

Point of View

Being Resilient Amidst Business Disruption

Resilience readiness checklist — US edition



BRIEF ON ONGOING DISRUPTION

Situation Overview

The US business environment is navigating an increasingly complex and compounding risk landscape. Escalating trade tensions, shifting tariff regimes, and geopolitical instability in key manufacturing regions are creating ripple effects that reach deep into domestic supply chains, commodity markets, and financial systems. Unlike localized disruptions of the past, today's threats are multi-front and simultaneously a single policy shift or conflict flashpoint in Asia or the Middle East can trigger cascading effects across multiple sectors within days.

Against this backdrop, US-based organizations have faced a growing series of concurrent shocks: port congestion driven by shifting trade routes, surging input costs for energy and raw materials, software and cloud service disruptions tied to global infrastructure, and acute shortages in critical components. In many instances, market conditions shifted within hours of a policy announcement, exceeding the capacity of existing response and planning frameworks. Finance teams operated without commodity hedges, procurement teams without alternate suppliers, and operations teams without manual fallback processes.

The cumulative effect of these dynamics has exposed structural gaps in crisis preparedness across US industries and the risks of a lean supply chain. Many organizations have relied on just-in-time supply models, single-source procurement, and globally concentrated production, an approach that is now showing its downsides. Today's environment demands more robust, agile, and intelligence-led continuity frameworks: ones that account for trade policy volatility, commodity price shocks, and the possibility that trusted global systems may be unavailable or uneconomic at short notice.

Brief On Ongoing Disruption

Key Facts — What Happened

Define Your Priorities

Resilience Readiness Checklist



KEY FACTS — WHAT HAPPENED



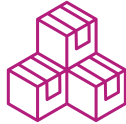
Banking and Financial Services

Volatility in equity and credit markets, driven by tariff escalations and geopolitical uncertainty, disrupted treasury operations and access to capital markets for many mid-market firms.



Aviation and Transport

Freight capacity constraints and shifting trade routes led to extended lead times and grounded air cargo on key trans-Pacific lanes.



Ports and Logistics

West Coast and Gulf Coast ports experienced significant congestion as importers front-loaded inventory ahead of tariff deadlines, straining last-mile delivery networks.



E-Commerce and Retail

Supplier lead times lengthened sharply; SKU availability dropped across categories reliant on single-region sourcing, leading to consumer-facing stockouts without warning.



Critical Infrastructure and Energy

Energy price volatility, tied to global commodity markets and supply route disruptions, created operating cost uncertainty for energy-intensive industries.

Traditional assumptions about supply chain stability and business continuity were fundamentally challenged

Systems and supplier relationships assumed to be reliable proved fragile under simultaneous, multi-front pressure

Taken together, these disruptions reveal a common structural vulnerability: organizations built for efficiency rather than adaptability. The question for leadership is no longer whether disruption will occur, but whether the organization is structured to absorb it.

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DEFINE YOUR PRIORITIES

The disruptions documented above share a common demand: organizations must know, in advance, what cannot be stopped and what it takes to keep it running.

In any disruption — whether a tariff shock, a commodity price surge, or a global supply chain fracture — organizations must rapidly identify what truly matters. Start by mapping your Critical Services: the activities, operations, or services that cannot stop. Then work outward to the resources, people, systems, and suppliers required to sustain them.

Above all, the safety and well-being of your people is paramount.

Priority Operations

Critical Services

Essential Functions and Dependencies

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Dimensions Of Resilience

People

Define your critical task force and minimum staffing levels. Ensure named backups are in place and that remote-work or workforce-relocation arrangements are ready to activate — whether triggered by severe weather, travel disruption, or a labor action.

Vendors and Suppliers

Identify and immediately engage all critical suppliers to confirm their ability to deliver during a regional disruption, a tariff regime change, or a logistics bottleneck. Activate alternate supplier arrangements, including nearshore and domestic options, wherever possible.

IT Systems and Data

Identify critical IT applications and confirm failover arrangements. Ensure data is accessible in both digital and hard-copy form at multiple locations. Operational technology (OT) systems should have manual workarounds if cloud or network connectivity is lost.

Infrastructure

Confirm that critical facilities are safe, accessible, and operational. Identify alternative work locations and remote work arrangements for non-essential roles. Assess whether any physical infrastructure is exposed to commodity cost volatility.

Utilities

Confirm backup arrangements for electricity, water, and telecommunications — with generators tested and fuel supplies maintained. Factor in energy price volatility when assessing operational cost exposure.

Equipment

Identify equipment critical to sensitive processes or operations. Confirm that backup equipment is accessible at alternate sites or through service providers. Ensure manual operation is possible if automation or digital control fails.



All dimensions secured — critical services continued

RESILIENCE READINESS CHECKLIST

Use this checklist to assess your organization's readiness across all critical dimensions rapidly. Each item should be reviewed, confirmed, and assigned an owner. Items left unchecked represent active gaps that require immediate action.

