

# WORC<sup>TM</sup> 2026

World Overflight Risk Conference

## When The Risk Map Becomes Real

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The February 28th geopolitical crisis and its immediate impact on Norwegian.

**The Internal Challenge:** Securing our flight crew stranded in Dubai.

**The National Call:** Executing a rescue mission to Oman for the Norwegian government.

## Making decisions in the fog of crisis

Sudden flood of unverified, conflicting reports.

Critical lag in official guidance (NOTAMs) created operational uncertainty.

**Key Question:** How do you ensure safety when reliable data is scarce?

## A stranded crew, our duty of care

- ✈ The crisis became personal: a Norwegian crew was trapped by airspace closures in Dubai.
- ✈ This was a logistical and human crisis, not just a grounded asset.

✈ *Our primary responsibility shifted to the immediate safety and well-being of our people.*

## Our immediate actions



# The Oman Resue Mission

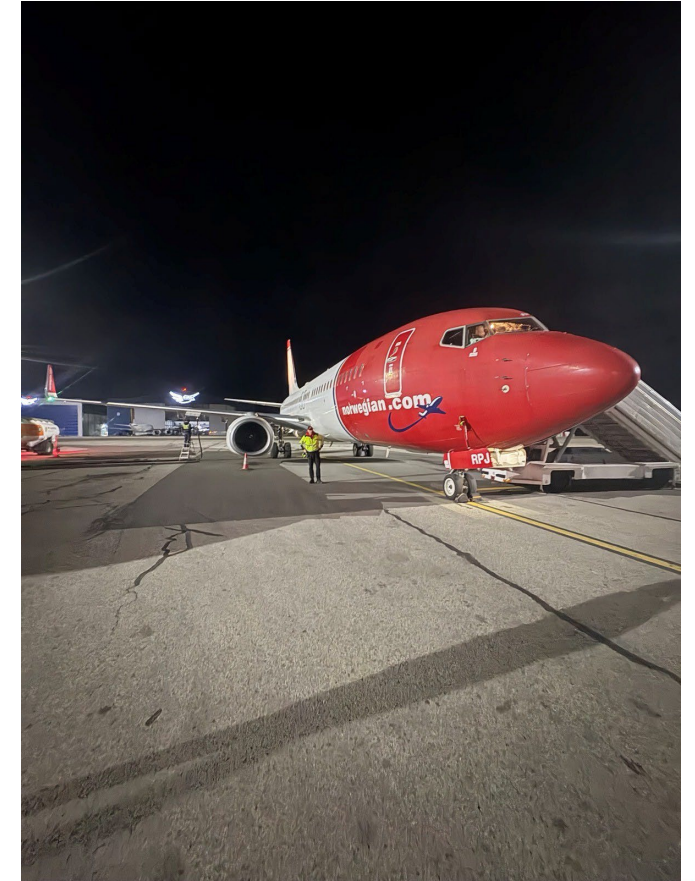
Request received from the Norwegian Ministry of Foreign Affairs for a critical repatriation flight.

This was a test of operational agility, requiring:

- Rapid, high-risk flight planning.

- Intensive coordination for diplomatic clearances.

- A heightened security posture for the crew and mission.



## Risk is global, impact is human

Overflight risk is not just about lines on a map.  
The secondary impacts—on your people and logistics—can become  
your primary problem.

**The human factor must be the anchor for all security decisions.**

## Agility is a strategic asset

Our ability to pivot from commercial operations to a government rescue mission demonstrates **resilience**.

This operational flexibility is a core strategic capability.

It showcases our role as a responsible and capable national carrier.

## Thank you for your attention!

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