



The Weekly Business Briefing
Fonctional Note - 27 March 2026

Contents

Edito 1

Virtual Webinar between Dubai Chambers x MOHRE x GDRFA 2

Human Resources 3

Marketing, Communication and Media 5

Key UAE News of the Week 6

Edito

As we reach the one-month mark of the current geopolitical situation, we would first like to acknowledge once again the remarkable unity and resilience that continue to characterize our business community.

Throughout this period of uncertainty, our ecosystem has shown adaptability, and an unwavering commitment to collective support.

At CCI France UAE, we remain in close and continuous contact with our members and local authorities, ensuring that on-the-ground needs are effectively conveyed and actively contributing to the critical dialogue established with key stakeholders, including Dubai Chambers. Through this engagement, we relay the concerns and recommendations of our business community to help adapt the business environment to this unprecedented situation.

Besides, our sectoral and functional committees continue their regular exchanges, providing essential platforms for insight sharing, coordination, and mutual support.

We would also like to draw your attention to an upcoming webinar next Monday hosted by the Dubai Chamber, in collaboration with the General Directorate of Residency and Foreigners Affairs (GDRFA) and the Ministry of Human Resources and Emiratisation (MOHRE), providing an open platform for Businesses to raise questions and receive more information directly from the relevant government entities. We strongly encourage you to participate informed dialogue remains one of the most effective tools we have to navigate this environment with clarity. More details and registration below.

To further support business activity, we have launched “LE business Bridge” a dedicated platform enabling companies to publish their services and/or special offers. All submissions will be featured on our website to give them additional visibility within the community. By amplifying members’ initiatives and encouraging local engagement, we aim to strengthen business continuity and reinforce the collective resilience of our network. [Know more about it here.](#)

We warmly thank Thibaut Paillard POLARIS CFO ADVISORY, who presented “Managing Cash During Crisis” to our members this week. You will find his valuable contribution [in this link the full study.](#)

To conclude this editorial, we would like to echo the thoughtful words of H.E. Sultan Ahmed Al Jaber, Minister of Industry and Advanced Technology and Managing Director & Group CEO of ADNOC:

“Pressure does not build character, it reveals it.”

Thank you for your continued trust in CCI France UAE.

CCI France UAE Team

Friday 27 March 2026

Virtual Webinar between Dubai Chambers x MOHRE x GDRFA

Dubai Chambers is pleased to co-host this **virtual workshop** in collaboration with the **General Directorate of Residency and Foreigners Affairs (GDRFA)** and the **Ministry of Human Resources and Emiratisation (MOHRE)**.

This session aims to bring together key government stakeholders and members of the business community to discuss the **Latest updates on workforce related topics during the current geopolitical situation**. It will provide an open platform for Businesses to raise questions and receive more information directly from the relevant government entities.

Webinar Details:

Date: Monday, 30 March 2026, 1:00 p.m.

Venue: Webinar Link **Webinar Language:** English

[Registration Link](#)

Human Resources

The elements below reflect feedback from some of our HR community collected during the digital Working Group meeting on Thursday, March 26.

Workforce Visibility and Tracking

- High adoption of employee tracking mechanisms, including:
 - mandatory declaration of travel (business, personal, remote work)
 - tracking of employees and, in some cases, dependents abroad
- Use of:
 - activity-level monitoring (low/medium/high) to guide workforce decisions
 - weekly surveys and check-ins to anticipate mobility or risk exposure

Employee Mobility and Evacuation Requests

- Evacuation remains limited and is not the dominant approach among participants:
 - Most organizations have established evacuation plans, but there is currently no intention or requirement to activate them.
 - many operate with local or non-mobile populations
- A very small number of companies are adopting proactive de-risking strategies, encouraging employees to relocate where this is compliant with their role and allowing them to work remotely on a temporary basis.
- Mobility remains voluntary and primarily relevant for expatriate populations or specific roles.
- Key constraints: visa limitations, restricted exit routes in certain geographies and employee willingness (majority choosing to stay).

