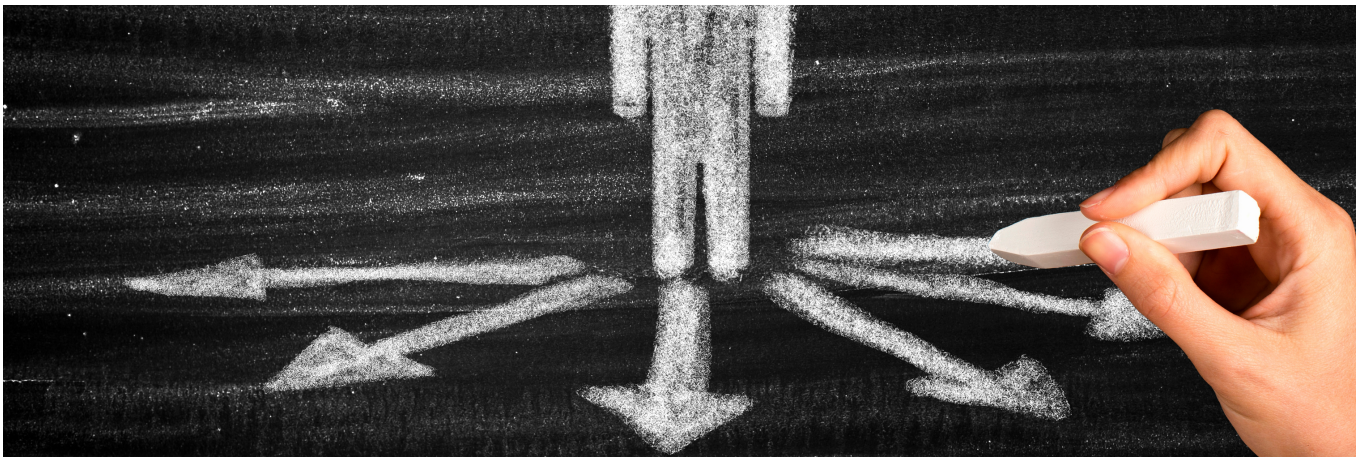




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CORPORATE WELLNESS

For People Who Matter By People Who Care.



DUTY OF CARE IN A CONFLICT ZONE: HOW TO SUPPORT STAFF BASED IN HIGH-CONFLICT ZONES WITHOUT OVERSTEPPING, POLITICISING, OR CREATING RISK

BY SERENITY CORPORATE WELLNESS

Right now, the region is experiencing sustained volatility and civilian strain, with reporting describing intense pressure on responders and communities under bombardment. For multinational employers with employees in UAE, Qatar, and high-conflict or high-instability environments like Mozambique, the question leaders are quietly asking is: “What’s our responsibility - and what’s the right way to do this?”

At Serenity Corporate Wellness, we work with multinational organisations supporting employees across multiple countries, including high-risk contexts. Here’s the practical playbook we use to help employers act decisively without causing harm, breaching trust, or inflaming workplace tension.

When conflict escalates, your employees don’t only bring their skills to work.

They bring:

- safety uncertainty
- disrupted commutes and infrastructure
- constant alerts and “waiting for the next update”
- concern for family and friends across borders
- a nervous system stuck on high alert





BUILD A CRISIS SUPPORT PROTOCOL

This is your “what happens in the first 24 to 72 hours” document. It should be written, simple, and rehearsed.

Include:

1. Safety check-ins (non-invasive):
 - “Are you safe?” / “Do you have what you need to work safely today?”
 - Avoid interrogations. Keep it practical.
2. Travel/commuting guidance:
 - clear rules on office attendance vs remote work
 - curfews, route risk, transport alternatives
 - who approves exceptions and how fast
3. Emergency contacts & escalation tree:
 - single point of contact per region
 - HR + security + EAP escalation rules
 - when the organisation shifts into “critical response mode”
4. Local resource map:
 - medical facilities, counselling options, embassy/consulate guidance where relevant
 - employee family support options (where your benefits allow)
5. Communication cadence:
 - daily brief updates at a predictable time
 - what leaders will share and what they won’t (rumours create panic)

This aligns with the ILO’s conflict resilience framing: treat conflict readiness as employer preparedness and continuity, not “nice-to-have wellness.”

2) Offer a “Support Menu” (let employees choose)

The biggest mistake employers make is assuming one response fits all.

Most people affected by emergencies experience distress symptoms (sleep disruption, fatigue, irritability, anxiety), and a meaningful minority develop longer-term conditions.

So support must be flexible, private, and choice-based.

Your menu can include:

- Flexible work (hours, location, temporary adjusted KPIs)
- Crisis leave options (short, clear, non-punitive)
- EAP counselling (including trauma-informed support)
- Manager check-ins with a script (what to say / what not to say)
- Peer support circles (opt-in, facilitated, confidential)
- Practical navigation support (financial/legal guidance where relevant)

Psychological First Aid principles are useful here: humane, practical support that respects dignity and culture - without forcing disclosure.



PREVENT WORKPLACE FRICTION (WITHOUT BANNING HUMANITY)

3) Conflict can polarise teams fast - especially in multinational environments where employees have different lived realities, identities, and political viewpoints.

Your goal is not debate. Your goal is psychological safety without political pressure.

Set clear guidelines:

- No employee is required to discuss politics, identity, or personal impact at work.
- Respectful communication is non-negotiable (no harassment, stereotyping, inflammatory content).
- Managers redirect conflict to values-based norms: respect, safety, dignity, inclusion.
- One protected channel for official updates; discourage “rumour forwarding.”

This reduces risk while still allowing compassion.



MAKE IT MEASURABLE (SO EXCO TAKES IT SERIOUSLY)



- Leaders move faster when duty of care is operationalised.
- Track:
- uptake of support options (de-identified, aggregated)
- safety check-in completion (not content)
- absenteeism spikes and incident reports
- manager escalation volumes
- “pulse” questions on safety and coping (2 to 3 items only)
- This is how you protect people and protect delivery

WHAT SERENITY RECOMMENDS FOR UAE, QATAR & MOZAMBIQUE OPERATIONS

If you have employees in these environments, your duty of care programme should include:

- a written Crisis Support Protocol (ready-to-activate)
- an EAP escalation pathway for high-risk cases
- manager training in trauma-aware conversations + referral
- a Support Menu that doesn't force disclosure
- a short Workplace Conduct & Communication guideline for conflict periods
- a quarterly resilience review (what worked, what failed, what to improve)

Because in a conflict zone, wellbeing isn't a "campaign."
It's a system.

If your organisation has employees in the Middle East (UAE/Qatar) or in high-risk contexts (including Mozambique), we can help you implement a Conflict-Zone Duty of Care Framework that integrates:

Crisis Support Protocols
Trauma-informed EAP escalation pathways
Manager scripts + rapid training
Support Menu design + comms
Business continuity alignment (ILO resilience lens)

Comment "DUTY OF CARE" and we'll share a practical Crisis Support Protocol + Support Menu template you can adapt for your organisation.



For People Who Matter By People Who Care.

The journey to self-awareness and emotional resilience begins with a single step.

At Serenity Corporate Wellness, we provide expert counselling services designed to help individuals and organizations cultivate healthier, more productive environments. Whether you're facing personal challenges or seeking to build a stronger workplace culture, our tailored support ensures you never have to navigate these struggles alone. Take the first step toward unlocking your full potential — to learn more visit: www.serenitycorporatewellness.com