

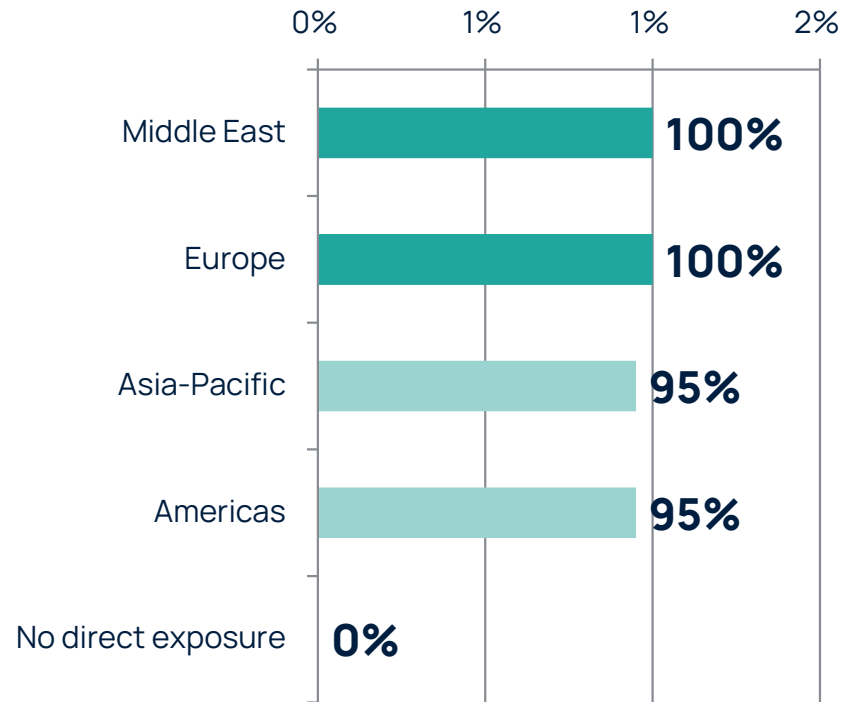
# 2026 Iran Conflict Member Survey

SURVEY RESULTS | APRIL-MAY 2026

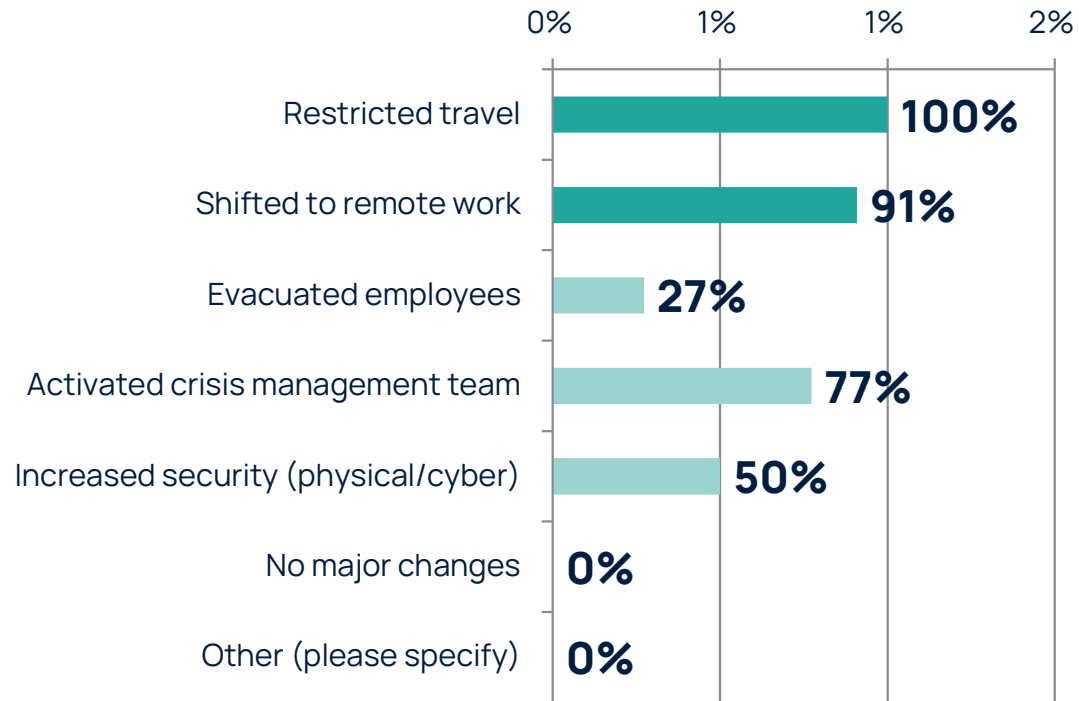
