

2024/2025

GLOBAL ENTREPRENEURSHIP
MONITOR

QATAR NATIONAL REPORT

 Global
Entrepreneurship
Monitor

 QDB
بنك قطر للتنمية
QATAR DEVELOPMENT BANK

ACKNOWLEDGEMENT

We would like to express our deep appreciation to the Global Entrepreneurship Monitor (GEM) team for granting us the opportunity to undertake this project and for their unwavering guidance and support throughout the entire study process.

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We would also like to extend our sincere thanks to the national experts who participated in the National Experts Survey, generously sharing their insightful opinions on Qatar's entrepreneurial landscape. A significant portion of this report relies on the invaluable information they provided and the time they dedicated to this endeavor.

Furthermore, our gratitude extends to all the participants of the Adult Population Survey. Their willingness to provide the necessary information enabled us to conduct an extensive and in-depth study, offering readers a holistic understanding of Qatar's entrepreneurial ecosystem.

FOREWORD



Abdulrahman Hesham Al-Sowaidi
Chief Executive Officer
Qatar Development Bank (QDB)

The Global Entrepreneurship Monitor (GEM) annual report is a cornerstone study that provides an in-depth understanding of entrepreneurial activity worldwide. By measuring and benchmarking entrepreneurship across numerous countries, it enables the tracking of Qatar's entrepreneurial progress while offering valuable comparisons with global peers.

The GEM report employs a rigorous quantitative approach, incorporating two key surveys: the Adult Population Survey (APS), which captures public perceptions and intentions toward entrepreneurship, and the National Experts Survey (NES), which gathers insights from specialists on the entrepreneurial ecosystem's strengths and its areas for development.

This year's findings highlight both the challenges and remarkable achievements Qatar's entrepreneurial landscape has experienced. While some metrics, such as Total Early-Stage Entrepreneurship (TEA) and Established Business (EB) rates, experienced a decline, the APS results revealed a substantial increase in entrepreneurial intentions in Qatar, rising from 47.4% to an impressive 60.8%. Earning Qatar, the top global ranking in this

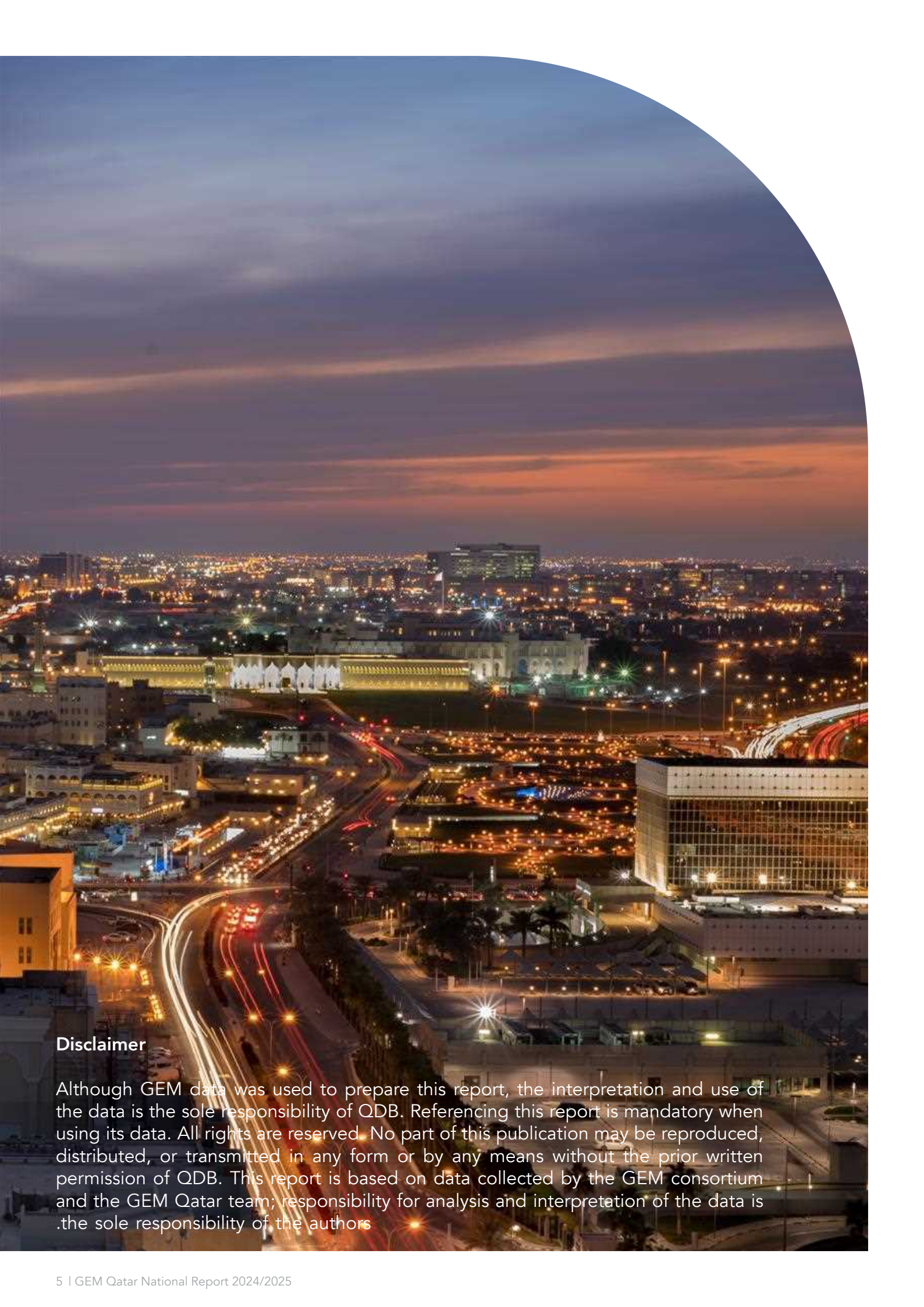
measure. Additionally, Qatari entrepreneurs displayed a stronger international orientation, with higher expectations for generating revenues from foreign markets. The NES results further underscored the resilience of Qatar's entrepreneurial ecosystem, which was reflected in the National Entrepreneurship Context Index (NECI) score of 5.6, surpassing both global and regional averages and positioning Qatar 11th globally. Moreover, entrepreneurs in Qatar excelled in leveraging technology, ranking 2nd globally for using digital tools to sell products and services—a testament to our country's commitment to digital transformation.

Throughout 2024, Qatar Development Bank (QDB) played a pivotal role in empowering entrepreneurs through diverse programs and initiatives. QDB provided QAR 1.5 billion in direct financing, marking a 33% growth compared to the previous year. Complementing this, venture capital investments exceeded QAR 300 million, reflecting a 23.5% increase from 2023. Beyond financial support, QDB nurtured over 450 entrepreneurs and SMEs through its incubation and acceleration programs, coached and advised more than 360 business owners, and trained over 6,000 startups, SMEs, and entrepreneurs through workshops and specialized training programs.

In line with our commitment to helping Qatari businesses expand globally, QDB facilitated QAR 2.9 billion in export financing and insurance, organized 18 international exhibitions, matchmaking events, and delivered over 180 export-focused workshops and training sessions to more than 630 exporters and potential exporters. These efforts, combined with contributions from the broader entrepreneurial ecosystem in Qatar, contributed to a remarkable 55% growth in non-hydrocarbon products and service exports, totaling approximately QAR 2.7 billion.

At QDB, we take pride in supporting Qatari entrepreneurs as they grow, innovate, and expand their global footprint. I encourage readers to explore this report for valuable insights into Qatar's entrepreneurial ecosystem and its continued evolution; so that together, we can aim to drive sustained growth and foster an environment where entrepreneurship thrives.





