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GULF COUNTRY BRIEFS / 01

QATAR

People, economy and working life

A country brief for HR professionals



**Understand the country.
Know the context.**

Country background / People and workforce / Major employers
Business environment / Living and working in Qatar

OCTOBER 2026

START HERE

Understanding Qatar

A useful country brief should help you understand the place before you try to advise the organisations within it. Qatar deserves that attention: its business life cannot be understood from the skyline, its energy wealth or a list of employment rules alone.

This brief brings together the country background, the people who live and work here, the economy, important employers and the everyday realities of doing business. It is written for HR professionals who need an informed introduction to Qatar, whether they are preparing for a client meeting, joining an organisation or supporting colleagues moving to the country.

03 The country at a glance**04** History, government and identity**05** People and the workforce**06** The economy in context**07** Sectors and national direction**08** Major companies**09** Institutions and wider business**10** Doing business in Qatar**11** The employment setting**12** National talent, hiring and pay**13** Living and relocating**14** Culture and the working year**15-16** Sources, data notes and publication information

Read the dates as well as the numbers

The edition is dated 7 October 2026. Figures retain their own reference periods, and strategic targets are distinguished from outcomes. Links in the text lead to the source register. This is a country introduction, not legal, tax or immigration advice.

01 / COUNTRY FUNDAMENTALS

The country at a glance

Small in area, with a concentrated urban centre and an international outlook.

~11,600

square kilometres
rounded land area ^[2]

3.215m

population
December 2025 ^[8]

QAR 3.64

per US dollar
official parity ^[39]

A peninsula with a concentrated centre

Qatar projects into the Arabian Gulf from the Arabian Peninsula. Saudi Arabia is its only land neighbour; Bahrain, Iran and the United Arab Emirates lie across surrounding waters. Doha is the capital and the centre of government, finance and much of the country's commercial life. ^[1]

Doha is not the whole country

West Bay is associated with offices and hotels; Msheireb and the historic centre bring together commercial activity and heritage. Lusail extends the urban area to the north. For a visiting consultant, a Doha address is a starting point, not a reliable description of the employee's daily journey. ^{[2][34]}



Simplified locator. Coastline and place positions are simplified. The land boundary is not delineated.

Capital / language

Doha; Arabic is official and English is widely used. ^[1]

Time

GMT+3 throughout the year; no daylight saving. ^[1]

Climate

Hot desert summers, mild winters and limited rain. ^[1]

Where industrial work happens

Ras Laffan, north of Doha, is the onshore base for processing North Field gas and a major LNG export location. Mesaieed, to the south, combines refining, gas processing, petrochemicals and metals. These are operational environments with transport, site-access and accommodation requirements that differ from an office in the capital. ^[14]

A modern state with a long memory

Energy transformed the economy. It did not erase the country's history or its sense of identity.

Before energy wealth

Pearling, fishing and maritime trade supported coastal communities long before the modern economy. The decline of the natural pearl market brought severe hardship. Oil was first struck at the end of 1939, but the Second World War interrupted development; the economic benefits of exports became visible in the early 1950s. ^[3]

The making of the modern state

The 1868 agreement with Britain recognised Qatar's sovereignty. Sheikh Jassim bin Mohammed Al Thani's leadership from 1878 is central to the national story. Independence was declared on 3 September 1971, ending the 1916 treaty relationship with Britain. National Day is celebrated on 18 December rather than on the independence date. ^{[1][3]}

Institutions today

Qatar is a hereditary constitutional monarchy. Sheikh Tamim bin Hamad Al Thani has been Amir since 2013. The Council of Ministers exercises executive responsibilities; the Shura Council has legislative functions, and courts exercise judicial authority. The Prime Minister and Minister of Foreign Affairs is Sheikh Mohammed bin Abdulrahman Al Thani. ^{[1][4][5]}

A wider international presence

Energy supply, investment, aviation and diplomacy give Qatar a reach beyond its physical size. Mediation remains an explicit part of its international role. In September 2026, the government reaffirmed energy reliability, investment partnerships and economic resilience as priorities. ^[15]

1939

First oil strike

1971

Independence

2008

National Vision

2022

FIFA World Cup

Timeline sources: historical milestones ^[3]; National Vision ^[6]; World Cup and visitor context ^[2].

Why the history still matters

For a newcomer, it is worth appreciating that rapid modernisation and continuity of national identity are not opposing ideas here. A conversation about change can recognise what people want to preserve as well as what they hope to improve. That is a more respectful starting point than treating an international management practice as automatically superior.

