Doing Disasters Differently

Lead a disaster resilient business Australian communities will reward you for.

www.corporate2community.com
Foreword

The private sector is the perfect advocate for resilient thinking because of its direct relationship with consumers, customers and suppliers and can steer public demand towards risk-sensitive products and services.

A new collaborative approach between governments and private enterprise based on trust will build disaster resilient communities.

Margareta Wahlström
UN Special Representative of the Secretary General for Disaster Risk Reduction

With thanks

My vision to advocate and enable greater private sector contribution towards a disaster resilient Australia would still be just that, a vision, if not for the unwavering support from James Ritchie.

Thanks also extends to those who have read the draft, challenged my approach and/or nodded in agreement when I needed it most ~Julian Meagher, Brendan Keogh, Tammy Selwood and, of course, Nick Coulthard.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>1. There’s a before, during &amp; after a disaster</td>
<td>7</td>
</tr>
<tr>
<td>2. Embrace shared responsibility</td>
<td>9</td>
</tr>
<tr>
<td>3. Expand risk to include resilience</td>
<td>11</td>
</tr>
<tr>
<td>4. Disaster resilience is two-fold</td>
<td>13</td>
</tr>
<tr>
<td>5. Define your role to play</td>
<td>15</td>
</tr>
<tr>
<td>6. Commit to shared value</td>
<td>17</td>
</tr>
<tr>
<td>Typical disasters to impact Australia</td>
<td>18</td>
</tr>
<tr>
<td>Think you’re already disaster resilient?</td>
<td>19</td>
</tr>
<tr>
<td>Global best practice</td>
<td>20</td>
</tr>
<tr>
<td>Glossary</td>
<td>22</td>
</tr>
<tr>
<td>About C2C</td>
<td>23</td>
</tr>
</tbody>
</table>
Challenge your thinking as a business leader and embrace the benefits of your community knowing you will be there when they need you most.
Your and your organisation have a key role to play in building a disaster resilient Australia. The question is - do you pave the way and be a leader or do you wait and follow the masses?

The unfortunate reality is that our future will be one with more frequent, more destructive and more unpredictable natural and human-induced disasters than we’ve ever experienced before.

Impacts will be to people, property and profits.

The changing nature and growing threat of disasters means most existing disaster management strategies, policies, operations, funding and approaches will not support your organisation to survive future impacts.

In order to build a resilient future, CEOs and senior leaders must evolve from traditional silo’d approaches to risk management and corporate social responsibility. This requires integrating a ‘shared responsibility’ mindset to include organisational resilience and community resilience within business as usual approaches.

Those that do will positively position their organisation in the hearts and minds of employees, suppliers, customers and the wider community in which they operate in and serve - bringing economic and social benefits in the good times and (before) the bad.

What role will you play?

Introduction

The time is now to start doing disasters differently.

RENAE HANVIN
Founder, corporate2community
corporate2community

Disaster

Before
Prevention & preparedness

During
Incident response

After
Relief & recovery

Readiness

Response

Recovery
Traditionally, the stages of focus across all stakeholder groups is the during (immediately post-impact) and after (short and/or long-term recovery). It’s the before that tends to get missed off the list.

However, the before (being preparedness and prevention) is what we should be focusing on because it’s the driver for us to ‘get ready now’.

In March 2015, Australia endorsed the global blueprint, *Sendai Framework for Disaster Risk Reduction (DRR) 2015–2030*, as a recognition that we need to plan upfront as to how we will survive future impacts to come.

The DRR commitment means Australia will bring more focus on the before through:

1. Understanding disaster risk
2. Strengthening disaster risk governance to manage disaster risk
3. Investing in disaster risk reduction for resilience
4. Enhancing disaster preparedness for effective response, and to “build back better” in recovery, rehabilitation and reconstruction

To do this, private sector leaders need to think differently and lead differently by understanding the DRR landscape and commit to a strategic future for your organisation that aims to prevent new risk and reduce existing risk – both of which will contribute towards strengthening resilience.

