

After COP30: From CSO to Chief Resilience Officer?

After COP30: From CSO to Chief Resilience Officer?

The absence of the heads of state of the three largest emitting powers—the United States, India, and China—at Belém set the tone: the COP is no longer the major multilateral gathering it once was. Trump, Modi, and Xi are far from the only leaders to show disengagement from this process. Nearly half of participating countries failed to submit their climate roadmaps—plans that are meant to be delivered ahead of the summit and form the basis of discussions. After thirty editions, this model of intergovernmental summits is struggling to generate real momentum. More pragmatic, the business world is now opening up far more promising avenues for action.

THE MARKET HAS SHIFTED

While multilateral negotiations stall, companies have already begun to integrate climate and environmental factors as core parameters of business resilience. Investors now factor physical and transition risks into their analyses, central banks view them as major systemic threats, and insurers adjust premiums based on exposure to these same vulnerabilities.

It is now time to move beyond ESG 1.0—a paradigm that produced lengthy reports disconnected from companies' real performance indicators. An ESG 2.0 is emerging, grounded in market dynamics: what matters is no longer ESG ratings, but how climate change affects asset values, future margins, and the cost of capital.

Leading companies have understood this shift. The transition opens up new revenue streams, creates lasting competitive advantages, and protects against the accelerated obsolescence of certain assets. At the same time, climate change imposes a logic of adaptation which, in an increasingly constrained environment, becomes a fundamental condition for managing future risks.

RECONNECTING SUSTAINABILITY AND VALUE CREATION

This reality calls for a profound rethink of how organisations approach sustainability. It is no longer sufficient to rely on distant 2050 commitments, produce ever-longer reports, or track indicators disconnected from operational performance. Sustainability must fully embrace the interdependencies between economics, finance, and climate.

This requires analysing not only physical, regulatory, and reputational risks, but also opportunities: new business models, disruptive technologies, transition solutions, and repositioning along emerging value chains.

The concept of resilience helps frame this approach. It refers to an organisation's ability to maintain performance in an unstable environment, absorb shocks without disruption, and preserve margins and investment capacity under increasing constraints. Resilience shapes concrete decisions—from supply chain robustness and cost of capital evolution to business continuity under climate stress.

MAKING RESILIENCE A STRATEGIC FUNCTION

Organisations must now be redesigned. Rather than keeping sustainability leadership on the margins of strategic decision-making, the role of a **Chief Resilience Officer** should emerge. Responsible for the financial materiality of the transition, this role would embed sustainability at the core of business model evolution.

After a disappointing COP, the real risk would be to fall into fatalism or wait for a political signal that may not arrive in time. The companies that turn uncertainty into competitive advantage will be those that understand that the climate transition is redefining the conditions of performance and long-term viability. Organisations that integrate this reality into their governance, capital allocation, and risk management will build a lead that will be difficult to catch up.