Disclaimer

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ABBREVIATIONS

| | |
|-------------|--|
| GEM | Global Entrepreneurship Monitor |
| AI | Artificial Intelligence |
| APS | Adult Population Survey |
| EB | Established Business Ownership rate |
| EFCs | Entrepreneurship Framework Conditions |
| ICT | Information and Communications Technology |
| MENA | Middle East and North Africa |
| NECI | National Entrepreneurship Context Index |
| NES | National Expert Survey |
| NPC | National Planning Council |
| QC | Qatar Chamber |
| QCB | Qatar Central Bank |
| QDB | Qatar Development Bank |
| QFC | Qatar Financial Center |
| QFTH | Qatar FinTech Hub |
| SDGs | Sustainable Development Goals |
| SMEs | Small and Medium Enterprises |
| TEA | Total Early-stage Entrepreneurial Activity rate |
| UAE | United Arab Emirates |
| UN | United Nations |





EXECUTIVE SUMMARY

The Global Entrepreneurship Monitor (GEM) has tracked levels of entrepreneurship across the world for 26 years. GEM uses two main surveys to collect data: the Adult Population Survey (APS) and the National Expert Survey (NES). Countries of all sizes, income levels, and stages of development participate in the GEM research. In 2024, the APS involved a total of 51 countries while the NES was conducted in 56 countries.

In 2024, the GEM research was conducted for the ninth consecutive year by Qatar Development Bank. A total sample of 3,023 adults aged 18-64 years old were surveyed as part of the APS and 55 national experts participated in the NES. The GEM Qatar National Report 2024/2025 measures entrepreneurial attitudes, activity, and aspirations in Qatar. The following paragraphs highlight the main findings.

► **ENTREPRENEURIAL ACTIVITY IN QATAR**

Entrepreneurial Activity Indicators

Total Early-stage Entrepreneurial Activity



Established Business Ownership



Business Discontinuance



Overall, entrepreneurial activity slowed down in 2024 compared to previous years. The proportion of adults who have started a business in the past three years has decreased significantly since 2023, dropping from 14.3% to 7.7% in 2024. The proportion of both nascent and new business owners decreased as well from 9.7% down to 4.7% and from 5.1% down to 3.2%, respectively. Additionally, the established business ownership rate declined from 4.4% to 3.3% in 2024. However, the rate of business discontinuance in Qatar in 2024 was 8.4% marking a positive decline from 9.6% in 2023.

The results of the study also indicated that changes with regards to the sector distribution of new and established businesses has also occurred over the past year. The most noteworthy shift was the decrease in the proportion of businesses operating in consumer services and

the increase in the proportion of those offering business services.

In 2024, the proportion of early-stage business owners who started their business with the intention of building a great wealth or a very high income was 82.6%, an increase from 77.4% in 2023. Among owners of established businesses, the proportion of those who stated their primary motive to start a business was building great wealth and high income declined over the past year from 82.5% to 74.9%. Conversely, the proportion of managers and owners of established businesses who were primarily motivated by earning a living increased from 50.9% in 2023 to 57.1% in 2024, placing it as the second most important motive again and matching the 2020-2022 trend.

Lastly, in 2024, the percentage of entrepreneurs who used their own savings to finance their businesses slightly increased from 70.1% to 71.9% for new businesses and from 64.5% to 73.9% for established businesses.

► **PROFILE OF QATAR'S ENTREPRENEURS**

TEA rate

Males



Females



In 2024, 7.9% of Qatar's adult male population had started their own businesses in the past three years in comparison to 7.0% of the adult female population. These findings are consistent with the results from 2023. However, the female to male ratio of nascent entrepreneurs did experience a change from 2023 to 2024. The ratio increased slightly from 0.9 in 2023 to 1.1 in 2024. This increase may be an indication that females in Qatar are becoming more interested in becoming self-employed and starting their own businesses. Moreover, the established business ownership rate came in at 4.0% for males and 0.9% for females in 2024. This makes the female to male ratio of established business ownership 0.2, a decline from 2023 where it stood at 0.4.

TEA rate

Qatari Nationals

13,2%

Expatriates

6,3%

Consistent with the previous years, Qatari nationals are more likely to start and run a business in Qatar than expatriates (13.2% likelihood versus 6.3% likelihood). The proportion of Qatari nationals who own and manage established businesses in 2024 was 6.8%, while it was 2.4% for expatriates. However, the proportion of Qatari nationals who discontinued a business in the past twelve months also increased from 15.3% to 17.9%.

Furthermore, the year 2024 marked a change in the age profile of early-stage entrepreneurs and more specifically for nascent entrepreneurs as younger adults are becoming more inclined and interested in starting a business. Established business ownership was the highest among older age groups 35+ years old while it was the lowest among those aged 18-24 years old.

The study also showed that adults with a master's or PhD degree were the most likely to be nascent or new entrepreneurs with a TEA rate of 11.3% whilst the highest rate of established business owners was recorded for adults who studied up to high school level at 3.9%.

ENTREPRENEURIAL CHALLENGES IN QATAR

Individual Perceptions

Entrepreneurship Affiliation

46,9%

Perceived Opportunities

66,4%

Perceived Capabilities

64,3%

Fear of failure

43,7%

Perceived ease of starting a business in Qatar

59,5%

The APS results showed that the proportion of adult population who know at least one person who started their own business in the past three years decreased from 53.1% in 2023 to 46.9% in 2024. Perceived opportunities have also declined from 68.7% to 66.4% between 2023 and 2024, as well as perceived capabilities, which declined from 68.0% to 64.3%. Additionally, among adults who believe there are good opportunities to start a business in Qatar, 43.7% would not launch their own company for fear it might fail.

In 2024, the adult population who believe it was easy to start a business in Qatar was 59.5%. This is the lowest recorded value for this indicator in the past five years. In addition to these results, 44.1% of TEA and 55.9% of EB stated that it was more difficult to start a business in 2024 compared to a year ago.

In Qatar, one in ten adults provided informal funding and financial support to people they know within the past three years, a 1.3% increase compared to 2023.

When looking into the financial challenges faced by potential entrepreneurs and business owners, the constant incline in the interest policy rate as it reached its highest value of 6.00% in July 2023 may have been the reason for people struggling with finances to start or support their business operations. However, the latest decision made by the Qatar Central Bank (QCB) in December 2024 to reduce its policy rate to 4.85% might encourage potential entrepreneurs to start businesses and existing entrepreneurs to expand their business operations. Although the overall entrepreneurial activity has slowed down in 2024, a notable percentage of both early-stage entrepreneurs and established business owners are optimistic about expanding their workforce by six or more jobs over the next five years, showing an increase from the previous year (15% and 10% increase respectively).

Finance and Business Growth

Informal Investors

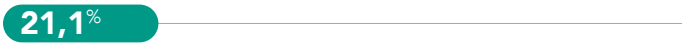


Overall Business Growth (% TEA)



Internationalization

Strong International Orientation (% TEA)



Among early-stage entrepreneurs, 40.5% expect higher growth compared to last year compared to 29.5% for established business owners. Regarding the international orientation of existing businesses, 2024 findings indicate a positive shift in expectations for international revenue compared to the previous year with 21.1% of TEA anticipating at least 25% of their revenue from outside the country (an increase of 77% compared to 2023) and 18.4% of EB also expecting 25% or more of their revenue from outside Qatar (an increase by 52% compared to last year).

FUTURE OF ENTREPRENEURSHIP ACTIVITY IN QATAR

Potential Entrepreneurship Activity

Entrepreneurial Intentions



The proportion of adults who intend to start a business in the next three years increased considerably from 47.4% in 2023 to 60.8% in 2024. This increase suggests that adults in Qatar are becoming more confident in their abilities to start a business and about the entrepreneurship support system in general.

