



Qatar's workforce is confident, AI-ready and focused on growth

Middle East Workforce Hopes and Fears Survey 2025: Qatar findings



Introduction

Qatar's workforce is largely optimistic about future opportunities. As the country advances its national transformation agenda, employees are moving in step, embracing artificial intelligence (AI) and demonstrating confidence in organisational leadership.

Millennials (those born between 1981 and 1996) account for 68% of the respondents in the Qatar findings of PwC's Middle East Workforce Hopes and Fears Survey 2025, alongside a sizeable Gen Z (those born between 1997 and 2012) cohort 19%, indicating the prominence of early- and mid-career professionals in the labour market.

Educational attainment is high, with 77% of the respondents holding a university degree, compared with 66% across the Middle East. And with 45% of respondents in management or senior executive roles, the sample reflects a workforce with significant responsibility and decision-making influence, well positioned to shape organisational change.



01

A motivated and confident workforce

In Qatar, overall workforce sentiment is positive. 78% of employees in the country report feeling satisfied at work, higher than **global** levels 70%.

This is reinforced by a strong sense of purpose and growth:

70%

say their work contributes to their personal growth.

68%

feel they have found a meaningful career.

59%

believe their work makes a positive difference in the world.

All of these measures exceed global benchmarks, reflecting a workforce that is capable, confident and operating from a position of professional strength.



02

AI is becoming a powerful enabler of better work in Qatar as adoption deepens

Technology is no longer a distant force shaping work in Qatar. AI is already embedded in daily workflows, actively used and delivering visible benefits. Employees report a strong sense of control over how technology affects their work, with 51% expecting a large or very large degree of control over the next three years (compared to 40% globally).

Adoption levels are also high:

69%

have used AI at work in the past year (vs 54% globally).

44%

use generative AI tools weekly or daily (vs 32% globally).

This indicates that AI is now part of everyday workflows rather than experimentation. The growing integration is accompanied by broadly positive sentiment, with more than half of employees feeling excited 54% and curious 51% about AI's impact on their work.

These attitudes are matched by real-world outcomes:

76%

reported productivity gains.

83%

reported improved work quality.

84%

reported enhanced creativity.



Looking ahead, optimism remains strong. Over the next three years, 81% of employees expect AI to improve the quality of their work, while 76% anticipate gains in productivity and creativity, both above global averages. Expectations around pay and job security remain positive but cautious, with 42% believing AI will increase pay and more than half 52% believing AI will increase job security, reinforcing the view of AI as a long-term enabler, rather than immediate disruptor.



This trajectory from confident adoption to tangible benefits, to sustained optimism, reflects a broader environment in which technology adoption is increasingly structured, communicated and purpose-led.

National initiatives such as the Qatar National Artificial Intelligence Strategy and the Third National Development Strategy (NDS3) appear to be inspiring employees to contextualise AI as an enabler of better work. However, at the same time, 29% of respondents report confusion about AI's impact, higher than the global average 21%. This highlights the continued importance of clear leadership guidance and role clarity as AI adoption deepens.

03

Upskilling as a defining feature of good jobs, alongside learning and development and manager support

Skills development is central to how employees in Qatar define 'a good job'. Nearly three-quarters 73% say opportunities to develop transferable skills are very or extremely important.

Adoption levels are also high:

73%

report learning new skills in the past 12 months that are helping their career, higher than the global average.

72%

say they have access to the learning and development resources they need at work, also higher than the global average.

Managerial support also plays a visible role in the development of employees. 62% agree that their manager actively supports them in building new capabilities, a figure closely aligned with the overall Middle East response and above global levels.





Beyond upskilling efforts, team environments in Qatar are generally supportive of growth and experimentation.

62%

say their team treats failures as opportunities to learn.

73%

feel supported when asking for help or advice.

62%

feel safe trying new approaches at work.

These signals point to a culture that encourages learning through collaboration and continuous improvement.

This growing confidence in skills development is reinforced by Qatar's focus on structured upskilling and workforce transformation, including initiatives such as the Erada Programme¹, broader digital transformation efforts and employer-led learning investments. Such initiatives help employees view the evolution of skills as gradual, manageable and well-supported. For leaders, the opportunity now is to convert this momentum into sustained capability-building by saving time for learning, aligning training to evolving role needs and strengthening manager accountability.

04

Strong confidence in leadership, with clarity increasingly critical

Employees in Qatar report strong alignment with organisational strategy and leadership:

79%

say their day-to-day work aligns with their organisations' long-term goals.

77%

say they understand those goals.

72%

express confidence in leadership's ability to deliver on them, all outperforming both Middle East and global benchmarks.

Trust in leadership is similarly strong:

63%

trust their direct manager,

68%

feel able to speak openly with them,

63%

trust top management,

57%

with perceptions of leadership follow-through, also stronger than global results.



At the same time, employees recognise that organisational direction itself will be a source of change. 43% expect changes to long-term goals and objectives to have a large or very large impact on their job over the next three years, broadly in line with the Middle East and slightly above global levels.

Together, these findings suggest that while confidence in leadership and strategy is high, continued, transparent communication will be critical to maintaining stability and trust as organisations evolve alongside Qatar's wider national transformation agenda.

05

High motivation and optimism exist, with a growing focus on stability

Employees in Qatar show consistently high levels of motivation and optimism, reinforcing a generally positive employee experience:

80%

80% say they look forward to going to work.

79%

79% are willing to go above and beyond in their role.

88%

88% feel proud of the work they do.

All three measures meet or exceed regional benchmarks and sit well above global levels. Looking ahead, 75% of employees feel optimistic about the future of their role, outperforming both the Middle East and global averages 66%.



High motivation and optimism exist, with a growing focus on stability



According to survey findings, employee preferences in Qatar are shifting towards stability and internal progression. 84% of respondents have indicated that job security is very or extremely important. Employees are also more likely to seek advancement or improved rewards internally, as 42% expect to ask for a promotion (vs 49% in the Middle East and 32% globally), which is more than those who plan to change employers (28% vs 29% Middle East and 24% globally).

In Qatar, fewer employees expect to ask for a pay raise in the next year (34% vs 46% in the Middle East and 37% globally), which may reflect a perception that rewards and progression are more likely to come through role growth rather than immediate compensation renegotiations.

This optimism exists alongside heightened awareness of external uncertainty. Geopolitical conflict stands out as a notable concern, with 47% of respondents from Qatar expecting it to have a large or very large impact on their job, higher than both the Middle East 44% and global 36% averages.

For Qatar's confident, digitally engaged and ambitious workforce, clear and empathetic leadership communication will be essential to sustaining trust and stability amid continued change. At the same time, AI integration, skills investment and career progression pathways must reinforce one another rather than operate in parallel. Organisations that bring this alignment to life, through clearly defined roles, stronger manager capability and transparent advancement criteria, will sustain workforce confidence and convert today's momentum into long-term capability.



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