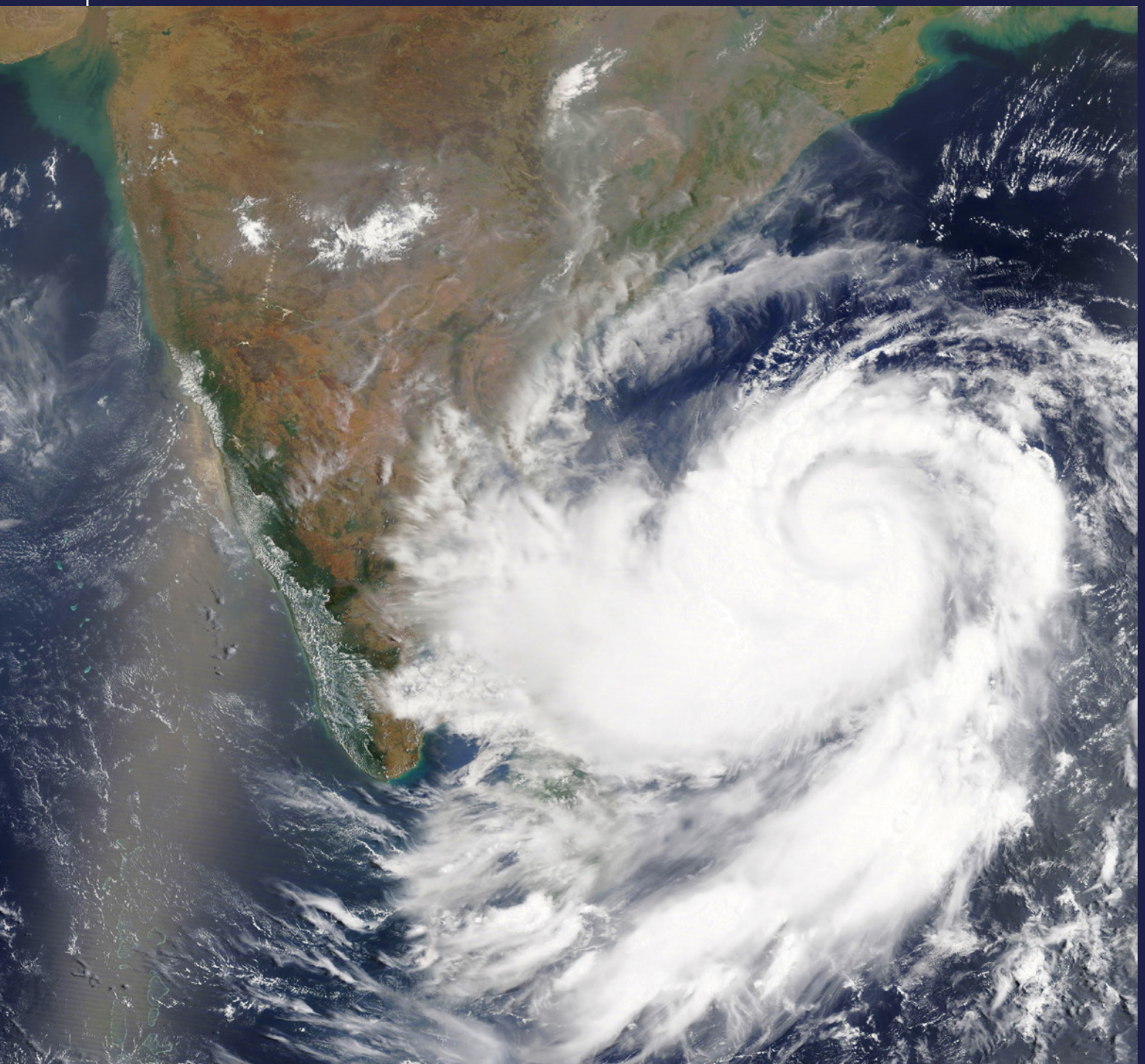


SURVEY REPORT

THE CLIMATE RISK COUNTDOWN

Top Supply Chain Data Needs *Revealed*

FEBRUARY 2026



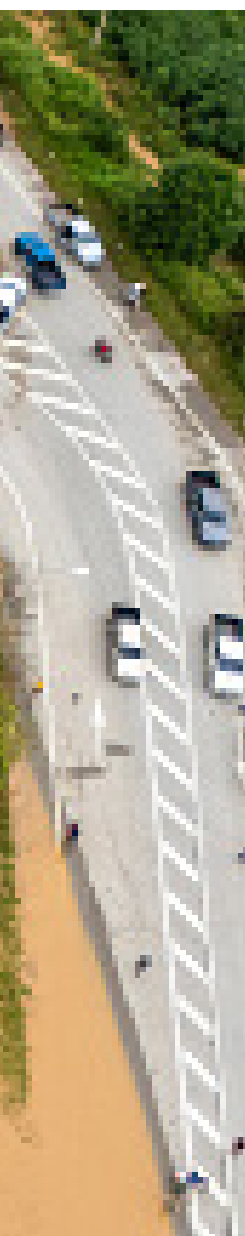


Introduction





Libby Hargreaves
Editor
Supply Chain Digital Magazine



In Q4 2025, Supply Chain Digital, in partnership with FIS, conducted a global research study to explore how organisations are identifying, prioritising and responding to risk across their supply chains – with a particular focus on climate-related exposure.

As supply chains become increasingly complex, interconnected and vulnerable to disruption, organisations are under growing pressure to improve visibility, resilience and risk management capabilities. Climate volatility, regulatory change, geopolitical instability and operational dependencies are no longer abstract concerns; they are material business risks that directly impact cost, continuity and corporate reputation.

This survey of 116 senior executives was designed to provide an evidence-based view of how organisations are managing these challenges, where gaps remain and how prepared the market is to adopt technology-led solutions to address emerging risks.

Research Objectives

The research was structured around three core objectives:

- **Understand key risk exposures in the supply chain**
To identify the most significant sources of risk facing organisations today, including operational, environmental, regulatory, and third-party vulnerabilities.
- **Ascertain market readiness for climate risk solutions across industries**
To assess how different sectors perceive climate risk, the maturity of their current approaches, and their willingness to invest in data, technology, and analytics to mitigate future exposure.
- **Validate key personas involved in the buying process**
To understand which functions and roles are most influential in evaluating, selecting, and purchasing supply chain and climate risk solutions, and how responsibility is shared across procurement, risk, sustainability, finance, and executive leadership.

