanced Visual Docking Guidance System (AVDGS)

1.3.10 85 AVDGS units are located across several piers and aprons. The previous three months have also proved very challenging for this asset with June (98.95%) and July (98.28%) missing target of 99%. Supplier responses times that were greater to those of which in the relative SLA, alongside difficulties within fault diagnostic procedures continued to hamper availability rates.

Mitigation Measures

1.3.11 As we continue to recover and increase our standard levels Dublin Airport is making immense efforts to intensify the efficiency and reliability of the assets we offer throughout the campus. This is ensued by continuing to upskill and enhance training for staff members, strengthen SLA performance and optimise repair/maintenance periods during off peak hours. With these investments in mind we ask the Commission to account for the expenditure involved.

Dublin Airport's Availability of Airfield and Terminal Equipment				
Metric	**CAR Draft Proposal 2023-2026**		**DAP Response/Proposal 2023-2026**	
	Target	**Price Cap**	**Target**	**Price Cap**
T2 Passenger-facing escalators, travellators and lifts	99% average across units	<98%: Quarterly -€0.01 >=98% but <99%: Quarterly -€0.005 All From Q1 2023	No Change	<98%: Quarterly -€0.005 From Q1 2023 <99%: Quarterly -€0.005 From Q3 2023
Fixed Electric Ground Power (FEGP)	For new units, 93.5% available on average in the first year. For all other units, target of 99%	<98%: Monthly -€0.01 >=98% but <99%: Monthly -€0.005 All From Q1 2023	No Change	<98%: Monthly -€0.005 From Q1 2023 <99%: Monthly -€0.005 From Q3 2023
Advanced Docking Guidance System (AVDGS)	For new units, 93.5% available on average in the first year. For all other units, target of 99%	<98%: Monthly -€0.01 >=98% but <99%: Monthly -€0.005 From Q1 2023	No Change	<99%: Monthly -€0.005 From Q1 2023
Self-service check-in kiosks and bag drop machines	Average of 99% availability across units	<98%: Quarterly -€0.01 >=98% but <99%: Quarterly -€0.005 All From Q1 2023	No Change, though consideration of the Commission to applicable exemptions as detailed	No Change

			within Appendix 2	
Baggage - Inbound and Outbound	On implementation of HBS3, belt access available within 30 minutes of request	Per event -€0.01	No Change	No Change

PRM

1.3.12 The Commission has proposed adjusting targets for pre-advised and non-pre-advised departing & arriving passengers to mirror the targets within the relative SLA with OCS. Dublin Airport recognises that the targets within the PRM SLA with OCS are challenging, in a bid to achieve such high standards we have implemented rigorous supplier performance management systems which apply financial penalties (% of profit payable) should targets not be achieved. It must be noted also that the penalties currently applied are considerably less than those proposed by the Commission.

1.3.13 No changes have been proposed to Dublin Airport's SLA which in turn would mean performance will still be driven by the relative supplier to achieve high targets in place, incentivised by scoring matrix and supplier management system currently utilised. Evidently this will not impact service standard and delivery for PRMs

1.3.14 With the continued maintenance of Interim Review of the 2019 Determination in relation to 2022 decision for 2023-2026, the challenges such as resource constraints that Dublin Airport's PRM supplier faced throughout 2022 and throughout the current recovery phase have not been accounted for by the Commission.

1.3.15 The Commission has discussed Dublin Airport's performance in comparison to SLA targets of both pre-advised and non-advised PRMs. Specifically, it was noted that a greater proportion of PRMs were assisted at a greater efficiency than those who did provided pre-notification of required assistance. Dublin Airport notes this commentary, though with the unconventional normality of operations that were experienced throughout the summer period, we mitigated the risk of PRMs missing flight departures by effectively triaging PRMs relative to their overall inbound/outbound experience and time sensitivity of the journey, rather than whether pre notification was received or not.

1.3.16 Albeit with the process utilised above, pre-notification is an imperative tool. As it allows the service provider to forward plan the required resources accordingly. Though within a time critical environment, the uncontrollable variability and volatility of non-advised requests onsite dramatically decreases the service provider's efficiency in prioritising PRMs as could potentially raise the risk of those passengers missing flights.

Pre-Advised vs Non-advised Example:
Passenger A (pre – advised) & B (non-advised) both arrive at the terminal reception point and request assistance. Passenger A is due to depart in 1 hour 30, but passenger B is due to depart in 1 hour 10. The next available resource will be assigned to passenger B as they will be prioritized time until departure to ensure they can be assisted to the relevant flight in a timely manner.

1.3.17 PRM notifications levels variers among carriers and flight categories, this factor significantly challenges Dublin Airport's PRM service provider. Often pre-advisory can be received as little as 48hrs pre-departure via the relative channels/systems of communication. We ask the Commission to acknowledge and consider that our customer airlines are the first port of call for PRMs when arranging the support service. Both Dublin Airport and the relative service provider remain committed in support our customer airlines and their PRMs in providing a superior service.