As part of Qatar’s strategy to enhance entrepreneurial activities and support the local entrepreneurs, several new initiatives were launched over the past three years. Most of Qatar’s efforts now focus on creating and implementing initiatives that either target specific segments of the population such as the Young Entrepreneurs Initiative or follow the global market trends of fostering innovation. Some of the key initiatives include Qatar

FinTech Hub (QFTH), Startup Qatar, and TASMU Accelerator’s Cohorts.

Innovation

Usage of new technologies in the future (% TEA)



Importance of AI in the future (% TEA)



The majority of Qatar’s entrepreneurs declared they will be integrating and implementing recent technologies in their businesses in the next six months. However, early-stage entrepreneurs seemed to be more confident about the usage of new technologies in the future compared to established business owners (81.0% versus 61.6%, respectively). The results of the study indicated that in terms of the importance of technology in daily operations, social media was perceived to be the most important technology for business owners, followed by a company-branded website and email communications, coming in second and third place respectively. In terms of implementing their business models, business owners prioritize e-commerce via company-branded websites and data analytics. On the other hand, Qatar ranks in 11th position in terms of TEA usage of AI tools and ranks in 15th position for EBs globally. However, AI remains an emerging technology in Qatar’s entrepreneurship ecosystem as 39.5% of TEAs and 22.2% of EB’s in Qatar believe that AI is very important in implementing their business model and strategy in the next three years. For both TEA and EB owners, the most notable benefit of AI is innovative product and service development.

Social and Environmental Values

Commitment to social implications in business decisions (% TEA)



Commitment to environmental implications in business decisions (% TEA)



Prioritizing social and environmental impact over profitability (% TEA)



In 2024, the proportion of early-stage entrepreneurs who were committed to social and environmental implications in business decisions increased slightly compared to 2023 (82.2% up to 85.8% for social implications, 83.9% up to 84.9% for environmental implications). In addition, the percentage of businesses taking steps to reduce their environmental footprint increased notably from 46.9% in 2023 to 57.8% in 2024, and 72.4% of TEA businesses reported taking steps to increase their social impact (a significant rise from 47.4% in 2023). This shift indicates a rising awareness and proactive approach toward sustainability among early-stage entrepreneurs. However, the percentage of TEA entrepreneurs prioritizing social and environmental impact over profitability or growth declined from 67.9% in 2023 to 62.1%.

■ ENTREPRENEURSHIP FRAMEWORK CONDITIONS IN QATAR

Qatar's National Entrepreneurship Context Index (NECI) score for 2024 is 5.6, recording a decline from its score of 5.9 in the previous year and moving Qatar from its previously held 5th position to the 11th position globally. However, despite the decline in rank, Qatar's score still sits comfortably above the global average of 4.7.

The main factors behind the decrease in the NECI are the recorded decrements for the following framework conditions: entrepreneurial education and training at school stage; research and development (R&D) transfer; and government policies: support and relevance. Physical infrastructure was the only framework that recorded an increase compared to the previous year, from 7.2 up to 7.7.

The 2024 NES results showed that national experts also have positive perceptions about the progress on pursuing the UN's SDGs with the highest score recorded for "sustainability by new and growing firms" at 5.7.

National Entrepreneurship Context Index

Qatar Score

5,6

Global Ranking

11/56



Regarding the topic of women entrepreneurship, national experts believe that the national culture encourages women equally as much as men to become self-employed or start a new business and that there are sufficient support services so that women can continue to run their businesses even after they have started a family. Their opinions vary with regards to whether markets and financial support are usually more accessible for male than for female entrepreneurs with a score of 5.0 on this indicator. The NES results also showed that indicators with regards to experts' perception about the importance and impact of AI solutions for businesses score relatively high compared to the global averages. The highest scores are recorded for companies/business development and progress being linked to AI implementation (6.3) and awareness about the need to develop AI solutions among entrepreneurs and owner-managers (6.1). Public institutions and their support to AI implementation recorded the lowest score at 4.7.



INTRODUCTION

The Global Entrepreneurship Monitor (GEM) research consortium has been measuring the entrepreneurial activity of working age adults across a wide range of countries in a comparable way since 1999. The research consists of conducting two surveys and developing a comprehensive report that presents the findings and serves as a reference with regards to the status of entrepreneurship in the country. The GEM surveys consist of the Adult Population Survey (APS) and the National Expert Survey (NES). In 2024, a total of 51 countries participated in the APS while 56 countries participated in the NES.

Qatar has been participating in the GEM research for the last ten consecutive years. In 2024, Qatar's sample consisted of 3,023 individuals as part of the APS, along with 55 national experts for the NES.

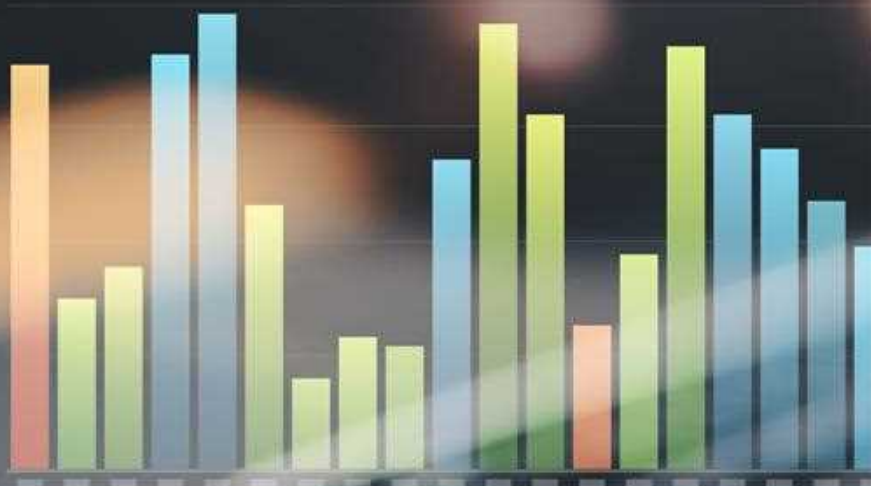
Qatar National Report 2024/2025 provides a comprehensive overview of the entrepreneurship activity level in the country, and it studies different indicators such as the rate of new and established businesses, the attitudes and aspirations of entrepreneurs, the accessibility of resources, and the availability of support programs for entrepreneurs.

Some of the most important indicators that GEM uses to measure the entrepreneurial activity include the Total Early-stage Entrepreneurial Activity rate (TEA) measuring the proportion of adults who are either starting or running a new business, and the Established Business Ownership rate (EB) measuring the proportion of adults who own and manage a business that has been operating for more than 42 months.

The following sections of the report present the findings from the APS and NES and provide an overview of the state of entrepreneurship in Qatar.









ABOUT GEM

Since its inception in 1997 by scholars at Babson College and London Business School, GEM has developed into one of the world's leading research consortium concerned with improving understanding of the relationship between entrepreneurship and national development. GEM has measured entrepreneurship in over 100 countries, covering all geographic regions and economic levels.

GEM produces data on rates of entrepreneurship across multiple phases of the process; profiles of entrepreneurs, including demographics, motivations, and ambitions; as well as characteristics of their businesses, such as level of innovativeness and industry participation. Additionally, GEM uncovers a range of insights about the adult populations of the economies it has studied with multiple measures of societal attitudes, self-perceptions, and affiliations relative to entrepreneurship.

GEM's Adult Population Survey (APS) captures both informal and formal activity, moving beyond a reliance on business registrations, which explains only a small proportion of entrepreneurship in many societies. Although firm-level studies can offer useful information, GEM's focus is on the people who start and run businesses. GEM represents a primary data source, generated through an APS of at least 2,000 randomly selected adults (aged 18 to 64 years) in each economy. In addition, national teams collect expert opinions about components of the external entrepreneurship context through a National Expert Survey (NES). With a rigorous methodology, consistently followed by all GEM national teams and meticulously supervised and processed by a central data team, GEM enables cross-national comparisons.