*22 Responses*



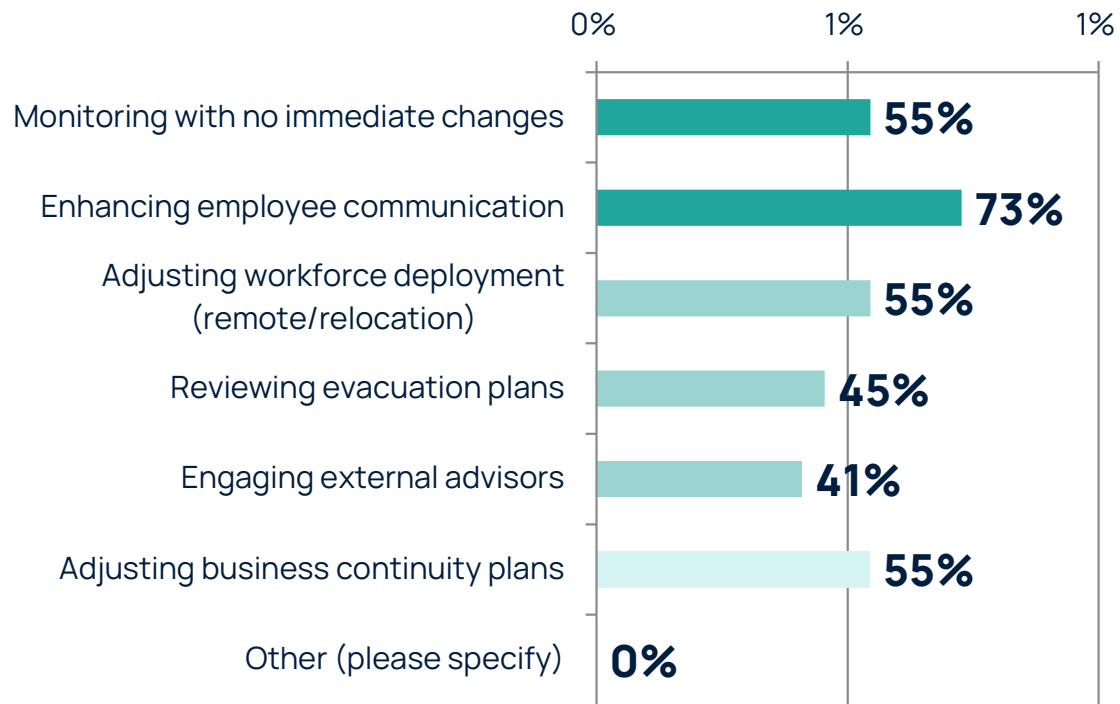
## Where does your organization currently have employees or operations? (Select all that apply.)



