

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 capture the perspectives of HR executives regarding organizational retention challenges, employee motivations and the effectiveness of current workplace and government policies. By understanding HR professionals' experiences with turnover, workforce development, and retention initiatives, this survey aims to highlight practical employer-level insights that can inform national strategies to improve talent retention across industries in Qatar.
3. There are no possible risks and harms to the Questionnaire.
4. The outcome of the study is to develop effective policies to retain talent in Qatar.
5. No risk or harm, as it is an online survey, you can fill it whenever you have time through the online link sent to your email or by telephone.
6. The questionnaire will not take more than 10 minutes of your time. It will be through an online link and can be opened and filled on a PC or a cell phone
7. There is no compensation or benefit for participation in this survey or the study.
8. Participation is voluntary, and 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, telephone numbers, or emails of the participants.
11. *Confidentiality:*
 - The study will keep your records private and confidential.
 - The stored data will be on a protected institutional computer.
 - The data are confidential and QU-IRB once it is approved (In process).
 - The lead principal investigator (LPI) is managing the survey and the codes by himself and uses 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 will dispose of data securely once the study is complete, such as by permanently deleting confidential electronic data.
 - The LPI and the team members review and comply with Qatar laws, regulations, and ethical guidelines related to data confidentiality in our field of research.
12. *Contact Person:* If you have any further questions, you might have any 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 the highest level of education you have obtained?
(If you are currently enrolled in school, please select the highest degree that you have obtained to date.)
[Ph.D., Master's, Bachelor's, High School, Elementary school, None]
4. What is your current job position?
[HR Officer, HR Specialist, HR Manager, HR Director, Head of HR, Other (specify)]
5. How many years of HR experience do you have?
[<3 years, 3–7 years, 8–15 years, 15+ years]
6. What industry does your organization belong to?
[Oil & Gas, Finance, Government, Education, Healthcare, Construction, Manufacturing, Technology, Other (specify)]
7. What is your organization's size (number of employees)?
[Less than 50, 51–250, 251–1,000, More than 1,000]

Talent Retention in Qatar

8. In your experience, what are the top reasons that employees leave your organization? (Select up to 2)
[Pursuing a better job opportunity abroad (outside Qatar), Taking a better position at another company within Qatar, Limited career advancement or promotion opportunities here, Inadequate compensation or benefits compared to other opportunities, Work-life balance issues or family/personal reasons, Job security concerns (e.g. project-based contracts ending, uncertainty in the company), Other: (please specify)]

9. Which retention initiatives have been most effective in your organization? (Select all that apply)
[Salary raises and enhanced benefits to stay competitive, Offering training, upskilling, and career development programs, Defining clear career paths and promotion criteria for employees, Employee recognition programs (awards, appreciation for contributions), Improving work-life balance (flexible scheduling, remote work, childcare support), Fostering a strong organizational culture (team cohesion, mentorship, leadership engagement), Other: (please specify)]

10. Rate your agreement with the following statements about retention in your organization from 1-5 (1 = Strongly Disagree; 5 = Strongly Agree):
Our organization has a strong culture of retention – we prioritize keeping our best talent.
The lack of a long-term residency/citizenship option for expat employees makes it difficult to retain some talent long-term.[2]
Employees here have ample opportunities for professional growth within the company.
We collaborate with universities and educational institutions to ensure a pipeline of skilled graduates for recruitment (e.g., internships, partnerships).
Our work-life balance initiatives (hours, leave, flexibility) are sufficient to meet employees' needs and improve retention.

11. In your view, which sector in Qatar experiences the highest turnover or talent loss?
[Government / Public Sector, Private Corporate Sector, Academia / Research Sector, Healthcare Sector, Energy/Oil & Gas Sector, Others (e.g., startups, NGOs), Not sure]

12. From an HR perspective, what is one key action by the government or employers that could significantly improve talent retention in Qatar? (Describe your suggested initiative or change)

13. How important do you think retaining talent in Qatar is?
[Not at all important, slightly important, moderately important, very important, extremely important]

14. 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)]

15. 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)]

16. 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]

17. How important do you think creating long-term residency options is for improving talent retention in Qatar

[Very important, Important, Neutral, Unimportant, Very unimportant]

Cultural and Social Considerations

18. How important is fostering a multicultural and inclusive environment in Qatar to improve talent retention?

[Very important, Important, Neutral, Unimportant, very unimportant]

19. Do you think that expatriates in Qatar feel adequately integrated into local society and culture?

[Yes, Somewhat, No, not sure]

20. What more can be done to integrate expatriates into Qatar's social fabric and retain talent? (Open-ended response)

Workplace and Economic Environment

21. How would you rate the career development and training opportunities provided by employers in Qatar?

[Excellent, Good, Average, Poor, very poor]

22. What factors do you think would encourage employees 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]

23. How supportive is your organization in promoting diversity and inclusion?

[Very supportive, somewhat supportive, Neutral, Not supportive]

Government Policies & Opportunities

24. How effective are Qatar's policies in retaining highly skilled professionals?

[Very effective, somewhat effective, Neutral, not effective]

25. 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 labour protections and job security]
26. 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]
27. 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]
28. According to you, what might be the potential policies to create an ecosystem for retaining talent in Qatar?
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Policy Solutions

29. 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)]
30. 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]
31. How important is offering specialized training and development programs for professionals in retaining talent in Qatar?
[Very important, Important, Neutral, Unimportant, very unimportant]
32. 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

33. According to you, which industries or sectors in Qatar offer the best opportunities for career growth?
[Energy and Oil & Gas, Finance and Banking, Technology and Innovation, Healthcare, Education and Research, Tourism and Hospitality]
34. 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]
35. What additional incentives or support would you like to see introduced in Qatar to retain skilled talent?

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

37. 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 understanding of public support and responses, aiding the development of effective policies to sustain Qatar's prosperity through talent retention.