1.3.18 The Commission has proposed the inclusion of an 'external target' for a PRM's journey from an external point on campus to within the terminal. This would be in addition to the 'in terminal'; it's proposed that both elements of the departing PRM experience are combined within one target.

1.3.19 Dublin Airport would like to note that currently, assistance from external points represent a significantly lower volume of assistance requests compared to other passenger journey areas. As of July 2022, 49 from external points, accounting for a total of 0.14% of total PRM's for the same month. As this above carries a small weight in the total volume of PRMs, the propensity to fail significantly increases. For example, if 7 of these movements (0.02% of total PRM's assisted) failed, the overall metric would not be achieved for the year, resulting in Dublin Airport being subjected to the associated penalty. We ask that discretion is demonstrated by the Commission given the significant fluctuation in performance of this metric.

1.3.20 We note that the targets suggested by the Commission fail to consider the developing landscape of the Dublin Airport campus and how this will inevitably present operational obstacles faced by our PRM service provider:

PRM Service Provider Challenge Example:
Should non-advised assistance be requested from an external point such as the RED LT CP, the use of an service ramp vehicle will be required. The service provider ramp vehicle must then, exit from the pier 1 ramp area (predominant area of use) via the designated control post and enter the public road system for arrival at the RED CP, this route will unavoidably encounter congestion. After completing the task, the service vehicle must then return to designated control post to be screened for re-entrance to the airside area before it can return to ramp operations. Again, the vehicle and associated personnel will encounter congestion. If all appropriate vehicles are in use at the time of request, significant challenges will be faced by the service provider.

1.3.21 Again, no changes are proposed to Dublin Airport's SLA, meaning performance will still be driven by supplier to achieve high targets in place, incentivised by scoring matrix and supplier management system. Thus, not impacting service standards and delivery for PRM passengers.

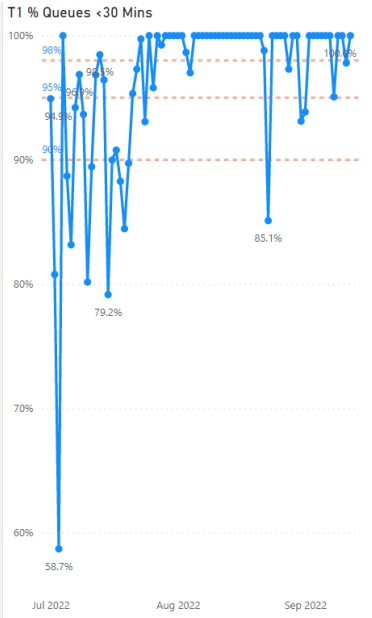
Dublin Airport's Availability PRM						
Metric	**CAR Draft Proposal 2023-2026**		**Price Cap**	**DAP Response/ Proposal 2023-2026**		
	Pre-advised	**Non pre-advised**	**Target**	**Pre-advised**	**Non pre-advised**	**Target**
If a passenger presents for assistance at an external point within the airport campus they should be assisted to the appropriate terminal reception point as follows:	98% within 10 min	98% within 20 min	Annually -€0.01	No Change		
Breach if the percentage of passengers assisted from the terminal reception point is lower than the targets as follows:	95% within 15 min 98% within 20 min	95% within 20 min 98% within 30 min		No Change		
Breach if the percentage of passengers that are assisted from aircraft to terminal holding point onwards is lower than the targets as follows:	93% within 10 min 98% within 15 min	93% within 15 min 98% within 20 min		No Change		
Back Stop Target						
Breach if the percentage of passengers that are assisted from aircraft to terminal holding point onwards is lower than the targets as follows:	90% within 15 min 91% within 20 min	None	Annually -€0.01	No Change		

Security Queue Times

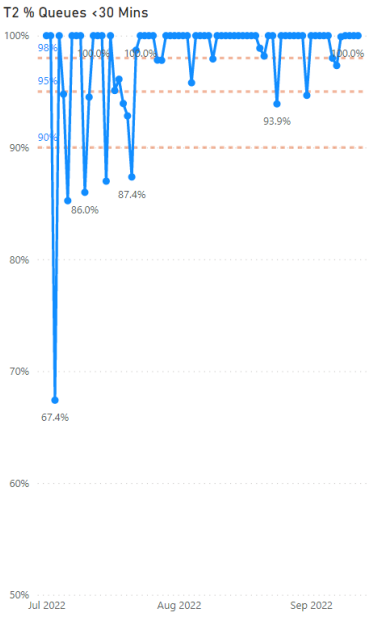
1.3.22 Queue times at airports across the world has captured the frontline headlines throughout the summer period of 2022. It goes without saying Dublin Airport regrettably provided Ireland's example how the unprecedent rebound of passenger traffic overwhelmed the processes and operational capacity of our security processes.