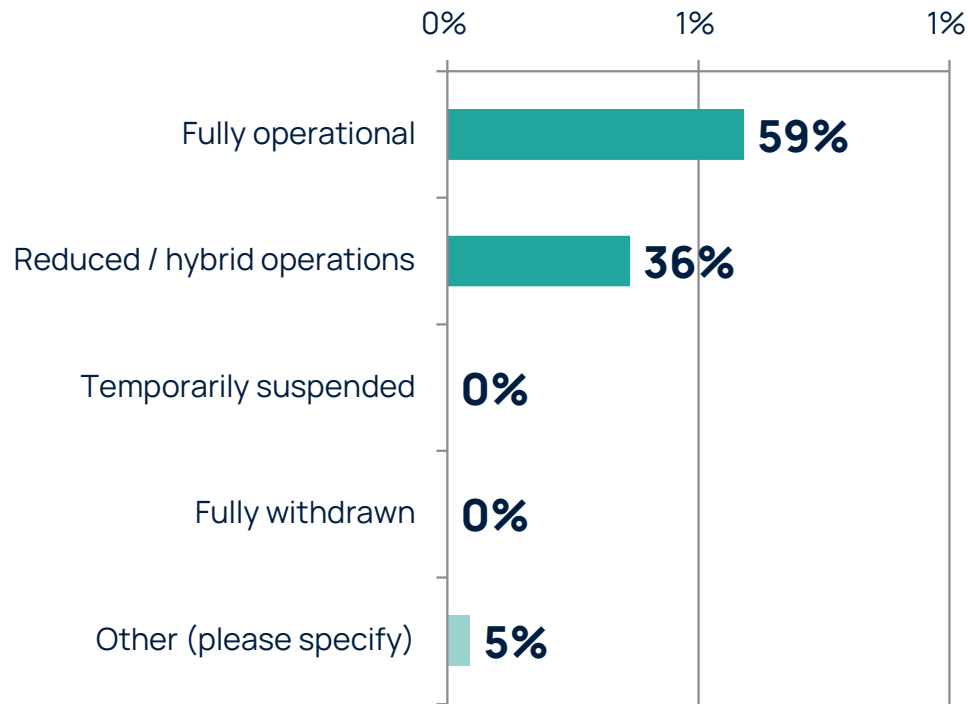
## Which actions has your organization already taken? (Select all that apply.)



## What are you doing now to manage workforce risk? (Select all that apply.)



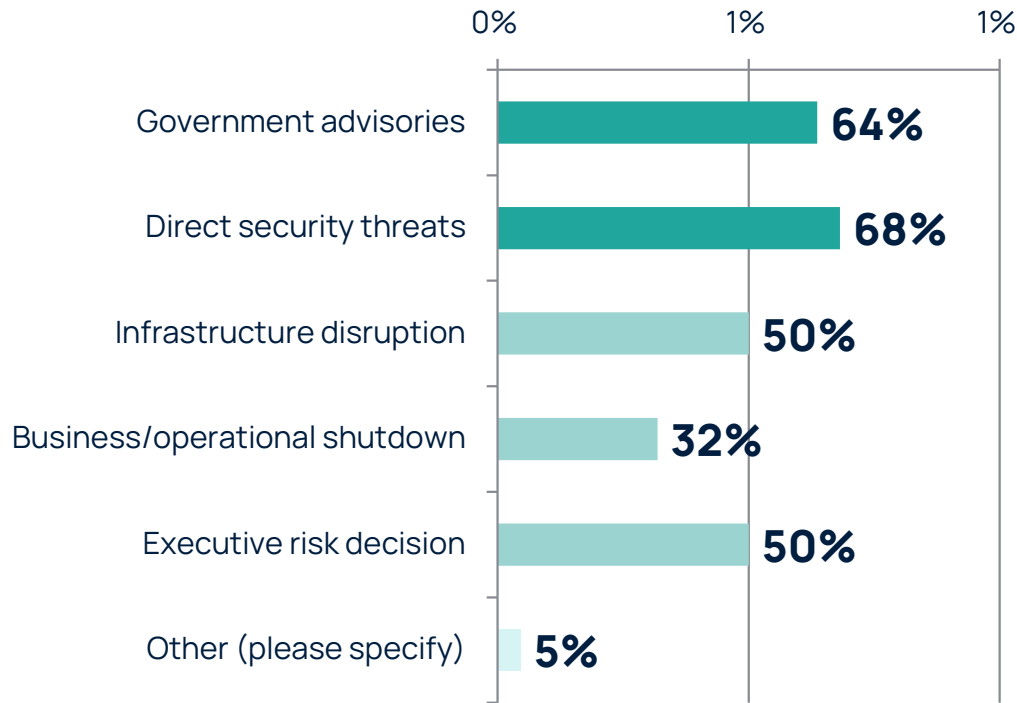
## What is your current operating posture in the Middle East?



