



Operationalizing climate resilience through environmental, health and safety (EHS) organizations

March 2026

■ ■ ■
The better the question. The better the answer. The better the world works.



EY

Shape the future
with confidence

Disclaimer

- The views expressed by the presenters are their own and not necessarily those of Ernst & Young LLP or other members of the global EY organization. Moreover, they should be seen in the context of the time they were made.
- These slides are for educational purposes only and are not intended to be relied upon as accounting, tax or other professional advice. Please refer to your advisors for specific advice.

Agenda

» Introduction

» Key takeaways

» Understanding climate resilience and its benefits

» Why EHS is key for climate resilience

» Embedding climate resilience into everyday EHS programs

» Other organizational partnerships to bring on the journey to climate resilience

» Panel discussion

» Audience Q&A

Today's speakers



Charlotte Pugh

Managing Director
Climate Change and Sustainability
Services (CCaSS)
Ernst & Young LLP



Amy Schweikert

Senior Manager
Climate Change and Sustainability
Services (CCaSS)
Ernst & Young LLP



David Grant

Senior Director
Global Climate & Water Solutions
PepsiCo

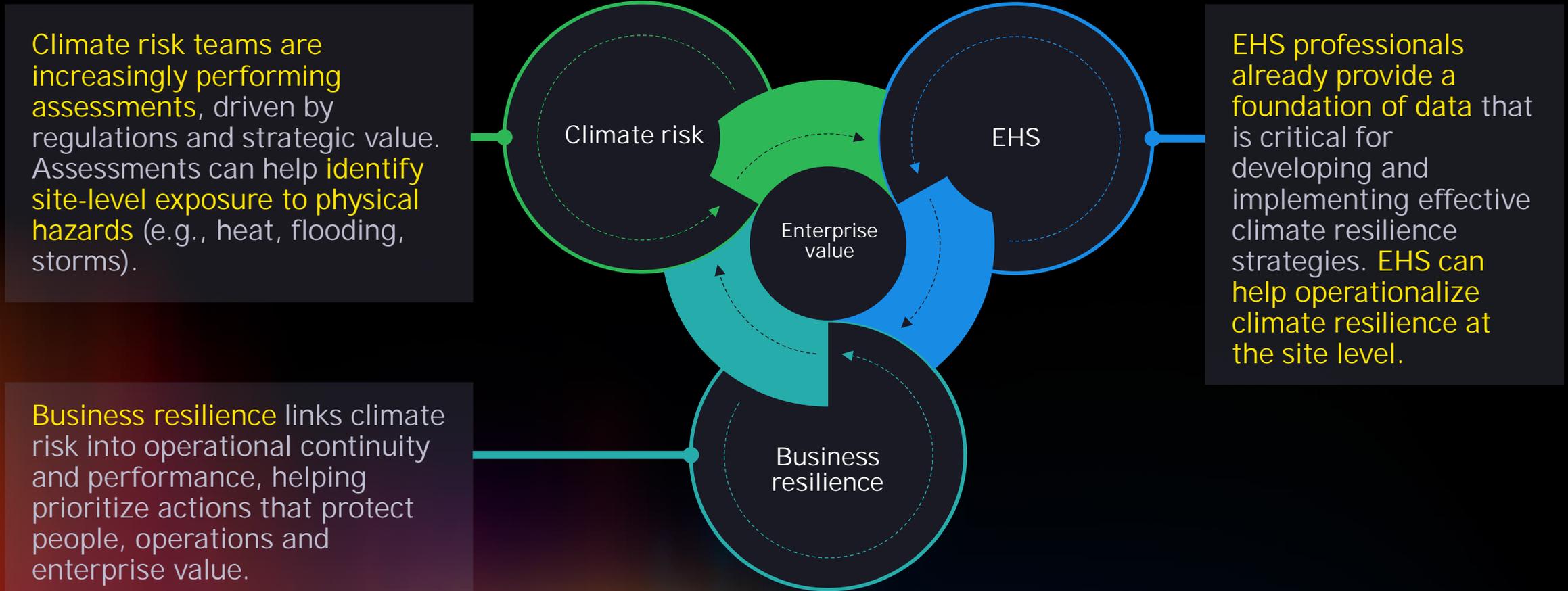
Key takeaways

- 1 EHS is central to climate adaptation:** EHS teams play a pivotal role in operationalizing climate resilience at the ground level. Climate resilience builds on long-standing EHS priorities while sharpening urgency and focus on areas that have always been critical to the EHS function.
- 2 Preparedness is critical:** Robust EHS programs and contingency planning are vital for effectively responding to climate disruptions and protecting both assets and personnel.
- 3 Collaboration is key:** Cross-functional partnerships, such as EHS, sustainability, risk management, supply chain and facilities, among others, are crucial in building and achieving organizational resilience.



Understanding climate resilience and its benefits

The intersection of EHS, climate risk and business resilience can deliver enterprise-wide wins.



Why EHS is key for climate resilience

As climate disruptions intensify, EHS is on the front line of managing climate-driven risk

Increasing heat, flooding and extreme events directly affect worker safety, site productivity and emergency preparedness

EHS teams can help translate climate risk data into site-level actions that protect physical assets and maintain safe operations

Embedding climate resilience can drive cost-effectiveness by mitigating impacts from insurance or damages and can help proactively plan for emerging risks



Embedding climate resilience to shape the future of the EHS function

Climate resilience builds on the strong foundation already established by EHS organizations

EHS today

Business continuity

Emergency preparedness

Risk management

EHS programs of tomorrow incorporate climate resilience

Planning for extreme weather

- Integrate climate-informed emergency response into business continuity planning
- Anticipate and plan for climate-driven disruptions to sites, supply chains and critical operations

Risk mitigation and resilience

