



Chemical Executive Brief

When supply chain risk threatens licenses and continuity

In Sphera's **2026 Supply Chain Risk Report**, respondents in the chemical industry consistently associate supply chain risk with regulatory exposure, feedstock dependency and upstream supplier compliance.

Here's what leaders report:



Regulatory compliance

Regulatory risk ranks among the most consequential risk categories our respondents cited.

15.5% Say regulatory compliance is an especially disruptive risk.

Geopolitical tensions

Export controls, trade restrictions and geopolitical constraints are major sources of disruption.

35.5% Put geopolitical tensions at the top of their risk priorities.

Collection and traceability

Supplier data collection and traceability are ongoing challenges, despite high stated confidence in reporting accuracy.

48.5% Say their supplier or supply chain risk decisions are challenged every week or month.

What this means for chemicals

In the chemical sector, supply chain risk is operational risk. A single breakdown can jeopardize compliance and halt production. The exposure often sits upstream, where regulatory, safety and sourcing constraints compound quickly.

Where traditional approaches fall short

Survey responses highlight several limitations:

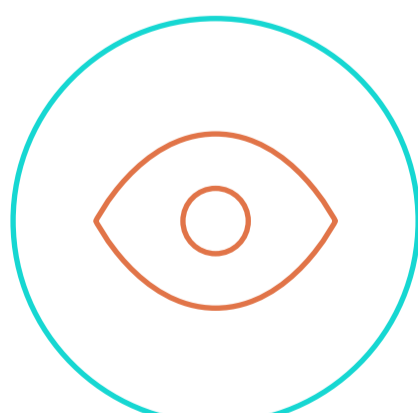
- + Static documentation** often shapes compliance, instead of comprehensive, continuous risk signals.
- + Feedstock concentration** obscures upstream risks until disruptions occur.
- + Supplier-reported data** is hard to validate at scale across multiple regulatory regimes.

How the top chemical companies are adapting

Respondents in the chemical industry demonstrate a shift toward:



Continuous monitoring of supplier- and country-level risks linked to regulatory exposure.



N-tier visibility into critical suppliers, rather than exhaustive mapping.



Audit-ready insights that stand up to regulatory, executive and board scrutiny.

Result: Risk management becomes a compliance driver that supports continuity and regulatory confidence.

Explore the big picture.

Download Sphera's 2026 Supply Chain Risk Report