Who lives and works in Qatar?

The scale of international labour migration is essential to understanding the country.

2.24m

economically active, 15+
2024 survey table ^[9]

94.3%

non-Qatari share
same 2024 base ^[9]

17.0%

women's share
2024 sex/status table ^[10]

A resident population, not a citizen count

The NPC's reported population at the end of December 2025 was 3,214,609. This is a dated population observation, not a count of Qatari citizens and not a forecast for October 2026. Monthly movements can reflect travel and migration as well as longer-term demographic change. ^[8]

An exceptionally international labour market

The 2024 labour-force tables record about 2.24 million economically active people aged 15 and above, excluding people seeking work for the first time. Non-Qataris account for 94.3% of that population. The figures below use the same table and denominator rather than mixing population and employee statistics. ^[9]

What a headline can hide

Women account for 17.0% of the economically active population in the 2024 sex/status table. This is not the female participation rate: it does not say what proportion of working-age women are employed or looking for work. Nor does a national average describe the gender balance of every profession or organisation. ^[10]

The human perspective

An international workforce is not one uniform 'expatriate' group. Someone recruited into a technical role, a family relocating for a professional appointment and a worker living in employer-arranged accommodation may have very different needs. Language, take-home income, family contact and confidence in a supervisor can matter as much as a formal policy.

WHERE PEOPLE WORK / 2024

Private sector	79.3%
Government departments / firms	11.0%
Domestic employment	7.6%
Mixed and other sectors	2.1%

2024 base above. Government combines departments and companies. Rounded shares. ^[9]

Wealth, diversification and exposure

Qatar's economic strength and its international connections need to be read together.

US\$215.6bn

nominal GDP
2025 ^[11]

US\$72,525

GDP per capita
2025 ^[11]

+2.9%

real GDP growth
2025 ^[11]

The scale of the economy

World Bank country data report GDP of about US\$215.6 billion in 2025, GDP per capita of approximately US\$72,525 and annual real GDP growth of 2.9%. GDP per capita describes economic output per person; it is neither an average salary nor a guide to the standard of living of every resident. ^[11]

Energy remains the foundation

Natural gas, LNG and related industries remain central to Qatar's export economy. QatarEnergy's North Field programme also creates demand for shipping, engineering, maintenance, project services and industrial support. An organisation need not sell energy to be influenced by the energy investment cycle. ^{[13][14]}

Diversification is already visible

Non-hydrocarbon activities represented 65.6% of real GDP in the NPC's Q2 2025 release. Finance, construction, trade and services are therefore part of the current economy, not just future aspirations. This is a dated, pre-disruption benchmark; it should not be presented as a permanent sector share. ^[40]

Wealth is also invested for the future

Established in 2005, Qatar Investment Authority manages state assets with a long-term investment purpose. In September 2026, the government announced Doha Investment to develop QIA's domestic portfolio and strengthen private-sector growth. Sovereign investment and the domestic employment market are connected, but they are not the same thing. ^{[19][15]}

The 2026 picture is different

The NPC's Q2 2026 release reported non-hydrocarbon growth of 2.6%, but a 50.7% decline in hydrocarbon GDP amid regional restrictions on shipping and exports. The positive services figure should not be presented as growth for the whole economy. Travel, project timing and supply-chain assumptions require current checks. ^[12]

Qatar offers substantial institutional and investment capacity, but demand is not evenly distributed. A new project, a delayed contract and a mature service operation can have quite different staffing needs at the same time. Sector and project stage are more informative than a general claim that 'the market is growing'.

Where economic activity takes place

The national direction is broader than energy, even though energy remains a major source of demand.

Energy and industrial production

North Field gas, LNG processing and export infrastructure anchor the industrial economy. Mesaieed adds refining, petrochemicals and metals. For employers, this creates a mix of permanent operating roles, specialist projects and contractor-based work. ^{[13][14]}

Finance, investment and business services

QNB, Qatar Islamic Bank and QIA sit alongside the QFC's financial and professional-services community. The QFC is an onshore business centre with a common-law-based legal environment. Risk, compliance, technology and commercial skills matter alongside traditional financial expertise. ^{[16][19][20][38]}

Aviation, maritime and logistics

Qatar Airways, Nakilat and Milaha connect the country to international passenger, cargo and energy markets. They illustrate why transport in Qatar is more than a local support service: it is also an internationally operating industry. ^{[17][36][37]}

