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This workbook aims to provide you with some introductory information to proceed successfully into your initial training with Aer Lingus.

All new candidates are expected to read through this workbook, completing the online activities in each section to build a solid foundational knowledge in our airline and topics relevant to your future role.

After you have completed this online workbook you will be able to:

- Gain introductory knowledge of Aer Lingus
- Better understand general aviation information and terminology
- Gain introductory knowledge of our service ethos

The completed activities will be submitted to your trainer for evaluation.
Welcome to Aer Lingus

The Airline Industry is extremely competitive, dynamic and challenging. Here in Aer Lingus we value people with the determination and passion to deliver great guest service, and drive our business forward.

Each and every one of us plays a crucial role in helping to create a culture where we all work together towards a common goal. People with the right skills and a positive attitude have a fantastic future in Aer Lingus.

Stephen Kavanagh
Chief Executive Officer
Our Vision and Strategy

Aer Lingus is an iconic brand with a proud history and heritage. Our people are passionate about our brand, our guests and our service.

As we continue to transform the organisation to create a successful future for Aer Lingus, it’s important that we create a culture where we work together towards one common goal.

Our Vision

Our vision is to be recognised as a safe airline and the leading carrier, ‘Connecting Ireland to the World’. We will be the airline of choice for guests on the routes we serve, while delivering attractive returns for our shareholder. We will achieve this through the expertise of our engaged, enthusiastic and high-performing workforce.
Our Strategy for connecting Ireland to the world is:

**Exploit the opportunities**
that arise from our network to develop new markets utilising Ireland as a hub.

**Offer a value proposition**
guided by the consumers' desire for low cost air travel at competitive prices,
with consistent delivery and quality service.

**Differentiate ourselves**
from the competition through investment in innovative products and
engaged, high performing people.

**Enable all of this**
by commercial partnerships and technology leadership.

**Be proud of our heritage**
and willing to address barriers to the changes that are required
to remain competitive and relevant in our chosen markets.
Our Values and Behaviours

As part of your induction on Day 1, you will be introduced to our Values and Behaviours.

To deliver our vision of ‘Connecting Ireland to the World’, it is important that we understand the values and behaviours that define us as part of Aer Lingus. This is about who we are and focuses on our five values of:

- Team
- Humanity
- Courage
- Performance
- Honesty

**Team**

We rely on the collaborative efforts of our high performing teams, who together, make Aer Lingus unique, successful and safe.

**Courage**

Change is constant and essential. We consider it an opportunity and face it confidently and with creativity. We are accountable and take ownership of our goals.

**Performance**

We foster a performance culture. We support our employees to achieve their potential. We reward success.

**Humanity**

We support and trust each other in an open and respectful manner. We actively seek feedback on our performance and behaviour and engage in constructive dialogue.

**Honesty**

We keep our promises, are loyal and act ethically and in conformity with the law. We communicate truthfully and comprehensively.
Our story

We take a look at the history of Aer Lingus and how the airline has evolved from modest beginnings to becoming a leading international airline.

Aer Lingus has a rich heritage that spans eight decades. Since the Iolar’s first flight in May 1936, the airline has grown from carrying five passengers to eleven million guests today with a worldwide reputation for friendly staff, high-quality service, value for money and innovation.

The 30s and 40s

Aer Lingus Teoranta was registered as an airline on 22nd May 1936. Teoranta means ‘limited company’. The word ‘Lingus’ is derived from the Irish ‘Loingeas’ meaning ‘fleet’.

The entire Aer Lingus staff of 12 turned out to see the first Aer Lingus plane ‘Iolar’ (meaning eagle) take off for Bristol. The ‘Iolar’ was the 38th plane on the Irish Aircraft Register, and was blessed by the Irish Air Corps Chaplain, the Rev. W. O’Riordan.

In January 1940, a new airport was completed at Collinstown and Aer Lingus moved operations to the new centre. Apart from a new DC3 service to Liverpool and an internal service to Shannon, the airlines services was curtailed during World War II. By 1st January 1944 the Aer Lingus fleet stood at two de Havillands, the ‘Eire’ and the ‘Sasana’, plus a Douglas DC3.

In 1945 the first Aer Lingus stewardesses went on duty, earning something in the region of 4 per week. The travel allowance for passengers, the amount they could take onboard with them, was fixed at £75.

The 50s

By 1950 almost 200,000 people were flying on Aer Lingus planes, mostly DC3 Douglas Dakotas, one of the most reliable and versatile planes ever built, however these were replaced with the arrival of the Fokker F27, and the Irish flag on the tail fin was replaced with the now famous shamrock.

The most important step forward since the war came when Aer Lingus took delivery of a fleet of four ultra-modern Vickers Viscount 707 jet-props. Services commenced to Lourdes in southwest France, and Aer Lingus became a pioneer in the carriage of passengers with disability.

Aerlinte Eireann, originally formed in the 1940s, was re-established with a US airline, Seaboard and Western, providing Super Constellations for the service to New York. On 18th April 1958, the first service left Dublin and Shannon for New York. Three flights a week were planned, with daily flights during the summer months.
The 60s

Aer Lingus entered the jet age in 1960 with Boeing 720s operating the routes from Dublin and Shannon to New York and Boston and BAC 1-11s operating on short-haul.

With the arrival of the larger Boeing 707 in 1964, new transatlantic routes opened with service from Shannon to Montreal and onward to Chicago commencing in 1966.

By the end of the 60s, the BAC 1-11’s small size prompted the order of two Boeing 737-200s specifically for the London route. By the time the first aircraft were delivered in April, Aer Lingus had decided to standardise on the Boeing 737 for all its European service and increased the original order to eight aircraft.

The 70s

In 1971, Aer Lingus took delivery of two new Boeing 747 jumbo jets for use on the transatlantic routes and in 1974, unveiled a revamped livery featuring two new green and blue colours. A new white shamrock appeared on the fin, provoking outrage among the purists. The ‘Irish International’ title was replaced with a plain bold ‘Aer Lingus’.

In 1979, Pope John Paul II flew from Rome to Dublin, and later from Shannon to Boston, on a specially modified Aer Lingus Boeing 747. Aer Lingus was the first airline other than Alitalia that Pope John Paul II ever left Italy on.

The 80s

By 1983, Aer Lingus had operated an all-jet fleet for over ten years. A new wholly owned subsidiary, Aer Lingus Commuter, was formed specifically to replace the jets on the thinner routes. Its first aircraft, a Shorts 330, entered service on routes to Liverpool and Leeds/Bradford.

In 1986, Aer Lingus celebrated its 50th anniversary and the replacement of the first generation 737 jets started with the delivery of two 737-300s. The first of a fleet of five Boeing 737-400s, the largest 737 to date with a capacity for 156 passengers, entered service in 1989 and the BAC 1-11s were retired.

The 90s

By 1992 Aer Lingus’ entire original 737-200 fleet had been replaced and was now the first operator in the world of all three versions of the Boeing 737 aircraft.

By 1994, following the introduction of the ‘Cahill Plan’ to restructure and address the commercial challenges faced by the airline, Aer Lingus took delivery of three large new generation twin-engined Airbus A330s.

On 2nd October 1995, the last Aer Lingus Boeing 747 flight took place, after 25 years of service. By that time, over eight million people had travelled across the Atlantic in Aer Lingus ‘Jumbo Jets’.

Aer Lingus introduced its new livery, which was more of an update of that last one than an overhaul, in 1996. The livery featured a green top and a more traditional-style slanted shamrock.

More new generation aircraft from Airbus started arriving in 1998, this time a fleet of five A321s primarily for the London services. The transatlantic network also increased during the 90s with the launch of services to Newark and Los Angeles.
The 00s

This was the decade when the events of 9/11 and technology changed the way Aer Lingus did business with the introduction of its website www.aerlingus.com, self service kiosks and online check-in.

Following the attacks of 11th September 2001, Aer Lingus’ business was severely reduced. After extensive restructuring of the business, the airline returned to profit through a strategy of lowering its cost base, updating the fleet with modern Airbus aircraft, and re-positioning the business model to compete against European low-cost carriers.

In 2005, the last Boeing 737-500 aircraft was withdrawn from service, making Aer Lingus an all Airbus airline. The following year, Aer Lingus launched its first scheduled service to the Middle East, with direct flights from Dublin to Dubai in the United Arab Emirates and later that year became a publicly quoted company when it was floated on the Irish and London Stock exchanges.

The open skies agreement between the US and EU in 2007, provided Aer Lingus with the opportunity to grow its long-haul network with the addition of three new routes to Washington DC, Orlando and San Francisco. 50 years of transatlantic flying was celebrated on 28th April 2008, an occasion marked at the US Ambassador’s residence in Dublin with special guests and crew from the original flight attending.