By combining insights from senior supply chain, procurement, risk, and sustainability professionals, this study provides a practical benchmark for organisations looking to modernise their approach to supply chain risk. The findings highlight not only where the market stands today, but also where investment, capability building, and cross-functional alignment will be required to build more resilient and climate-aware supply chains in the years ahead.



Climate Risk Overview





Climate risk isn't just about disclosures – it's about cash flow. As a **Fortune 500® company and a member of the S&P 500® Index**, **FIS** brings more than 50 years of financial technology leadership to helping organizations navigate an increasingly complex risk landscape. Headquartered in Jacksonville, Florida, FIS advances the way the world pays, banks and invests – powering mission critical operations for financial institutions, corporates, merchants, fintechs and developers worldwide.

Using **FIS® Climate Risk Financial Modeler**, companies can map physical climate hazards to financial outcomes, take decisive action, strengthen resilience and potentially save millions of dollars.

As environmental challenges evolve, you need a comprehensive, enterprise grade system backed by a global technology leader.

With Climate Risk Financial Modeler, you can:

- Access deep, decision ready analytics across acute and chronic perils
- Support global regulatory disclosure and reporting requirements
- Enable strategic resilience planning across assets and supply chains
- Transform insurance decision making with forward looking premium and recovery insights

Climate Risk Financial Modeler integrates global climate data – analyzed by PwC US – with FIS' market leading finance and insurance actuarial models. With coverage across both acute and chronic climate related perils, you can run “whatif” scenarios to understand how your company's risk profile may shift under alternate business configurations, and take targeted action to reinforce vulnerable areas.

Used by some of the world's top companies, Climate Risk Financial Modeler was recently named **Climate Risk Solution of the Year** at the Insurance ERM Global Awards 2025, ranked top10 in the 2025 Chartis Physical & Infrastructure Risk50, and recognized as **Best Environmental, Social & Governance (ESG) Data Provider** at the 2025 WatersTechnology Asia Awards.

With FIS' global scale – powering trillions in financial asset movement and supporting tens of thousands of clients – you gain the strength, reliability and innovation of a technology partner trusted across the world's financial ecosystem.

Prepare your business for the future – today.

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Meet the experts



Marcus Cree
Risk Management Specialist
FIS

Marcus Cree is an experienced financial risk management professional with expertise in market, credit, liquidity and climate-related financial risks. With a career spanning three decades in risk analytics and regulatory compliance, Marcus has worked for banks, investment firms and software solution providers across the financial market.

Marcus specializes in integrating advanced risk modelling frameworks into enterprise strategies, enabling firms to meet stringent regulatory requirements while safeguarding long-term profitability. His work has focused on leveraging cutting-edge solutions covering stress testing, scenario analysis, and portfolio impact assessments to help businesses understand vulnerabilities across geographies and sectors.

In addition to his corporate work, Marcus shares his expertise as an adjunct professor at New York University, where he teaches a graduate-level course on climate-related financial risk management.

Marcus has authored thought leadership pieces and developed industry-specific frameworks that guide decision-makers through risk quantification and disclosure. His approach combines regulatory foresight, data-driven analytics, and practical implementation strategies, making him a key resource for firms requiring global sustainability mandates and investor scrutiny.

Marcus is passionate about advancing climate resilience in financial systems and continues to collaborate with stakeholders worldwide to embed climate risk into core risk management practices.



Emily Baum
Climate Lead
FIS

Emily Baum leads climate initiatives at FIS as Climate Lead – Europe, driving adoption of advanced modelling solutions that help global corporates quantify and manage the financial impact of climate risk. At the forefront of FIS’ sustainability strategy, Emily champions the FIS® Climate Risk Financial Modeler, a SaaS platform that integrates financial modelling with global climate datasets to assess physical risk exposure across assets and supply chains. Her work enables organisations to strengthen resilience, optimise sourcing strategies, and meet disclosure requirements under IFRS S1/S2 and CSRD.

Before joining FIS, Emily spent over a decade shaping growth and strategy in the payments and fintech sector. She held senior roles at Worldpay, where she directed global strategic planning and launched initiatives projected to deliver millions in incremental revenue, and advised leading brands including Mastercard. Her expertise spans product innovation, partnership development and market expansion – skills she now applies to help corporates turn climate risk into actionable financial decisions.

Emily’s career reflects a consistent focus on transformation: aligning technology, data and commercial priorities to deliver measurable outcomes. Today, she brings that experience to the climate agenda, working with CFOs, risk leaders and supply chain executives to embed climate resilience into core business strategy – giving them the strategic advantage.