“Other” response:

- Middle East Operations in Israel. Manufacturing fully operational; R&D hybrid and remote.

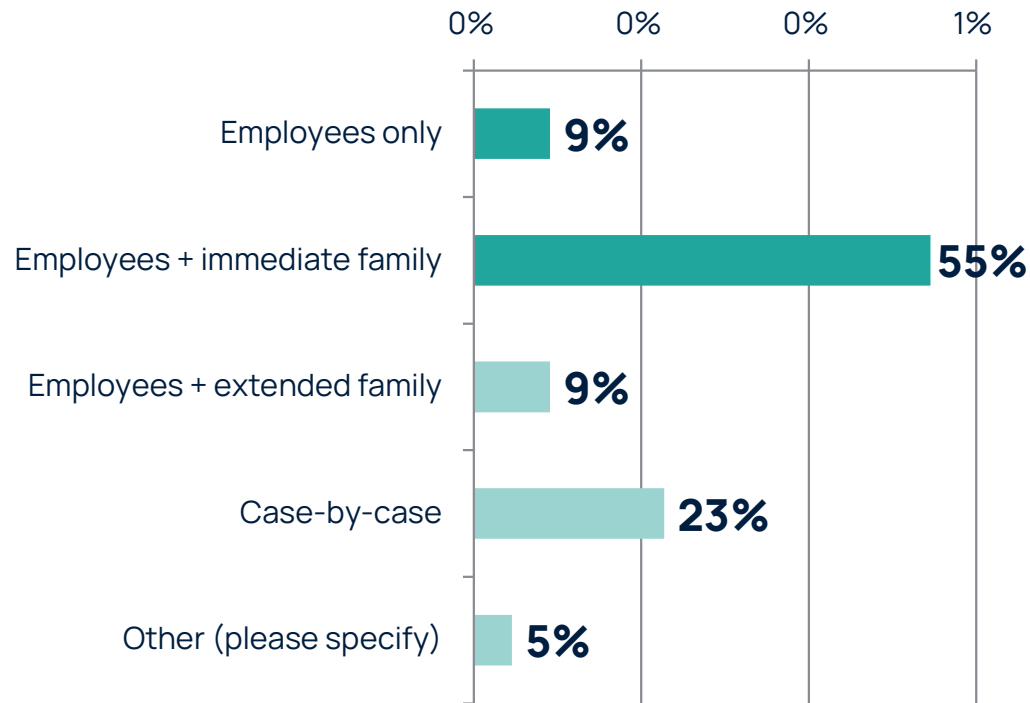
## What are your primary trigger points for evacuation? (Select up to 2.)



“Other” response:

- We are not supporting company evacuations.

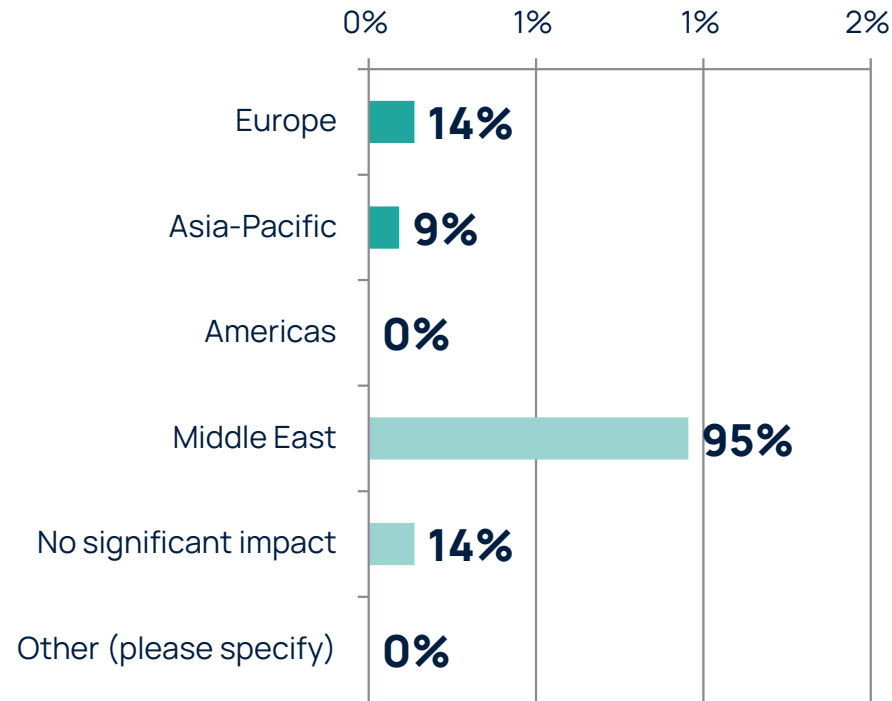
## How far does your duty of care extend?