Further expansion continued with the first new bases outside the Republic of Ireland opening at Belfast and Gatwick in the UK and Washington Dulles in the US. Aer Lingus Regional also took to the skies significantly increasing the UK-Ireland presence.

The 10s

In 2010, Aer Lingus expanded its codeshare agreement with Aer Arann (now Stobart Air) into a full franchise agreement and Aer Lingus Regional was born. This was set up to feed into the Aer Lingus mainline operation, creating connectivity opportunities between the Regional and Transatlantic networks.

Aer Lingus moves to its new home at Dublin Airport’s new Terminal 2 in early 2011.

In March 2011, Aer Lingus took delivery of a new A320 aircraft, St Coleman, in a specially commissioned retro 1960s ‘Irish International’ livery ahead of the 75th Birthday celebrations on 27th May. The celebrations also included the ‘iolar’, our first aircraft, fully restored and ready to fly once again.

In 2012, Aer Lingus commenced operations for short haul flights in the UK on behalf of Virgin Atlantic, called Little Red. In 2014, Aer Lingus starts a major contract with Air Contractors to operate the Boeing 757-200 series aircraft on selected transatlantic routes.

In 2016, we welcomed two new Airbus 330-300 planes, expanding our A330 fleet to a total of ten. We also increased our B757 fleet from three to four planes.
A Day in the Life

In this section, we explain the various functions of the organisation and some of the key departments across the airline. We meet some of our people to get an insight on what various colleagues do on a day-to-day basis.

Aer Lingus is one of Ireland’s truly iconic companies. We fly 53 aircraft, and we carry about 11 million guests safely to their destinations every year. We are a team of 4,000 employees who are passionate about our brand, our guests and our service. We fly people, not just planes, and we are enormously proud of our history and our reputation.

To familiarise yourself with the various roles and functions across Aer Lingus, please click on to careers.aerlingus.com and click on the Career Profile videos section.

On the website you will get an insight from some of our colleagues speaking about their day to day role in the following areas:

- Pilot
- Cabin Crew
- Head Office
- Baggage Handling
- Guest Services
- Cabin Appearance
- Maintenance & Engineering
- Cargo
- Catering
- Integrated Operations Centre
Keeping up-to-speed

In this section, we highlight the importance of keeping up-to-date with the information required to do your job. This includes an overview of the communication channels available.

Aviation is fast paced and ever changing – it is vital that all team members know what is happening within the organisation and beyond. Individual responsibility is required to ensure when reporting for duty that you make time to familiarise yourself with any updated or new information.

Includes overview of the following channels of communication

- Company e-mail
- My Aer Lingus intranet
- Portal
- Daily briefings
- Local newsletters
- Notice boards
- Manager and supervisors
Social Media

Recognising that all of us are using social media more and more to connect with our friends, families and wider world, Aer Lingus has put together a set of guidelines to help you understand your responsibilities as an Aer Lingus employee when it comes to your use of social media. These guidelines have been drawn up in order to protect Aer Lingus, its brand and its people, from the risks that exist in the world of social media (refer to 'Aer Lingus Internet, Social Media and Email Usage Policy' available on company intranet – you will receive access to our Intranet when you receive your LAN log-in details).

It is important that you familiarise yourself with all aspects of this policy, in particular the following:

Social media should never be used in a way that breaches any other Aer Lingus policies. If an internet post would breach any of our policies in another forum, it will also breach them in an online forum. For example, employees are prohibited from using social media to:

- Breach other aspects of our communications policy;
- Breach our obligations with respect to the rules of relevant regulatory bodies;
- Breach any obligations employees may have relating to confidentiality;
- Defame or disparage Aer Lingus or its affiliates, customers, clients, business partners, suppliers, vendors or other stakeholders;
- Harass or bully other staff in any way or breach our Respect and Dignity policy;
- Unlawfully discriminate against other staff or third parties;
- Breach our Data Protection Policy (for example, never disclose personal information about a customer or colleague online);
- Breach any other laws or ethical standards.

Failure to comply with the Aer Lingus policy may result in disciplinary action and serious breaches may lead to dismissal.
In this section, we start your immersion into the airline world. Starting with an explanation of the aviation industry and where Aer Lingus has found its niche, we then introduce you to some of the basics of the airline. The overall aim here is to highlight how in many respects the airline business is very unique, but it is this uniqueness that makes it such an exciting and diverse working environment.

The following topics are covered:
- Our Fleet
- Route Network
- Airport Codes and Explanations
- Phonetic Alphabet
- 24 hour Clock
Understanding our Industry

In this section, we explore the airline industry, the commercial challenges that face airlines, as well as the fundamentals of our business model and how we ensure the success of Aer Lingus going forward.

Our Business Model

Aer Lingus has evolved its business model over the decades. Previously, we were positioned as a full service carrier. We operated under this model right up until the early 2000s.

With huge challenges facing airlines in the aftermath of 9/11, airlines had to make drastic changes for survival. Aer Lingus was no exception and adopted a low fares business model and re-positioned the Aer Lingus brand in an effort to change perceptions of the flying public by promoting low fares, aerlingus.com and some elements of superior quality.

The low cost airline model, however, was unsustainable for Aer Lingus and in 2007, we moved to a value carrier model, offering competitive fares with high-quality product and service experience. This model is the one which Aer Lingus continues to operate under today and has yielded successful business results and profits.

Our Industry and our Competitors

The airline industry is fiercely competitive. Our model as a value carrier is one which many other airlines are starting to mimick – with formerly full service airlines now starting to un-bundle and formerly no-frills airlines now realising the benefits of enhancing their guest service offering.

What does this mean for Aer Lingus? It means the 'middle ground' we enjoyed for many years is now starting to get squeeze by other airlines following suit. It means we have to fight harder to stay competitive and relevant for the flying public.

Delivering a Smarter Travel Experience

As Aer Lingus continues to grow within the value carrier model, we continually seek ways to strengthen our offering. In 2015, Aer Lingus launched a new brand positioning with our tagline ‘Smart flies Aer Lingus’.

What does this mean? It means we need to promote and build awareness among the flying public on why Aer Lingus is the smarter travel choice: notably for value, convenience, consistency and seamlessness. With the recent adoption of fresh, modern advertising, social media activity and internal programmes to move Aer Lingus from 'Good to Great', we look to maintain relevance for the modern-day smart flyer to select Aer Lingus as their airline of choice.
Our Fleet

The Aer Lingus Mainline Fleet

LONG HAUL

These aircraft are used primarily for long haul flying, although they may occasionally be used for short haul routes, too.

Airbus 330

There are two variations: the A330-300 and the A330-200, both of which have two classes: Business Class and Economy Class, with fabric seating in both classes. In Business Class, we have all forward-facing seats in three different configurations. The A330-300 has 30 seats, while the A330-200 has 23 seats, all of which recline to a fully lie-flat bed position. In Economy Class, the seating configuration is 2–4–2. There are currently ten A330’s in our fleet.

Boeing 757

These aircraft are used for long haul flying. They have two classes: Business Class and Economy Class, with fabric seating in both classes. In Business Class, we have all forward-facing seats in three different configurations. In Economy Class, the seating configuration is 3–3. We currently have four 757’s in our fleet.

SHORT HAUL

These narrow-body aircraft are used solely for short haul flying.

The cabin is a 3–3 seating configuration with leather seating.
TOPIC – Seats & Cabin

For further information on the seats and cabin features of our fleet, refer to aerlingus.com

- Click on Experience Aer Lingus
- Click on Seats and Cabin within the Onboard Features section

ACTIVITY 1
Refer to the above website and fill in the following:

a) The different seating options available on flights within Europe:

___________________________
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b) The different seating options available on transatlantic flights:

___________________________
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The Aer Lingus Regional Fleet

Aer Lingus Regional services, operated in conjunction with our partner Stobart Air operate low demand routes between Ireland the United Kingdom and France using ATR aircraft which feature a 2 – 2 seating configuration.
Our Route Network

Aer Lingus fly direct to and from over 100 destinations across Ireland, the UK, Continental Europe, Canada and the US. Our vast network and partners will also connect you to dozens of other cities in North America. Visit aerlingus.com for more information.

With US Customs and Border Protection Pre-clearance at Dublin and Shannon airports, you will save time and avoid queues in the US. Arrive in the US before you depart Ireland.

We are the best choice for connecting Europe to North America. You can travel from Dublin direct to ten US destinations, or to Canada, and benefit from up to 100 onward connections with our partner airlines.
Our Route Network

Connect with ease from any of our European destinations to our Northern American network via Dublin or Shannon.

Try our online route map
You can view our destinations and book your flight directly from our route map. Perfect for viewing from your iPad, it is built using Google maps so no need to install any software, just browse and book!
Our Middle East, Australasia and South African Route Network

You can now book flights from Dublin to destinations in the Middle East, Australia and South Africa via London Heathrow and Abu Dhabi. Visit aerlingus.com for more information.