1.3.23 On May 29th 2022 our passengers experienced the worst of the impact in security delays, this triggered an appropriate response by Dublin Airport, ramping up resources with a near to immediate positive affect on the overall disruption being experienced throughout the campus. This involved deployment of our own Task Force, which saw administrative/management personnel of the daa group take on front facing roles within the terminal buildings assisting with security divestment, queue management and hygiene tasks. Alongside this, a major recruitment drive took place for ASU officers and additional overtime was allocated for current officers. An agreement with the Irish Defence Forces was made with army personnel being put on standby to assist Dublin Airport with the above tasks if it were deemed necessary.

1.3.24 From May onwards of this year we began to see performance of security queue times increase in performance, though the trajectory would remain volatile and difficult to predict forward results as the additional support resources were not included within the model used. This meaning it wasn't possible to monitor the impact they add to queue times.



Day	Aug	Jul	Sep
1	100.0%	94.9%	93.9%
2	100.0%	80.8%	100.0%
3	98.6%	58.7%	100.0%
4	97.0%	100.0%	100.0%
5	100.0%	88.7%	100.0%
6	100.0%	83.2%	100.0%
7	100.0%	94.2%	100.0%
8	100.0%	96.9%	95.1%
9	100.0%	93.7%	100.0%
10	100.0%	80.2%	100.0%
11	100.0%	89.5%	97.8%
12	100.0%	96.8%	100.0%
13	100.0%	98.5%	
14	100.0%	96.4%	
15	100.0%	79.2%	
16	100.0%	90.0%	
17	100.0%	90.8%	
18	100.0%	88.3%	
19	100.0%	84.5%	
20	100.0%	89.7%	
21	100.0%	95.3%	
22	98.8%	97.3%	
23	85.1%	99.7%	
24	100.0%	93.1%	
25	100.0%	100.0%	
26	100.0%	95.8%	
27	100.0%	100.0%	
28	97.3%	99.2%	
29	100.0%	100.0%	
30	100.0%	100.0%	
31	93.1%	100.0%	
Total	**99.0%**	**92.1%**	**98.9%**



Day	Aug	Jul	Sep
1	100.0%	100.0%	100.0%
2	100.0%	100.0%	100.0%
3	100.0%	67.4%	100.0%
4	95.8%	100.0%	100.0%
5	100.0%	94.8%	100.0%
6	100.0%	85.2%	98.0%
7	100.0%	100.0%	97.3%
8	100.0%	100.0%	99.9%
9	97.9%	100.0%	100.0%
10	100.0%	86.0%	100.0%
11	100.0%	94.5%	100.0%
12	100.0%	100.0%	100.0%
13	100.0%	100.0%	
14	100.0%	100.0%	
15	100.0%	87.0%	
16	100.0%	100.0%	
17	100.0%	95.1%	
18	100.0%	96.1%	
19	100.0%	93.9%	
20	98.9%	92.8%	
21	98.2%	87.4%	
22	100.0%	98.7%	
23	100.0%	100.0%	
24	93.9%	100.0%	
25	100.0%	100.0%	
26	100.0%	100.0%	
27	100.0%	97.8%	
28	100.0%	97.8%	
29	100.0%	100.0%	
30	100.0%	100.0%	
31	94.7%	100.0%	
Total	**99.3%**	**95.9%**	**99.6%**

(Source: Dublin Airport)

1.3.25 The onboarding of new recruits/personnel would have also brought its own challenges. Experienced officers would inevitably retain a more efficient and speedy work ethic than new officers. Though this indicator is not a metric currently gauged at Dublin Airport.

1.3.26 With the robust effects taking a positive effect, it is currently unpredictable of how performance will be impacted with the retraction of such supports mentioned above.

1.3.27 Factors such as the talent pool rates within the commuter belt of Dublin Airport is unknown, though the quantity of candidates to fulfil such positions as ASU officers would have decreased with the Summer recruitment drive.

1.3.28 The implementation of C3 security scanners will also present challenges, with both staff and passengers becoming accustomed to the new technology and associated procedures.

1.3.29 With the points above, we propose the below adjustment to time targets to the Commission. We believe the adjusted targets would allow for a realistic achievement whilst exercising best practices through the Security Queue management ensuring the highest level of but safety and efficiency for our staff and passengers.

Dublin Airport's Max Security Queue Times			
CAR Draft Proposal 2023-2026		**DAP Response/Proposal 2023-2026**	
Target	**Price Cap**	**Target**	**Price Cap**
Less than 20 minutes for less than 70% of the time but less than 30 minutes 100% of the time	-€0.005	Less than 20 minutes for less than 70% of the time but less than 30 minutes 95% of the time	No Change
Equal to or greater than 30 minutes but less than 45 minutes, at any time	-€0.01	Equal to or greater than 30 minutes but less than 45 minutes 95% of the time	No Change
Equal to or greater than 45 minutes, at any time	-€0.02	No Change	No Change