



From risk to resilience

**A guide for executive
business leaders**

**Navigating risk and compliance in an
age of uncertainty**

About this series

This is the first guide for business leaders in our series, *Navigating risk and compliance in an age of uncertainty*.

With expert and experiential insights from Enhesa's Expert Services Strategy Director, Mary Foley, this carefully curated collection of resources is designed to help corporate leaders navigate the challenges of managing risk and compliance during times of regulatory upheaval and insecurity.

Mary is a regular contributor to [Forbes' Money > Investing](#), where she writes about current and developing regulatory actions with a no-nonsense focus on the facts and hard data businesses need to know to improve EHS and sustainability in tumultuous climates. Her articles bridge the gap between practical business intelligence and regulatory compliance.

Mary and her colleagues in Enhesa's Expert Services team work with global business leaders, chief sustainability officers, and environmental health and safety compliance teams from 35% of Fortune 100 companies. They help them navigate the complex and constantly evolving EHS and ESG regulatory landscape, as well as address product compliance, stewardship, and greener chemical challenges. This provides her with a unique opportunity: combining her own 30+ years of compliance experience with real-world EHS perspectives from the largest global corporations.



The big picture: Global trends creating a state of uncertainty

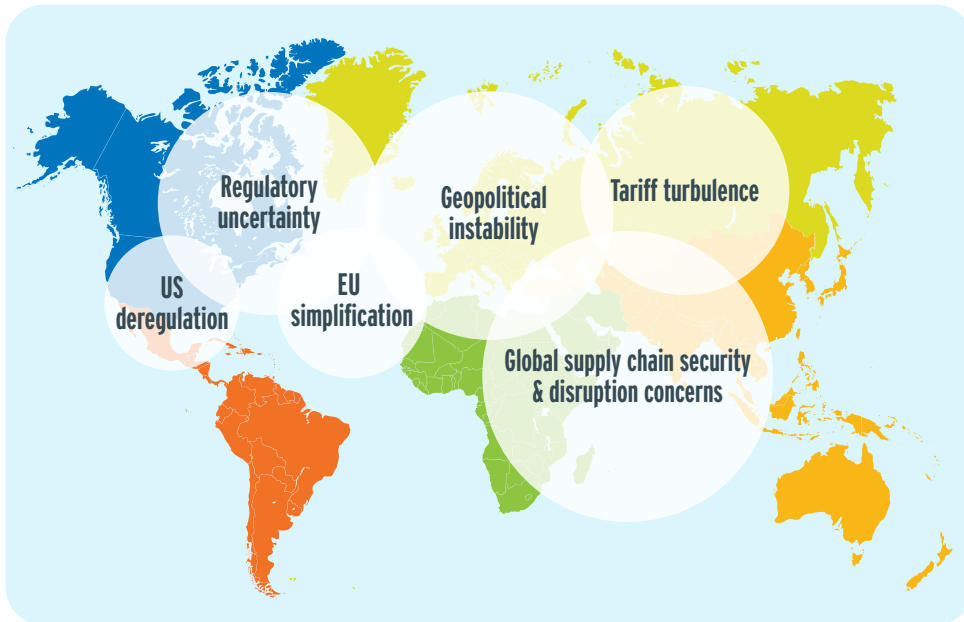
Getting a clear view of regulatory risk in a state of upheaval

It seems to many at the moment that the world is in a perpetual state of chaos. Seemingly constant volatility and uncertainty is heavily impacting businesses and influencing the strategic decisions they make.

And it's all part of a larger trickle-down effect: wider **geopolitical instability** is forcing businesses to rethink once reliable **global supply chains**, with old routes becoming unstable due to the ongoing trend of **tariff turbulence**. All while major drivers such as **US deregulation** and the **EU simplification** continue to cause extreme **regulatory uncertainty** for organizations.