- **Aer Lingus routes via Abu Dhabi**
  (Operated by our codeshare partner Etihad Airways)
- **Aer Lingus routes via London Heathrow**
  (Operated by our codeshare partner British Airways)


## Airport Codes & Explanations

All airports around the world are identified by a three letter IATA code. These codes are used to identify airports and they are also used in timetables, baggage tags, tickets and Airline and Global Reservations Systems. The table below lists some of the airport codes for the various countries within the Aer Lingus route network.

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<td></td>
<td>Cardiff</td>
<td>CWL</td>
</tr>
<tr>
<td></td>
<td>Doncaster</td>
<td>DSA</td>
</tr>
<tr>
<td></td>
<td>East Midlands</td>
<td>EMA</td>
</tr>
<tr>
<td></td>
<td>Leeds Bradford</td>
<td>LBA</td>
</tr>
<tr>
<td></td>
<td>Blackpool</td>
<td>BLK</td>
</tr>
<tr>
<td></td>
<td>Isle of Man</td>
<td>IOM</td>
</tr>
<tr>
<td></td>
<td>Aberdeen</td>
<td>ABZ</td>
</tr>
<tr>
<td></td>
<td>Inverness</td>
<td>INV</td>
</tr>
<tr>
<td>United States</td>
<td>New York – John F Kennedy</td>
<td>JFK</td>
</tr>
<tr>
<td></td>
<td>Newark</td>
<td>EWR</td>
</tr>
<tr>
<td></td>
<td>Boston</td>
<td>BOS</td>
</tr>
<tr>
<td></td>
<td>Hartford</td>
<td>BDL</td>
</tr>
<tr>
<td></td>
<td>Chicago</td>
<td>ORD</td>
</tr>
<tr>
<td></td>
<td>Miami</td>
<td>MIA</td>
</tr>
<tr>
<td></td>
<td>Orlando</td>
<td>MCO</td>
</tr>
<tr>
<td></td>
<td>San Francisco</td>
<td>SFO</td>
</tr>
<tr>
<td></td>
<td>Los Angeles</td>
<td>LAX</td>
</tr>
<tr>
<td></td>
<td>Washington–Dulles</td>
<td>IAD</td>
</tr>
</tbody>
</table>
Airline Codes

Each Aer Lingus flight is allocated a flight number prefixed by the letters EI. EI is the code for Aer Lingus operations. Each airline has a unique letter code (usually two or three letters), which distinguishes it from other airlines. In each case the letter code is used as a prefix to the airline flight number. For example, EI 522 is a typical Aer Lingus flight number. BA 0805 is a typical British Airways flight number. Sample Codes are:

<table>
<thead>
<tr>
<th>CODE</th>
<th>AIRLINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI</td>
<td>Aer Lingus</td>
</tr>
<tr>
<td>RE</td>
<td>Stobart Air (Formerly Aer Arann)</td>
</tr>
<tr>
<td>BE</td>
<td>FlyBe</td>
</tr>
<tr>
<td>B6</td>
<td>Jetblue</td>
</tr>
<tr>
<td>BA</td>
<td>British Airways</td>
</tr>
<tr>
<td>AA</td>
<td>American Airlines</td>
</tr>
<tr>
<td>AZ</td>
<td>Alitalia</td>
</tr>
<tr>
<td>CX</td>
<td>Cathay Pacific</td>
</tr>
<tr>
<td>AY</td>
<td>Finnair</td>
</tr>
<tr>
<td>IB</td>
<td>Iberia</td>
</tr>
<tr>
<td>LA</td>
<td>LanChile</td>
</tr>
<tr>
<td>QF</td>
<td>Qantas</td>
</tr>
<tr>
<td>DL</td>
<td>Delta Airlines</td>
</tr>
<tr>
<td>FR</td>
<td>Ryanair</td>
</tr>
<tr>
<td>LH</td>
<td>Lufthansa</td>
</tr>
<tr>
<td>SK</td>
<td>SAS</td>
</tr>
<tr>
<td>LX</td>
<td>Swiss</td>
</tr>
<tr>
<td>WX</td>
<td>Cityjet</td>
</tr>
<tr>
<td>EY</td>
<td>Etihad</td>
</tr>
<tr>
<td>VS</td>
<td>Virgin Atlantic</td>
</tr>
<tr>
<td>UA</td>
<td>United Airlines</td>
</tr>
</tbody>
</table>
Phonetic Alphabet

The phonetic alphabet is used internationally within aviation. This is in order to avoid misunderstandings between sounds of the alphabet. The letters of the alphabet are used to identify aircraft registrations. **Under international law all aircraft in Ireland are registered as EI.**

The first two letters signify the country in which the aircraft is registered. In Aer Lingus, aircraft are identified by using the Phonetic Alphabet sounds for the last two letters of the aircraft registration eg. the A330 aircraft registered EI–DAA is identified as Alpha, Alpha.

**FULL PHONETIC ALPHABET**

<table>
<thead>
<tr>
<th>A</th>
<th>Alpha</th>
<th>N</th>
<th>November</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Bravo</td>
<td>O</td>
<td>Oscar</td>
</tr>
<tr>
<td>C</td>
<td>Charlie</td>
<td>P</td>
<td>Papa</td>
</tr>
<tr>
<td>D</td>
<td>Delta</td>
<td>Q</td>
<td>Quebec</td>
</tr>
<tr>
<td>E</td>
<td>Echo</td>
<td>R</td>
<td>Romeo</td>
</tr>
<tr>
<td>F</td>
<td>Foxtrot</td>
<td>S</td>
<td>Sierra</td>
</tr>
<tr>
<td>G</td>
<td>Golf</td>
<td>T</td>
<td>Tango</td>
</tr>
<tr>
<td>H</td>
<td>Hotel</td>
<td>U</td>
<td>Uniform</td>
</tr>
<tr>
<td>I</td>
<td>India</td>
<td>V</td>
<td>Victor</td>
</tr>
<tr>
<td>J</td>
<td>Juliet</td>
<td>W</td>
<td>Whiskey</td>
</tr>
<tr>
<td>K</td>
<td>Kilo</td>
<td>X</td>
<td>X-ray</td>
</tr>
<tr>
<td>L</td>
<td>Lima</td>
<td>Y</td>
<td>Yankee</td>
</tr>
<tr>
<td>M</td>
<td>Mike</td>
<td>Z</td>
<td>Zulu</td>
</tr>
</tbody>
</table>

Common Language

English is the required language for communication by all crew members on Aer Lingus flight operations. This includes pre flight briefings and commands. All training and manuals will be in English.

For safety reasons, cabin crew members whose first language is not English must meet, as a minimum, the English language requirements of ICAO Annex 1, Level 4, so that they can comfortably fulfill the duties assigned to them. This proficiency is determined at the recruitment stage by the Human Resources department and by Cabin Crew Instructors during the New Entrant Cabin Crew training course. It is important that conversations and messages, which relate to aircraft operations, are always in English, even when the cabin crew member’s native language is different.
24 Hour Clock

All airlines operate using the 24-hour clock.

For example:

- 7.05am is **0705**
- 7.05pm is **1905**
- 1.00am is **0100**
- 3.00pm is **1500**
- 6.30am is **0630**
- 9.45pm is **2145**
- 12.00 midday is **1200**
- 12.15 midnight is **0015**

Staff should be familiar with the use of the 24-hour clock.

When using the 24-hour clock times:
- Do not write am/pm.
- Always use 4 digits.
- No dots between hours and minutes.
ACTIVITY 2
From the Web Boarding pass above, find the following information:

What’s the guest’s first name?

Where are they travelling from/to today?

What time does their flight leave at?

What does their boarding pass state as their cabin baggage allowance?
ACTIVITY 3
From the Mobile Boarding pass above, find the following information:

What’s the guest’s first name?

What time do they arrive into London Heathrow?

What is their flight number?

What seat are they in?
Airline Terminology & Abbreviations

This section sets out the various terminology and airline jargon that new entrants will hear on a daily basis and with which you should be familiar.

