

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 explore the experiences of startup founders in Qatar related to talent acquisition, retention, ecosystem dynamics, and their own long-term plans as entrepreneurs. By assessing the factors that influence founders commitment to operating in Qatar and the challenges they face in sustaining teams, this survey aims to identify ecosystem improvements and policy interventions that can strengthen Qatar's entrepreneurial environment and support the retention of innovative talent.
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 the highest level of education obtained by you?
[Ph.D., Masters, Bachelors]
4. What is your role in the startup?
[Founder, Co-founder, CEO, Other (specify)]
5. What is the stage of your startup?
[Idea stage, Early-stage (pre-revenue), Growth stage, Scaling stage, Mature / Established]
6. Which industry is your startup?
[Technology / Software, FinTech, Retail / E-commerce, Healthcare, Education, Energy, Creative Industries, Other (specify)]
7. How many employees does your startup currently have?
[1 (solo founder), 2–5, 6–10, 11–20, 21+]
8. How many years have you been operating in Qatar?

Talent Retention in Qatar

9. What was the primary reason you chose to establish your startup in Qatar?
[Access to funding, incubators, or government startup programs in Qatar, Strong market opportunity in Qatar for your product/service, Qatar's business-friendly environment or government incentives for new businesses, Personal/family ties to Qatar (you wanted to build your business here for personal reasons), Qatar's economic stability and infrastructure (good base to grow a company), Other: (please specify)]

10. Have you ever considered relocating your startup (or yourself as founder) to another country?
[No, I have not considered moving the startup out of Qatar, Yes, I considered it in the past but decided to remain in Qatar, Yes, I am currently considering or planning to relocate in the future, Not sure / Possibly in the future, depending on circumstances]
11. If “Yes” to previous question, what factors prompted you to consider moving your startup abroad? (Select all that apply.)
[Difficulty securing sufficient funding or investment in Qatar for scaling up, The small market size in Qatar limiting growth potential, Challenges in hiring or retaining skilled employees locally for your startup, Regulatory or bureaucratic obstacles in running a business in Qatar, Desire to join a more vibrant startup ecosystem abroad (e.g. larger tech hubs), Other: (please specify)]
12. Please rate your agreement from 1-5, with statements about Qatar’s startup ecosystem (1 = Strongly Disagree; 5 = Strongly Agree):
Qatar offers sufficient funding and investment opportunities (venture capital, grants) for startups to grow.
It is easy to attract and retain skilled employees for a startup in Qatar.
Government regulations and processes make it straightforward to operate a startup in Qatar (easy business setup, licensing, etc.).
The local market size in Qatar is adequate to sustain and expand my startup.
I feel supported by the local startup community and networks (mentors, accelerators, peer entrepreneurs).
The prospect of long-term visa stability for me and my team influences our commitment to stay in Qatar (e.g. ease of getting renewals or residency).
13. What is the biggest challenge you face in retaining your startup’s team (employees or co-founders) in Qatar?
[Competition from large companies or overseas jobs drawing talent away, Inability to offer competitive salaries compared to larger firms, Limited career growth prospects within a small startup, Uncertainty about the startup’s future stability, causing team members to seek safer jobs, Burnout or work-pressure in startup culture leading to turnover, Visa/residency issues for any foreign team members (difficulty securing long stays), Other: (please specify)]
14. What is one change or addition to Qatar’s entrepreneurial ecosystem or policies that you believe would best help founders like you stay and grow your companies in Qatar? (e.g. specific support, policy, infrastructure you would like to see)
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15. How important do you think is retaining the talents in Qatar?
[not at all important, slightly important, moderately important, very important, extremely important]
16. 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)]

17. 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)]
18. 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]
19. 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

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

23. How would you rate the career development and training opportunities provided by employers in Qatar?
[Excellent, Good, Average, Poor, Very poor]
24. 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]
25. How supportive is your startup in promoting diversity and inclusion?
[Very supportive, Somewhat supportive, Neutral, Not supportive]

Government Policies & Opportunities

26. According to you, how effective are Qatar's policies in retaining highly skilled professionals?
[Very effective, Somewhat effective, Neutral, Not effective]
27. 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]
28. 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]
29. 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]
30. According to you, what might be the potential policies to create an ecosystem for retaining the talents in Qatar?
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Policy Solutions

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

34. According to you, 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

35. Which 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]
36. 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]
37. Do you see a future in Qatar for professionals in the coming 5-10 years?
[Yes, definitely, Yes, with some reservations, Unsure, No, unlikely]
38. What additional incentives or support would you like to see introduced in Qatar to retain skilled talent?

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

40. 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.