▀ GEM Conceptual Framework

Since its inception, the GEM survey has been conceptualized to explore the interdependency between entrepreneurship and economic development to:

- determine the extent that entrepreneurial activity influences economic growth within individual economies;
- identify factors that encourage and/or hinder entrepreneurial activity (especially relationships between national entrepreneurship

conditions, social values, personal attributes, and entrepreneurial activity);

- guide the formulation of effective and targeted policies aimed at enhancing entrepreneurial capacity within individual countries.

The GEM developed a Conceptual Framework focused on enterprise creation, development, and growth to explore the interdependency between entrepreneurship and economic development. The GEM Conceptual Framework is centred on the assumption that a nation's economic growth is directly impacted by the personal capability of its individuals to identify and seek opportunities to start a business. This process is affected by environmental factors that influence individual decisions to pursue entrepreneurial activities.

The social, economic, cultural, and political context is represented through the National Framework Conditions (NFCs) and the Entrepreneurship Framework Conditions (EFCs). The NFCs reflect the stages of economic development and the progress between them. The EFCs relate to the quality of the entrepreneurial ecosystem, including entrepreneurial finance, government programs, entrepreneurship education, R&D transfer, market dynamics and regulation, physical infrastructure, and cultural and social norms.

The GEM Conceptual Framework recognizes that entrepreneurship is part of a complex feedback system and makes explicit the relationships between social values, personal attributes, and various forms of entrepreneurial activity. It also recognizes that entrepreneurship can mediate the effect of the NFCs on new job creation and new economic or social value creation. Therefore, entrepreneurial activity is an output of the interaction of an individual's perception of an opportunity and capabilities (motivation and skills) to act on this and the distinct conditions of the respective environment where they are located. While entrepreneurial activity is influenced by the EFCs where it takes place, it ultimately benefits this environment through social value and economic development.

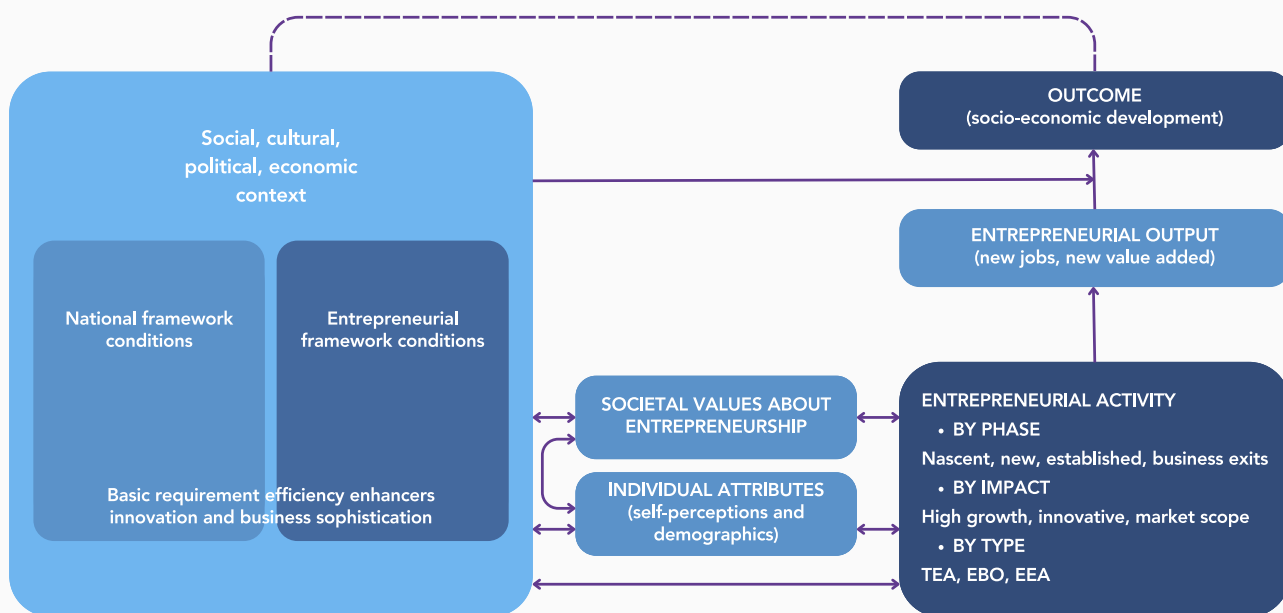
Through the APS and NES, GEM measures and assesses the following frameworks:

Social values toward entrepreneurship: This includes aspects such as the extent that society values entrepreneurship as a good career choice; whether entrepreneurs have a high societal status; and the extent that media attention on entrepreneurship is contributing to the development of a positive entrepreneurial culture.

Individual attributes: This includes different demographic factors such as gender, age, geographic location, psychological factors, including perceived capabilities, perceived opportunities, fear of failure, and motivational aspects.

Entrepreneurship activity: This is defined according to the phases of the lifecycle of entrepreneurial ventures (nascent, new business, established business, discontinuation), according to impact (high growth, innovation, internationalization), and by type (TEA, EB, EEA).

The GEM Conceptual Framework



Source: GEM Global Report 2024/2025





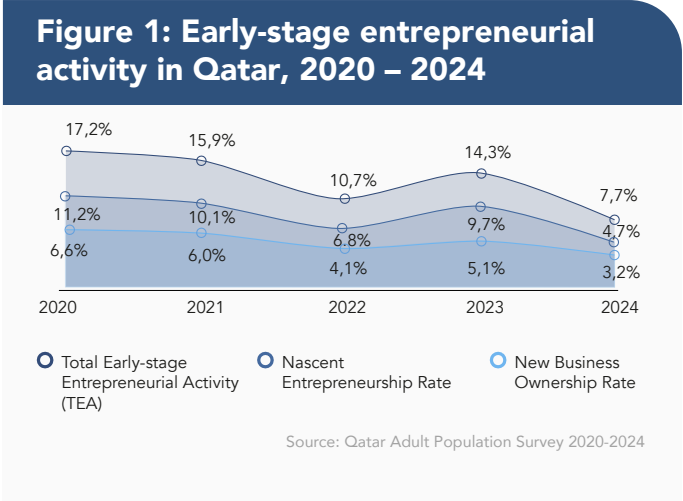
SECTION 1: ENTREPRENEURIAL ACTIVITY IN QATAR

GEM defines entrepreneurship as a continuous process that involves individuals who are in the early stages of starting a business, those who own and manage new businesses, and those who own and run established businesses. Furthermore, GEM examines the rate and nature of business closures. This section of the report presents the 2024 GEM findings in terms of entrepreneurial activity in Qatar.

1.1. EARLY-STAGE ENTREPRENEURIAL ACTIVITY

One of GEM’s key indicators is the Total Early-stage Entrepreneurial Activity (TEA) rate, which represents the percentage of adults aged 18 to 64 years old who are either in the process of starting a business or have started a business within the last 42 months. The TEA indicator includes two categories of entrepreneurs: nascent entrepreneurs and new business owners. Nascent entrepreneurs are in the initial stages of starting a business, which is less than four months old and has not yet paid salaries. New business owners, on the other hand, have started a business since January 2021 and have been paying salaries for at least three months. These individuals partially or fully own and manage the business. Tracking these two types of entrepreneurs is crucial, as it reflects the level of early-stage activity that may evolve into established businesses.

