The voice of our sustainable built environment

THE UK CLIMATE RESILIENCE ROADMAP: STAKEHOLDER ACTION PLANS

INDUSTRY CONSULTATION SUPPORTING DOCUMENT – APRIL 2026

Following the success of the UK Climate Resilience Roadmap, UKGBC is developing a **series of Stakeholder Action Plans (SAPs)**, intended to provide stakeholder-specific guidance that will advance the implementation of the Roadmap across the industry.
We are seeking your feedback to ensure the plans are best placed to support with:

- Embedding resilience in decision-making at organisation and project level,
- Helping stakeholders to recognise their roles in adapting to climate hazards
- Increasing collaboration and alignment across subsectors
- Supporting the shift from reactive to proactive and anticipatory actions.

This consultation document provides the full set of information that is needed to submit your feedback via the online form, and it is comprised of the following parts:

If you have any questions, please contact us at: resilience.nature@ukgbc.org

RESILIENCE, RESOURCE USE AND NATURE PROGRAMME PARTNERS:

BURO HAPPOLD HOARE LEA JLL LLOYDS BANKING GROUP

CLIMATE RESILIENCE ROADMAP: STAKEHOLDER ACTION PLANS PROJECT PARTNERS:

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PART 1. PROJECT CONTEXT TO & OVERVIEW OF THE STAKEHOLDER ACTION PLANS

The UK Climate Resilience Roadmap

This is a critical time for climate action. The Climate Change Committee reports that over 60% of UK climate risks now demand the highest urgency. Climate hazards, both chronic and extreme, and their impacts are already disrupting lives, damaging livelihoods, and placing a growing strain on the buildings and infrastructure we depend on.

The Climate Change Committee noted that the UK currently lacks associated targets or goals for resilience standards at a national, local or sectoral level. With the UK Climate Resilience Roadmap, UKGBC now addresses this gap by catalysing more urgent, comprehensive, and cohesive action on climate resilience throughout our industry and beyond.

The UK Climate Resilience Roadmap sets out a vision for a climate-resilient built environment, sharing clear recommendations for the industry and for policy, and next steps needed to increase the resilience of the built environment.

The key messages are:

1. Climate change is already costing lives and more will be lost without urgent action
2. Five major hazards threaten the UK and must be treated as a national emergency
3. These hazards are interconnected, and our response must match
4. Buildings are our frontline defence
5. Acting now is the only responsible choice

To define how we can collectively realise the industry-wide vision laid out in the Climate Resilience Roadmap, the Stakeholder Action Plans have been created with industry to integrate the practical action that each stakeholder group can contribute towards the sector-wide goal.

What is the purpose of the Stakeholder Action Plans (SAPs)?

The purpose of the SAPs is to provide built environment stakeholders with clear actions across the short, medium and long term, to further support the delivery of the UK Climate Resilience Roadmap and accelerate resilience across the built environment. In short, the individual SAPs are aimed at:

- Supporting the integration of resilience into everyday decisions and practices for the built environment.
- Clarifying the role and shared responsibilities that each stakeholder plays in strengthening resilience.
- Aligning efforts across the sector to reduce duplication and enable collective progress.
- Turn awareness into action.

How have the Stakeholder Action Plans been developed?

The Stakeholder Action Plans have been developed through a series of stakeholder-specific virtual workshops convening UKGBC members, followed by a mixed in-person workshop to identify shared priorities and opportunities to accelerate resilience across the built environment.

Desktop research was also conducted to support the intel gathered from the workshops.

How are the Stakeholder Action Plans structured?

The Stakeholder Action Plans are presented in table format, one for each stakeholder group. The tables will show actions linked to the four-stage process from the UK Climate Resilience Roadmap shared in the image above: Be aware and educated, Anticipate, Prepare and adapt and Sustain resilience.

The actions for each stakeholder group are grouped by timescale (columns) covering immediate, mid-term and longer-term timescales as shown below:

Climate resilience action area/theme	Immediate Actions (0-2 years)	Actions by mid-term milestone (3-10 years)	Longer-term actions/outcomes (10+ years)
Stage 1: Be aware and Educated			
Awareness			
Education and Skills			
Industry Knowledge			
Finance			
Targets			
Other			
Stage 2: Anticipate			
Assessment			
Design			
Planning			
Stage 3: Prepare and Adapt			
Implementation			
Collaboration			
Identification			
Incentivisation			
Stage 4: Sustain Resilience			
Monitor			
Other			

PART 2. CONSULTATION OUTLINE PROCESS

How to take part in the consultation

The Consultation has two parts:

1) **Supporting document:** this document sets out the content for review and the associated consultation questions (this document).

2) **Online form:** feedback must be submitted via an online form, which takes approximately 25 minutes to complete upon looking at the content shared in this supporting document. It includes questions i) about the respondent, and ii) about the Stakeholder Action Plans. You can access the consultation response form here.

Consultation period

From Tuesday 21st April 2026 until 5pm on Thursday 7th May.

Who should respond

This is an opportunity for **all** built environment stakeholders to provide feedback. We encourage anyone with an interest in climate resilience and a sustainable built environment to respond, from experienced professionals to those with a general interest.

If you would like to review multiple Stakeholder Action Plans, please submit them as separate versions of the form.

What happens after the consultation closes

Feedback received will inform the development of the Stakeholder Action Plans. A *consultation response* document will be produced and shared publicly on the Stakeholder Action Plans webpage.

PART 3. CONSULTATION CONTENT

Section 1: About the respondent (Questions 1 to 7)

These questions gather basic information about the respondent and/or their organisation. This information will support the interpretation of feedback received.

Section 2: About the Stakeholder Action Plans (Questions 8 to 26)

In this section, the questions ask for overarching perspectives on the Stakeholder Action Plan that you have chosen to review. They will cover depth, practicality, relevance and fulfilment of their purpose.

Before answering the questions in this section, please scroll down to identify the table of actions that best represents your stakeholder group, and familiarise yourself with it before responding. You may also refer to Part 3 of this document to review the questions being asked.

If you would like to review multiple Stakeholder Action Plans, please submit each as a separate version of the form.