But it’s not just about your organisation alone – it’s about determining the role you play in the community in which you operate in before, during and after!
Forward thinking organisations are not waiting for government to involve them.
Within the emergency management sector, the term shared responsibility is everywhere.

It affirms that individuals, households, businesses, communities and government all have a role to play towards building disaster resilience. Mind you not all roles are equal.

The National Strategy for Disaster Resilience 2011 states “businesses can and do play a fundamental role in supporting a community’s resilience to disasters. They provide resources, expertise and many essential services on which the community depends. Businesses, including critical infrastructure providers, make a contribution by understanding the risks that they face and ensuring that they are able to continue providing services during or soon after a disaster.”

But what does this mean? And who defines what role/s the private sector should play?

Government acknowledgement aside, businesses today have growing expectations from employees, customers, consumers and the wider community to contribute towards the global movement of sustainability and social good.

We need to start seeding a shared (but not equal) responsibility approach into our daily culture in Australia, and we genuinely need the private sector to take a leading role in driving that change, particularly given our complex government structures.

And when I say private sector – I mean all businesses, vital and non-vital organisations as opposed to the assumption it is only relevant to those providing critical infrastructure services.

Embrace shared responsibility.

Where do you start in determining how your organisation should fulfil its shared responsibility role?
As extreme events become more prevalent, businesses and communities may overcome isolated impacts, but will be severely tested by subsequent incidents.

A leaders’ ability to build resilience to more regular and more destructive disasters is vital to the economic and social wellbeing of that organisation.

Yet the changing nature and growing threat of disasters means existing disaster management strategies, policies, operations and funding allocation within your business can no longer be based on previous experience.

It’s time to shift our cultural focus from supporting disaster relief to building disaster resilience by driving disaster risk reduction strategies across everything we do – in our homes, our businesses and the wider society.

To implement disaster resilient thinking, leaders need to understand their innate business capabilities, weaknesses and areas of vulnerability by looking inside and outside their organisation.

To ensure business success during the unprecedented challenges we face calls for a whole-of-business approach led by organisational resilience to identify both direct and indirect threats.

Leaders need to start recognising their internal environment vulnerabilities, capabilities and needs as well as external environment vulnerabilities, capabilities and needs.

A Disaster Resilience Organisation Plan (DROP) enables you to understand, identify and mitigate both internal and external environment disaster risk reduction vulnerabilities – and establish business as usual approaches that support the organisations ability to thrive, not just survive.

Leaders need to drive a radical rethink within their organisation that removes existing siloed business unit attitudes to instead driving a holistic approach with an end focus of resilience.
C2C Two-fold Resilience Focus

Organisational resilience + Community resilience

Thriving communities

Business success
Business leaders have a two-fold disaster resilience responsibility (outside individual resilience), which is:

1. **Organisational resilience:** To ready your business to continue trading or get back up and running as quickly as possible when an impact occurs; and

2. **Community resilience:** To ready your business to support the community in which you operate in and serve when they need you most.

The changing nature and growing threat of disasters means most existing disaster management strategies, policies, operations, funding and approaches will not support an organisation to survive future impacts.

Instead, it requires leaders to articulate the innate business capabilities, weaknesses and areas of vulnerability that exist inside and outside an organisation.

This new collaborative and holistic approach to business and community resilience is gaining positive momentum in the Philippines and America (refer page 20-21).

**Disaster resilience is two-fold.**

**Businesses need communities who need businesses.**
C2C Community Disaster Support Plan (CDSP)

PURPOSE

BEFORE
preparedness & prevention

AFTER
short & long term recovery

IDENTIFY YOUR ROLE

DURING
incident response

RISK

REPUTATION

Strategy

Business Continuity

Corporate Social Responsibility
The majority of organisations we connect with do not have a plan or pre-determined response to support the communities in which they operate in and serve.