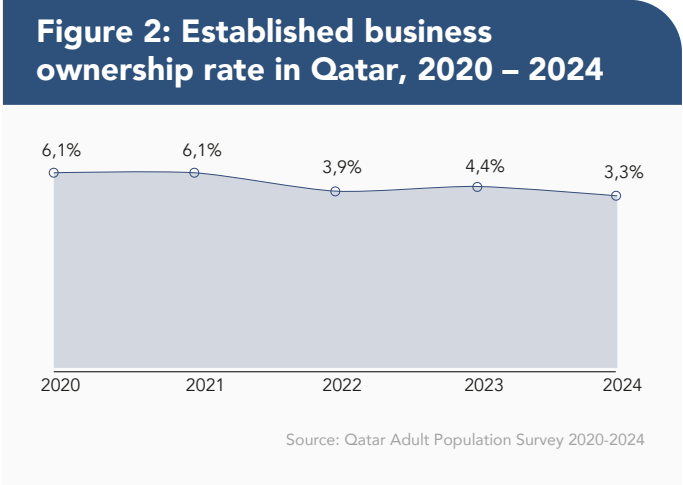
According to the APS results, the rate of entrepreneurship saw a notable decline in 2024 compared to the previous year, approaching the levels observed in 2022. The GEM’s Total Early-stage Entrepreneurial Activity indicator (TEA) dropped down to 7.7% for Qatar in 2024. The proportion of the adult population in Qatar who have started a business over the past three years also declined compared to the previous year, with the largest decline recorded for the proportion of nascent entrepreneurs, as it decreased from 9.7% to 4.7%. Furthermore, the proportion of new business owners among Qatar’s adult population decreased from 5.1% to 3.2%.



1.2. ESTABLISHED BUSINESS

GEM measures the proportion of businesses that have moved beyond the nascent and new business phases through the Established Business Ownership rate (EB). GEM defines established businesses as those that have been in operation for more than 42 months.

In 2024, Qatar recorded a rate of 3.3% for the proportion of adults who manage and own a business that has been operating for over three years, showing a decline compared to 2023.



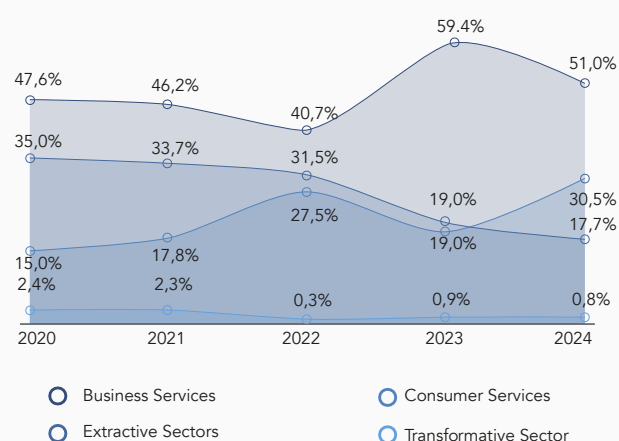
1.3. SECTOR DISTRIBUTION OF ENTREPRENEURIAL ACTIVITY

GEM categorizes entrepreneurial activity into four main sectors: Extractive, which includes agriculture and mining; Transformative, covering manufacturing and logistics; Business Services, such as ICT and professional services; and Consumer Services, such as retail and personal services. The following paragraphs highlight the study findings with regards to sector distribution among TEA and EB in Qatar in 2024.

Changes with regards to the sector distribution of new and established businesses have also occurred. Overall, the most noteworthy shift was the decrease in the proportion of businesses operating in consumer services and the increase in the proportion of businesses offering business services. In fact, the proportion of early-stage businesses that target consumers declined from 59.4% in 2023 to 51.0% in 2024 while the proportion of those offering business services increased from 19.0% to 30.5%. A wider decline percentage was recorded for established businesses operating in the consumer services from 47.3% down to 28.5%, and a larger increase was also recorded for the established businesses operating in business services sector, from 18.9% up to 35.6%.

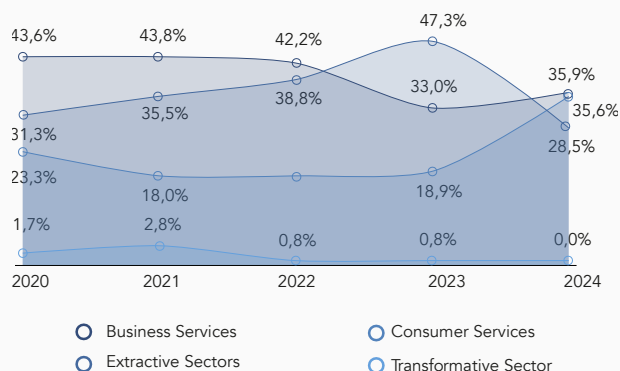
In 2023, the proportion of businesses operating in the extractive sector has been generally steady for the past five years while the transformative sector recorded a sharp decline. The proportion of nascent and new businesses that operate in the transformative sector slightly declined again in 2024, from 20.8% down to 17.7%. However, the proportion of established businesses that operate in the transformative sector increased from 33.0% in 2023 up to 35.9% in 2024.

Figure 3: Sector Distribution as % TEA in Qatar, 2020 – 2024



Source: Qatar Adult Population Survey 2020-2024

Figure 4: Sector Distribution as % EB in Qatar, 2020 – 2024



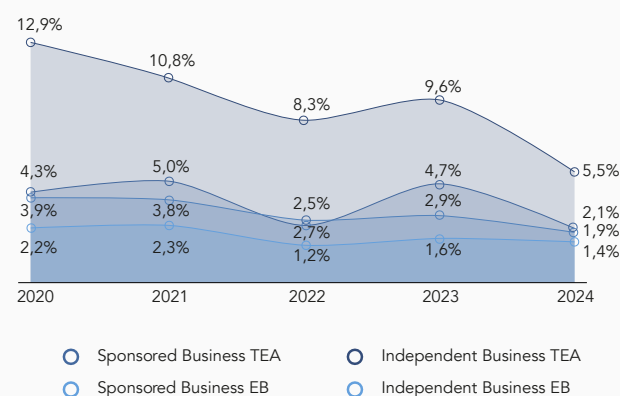
Source: Qatar Adult Population Survey 2020-2024

1.4. BUSINESS OWNERSHIP

Through the APS, GEM also aims to determine whether businesses have been established autonomously or independently of a larger business or sponsored through shared ownership with the individual's employer.

In 2024, 5.5% of early-stage businesses were independently owned while 2.1% were sponsored through joint ownership with the person's employer. For the established businesses category, 1.9% were independently owned while 1.4% were sponsored. Along with the overall decline in entrepreneurial activity, the proportion of sponsored and independent businesses also decreased compared to 2023. The largest decrease was recorded for the independent early-stage entrepreneurs from 9.6% to 5.5%.

Figure 5: Sponsored and Independent % TEA and EB in Qatar, 2020 – 2024



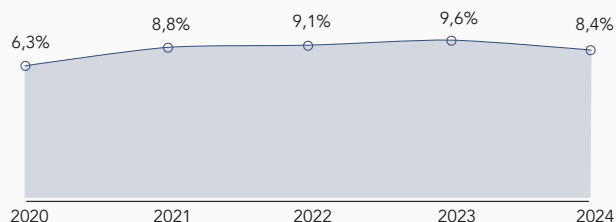
Source: Qatar Adult Population Survey 2020-2024

1.5. BUSINESS DISCONTINUANCE

Each year, many owner-managers exit their businesses. These businesses may continue, for instance, through a sale or by being passed down to a family member, or they may cease operations. The rate of business discontinuance is another key indicator of the GEM study.

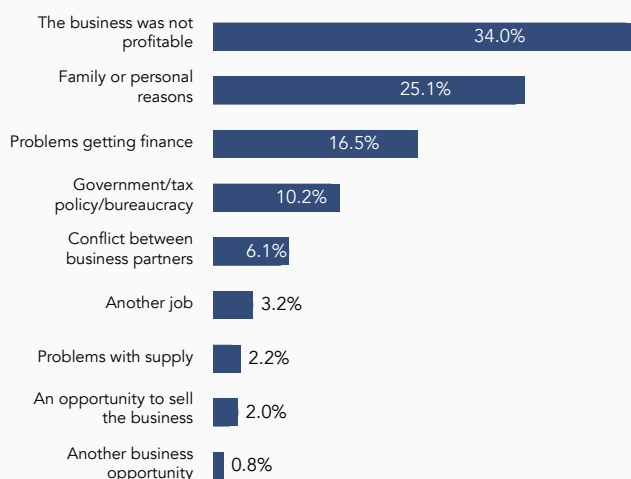
The rate of business discontinuance in Qatar in 2024 was 8.4%, with 6.7% of those who discontinued their business saying the business was closed and all activities were stopped while 1.8% said the business continued its main activities. In 2024, the proportion of adults who discontinued a business in Qatar has decreased from 2023, dropping from 9.6% to 8.4% respectively. The reasons for discontinuing a business in 2024 include the non-profitability of the business (34.0%), family or personal reasons (25.1%), problems getting finance (16.5%), and matters related to tax policy and bureaucracy (10.2%).