THE CLIMATE RISK Top Supply Chain Disruptions

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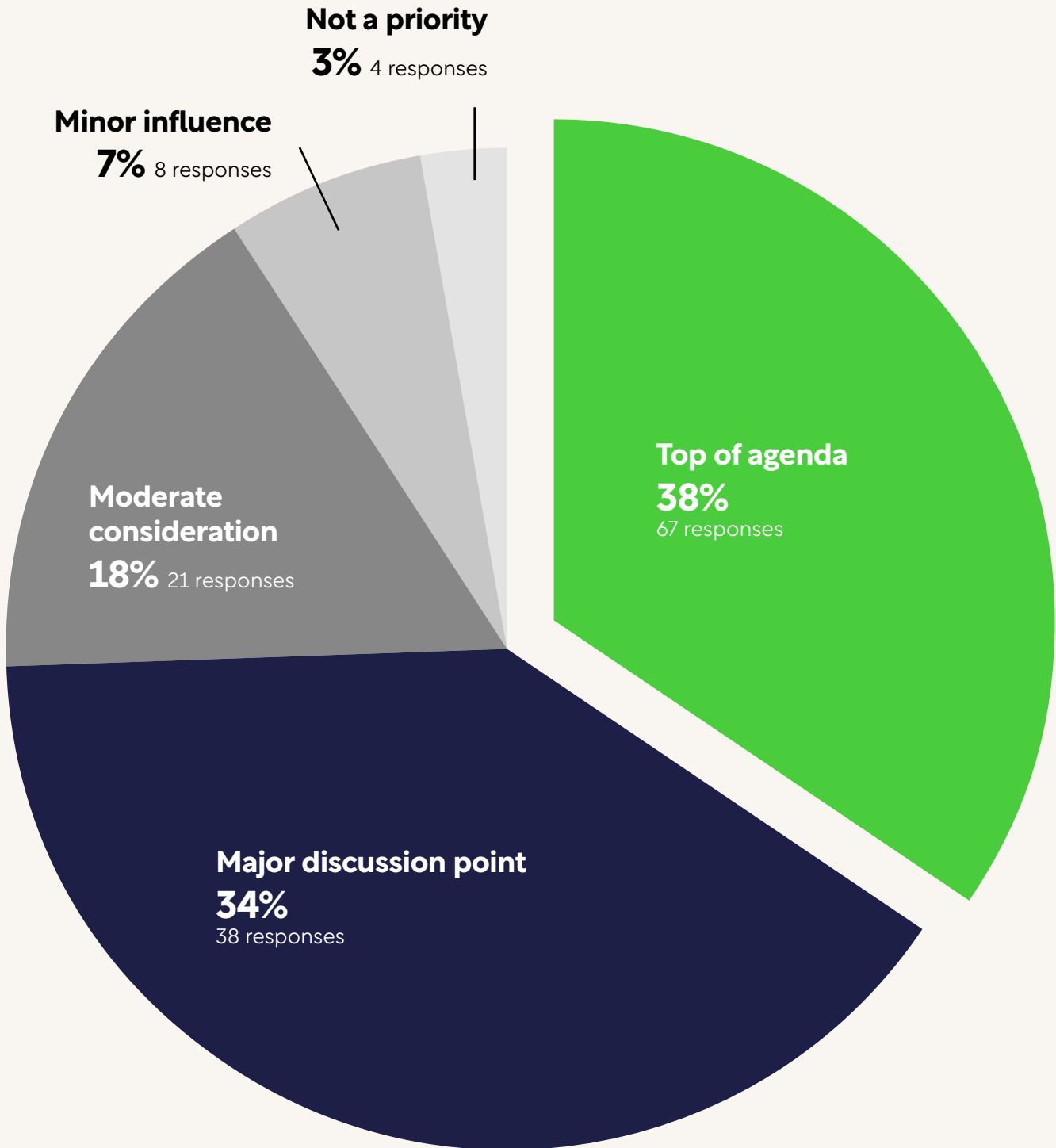
SupplyChain^o
DIGITAL



WEEK COUNTDOWN Data Needs *Revealed*

1

Is extreme weather and climate change impacting your supply chain risk discussions?



72% say climate is a high or very high factor in risk discussions

After the unprecedented weather events across Europe in 2025 – organisations have seen firsthand how climate volatility disrupts logistics, sourcing and operational continuity



The overall result is exactly what we should expect. The world has spent the best part of three decades moving towards a 'just in time' basis, with supply chains spanning the globe.

The complexity of climate change dictates that disparate perils will impact specific regions, disrupting the global flow of goods and services. Building and maintaining these supply chains has always involved local costs and political considerations, but must now take account of potential climate-related disruptions – which threaten not just short-term flows, but are increasingly being considered by investors as indicators of longer-term strategic planning.

What's surprising is that 28% of firms view it as only moderate or lower consideration.

Marcus Cree
Risk Management Specialist
FIS



It's no surprise that 72% of corporates now report extreme weather and climate change as key factors in their supply chain risk discussions.

After the unprecedented weather events across Europe in 2025 – ranging from severe flooding to prolonged heatwaves – organisations have seen firsthand how climate volatility disrupts logistics, sourcing and operational continuity.

These events have accelerated the urgency for businesses to move beyond reactive measures and embed climate risk into strategic planning.

Emily Baum
Climate Lead
FIS

2

Which stakeholder owns the climate risk evaluation within your organisation?

Risk

71% 82 responses

Sustainability

66% 77 responses

Supply Chain

63% 73 responses

Finance

41% 48 responses

ESG

39% 45 responses

Operations

28% 32 responses

Climate Team (if dedicated)

13% 15 responses

None of the above

4% 5 responses

Ownership is fragmented; most orgs share responsibility across 3-4 groups

Climate-related dollars, in the form of covering potential losses or paying rising insurance costs, are now included in various departmental budgets and planning



This is an encouraging result!

The trend of anything climate-related falling within sustainability or ESG reporting is being replaced by two key trends: climate risks are moving from reportable possibilities to the core responsibility of the risk department, and departments across the business are seeing the need to bring climate into their decision making.

The indication is that climate-related dollars, in the form of covering potential losses or paying rising insurance costs, are now included in various departmental budgets and planning.

This is the logical end point, as extreme weather events continue to increase in likelihood and severity, and become ever more common news items.

Marcus Cree
Risk Management Specialist
FIS



The survey results reveal an important trend: climate risk evaluation is no longer siloed – it's becoming a shared responsibility across multiple functions. With 71% citing Risk, 66% Sustainability, and 63% Supply Chain, it's clear that organisations recognise climate risk as both an operational and strategic issue. The involvement of Finance and ESG teams further highlights its growing influence on capital allocation, compliance and reporting.

This multi-stakeholder approach reflects the complexity of climate risk. Extreme weather events and regulatory pressures demand collaboration between risk managers, sustainability leaders, and supply chain executives to ensure resilience and transparency. Finance and ESG's rising role signals that climate risk is now firmly linked to enterprise value and investor expectations.

Emily Baum
Climate Lead
FIS

3

What means do you have to assess the impact of climate risks on your supply chain today?

Internal analysis & modelling

58% 67 responses

Third-party software platforms

52% 60 responses

Consultants / advisory firms

44% 51 responses

Open-source climate datasets

36% 42 responses

Not currently assessing

11% 13 responses

1 in 10 large enterprises
still lack a formal
assessment approach

4 Moving from manual or piecemeal approaches to robust modelling is essential for corporates seeking to protect supply chains and margins



This result can be read in a few different ways. On one hand, 52% use third-party platforms and 44% look to consultants, and on the other, 58% use internal modelling, with 11% doing nothing.

Reading between the lines, this is likely a result of the perceived immaturity of the supplier market, and the common view that the data needed is too extensive for detailed analysis.

I would expect this to shift in favor of third-party assisted analysis (through consultants, software or both) as results start to be provided in 'hard dollar' terms that gain traction with shareholders and other stakeholders. 'Normalisation' of results and their inclusion in budgeting is likely to both force adoption of, and create best practices in the presentation of, these results.

Marcus Cree
Risk Management Specialist
FIS



These results demonstrate awareness but also expose critical gaps in approach.