Tourism, hospitality and the visitor economy

Hotels, attractions, events, restaurants and cultural destinations are part of the diversification story. Government announcements in September 2026 included substantial prospective real-estate and hospitality investment. Announced opportunity should not be confused with an operating business or a confirmed recruitment requirement. ^[15]

Education, research and healthcare

Qatar Foundation's Education City brings universities, research institutes and innovation activity into one community. PHCC and HMC are central to the public health system. These sectors need specialist professionals as well as strong administrative and operational teams. ^{[24][25]}

Digital services and entrepreneurship

Ooredoo's telecommunications and digital infrastructure, together with QDB's finance, advisory and enterprise support, form part of the environment for technology-enabled businesses. Skills needs extend to digital products, data, customer operations and business development. ^{[18][23]}

Vision 2030: development in four dimensions

Qatar National Vision 2030 brings together human, social, economic and environmental development. NDS3, covering 2024-2030, turns that direction into priorities for skills, productivity, diversification and the private sector. It is a national strategy, not a guarantee that every announced project will proceed on its original timetable. ^{[6][7]}

North Field expansion objectives: 110 MTPA (East), then 126 MTPA (South), and 142 MTPA (West, published end-2030 target). These are planned LNG capacity stages, not current output or guaranteed commissioning dates. ^[13]

Names that shape the business landscape

A selected guide to important companies, not a league table: revenue, assets and domestic employment are different measures.

Organisation	Business	Why it is useful to know
QatarEnergy	State energy company	North Field development and LNG; a major influence on industry, suppliers and specialist employment. ^{[13][14]}
QNB Group	Banking	QAR 1,391bn total assets at year-end 2025. This is a group balance-sheet figure, not revenue or a Qatar-only measure. ^[16]
Qatar Airways Group	Aviation	QAR 83.75bn revenue and 57,800+ people reported for FY2025/26. The figures cover the group, including its wider operations. ^[17]
Ooredoo Group	Telecoms / digital	QAR 24.6bn revenue in 2025 across its markets. A regional group, not a measure of Qatar telecommunications revenue alone. ^[18]
Industries Qatar	Industrial production	Group interests in petrochemicals, fertiliser and steel, including businesses associated with QAPCO, QAFCO and Qatar Steel. ^[35]
Nakilat	LNG shipping	Energy transportation, LNG carriers, ship repair and maritime services, with an internationally operating fleet. ^[36]
Milaha	Shipping / logistics	Maritime services, transport and integrated logistics; part of the supply-chain environment serving Qatar and the region. ^[37]
Qatar Islamic Bank	Islamic banking	QAR 212.1bn total assets at 30 June 2025. A significant Islamic financial-services business. ^[38]

A useful distinction for HR

A large company's global headcount does not tell you how many people it employs in Qatar. Equally, a company may be commercially important without being the country's largest domestic employer. Establish the relevant business unit and geography before using a company as a pay or talent comparator.

Beyond the company names

Public services, education, research and smaller businesses are part of the country's employment story too.

The public sector is an important employer

Government is more than a regulator or a customer. The 2024 labour-force sector table records 166,013 economically active people in government departments and a further 80,102 in government companies or corporations. These are separate statistical categories, not a single public-sector headcount. ^[9]

A concentration of education and research

Education City is a 12-square-kilometre Qatar Foundation initiative that combines schools, international branch campuses, a homegrown research university, research facilities and cultural institutions. Its programmes span subjects such as medicine, computing, business, international affairs and the arts. The practical value is not only graduate supply: the concentration supports partnerships and specialist communities. ^[24]

Healthcare as a national capability

PHCC health centres and HMC facilities form important parts of Qatar's public healthcare provision. Citizens and residents can apply for a health card, which provides access to subsidised services. For an employer, however, a health card is not the same as a private insurance policy, and employee or dependant cover should be explained accurately. ^[25]

Businesses beyond the national champions

A country brief should not leave the impression that every employer is a state-backed group. QDB supports the local private sector through financial and non-financial programmes, including entrepreneurship, training, mentoring, manufacturing and export support. Its eligibility conditions vary by programme; support is not automatic for every firm. ^[23]

QIA

long-term investment
state investment institution ^[19]

QF

education and research
Education City community ^[24]

QDB

enterprise development
private-sector support ^[23]

Reading an organisation in context

A ministry, a government-owned company, an owner-managed business and an international subsidiary can share a postcode while operating very differently. Ownership, purpose, funding and decision-making authority deserve attention before a consultant makes assumptions about pay, organisational structure or how quickly a proposal can be approved.