### Airport Terminology

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guest</td>
<td>The term used to refer to a passenger on Aer Lingus from a service perspective</td>
</tr>
<tr>
<td>Coupon</td>
<td>Portion of a flight booking, which is valid for a particular flight</td>
</tr>
<tr>
<td>Boarding pass</td>
<td>A document issued to a guest to board the aircraft</td>
</tr>
<tr>
<td>Double sector flight</td>
<td>A flight with a stop-over before reaching its final destination</td>
</tr>
<tr>
<td>Transit airport</td>
<td>The airport where this stop-over occurs</td>
</tr>
<tr>
<td>Transit guest</td>
<td>A guest on a double sector flight who must disembark or remain onboard at the transit airport before continuing on to their final destination</td>
</tr>
<tr>
<td>No-show guest</td>
<td>A guest who fails to show for the flight on which they are booked/checked-in</td>
</tr>
<tr>
<td>Standby guest</td>
<td>A guest who is unable to get a confirmed reservation for a particular and is waiting at the airport for a vacant seat</td>
</tr>
<tr>
<td>Rebate ticket</td>
<td>Special fare not available to the travelling public, normally reserved or airline staff &amp; qualified relatives/companions</td>
</tr>
<tr>
<td>Airbridge/Jetway</td>
<td>Mobile mechanical link from the terminal to aircraft door</td>
</tr>
<tr>
<td>Gate</td>
<td>Point of embarkation and disembarkation of guests</td>
</tr>
<tr>
<td>Airside</td>
<td>The area past security screening – restricted to those with valid boarding passes or personnel with a valid airside ID pass</td>
</tr>
<tr>
<td>Landside</td>
<td>The area of an airport between the place of check-in/arrivals and security screening</td>
</tr>
<tr>
<td>Apron (Ramp)</td>
<td>The concrete area adjacent to the terminal buildings of an airport where aircraft are parked on stand</td>
</tr>
<tr>
<td>Offload</td>
<td>An item or guest, which is removed from the aircraft</td>
</tr>
<tr>
<td>Ramp Agent/Redcap</td>
<td>The person responsible for liaising between ground personnel, flight crew and cabin crew, to co-ordinate the departure of a flight</td>
</tr>
<tr>
<td>Runway</td>
<td>The long concrete strip used by aircraft for take-off and landing</td>
</tr>
<tr>
<td>Taxiway</td>
<td>Connecting area between the apron (ramp) and the runway</td>
</tr>
<tr>
<td><strong>Onboard Terminology</strong></td>
<td></td>
</tr>
<tr>
<td>-------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Forward</strong></td>
<td>Towards the nose of the aircraft</td>
</tr>
<tr>
<td><strong>Aft</strong></td>
<td>Towards the tail section of the aircraft</td>
</tr>
<tr>
<td><strong>Air Operator Certificate (AOC)</strong></td>
<td>A certificate authorising an operator to carry out specified commercial air transport operations</td>
</tr>
<tr>
<td><strong>Anti-collision beacon</strong></td>
<td>A flashing red light on the aircraft fuselage which is switched on when the aircraft is moving or about to move, to alert other vehicles and personnel</td>
</tr>
<tr>
<td><strong>Aircraft equipment</strong></td>
<td>Articles, other than stores and spare parts, of removable nature including first-aid and survival equipment, for use on board and aircraft during flight</td>
</tr>
<tr>
<td><strong>Augmented flight crew/relief crew</strong></td>
<td>A flight which comprises more than the minimum number required for the operation of the aircraft and in which each flight crew member can leave his/her post and be replaced by another appropriately qualified flight crew member</td>
</tr>
<tr>
<td><strong>Banking</strong></td>
<td>Having one wing of an aircraft higher than another while making a turn</td>
</tr>
<tr>
<td><strong>Bulkhead</strong></td>
<td>A partition wall inside an aircraft</td>
</tr>
<tr>
<td><strong>Hold</strong></td>
<td>The stowage area beneath the cabin</td>
</tr>
<tr>
<td><strong>Cargo</strong></td>
<td>In relation to Commercial Air Transportation, any property, including animals and mail, carried by an aircraft other than stores and accompanied baggage</td>
</tr>
<tr>
<td><strong>Charter flight</strong></td>
<td>A revenue flight, which is not operated on a regular, published schedule</td>
</tr>
<tr>
<td><strong>Dangerous Goods</strong></td>
<td>Articles or substances which are capable of posing significant risk to health, safety or property when transported by air and which are classified according to IATA and European regulations</td>
</tr>
<tr>
<td><strong>Ditching</strong></td>
<td>The aircraft makes an emergency landing on water</td>
</tr>
<tr>
<td><strong>Drag</strong></td>
<td>The force hindering forward motion of an aircraft, directly opposing thrust</td>
</tr>
<tr>
<td><strong>Drill</strong></td>
<td>A sequence of actions which must be strictly adhered to</td>
</tr>
<tr>
<td><strong>Exemption</strong></td>
<td>A formal authorisation issued by the Authority providing relief from part or all of the provisions of EASA</td>
</tr>
<tr>
<td><strong>Fuselage</strong></td>
<td>External framework of an aircraft</td>
</tr>
<tr>
<td><strong>Galley</strong></td>
<td>The kitchen area of an aircraft cabin. Each galley has a number (e.g. G7/G6A)</td>
</tr>
<tr>
<td><strong>Landing gear</strong></td>
<td>The undercarriage (wheels) of an aircraft</td>
</tr>
<tr>
<td><strong>Master Minimum Equipment List (MMEL)</strong></td>
<td>A list prepared by the manufacturer, which provided for the operation of aircraft, with particular equipment inoperative, as approved by the certification authorities</td>
</tr>
<tr>
<td><strong>Nose wheel</strong></td>
<td>The part of the undercarriage directly underneath the nose of the aircraft</td>
</tr>
<tr>
<td><strong>OPE (Opening)</strong></td>
<td>The name given to the open spaces where galley stores are loaded. Each OPE has a number so that catering supplies/stocks can be correctly loaded</td>
</tr>
<tr>
<td><strong>Minimum Equipment List (MEL)</strong></td>
<td>A list prepared by the operator, which provides for the operation of aircraft, subject to specified conditions, with particular equipment inoperative, in conformity with, or more restrictive than the MMEL established for the aircraft type.</td>
</tr>
<tr>
<td><strong>Sterile cockpit</strong></td>
<td>Access to the cockpit restricted, access only authorised for essential safety related information</td>
</tr>
<tr>
<td><strong>Taxiing</strong></td>
<td>Driving the aircraft from the apron/ramp to the runway before take-off or from the runway to the apron/ramp after landing</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Definition</td>
</tr>
<tr>
<td>-------------</td>
<td>------------</td>
</tr>
<tr>
<td>A/C</td>
<td>Aircraft</td>
</tr>
<tr>
<td>ETA</td>
<td>Estimated time of arrival – when the flight is expected to arrive</td>
</tr>
<tr>
<td>ETD</td>
<td>Estimated time of departure – when the flight is expected to depart</td>
</tr>
<tr>
<td>STD</td>
<td>Scheduled time of departure – according to the timetable</td>
</tr>
<tr>
<td>STA</td>
<td>Scheduled time of arrival – according to the timetable</td>
</tr>
<tr>
<td>ATA</td>
<td>Actual time of arrival – the time the aircraft is ‘on chocks’</td>
</tr>
<tr>
<td>ATD</td>
<td>Actual time of departure – the time the aircraft is ‘off chocks’</td>
</tr>
<tr>
<td>ASAP</td>
<td>As soon as possible</td>
</tr>
<tr>
<td>LT</td>
<td>Local time</td>
</tr>
<tr>
<td>SSR</td>
<td>Special service requirement</td>
</tr>
<tr>
<td>SPML</td>
<td>Special meal</td>
</tr>
<tr>
<td>TBA/TBN</td>
<td>To be advised/To be notified</td>
</tr>
<tr>
<td>TOB</td>
<td>The total number of guests on board a flight</td>
</tr>
<tr>
<td>FQTV</td>
<td>Frequent traveller</td>
</tr>
<tr>
<td>U/S</td>
<td>Unserviceable/cannot be used e.g. when equipment onboard the aircraft is not usable or working</td>
</tr>
<tr>
<td>FTJ</td>
<td>Failed to join – a guest who has missed their flight</td>
</tr>
<tr>
<td>IATA</td>
<td>International Air Transport Association</td>
</tr>
<tr>
<td>IAA</td>
<td>Irish Aviation Authority</td>
</tr>
<tr>
<td>OPS</td>
<td>Operations</td>
</tr>
<tr>
<td>CCM</td>
<td>Cabin Crew Member</td>
</tr>
<tr>
<td>SCCM</td>
<td>Senior Cabin Crew Member</td>
</tr>
<tr>
<td>CSM</td>
<td>Cabin Services Manager</td>
</tr>
<tr>
<td>PIC</td>
<td>Pilot in Command – refers to the captain of a flight</td>
</tr>
<tr>
<td>FO</td>
<td>First Officer/Co-pilot</td>
</tr>
<tr>
<td>INF</td>
<td>Infant</td>
</tr>
<tr>
<td>YP</td>
<td>Young (Passenger) Guest – between the ages of 12 and 16</td>
</tr>
<tr>
<td>PIL</td>
<td>(Passenger) Guest Information List</td>
</tr>
<tr>
<td>ABP</td>
<td>Able-bodied person – those eligible to sit at an emergency exit row, fully mobile and able to assist in emergency situations such as operating exit doors and evacuation</td>
</tr>
<tr>
<td>PRM</td>
<td>(Passenger) Guest with Reduced Mobility</td>
</tr>
<tr>
<td>WCHR</td>
<td>Passenger with reduce mobility PRM, some impairment in mobility but can walk on/off aircraft</td>
</tr>
<tr>
<td>WCHS</td>
<td>PRM more heavily impaired in mobility, but can move about with some assistance</td>
</tr>
<tr>
<td>WCHC</td>
<td>PRM unable to cover distances unassisted – Lift on/off aircraft</td>
</tr>
<tr>
<td>AVI</td>
<td>Live animal</td>
</tr>
<tr>
<td>SSK</td>
<td>Self Service Kiosk</td>
</tr>
</tbody>
</table>
## A–Z of Abbreviations (Continued)