Internal processes often depend on outdated reports or manual data aggregation, which limits accuracy and timeliness. Moving from manual or piecemeal approaches to robust modelling is essential for corporates seeking to protect supply chains and margins in an era of accelerating climate volatility.

Third-party platforms, when used, are frequently extensions of supply chain management tools with climate features bolted on.

These can provide useful snapshots but tend to be reactive, lacking the depth and quality of long-term climate mapping because climate risk isn't their core functionality.

Emily Baum
Climate Lead
FIS

4

What are the areas not covered by current assessments that you'd like to strengthen across your supply chain climate risk?

Business contingency planning

62% 72 responses

Procurement decisions

58% 67 responses

Raw materials exposure

53% 61 responses

Commodity pricing/demand volatility

51% 59 responses

Facility management risks

47% 55 responses

Insurance planning

43% 50 responses

Investment strategy alignment

36% 42 responses

Cash-flow modelling impacts

34% 39 responses

Cost optimisation

29% 34 responses

It's clear that the questions are being asked, but less so that the answers are as forthcoming to the thornier aspects of the problem



The answers to this question, in many ways, bolster the answers to question 2. They also highlight the 'in firm' complexity that climate change creates.

Business contingency, procurement and facility management match exactly with risk management, supply chain, finance and operations. That said, commodity price hedging tends to look forward months rather than the longer timeframes of climate change, and so business units are asked to juggle these competing pricing frames.

It's clear that the questions are being asked, but less so that the answers are as forthcoming to the thornier aspects of the problem.

Marcus Cree
Risk Management Specialist
FIS



These gaps matter because contingency planning is the backbone of supply chain resilience. Whether it's comparing alternative suppliers, modelling extreme weather impacts, or engaging climate-sensitive partners, supply chain leaders need full visibility of where risks and exposures lie. From shortages of key raw materials to Tier 2 suppliers storing inventory in high-risk locations, organisations must be able to map vulnerabilities and stress-test scenarios to build robust strategies.

Current fragmented approaches often fail to provide this depth. Without integrated modelling, businesses risk reactive decision-making and missed opportunities to mitigate disruption. Strengthening these areas requires tools that combine climate science with financial analytics.

Emily Baum
Climate Lead
FIS

5

Which types of climate transition data are most needed to minimise risk to your supply chain?

Top priority = highest average weight across respondents.

#1 Regulatory challenges

#2 Policy shifts

#3 Consumer demand change

#4 Decarbonisation pathways

#5 Investor sentiment

#6 Litigation risk

#7 Reputational risk

#8 Technological impairment

Regulation and policy are dominating supply-chain risk concerns

4 Data validation and supplier engagement remain major hurdles, especially when smaller partners lack the systems or expertise to provide reliable information



This question is potentially the most difficult to disentangle. Regulatory challenges (achieving what's being asked per jurisdiction) and policy shifts (changes in what they're being asked to achieve) create inherent instability when planning for climate transition.

Similarly, investor sentiment, consumer demand and reputational risk are elements that circle a similar drain and are driven by messaging (policy) from the top. Asking companies to create meaningful transition strategies means providing decarbonisation pathways and planned speeds.

Without this, investment in the process will be held back for profitability risk reasons rather than technological ones.

Marcus Cree
Risk Management Specialist
FIS



The top priority identified – regulatory challenges – reflects the growing complexity of compliance, particularly with Scope 3 emissions. For supply chain leaders, this is a double burden: finding the resources to gather data across multiple tiers and ensuring its accuracy. Data validation and supplier engagement remain major hurdles, especially when smaller partners lack the systems or expertise to provide reliable information.

The second most cited need, policy shifts (Scope 1 and Scope 2), underscores the pressure to adapt to evolving national and regional regulations. These changes can directly impact procurement strategies, operational planning and investment decisions.

Other areas – consumer demand change, decarbonisation pathways and investor sentiment – signal that climate transition risk is not just regulatory.

Emily Baum
Climate Lead
FIS

6

What criteria would you consider important when selecting a climate risk solution?

Ease-of-use

69% 80 responses

Integration with existing systems

67% 78 responses

Cost

55% 64 responses

Single expandable solution

49% 57 responses

Internal data/analytics capability

43% 50 responses

Regulatory pressure

38% 44 responses

Multi-peer adoption / benchmarking

31% 36 responses

It seems that companies are front running the regulators in terms of identifying climate change as a risk to be managed



Climate change is a complex issue to bring into a business. Choices made around the global transition (the decarbonisation pathways) create vastly different outcomes in terms of carbon build up, heating levels and extreme weather outcomes.

Systems that tell this story intuitively will ultimately win out, making 'ease-of-use' a natural number one response. Cost and system integration are equally expected as business users are reasonably digitally native, after 30 years of buying software systems and handling data using computers.

What's most interesting is that only a third of respondents see regulatory pressure or peer group adoption as principal reasons to select a solution. This would seem to indicate that companies are front running the regulators in terms of identifying climate change as a risk to be managed.

Marcus Cree
Risk Management Specialist
FIS



The top criterion – ease-of-use (69%) – reflects a practical reality: sustainability and supply chain teams are often resource-constrained. A solution that's intuitive and requires minimal training ensures faster adoption and reduces operational burden.

Close behind, integration with existing systems (67%) highlights the need for efficiency. Many organisations already juggle multiple platforms for risk, procurement and finance. Adding yet another standalone tool can create complexity rather than clarity. Integration with ERP systems, treasury functions and procurement platforms is critical to streamline workflows and avoid duplication.

Cost (55%) remains a key consideration, as climate initiatives are frequently perceived as expense centres.

Emily Baum
Climate Lead
FIS

7

Which stakeholders are involved in evaluating climate risk within your organisation?

Supply Chain

75% 87 responses

Risk

69% 80 responses

Finance

56% 65 responses

ESG

54% 63 responses

Sustainability

52% 60 responses

Operations

42% 49 responses

Climate teams

19% 22 responses

None

3% 3 responses

Each stakeholder group has different priorities – but they all require consistent, validated insights from a single source of truth



In keeping with earlier responses, this question illustrates that multiple departments are not just interested in solving climate related problems but are also actively engaged in solution selection.

This is a very positive sign of the acceptance of the complexity of the choice, and whilst likely to lead to elongated buying cycles, is most likely to provide an effective solution selection.