1. Project Team (Architects, Engineers, Designers, Consultants, Urban planners)

Stage	Climate resilience action area/theme	Immediate Actions (0-2 years)	Mid-term actions (3-10 years)	Long-term actions (10+ years)
Stage 1: Be Aware and Educated	Education & Skills (*Org Leaders*)	Build an understanding at the leadership level of climate resilience. Assign climate resilience champions across the different layers of the organisation and allocate time and resources to incorporate climate resilience into service offerings.	Embed and scale climate resilience in your strategy according to guidance in the UK Climate Resilience Roadmap. Assign competencies across roles to drive organisation-wide action.	Assign oversight and accountability for climate resilience at the board and director level, supported by KPIs, and linked to investment and resource allocation decisions.
	Targets (*Org Leaders and Delivery*)	Establish climate resilience targets and KPIs at organisation- and service- level according to guidance in the UK Climate Resilience Roadmap.	Embed organisational climate resilience objectives aligned with risk and continuity priorities, associated with KPIs.	Improve and optimise organisational climate resilience objectives aligned with risk and continuity priorities, associated with KPIs.
	Education & Skills (*Delivery*)	Initiate and build knowledge of climate hazards and vulnerabilities within design teams to deliver resilience.	Maintain, integrate, and provide climate resilience training at the organisation level. Continuously evolve and optimise internal professional standards to reflect advancing climate science and resilience practice.	Maintain and update climate resilience training for emerging, cascading and interacting hazards and integrate interdisciplinary learning networks to update climate knowledge continually across the organisation.
	Awareness (*Delivery*)	Identify and consider climate hazard data and risk assessments in design development, modelling, and decision-making across projects.	Integrate a review process of open data on current and future local and national climate hazards to screen projects, assets, and operations for risks.	Advance and standardise the integration of climate risk into design practices, tools, and industry standards.
	Awareness & Finance (*Delivery*)	Understand client drivers and communicate the costs and value of resilience, ensuring project budgets and design fees enable iterative design and integration of resilience measures.	Proactively influence client briefs and cost decision-making to embed climate resilience requirements across projects. Quantify the financial implications of climate risks and resilience measures, including costs, avoided losses, and wider system value, to inform investment and prioritisation for clients and within own organisation.	Shape client expectations and market norms so that climate resilience becomes a standard requirement in all projects.
Stage 2: Anticipate	Assessment and Governance (*Org Leaders*)	Begin to perform climate risk assessments on organisational strategy and service decision-making, embedding climate risk into governance processes.	Embed climate risk into risk registers and governance processes to increase resilience at business and services.	Continuously update and optimise climate risk into the business, its investment and asset levels to increase their climate resilience in the long term.
	Assessment (*Delivery*)	Establish an initial understanding of the project's exposure to climate hazards (heat, flooding, water stress).	Embed the use of climate projections and sensitivity analysis into project assessments to systematically test and refine resilient design responses for clients.	Optimise assessment approaches across projects by continuously improving risk analysis methods and using

				them to prioritise investments based on climate risk and asset criticality.
	Design (*Delivery*)	Integrate climate risk into early design and modelling across scenarios, and begin integrating preliminary resilience measures into designs, such as nature-based solutions, while considering users' needs.	Embed multi-hazard and cascading risk thinking into design, combining physical and management strategies while accounting for co-benefits for users' needs and nature. Continue integrating nature-based solutions and begin to integrate passive adaptive measures into design.	Optimise long-term planning using predictive climate modelling at the building and district scale. Standardise nature-based and passive adaptive measures and build capacity for adaptive and regenerative design while considering innovative solutions.
	Planning	Consider climate risk on the selected site and project planning. Understand interdependencies on the surrounding infrastructure and define and embed resilience requirements into project briefs.	Embed climate risk and adaptation into project briefs, technical standards, health & safety protocols and procurement, integrating climate hazards into planning processes, and throughout the whole life cycles.	Standardise climate risk integration across briefs, procurement, and construction management, addressing impacts on sequencing, supply chains, and health and safety, and testing projects against future climate scenarios.
Stage 3: Prepare & Adapt	Collaboration	Engage value chain partners to coordinate climate resilience actions. Produce a technical Building User Guide for operators and users, explaining climate risks, resilience measures, and future flexibility.	Strengthen strategic collaboration across the value chain to deliver integrated and scalable climate resilience.	Create partnerships to support cities and wider-scale responses to climate change, beyond the built assets you are working with.
	Implementation	Implement adaptation measures, prioritising passive design, flood-resilient strategies and sustainable material choices. Adopt an integrated approach linking resilience with carbon, nature, and resource use.	Integrate nature-based solutions, water-sensitive design and circular material systems across projects.	Deliver climate-adaptive and regenerative buildings and neighbourhoods. Scale and mainstream innovative resilience solutions across portfolios.
	Incentivisation	Collaborate with stakeholders to secure funding for resilience measures.	Align procurement, investment, and asset management with resilience goals.	Embed resilience into financial decision making (e.g. for example by requiring climate risk to inform investment appraisals, linking funding to resilience outcomes, and prioritising projects that deliver long-term adaptation benefits), standardising incentives and investment strategies to support long-term adaptation.
Stage 4: Sustain Resilience	Monitor	Establish monitoring of building performance under climate hazard-related stress.	Embed performance monitoring and evaluation into design and asset management processes.	Continuously adapt resilience measures and design standards based on performance monitoring data and evolving climate risks.
	Evaluation & Continuous Improvement	Regularly review and update climate risks, resilience plans and project assumptions. Capture feedback from implementation and existing assets.	Embed feedback loops into design and project processes, using performance and operational data to inform improvements.	Continuously improve resilience strategies. Advocate for policy, regulation, and investment to support systemic adaptation.