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSM</td>
<td>Baggage Sort Message</td>
</tr>
<tr>
<td>CBP</td>
<td>Customs and Border Protection (for United States)</td>
</tr>
<tr>
<td>BILS</td>
<td>Baggage Imaging and Location System</td>
</tr>
<tr>
<td>ART</td>
<td>Annual Recurrent Training</td>
</tr>
<tr>
<td>DL</td>
<td>Deferred defects list</td>
</tr>
<tr>
<td>DEST</td>
<td>Destination</td>
</tr>
<tr>
<td>ETOPS</td>
<td>Extended twin-engine operations</td>
</tr>
<tr>
<td>EU-OPS</td>
<td>Regulations governing Flight Operations within EU member states</td>
</tr>
<tr>
<td>FAM</td>
<td>Familiarisation flight where a cabin crew member operates a working number but not as one of the required crew</td>
</tr>
<tr>
<td>INCAD</td>
<td>Incapacitated Guest Advice Form</td>
</tr>
<tr>
<td>MEL</td>
<td>Minimum Equipment List</td>
</tr>
<tr>
<td>OPS</td>
<td>Operations</td>
</tr>
<tr>
<td>POS/PY</td>
<td>Positioning crew</td>
</tr>
<tr>
<td>PA</td>
<td>Public Address (announcements)</td>
</tr>
<tr>
<td>SEP</td>
<td>Safety and Emergency Procedures</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedures</td>
</tr>
<tr>
<td>SPML</td>
<td>Special Meal</td>
</tr>
<tr>
<td>SNY</td>
<td>supernumery/extra cabin crew member, additional to the normal operating crew complement</td>
</tr>
<tr>
<td>TECH/INOP</td>
<td>Technically unserviceable</td>
</tr>
<tr>
<td>U/S</td>
<td>Unservicable</td>
</tr>
</tbody>
</table>

**Note:**
While the above terminology and lingo is used on a daily basis among colleagues within the aviation industry/airline, we must refrain using such terminology with our guests. Using terminology they do not understand makes matters confusing for them and adds unnecessary hassle to their travel experience, so we favour the every-day word when relaying airline operational information on to our guests except in the case of standard airline terminology which is commonly used with the flying public.
Aircraft Terminology

It is vitally important, when communicating with the flight crew that you can accurately describe what you see, be especially careful about LEFT and RIGHT. The LEFT and RIGHT side of the aircraft is always referred to when the aircraft is in the forward facing position.

Engine configuration

Engines are always numbered from left to right.
### Aircraft Flying Controls

<table>
<thead>
<tr>
<th>Controls</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Elevators</strong></td>
<td>The elevators move up and down to change the aircraft pitch attitude.</td>
</tr>
<tr>
<td><strong>Ailerons</strong></td>
<td>Ailerons are used to roll the aircraft into bank angles to enable it to turn.</td>
</tr>
<tr>
<td><strong>Rudder</strong></td>
<td>The rudder enables the aircraft to yaw, forcing the tail to move from left to right.</td>
</tr>
<tr>
<td><strong>Stabiliser</strong></td>
<td>The stabiliser allows the pilot to trim the aircraft to maintain a climb, cruise or descent pitch attitude.</td>
</tr>
<tr>
<td><strong>Trailing &amp; Leading Edge Flaps</strong></td>
<td>The flaps are used for takeoff and landing to increase lift, allowing the aircraft to fly at slower speeds.</td>
</tr>
<tr>
<td><strong>Spoilers &amp; Speed Brakes</strong></td>
<td>Spoilers are used as speed brakes to reduce lift on both wings allowing the aircraft to descend faster without increasing airspeed. Speed brakes are used on the ground at touchdown to dramatically reduce the lift during landing.</td>
</tr>
</tbody>
</table>

![Aircraft diagram with controls highlighted](image)
## Phases of Flight

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Take-off</strong></td>
<td>Engine power is increased to take off power. This forces the aircraft to accelerate down the runway. At a specific airspeed the aircraft is rotated [<em>nose up</em>] in order to start its climb.</td>
</tr>
<tr>
<td><strong>Initial Climb</strong></td>
<td>With a positive rate of climb the landing gear is selected up. A little later the flaps are selected up as the aircraft starts to accelerate to the higher speed. A lower engine power [<em>climb power</em>] is selected at this time.</td>
</tr>
<tr>
<td><strong>Climb and Cruise</strong></td>
<td>As the climb continues into the cruise, a further reduction in the engine power takes place until cruise power is achieved.</td>
</tr>
<tr>
<td><strong>Descent</strong></td>
<td>At the top of descent the engine power is reduced to ‘flight idle’ [<em>a lower setting</em>]. The aircraft and the cabin altitudes start to descend. Speed brakes may be selected during the descent to maintain descent rate without increasing speed. They deploy on top of the wings and will cause a slight vibration while they are deployed.</td>
</tr>
<tr>
<td><strong>Approach</strong></td>
<td>During the approach engine power will increase together with flaps being selected out. There might be several flap selections until approach/landing flap is achieved. Just prior to landing the landing gear is selected down.</td>
</tr>
<tr>
<td><strong>Landing and Taxi</strong></td>
<td>On touchdown the speed brakes extend and reverse engine power is selected [<em>reverse thrust</em>]. As the aircraft slows down, braking is continued with brakes being applied. The aircraft then taxies onto its assigned stand.</td>
</tr>
</tbody>
</table>
Our Guest Philosophy

Why we see Guests
At Aer Lingus, we don’t see those who travel with us as passengers or customers – they fly with us as Guests.

When we speak of Guests, we think about people we want to serve – and serve well – not faceless transactions or logistical processes. It is important we speak a common language when it comes to how we refer to those who choose to fly with us. It’s about a mind set… While we may be familiar with other terminology, below sets out why we take the lead from best practice in the airline and hospitality sectors to adopt a guest philosophy.

Think of how you would like to be treated when you fly?
As a passenger, you are merely being transported from point A to point B. You are seen as a seat number or one of many in a faceless queue. This lacks the personal touch.

As a customer, you are only as valuable as your share of wallet. Someone who pays for a service or product that is simply delivered as expected. This lacks a sense of loyalty and recognition.

As a guest, you are elevated from a transaction or a number to a person whose presence is valued. You can expect to be warmly greeted and cared for throughout your journey. The word in itself indicates a higher level of quality and service over other airlines.

Our guest segments
It is important for us to understand the varied needs of our many guests who travel with us. By understanding their motivations and needs, we can provide a more personal and appropriate service.

Our guests expect us to know who they are and what they want. So, to help us identify these guests and what’s important to them, we have broken the guest base into four key segments.
While we cannot generalise and look to fit each individual guest into a ‘category’, the following segment profiles acts as a starting point to guide us on the key market demographics who typically fly with Aer Lingus:

**Short Break Optimisation**

These guests have limited time but want to make the most of it. They typically travel for short breaks and will often consider other competitors, meaning there is an opportunity to retain and attract these guests by promoting the benefits of Aer Lingus to them.

“I would consider the location of the airport so it doesn’t eat into my holiday time.”

**GUEST QUOTE**

**Family Harmony**

These are guests who like hassle-free travel with their kids – both young and teens – often taking a one or two week break in the year. They value the ease of travel and the ability to sit together as a family. In previous research studies, Aer Lingus has been described as ‘family friendly’, so the Aer Lingus Marketing team actively targets families to grow our share of this segment.

“Price does not always dictate the airline choice, I would consider a slight premium to fly with Aer Lingus for security and peace of mind.”

**GUEST QUOTE**

**Personal Discovery**

This guest is likely to travel to a range of destinations, sometimes using their networks of friends and family abroad, looking mostly to long-haul destinations. This includes the Far East, Australia and throughout North America. The group is typically made up of younger couples as well as older couples making the most of their retirement. This is why codeshare and interline relationships with other airlines are a key part of the Aer Lingus growth strategy. These guests are also more likely to place a higher value on inflight comfort and service.

“I want to get the most out of life and explore the world.”