- Strengthen response protocols for more frequent and severe events
- Enhance workforce health and safety protections in extreme and changing conditions

Systematic risk identification

- Systematically identify climate-related hazards within existing EHS risk assessments
- Align controls and mitigation actions to current and future climate exposure
- Enable consistent, enterprise-wide visibility of climate risks

Continuous improvement through enhanced climate data, hazard incident learnings and EHS performance feedback

Other organizational partnerships to bring on the journey to climate resilience

How collaboration can achieve organizational resilience

The **EHS function** can lead collaboration efforts by linking operational risk to enterprise strategy.

This can be achieved by **translating climate risk** into actionable, site-level implementations and facilitating **knowledge sharing** and **standardization** across the enterprise.

Cross-functional collaboration partners:

Sustainability, informing climate adaptation priorities using site-level risk data

Supply chain, identifying climate-related vulnerabilities across critical suppliers and logistics routes

Enterprise risk management (ERM), supporting integration of climate risk into enterprise risk registers and governance processes

Operations, prioritizing site-level adaptation actions to protect people, assets and productivity

Panel discussion

Q&A

EY | Building a better working world

EY is building a better working world by creating new value for clients, people, society and the planet, while building trust in capital markets.

Enabled by data, AI and advanced technology, EY teams help clients shape the future with confidence and develop answers for the most pressing issues of today and tomorrow.

EY teams work across a full spectrum of services in assurance, consulting, tax, strategy and transactions. Fueled by sector insights, a globally connected, multidisciplinary network and diverse ecosystem partners, EY teams can provide services in more than 150 countries and territories.

All in to shape the future with confidence.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via ey.com/privacy. EY member firms do not practice law where prohibited by local laws. For more information about our organization, please visit ey.com.

Ernst & Young LLP is a client-serving member firm of Ernst & Young Global Limited operating in the US.

© 2026 Ernst & Young LLP.
All Rights Reserved.

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, legal or other professional advice. Please refer to your advisors for specific advice.

ey.com

This presentation is © 2026 Ernst & Young LLP. All Rights Reserved. No part of this document may be reproduced, transmitted or otherwise distributed in any form or by any means, electronic or mechanical, including by photocopying, facsimile transmission, recording, rekeying, or using any information storage and retrieval system, without written permission from Ernst & Young LLP. Any reproduction, transmission or distribution of this form or any of the material herein is prohibited and is in violation of US and international law. Ernst & Young LLP expressly disclaims any liability in connection with use of this presentation or its contents by any third party.