2. Building Owners / Occupiers

Stage	Climate resilience action area/theme	Immediate Actions (0-2 years)	Mid-term actions (3-10 years)	Long-term actions (10+ years)
Stage 1: Be Aware and Educated	Education and Skills (*Org Leaders*)	Build an understanding at the leadership level of climate hazards and resilience strategies. Assign climate resilience champions across the different layers of the organisation and allocate time and resources to delivering climate resilience within services.	Embed and scale climate resilience in your strategy according to guidance in the UK Climate Resilience Roadmap. Assign competencies across roles to drive organisation-wide action.	Assign oversight and accountability for climate resilience at the board and director level, supported by KPIs, and linked to investment and resource allocation decisions for assets.
	Targets (*Org Leaders and Delivery*)	Establish climate resilience targets and KPIs at the organisation- level and services according to guidance in the UK Climate Resilience Roadmap.	Embed organisational climate resilience objectives aligned with risk and continuity priorities, associated with KPIs.	Improve and optimise organisational climate resilience objectives aligned with risk and continuity priorities, associated with KPIs.
	Finance and Resources (*Cross-cutting*)	Be aware of sustainable sources of investment and financing to support building upgrades and retrofits for increased resilience and durability against climate impacts and severe weather conditions.	Integrate budget for climate resilience measures into annual planning. Implement green leases and contractual arrangements that incentivise climate-resilient action between owners and occupiers.	Standardise financial strategies to embed resilience across portfolios and projects.
	Education & Skills (*Delivery*)	Initiate and build knowledge of climate hazards and vulnerabilities within design teams to deliver resilience	Maintain, integrate, and provide climate resilience training within ownership and strategic roles, as well as operational roles of assets. Continuously evolve and optimise internal professional standards to reflect advancing climate science and resilience best practice.	Maintain and update climate resilience training for emerging, cascading and interacting hazards and integrate interdisciplinary learning networks to update climate knowledge continually across the organisation.
	Awareness (*Owners and Maintenance*)	Identify and consider climate hazard data and risk assessments in design development, modelling, and decision-making across projects.	Integrate a review process for climate hazard and risk data for assets and operations, considering user vulnerabilities, to guide behavioural, passive, and retrofit measures. Provide clear user guidance on best practices. Utilise the latest knowledge to consider new asset acquisition.	Advance and standardise the integration of climate risk into asset and operational management, including behavioural change, nature-based solutions, passive strategies, and retrofit. Maintain ongoing engagement with users to support best practices under evolving hazards.
	Awareness	Increase awareness among owners, occupiers and facility managers of climate hazards and responsibilities for resilience Access guidance on passive cooling and retrofit measures, and raise awareness among building occupiers.	Embed resilience awareness into operational practices and tenant engagement.	Foster community knowledge sharing on building resilience.
	Industry Knowledge	Learn from international best practice in climate resilience	Understand cascading and interacting climate risks across hazards and systems	Build knowledge and leadership on emerging or lesser-understood climate hazards.

Stage 2: Anticipate	Assessment (*Organisational*)	Assess the exposure and vulnerability of building portfolios to climate hazards. Develop risk assessment methodologies to understand the scale of risk.	Integrate climate risk scenarios into asset management planning. Embed resilience into risk registers and governance processes to guide investment and operational decisions.	Use long-term climate projections to guide portfolio investment decisions. Continuously optimise asset management strategies to enhance resilience across building portfolios.
	Assessment (*Assets*)	Develop an emergency plan in case of extreme weather events, such as off-grid, decentralised and resilient energy supply.	Integrate climate risk considerations into maintenance, upgrade, and retrofit planning. Prioritise investments based on asset criticality and climate risk.	Standardise long-term resilience planning, combining operational, physical, and nature-based measures across the portfolio. Build capacity for adaptive management.
Stage 3: Prepare & Adapt	Implementation (*Assets*)	Implement operational measures to reduce overheating, energy use and water stress.	Retrofit buildings to improve flood protection, cooling and water efficiency. Maintain flexible and adaptable building systems that respond to changing climate conditions. Consider innovative solutions.	Maintain flexible and adaptable building systems that respond to changing climate conditions. Deliver climate-adaptive and regenerative portfolios by scaling innovative resilience solutions, including circular economy and nature-based approaches.
	Culture and Organisational Change	Develop a culture change towards looking at long-term risk. Working in short-term timeframes (e.g. 3-5 year asset management timeframes) leads to maladaptation.	Embed climate resilience competencies into teams and operations. Coordinate internal stakeholders to implement resilience measures.	Continuously upgrade assets and integrate regenerative landscapes, biodiversity measures and systemic improvements (beyond single building). Use monitoring insights to inform asset and portfolio-wide adaptation strategies and long-term resilience planning.
Stage 4: Sustain Resilience	Monitoring and Evaluation (*Assets*)	Monitor building performance and adaptive capacity through facilities management and operations.	Embed performance monitoring into asset management and upgrade planning. Adapt resilience measures based on the evaluation of operational data and emerging risks.	Continuously upgrade assets and integrate regenerative landscapes, biodiversity measures and systemic improvements (beyond single building). Use monitoring insights to inform asset and portfolio-wide adaptation strategies and long-term resilience planning.

3. Developers

Stage	Climate resilience action area/theme	Immediate Actions (0-2 years)	Mid-term actions (3-10 years)	Long-term actions (10+ years)
Stage 1: Be Aware and Educated	Education and Skills (*Org Leaders*)	Build an understanding at leadership level of climate resilience and needed competencies across roles to drive organisation-wide action.	Embed and scale climate resilience in your strategy. Embed competencies across roles to drive organisation-wide action.	Continuously evolve and optimise internal professional standards to reflect advancing climate science and resilience best practice.
	Finance and Resources (*Cross-cutting*)	Assign climate resilience champions across the different layers of the organisation and allocate time and resources to deliver resilience actions within site selection and planning, and begin exploring how resilience considerations can inform decision-making for new developments.	Assign oversight and accountability for climate resilience at the board and director level, supported by KPIs, and linked to investment and resource allocation decisions for site selection and development.	Quantify the financial implications of climate risks and resilience measures, including costs, avoided losses, and wider system value, to inform investment and prioritisation for clients and within own organisation.
	Finance and Resources (*Cross-cutting*)	Be aware of sustainable sources of investment and financing to support portfolio upgrades and retrofits for increased resilience and durability against climate impacts and severe weather conditions.	Integrate budget for climate resilience measures into annual planning. Implement green leases and contractual arrangements that incentivise climate-resilient action between owners and occupiers.	Standardise financial strategies to embed resilience across portfolios and projects.
	Targets (*Org Leaders and Delivery*)	Establish climate resilience targets and KPIs at the organisation level and services according to guidance in the UK Climate Resilience Roadmap.	Embed organisational climate resilience objectives aligned with risk and continuity priorities, associated with KPIs.	Improve and optimise organisational climate resilience objectives aligned with risk and continuity priorities, associated with KPIs.
	Education and Skills (*Delivery*)	Build knowledge of climate hazards and vulnerabilities within ownership and strategic roles. Increase understanding of climate hazards and resilience responsibilities across development teams.	Maintain, integrate, and provide climate resilience training within ownership and strategic roles, as well as operational roles of assets.	Maintain and update climate resilience training for emerging, cascading and interacting hazards and integrate interdisciplinary learning networks to update climate knowledge continually across the organisation.
	Education and Skills (*Delivery*)	Develop a quick win playbook linked to development and asset interventions – if already doing planned works or interventions across assets and operations work, consider additional resilience measures that can be integrated at the same time.	Embed resilience awareness into development strategies and company policies. Update the playbook based on ongoing learning and data on current and future climate hazards.	Promote sector wide knowledge sharing on climate resilient development.
	Awareness (*Cross-cutting*)	Identify and establish a review process of open data on current and future local and national climate hazards to inform site selection screen development plans and assess portfolio risk.	Integrate climate hazard and risk data for site selection, development planning, and portfolio, considering user vulnerabilities, design, passive measures and retrofit strategies.	Standardise climate risk integration into site selection, development planning and portfolio management so that all developments systematically incorporate nature-based solutions, passive strategies and long term adaptation measures.