How the operating context works

The right country knowledge starts with the right legal entity, business activity and set of rules.

Choose the operating route carefully

A business's legal route matters to its employment arrangements as well as to its commercial activity. Mainland entities, QFC firms and businesses in specialist investment zones should not be treated as if they all share one set of rules. Confirm the licensed activity, employing entity and relevant regulator before making staffing commitments.

[20][26][27]

The Qatar Financial Centre

The QFC permits 100% foreign ownership and full repatriation of profits, with a 10% corporate tax rate on locally sourced profits. Its legal environment is based on common law. The route is subject to permitted activities, licensing and, where relevant, financial regulatory approval; it is not a universal substitute for mainland registration. [20]

Tax: avoid the phrase "tax-free country"

Qatar's general income-tax framework includes a 10% rate on taxable Qatar-sourced income, subject to its rules and exemptions. Salaries, wages and allowances are outside that income-tax charge, but an individual may still have obligations elsewhere. Separate global-minimum-tax rules apply to qualifying large multinational groups, so the standard rate is not the entire corporate tax story. [21][22]

Currency and international packages

The riyal is pegged to the US dollar at QAR 3.64 per US\$1. This gives a stable reference against the dollar, not against every employee's home currency. The value of remittances or a package expressed in sterling, euros or rupees can still change. [39]

Investment announcements are not completed projects

In September 2026, the government announced nearly US\$38.5bn of infrastructure projects planned over five years and US\$22.5bn of expected private real-estate and hospitality investment. These are announced plans and expectations, not realised investment or confirmed jobs. [15]

Country knowledge helps when it is tied to the actual client. Understand who employs the staff, where decisions are made, which business line generates revenue and whether the assignment concerns Qatar operations or an international group. A group annual report is useful background, but its revenue and global headcount are not a substitute for the local workforce position.

The rules behind working life

A short orientation to the general Labour Law, with important boundaries rather than a universal checklist.

Labour Law No. 14 of 2004 is a principal reference for covered private-sector employment. Government staff, specified energy-sector entities and other excluded categories are not automatically covered. The QFC has its own employment framework. Law No. 9 of 2026 also changed exclusions, including part-time and freelance categories. Confirm scope before relying on the baseline below. ^{[26][27]}

Topic	General baseline for covered employees
Ordinary hours	Generally 8 hours a day / 48 a week; during Ramadan, 6 a day / 36 a week. Exceptions apply.
Probation	Up to six months with the same employer; probation notice has separate rules.
Annual leave	After a full year: at least three weeks below five years of service; four weeks at five years or more.
Sick leave	After qualifying service: two weeks on full pay, then four on half pay, with further conditions.
Maternity	50 days on full remuneration after one year of service, subject to statutory conditions.
Notice after probation	Generally one month during the first two years; two months thereafter. ^[29]
End-of-service gratuity	After one year: at least three weeks of last basic wage per year, subject to the applicable provisions.

Baseline source: Labour Law and amendments ^[26]; job-change notice ^[29]. Company policy may be more generous.

A material 2026 update

Law No. 9 of 2026 introduced further changes, including vocational certification for designated occupations and non-compete provisions of up to two years subject to Department approval. It also amended dispute and worker-representation provisions. Old templates and summaries should not be treated as the current consolidated law. ^[27]

Joining the workforce

National participation and international recruitment are both part of Qatar's labour-market direction.

Qatarisation is about participation and capability

Qatarisation is the development and employment of Qatari nationals. Law No. 12 of 2024 gives covered private-sector employers duties relating to the recruitment, training and qualification of Qataris, with priority to children of Qatari women when a Qatari candidate is not available. Application depends on the law's scope and Ministry measures; there is no sound basis for assuming one universal quota for every employer. ^[31]

The national direction

NDS3 seeks a more skilled and productive workforce, including a skilled/high-skilled share above 46%, annual labour-productivity growth of 2%, and more than 20% of the Qatari workforce in private and mixed sectors by 2030. These are national strategic targets, not interchangeable company-level hiring quotas. ^[7]

Recruitment draws on several markets

Employers may recruit Qataris, people already resident in Qatar and candidates overseas. The removal of the general NOC requirement has changed the local mobility picture, but notice and the formal change-of-employer process still matter. Residency, a visit visa and permission to perform a job are different questions. ^{[29][32]}

Packages need a clear explanation

For a professional hire, salary may be considered alongside housing, transport, medical insurance, schooling and travel. What is included depends on the employer and contract; these are not universal benefits. Describe basic pay separately from allowances, especially where statutory calculations depend on basic wage.

