

Crisis response: A practical guide

DLA PIPER

USD242 billion

Global weather-related economic losses in 2025, establishing the scale.
(Aon Climate and Catastrophe Insight 2026)

39%

Weather-affected surveyed companies reporting revenue losses from business interruption, or supply chain failures, demonstrating direct business consequences.
(Morgan Stanley Sustainable Signals: Corporates 2025)

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Extreme weather events are ranked as the most severe global risk to businesses over the next decade
(World Economic Forum, Global Risks Report 2026)

Beyond the crisis

Preparing for disruption. Managing legal risk. Building resilience.

Extreme weather is no longer simply an operational risk. It can trigger a chain of legal, financial, and commercial consequences that persist long after the immediate event.

The question for business leaders is not only whether their organisation can respond to a crisis, but whether it is prepared for the decisions, obligations and scrutiny that follow.

The case for action

1. Disruptions are increasingly interconnected

A single physical event can affect workforce safety, supply chains, customers, insurance, financing, and operations across multiple jurisdictions. The consequences can spread well beyond the location of the original event.

2. Decisions before and during a crisis can create lasting legal exposure

Contractual disputes, regulatory enquiries, insurance coverage questions and potential litigation may arise from decisions taken under pressure, as well as earlier assessments of foreseeable risks.

3. Resilience is becoming a strategic business consideration

Businesses increasingly need to consider physical environmental risks in investment, financing, sourcing, insurance, governance, and long-term commercial planning. Preparedness influences not only how organisations respond to disruption, but how they operate and grow.



Here are questions to ask your teams and leadership:

- Where could a single disruptive event create multiple, interconnected legal, and commercial consequences across our business and value chain?
- If a disruption lasted weeks rather than days, what decisions would we face about recovery, investment, supply chains and our longer-term resilience?
- Are our crisis governance arrangements, contractual protections, and regulatory response processes prepared for such an event?
- How are lessons from emerging risks and past disruptions informing our investment, operational, and strategic decisions?

A framework for action

Prepare for the decisions, not just the disruption.

Prepare

Identify critical vulnerabilities across assets, operations, and value chains. Understand how disruption could create legal, regulatory, and commercial exposure.

Establish decision-making responsibilities, escalation processes, and appropriate legal involvement. Review whether existing contracts, insurance arrangements, and governance structures are suited to foreseeable disruptions.

Navigate

Coordinate operational and legal responses, manage competing obligations, preserve relevant evidence, and anticipate regulatory enquiries, disputes, and other potential liabilities.

Recover

Translate lessons learned into stronger contractual protections, governance arrangements, strategic investments, and future business decisions.



Integrated legal support

Resilience requires more than a crisis response plan

Major disruptions rarely fit neatly within one compliance activity, business function or jurisdiction.

DLA Piper brings together multidisciplinary, cross-border legal knowledge to support organisations throughout that lifecycle, helping businesses **anticipate risk, navigate disruption, and build greater long-term resilience.**



Prepare

Understanding exposure before an incident becomes a crisis

We help organisations identify where disruption could create significant legal, regulatory, and commercial consequences and put appropriate structures in place to respond. This can include:

- Crisis preparedness, governance, and decision-making frameworks
- Scenario planning and legal risk assessments
- Review of key commercial contracts and allocation of risk
- Supply chain and third-party exposure
- Employment and workforce considerations
- Regulatory, compliance, and reporting obligations
- Insurance coverage and recovery considerations
- Board and senior management responsibilities



Navigate

Supporting critical decisions when speed and judgement matter

During a major disruption, businesses may need to make significant decisions quickly, often with incomplete information and across several jurisdictions. We provide coordinated legal support across the issues that can emerge simultaneously, including:

- Immediate crisis governance and strategic decision-making
- Regulatory engagement, enquiries, and investigations
- Commercial disputes and contractual rights and remedies
- Insurance notifications, coverage, and claims
- Workforce and operational issues
- Supply chain disruption and business continuity
- Stakeholder, disclosure, and governance considerations
- Cross-border coordination where an incident affects multiple markets



Recover

Turning lessons from disruption into stronger businesses

The end of the immediate crisis is often the beginning of important strategic decisions about how the organisation operates, invests, and manages future risk.

We support businesses as they move from response to recovery, including:

- Restructuring supply chains and strategic commercial arrangements
- Investment in infrastructure, technology, and operational resilience
- Strategic transactions, acquisitions, and disposals
- Financing and capital requirements
- Governance and risk management frameworks
- Long-term contractual structures and risk allocation
- Regulatory change and future compliance requirements
- Applying lessons learned to strengthen future crisis preparedness

Continue the conversation: See our sustainability capabilities.

About DLA Piper

DLA Piper is a global law firm with more than 6,000 lawyers across 90+ offices in over 40 countries. We work as one global team across geographies, practices and industries, combining deep local knowledge with international reach to help clients navigate complex legal and commercial challenges, manage risk and seize opportunities.

DLA Piper has been advising governments on a pro bono basis at the Climate COP since 2012, the Biodiversity COP since 2022, and the Desertification COP since 2024. In each COP, we have helped governments interpret complex legal and treaty texts and effectively navigate the negotiations. As negotiations and policy developments evolve, DLA Piper engages with clients and stakeholders on the opportunities and risks arising from the evolving sustainability landscape.

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