

MARCH 2026

PULSE SURVEY:

ASSIGNEE EVACUATIONS AND DANGER PAY IN THE MIDDLE EAST



Organizations are taking a measured, flexible approach to evacuations, with most offering voluntary options rather than mandating departures, and over a third reporting no evacuations at all. Evacuations are most concentrated in the United Arab Emirates, with employees primarily relocating to their home country or alternatively to another company-approved location.

Approaches to danger pay remain cautious: relatively few companies are currently paying danger pay, though a notable share (generally between 20-30% of companies with assignees in these locations) are considering them, particularly in Qatar, Saudi Arabia, and the United Arab Emirates. Where applied, premiums vary in structure and amount, with no clear standard emerging across organizations.

1. Do you currently have international assignees located in any of the Gulf Cooperation Council (GCC) countries/locations impacted by the Middle East conflict?

	%	Count
Yes	82%	80
No	18%	17
Total	100%	97

2. Are you currently evacuating international assignees and/or their accompanying dependents in impacted locations? Select all that apply.

	%	Count
Assignees – Mandatory evacuation	16%	13
Assignees – Voluntary evacuation option provided	44%	35
Accompanying dependents – Mandatory evacuation	13%	10
Accompanying dependents – Voluntary evacuation option provided	43%	34
Certain business-critical or essential assignees required to remain in location	23%	18
No evacuations are taking place	35%	28
Other (describe)	13%	10
Total Responding Companies		80

Other comments indicate organizations are handling situations on a case-by-case basis with some offering flexible options like cross-border remote work or voluntary early returns.

3. Which locations are being impacted by evacuations? Select all that apply.

	%	Count
Bahrain	18%	14
Israel	13%	10
Kuwait	13%	10
Oman	13%	10
Qatar	27%	21
Saudi Arabia	32%	25
United Arab Emirates	66%	51
None of the above	21%	16
Other (describe)	13%	10
Total Responding Companies		77

Other countries noted are Egypt, Iraq, Jordan, and Lebanon.

4. To where are evacuated assignees/dependents being relocated? Select all that apply.

	%	Count
Home country	84%	48
Another company-approved location	35%	20
Another location of employee's choosing	9%	5
Other (describe)	9%	5
Total Responding Companies		57

Other comments indicate that employees may return to country of passport/nationality.

5. If you have assignees remaining in the following countries, are you paying or considering paying danger pay / temporary premium above your regular hardship premium?

	Currently Paying	Considering	No and not considering	Response Count
Bahrain	5%	27%	68%	22
Israel	10%	19%	71%	21
Kuwait	5%	20%	75%	20
Oman	4%	20%	76%	25
Qatar	10%	37%	53%	30
Saudi Arabia	7%	31%	62%	45
United Arab Emirates	3%	34%	63%	59

6. What is the amount of danger pay / temporary premium (above your regular hardship premium) you're paying or considering paying?

	5% of salary	10%	15%	20%	Flat amount	Other	Response Count
Bahrain	0%	0%	0%	0%	29%	71%	7
Israel	17%	0%	33%	0%	17%	33%	6
Kuwait	0%	0%	0%	20%	40%	40%	5
Oman	0%	20%	20%	0%	20%	40%	5
Qatar	0%	17%	8%	25%	17%	33%	12
Saudi Arabia	13%	6%	13%	13%	19%	38%	16
United Arab Emirates	10%	19%	5%	5%	19%	43%	21

Of those reporting Other, a common theme is that the amount is yet to be determined.

Additional comments from participants on how Mobility programs are addressing the conflict in the Middle East:

Most companies indicate that they're working closely with Security, HR, Travel teams, leadership, and other stakeholders to closely monitor the situation. Companies have prioritized tracking and communicating with employees in impacted locations and are putting plans in place to address things like tax, immigration, and other compliance issues should evacuation be necessary. Many are offering flexible support such as temporary relocation, remote work, and travel/accommodation assistance, while taking a more measured approach to danger pay and mandatory evacuations.

"We're looking to enable assignees to work remotely for a period of time from neighboring countries where the assignee has the right to work there."

"We do have "expats" who are foreign nationals who are localized in the region / impacted countries. They are not on assignment per se. We have not evacuated people yet, but they are free to leave to their home countries if they wish."

"A security taskforce is in place to monitor. We are reviewing tax risk / PE if evacuation is necessary."

"We did not take any action yet regarding evacuation as most of our employees are business-critical. Currently also no requests regarding evacuation."

"Corporate security is monitoring, and Global Mobility will follow the lead of any decisions made by the Security / HSE teams in the region."

"Security is monitoring the situation. We have alerts going out as needed. Slack channels to address broader updates. We are also extending our travel policy past our typical timeline to accommodate those who want to be out of the country for a temp period."

"Short-term: we have offered employees flights out + temp living [for a limited duration]. They can choose their destination. Mid- to long-term plans are under review. Business travel and relocation into the region have been stopped."

"Company is supporting by providing temporary accommodation for assignee and accompanying family members, covering the transportation cost to get out of the region, and covering transportation cost of pets, if applicable. Furthermore, we are preparing for the longer term by reviewing what (if anything) would be needed in terms of immigration and/or tax compliance."

"We are also offering travel support for voluntary evacuations for local national employees in UAE."

Demographics

97 organizations participated in the survey.

Headquarters Region:	%
Asia	11%
Australia/New Zealand	1%
Europe	29%
Middle East/Africa	3%
North America	55%

Top Industries Represented	%
Oil/Gas & Energy Services	20%
Financial & Professional Services	11%
High Tech	10%
Consumer Goods	6%
Aerospace/Defense	5%
Manufacturing & Automotive	7%
Telecommunications	5%
Chemicals	4%
Engineering & Construction	5%
Pharmaceuticals/Life Sciences	6%

Partial list of participating companies:

AON	GE Aerospace	Primark
BAE SYSTEMS	General Motors	Principal Financial Group
Barings	KPI	Roche
Beko Global	Mavenir Systems Inc	RTX
Biogen	Methanex Corporation	Ruijie
BP	Midea	Shell
Chanel	Netflix	Siemens Energy
Chevron Phillips Chemical Company	Nike Inc	ST Engineering
China Telecom Global	Noble Drilling	Standard Chartered Bank
Coinbase	Nokia	Stripe
Colgate-Palmolive Company	OMV Aktiengesellschaft	TDWilliamson
Comcast NBCUniversal	Pacific International Lines	Textron, Inc.
ConocoPhillips	PepsiCo	Unity Technologies
CSL	Pfizer Inc	Valaris
Databricks	Plaza Premium Group	Wells Fargo
Ford Motor Company	PMI	