	Awareness (*Cross-cutting*)	Access guidance on passive cooling and retrofit measures, and raise awareness among building occupiers.	Ensure there is clear user guidance on best practices.	Maintain ongoing processes to update development and investment decisions based on evolving climate risks.
	Awareness (*Cross-cutting*)	Increase awareness among project teams, buyers, and future operators through design guidance and handover information.	Embed resilience awareness into **handover processes, design guidance, and tenant or operator requirements**.	Foster community knowledge sharing across developments and stakeholders to support resilient asset use and community outcomes.
	Industry Knowledge (*Cross-cutting*)	Learn from international best practice in climate resilience.	Understand cascading and interacting climate risks across hazards and systems.	Build knowledge and leadership on emerging or lesser-understood climate hazards.
Stage 2: Anticipate	Assessment, Planning	Conduct climate hazard and vulnerability assessments when selecting development sites based on current and long term climate projections.	Integrate climate risk analysis based on long term climate projections into feasibility studies and master planning.	Plan developments based on long term climate projections and regional resilience strategies and spatial planning priorities.
	Assessment, Planning	Integrate climate risk as an emerging criterion in land acquisition and site viability assessments.	Embed climate risk into financial appraisals and development viability models.	
	Assessment (*Org Leaders*)	Assess exposure and vulnerability of building portfolios to climate hazards. Develop risk assessment methodologies to understand scale of risk.	Integrate climate risk scenarios into asset management planning. Embed resilience into risk registers and governance processes to guide investment decisions.	Use long-term climate projections to guide portfolio investment decisions and continuously optimise asset management strategies to enhance resilience.
	Planning	Include resilience measures in project briefs and development proposals, so climate risk is considered in site selection and development decision making. Ensure the measures are appropriate for the design life of the asset.	Deliver developments incorporating nature-based solutions and passive measures to enhance adaptive capacity to climate hazards. Systematically embed resilience requirements across all project briefs and procurement processes.	Develop climate adaptive neighbourhoods integrating ecosystem services.
Stage 3: Prepare and Adapt	Culture & Organisational Change	Develop a culture change towards looking at long-term risk. Recognise that short term planning horizons can lead to maladaptation.	Embed climate resilience competencies into teams and operations and coordinate internal stakeholders to implement resilience measures.	Continuously promote long-term thinking and systemic adaptation across the organisation and advocate for enabling policy, and investment that encourage and support resilience.
	Implementation	Use climate risk assessments and modelling tools to identify vulnerabilities and evaluate cost-effective, scalable adaptation solutions, prioritising solutions with multiple co-benefits. Implement pilot adaptation measures in priority developments to test and scale solutions.	Scale implementation of adaptation measures across developments, embedding resilience into delivery and construction processes.	Deliver fully climate adaptive developments integrating resilience, nature and resource efficiency at system level.
	Collaboration	Include climate resilience information in maintenance and handover documentation, for brief tenants and facilities managers. Engage project teams, contractors and operators early to ensure resilience requirements are delivered.	Coordinate value chain actors to deliver integrated resilience outcomes across developments.	Strengthen strategic collaboration across the value chain to deliver adaptive communities.
	Monitoring (*Asset level*)	Enable building performance and adaptive capacity monitoring procuring a handover to asset owners, users	Embed performance monitoring into asset management and upgrade planning. Adapt resilience	Continuously upgrade assets and integrate regenerative landscapes, biodiversity measures and

Stage 4: Sustain Resilience		and then to facilities management and operations during occupancy.	measures based on evaluation of operational data and emerging risks.	systemic improvements (beyond single building). Use monitoring insights to inform asset and portfolio-wide adaptation strategies and long-term resilience planning.
	Monitoring (*System level*)	Monitor resilience performance of developments and infrastructure systems.	Continuously adapt development models to support long term resilient communities.	Optimise resilience measures based on monitoring and evaluation.
	Evaluation & Continuous Improvement	Establish processes to capture data, lessons learned and feedback from projects and early implementation of resilience measures.	Provide data and feedback to inform future planning policies and regulations.	Use monitoring and delivery insights to influence planning policy, regulation, and industry standards for resilience.

4. Contractors

Stage	Climate resilience action area/theme	Immediate Actions (0-2 years)	Mid-term actions (3-10 years)	Long-term actions (10+ years)
Stage 1: Be Aware and Educated	Awareness (*Cross-cutting*)	Identify and review open data on current and future local and national climate hazards.	Map critical construction activities, programme risks, supply chain dependencies and cost implications under current and future climate hazards.	Develop a high-level construction climate risk profile across projects, including impacts on cost, programme, safety and quality.
	Awareness (*Cross-cutting*)	Train construction teams on climate risks affecting construction sites (e.g. heat, rainfall, storms) and resilient construction practices.	Embed resilience competencies into workforce training and site management practices.	Maintain sector knowledge of evolving climate resilient construction methods and site practices.
	Awareness (*Delivery*)	Build an awareness of the impacts of climate change can affect construction delivery, including programme, sequencing and productivity, and share across supply chain.	Update project programming approaches to account for climate variability and extreme weather on site.	Embed climate responsive planning as standard practice, using data and experience to optimise programme reliability and productivity under changing climate conditions.
	Education & Skills	Build an understanding at leadership level of how climate risks affect construction delivery, programme certainty and site safety. Develop skills in managing weather related disruption, site conditions and material performance.	Embed climate resilience competencies into roles for site management and professional development pathways.	Continuously update skills to address emerging, cascading and interacting risks across construction systems and supply chains.
	Education & Skills	Seek an understanding of water usage during construction.		
	Finance & Resources	Assign climate resilience champions and allocate time and responsibility within project and site teams.	Assign oversight and accountability for climate risks at board and director level supported by KPIs that feed into programme, cost and delivery performance metrics.	Build organisational capacity to adopt innovative construction methods and technologies that improve resilience and deliverability.