🗨️ *All of these developments suggest the sweeping, bloc-wide regulatory reforms many businesses were expecting are likely to have a large number of carve-outs and caveats that make them a little less rigid and a little more complicated to navigate.* 🗨️

Mary Foley, from [It's Time to Look at the Sustainability Syllabus](#)



All these factors are intrinsically linked and affecting one another in myriad ways. The result is that risk management is becoming increasingly difficult in these uncertain and fast-changing times. While this is an increasingly difficult challenge for businesses to overcome, there are some key strategies that can help set a solid foundation for businesses to weather the storm during uncertain times.

- Understanding stakeholder drivers — from investors to customers to employees**
- Building a strong, agile, and stable supply chain**
- Knowing your markets**
- Ensuring compliance objectives enhance strategic objectives**

EHS compliance is the beacon in times of upheaval and uncertainty.

Mary Foley, EHS Expert Services Strategic Director and Forbes contributor



For businesses to clearly understand the risks before them and make well-informed strategic decisions they need to:

Get a clear view of what's happening

Understand how it impacts their organization

Have reliable insight into what's coming over the horizon



Where is global uncertainty impacting regulation?

As global instability grows, the ripple effects are being felt sharply in the regulatory sphere.

The shifting sands of regulation

Policymakers are recalibrating their agendas to balance competitiveness, security, and sustainability — often pulling in very different directions. The result is a fragmented global landscape where rules are rewritten, simplified, or strengthened, sometimes all at once.



United States: Deregulation and fragmentation

In the US, a renewed wave of deregulation is widening the divide between federal and state authority. What once seemed to be a more predictable regulatory environment now varies dramatically by state. This fragmentation makes nationwide compliance complex and leaves multinational corporations grappling with inconsistent standards and shifting enforcement priorities.

European Union: Simplification

In Europe, uncertainty around the Sustainability Omnibus and the fear of being anti-competitive are resulting in potential major changes – not just to new regulation, but also to environmental regulations that have, until now, been more firmly embedded. Through sweeping “omnibus” legislative updates, it aims to simplify regulatory requirements across member states. The intent is to reduce the administrative burden on companies to improve competitiveness, however this brings its own uncertainty.

[See Mary's latest Forbes analysis for additional perspective](#)

Defense, security, and trade volatility

Defense-related omnibus laws like the EU's [Defense Readiness Omnibus](#), new import controls, and an evolving global security agenda are reshaping how nations regulate trade and critical industries. Tariff volatility and protectionist measures continue to disrupt global supply chains, forcing businesses to reassess where and how they operate.

Why this matters

For business leaders, these regulatory shifts aren't peripheral — they strike at the heart of operational continuity and strategic planning.

Compliance is not a checkbox

Compliance is fundamental to a company's right to operate — a foundation of both legal certainty and stakeholder trust.

Regulation is becoming a competitive variable

As the rules of the game evolve, compliance determines not just whether a company can operate, but how — influencing access to markets, investors, and supply chains.

Foresight is now a strategic asset

Swift, confident decisions in a volatile environment depend on horizon-scanning — understanding not just what's changing now, but what will matter most in the near future.

In short...

Regulation has become both a moving target and a strategic lever. Companies that stay ahead of it don't just stay compliant — they stay competitive.

🗨️ *Navigating sustainability has become less about following a straight path to compliance and more about avoiding the rocky outcroppings of hidden risks.* 🗨️

Mary Foley, from [Mixed Sustainability Messages Create Uncertain Path For Businesses](#)



The cost of uncertainty for business leaders

In an era where disruption feels constant, uncertainty isn't just a background condition — it's a defining business challenge. For executives tasked with long-term strategy and resilience, the volatility of global markets and regulation makes planning an exercise in perpetual recalibration.

Where are your strategic blind spots?





What makes uncertainty especially risky is not simply that conditions are changing — but how fast, and how unevenly, they're changing. Regulatory signals shift direction before businesses can adapt. Policy priorities diverge sharply between major markets. New regulatory mandates emerge just as others are being rolled back. The result: blind spots that can undermine even the most robust corporate strategies.