The minimum wage is a floor, not a market salary

The monthly minimum basic wage is QAR 1,000. Employers must also provide accommodation and food, or at least QAR 500 and QAR 300 respectively in allowances. The Wage Protection System supports monitoring of covered wage payments. These amounts are statutory protection, not a benchmark for professional pay. ^[28]

There is no single meaningful 'Qatar salary' for an occupation without a level, sector and package definition. Compare like with like: base salary, guaranteed allowances, variable pay and family benefits. This brief deliberately does not turn a handful of job advertisements into a national salary benchmark.

The everyday side of a move

Housing, schooling, healthcare and the journey to work turn an employment offer into a real life.

A move involves a household, not only an employee

Someone can accept a role with enthusiasm and still find the first month unsettling. Housing, school places, family paperwork, healthcare and the journey to work all influence whether a move feels manageable. A helpful employer makes these practical matters clear before arrival, rather than leaving people to discover the exceptions later.

Housing and location

Doha's neighbourhoods and the wider urban area offer different mixes of apartments, compounds, hotels and services. West Bay, The Pearl, Lusail, central Doha and areas further inland should be considered in relation to the actual work and school location. An attractive address does not remove the need to test a daily commute. ^{[2][34]}

Schools and childcare

Qatar has public and private education, with international options that can be important to relocating families. Check admissions, curriculum continuity, year-group availability, fees, transport and any support needs before treating a school allowance as a solved problem. Schooling and nursery arrangements are separate cost items. ^[32]

Healthcare and family cover

A resident health card provides access to subsidised PHCC and HMC services. Private medical cover may add access or benefits, but its network, limits and dependant eligibility need checking. A visiting consultant should establish their own travel and medical cover rather than assuming an employee policy applies. ^{[25][32]}

Getting around

The Doha Metro has three lines and 37 stations, with connections to locations such as the airport, West Bay, Education City and Lusail. It can be useful for commuting, but a metro line on a map does not guarantee convenient access to an industrial site or a particular workplace. ^[33]

A realistic cost-of-living view

Housing, schooling, childcare, cars, utilities and travel should be budgeted separately. Prices change and households make different choices. The sensible basis for a relocation decision is a dated set of relevant quotations, not an unexplained national average or a promise that a tax-free salary automatically goes further.

For a visiting consultant

Agree the work location, access arrangements and contact person before travel. Check the current entry and work-permission requirements for the activities you will perform, as well as travel advice and insurance. In a changing regional situation, a familiar route or previous visit is not enough assurance for the next journey. ^{[12][32]}

Working with consideration

Country knowledge is most useful when it helps people feel understood, not categorised.

Make room for relationships

A first meeting is not always just a transaction. Make time for introductions, show interest in the organisation and be clear about the purpose of your visit. Courtesy and reliable follow-through are useful starting points; there is no need to perform an exaggerated version of local etiquette.

Communicate without making assumptions

Arabic is the official language and English is widely used. Check which language helps the particular audience understand, especially for contracts, safety information or sensitive conversations. Fluency in meeting-room English is not proof that every employee can confidently interpret a policy.^[1]

Respect the setting

Islam is the official religion. Modest professional dress, consideration around prayer and respectful conduct in public are appropriate. Avoid assuming that every Qatari colleague, every expatriate or every organisation shares identical preferences. National context should help you be considerate, not encourage stereotyping.^{[1][34]}

Working across the year

Ramadan and the two Eids affect the rhythm of work and family life. Exact Eid dates follow official announcements. National Day is 18 December and National Sports Day falls on the second Tuesday in February. Sunday-Thursday is the usual government and office pattern; private operational rosters can differ.^{[1][26]}

Summer is an operating condition

Heat matters particularly for outdoor and exposed work. The summer restriction covers 10:00-15:30 from 1 June to 15 September; work must also stop above the specified WBGT threshold of 32.1 C. WBGT is a heat-stress measure, not a normal weather-app air temperature. These rules do not make all other hours automatically safe.^[30]

See something beyond the meeting room

The Corniche, Souq Waqif, museums and cultural destinations offer a better sense of the country than an airport-hotel-office itinerary alone. The value is not a checklist of attractions. It is an opportunity to understand the place in which your client's employees are building their lives.^{[2][34]}

A brief, not a stereotype

Qatar's institutions, employers and residents are not interchangeable. Use the country context to ask more thoughtful questions and to interpret what you see. Then let the organisation and the people themselves tell you what matters in their particular situation.