	Industry Knowledge	Learn from international best practice in climate resilience.	Understand cascading and interacting climate risks across supply chains, logistics, materials and site operations.	Build leadership to increase resilience in emerging risks (e.g. extreme heat working conditions, material failure under stress).
	Industry Knowledge	Understand how projects contribute to local resilience and infrastructure performance.	Integrate local resilience considerations into construction planning and delivery, including coordination with surrounding infrastructure, services and communities	Actively contribute to enhancing local resilience through construction practices that support robust infrastructure, community continuity and system level performance.
	Targets	Set climate resilience targets and KPIs linked to construction performance (programme, safety, defects, rework).	Align targets with organisational risk, continuity and delivery objectives.	Continuously improve targets based on performance data and evolving risks.
	Other	Identify opportunities during construction to reduce material waste and enable reuse of materials and components, including early consideration of recoverability and disassembly.	Explore reuse of materials and components to improve resilience and reduce dependency on vulnerable supply chains.	Consider use of stranded buildings as a materials bank and implement post-disaster deconstruction.
Stage 2: Anticipate	Assessment	Assess climate risks affecting construction processes, including extreme weather, site conditions, needs for labour productivity and safety and potential supply disruptions.	Integrate climate risk management into construction planning and scheduling.	Use predictive tools to anticipate climate related construction risks.
Stage 3: Prepare & Adapt	Implementation	Apply resilient construction practices (e.g. weather protection, material handling, site drainage) and reduce material waste by considering regenerative sources of materials. Specify products and materials with proven resilience integrates performance and transparent data.	Implement circular construction methods and low carbon building processes. Integrate climate considerations into method statements, sequencing and temporary works design.	Deploy adaptive construction technologies designed for extreme climate conditions
	Implementation	Assess climate-related health and safety risks (e.g. heat stress, flooding, high winds) and adapt site practices accordingly.	Integrate worker health risks into project planning, including working hours, welfare provision and site design.	Embed adaptive workforce strategies to maintain productivity and safety under changing climate conditions.
Stage 4: Sustain Resilience	Monitor	Monitor resilience performance of construction works, including programme impacts, material performance and site conditions under climate stress, and how these affect development and infrastructure outcomes.	Continuously improve construction methods to support resilient built assets and infrastructure systems.	Optimise construction approaches and resilience measures based on monitoring and evaluation, contributing to improved performance of developments and infrastructure systems over time.
	Evaluation & Continuous Improvement	Establish processes to capture data, lessons learned and feedback from projects and early implementation of resilience measures.	Provide data and feedback to inform future planning policies, standards and project requirements to integrate resilience in planning and during construction.	Use monitoring and delivery insights to influence planning policy, regulation and industry standards that can support climate resilience in construction and assets.

5. Material Suppliers and Product Manufacturers

Stage	Capability / Action Area	Immediate actions(0–2 yrs)	Mid-term actions (3–10 yrs)	Long term actions (10+ yrs)
Stage 1 – Be aware and educated	Awareness	Identify and review open data on current and future local and national climate hazards relevant to materials, site workers and supply chains	Map materials, supply chains, manufacturing processes and financial performance under current and future climate hazards	Develop a high level climate risk profile covering key hazards, exposures, and impacts across product lines
	Awareness	Build understanding of how climate hazards affect product performance, durability and failure under real use conditions	Develop knowledge programmes on resilient materials and circular products	Maintain innovation ecosystems supporting climate resilient material development
	Awareness	Publish transparent resilience performance data (e.g. durability, stress tolerance, failure thresholds) for products		
	Education and Skills	Build leadership understanding of climate risks and embed climate resilience competencies across roles to drive organisation-wide action.	Embed climate resilience competencies into roles and professional development	Continuously update competencies to reflect emerging material risks and climate conditions
	Finance and Resources	Assign climate resilience champions and allocate time and responsibility	Assign oversight and accountability for climate resilience at board and director level supported by KPIs	Build organisational capacity to adopt innovative resilience solutions
	Industry Knowledge	Learn from international best practice in climate resilience	Understand cascading and interacting climate risks across hazards, materials and supply chains	Build knowledge and leadership on emerging or lesser understood material risks from climate hazards
	Knowledge	Understand the impacts of future scenarios on availability of materials and supply chain disruption (e.g. timber, aggregates, water intensive materials)	Forecast and prepare for the impacts of future scenarios on availability of materials	Develop alternative materials and supply strategies to reduce dependency on climate vulnerable resources
	Targets	Set climate resilience targets and KPIs	Define organisational climate resilience objectives aligned with risk and continuity priorities and associate them to KPIs	Continuously refine targets based on performance and emerging risks
Stage 2 – Anticipate	Assessment (*Product level*)	Assess how climate change affects material durability and supply chains	Use climate projections to guide material research and product development	Forecast long term demand for climate adaptive materials
	Assessment (*Supply chain*)	Include supply chain partners in risk assessment to identify vulnerabilities in sourcing, logistics and production	Integrate climate risk into supplier selection and procurement strategies	Develop resilient and diversified supply chains capable of withstanding climate shocks
	Design (*Product level*)	Design and develop products that maintain performance under extreme climate conditions (e.g. heat, moisture, flooding)		

	Design	Provide clear, user-friendly guidance on correct installation and use of products under different climate conditions		
Stage 3 – Prepare and Adapt	Implementation	Implement measures on site to reduce vulnerability of manufacturing sites and workers to climate hazards	Integrate climate resilience into site design, operations and maintenance, including upgrades to facilities, processes and worker protection measures to manage increasing climate risks	Embed climate adaptive manufacturing sites that are designed and operated to maintain continuity, safety and productivity under extreme and evolving climate conditions, including flexible operations and resilient infrastructure systems
	Implementation	Consider options for reduction of resource use and circularity of materials and products	Scale circular material systems and recycling processes	Produce materials that support resilient and adaptive building systems
	Implementation	Pilot new resilient materials and test performance in real projects and climate conditions	Scale production and adoption of proven resilient materials across markets	Mainstream resilient materials as standard practice across sectors
	Collaboration	Seek early engagement with design team on integration	Collaborate with developers, contractors and designers to ensure correct specification and performance of materials	Act as strategic partners in delivering system-wide resilience across the built environment
Stage 4 – Sustain Resilience	Monitoring	Monitor product performance under climate stress	Continuously improve materials to support long term resilience and ecosystem health	Adapt resilience measures based on monitoring and evaluation
	Monitoring	Collect performance data from built projects to understand real-world behaviour under climate conditions	Feed performance data back into product design, testing and certification processes	Use long term data to redefine material standards and performance benchmarks across the industry