🗨️ *On the surface ... one advantage [of sweeping regulatory directives] is some level of consistency. Now, these same businesses face a piecemeal approach that will have them chasing down the details of different environmental and human rights regulations in each of the jurisdictions in which they operate.* 🗨️

Mary Foley, from [Mixed Sustainability Messages Create Uncertain Path For Businesses](#)

Business impacts

When uncertainty becomes structural, its effects cascade across every part of the enterprise:

	Rising compliance costs Constantly updating programs, controls, and reporting mechanisms drains both budget and bandwidth.
	Supply chain disruption Trade volatility, tariffs, and shifting regulations expose operational weak points and drive unplanned costs.
	Investor and stakeholder pressure As scrutiny intensifies, boards and shareholders expect proactive visibility into risk exposure.
	Reduced agility in decision-making With every shift in policy or trade conditions, decision-making slows under the weight of risk management.

Traversing uncertainty with strategic insight

While volatility and regulatory flux present undeniable challenges, they also create a powerful advantage for organizations that invest in understanding the landscape. Uncertainty isn't only a source of risk — it's a signal. For leaders who learn to read it, the same forces that unsettle competitors can sharpen strategy and reveal new opportunities.

Turn your blind spots into insight opportunities

Where others see complexity, informed leaders see patterns. By maintaining visibility across evolving regulations, businesses can anticipate rather than react — spotting shifts in disclosure rules, environmental priorities, or trade policies before they take effect.

This proactive understanding transforms uncertainty from a barrier into a source of strategic intelligence.

 *Data is still the North Star ... the only real solution is to focus on the material bottom-line sustainability and resilience risks and opportunities that will affect the business.* 

Mary Foley, from [Mixed Sustainability Messages Create Uncertain Path For Businesses](#)

Turning risk into resilience

Knowing what's changing — and why — enables companies to design adaptive systems that absorb shocks instead of amplifying them:



Smarter compliance investments

Clarity on which regulations matter most allows businesses to allocate resources efficiently, focusing on material risks rather than chasing every change.



Stronger supply chains

Anticipating trade and tariff shifts supports diversification, resilience, and better sourcing strategies.



Enhanced credibility

Transparent, well-informed engagement with investors and regulators builds trust and reduces reputational risk.



Greater agility

With reliable insight, decision-making accelerates — empowering leaders to act with confidence even when conditions remain uncertain.



The bottom line: See the landscape as leverage

Understanding uncertainty doesn't eliminate it, but it gives business leaders control over how they respond. In a world where disruption is constant, insight is stability. Whatever else happens, compliance has to be a given. It's not a nice-to-have; it's fundamental as part of the company's right to operate.

■ ■ *The regulatory landscape is one currently filled with turbulence, flux, and inconsistency. Fast-paced regulatory changes are compounding the potential compliance risks of business decisions. Knowing what's required for compliance, and knowing where your compliance stands... better compliance data helps [businesses] to answer other strategic questions that rely on knowing their organizational compliance. ■ ■*

Mary Foley, from [Industry voices: The ROI of better compliance](#)

The organizations that thrive won't be those that fear uncertainty, but those that learn to navigate it with clarity, foresight, and purpose. And a solid foundation to that shift comes from having a clear understanding of global compliance requirements and your organization's current compliance status.

Forging ahead: What leaders need

From reactive compliance to proactive control

Leaders need more than a basic awareness of compliance requirements — they need actionable clarity. The ability to see what’s happening, anticipate what’s next, and translate regulation into strategy is what separates organizations that thrive from those that merely adapt.

Find clarity amid the complexity

For business leaders to be able to make well-informed, data-driven decisions, they need a reliable view of current requirements, quality intelligence about what’s over the horizon, and practical insights for taking actionable steps that move the organization into the future.



Reliable visibility into current requirements	Predictive insights into what’s next	Practical, real-world translation of regulations into business action
A clear, consolidated view of applicable laws and standards across jurisdictions keeps leaders confident that their organization’s foundation is sound.	Forward-looking intelligence transforms compliance from a lagging response into a strategic advantage, helping executives plan for tomorrow’s obligations today.	Complex rules become meaningful only when they’re translated into operational terms — allowing teams to act decisively and efficiently in pursuit of compliance and growth.