REFERENCE / EVIDENCE AND READING

Sources and further reading

Select a reference to open the original source. The numbers match the links in the brief.

01 Ministry of Foreign Affairs

Key facts and general information

mofa.gov.qa

02 Visit Qatar

Country background, geography and visitor context

visitqatar.com

03 Amiri Diwan

History of Qatar

diwan.gov.qa

04 Amiri Diwan

System of government

diwan.gov.qa

05 Council of Ministers

Prime Minister: official biography

cm.gov.qa

06 Government Communications Office

Qatar National Vision 2030

gco.gov.qa

07 National Planning Council

Third National Development Strategy 2024-2030

npc.qa

08 The Peninsula / NPC figures

Population at December 2025; published 6 January 2026

thepeninsulaqatar.com

09 GLMM / NPC Labour Force Survey

2024 economically active population by nationality and sector

gulfmigration.grc.net

10 GLMM / NPC Labour Force Survey

2024 economically active population by sex and employment status

gulfmigration.grc.net

11 World Bank

Qatar country data: 2025 GDP, GDP per capita and growth

data.worldbank.org

12 Qatar News Agency / NPC

Q2 2026 economic release; 30 September 2026

qna.org.qa

13 QatarEnergy

Published North Field LNG expansion objectives

qatarenergy.qa

14 QatarEnergy

Ras Laffan and Mesaieed industrial cities

qatarenergy.qa

15 Government Communications Office

Qatar Economic Forum announcements; 20 September 2026

gco.gov.qa

16 QNB Group

Financial results for the year ended 31 December 2025

qnb.com

17 Qatar Airways Group

Annual report highlights, financial year 2025/26

qatarairways.com

18 Ooredoo Group

2025 financial results

ooredoo.com

19 Qatar Investment Authority

Purpose and institutional background

qia.qa

20 Qatar Financial Centre

Limited liability companies and operating proposition

qfc.qa

What the company figures mean

Company amounts retain the reporting period and group scope stated by the issuer. Revenue and assets are deliberately not ranked together. No comprehensive ranking of Qatar-based employee headcounts is claimed.

REFERENCE / EVIDENCE AND READING

Source notes and publication details

Official information is the starting point; definitions and reporting periods still need care.

21 General Tax Authority

Income tax framework and salary exclusions

gta.gov.qa

22 General Tax Authority

Global and domestic minimum tax framework

gta.gov.qa

23 Qatar Development Bank

Private-sector development and SME support

qdb.qa

24 Qatar Foundation

Education City and its education/research community

qf.org.qa

25 Primary Health Care Corporation

Health cards and access to PHCC/HMC services

phcc.gov.qa

26 Al Meezan legal portal

Labour Law No. 14 of 2004, as amended

almeezan.qa

27 Al Meezan legal portal

Law No. 9 of 2026: Labour Law amendments (Arabic)

almeezan.qa

28 Government Communications Office

Labour reforms, minimum wage and wage protection

gco.gov.qa

29 International Labour Organization

Changing employer: procedures and notice

ilo.org

30 International Labour Organization

Qatar heat-stress protection measures

ilo.org

31 Al Meezan legal portal

Law No. 12 of 2024: private-sector localisation (Arabic)

almeezan.qa

32 UK Government

Living in Qatar; updated 10 February 2026

gov.uk

33 Visit Qatar

Doha Metro: lines, stations and connections

visitqatar.com

34 Visit Qatar

Doha: places, local customs and practical information

visitqatar.com

35 Industries Qatar

Group activities: petrochemicals, fertiliser and steel

iq.com.qa

36 Nakilat

Company overview and maritime services

nakilat.com

37 Milaha

Maritime, logistics and supply-chain activities

milaha.com

38 Qatar Islamic Bank

Results for the six months ended 30 June 2025

qib.com.qa

39 Qatar Central Bank

Exchange-rate parity and monetary policy tools

qcb.gov.qa

40 National Planning Council

Q2 2025 GDP release; 21 September 2025

npc.qa

Data note. The population figure is the December 2025 NPC observation reported by The Peninsula. The workforce charts use 2024 NPC tables reproduced by GLMM and exclude first-time jobseekers; percentages are calculated from those counts. GDP figures follow World Bank definitions, not the monthly population series.

Publication. HR Delivery, 7 October 2026. English edition. Brand reference: September 2026 pack. Cover art is an AI-generated Doha-inspired illustration, not a documentary photograph. Locator uses a simplified GSHHS coastline. No external endorsement or PDF/UA certification is claimed.