6. Infrastructure (Clients, Owners, Designers)

Stage	Capability / Action Area	Immediate actions (0–2 yrs)	Mid-term actions (3–10 yrs)	Long-term actions (10+ yrs)
Stage 1 – Be aware and educated	Awareness	Identify and review open data on current and future local and national climate hazards	Map critical assets, operations, services and financial performance under current and future climate hazards	Develop a high level climate risk profile covering key hazards, exposures, and impacts
	Awareness	Build awareness of climate hazards affecting infrastructure networks	Integrate climate resilience knowledge into infrastructure planning bodies	Maintain collaborative knowledge networks across infrastructure sectors
	Awareness	Take a systems approach: understand that infrastructural assets, users, access routes, supply chains and utilities all need to be adapted	Assess risks to service continuity across interconnected systems and partner assets (e.g. transport, energy, water)	Assess risks to service continuity across interconnected systems and partner assets (e.g. transport, energy, water)
	Awareness	Understand and design to mitigate social inequalities in infrastructure access and use	Integrate social vulnerability and equity considerations into infrastructure risk assessments and planning	Deliver inclusive infrastructure systems that maintain equitable access under climate stress
	Education and Skills	Build leadership understanding of climate risks and embed climate resilience competencies across roles to drive organisation-wide action.	Embed climate resilience competencies into roles and professional development	Continuously update competencies to reflect evolving system risks and interdependencies
	Finance and Resources	Assign climate resilience champions and allocate time and responsibility	Assign oversight and accountability for climate resilience at board and director level supported by KPIs	Build organisational capacity to adopt innovative resilience solutions
	Industry Knowledge	Learn from international best practice in climate resilience	Understand cascading and interacting climate risks across hazards and systems	Build knowledge and leadership on emerging or lesser understood climate hazards
	Targets	Set climate resilience targets and KPIs	Define organisational climate resilience objectives aligned with risk and continuity priorities and associate them to KPIs	Develop consistent indicators of resilience to climate hazards across critical national infrastructure sectors and networks
Stage 2 – Anticipate	Assessment	Conduct climate risk assessments for energy, water and transport infrastructure	Use climate projections to guide infrastructure investment planning	Forecast long term system risks across interconnected infrastructure networks
		Assess service failure thresholds and critical points of disruption under extreme climate events	Integrate thresholds into planning, prioritisation and emergency response strategies	Continuously refine thresholds based on observed performance and evolving risks
	Design	Increase public participation and stakeholder engagement in infrastructure planning	Integrate stakeholder input into resilience option selection and prioritisation	Embed participatory approaches into long-term infrastructure governance
	Design	Identify and appraise resilience options, including technical and economic evaluation.	Prioritise and implement resilience options based on cost, risk reduction and co-benefits	Continuously optimise resilience strategies based on system performance and emerging risks
	Planning	Map out the key stakeholders (such as government bodies, local communities, investors, developers,	Coordinate stakeholders to align infrastructure planning, investment and delivery decisions	Enable integrated, cross-sector infrastructure planning and governance at system level

		contractors, and environmental groups) and understand their interests, concerns, and dependencies		
Stage 3 – Prepare and Adapt	Implementation	Strengthen infrastructure resilience planning and early adaptation measures	Upgrade infrastructure systems to withstand flooding, overheating and extreme weather	Deliver integrated infrastructure systems supporting climate resilient cities
	Implementation	Integrate adaptation into existing infrastructure maintenance regimes	Align maintenance, upgrade cycles and investment planning with long term considerations of climate risks	Transform infrastructure systems to be adaptive, flexible and responsive to changing climate conditions
	Implementation	Set climate resilient performance requirements and identify and define service standards under stress conditions	Embed performance standards into design, operation and regulatory frameworks	Continuously evolve service standards based on system performance and societal needs under climate change
Stage 4 – Sustain Resilience	Monitoring	Monitor infrastructure performance under climate stress	Continuously adapt and maintain infrastructure networks to sustain long term resilience	Adapt resilience measures based on monitoring and evaluation
	Monitoring	Monitor service continuity, downtime, and system performance under stress conditions	Use performance data to prioritise upgrades and investment decisions	Optimise system performance and resilience across interconnected networks using long term data
	Evaluation & continuous Improvement	Establish processes to capture performance data, lessons learned and system failures across infrastructure networks	Provide data and insights to inform infrastructure planning, policy and investment decisions	Use system-wide insights to influence policy, regulation and long term infrastructure strategies

7. Financial Organisations (Investors, banks and lenders, funders and grant providers, financial advisors and agents)

Stage	Capability / Action Area	Immediate actions (0–2 yrs)	Mid-term actions (3–10 yrs)	Long-term actions (10+ yrs)
Stage 1 – Be aware and educated	Awareness	Identify and review open data on current and future local and national climate hazards	Map critical assets, operations, services and financial performance under current and future climate hazards	Develop a high level climate risk profile across portfolios, sectors and geographies
	Awareness	Build awareness of climate risks within financial institutions and property portfolios Develop a shared understanding of the business case for climate resilience. Communicate the financial and insurance benefits of designing for climate resilience.	Develop internal expertise on climate resilience financing and how climate risk affects asset value, returns and financial stability	Embed climate risk considerations systematically into all investment and lending decisions
	Awareness	Develop internal expertise on climate resilience financing and risk translation into financial metrics	Embed climate literacy across financial decision-making processes, including underwriting, valuation and portfolio management	Establish climate risk as a core determinant of financial performance and strategy
	Education and Skills	Build leadership understanding of climate risks and embed climate resilience competencies across roles to drive organisation-wide action.	Embed climate resilience competencies into roles and professional development	Continuously update competencies to reflect evolving financial and systemic risks
	Finance and Resources	Assign climate resilience champions and allocate time and responsibility	Assign oversight and accountability for climate resilience at board and director level supported by KPIs	Build organisational capacity to adopt innovative resilience solutions
	Knowledge	Learn from international best practice in climate resilience	Understand cascading and interacting climate risks across hazards and systems	Build knowledge and leadership on emerging or lesser understood climate hazards
	Industry Knowledge	Promote transparency of investments and investment trends	Standardise disclosure of climate risk exposure and resilience performance across portfolios	Enable comparability of resilience performance across assets and investment products
	Industry Knowledge	Explore enabling funding options for resilience measures and system levers such as community based retrofit and sustainable infrastructure.	Develop and test financing mechanisms for adaptation (e.g. blended finance, resilience-linked loans)	Scale financial instruments that enable system-wide adaptation and resilience investment
	Targets	Set climate resilience targets and KPIs	Define organisational climate resilience objectives aligned with risk and continuity priorities and associate them to KPIs	Continuously refine targets based on portfolio and investment portfolio and risk exposure
	Other	Encourage innovation through structured risk-sharing mechanisms rather than unmanaged risk exposure	Develop internal frameworks to support investment in emerging resilience solutions	Position resilience investment as a core component of long-term financial strategy
Stage 2 – Anticipate	Assessment	Integrate climate risk assessments into investment and lending decisions	Apply climate scenario analysis to portfolios and asset valuations	Use long term climate projections to guide capital allocation and investment strategy

