

Welcome Message and Consent form
AL-SSALAMU ALIAKOM (Hello)

Professor Ahmed Khalifa, the lead principal investigator (LPI) (College of Business and Economics - QU) would like to invite you to participate in a research study because you are a resident in Qatar. Please read it carefully.

1. Project Title: **Developing Effective Policies for Talent Retention to Sustain Qatar's Prosperity**
2. The purpose of this questionnaire is to understand the perspectives of university faculty regarding academic talent retention, research conditions, student pathways and institutional challenges within Qatar's higher education sector. By gathering insights on factors that influence both faculty and top graduates to remain in or leave Qatar, this survey aims to inform strategies that enhance the competitiveness, research capacity and long-term stability of academic institutions in Qatar.
3. There is no possible risks and harms to the Questionnaire.
4. The outcome of the study is to develop effective policies to retain talents in Qatar.
5. No risk or harm as it is online survey, you can fill it whenever you have time through the online link sent to the emails or to the telephone.
6. The questionnaire will not take more than 10 minutes of your time. It will be through online link and can be opened and filled on the PC or the cell phone
7. There is no compensation or benefit of the participation in this survey or the study.
8. Participation is voluntary and that he/she is free to withdraw at any time without giving a reason.
9. Neither videos nor audio is used for the survey.
10. The conclusion of the results will be available in the final technical report of the study without recording any names or telephone number or emails of the participants.
11. *Confidentiality:*
 - The study will keep your records private and confidential.
 - The stored data will be on a protected in an institutional computer.
 - The data are confidential and QU-IRB once it is approved (On process).
 - The lead principal investigator (LPI) is managing the survey and the codes by himself and use anonymous or coded responses to ensure that individual participants cannot be identified.
 - The LPI will store the data in an institutional computer in a secure location that is only accessible by himself and the IT member of the research team.
 - The project is using password protection to ensure that data is not accessed by anyone.
 - After five years, the LPI dispose of data securely once the study is complete, such as by permanently deleting electronic confidential data.
 - The LPI and the team members review and comply with Qatar laws, regulations, or ethical guidelines related to data confidentiality in our field of research.
12. *Contact Person:* If you have any further questions you might have regarding this study. Professor Ahmed Khalifa (College of Business and Economics, Qatar University)
Email: aliabdelkh@qu.edu.qa
Telephone: 4403-6498
By clicking on the below (I agree), you agree to participate in the survey

I Agree

Socio-Demographics

We would like to begin by asking you some questions about your background.

1. What is your nationality?
[Dropdown list of nationalities]
2. What is your gender?
[Male, Female]
3. What is your academic rank?
[Teaching Assistant, Lecturer, Assistant Professor, Associate Professor, Professor, Researcher, Other (specify)]
4. Which institution do you work in?
[Qatar University, Qatar Foundation, UDST, Private University, Research Institute, Other (specify)]
5. How many years of academic experience you have in Qatar?
[<3 years, 3–7 years, 8–15 years, 15+ years]
6. What is your main field of teaching or research?
[STEM, Medicine/Health, Business, Social Sciences, Humanities, Education, Other (specify)]

Talent Retention in Qatar

7. Approximately what proportion of your top graduates (e.g. highest performing students) do you estimate pursue careers or further studies abroad rather than in Qatar?
[Very few: less than 10%, Some: about 10%–30%, Many: about 30%–50%, Most: more than 50%, Not sure]
8. In your view, what are the main reasons that top graduates or young researchers leave Qatar? Select up to 2)
[Access to more advanced research facilities or academic programs abroad, Better career opportunities or jobs in their field outside Qatar, Significantly higher salaries or research funding available abroad, Desire for a different lifestyle or cultural experience outside Qatar, Limited career progression or innovation opportunities in Qatar's R&D sector, No long-term prospects for non-Qatari graduates (e.g. can't obtain permanent residency in Qatar), Other: (please specify)]

9. (Please rate your agreement from 1-5, with statements on Qatar's academic/research environment (1 = Strongly Disagree; 5 = Strongly Agree):
- The research facilities and funding in Qatar are sufficient to attract and retain top researchers and faculty.
- There are strong opportunities for collaboration with international researchers or institutions while working in Qatar.
- Academic staff have clear career advancement pathways (e.g. promotion, tenure) in Qatar comparable to other countries.
- The academic culture and freedom in Qatar are conducive to a long-term research career.
- The Qatarization policy does not adversely affect the retention of non-Qatari faculty and researchers in our institution.
10. Which of the following would be most effective in retaining top academic talent (faculty or researchers) in Qatar?
- [Increase research funding and grants available locally for projects and innovation, Provide clearer career progression/tenure pathways at universities and research institutes, Offer competitive salaries and benefits on par with leading global institutions, Strengthen international collaboration and exchange programs for researchers, Offer long-term residency or citizenship incentives for distinguished foreign academics, Other: (please specify)]
11. What is one suggestion you have to improve the retention of talented graduates or researchers in Qatar's universities and research sector? (You may highlight a policy change, program, or any initiative you find important)
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12. How important do you think is retaining the talents in Qatar?
- [Not at all important, slightly important, moderately important, very important, extremely important]
13. In your opinion, what are the top factors affecting talent retention in Qatar? (Select up to three factors)
- [Competitive compensation packages, Work-life balance, Career development opportunities, Cultural fit and workplace environment, Job security and stability, Access to family and social support, Government policies and regulations, International mobility opportunities, Lack of long-term residency options, Other (Please specify)]
14. What do you believe is the main reason why skilled talent leaves Qatar?
- [Better career opportunities abroad, Lack of long-term residency or citizenship options, Cultural or social challenges, Inadequate compensation or Benefits, Work-related stress or burnout, Family or personal reasons, Other (Please specify)]
15. To what extent do you feel that the government of Qatar is currently addressing talent retention issues?
- [Very effectively, Effectively, Moderately effectively, Ineffectively, Not at all]
16. How important do you think creating long-term residency options is for improving talent retention in Qatar?
- [Very important, Important, Neutral, Unimportant, Very unimportant]