Remote Work From Abroad

Friday 27 March 2026

- General alignment around short-term limits (≈10 working days / 2 weeks) with:
 - formal approval processes
 - extensions managed case-by-case
- Some organizations (i.e. banking sector) adopting more flexible approaches (30–90 days), depending on:
 - internal tools assessing tax implications
 - risk appetite
- Increasing use of structural mitigation approaches:
 - temporarily linking employees to another group entity or office location
 - treating presence abroad as a temporary assignment or secondary location
- Hybrid models widely used:
 - remote work abroad + leave
 - transition to unpaid leave if extended
- Growing reliance on advisory support to assess:
 - country-specific thresholds
 - corporate tax exposure
- No large-scale evacuation has been triggered; several companies are shifting toward proactive risk mitigation and preparedness.

Workplace Strategy (Return to Office)

- Unless there are official closures (ie DAFZA...) or full remote working request, offices remain open on a voluntary basis, with:
 - gradual return of employees where comfort allows
 - very low to moderate physical attendance in most cases
- Flexibility is maintained:
 - employees choose between home, office, or alternative locations
 - some companies provide alternative office sites perceived as safer
- Decisions often linked to:
 - school reopening
 - security perception
 - infrastructure stability (weather, transport, building readiness in case of active alerts)

HR Policies for Prolonged Disruption

- Transition toward structured workforce management, including:
 - clearing annual leave and comp-off balances
 - use of unpaid leave where needed
- Workforce segmentation is increasingly critical:
 - essential vs non-essential roles
 - operational vs remote-capable roles
- Policies adapted based on:
 - activity levels

- operational requirements
- Early reflections emerging on:
 - compensation adjustments (expat benefits, allowances)
 - recruitment slowdown or postponement

Legal & Compliance Considerations

- Legal and tax considerations are becoming key decision drivers
- Increased reliance on external advisors (e.g., Vialto) for:
 - permanent establishment risk assessment
 - country-by-country analysis
- Key risks:
 - corporate tax exposure linked to employee presence abroad
 - data residency and cybersecurity constraints
 - insurance limitations (e.g., travel into high-risk zones)
- Important clarification:
 - employee waivers do not remove employer liability
- Emerging mitigation strategies:
 - case-by-case approvals beyond thresholds
 - escalation to senior leadership
 - linking employees to alternate entities/locations

Marketing, Communication and Media

The elements below reflect feedback from some of our MarComEvents community collected during the digital Working Group meeting on Thursday, March 26.

Internal Communication

Internal communication is mainly managed by HR / top management with the Communication Department, supported by crisis committees and security advisors in certain companies.

The main priority for most companies is to inform teams, reassure employees and maintain cohesion and morale as well as the mental and physical wellbeing of teams.

Several initiatives have been implemented to strengthen connections with teams, among them:

- Weekly townhalls for MENA employees
- Daily COMEX meetings
- Support program (EIP) activated specifically for the crisis.
- Appointment of warden officers across Dubai, organized by the geographic areas where employees live, to enable faster communication and response in case of incidents or the activation of evacuation plans.

- Virtual Daily Coffee” sessions between managers and employees. These informal discussions allow managers to better understand the mindset and well-being of their teams, rather than focusing solely on work-related topics.

External Communication

Many companies have adapted their external communication due to the crisis, adopting a cautious and measured approach.

Several communication activities were suspended during the first weeks of March, or marketing activities kept to an absolute minimum:

- Collaborations with influencers and marketing events remain suspended.
- Sales promoters in-store are maintained by some FMCG companies.
- No direct public communication regarding the situation, with most companies choosing a position of neutrality and discretion.

However, there has been a gradual resumption of external communication. In some cases, communication has been reoriented towards positive or community-focused messages, highlighting:

- Company achievements
- Useful and informative content
- Project progress update
- Support for teams on the ground
- Assistance with local communities and solidarity initiatives (e.g. campaigns supporting local heroes)
- Promotional campaigns for Hospitality sector

Several participants highlighted a very targeted approach (one-to-one) toward partners, suppliers, distributors and clients.