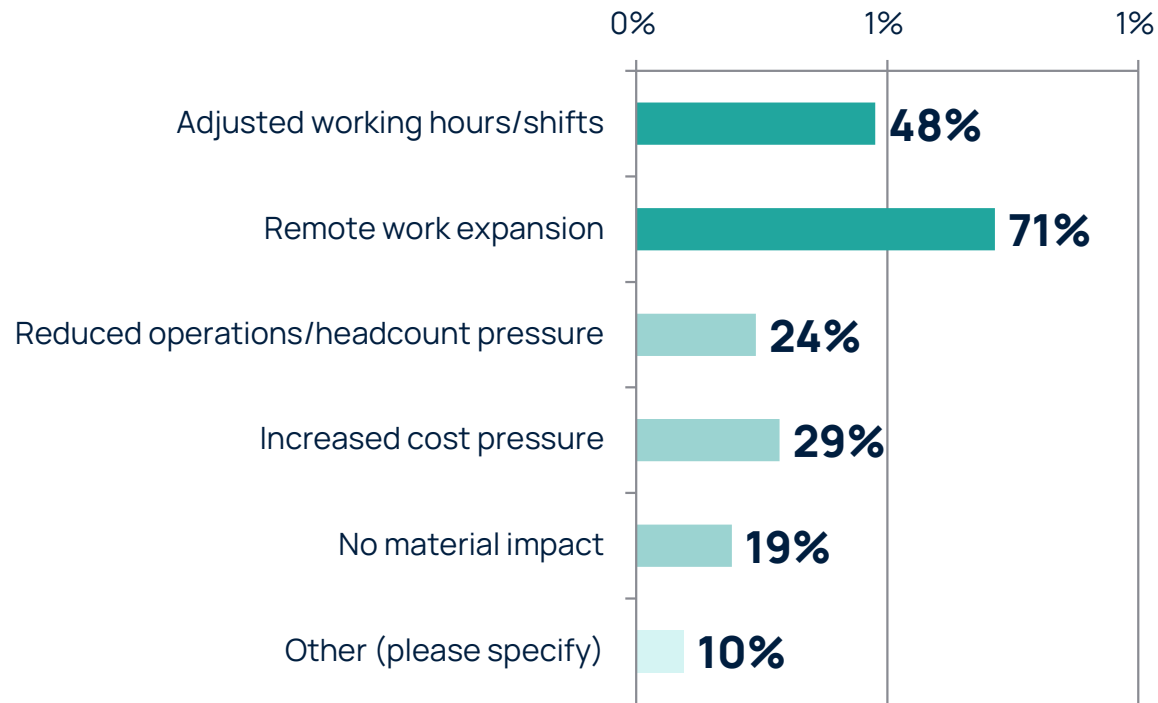
“Other” response:

- Mixed based on type of contract (expat vs. local)