Marcus Cree
Risk Management Specialist
FIS

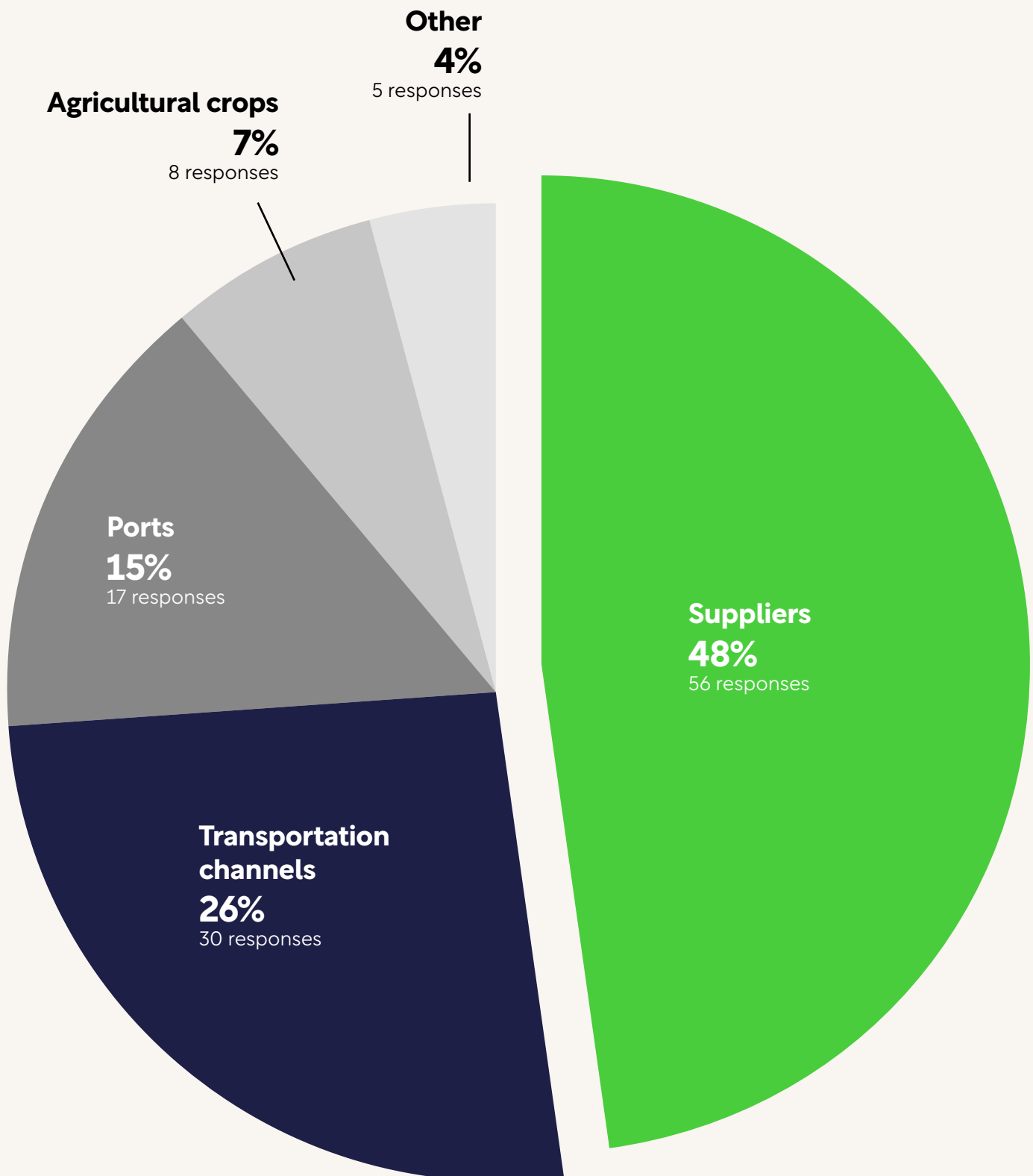


This data provides a complementary view to Question 2. While ownership of climate risk evaluation was led by Risk (71%), Sustainability (66%) and Supply Chain (63%), Question 7 shows that 75% of Supply Chain teams, 69% Risk, 56% Finance, 54% ESG, 52% Sustainability and 42% Operations are actively involved in the process.

The takeaway? Climate risk is not confined to one department – it’s a corporate collective responsibility. This reinforces the need for solutions that are accessible across multiple functions yet minimise the complexity of data input. Each stakeholder group has different priorities – procurement resilience, financial exposure, compliance and operational continuity – but they all require consistent, validated insights from a single source of truth.

Emily Baum
Climate Lead
FIS

Which elements of your value chain would you evaluate for extreme weather risks?



The industry sees supplier exposure as the largest extreme-weather risk vector

Only 15% of respondents identifying ports as key elements for analysis is surprising, given the sheer range of perils they face, from rising sea levels to hurricanes



It's unsurprising that suppliers sit at the top of this list. Global supply chains, and even mass 'offshoring' has created key risks to companies in parts of the world that are routinely reported as being 'on the front lines' of climate change. Whether or not this analysis goes beyond high level 'country' risk is less clear, a factor that could severely impact competitiveness.

Only 15% of respondents identifying ports as key elements for analysis is surprising, given the sheer range of perils they face, from rising sea levels to hurricanes. This may be related to whom (buyer or seller) is responsible for the inventory moving through the port itself. In general, it's likely that the configuration and logistics of the transportation channels rise significantly in importance as regional differences in climate exposure create obvious preferences and pressures.

Marcus Cree
Risk Management Specialist
FIS



The survey shows respondents prioritise suppliers, followed by 26% transportation channels and 15% ports when evaluating extreme weather risks.