Figure 6: Discontinuation of businesses in Qatar, 2020 – 2024



Source: Qatar Adult Population Survey 2020-2024

Figure 7: Reasons for Discontinuation of businesses in Qatar, 2024



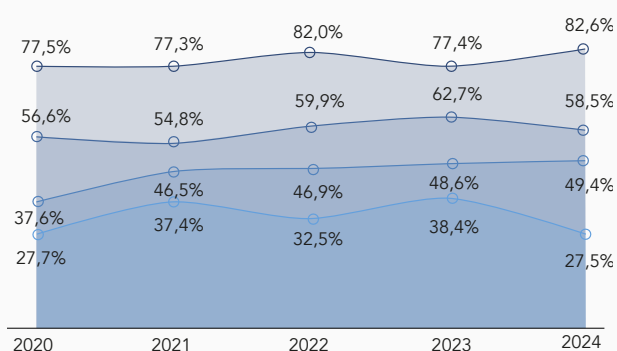
Source: Qatar Adult Population Survey 2024

1.6. MOTIVATIONS AND ASPIRATIONS

Entrepreneurs are motivated by various factors when starting a business. These motivations can include a desire to make a difference in the world, earning higher income and wealth, continuing a family tradition, or simply earning a living because jobs are scarce. The APS asks entrepreneurs to indicate what motivated them to start their business.

The proportion of early-stage entrepreneurs who started their business to build a great wealth, or a very high income increased from 77.4% in 2023 to 82.6% in 2024, reaching its highest value in over five years. Over half of the early-stage entrepreneurs in 2024 mentioned that one of their primary motivations to start their business was to earn a living because jobs were scarce. However, that proportion decreased from 62.7% in 2023 to 58.5% in 2024. The proportion of early-stage entrepreneurs who started their business to make a difference in the world remained steady over the past few years while the proportion of those who wanted to continue family traditions decreased considerably from 38.4% in 2023 to 27.5% in 2024.

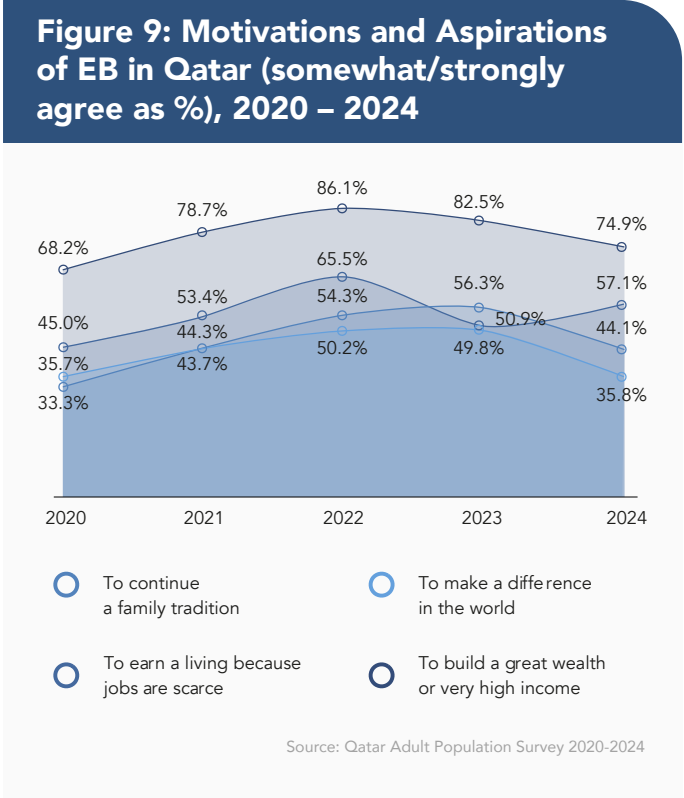
Figure 8: Motivations and Aspirations of TEA in Qatar (somewhat/strongly agree as %), 2020 – 2024



- To continue a family tradition
- To make a difference in the world
- To earn a living because jobs are scarce
- To build a great wealth or very high income

Source: Qatar Adult Population Survey 2020-2024

In 2024, the motives for starting businesses for established business owners shifted significantly. Although building a great wealth and high income still ranked the highest, the proportion of those who mentioned it as primary motive to start a business declined in 2024 from 82.5% to 74.9%. Conversely, the proportion of managers and owners of established businesses who were primarily motivated by earning a living increased from 50.9% in 2023 to 57.1% in 2024, placing it as the second most important motive again and matching the 2020-2022 trend. In 2024, the proportion of business owners that stated their primary motives for starting a business was to continue a family tradition or to make a difference in the world decreased compared to the previous year from 56.3% and 49.8% down to 44.1% and 35.8%, respectively.

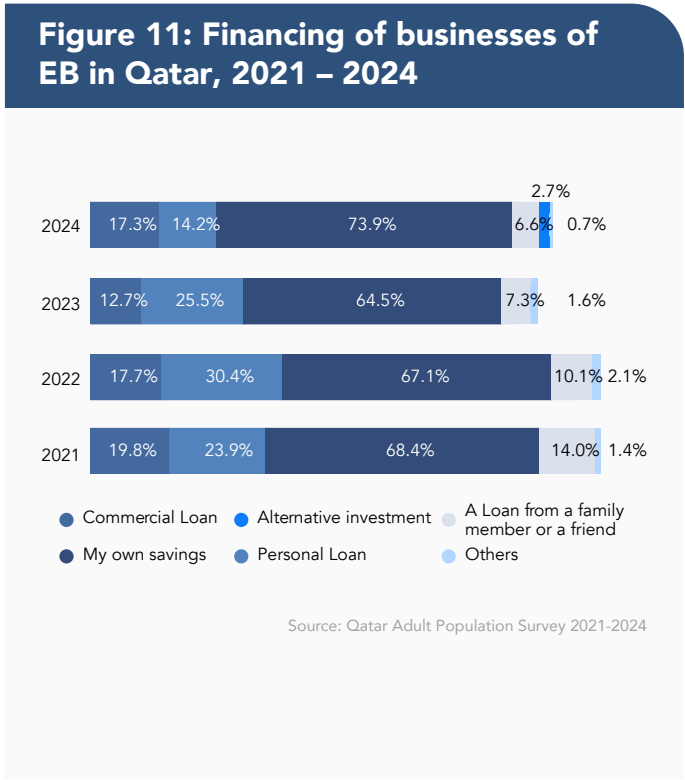
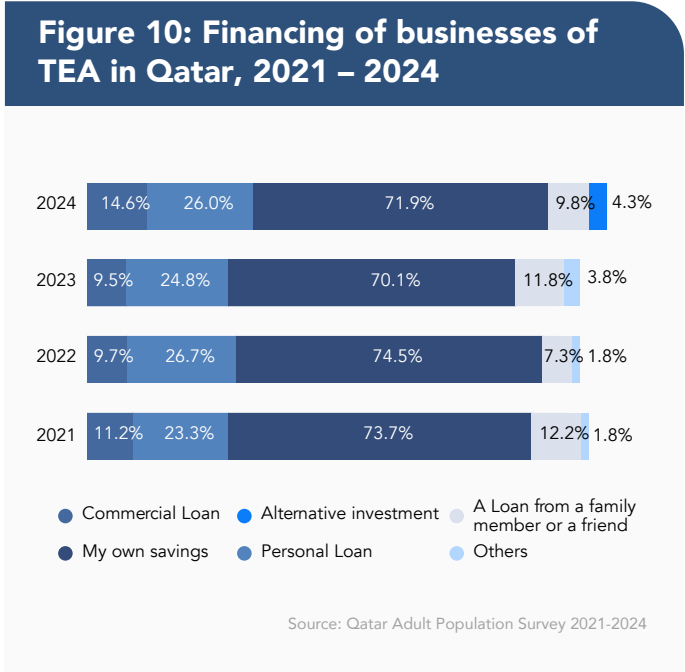