## Which regions are most impacted operationally? (Select up to 2.)



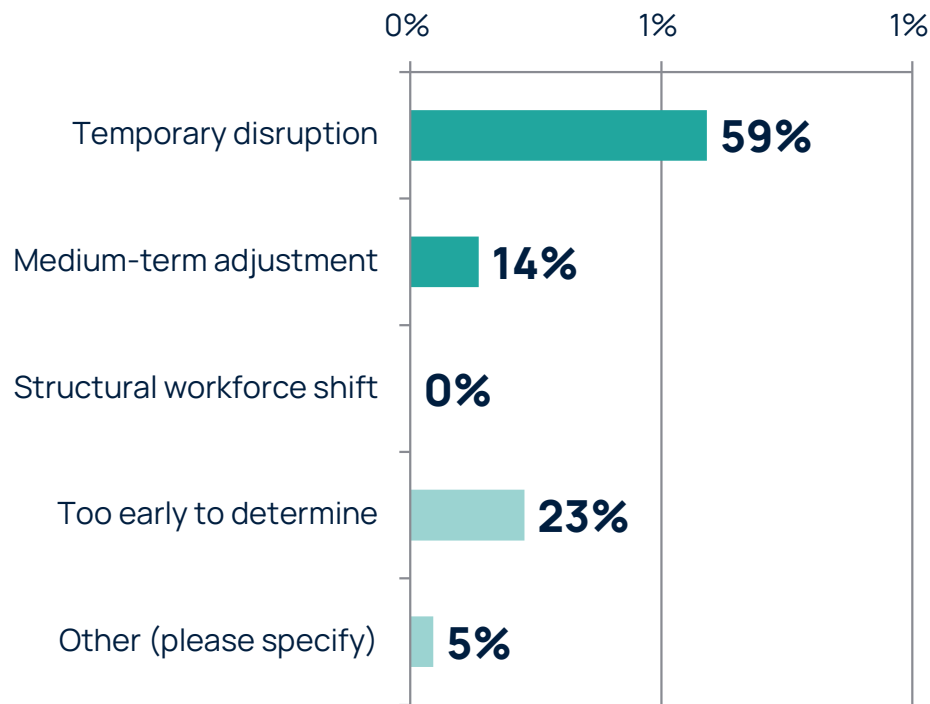
## How are disruptions affecting your workforce? (Select all that apply.)



“Other” responses:

- Increased pressure from customers for guaranteed continuity
- Accelerated dual sourcing and derisking operations out of Israel

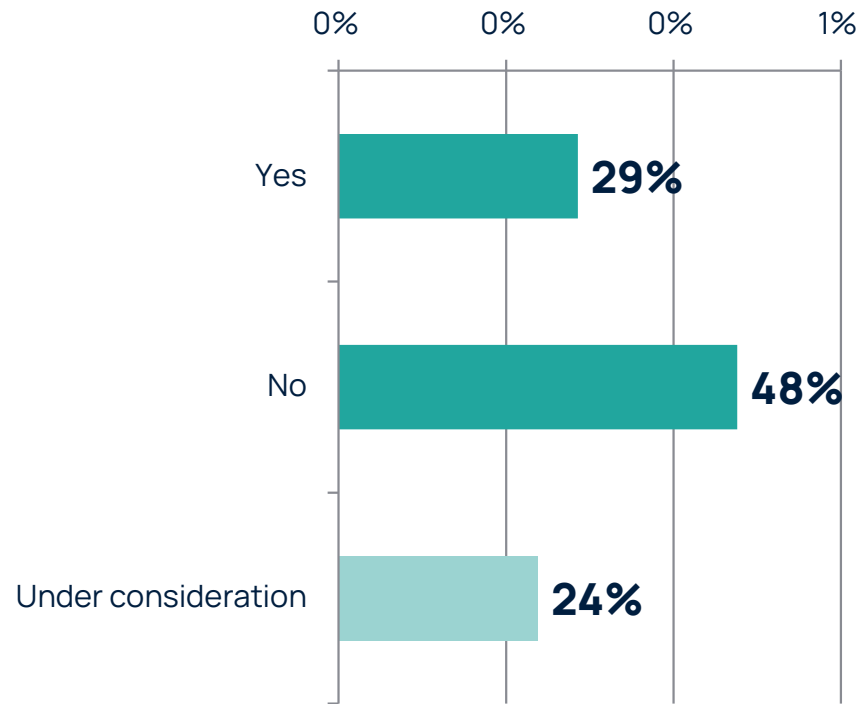
## Are you treating this as temporary or structural?