Talent Retention Factors

17. What are the top reasons that influenced your decision to work in Qatar? (Select up to three)
[Competitive salary and benefits, Career growth opportunities, Work-life balance, Tax-free income, Safe and stable environment, Quality of life and social environment, Availability of professional networks]
18. How satisfied are you with your current job in Qatar?
[Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied]
19. What are the most significant challenges you face in staying long-term in Qatar? (Select up to three)
[Visa and residency policies, Career advancement limitations, High cost of living, Lack of job security, Limited access to long-term residency or citizenship, Cultural adaptation challenges]
20. How would you rate Qatar's competitiveness in attracting and retaining global talent compared to other countries?
[Excellent, Good, Average, Below average, Poor]

Cultural and Social Considerations

21. How important is fostering a multicultural and inclusive environment in Qatar to improve talent retention?
[Very important, Important, Neutral, Unimportant, Very unimportant]
22. Do you think that expatriates in Qatar feel adequately integrated into local society and culture?
[Yes, Somewhat, No, Not sure]
23. What more can be done to integrate expatriates into Qatar's social fabric and retain talent?
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Workplace and Economic Environment

24. How would you rate the career development and training opportunities provided by employers in Qatar?
[Excellent, Good, Average, Poor, Very poor]

25. What factors would encourage you to stay in Qatar for a longer period? (Select up to three)
[Improved career progression opportunities, Access to long-term residency options, Better work-life balance policies, Increased salary and benefits, Stronger professional networks]
26. How supportive is your workplace in promoting diversity and inclusion?
[Very supportive, Somewhat supportive, Neutral, Not supportive]

Government Policies & Opportunities

27. According to you, how effective are Qatar's policies in retaining highly skilled professionals?
[Very effective, Somewhat effective, Neutral, Not effective]
28. What policy changes would enhance Qatar's attractiveness for global talent? (Select up to three)
[Easing visa and residency requirements, Offering long-term residency or citizenship pathways, Improving salary and compensation structures, Expanding education and healthcare benefits for expatriates, Strengthening labor protections and job security]
29. Do you think Qatar's economic diversification efforts (e.g., Qatar National Vision 2030) positively impact talent retention?
[Yes, significantly, Yes, somewhat, No impact, Negative impact]
30. How important is the quality of life (housing, healthcare, education) in your decision to stay in Qatar long-term?
[Very important, Somewhat important, Neutral, Not important]
31. According to you, what might be the potential policies to create an ecosystem for retaining the talents in Qatar?

Policy Solutions

32. Which of the following policy measures would you consider most effective in retaining skilled talent in Qatar? (Select up to three)
[Offering permanent residency or citizenship options, Competitive salaries and bonus structures, Improved career advancement and development Programs, Expansion of work-life balance initiatives (e.g., flexible hours, remote working), Strengthening the social and cultural integration of expatriates, Increasing support for families (e.g., education, healthcare, housing), Promoting long-term investment in personal skills development and innovation, Creating more job security or contract stability, Other (Please specify)]

33. How would you rate the importance of improving the work environment in Qatar to retain talent?
[Extremely important, Very important, Somewhat important, Not important, Not at all important]
34. How important is offering specialized training and development programs for professionals in retaining talent in Qatar?
[Very important, Important, Neutral, Unimportant, Very unimportant]
35. Should Qatar focus more on building strong public-private partnerships to enhance talent retention?
[Yes, strongly, Yes, somewhat, No opinion, No, not at all]

Future Outlook

36. If given a similar job offer in another country, how likely would you be to leave Qatar?
[Very likely, Somewhat likely, Neutral, Unlikely, Very unlikely]
37. What industries or sectors in Qatar do you believe offer the best opportunities for career growth?
[Energy and Oil & Gas, Finance and Banking, Technology and Innovation, Healthcare, Education and Research, Tourism and Hospitality]
38. Do you think Qatar is successfully positioning itself as a global hub for talent retention?
[Yes, strongly, Yes, somewhat, Neutral, No, improvements are needed, No, it is losing competitiveness]
39. Do you see a future in Qatar for professionals like yourself in the coming 5-10 years?
[Yes, definitely, Yes, with some reservations, Unsure, No, unlikely]
40. What additional incentives or support would you like to see introduced in Qatar to retain skilled talent?

41. What are the main opportunities you believe Qatar has in developing effective talent retention policies?

42. What additional recommendations do you have for improving Qatar's ability to retain global talent?

Conclusion

Thank you for taking the time to complete this survey. Your responses will help improve the understanding of public support and response which will aid in developing effective policies for talent retention to sustain Qatar's prosperity.