

Pre-Assessment Questionnaire

Before reviewing the tools and resources in this Handbook, we recommend that business professionals complete a brief pre-assessment by reviewing the questions that are tailored to their role. Because we found resilience-building to be fragmented across the region, we developed this pre-assessment to help to broaden business considerations of climate change. The questions can uncover potential gaps in existing business efforts to reduce climate risks and identify potential strengths or assets to leverage for building resilience. The questions may be particularly useful

for CEOs, CFOs, human resources, and sustainability departments at big companies, as well as small- to medium-sized businesses. Other business professionals also can use the questionnaires to complete their own pre-assessment.

The questions provide a starting point for further investigations that will be unique to each company. Reviewing them can help businesses identify needs, gaps, and strengths as they pertain to reducing risk and building resilience.



Part A:
Review the climate risks and business impacts listed below,⁵ and check those that your business is experiencing now or may experience in the future.

| What are the climate risks to my business? | | | How can these climate risks impact my business? |
|---|--|--|---|
| <p>HAZARD</p> <ul style="list-style-type: none"> <input type="checkbox"/> flooding <input type="checkbox"/> saltwater intrusion <input type="checkbox"/> drought <input type="checkbox"/> rising temperatures <input type="checkbox"/> heatwaves <input type="checkbox"/> fire <input type="checkbox"/> sea-level rise <input type="checkbox"/> stronger cyclones <input type="checkbox"/> coastal erosion <input type="checkbox"/> shifting disease vectors <input type="checkbox"/> other | <p>EXPOSURE</p> <p><i>Office, operations, manufacturing facilities, suppliers, logistics, sourcing, sales, employees, and/or customers located in:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> flood zones <input type="checkbox"/> coastal areas <input type="checkbox"/> areas prone to drought <input type="checkbox"/> areas experiencing increasing temperatures and/or heat waves <input type="checkbox"/> other | <p>VULNERABILITY</p> <ul style="list-style-type: none"> <input type="checkbox"/> rapid urbanization; low-lying or coastal cities <input type="checkbox"/> at-risk populations, including the poor, migrants, women, people with disabilities, and farmers <input type="checkbox"/> weak food supply, infrastructure, health, and ecosystems <input type="checkbox"/> inadequate roads, ports, and airports to transport people, goods, and services <input type="checkbox"/> scarce or inconsistent access to resources <input type="checkbox"/> dependency on one resource, location, or service <input type="checkbox"/> lack of insurance for businesses, individuals, or housing <input type="checkbox"/> people or plants susceptible to disease outbreak/crop sensitivity <input type="checkbox"/> other | <ul style="list-style-type: none"> <input type="checkbox"/> pest or mold outbreak <input type="checkbox"/> crop failure <input type="checkbox"/> resource shortage <input type="checkbox"/> damaged infrastructure, equipment, or products <input type="checkbox"/> disrupted production or services <input type="checkbox"/> disrupted transportation of people (employees/customers), products, or services <input type="checkbox"/> employee absenteeism, illness, or complaints (e.g., too hot, difficult to get to work) <input type="checkbox"/> land/soil erosion <input type="checkbox"/> decline in sales <input type="checkbox"/> other |



Part B:

Answer the set of questions that most closely aligns with your role.

QUESTIONS FOR THE CHIEF EXECUTIVE OFFICER:

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|---|---|
| <p>1 How can climate risk affect the marketplace and the favorable economic conditions essential for my business?</p> | <p>4 What influence does my business have in building resilience to climate change with suppliers and the community? What about in making with policymakers to shape regulation?</p> |
| <p>2 Have I assigned someone to assess the climate risks facing my business? Is my risk management department involved? Does my enterprise risk management system include climate risks? Does my business continuity plan address climate risks?</p> | <p>5 How will regulations that call for climate adaptation and resilience affect my business and investor/shareholder decisions?</p> |
| <p>3 What role do I have as the leader of my company to protect my business and people from climate change?</p> | <p>6 Would investments in research, processes, or technology to adapt to climate change give my business a distinct competitive advantage in the marketplace?</p> |
| | <p>7 Could my business offer new goods or services that could help other organizations, communities, or individuals adapt to climate change?</p> |

QUESTIONS FOR THE CHIEF FINANCIAL OFFICER:

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|--|--|
| <p>1 How can climate risk affect my business assets, including physical infrastructure, equipment, and people, among others? Are my operations, suppliers, and employees located in vulnerable areas?</p> | <p>3 Am I working with the Chief Risk Officer to understand the range of risks facing my business? To what extent am I building a business continuity plan to safeguard assets?</p> |
| <p>2 How can climate risk affect the marketplace and the favorable economic conditions essential for my business?</p> | <p>4 How will regulations that require reporting on climate risk and resilience affect my business and investor/shareholder decisions?</p> |
| | <p>5 How can climate risks affect insurance costs for my business and employees?</p> |

QUESTIONS FOR THE CHIEF RISK OFFICER:

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|---|---|
| <p>1 How do climate risks affect my business assets, including physical infrastructure, equipment and people, among others? Are my operations, suppliers, and employees located in vulnerable areas?</p> | <p>4 Does my enterprise risk management system include climate risks?</p> |
| <p>2 Have I accounted for the full range of climate risks in annual risk assessments?</p> | <p>5 Have I created business continuity plans that address the range of climate risks?</p> |
| <p>3 Have I accounted for the range of climate risks throughout the supply chain and in the communities where my business works or where my employees are located?</p> | <p>6 Are employees, suppliers, and business operations prepared for the associated climate risks to my business?</p> |

QUESTIONS FOR THE HEAD OF HUMAN RESOURCES:

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| 1 | How will climate change affect employee health, access to work, and productivity? | 4 | Do employees have access to health care and insurance? |
| 2 | Are employees working or living in vulnerable areas? | 5 | What role do I have to ensure employees are resilient to climate change? |
| 3 | Is preparing for climate change and building resilience integrated into employee training modules and performance evaluations? Does our early-warning system include alerts for climate risks? | 6 | Has my company addressed vulnerabilities within its labor force and communities that could be worsened by climate change (e.g., disproportionate impact on women, people with disabilities, low-income communities, etc.)? |

QUESTIONS FOR THE HEAD OF SUSTAINABILITY:

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| 1 | Does my company have a strategy to build climate resilience? | 5 | Are employees trained to prepare for and respond to climate change where they work? |
| 2 | Is my company assessing climate risks throughout operations, the supply chain, and in the communities where we work? | 6 | How can my company better leverage its strengths, people, and expertise to help build climate resilience within operations, suppliers, and the community? |
| 3 | Do existing programs that benefit the community encompass climate resilience? | 7 | To what extent has my company addressed vulnerabilities within its labor force and communities that could be worsened by climate change (e.g., disproportionate impact on women, people with disabilities, low-income communities, etc.)? |
| 4 | What existing CSR or sustainability programs can be modified to integrate climate resilience? | | |

QUESTIONS FOR THE HEAD OF SUPPLY CHAIN, SOURCING, AND PROCUREMENT:

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| 1 | To what extent is climate change affecting the quantity or quality of materials or ingredients, supplier facilities, workers' health and access to work, or transportation routes to move goods, services, and people? | 3 | Do I have a role in capacity-building throughout the supply chain to anticipate and prepare for climate change? What opportunities may exist if I work with suppliers to build climate resilience? |
| 2 | How will my business be affected if production and logistics are disrupted because of climate change (e.g., poor production yield, ill workers, damaged transport routes, etc.)? | 4 | How much influence does my company have to address the impacts suppliers are facing from climate change? What influence does my business have in working with others (e.g., municipalities, government ministries) to build local climate resilience that's essential for business continuity? |



Dock worker in Bangkok, Thailand

Photographer: Thitivong

QUESTIONS FOR FACILITY MANAGERS:

- 1 | How will climate change affect facility infrastructure, equipment, raw materials, finished goods, and access to energy and water?
- 2 | How will climate change affect employee health, access to work, and productivity? Are employees complaining about the heat, increasingly absent from work, getting sick, or unable to get to work due to damaged roads or homes?
- 3 | Are employees prepared, and can they respond to climate change?
- 4 | Do customers have tools or resources that they can share to reduce my facility's risk and build resilience?
- 5 | Do the facilities in my industrial zone have tools or resources they can share to collaboratively reduce risk and build resilience?
- 6 | What role do I have as the facility manager to protect employees and the business from climate change?

QUESTIONS FOR SMALL- TO MEDIUM-SIZED ENTERPRISES:

- 1 | How will climate change affect business infrastructure, equipment, raw materials, finished goods, sales, and access to energy and water?
- 2 | Is my business located in a vulnerable area?
- 3 | Can my insurance protect me from business disruptions caused by climate change?
- 4 | Are my employees and I prepared, and can we respond to the range of climate change challenges?
- 5 | Do my customers have tools or resources they can share to reduce business risk and build resilience?
- 6 | Do other SMEs near my business have tools or resources they can share with me to reduce our risk and build resilience collaboratively?