**GUEST QUOTE**

**Business Status**

The business market is an important segment due to travel frequency and their close-in booking patterns. Business guests relish status, recognition and good service. Their time is critical, so speed, efficiency, schedules, punctuality and airport location are important to them. A loyalty scheme that rewards their travel is also key. Through innovative pricing and product bundles we can develop and grow our share of this segment.

“I expect that cabin crew know I am a frequent flyer, whether I am travelling on Business or on a personal capacity with my family, and they acknowledge it.”

**GUEST QUOTE**
Our Guest Journey

The below map sets out the end-to-end Aer Lingus guest journey.

The guest journey

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Moments of Truth

In 1986, Jan Carlzon, the former president of Scandinavian Airlines, wrote a book entitled "Moments of Truth." In it, Carlzon defines these moments of truth as: Any time a guest comes into contact with any aspect of our business, however remote, is an opportunity to form an impression. He was referring to these moments in which important brand impressions are formed and where there is significant opportunity for guests to experience good or bad emotions.

We have identified the key "Moments of Truth" in our guest's journey, from the instant they step into the airport, right through to when they arrive at their destination.

The true meaning of Irish hospitality absolutely shines through when you see how much of a special effort Aer Lingus crew make when it comes to making a fan of children. You can see how they appreciate the importance of first impressions and not only does it make me very happy as a parent, but you can see how they genuinely care about me having an easy journey through the check-in area and that staff member sees me looking slightly confused on where to go and approaches me to offer help rather than me having to go to them... The gesture confirms for me that staff genuinely care about me having an easy journey through the check-in area and don’t just see their role as purely directing people left or right.

"I love when the check-in agent, despite being very busy with a long, long queue of people in front of them, makes the full effort to make me feel important and like the first guest they’ve dealt with that day. Thanking me for waiting when I’ve just come out of a long queue, using my name, asking about my day whilst they’re busy lighting or bagging away – these are all the touches that make a immediate person into a special interaction with friendly and fantastic staff.

"Aer Lingus crew know how to leave you feeling with a lasting impression when you leave the plane – leaving you feeling welcome to look after you on board. They know that a strong finish is every bit as crucial as a strong start – a sure way to keep people coming back for more.”
Cultural Awareness

Our vision is to be the leading carrier ‘Connecting Ireland to the World’. To make this happen we want travellers from around the world to fly Aer Lingus. This then requires a whole new skillset as we need to understand these guests’ cultures and values. It is crucial that we respect how cultures differ to our own – just as we would want them to respect our culture and values – and that we interact with them in a courteous and respectful manner. Here are some suggestions to help you understand, respect and interact with people from different cultures.

Be aware of cultural taboos. Words, expressions, general body language and gestures that we consider to be normal may be viewed by other cultures as unacceptable or rude.

Always use the guest’s name. If you’re not sure how to pronounce it, ask the guest “am I pronouncing your name properly?”

Don’t confuse non-English speaking guests by using lingo or terms/expressions they’re unfamiliar with. Keep it short and simple. Deal with language barriers professionally and with courtesy… repeating what you said or saying it louder is not appropriate, nor is it the solution. If you are finding it difficult to communicate with a guest, seek help from your colleagues or from other guests who may have a better grasp of the language.

Different cultures view personal space differently. Be aware of this. The easiest thing is to position yourself so that the guest can place themselves at whatever distance they feel comfortable with.

Avoid using a ‘thumbs up’ gesture – it’s considered highly offensive in many countries.

Please always avoid stereotyping. Every guest is an individual and applying prejudices or assumptions about a particular cultural group to an individual person is both offensive and unjust.

Different cultures have very different beliefs, so please always show sensitivity towards such beliefs. Remember, respect is the most important thing when communicating with guests from different cultures and religions. It is a common courtesy.

Do not point with your finger – it’s considered rude in many cultures. When giving directions, point with an open hand instead.
Understanding our Product and Service

At Check-in…
Aer Lingus occupy the west-end of the check-in hall at Dublin Airport, Terminal 2. We have the following facilities available to guests:

- Check-in Assistance desks (for those who require full service check-in)
- Bag Drop desks (for those who have already checked-in online or on a kiosk)
- Self Service kiosks (for guests to self check-in)
- Express Bag Drop (for guests who can self tag and drop off their own bags)
- Premium check-in area (dedicated zone for our AerClub members and Business Class guests)
- Closing Flights desk/Standby Desk (at these desks, we call guests on flights due to close for check-in, as well as manage the onloading of standby guests)
- Ticket Sales & Reservations (for guests who need to make or change reservations, cash payments or other booking-related queries)
- OCS assistance (for guests with reduced mobility requiring wheelchair assistance)
- Aer Lingus floor staff to assist guests make their way through the check-in area, manage queues and help guests to use kiosks.

At Boarding…
Aer Lingus flights depart from most gates across Terminal 2 as well as Terminal 1, with the majority of our flights operating from the 400 gates. Our boarding staff provide the following services for guests at the gates:

- Set-up gate in advance of boarding and be available for guest queries
- Make PA announcements to inform guests of their flight status and other relevant information
- Seek out and invite forward guests who require special assistance or extra time to board
- Board guests on the correct flight, while managing the cabin baggage brought on board
- Meet in arriving flights, directing guests towards the Arrivals Hall or Flight Connections and providing assistance for inbound guests.

At our Lounge…
Eligible AerClub members, those travelling Business Class along with other guests who are eligible for lounge access, may avail of the services at the Aer Lingus departure lounge before their flight – a calm retreat from the hustle and bustle of the boarding area. Our flagship lounge at Dublin Airport offers the following services:

- Reception desk where guests are greeted and registered
- Comfortable seating areas with a mixture of seating configurations for guests travelling alone or as part of a group, for leisure or business
- Complimentary Wi-Fi, computers and printing stations
- Bistro area with complimentary snacks and beverages
- Shower facilities

Business Class Guests (and eligible AerClub members) can also avail of the 51st&Green lounge situated directly after US Preclearance.

AerClub is the new loyalty programme of Aer Lingus. Members can collect reward points every time they fly and also through a range of retail, accommodation and leisure partners. Visit aerlingus.com/aerclub
At Arrivals…
Our inbound guests pass through either the Baggage Reclaim hall or the Flight Connections corridor after arriving in to Dublin Airport. At these locations on the Arrivals route we offer guests the following services:

• Each baggage belt features live updates on the time the first and last bags were delivered.
• A Guest Service desk for any baggage or general queries guests may have, along with a dedicated premium lane.
• Our Baggage Tracing office handles all missing bag reports and retrieval of bags to reunite them with their owners.
• Our Flight Connections desk allows guests to collect their onwards boarding pass if they’re not already in possession, as well as any transfer queries. There is also a dedicated priority lane at the Flight Connections desk for our Business Class guests.

At our Revival Lounge…
In Dublin Airport, our inbound long-haul Business Class guests have the opportunity to avail of our Revival Lounge located in the baggage reclaim hall to refresh themselves before the day ahead. We offer the following services at the Revival lounge:

• 6 self-contained changing rooms, WC and showers with fresh towels and amenity kits.
• Steam pressing of shirts on request.
• Refreshments and light snacks.
• Waiting area for up to 8 guests with TV and newspapers.

Inflight…
The Aer Lingus inflight experience takes place from the moment our guests step on board the aircraft. The inflight experience varies depending on what routes and what aircraft our guests are flying on. We offer our guests the option of customising their inflight experience by offering a range of optional add-on products and services.

Please refer to aerlingus.com and explore the following sections to familiarise yourself with our on-board product and service offering. Within the ‘Experience Aer Lingus’ section you can learn:

• The onboard features of our short-haul and long-haul fleets.
• The onboard dining experience for short-haul and long-haul flights.
• The benefits of our Business Class product and service offering across the Atlantic.
Our Service Standards

During your initial training, you will receive a copy of our Service Standards booklet. This guide sets out our standards for service delivery to ensure that our guests enjoy a consistently great experience when they deal with Aer Lingus staff.

In addition to the core standards, your training will guide you through the practical and procedural elements of your role – but you are expected to be aware of and link in our Service Standards into these elements of your training, as well as real-life application when you start your new role. Your knowledge and delivery of our Service Standards will form the basis of performance assessment and appraisal.

Introduction to some of our standards for check-in/on-board

We show Service Standards examples on the following pages. To illustrate this, we have used the first standard from each of our Airport and On-board service standards.

In the first box, we read the service standard description – this outlines what our guest should experience at this particular stage of their journey.

In the section entitled ‘A guide to Good’, we list the core service requirements. These are the functional service requirements which must be delivered consistently to our guests.

In the gold box entitled ‘How you make it Great’, we include behavioural guidelines and some points for consideration of how you can elevate consistently ‘Good’ service to a personalised service experience for our guests which represents a ‘Great’ experience.
A guide to Good

Service Standard

Each guest moves through the check-in or bag drop process with speed and ease.