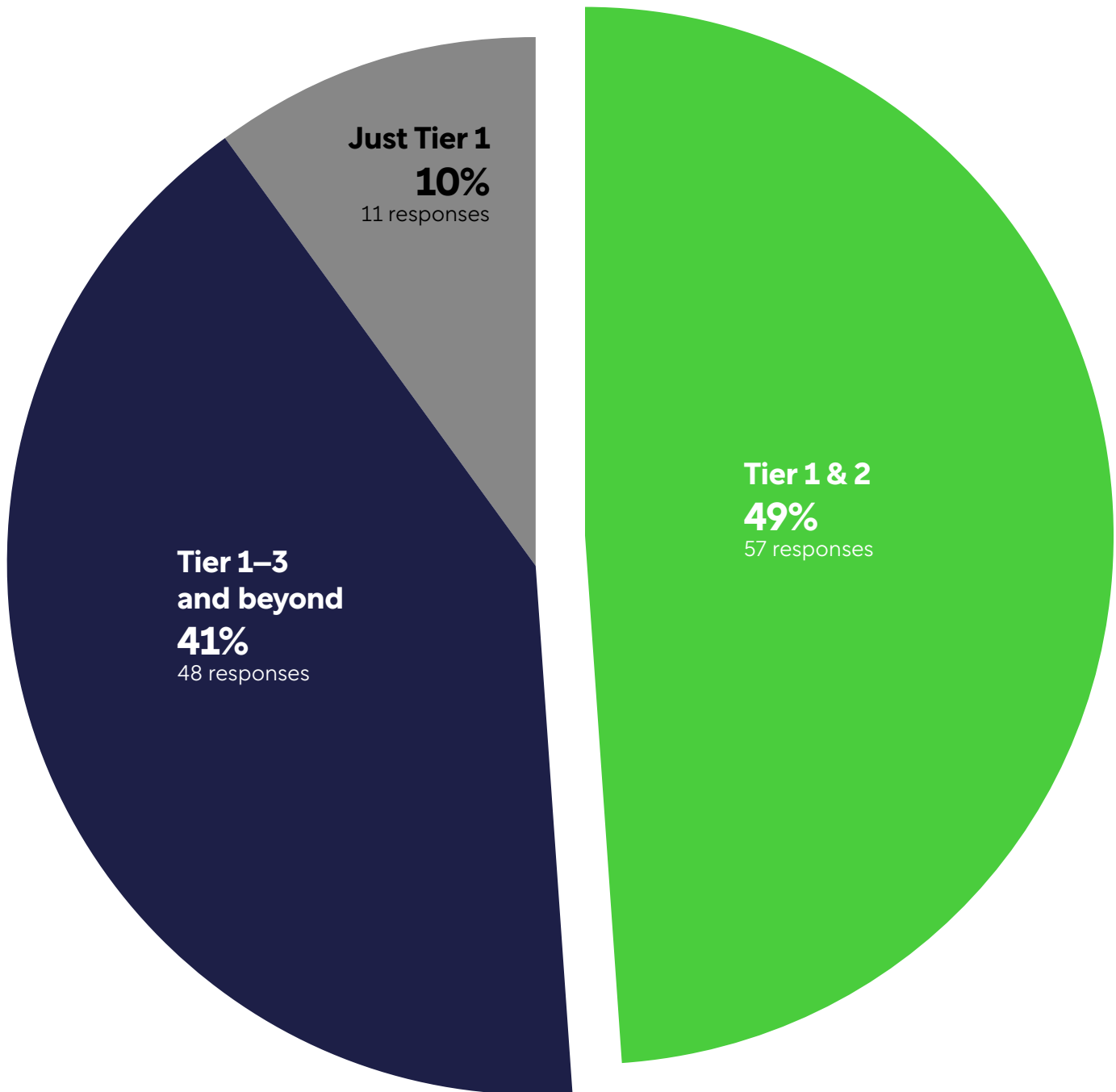
While suppliers as the leading answer makes sense – procurement teams often lack visibility beyond a head office address or PO box – this highlights a critical vulnerability: without transparency into supplier locations and climate exposure, risk assessments remain incomplete.

What's striking is the low focus on ports, despite their pivotal role in global trade. Ports are among the most under-defended nodes in the supply chain, yet disruptions can cascade across entire networks.

Research indicates that nearly 90% of the world's major ports are exposed to climate hazards, placing billions of dollars of infrastructure and global trade at risk.

Emily Baum
Climate Lead
FIS

How deep within in your supply chain would you ideally seek to generate climate risk insights?



Nearly 90% want multi-tier climate visibility

Current resource limitations force supply chain leaders to make trade-offs, focusing on what feels most critical



The good news is that just 10% of companies see sufficiency in just direct supplier (Tier 1) analysis. The dominance of Tier 1 and 2 analysis bears greater scrutiny and consideration.

In an ideal world, multiple levels of analysis would be available to the risk team, specifically with the aim of identifying concentration risks that may be hidden with just Tier 1 and 2 insights.

That said, the deeper inside the supply chain a firm looks, the more it relies on information from its suppliers, and the more cost it incurs in verification of that information. We could also ask questions about what level of data quality is needed at the lower tiers to drive corporate strategy. It's likely that as provision of this information becomes standardised, and databases are built for easier verification, multi-level assessments will be expected as normal.

Marcus Cree
Risk Management Specialist
FIS



In the majority respondents aim for Tier 1 and 2, 41% target Tier 1 to 3, and 10% focus only on Tier 1. While prioritising Tier 1 suppliers is understandable – given they often number in the thousands and resource constraints are real – it leaves organisations exposed.

A single Tier 2 supplier can be pivotal to a manufacturing line, and if that supplier is located in a high-risk region, disruption can cascade across production. Ideally, climate risk insights should extend across all tiers of the supply chain. However, current resource limitations force supply chain leaders to make trade-offs, focusing on what feels most critical. This reactive approach underscores the need for automation and low-entry solutions that simplify data collection and provide a complete view from Tier 1 through Tier 3.

Emily Baum
Climate Lead
FIS

10

Are increased insurance costs reflecting climate-related risks across your value chain?

5 – Significant impact

21% 24 responses

4 – High impact

29% 34 responses

3 – Moderate impact

28% 32 responses

2 – Small impact

13% 15 responses

1 – Barely noticeable

6% 7 responses

0 – No impact

3% 4 responses

Half of respondents are facing real premium pressure

Companies can only get ahead of this cost curve by using the same analysis for their forward-looking strategy



These responses are key to what drives and will continue to drive this market. 78% of respondents report an impact that requires attention.

This is unsurprising as the insurance industry must be both competitive and profitable, and therefore must look at the patterns and predictions provided by science. These will be turned into rising premiums, which themselves could be used to tell the tale of increasing climate risk. Companies can only get ahead of this cost curve by using the same analysis for their forward-looking strategy, thereby swerving the most expensive locations and routes, and gaining competitive advantage in the process.

As with other questions, this can be tracked back to question 2, and the various departments competing for the corporate budget.

Marcus Cree
Risk Management Specialist
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The data shows that around half of respondents report significant or high impacts from increased insurance costs linked to climate-related risks.