A few have an ad-hoc disaster relief approach which more often than not doesn’t align with the organisation’s strategic mission. Kind of giving for giving’s sake.

Forward thinking organisations, like those on Page 20 & 21, have predetermined the role their organisation should play by aligning their silo’d approaches to:

» Strategy (or purpose)
» Business Continuity Plans (including risk); and
» Corporate Social Responsibility (reputation).

This approach is the foundation of our Community Disaster Support Plan (CDSP). It enables business leaders to understand what capabilities, strengths, weaknesses and areas of vulnerability sit across the organisation.

As a result, leaders can clarify and commit to the purposeful role of their business in the before, during and/or after stages of impact.
C2C Shared Value Approach

AFTER
short & long term recovery

BEFORE
preparedness & prevention

DURING
incident response

Commercial Benefits

Moral Contribution

Business Capabilities

SHARED VALUE
Over the last decade we've seen a corporate shift towards social impact efforts that are linked to a company's business objectives (and in many ways profits).

Customers and employees are expecting commercial organisations to make impactful contributions towards driving social good while building a sustainable future for our generations to come – all within their existing and future business as usual practices.

This is best achieved by a transparent, authentic and genuine shared value approach that balances business opportunities (aka commercial benefits), corporate assets (aka business capabilities) and social needs (aka moral contribution).

While it’s the Australian way to want to help a community when they are down, it should be led by a shared value approach – that is not harmful to the community.

Smart leaders will embed these approaches into a corporate disaster philanthropy plan; as opposed to the traditional disaster relief response.

A focus on disaster resilience (including preparedness, prevention and mitigation) is a virtually untapped area of corporate social responsibility – the majority of corporate support today is disaster relief, followed by recovery.

Commit to shared value.

In today’s environment business leaders who effectively integrate a shared value approach stand to increase profits by solving societal issues and taking a lead in social progress.
Typical disasters to impact Australia

**Natural Disasters**
- Earthquake
- Fire - bush
- Flood
- Heatwave
- Landslide
- Pandemic/Epidemic
- Storm
- Tsunami
- Cyclone
- Drought
- Climate change

**Human-induced Disasters**
- Biosecurity
- Contamination
- Climate change
- Cyber attack
- Explosion
- Fire - urban/Industrial
- Infrastructure collapse
- Industrial incident
- Massacre/Mass casualties
- Rail/Road accident
- Sea/Land accident
- Terrorism
- Air accident
- Terrorism
- Sea/Land accident
Think you’re already disaster resilient?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Do you know the role your organisation should play before, during and after disasters?</td>
</tr>
<tr>
<td>2</td>
<td>Do you have a Disaster Resilience Organisation Plan (DROP) equivalent developed across all functions within your organisation?</td>
</tr>
<tr>
<td>3</td>
<td>Do you have a Community Disaster Support Plan (CDSP) equivalent matching capabilities across your whole organisation?</td>
</tr>
<tr>
<td>4</td>
<td>Is your Corporate Social Responsibility (CSR) approach led by corporate disaster philanthropy as opposed to disaster relief?</td>
</tr>
<tr>
<td>5</td>
<td>Are you a leader like SM Prime, Walmart, Waffle House, Uber or Airbnb? (Learn more on page 20-21)</td>
</tr>
</tbody>
</table>

If you answer YES to any of the below, please contact us to become a good practice case example. If you answer NO, let’s connect and start doing disasters differently, together.
Global best practice examples

These firms aren’t waiting for Government to involve them – they know the role they have committed to play.

Walmart

The struggling retail chain became an unexpected lifeline to impacted communities.

In 2005, the day after Hurricane Katrina impacted the United States, Walmart Chief Executive H. Lee Scott Jr. said “I want us to respond in a way appropriate to our size and the impact we can have”.

Over the following days, Walmart led initiatives that earned it near universal praise at a time when the company was struggling to burnish its image.

SM Prime

SM Prime built shopping centres designed to flood.