1.7. FINANCING OF BUSINESS

GEM has been tracking how early-stage entrepreneurs and established business owners finance their businesses. Over the past four years, business owners have consistently been relying on their own savings to fund and finance their businesses. The percentage of early-stage entrepreneurs who used their own savings to finance their businesses slightly increased from 70.1% in 2023 to 71.9% in 2024. While usage of loans from family members or friends

has decreased, the usage of personal and commercial loans has increased over the past year.

Likewise, the primary source of finance for established business owners to sustain and grow their business is their own personal savings. The percentage of owners of established businesses who finance their business through their own savings increased from 64.5% in 2023 to 73.9% in 2024. The use of commercial loans has also increased over the past twelve months for established business owners, from 12.7% to 17.3%.





A close-up photograph of a hand holding a white envelope, positioned on the left side of the page. The background is a solid blue color.

SECTION 2: PROFILE OF QATAR'S ENTREPRENEURS

Understanding the involvement of various population groups in entrepreneurial activities is essential. Therefore, this report analyses the entrepreneurial activity indicators and motives by gender, age group, level of education, and nationality.

2.1. GENDER DISTRIBUTION

This sub-section presents the findings on entrepreneurial activity indicators and motivations, categorized by gender.

The GEM APS 2024 study results showed the same trend as in 2023 in terms of proportion of female versus male early-stage entrepreneurs. In fact, in 2024, 7.9% of Qatar's adult male population have started their own businesses in the past three years against 7.0% for the adult female population. However, the study results also showed that there has been a shift in gender distribution for the nascent entrepreneurship rate when compared to 2023. In 2024, Qatar recorded a percentage of 5.1% for the nascent entrepreneurship indicator among adult females against 4.6% among adult males, indicating a ratio for female/male nascent entrepreneurs of 1.1, a slight incline compared to the ratio of 0.9 recorded in 2023. This could indicate that females are becoming more interested in becoming self-employed and starting their own businesses.

Consistent with previous years, the new business ownership rate is higher among the male adult population at 3.6% compared to 2.3% among females. The same is also observed for the established business ownership rate with 4.0% for males and 0.9% for females. However, the female/male ratio for the established business ownership indicator declined from 0.4 in 2023 to 0.2 in 2024 indicating there are fewer established businesses run by females compared to the previous year.

In 2024, the proportion of male adults who discontinued a business was 8.9% while the proportion for female adults for the same indicator was at 7.0%. This is consistent with the previous year's results.

Over 80% of Qatar's adult population, both males and females, stated that their primary motivation

to start a business was to build great wealth or a very high income. The proportion of males who have said so increased compared to last year from 71.6% to 83.2% while the proportion of females slightly decreased from 84.7% to 80.8%. The motive of earning a living because jobs are scarce continues to be the second most important reason to start a business for men at 63.1% while it seems that the proportion of females who said that is their motive to start a business has decreased significantly from 71.5% in 2023 to 43.4% in 2024. The proportion of the adult population who said the primary motive to start a business in Qatar is to make a difference in the world slightly decreased for both males and females, whilst the proportion of those who mentioned the motive of continuing a family tradition dropped significantly from 50.4% to 26.8% for males and from 45.8% to 28.8% for females.

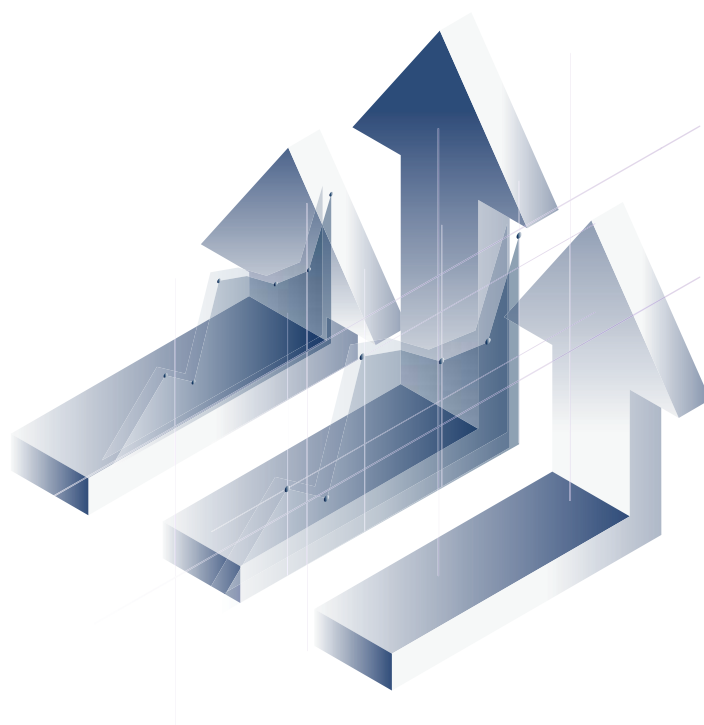


Table 1: Entrepreneurship characteristics by gender in Qatar, 2024

| | Qatar | Male | Female |
|---|-------|-------|--------|
| Entrepreneurial Activity | | | |
| Nascent entrepreneurship rate | 4.7% | 4.6% | 5.1% |
| New business ownership rate | 3.2% | 3.6% | 2.3% |
| Early-stage entrepreneurial activity (TEA) | 7.7% | 7.9% | 7.0% |
| Established business ownership rate (EB) | 3.3% | 4.0% | 0.9% |
| Discontinuation of businesses | 8.4% | 8.9% | 7.0% |
| Motivations and Aspirations of Early-stage Entrepreneurs | | | |
| To make a difference in the world | 49.4% | 49.2% | 50.0% |
| To build great wealth or a very high income | 82.6% | 83.2% | 80.8% |
| To continue a family tradition | 27.5% | 26.8% | 28.8% |
| To earn a living because jobs are scarce | 58.5% | 63.1% | 43.4% |

Source: Qatar Adult Population Survey 2024

2.2. NATIONALITY DISTRIBUTION

The following paragraphs analyze the results on entrepreneurial activity indicators and motives by nationality.

Consistent with the previous years, Qatari nationals are more likely to start and run businesses in Qatar than expatriates. In 2024, the TEA rate for Qatari Nationals was 13.2% while it was 6.3% among expatriates. The proportion of Qatari nationals who own and manage established businesses was also higher compared to expatriates at 6.8% versus 2.4%. However, also in line with the previous years, the rate of discontinuation of businesses was also higher among Qatari nationals. The 2024 results show that the proportion of Qatari nationals who discontinued a business in the past twelve months increased from 15.3% to 17.9% compared to the previous year.

Building a great wealth or a very high income continues to be the main motive for early-stage entrepreneurs to start a business, for both Qatari nationals and expatriates whilst continuing a family tradition has become less important for both groups compared to previous years. In fact, the proportion of Qatar nationals who said their motive to start a business is to continue a family tradition dropped from 45.4% in 2023 to 30.8% in 2024, and the proportion of expatriates

who believe the same dropped from 49.9% to 26.1%. The 2024 study results also showed that the percentage of expatriates who started a business to earn a living because jobs are scarce decreased somewhat considerably since the previous year, from 74.3% to 67.1%.