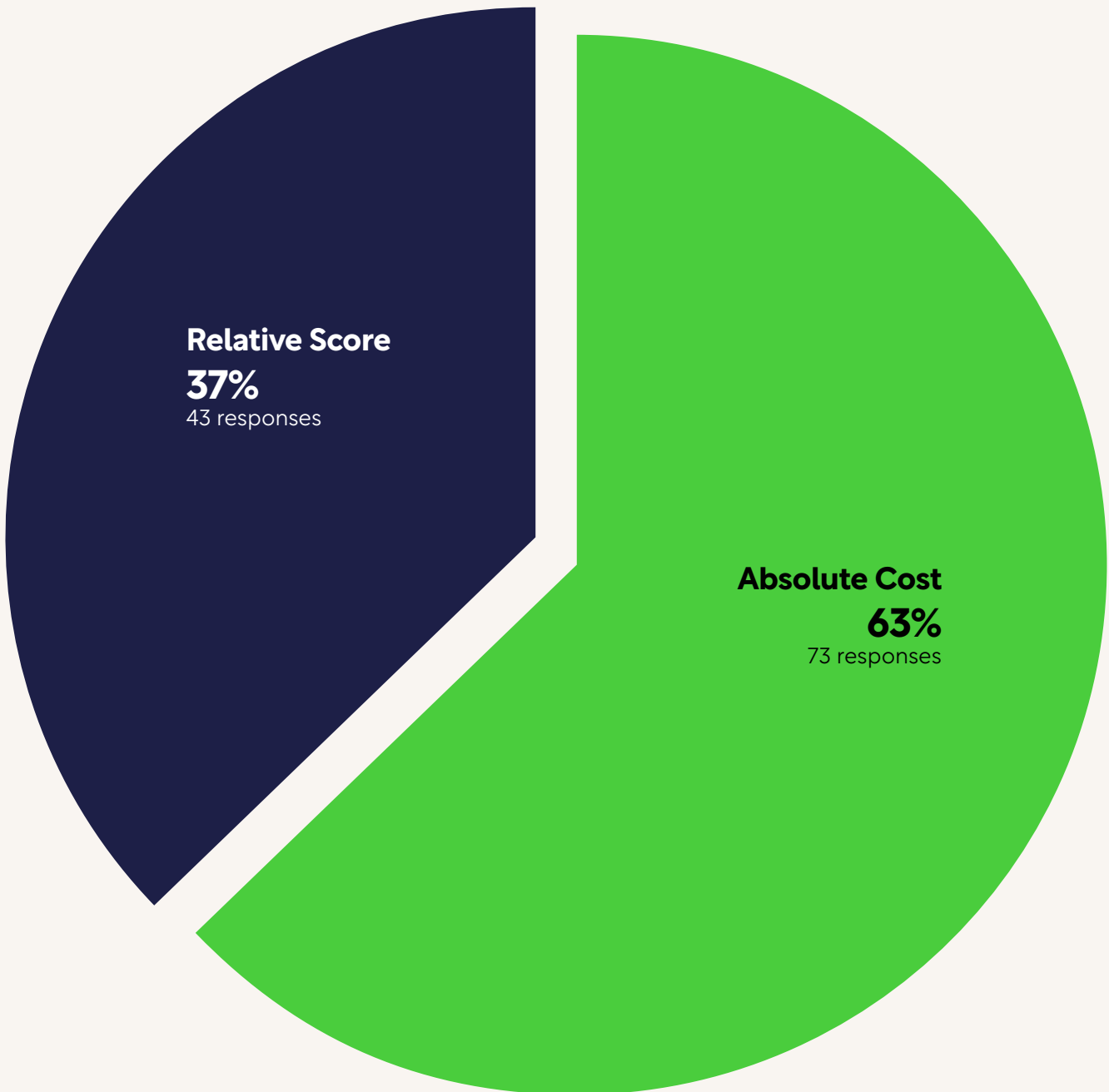
This is a clear signal that climate volatility is no longer just an operational challenge – it's a financial one. Rising premiums are eroding margins and forcing organisations to rethink risk management strategies.

Beyond cost escalation, the growing risk of un-insurability is even more concerning. As extreme weather events become more frequent and severe, insurers are tightening coverage or withdrawing entirely from high-risk regions.

For corporates, this creates a liquidity challenge: without insurance, businesses may need to self-insure or hold larger reserves, tying up capital that could otherwise fund growth.

Emily Baum
Climate Lead
FIS

When quantifying climate risk, what method do you find most useful?



Corporates want to understand the direct monetary impact of climate-related disruptions – whether that’s damage to assets, increased logistics costs, or lost revenue



Absolute cost wins here, as would be expected when we consider financial disclosures and the need to inform stakeholders of the rationale behind strategic decisions.

Assessment of risk must be for a purpose, which could be for decisions between investments, asset hardening or whether to greenlight potentially expensive supply chain rerouting. This requires real numbers, often expressed in terms of absolute loss, insurance cost and self-insurance cost! Question 6 had ‘ease-of-use’ as the number one attribute when selecting a system.

That becomes important here as well. Not only do we have multiple potential climate pathways and outcomes, but different ways of addressing the outcomes of each of those. Understandable numbers, displayed in a way that can be easily read, digested and used, are the single most useful output of a climate risk solution.

Marcus Cree
Risk Management Specialist
FIS



The preference for absolute cost (63%) over relative score (37%) reflects a clear need for financial clarity when assessing climate risk.

Corporates want to understand the direct monetary impact of climate-related disruptions – whether that’s damage to assets, increased logistics costs, or lost revenue – because these figures drive decision-making at the board and CFO level. Relative scores can provide useful benchmarking, but they often lack the precision required for prioritisation and capital allocation. In contrast, absolute cost modelling translates climate risk into actionable insights, enabling organisations to justify investments in resilience, negotiate insurance terms, and plan strategically.

Importantly, climate disclosures under frameworks such as IFRS S2 and CSRD increasingly require financial metrics.

Emily Baum
Climate Lead
FIS

What needs to happen for climate change to become a higher priority for your business?

Top priority = highest average weight across respondents.

#1 Stronger Relation and Clearer Policy Signals

#2 Clear Financial Incentives and ROI Visibility

#3 Stronger Executive and Board-Level Ownership

#4 Better Data, Measurement and Standardisation

#5 Greater Internal Resources and Capability

#6 Clearer Link between Climate Risk and Business Resilience

#7 Greater Technological Maturity and Practical Solutions

#8 Cultural and Organisational Mindset Shift

Business upsides (ranked 2) were so much higher than the potential business downsides (ranked 6)



This question produced some interesting points. What stood out for me was the fact that business upsides (ranked 2) were so much higher than the potential business downsides (ranked 6). It is reasonably likely that these both converge and strengthen one another as the methodologies around risk assessment, and its natural inclusion in any ROI, become best practice. It should also be noted that these nuances are further reflected in ranks 3 and 4.