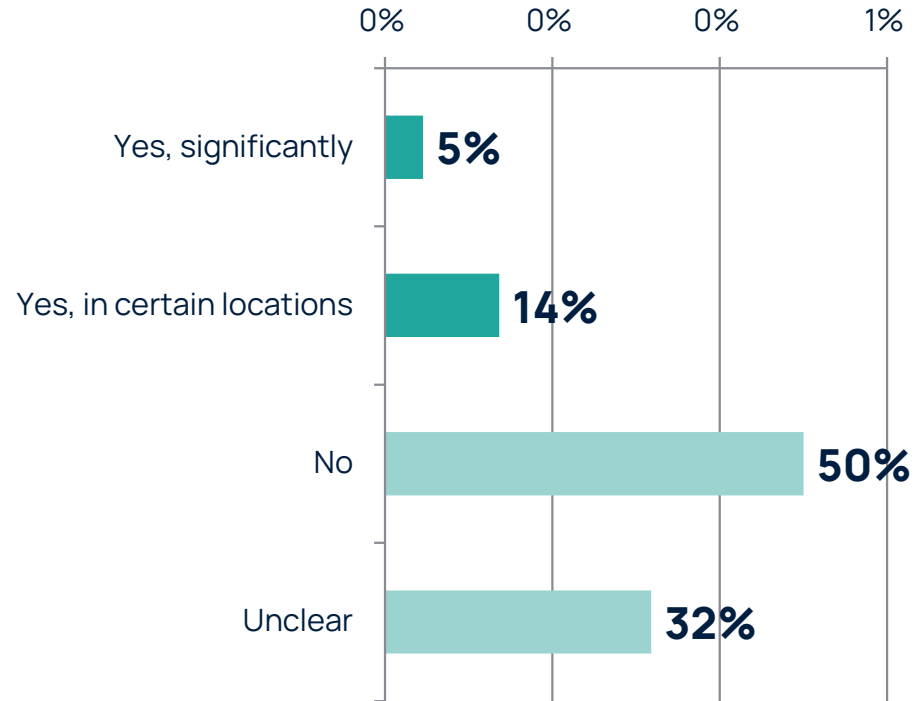
“Other” response:

- We have been derisking our operations in Israel since 2023.

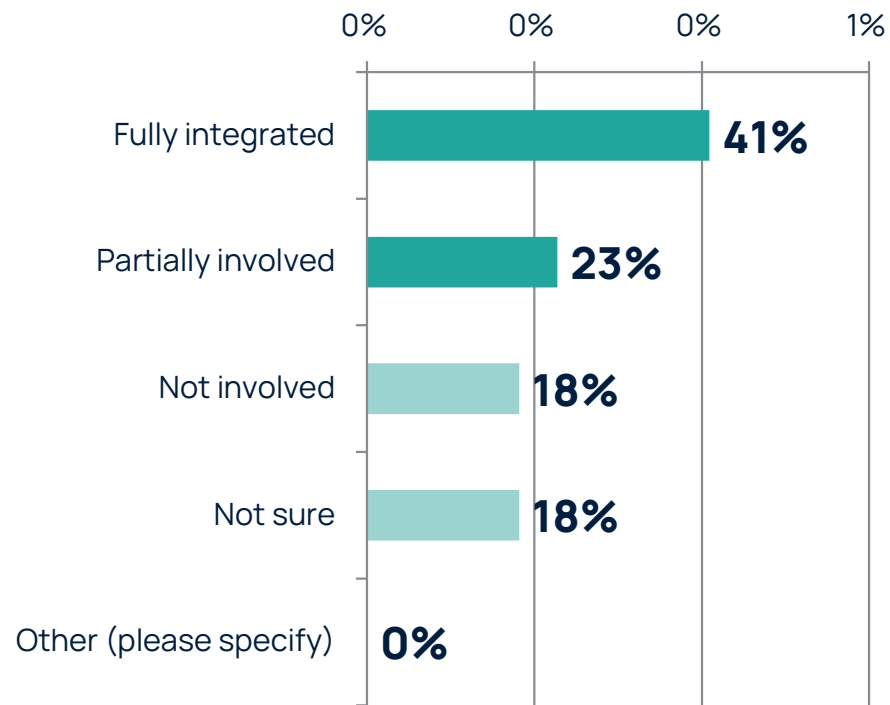
## Are you adjusting security protocols based on company nationality?