Even with this gradual return, brands remain very careful to avoid inappropriate or overly promotional messaging. Some companies have also resumed marketing campaigns and are exploring strategies adapted to the current context. The issue of maintaining a minimum media presence was also raised: staying visible is considered important to preserve brand awareness and maintain a top-of-mind presence.

Events

- For most companies, the situation is reassessed every two weeks.
- Several participants also highlighted the importance of human interaction and networking, particularly through in-person meetings with clients and partners, as well as direct exchanges to maintain professional relationships.

Key UAE News of the Week

UAE Introduces Up to 50% R&D Tax Credit to Boost Innovation

The United Arab Emirates has launched a new tax incentive allowing businesses to claim up to 50% tax credit on qualifying research and development (R&D) expenses, capped at AED 5 million. Designed as part of the country's corporate tax framework, the scheme aims to encourage private-sector innovation, attract global investment, and strengthen long-term economic growth. The programme is non-refundable in its first phase and will serve as a testing ground for future improvements, potentially including broader eligibility and refundable credits, while aligning with international tax standards.

Source : Varghese, J. (2026, March 18). UAE rolls out up to 50% tax credit for businesses. Gulf News. <https://gulfnews.com/business/tax-news/uae-rolls-out-up-to-50-tax-credit-for-businesses-1.500479086>

UAE Central Bank steps in with liquidity support amid regional tensions:

In a statement dated March 17, the UAE Central Bank announced a proactive resilience package to support the banking sector as regional tensions rise. The measures grant bank access to up to 30% of their cash reserve requirements and provide liquidity facilities in UAE dirham and U.S dollars to preserve lending and market confidence. The Central Bank noted that UAE banks currently hold nearly \$250 billion in liquidity highlighting the country's preventive approach to financial stability. The UAE Central Bank stressed that the UAE banking system remains resilient with no material stress on payment systems. Measures include temporary relief on capital buffers, giving banks flexibility to maintain lending despite market volatility.

Source : Maccioni, F and Al Sayegh, (2026, March 18). UAE central bank support packages lifts lenders shaken by Iran war. Reuters. <https://www.reuters.com/world/middle-east/uae-central-bank-launches-resilience-package-amid-iran-crisis-2026-03-17/>

UAE Secures Food Supply Routes Amid Hormuz Threats

Rising risks in the Strait of Hormuz have exposed the Gulf's heavy dependence on maritime food imports, especially grains and basic commodities. In response, the UAE has shifted from planning to action by redirecting shipments toward east coast ports such as Fujairah and Khor Fakkan, located outside the strait. These hubs are becoming critical alternatives to maintain supply flows and avoid disruptions. Authorities are also focusing on faster logistics, stock management, and route diversification to ensure continuous replenishment. The strategy highlights the urgency of strengthening resilience as regional instability increasingly threatens food security systems.

Source: Voice of Emirates. (2026, March 22). *Food security in the Gulf after the threats to the Strait of Hormuz: How is the UAE moving to secure supplies?*

<https://www.voiceofemirates.com/en/politics/2026/03/22/exclusive-report-food-security-in-the-gulf-after-the-threats-to-the-strait-of-hormuz-how-is-the-uae-moving-to-secure-supplies/>

Dubai Property Demand Holds Firm as Developers Offer Incentives

Dubai's real estate market is stabilising as developers introduce flexible payment plans, fee waivers, and buyer-friendly incentives instead of lowering prices. Despite growing caution linked to global uncertainty, demand remains solid, with billions in transactions still recorded and strong activity in both mid-range and luxury segments. Buyers are taking more time and seeking reassurance, but long-term confidence in the UAE's economy persists. Developers are prioritising affordability and return on investment, while structural strengths—such as population growth and infrastructure expansion—continue to support the market's resilience and sustained investor interest.

Source : Gulf News. (2026, March). Developers sweeten deals, keeping Dubai property demand steady. Gulf News.

<https://gulfnews.com/business/property/developers-sweeten-deals-keeping-dubai-property-demand-steady-1.500479783>