The fact that stronger regulation still sits at number 1 reflects the reality of business in 2025. Regardless of business pros and cons, regulation in any given area forces it to the top of the C-suite agenda. The general perception of climate concerns slipping in regulatory importance clearly has the dual impact of creating a sense of growing unmitigated risk and a deepening acceptance that this risk will remain periphery.

Marcus Cree
Risk Management Specialist
FIS



The survey highlights that the primary concern for supply chain leaders regarding climate change is the need for stronger regulation and clearer policy signals. This is unsurprising – without global consistency, organisations face fragmented requirements that create uncertainty and inefficiency. Harmonised standards would give businesses confidence in the direction of travel, enabling them to invest strategically and align operations with a uniform industry approach. Consistency is not just about compliance; it’s about creating a level playing field that accelerates collective progress.

Interestingly, the second most cited priority was clear financial incentives and ROI visibility. This speaks to the fundamental question every organisation asks: “What’s in it for me?” Climate action must be framed not only as a regulatory necessity but as a business opportunity.

Emily Baum
Climate Lead
FIS

Summary



Libby Hargreaves
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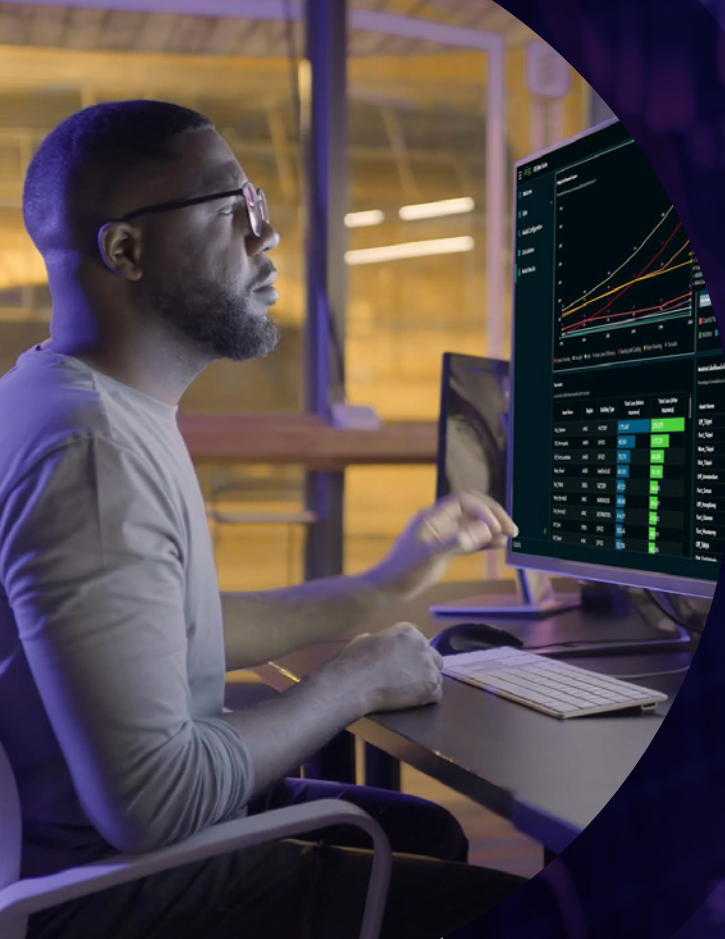
This survey makes one point unmistakably clear: climate risk has moved from the margins of supply chain planning into the centre of commercial decision-making. Extreme weather, regulatory pressure and rising insurance costs are no longer hypothetical threats. They are already shaping procurement strategies, capital allocation and operational resilience across global value chains.

What emerges most strongly is not a lack of awareness, but a gap between intent and execution. Organisations recognise the need to act, yet many still rely on fragmented tools, partial data and short-term assessments that limit their ability to plan with confidence. Tier 1 visibility remains the norm, despite widespread acknowledgement that deeper risks often sit further upstream. Likewise, climate risk ownership is increasingly shared across risk, supply chain, finance and sustainability teams, but alignment around a single, trusted view of exposure is still elusive.

The experts consistently point to the same requirement: translating climate risk into financial terms that business leaders can act on. Absolute cost, insurance impact and scenario-based modelling provide the clarity boards and CFOs need to prioritise investment, justify resilience measures and avoid reactive decisions when disruption hits. Ease of use and system integration matter not because climate risk is simple, but because adoption at scale depends on practicality.

Perhaps most telling is the role of incentives. Regulation remains the strongest driver, yet respondents also see clear upside in early action. Organisations that invest now in robust, forward-looking climate risk assessment will not only reduce exposure, but gain competitive advantage through smarter sourcing, stronger supplier relationships and improved financial resilience.

The question is no longer whether climate risk should be addressed, but how quickly organisations move from acknowledgement to action. ■



With Climate Risk Financial Modeler, you can understand the financial impact of climate risk on your business and make your money work harder for you.

Prepare your business for the future – today.

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Money at rest Money in motion Money at work™

FIS climate risk solutions help quantify your true exposure to climate risk. Our **technology** powers the global economy across the money lifecycle.



Money at rest

Unlock seamless integration and human-centric digital experiences while ensuring efficiency, stability, and compliance as your business grows.



Money in motion

Unlock liquidity and flow of funds by synchronizing transactions, payment systems, and financial networks without compromising speed or security.



Money at work

Unlock a cohesive financial ecosystem and insights for strategic decisions to expand operations while optimizing performance.

About FIS

FIS is a financial technology company providing solutions to financial institutions, businesses and developers. We unlock financial technology that underpins the world's financial system. Our people are dedicated to advancing the way the world pays, banks and invests, by helping our clients confidently run, grow and protect their businesses. Our expertise comes from decades of experience helping financial institutions and businesses adapt to meet the needs of their customers by harnessing the power that comes when reliability meets innovation in financial technology. Headquartered in Jacksonville, Florida, FIS is a member of the Fortune 500® and the Standard & Poor's 500® Index. To learn more, visit FISGLOBAL.COM. Follow FIS on LinkedIn, Facebook and X (@FISglobal).



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