**The role of HR during the conflict in Ukraine**

The following checklist will assist you in supporting employees of the organisation who are affected by the conflict in Ukraine.

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| **Employers may consider taking the following steps to support employees affected by the conflict in Ukraine** | |
|  | **Identify those who may need help**  This will not necessarily be limited to Ukrainian/Russian nationals; employees of all nationalities may have family/friends in Ukraine. Russian employees may fear reprisals. Those with no direct connection may be concerned about how events may progress internationally. Send a company-wide message to all employees offering support and reminding them of how to access it via the workplace. |
|  | **Make specific contact with any employees located in Ukraine/Russia**  If you have employees located in Ukraine/Russia, make specific contact with them and ensure communication remains regular. Identify any support you can offer them; it’s important to remember your duty of care extends to all of your employees, no matter where they are located. |
|  | **Prepare managers to be able to have conversations with employees** Employees may approach managers at any point with their concerns. |
|  | **Utilise your mental health first aiders**  Those in your organisation who have been trained to offer initial assistance should be available to employees. |
|  | **Talk to employees who ask for support to understand their individual situation**  The events will mean different things for different people so it’s necessary to understand individual needs. |
|  | **Signpost expert help**  Employers who offer an Employee Assistance Programme should remind employees of how to access it. Other external services may also be able to help, for example, mental health charities. |
|  | **Reinforce zero tolerance of bullying and harassment**  Employees should be reminded that you do not tolerate any form of bullying and harassment and instances will be dealt with accordingly. |
|  | **Adjust normal rules to offer flexibility**  This may include relaxing rules to allow employees to keep mobile phones in sight to avoid missing communication or allowing employees to take/make personal calls to family in affected regions during the working day. |
|  | **Adjust working patterns to offer flexibility**  Employees may wish to take longer lunch breaks, more regular breaks or adjust start/finish times so that they can keep in touch with family/friends in Ukraine. |
|  | **Consider arranging practical ways employees can help**  Employees may wish to donate money, or clothing/other provisions to charities who are able to directly pass on donations. Create a focus group where ideas can be shared and decisions can be made. |
|  | **Make yourself aware of the statutory or contractual rights available in associated circumstances**  This could be annual leave, sick pay, bereavement leave, parental bereavement leave etc |