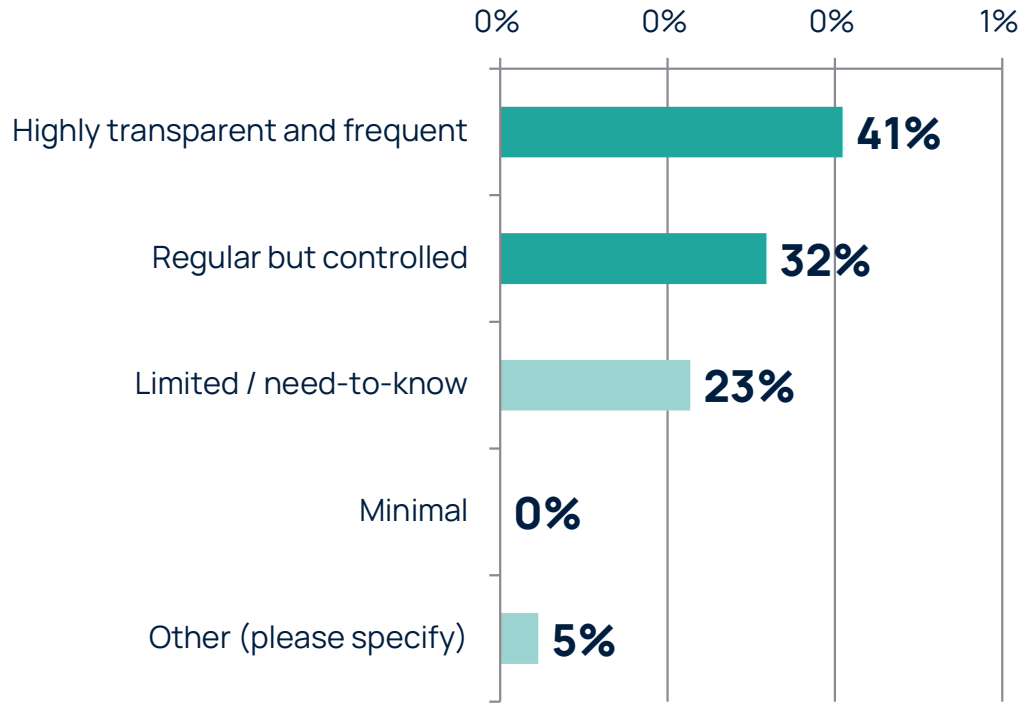
## Are your employees or executives facing elevated risk because they work for a U.S. company?



## Is HR integrated into cyber incident response?



## How would you describe your communication approach?



“Other” response:

- C-suite weekly; rest limited/ need to know

## What is your biggest concern right now, if any?



- Reoccurrence of threats, further disruption and the unknown
- Keeping employees safe
- Current status quo continuing for a long period, leading to difficulty in clear planning and decision making across a number of HR/legal/tax/compliance issues
- Business planning in short/medium terms and employee safety actions should be initiated if any trigger point is activated.
- Potential travel restrictions due to jet fuel shortages, mainly in Europe and APAC
- Evacuation of employees and families in case of an increased risk
- Employee casualties from targeting of critical energy and manufacturing infrastructure in the Gulf states



## What is your biggest concern right now, if any?



- Decision fatigue from local leaders who have been empowered with stop work authority; safety and quality concerns from employee distractions
- No end in sight
- Facilities being hit by accidental strikes
- Immediate safety of employees. Potential for disparate approaches to evacuations if security situation deteriorates.
- The lack of clarity on a “concluding event”
- Safety