Priorities for compliance success

To achieve those goals, leaders must prioritize key targets for their EHS, ESG, product, and chemical management programs. As Mary highlighted in a [webinar on building a business case for confident compliance](#), “efficiency is the watchword” for companies looking to overcome the challenges presented by uncertain regulatory shifts.

But what does that efficiency look like, and what do executives need to focus on to get there?



Horizon-scanning and risk anticipation	Embedding compliance into enterprise strategy	Aligning global operations with evolving ESG mandates
Staying ahead of uncertainty means identifying emerging trends early — before they crystallize into costly disruptions.	Integrating compliance into business planning shifts it from a cost center into a strategic enabler of performance, resilience, and reputation.	Consistency across markets ensures that sustainability goals, investor expectations, and regulatory obligations reinforce each other instead of conflicting.

Enhesa's role: A partner in uncertain times

A trusted guide in a shifting world

In an era where change is the only constant, leaders need more than information — they need insight they can trust. That's where Enhesa comes in. With decades of regulatory expertise and global intelligence, we help organizations navigate uncertainty with confidence and clarity.

Why partner with Enhesa?

Global reach, trusted by 35% of Fortune 100	Enhesa's intelligence powers compliance strategies for many of the world's largest and most complex organizations. Our global footprint ensures that wherever you operate, we've got you covered.
Unmatched expertise with 30+ years at the forefront of compliance and ESG	Our experience spans every stage of the regulatory journey — from environmental health and safety to sustainability and ESG — giving us a holistic view of how laws evolve and how businesses can stay ahead.
A proven bridge between complex regulation and practical business execution	We translate regulatory complexity into clear, actionable intelligence — helping leaders make decisions that are not just compliant, but strategic.



Our value to the C-suite

Turning uncertainty into actionable clarity	We distill vast, fast-changing regulatory data into precise insights that empower executives to move from reaction to readiness. With Enhesa, uncertainty becomes a source of competitive advantage.
Providing leaders with decision-ready insights	Our intelligence isn't theoretical — it's built for action. Enhesa equips decision-makers with concise, contextual analysis that supports smarter, faster, and more confident choices across global operations.
Offering a steady hand when the regulatory ground shifts	In moments of volatility, Enhesa provides continuity. Our experts and tools deliver stability and foresight, ensuring leadership teams can maintain control — even

We work with

35%



No. of facilities
+30k
we cover



From uncertainty to resilience

In a world where disruption has become routine, resilience is the new measure of leadership.

The organizations that thrive aren't those that simply respond to change — they anticipate it, prepare for it, and turn it into progress.



Proactive compliance is a strategic advantage

It transforms risk into readiness, and regulation into a framework for stronger governance, reputation, and long-term value.



Enhesa empowers leaders to move beyond reaction to resilience

With clear intelligence, global insight, and steady guidance, we help organizations see what's coming — so they can act with confidence when it arrives.

Take the next step toward clarity

No organization can control global uncertainty, but armed with the right regulatory intelligence, expert analysis, insights, and guidance, you can control how you respond to it.

Enhesa helps businesses turn regulatory complexity into actionable intelligence, ensuring compliance isn't just maintained, but leveraged for strategic advantage.

Our experts, insights, and technology give leaders the clarity they need to anticipate risk, adapt with agility, and build lasting resilience.

Discover how Enhesa can help your organization navigate uncertainty with confidence.





About Enhesa

At Enhesa we empower the world's largest businesses to achieve compliance, manage risk, and drive sustainability with clear, actionable insights.

We combine the knowledge of our global team of experts with regulatory data and market-leading AI to transform complex regulatory landscapes into timely intelligence and foresight. This means we can support our customers to become industry leaders in environment, health, safety, and sustainability.

Discover more: enhesa.com

Achieve **compliance**, manage **risk**, and drive **sustainability**.