

Day 1 Agenda: 20 April 2027

Timing	Session Detail	Detail
09:30 – 10:00	Registration and welcome coffee	Delegate arrival, registration and badge collection
10:00 – 10:15	Conference Chair Welcome	▶ House keeping ▶ Chatham House Rules ▶ Conference objectives ▶ Industry context ▶ How to engage across 3 days
10:15 – 11:00	Opening address	
11:00 – 11:30	Networking break	
11:30 – 12:15	Session 1: Operating in a permacrisis environment	▶ Explore how organisations can identify and interpret fast-moving external risks. ▶ Challenging the idea that crises are exceptional events - examining the shift from isolated crises to overlapping, compounding disruptions. ▶ Discuss practical approaches to monitoring geopolitical, operational, reputational, cyber and societal threats. ▶ Consider how horizon scanning should inform planning, escalation and executive decision-making. ▶ *Include poll for audience interaction on key threats* ▶ What leading organisations are doing differently
12:15 – 13:00	Session 2: Workshop: Crisis Leadership - Getting the most from your crisis team	▶ Define what effective crisis leadership looks like under pressure. ▶ Explore team dynamics, decision-making, challenge, escalation and accountability. ▶ Discuss how leaders create clarity when facts are incomplete and conditions are changing. ▶ Share practical approaches for improving crisis team performance before, during and after an incident. ▶ Leadership behaviours under pressure ▶ Structuring crisis teams for performance ▶ Cognitive bias & decision traps ▶ Practical leadership frameworks
13:00 – 14:00	Networking Lunch	
14:00 – 14:45	Session 3: Panel discussion: The first few hours: Strategic decision-making after an aircraft accident	▶ Incomplete and conflicting information ▶ Rapid escalation (media, regulators, families) ▶ Simultaneous operational, legal, and reputational pressures ▶ Immediate expectation for leadership visibility ▶ Activation triggers ▶ Leadership visibility ▶ Continuity of operations
14:45 – 15:30	Session 4: Panel discussion: The multi-agency response – “Who is Leading?”	▶ Discussion vs Scenario ▶ Who actually leads vs who is assumed to lead ▶ Where coordination breaks down ▶ How conflicting priorities are managed in real-time ▶ Handover points between agencies ▶ Does the private sector ever truly “lead...?” ▶ Scene preservation vs rescue priorities
15:30 – 16:00	Networking break	
16:00 – 17:00	Session 5: Recent Crisis Lessons Learned: Practical lessons from recent major incidents	▶ Timeline of a major incident response ▶ Response / operational issues ▶ Family assistance challenges ▶ Media & reputational pressure ▶ Q&A
17:00 – 17:15	Chair’s recap of Day 1 and outline day 2	
17:15 – 18:30	Networking drinks	