		Define models to incentivise the construction of resilient buildings.	Identify measures to preserve value and implement in line with lease breaks, refurbishments and planned property maintenance.	
	Assessment	Translate climate risk into financial assumptions (e.g. capex, opex, depreciation, insurance costs, discount rates)	Create financial models that incentivise and reward sustainability rather than short-term profit Standardise approaches to integrating climate risk into financial models across the organisation	Continuously refine financial models to reflect real world climate impacts and market responses
	Assessment	Explore multiple tools for modelling risk and understand differences of scenarios in assets and investments throughout the whole life cycle of projects and organisations	Select and integrate consistent modelling approaches across portfolios, decision-making processes and investments	Develop advanced predictive models linking climate risk to financial performance and value
	Assessment	Identify thresholds where climate risk materially affects asset value, lending conditions or insurability	Embed thresholds into underwriting, investment criteria and portfolio management decisions	Use thresholds to proactively reallocate capital and manage systemic financial risk
	Assessment	Identify measures to preserve value and align with lease cycles, refurbishment and maintenance of organisations and assets	Integrate resilience measures into asset management strategies and investment planning cycles	Optimise portfolio resilience through proactive asset repositioning and long term planning of investment
	Strategy & Incentives	Define processes to incentivise construction of resilient buildings	Link financial incentives (e.g. interest rates, lending terms) to resilience creation and performance of assets and within organisations	Align financial returns with resilience outcomes across markets and asset classes
Stage 3 – Prepare and Adapt	Implementation	Create financial products supporting climate adaptation and resilient retrofit. Explore alternative instruments that support adaptation efforts such as public-private partnerships, blended finance models, green loans and bonds, and impact funds.	Scale investment in climate resilient infrastructure and development	Finance large scale adaptive and regenerative built environment systems
	Implementation	Require consideration of climate resilience within lending and investment criteria	Embed resilience requirements as standard condition in loans investment mandates and asset management agreements	Ensure resilience is a prerequisite for financing and investment eligibility
	Implementation	Explore alternative instruments (PPP, blended finance, green loans, bonds, impact funds)	Standardise and scale financial instruments that support resilience across portfolios	Mainstream resilience finance across all asset classes, as well as considering geographies and specific needs
Stage 4 – Sustain Resilience	Monitoring	Monitor resilience performance of financed assets	Continuously adapt investment frameworks to maintain long-term resilience	Adapt resilience measures based on monitoring and evaluation

	Monitoring	Integrate frameworks and metrics used at fund level with those used at asset and portfolio level, and fund-level reporting frameworks	Use performance data to adjust investment strategies, asset allocation and risk management approaches	Optimise portfolio performance by systematically integrating resilience outcomes into financial decision-making
	Evaluation & Continuous Improvement	Establish processes to capture data, lessons learned and performance outcomes from investments and financed assets	Provide data and feedback to inform investment strategies, standards and market practices	Use insights to influence policy, regulation and industry standards for resilience
	Other	Advocate for clearer standards and certifications from the government around building to support asset owners and funders via validation of resilient assets	Collaborate with regulators and industry to improve consistency in resilience-related financial disclosures	Shape regulatory and market frameworks to fully integrate climate resilience into financial systems

8. Insurance organisations (insurers and underwriters, risk modelling and assessment, brokers and advisors)

Stage	Capability / Action Area	Immediate actions (0–2 yrs)	Mid-term actions (3–10 yrs)	Long-term actions (10+ yrs)
Stage 1 – Be aware and educated	Awareness	Identify and review open data on current and future local and national climate hazards	Map critical assets, operations, services and financial performance under current and future climate hazards	Develop a high level climate risk profile covering key hazards, exposures, and impacts
	Awareness	Increase awareness of climate hazards among insurers brokers and clients	Build expertise in climate risk advisory services	Maintain sector knowledge on emerging climate risks
	Education and Skills	Build leadership understanding of climate risks and embed climate resilience competencies across roles to drive organisation-wide action. Strengthen feedback loops to designers and developers to ensure assets remain insurable	Embed climate resilience competencies into roles and professional development	Continuously update technical capability to assess insurability thresholds and future risk exposure
		Increase technical competency to understand climate risk and design – awareness of when a building will become uninsurable	Integrate climate risk expertise into underwriting, advisory and risk engineering functions	Develop advanced expertise linking climate risk, design and long term insurability
	Finance and Resources	Assign climate resilience champions and allocate time and responsibility	Assign oversight and accountability for climate resilience at board and director level supported by KPIs	Build organisational capacity to adopt innovative resilience solutions
	Industry Knowledge	Learn from international best practice in climate resilience	Understand cascading and interacting climate risks across hazards and systems	Build knowledge and leadership on emerging or lesser understood climate hazards
	Industry Knowledge	Engage across the insurance industry to standardise risk calculations and how climate risk impacts premiums	Align approaches to modelling, pricing and risk classification across the sector	Enable consistent market signals on risk and insurability across regions and asset types