Developer, owner and operator of world-class shopping malls, SM Prime (based in the Philippines) has taken a leadership role in supporting the national government’s commitment towards Disaster Risk Reduction (DRR).

The organisation integrated a holistic DRR approach into its design and sustainable operations, with a focus on: Structures, Communities, Partnerships.

The result provides a refuge for local community members in times of need.
**Airbnb**

*Free temporary housing for displaced people.*

Since 2012, Airbnb hosts have opened their doors to people affected by disasters all over the world – including those needing to evacuate, family members wanting to be close-by or first responders providing support relief.

Airbnb’s Disaster Response Tool is part of its current agreement with Emergency Management Victoria.

---

**Uber**

*Ride-sharing giant Uber overhauled its response to emergencies and natural disasters, driven by their CEOs mission to rehabilitate the company’s reputation on safety.*

The organisation established a Global Security Centre team that leads its response to international disasters across all business units, including disaster-related corporate social responsibility.

---

**Waffle House**

*The ‘Waffle House Index’ is an unofficial indicator for FEMA.*

Recognising that diners of this American 24/7 food chain traditionally reside in the path of large-scale disasters, the Waffle House developed a two-fold resilience approach – integrating community resilience into their everyday business resilience.

Waffle House developed a procedural handbook outlining employee measures to ensure the restaurant remains open to provide support to its communities – even if it’s nothing more than to provide a cup of hot coffee.
# Glossary

<table>
<thead>
<tr>
<th><strong>Community</strong></th>
<th>A group with a commonality of association and generally defined by location, shared experience, or function.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Disaster</strong></td>
<td>A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses and impacts.</td>
</tr>
<tr>
<td><strong>Disaster Risk</strong></td>
<td>The potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined probabilistically as a function of hazard, exposure, vulnerability and capacity.</td>
</tr>
<tr>
<td><strong>Disaster Risk Reduction</strong></td>
<td>Preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and therefore to the achievement of sustainable development.</td>
</tr>
<tr>
<td><strong>Philanthropy</strong></td>
<td>The desire to promote the welfare of others.</td>
</tr>
<tr>
<td><strong>Readiness (before)</strong></td>
<td>All activities undertaken in advance of the occurrence of an incident to decrease the impact, extent and severity of the incident and to ensure more effective response activities – measures to ensure that, should an emergency occur, communities, resources and services are capable of coping with the effects.</td>
</tr>
<tr>
<td><strong>Recovery (after)</strong></td>
<td>The restoring or improving of livelihoods and health, as well as economic, physical, social, cultural and environmental assets, systems and activities, of a disaster-affected community or society, aligning with the principles of sustainable development and “build back better”, to avoid or reduce future disaster risk.</td>
</tr>
<tr>
<td><strong>Resilience</strong></td>
<td>The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management.</td>
</tr>
<tr>
<td><strong>Response (during)</strong></td>
<td>Actions taken directly before, during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.</td>
</tr>
<tr>
<td><strong>Shared responsibility</strong></td>
<td>Increased (but not equal) responsibility across government, business, communities and individuals – with each stakeholder group adopting and/or increasing their contribution towards disaster resilience. Source: adapted by corporate2community</td>
</tr>
<tr>
<td><strong>Shared value</strong></td>
<td>The link between competitive advantage and corporate social responsibility. Source: adapted by corporate2community</td>
</tr>
</tbody>
</table>
About c2c

We lead private sector contribution towards a disaster resilient Australia through ‘shared responsibility’ and ‘shared value’ outcomes.

We work with all **businesses** across all industries including:
- Large corporates
- Small and medium enterprises (SMEs)
- Industry associations

We work with **government** across all departments, agencies and sectors within:
- Federal Government
- State/Territory Government
- Local Government

We work with all Australian **communities** including:
- Communities of place
- Communities of common interest
- Communities of common characteristics

Ask us about:

- **50 communities**
- **CDSP**
- **DROP**
- **Corporate Disaster Philanthropy**

Connect with us at info@corporate2community.com