Day 2 Agenda: 21 April 2027

Timing	Session Detail	Detail
09:00 – 09:30	Welcome coffee	
09:30 – 10:30	Session 6: Recent Crisis Lessons Learned Practical lessons from recent major incidents	▶ Timeline of a major incident response ▶ Response / operational issues ▶ Family assistance challenges ▶ Media & reputational pressure ▶ Q&A
10:30 – 11:30	Session 7: Panel Discussion: Victim accounting - from location to identification	▶ Locating individuals (including survivors) ▶ Establishing status ▶ Identification processes ▶ Data management challenges ▶ Psychological & welfare considerations ▶ Injured survivors ▶ What organisations get wrong ▶ Best practice approaches
11:00 – 11:30	Networking break	
11:30 – 13:00	Session 8: Panel Discussion: What boards, regulators & insurers now expect	▶ Explores how expectations of crisis preparedness, governance and leadership have evolved. ▶ Examines what boards, regulators and insurers now look for in organisational resilience and response capability. ▶ Discuss how organisations can demonstrate readiness, accountability and effective crisis management. ▶ Highlights the practical steps needed to meet rising external expectations.
13:00 – 14:00	Networking Lunch	
14:00 – 15:30	Session 9: Group Workshop: Responding to an accident	▶ Delegates work in groups through a realistic aircraft accident scenario impacting flight operations, passenger welfare, communications and executive decision-making. ▶ Participants assess the immediate operational and humanitarian impact, and the potential for escalation into a wider organisational crisis. ▶ Groups consider priorities in the first hours, including immediate response, coordination with emergency services, activation of family assistance, executive briefing and stakeholder communications. ▶ Delegates discuss how to manage uncertainty and incomplete information under intense time pressure. ▶ The workshop highlights key issues around passenger accountability, next of kin communication, reputational risk, regulatory scrutiny and media attention. ▶ Each group identifies its top decisions, immediate actions and leadership challenges. ▶ A facilitated debrief draws out practical lessons on coordination, governance and crisis leadership during a major aircraft accident.
15:30 – 16:00	Networking break	
16:00 – 16:45	Session 10: Keynote speaker: Cyber Attacks – Practical lessons from recent major incidents	▶ Anatomy of a cyber crisis ▶ Business vs technology issue ▶ Operational disruption vs data breach ▶ Ransom decisions ▶ Communications strategy
16:45 – 17:00	Chair's recap of Day 2 and outline day 2	

Day 3 Agenda: 22 April 2027

Timing	Session Detail	Detail
09:00 – 09:30	Welcome coffee	
09:30 – 10:30	Session 11: Artificial Intelligence: “Can you trust what you’re seeing?” – AI & misinformation during a crisis	▶ Explores how AI-generated content, misinformation and manipulated media can distort understanding during a crisis. ▶ Examines the risks this creates for decision-making, public trust and organisational reputation. ▶ Discusses how crisis teams can verify information, respond quickly and maintain credibility in a fast-moving environment.
10:30 – 11:30	Session 12: Keynote: One Airline, many potential crises: Communicating through complexity	▶ Explores the unique pressures airlines face when managing communications across very different crisis scenarios. ▶ Examines how communications priorities shift between accidents, data breaches, cyber attacks and major operational disruption. ▶ Highlights the specific demands each scenario creates, from family communications and media scrutiny to customer reassurance, regulatory engagement and reputational protection. ▶ Looks at how airlines balance speed, accuracy and empathy when facts are still emerging. ▶ Considers the challenge of coordinating messages across operations, leadership, customer teams, airports, regulators and external partners. ▶ Common pitfalls that can undermine trust, increase confusion or damage credibility.
11:00 – 11:30	Networking break	
11:30 – 12:15	Session 13: Panel Discussion: “The move to Enterprise Resilience”	▶ Expansion beyond traditional incidents ▶ Integration with enterprise risk ▶ Cross-sector capability examples ▶ Future operating models (shifting to Resilience)
12:15 – 13:00	Session 14: Artificial Intelligence: AI and the future of Crisis Management	▶ Explores the growing role of AI in modern crisis management. ▶ Shows how AI can strengthen horizon scanning, situational awareness and decision support. ▶ Examines practical applications across preparedness, response and communications. ▶ Helps delegates understand where AI adds real value and where human judgement remains critical. ▶ Provides practical insight into how organisations can begin using AI more effectively in crisis environments.
13:00 – 14:00	Networking Lunch	
14:00 – 15:00	Session 15: Panel Discussion: Executive insight: the future crisis team	▶ Explore how crisis teams need to evolve over the next 3–5 years. ▶ Discuss changing capability requirements across cyber, communications, intelligence and leadership. ▶ Consider how organisations build flexibility into team structures and decision frameworks. ▶ Reflect on what will define strong crisis leadership in a more complex risk environment.
15:00 – 15:30	Networking break	
15:30 – 16:30	Session 16: Closing Plenary: Key lessons across the 3 days	▶ Summary of the major themes emerging from the conference. ▶ Reflection on strategic readiness, operational response and future-facing resilience. ▶ Re-emphasise the importance of leadership, coordination and practical capability. ▶ Final audience reflections and key takeaways.