	Targets	Set climate resilience targets and KPIs	Define organisational climate resilience objectives aligned with risk and continuity priorities and associate them to KPIs	Continuously refine targets based on risk exposure and claims data
Stage 2 – Anticipate	Assessment	Improve climate risk modelling for built assets and infrastructure	Integrate climate projections into underwriting practices	Develop predictive risk models for long term climate impacts
	Assessment	Formalise 'what can go wrong' workshops on all projects	Embed structured risk identification processes into underwriting and advisory services	Standardise risk identification approaches across portfolios and sectors
	Assessment	Identify thresholds where assets become high risk or uninsurable under different climate scenarios	Integrate thresholds into underwriting criteria, pricing and coverage conditions	Continuously refine insurability thresholds based on observed losses and emerging risks
Stage 3 – Prepare and Adapt	Implementation	Use insurance pricing and advisory services to encourage resilience measures	Develop insurance products supporting adaptation investments	Support risk sharing mechanisms for highly exposed areas
	Incentivisation	Linking emerging resilience standards to insurance premiums could provide a strong motivation for organisations to improve adaptive capacity	Systematically link premiums, exclusions and coverage conditions to resilience performance	Use pricing signals to drive market-wide adoption of resilience measures
	Collaboration	Engage developers, financers and policy makers to develop emerging resilience standards	Engage with developers, financiers and policymakers to align insurance requirements with resilience outcomes	Shape regulatory frameworks and market standards to maintain long term insurability
Stage 4 – Sustain Resilience	Monitoring	Monitor risk trends and asset resilience	Maintain long term insurability through resilience standards and collaboration	Adapt resilience measures based on monitoring and evaluation
	Monitoring	Monitor claims data, losses and asset performance under climate stress	Use claims and performance data to adjust underwriting, pricing and coverage conditions	Continuously optimise insurance strategies to manage systemic climate risk exposure
	Evaluation & Continuous Improvement	Establish processes to capture lessons learned from claims, losses and near misses	Provide insights to inform design standards, investment decisions and policy development	Use insurance data to influence regulation, standards and long term resilience strategies across the built environment

PART 4: CONSULTATION QUESTIONS

This section lists the questions asked in this consultation. For ease, please keep this supporting document open while answering the questions in the online form, which can be accessed here.

*Required

Section 1 - About the respondent

Personal details are strictly for the use of UKGBC and will not be shared with external individuals or organisations.

1. Full name*

2. Organisation*

3. Job Title (if you are currently unemployed, please refer to any professional training or knowledge you identify yourself with). *

4. Which sector of the built environment industry best applies to your role or organisation? *

Choose one from the list below:

- Project Team (Architects, Engineers, Designers, Consultants, Urban planners)
- Building owners and occupiers
- Developers
- Contractors
- Material suppliers and product manufacturers
- Infrastructure organisations
- Financial organisations
- Insurance organisations
- Local authority or government
- NGO, civil society
- Research or academic organisations
- Other

If you said other, please specify
[FREE TEXT]

5. Your email address*

6. Are you filling this out as an individual or on behalf of your organisation?*

7. Please specify which stakeholder action plan your response refers to. The stakeholder action plan you are providing feedback on may relate to a different role than your own. If you wish to respond to multiple stakeholder action plans, please submit a separate form for each plan.

- Project Team (Architects, Engineers, Designers, Consultants, Urban planners)
- Building owners and occupiers (Landlords / Owners, Homeowners and Civil Society, Occupiers, Facilities Managers / Maintenance)
- Developers
- Contractors

Material suppliers and product manufacturers
Infrastructure organisations (Clients, Owners, Designers)
Financial organisations (Investors, banks and lenders, funders and grant providers, financial advisors and agents)
Insurance organisations (insurers and underwriters, risk modelling and assessment, brokers and advisors)

Section 2 – About the Stakeholder Action Plans

For this section, please refer to the Stakeholder Action Plan tables in the Supplementary document (from page 6). Answer the following questions based on the table that best represents your stakeholder group, as selected in Section 1.

8 How easy was it to understand the actions presented in the table?
[VERY EASY / FAIRLY EASY / NEUTRAL / FAIRLY DIFFICULT / VERY DIFFICULT]

9. If you found any part unclear or difficult to understand, please explain.
[FREE TEXT]

10. To what extent do you agree that the actions listed are relevant to your stakeholder group?
[AGREE, NEUTRAL, DISAGREE]

11. To what extent do you agree that these actions would support you in implementing climate resilience in your work?
[AGREE, NEUTRAL, DISAGREE]

12. To what extent do the actions provide an appropriate level of detail to guide implementation for your stakeholder group?*
[TOO HIGH-LEVEL / APPROPRIATE / TOO DETAILED]

13. Please explain what, from your perspective, is missing or could be improved.
[FREE TEXT]

14. Do the suggested time horizons (e.g. short, medium, long term) align with how you plan and deliver work?*
[YES / PARTLY / NO]

15. If the suggested time horizons seem inappropriate, please explain. For example, are there actions that feel too early, too late, or not feasible within these timeframes?
[FREE TEXT]

16. To what extent do you agree that the actions reflect a sufficient range of themes (e.g. governance, assessment, design, implementation, finance, collaboration)?
[AGREE, NEUTRAL, DISAGREE]

17. If not, what areas or types of actions are missing?
[FREE TEXT]

18. Please state one or two things you would like **other** stakeholder groups to do to support your ability to implement climate resilience.
    [FREE TEXT]

19. Are there any actions that you would add for this/other stakeholder groups?
    [FREE TEXT]

20. To what extent do you agree that these Stakeholder Action Plans will:

    a. Advance the implementation of the UK Climate Resilience Roadmap across industry

    [AGREE, NEUTRAL, DISAGREE]

21. To what extent do you agree that these Stakeholder Action Plans will:

    b. Support the normalisation of building resilience into decisions and practices across the built environment.

    [AGREE, NEUTRAL, DISAGREE]

22. To what extent do you agree that these Stakeholder Action Plans will:

    c. Enable shared responsibility by clarifying the role each stakeholder plays in strengthening resilience.

    [AGREE, NEUTRAL, DISAGREE]

23. To what extent do you agree that these Stakeholder Action Plans will:
    d. Encourage alignment of efforts to reduce duplication and enable collective progress

[AGREE, NEUTRAL, DISAGREE]

24. To what extent do you agree that these Stakeholder Action Plans will:
    e. Encourage alignment of efforts to reduce duplication and enable collective progress

[AGREE, NEUTRAL, DISAGREE]

25. Please explain your response.
    [FREE TEXT]

26. Please use the space below to share any other feedback or comments you may have.
    [FREE TEXT]