Many guests without checked baggage check-in online or on their mobile phone. The remaining guests use our check-in area as the main assembly point. Here, the process for either check-in or bag drop should be conducted as efficiently and smoothly as possible. This is where we can make a strong first impression with superb service and a friendly welcome.

How you make it Great ★

- Remember to employ the ‘Make it Personal’ service behaviours, see page 34.
- Acknowledge and apologise to guests if they have been queuing during busy periods to help diffuse any built-up stress. Look to set them at ease now that they’re on their way...
- Make each guest feel like they are the first person you have dealt with today, even if time is limited, we can leave a lasting positive impression.
- Pay special attention to children and seek opportunities for interaction with them to build the excitement for them at the start of their journey through the airport.
- Establish yourself as the guest’s ally if it comes to more difficult interactions such as excess baggage, overbookings, missed flights, etc. It is crucial to avoid any negative service perceptions.

Please remember that when you are signaling for the next guest in the queue...
- Stand up, if waiting hold your hand up in the air, looking at the next guest in line.
- Politely gesture with the palm of your hand to call them forward. Do not beckon them along.
- Any verbal prompt should avoid becoming phrases such as “next please!”

Aer Lingus Pre-course Workbook 2016

Our Guests

42
A Guide to Good 🔄

Aer Lingus Pre-course Workbook 2016

Onboard Service Standards Example
(for Cabin Crew)

Service Standard

Every guest receives a warm welcome on board from their crew.

First impressions count – we only get to make one! It’s important for each of our guests to experience a great first impression when they step on board our aircraft. They will be met by friendly and enthusiastic crew, who clearly demonstrate that their attention is on every person coming on board.

A guide to Good 🔄

Presence of crew throughout the cabin is important as our guests step on board. Being at your correct boarding positions will ensure each guest is greeted by many friendly, smiling crew.

We can set the tone for a relaxing cabin ambiance by playing the boarding music.

We need to be present and available to guests, ensuring that they are the focus of our attention, avoiding other distractions or carrying activities that should be kept behind-the-scenes.

Acknowledge waiting or approaching guests with a suitable greeting and an offer to help.

I would just like to note how helpful the cabin crew were to us and how patient they were with a young toddler. We had the same member of staff helping us on the way out and way back. He remembered us and asked how our holiday was and he was really good with the kids."

Every guest receives a warm welcome on board from their crew.

A warm welcome! The moment our guests step on board we need to ensure that they are the focus of our attention, avoiding other distractions or carrying activities that should be kept behind-the-scenes. We need to be present and available to guests, ensuring that they are the focus of our attention.

Help guests find their way to their seats. Watch for the subtle signals that indicate a guest may need help finding their seat. Offer assistance.

Acknowledge waiting or approaching guests with a suitable greeting and an offer to help.

Work as a team to ensure a co-ordinated and efficient boarding process.

Where you notice a bag with a pink under-seat tag is being placed overhead, kindly advise the guest that this piece needs to go under the seat in front of them to maximise overhead stowage space for larger bags.

Actively assist guests to find space to stow their bags, making best use of all stowage space on board. Only when all stowage spaces are full should we start to remove baggage from the cabin.

Close down overhead lockers in rows one to seven prior to boarding to prevent this space being used by guests not seated in these premium rows.

Overhead lockers should be closed quickly. Gestures and movements should convey a calm impression rather than rushed or hurried.

Remember to employ the ‘Make it Personal’ service behaviours, see page 34.

Watch out for AerClub members on boarding passes to identify valued guests.

Leave a positive and long lasting impression on all our guests.

Remember and cabin-based crew members who may be flustered due to being late to the gate.

Think of thoughtful gestures – e.g. a guest’s boarding and has reopened their boarding pass. To save them from being flustered and panicked, invite them to step into the galley while they look for their boarding pass and reassure them with something like “Don’t worry, this happens all the time – take your time, I’m sure it’s somewhere in there”.

Remember to employ the ‘Make it Personal’ service behaviours, see page 34.

Vary your greeting for approaching guests, always with a friendly smile.

From your boarding position, seek opportunities to make new contact and engage in conversation with your guests, particularly when there is a lull in boarding.

I would just like to note how helpful the cabin crew were to us and how patient they were with a young toddler. We had the same member of staff helping us on the way out and way back. He remembered us and asked how our holiday was and he was really good with the kids."

I would just like to note how helpful the cabin crew were to us and how patient they were with a young toddler. We had the same member of staff helping us on the way out and way back. He remembered us and asked how our holiday was and he was really good with the kids."

How you make it Great ★

A Customer @twitterhandle • 25m

Well done to Aer Lingus and GLA Airport for the most efficient boarding and take off for me this year! 13 mins from lounge to being in air!
‘Make it personal’ Service Behaviours

As a member of our front-line team, you are expected to embody our Service Behaviours at all times. Along with our corporate values and behaviours, the ‘Make it personal’ service behaviours govern the way in which we interact with our guests.

Make it Personal

When we ‘Make it personal’ we are talking about an ethos that is driven by the golden rules of great service.

There are eight core rules which are addressed here. They outline the service behaviours expected by Aer Lingus staff who deal with guests face-to-face.

Above all, they emphasise how to establish that vital personal interaction and service.
Service Skills

Honoring your guest service skills

When you work with guests day-to-day, your learning curve and your knowledge are always growing and always expanding. In such a stimulating environment you will constantly find new ways to stay passionate about delivering great service. This is what makes your career all the more fulfilling, while also delivering a brilliant guest experience for those who fly with us.

Active Listening

Most of us believe we’re good at listening, but in this hectic world the truth is that most of us are not nearly as good as we think we are. Active Listening is more than just opening your ears – it is about paying attention, remembering, confirming details and being prepared to respond to the other person’s issues.

Get into the right position to listen – i.e. speak to the guest in a quiet location where neither of you will be distracted, where possible.

Give the guest your full attention. Maintain eye contact. Don’t interrupt. Don’t multitask. Don’t show any signs of impatience or distraction with your body language.

Don’t try to anticipate what the guest is going to say. It’s impossible, take notes. Don’t count on remembering everything that was said.

Give the guest a chance to finish before you reply. You might even ask, “Do you have anything else you would like to tell me?” before responding.

When the guest is finished speaking, reiterate or paraphrase what he or she said. For example: “I think you are saying that you tried to add checked bags to your booking for the return flight but the Manage Booking section of the website wouldn’t allow this?” You may not remember all the details, especially if the person is angry or long-winded (or both), but rephrasing will ensure that you clearly understand the main points and satisfy the guest that you have been paying attention.

Once you verify what was said, ask additional questions to improve your understanding.

At every step, make the guest feel valued and appreciated.

The golden rule – If you receive a complaint, apologize! Saying that you are sorry can be the best way to make guests feel that you care, as long as you are being genuine and then outline a way to deal with the guest’s issue/complaint.

Guests who feel understood are likely to come back and those who don’t feel understood will go where the employees have better ears.

Adapted from the Guest Rules, LIR Cockrell

Body Language

It’s often said that actions speak louder than words. Our body language says so much about us and our feelings – usually far more than we realise. And just as you can quickly assess a guest’s frame of mind, so they can tell whether you are paying attention to their concerns.

Bear the following aspects of body language in mind:

• Voice tone. Is it measured? How do we convey interest? Is it too rushed? Do we vary pace and volume? Are we conveying confidence and assurance? Do we appear uninterested and remember to show eye contact if there are several people present.

• Facial expressions. Think about what your facial expression might be giving away. Is it appropriate to the message you are conveying verbally?

• Hand gestures. Using appropriate hand gestures to place emphasis can be very powerful, but too many hand movements can distract from the point you are trying to make.

• Posture and body movement. Your posture conveys meaning. Are you rooted to the spot, engaged in conversation with all your attention focused on the guest? Or are you relaxed and moving easily as you go about your duties. As with hand gestures, too much body movement during a conversation can be distracting.

Assertiveness

Assertiveness can be a misunderstood term, often being mistaken for over-confidence. But, developed properly, assertiveness skills enable you to communicate your ideas and enthusiasm in a confident, effective manner, whilst still respecting someone else’s view and perspective.

It also gives off an air of reassurance which is an important quality for all Aer Lingus employees when dealing with guests. Here are some tips for building your personal assertiveness:

• Be positive about yourself. Get across your point of view but always listen to the points of view of others.

• Be clear about what you want, your opinions and feelings.

• Be willing and prepared to stand up for yourself and Aer Lingus in a non-aggressive way.

• Respect the rights and views of other people.

• Keep calm and confident at all times.

• Appropriate body language means being relaxed, maintaining eye contact and speaking with a steady voice.

• Seek a resolution that is ‘win-win’.

• Be careful that your assertiveness is not perceived as aggressive or costly behaviour. That is why it’s crucial to be open and honest. It means you are open to discussion.