Questions your leadership team should be able to answer	Not at all	Partial	Fully Prepared
Process Continuity Checklist <i>Know what cannot stop</i>			
Critical processes: Has the organization identified processes that cannot be halted or postponed, and documented workarounds for each?	☐	☐	☐
Compliance obligations: Are all regulatory reporting deadlines known, and can the organization meet them under crisis conditions?	☐	☐	☐
Employee-critical processes: Have payroll and other employee-critical processes been protected, with manual fallback in place if current systems fail?	☐	☐	☐
Commodity and cost exposure: Has the organization modeled input cost scenarios under sustained commodity price volatility, and are hedging or substitution strategies in place?	☐	☐	☐
IT Systems and Data Checklist <i>Keep the lights on digitally</i>			
System resilience: Have critical IT systems been identified, hot/cold site failover confirmed, and recovery tested within the last 12 months?	☐	☐	☐
Data availability: Is all critical data available in both digital and hard-copy formats, stored at multiple locations, including off-site locations?	☐	☐	☐
OT systems: Can all operational technology systems support manual workarounds and safe shutdown if digital control is lost?	☐	☐	☐
Cloud and SaaS dependencies: Has the organization identified which critical functions depend on third-party cloud services, and is there a fallback if those services become unavailable?	☐	☐	☐

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Supply Chain and Vendors Checklist <i>Secure what keeps you running</i>			
Supplier continuity: Have all critical suppliers been engaged to confirm their business continuity plans and ability to supply through a regional or global disruption?	☐	☐	☐
Alternate suppliers: For every critical input, has at least one alternate supplier been identified — including domestic or nearshore options — capable of stepping in at short notice?	☐	☐	☐
Tariff and trade exposure: Has the organization mapped its supply chain exposure to tariff changes and identified which inputs face the greatest cost or availability risk?	☐	☐	☐
Inventory buffers: Are strategic inventory reserves in place for the most critical or hardest-to-replace inputs, calibrated against realistic disruption scenarios?	☐	☐	☐
Utility backup: Is there confirmed backup for electricity, water, and communications — with generators tested and fuel maintained?	☐	☐	☐
Infrastructure Checklist <i>Keep the physical environment operational</i>			
Physical access and security: Have critical facilities been confirmed as operable with restricted access, and have backup access systems been tested?	☐	☐	☐
Facility resilience: Has the structural and operational integrity of key sites been assessed under crisis conditions, including HVAC systems, fire suppression systems, and environmental controls?	☐	☐	☐
Asset and equipment readiness: Are all critical physical assets inventoried, maintained, and available for rapid deployment or manual operation if automation fails?	☐	☐	☐
People Readiness Checklist <i>Protect and mobilize your workforce</i>			
Minimum manning: Have minimum staffing levels been defined for all critical activities, with named backups ready to step in immediately?	☐	☐	☐
24/7 coverage: Is there a confirmed rotation strategy for roles requiring round-the-clock coverage?	☐	☐	☐

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Contact records: Are contact details for all critical staff and next of kin fully documented, accessible offline, and up to date?	☐	☐	☐
Remote work readiness: Are workforce remote-work arrangements tested and ready to activate — including secure access, equipment, and communication protocols?	☐	☐	☐
Crisis Management Checklist <i>Activate with confidence</i>			
Command structure: Is the incident command structure defined (aligned to ICS or equivalent), with deputies confirmed and all members trained?	☐	☐	☐
Crisis location: Are there confirmed primary and alternate crisis command locations, each equipped without relying on normal infrastructure?	☐	☐	☐
Spokesperson readiness: Are designated spokespeople and backups identified? Are draft crisis response scripts prepared and vetted — including for media, employee, and investor communications?	☐	☐	☐
Regulatory and legal preparedness: Has the organization identified key regulatory contacts and understood its notification obligations in the event of a material disruption?	☐	☐	☐

About Uniquis Consultech:

Uniquis Consultech is an AI and global tech-enabled consulting company that specializes in Accounting & Reporting Consulting, Governance, Risk & Compliance, Sustainability & Climate Consulting, Tech Consulting, and Valuations. The Company is co-founded by consulting veterans Jamil Khatri and Sandip Khetan and backed by marquee investors such as Nexus Venture Partners, Sorin Investments, and UST.

Uniquis has a global team of 800+ professionals, led by 100+ Partners and Directors, across 12 offices in the USA, the Middle East, and India. The company serves more than 400+ clients, including marquee names in each of the markets it operates in.

Uniquis is committed to leveraging technology and an integrated global delivery model to provide best-in-class consulting services to its clients.

About Our Governance, Risk & Compliance Services:

Our GRC practice partners with organizations as they continue to deal with the dynamic governance, risk, and compliance landscape and navigate today's complex business environment. We seek to prepare business leaders and their teams to identify and manage risks, strengthen governance across levels, ensure end-to-end compliance, design & test internal controls, anticipate and assess any disruptions, and help build business resilience. We help to deploy platforms aimed at digitization and automation of an organization's GRC functions.

A Team That You Can Trust To Deliver



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