Remember, if you come across as being unassertive, this can be interpreted as weakness and guests/colleagues may not follow your instructions and may be left feeling confused about your abilities.
Our Uniform and Grooming Standards

The Aer Lingus uniform is an essential part of our brand. It tells people what we stand for and reassures guests that they will receive the highest quality of service. You are, therefore, the essence of our brand.

You represent the Aer Lingus brand whenever you wear the uniform, which is why there are specific requirements you are asked to comply with every time you put it on. Complying with the standards is a condition of your employment.

During initial training, you will receive a comprehensive guide to our uniform and grooming standards. Ahead of this, here are some of the key guidelines for grooming. You are expected to meet these standards right from day one.

We all take great pride in our reputation and how we are perceived by our guests and prospective guests.

Now that you are in uniform, we want you to feel that same pride – both in your day-to-day duties and your appearance.
**Ladies Grooming Guidelines**

### Hair
- Short hair to be conservative style, above blouse collar and kept tucked behind ears.
- Longer hair to be worn in an approved up-style: French roll/Donut/Bun/French braid.
- Hair to be neat and tidy with no stray hairs.
- Natural hair colour only.
- Bleached hair, extreme colours, two-tones and close-shave styles not permitted.
- Only tortoiseshell coloured clasps and combs permitted.

### Make-up
- Make-up essentials include:
  - Foundation/Eye shadow/Mascara/Blusher/Lipstick/Nail Polish.
  - Eyeliner and eyebrow pencil are optional.
  - Foundation: closest match to natural skin colour.
  - Eye shadow: neutral colour palette of warm brown tones moving to lighter biscuit, natural colours.
  - Mascara: black or brown.
  - Lipstick: Only red lipstick permitted – tone suitable to skin colour.
  - Nail Polish: French manicure or red nail polish only.

### Other Requirements
- No visible piercings (besides single earring piercing for females) are permitted.
- Only one pair of matching gold/silver studs, colourless stones or single white pearl earrings may be worn, not exceeding 10mm in diameter.
- No tattoos.
- Corrective glasses must be business-like and conservative in style, with clear lenses.
- Maximum of two conservative and discreet rings (one on each hand) may be worn. This includes a wedding ring.
- A watch must be worn in uniform, conservative in style. Strap may be metal (gold, silver, black or combination) or leather (black or brown). Must have a seconds hand for second digits.
- One bracelet, silver or gold and link style with no adornments, bangles or charms may be worn on the opposite wrist to your watch.
## Gents Grooming Guidelines

### Hair
- Neatly trimmed and kept short.
- Shaved head not permitted, except in case of natural balding where number 1 cut is recommended.
- Neck area clean shaven to produce a sharp, neat edge to the back of the hairline.
- Natural hair colour only.
- Hair not to appear greasy or wet.
- Conservative styles only – no styles such as spikes, mohawks, etc. Hair should always be styled away from the face.

### Facial Hair
- Preference for male staff to be clean shaven.
- You must be freshly shaved when reporting for duty.
- Beards must be approved by local manager and of approved style.
- Beards must be clean, neat and well trimmed.

### Other Requirements
- Eyebrows must be shaped and trimmed.
- Nails kept neatly trimmed and immaculately clean.
- No visible piercings.
- No tattoos.
- Make-up for men not permitted.
- Corrective glasses must be business-like and conservative in style, with clear lenses.
- Maximum of two conservative and discreet rings (one on each hand) may be worn. This includes a wedding ring.
- A watch must be worn in uniform, conservative in style. Strap may be metal (gold, silver, black or combination) or leather (black or brown). Must have a seconds hand for second digits.
In addition to the activities contained within the previous sections, you are required to complete the following activities online before initial training.

**TOPIC – Aer Lingus as a family-friendly airline**

For information on why Aer Lingus is considered a truly family-friendly airline, refer to [aerlingus.com](http://aerlingus.com)

- Click on *Plan and Book*
- Click on *Family First*

**ACTIVITY 4**

Refer to the above website and fill in the 7 *service features* available to families:

1. 
2. 
3. 
4. 
5. 
6. 
7. 
TOPIC – Aer Lingus as the Smart travel choice

For information on why Aer Lingus is considered the smarter travel choice for Business travellers, refer to aerlingus.com

- Click on Plan and Book
- Click on Best for Business

ACTIVITY 5

a) Refer to the above website and fill in the 4 primary benefits for Business guests flying with Aer Lingus:

1

2

3

4

b) What are the 3 fare options available?

1

2

3

TOPIC – Aer Lingus booking options

For information on the booking options available to Aer Lingus guests, refer to aerlingus.com

Click on Plan and Book, Browse the following:

- Pricelock
- Fare Deposit
- Upgrade Yourself

ACTIVITY 6

Refer to the above and give a 1 line description of each of these booking options:

a) Pricelock

b) Fare Deposit:

c) Upgrade Yourself
### TOPIC – The Aer Lingus inflight experience

For information on our Inflight Experience, refer to aerlingus.com
- Click on Experience Aer Lingus

**ACTIVITY 7**
Refer to the above website and fill out the **4 options** for Transatlantic Economy in-flight dining available to our guests:

1. 
2. 
3. 
4. 

What is the name of our on-board shopping range?

What flights can Aer Lingus guests avail of on-board Wi-Fi & Mobile Network?

### TOPIC – The Aer Lingus Business Class experience

For information on our Business Class Experience, refer to aerlingus.com
- Click on Experience Aer Lingus
- Click on Flying Business

**ACTIVITY 8**
Refer to the above website and please indicate the following:

**What kind of seats do we offer in Business Class?** Please tick

<table>
<thead>
<tr>
<th>Recliner seats</th>
<th>Angled lie-flat seats</th>
</tr>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fully lie-flat seats</th>
<th>Private suites</th>
</tr>
</thead>
<tbody>
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<td></td>
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</tbody>
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**Where is our Pre-dine Service available?**

<table>
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<tr>
<th>DUB lounge</th>
<th>BOS lounge</th>
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<table>
<thead>
<tr>
<th>ORD lounge</th>
<th>JFK lounge</th>
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</table>
### TOPIC – Transatlantic Special Meals

| For information on transatlantic special meals, refer to aerlingus.com |
| Click on Experience Aer Lingus > Dining > Transatlantic Economy |

**ACTIVITY 9**

What is the process for booking a special meal on a transatlantic flight?

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### TOPIC – Children’s Facilities

| For information on children’s facilities onboard, refer to aerlingus.com |
| Click on Experience Aer Lingus > Kiddies Corner > Facilities Onboard |

**ACTIVITY 10**

Outline the facilities for those travelling with children and infants on-board.

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### TOPIC – Lounge Access

| For information on Aer Lingus lounge access, refer to aerlingus.com |
| Click on Aer Lingus > Loyalty > Lounges |

**ACTIVITY 11**

What guests are eligible to use the Aer Lingus lounges?
**TOPIC – Baggage Allowance**

For information on baggage allowances, refer to aerlingus.com
Click on Travel Information > Baggage Information > Cabin Baggage

**ACTIVITY 12**
What are the carry-on baggage allowances for Aer Lingus guests?


**TOPIC – Checked Baggage**

For information on checked baggage options, refer to aerlingus.com
Click on Travel Information > Baggage Information > Checked Baggage

**ACTIVITY 13**
What are the 4 options for purchasing checked baggage on short-haul flights?

1
2
3
4

**TOPIC – Special Assistance**

For information on special assistance, refer to aerlingus.com
Click on Travel Information > Special Assistance

**ACTIVITY 14**
If an Aer Lingus guest requires special assistance, how do they go about arranging this?
### TOPIC – Guest Relations

For information on contacting Guest Relations, refer to [aerlingus.com](http://aerlingus.com)

Click on Support (down the bottom of the homepage) > Guest Relations

**ACTIVITY 15**

If a guest wants to submit a complaint to Aer Lingus Guest Relations, how do they do so?

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### TOPIC – Booking Options

For information on booking options, refer to [aerlingus.com](http://aerlingus.com)

Click on Support (down the bottom of the homepage) > Changing your Booking

**ACTIVITY 16**

If a guest wants to make changes to their booking, how do they do so?

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TOPIC – Phonetic Alphabet

**ACTIVITY 17**
On the basis that we identify aircraft registrations by the last 2 letters of the registration in the phonetic alphabet, fill out the phonetic alphabet identifiers for the following aircraft:

- EI-DEA
- EI-EDY
- EI-DUO
- EI-FAS
- EI-CPH
- EI-JFK

TOPIC – 24 Hour Clock

**ACTIVITY 18**
Convert the following times to/from the 24-hour clock:

- 9.45am
- 3.20pm
- 12 midday
- 5.30pm
- 11.10am
- 0740
- 1910
- 0000
- 0215