Table 2: Entrepreneurship characteristics by nationality in Qatar, 2024

| | Qatar | Qatari Nationals | Expatriates |
|---|--------------|-------------------------|--------------------|
| Entrepreneurial Activity | | | |
| Nascent entrepreneurship rate | 4.7% | 7.0% | 4.1% |
| New business ownership rate | 3.2% | 6.6% | 2.4% |
| Early-stage entrepreneurial activity (TEA) | 7.7% | 13.2% | 6.3% |
| Established business ownership rate (EB) | 3.3% | 6.8% | 2.4% |
| Discontinuation of businesses | 8.4% | 17.9% | 6.1% |
| Motivations and Aspirations of Early-stage Entrepreneurs | | | |
| To make a difference in the world | 49.4% | 44.9% | 51.0% |
| To build great wealth or a very high income | 82.6% | 85.7% | 81.0% |
| To continue a family tradition | 27.5% | 30.8% | 26.1% |
| To earn a living because jobs are scarce | 58.5% | 41.0% | 67.1% |

Source: Qatar Adult Population Survey 2024

2.3. AGE DISTRIBUTION

The following paragraphs examine the results of entrepreneurial activity indicators and motives based on age group.

The year 2024 marked a change in the age profile of early-stage entrepreneurs and more specifically for nascent entrepreneurs. The GEM APS 2024 showed that the age segment that holds a higher rate of nascent entrepreneurs is the 25-34 years old age group, followed by the 35-44 years old age group, the 18-24 years old, and 55-64 years old age group. The age segment of 45-54 year olds holds the last position in terms of nascent entrepreneurship rate which constitutes a very significant decline compared to the previous year as it was the segment with the highest score for this indicator. In addition, the 18-24 year old age group was classified in the first position in 2024 in terms of TEA rate compared to fourth position in 2023. This shift in proportion of early-stage entrepreneurs within the age segments indicates that younger adults are becoming more inclined and interested in starting a business.

Regarding the established business ownership rate, the 2024 results showed that it was higher

among older age groups (35+ years old) while it was the lowest among those aged 18-24 years old. Discontinuation of businesses was also higher among older adults in Qatar as the 2024 results showed the same patterns as previous years.

Among early-stage entrepreneurs, the motive of building great wealth and high income continued to be the top reason for starting a business, with an exception for adults aged 55-64 years old. The proportion of adults aged 55-64 years old who said their motive to start a business was to build wealth or a high income decreased significantly over the past year from 73.3% down to 54.5%. The 2024 results showed that for the 55-64 years old age group, the primary motive to start a business was to earn a living because jobs are scarce, followed by the aspiration to make a difference in the world which increased from 48.3% in 2023 to 58.3% in 2024. Another age segment that recorded a significant shift in the motives to start a business is the 45-54 years old group as it recorded a notable decrease for the motive of making a difference in the world from 48.4% in 2023 to 22.2% in 2024.

Table 3: Entrepreneurship characteristics by age in Qatar, 2024

| | Qatar | 18-24 | 25-34 | 35-44 | 45-54 | 55-64 |
|---|--------------|--------------|--------------|--------------|--------------|--------------|
| Entrepreneurial Activity | | | | | | |
| Nascent entrepreneurship rate | 4.7% | 4.9% | 5.3% | 5.2% | 1.9% | 4.9% |
| New business ownership rate | 3.2% | 3.6% | 2.8% | 3.7% | 2.4% | 4.9% |
| Early-stage entrepreneurial activity (TEA) | 7.7% | 8.3% | 7.8% | 8.5% | 4.4% | 7.7% |
| Established business ownership rate (EB) | 3.3% | 0.8% | 2.2% | 4.5% | 5.1% | 4.9% |
| Discontinuation of businesses | 8.4% | 7.8% | 7.5% | 8.9% | 9.7% | 10.5% |
| Motivations and Aspirations of Early-stage Entrepreneurs | | | | | | |
| To make a difference in the world | 49.4% | 48.5% | 55.7% | 48.1% | 22.2% | 58.3% |
| To build great wealth or a very high income | 82.6% | 81.8% | 89.9% | 80.0% | 77.8% | 54.5% |
| To continue a family tradition | 27.5% | 21.2% | 27.0% | 30.0% | 27.8% | 33.3% |
| To earn a living because jobs are scarce | 58.5% | 48.5% | 61.8% | 58.8% | 57.9% | 63.6% |

Source: Qatar Adult Population Survey 2024

2.4. EDUCATION PROFILE

This sub-section presents the results of entrepreneurial activity indicators and motivations across different education levels.

In 2024, adults with a master's or PhD degree were the most likely to start and run a business with a TEA rate of 11.3%. The highest rate of established business owners was recorded for adults who studied up to high school at 3.9%, taking the first position in front of the other segments of adults who attained higher education levels. This is a considerable change compared to the previous year where those who had studied up to high school ranked in the fourth position.

In 2024, the discontinuance of businesses indicator decreased for adults at community/college level of education shifting its position from the highest discontinuance rate to the lowest among the educational segments analyzed as part of the study.

Overall, building a great wealth and a high income is the main motive for most early-stage entrepreneurs to start a business. However, it was observed that the proportion of adults with a master's and/or PhD degree who said that their motive was to build a great wealth, or a

very high income increased from 82.2% in 2023 to 91.7% in 2024.

Also, it is notable that apart from adults with a master's and/or PhD degree, the proportion of all other education segments who mentioned the motive of earning a living because jobs are scarce decreased considerably in comparison with the previous year. Early-stage entrepreneurs who said their motive to start a business was to make a difference in the world slightly decreased overall, but the proportion of those who mentioned the motive of continuing a family tradition decreased significantly across all education categories.

Table 4: characteristics by Entrepreneurship education in Qatar, 2024

| | Qatar | Up to high school | College Community | University Graduate | Master's and/or PhD |
|---|-------|-------------------|-------------------|---------------------|---------------------|
| Entrepreneurial Activity | | | | | |
| Nascent entrepreneurship rate | 4.7% | 4.2% | 3.3% | 4.8% | 6.2% |
| New business ownership rate | 3.2% | 2.8% | 1.3% | 3.2% | 5.3% |
| Early-stage entrepreneurial activity (TEA) | 7.7% | 6.7% | 4.2% | 7.8% | 11.3% |
| Established business ownership rate (EB) | 3.3% | 3.9% | 2.5% | 3.2% | 2.5% |
| Discontinuation of businesses | 8.4% | 8.2% | 5.8% | 8.7% | 9.4% |
| Motivations and Aspirations of Early-stage Entrepreneurs | | | | | |
| To make a difference in the world | 49.4% | 43.2% | 44.4% | 52.8% | 47.9% |
| To build great wealth or a very high income | 82.6% | 84.8% | 80.0% | 78.7% | 91.7% |
| To continue a family tradition | 27.5% | 15.2% | 0.0% | 31.5% | 34.7% |
| To earn a living because jobs are scarce | 58.5% | 58.7% | 60.0% | 55.9% | 64.6% |

Source: Qatar Adult Population Survey 2024







SECTION 3: ENTREPRENEURIAL CHALLENGES IN QATAR

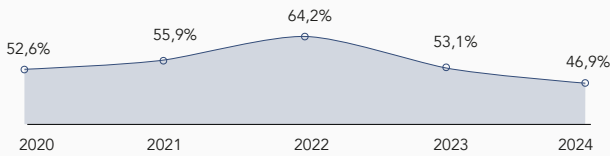
Entrepreneurship in Qatar faces several challenges that can impact its growth and sustainability. Individual perceptions of entrepreneurship may be influenced by factors such as fear of failure, lack of experience, or limited awareness of opportunities. Access to funding remains a significant barrier, as entrepreneurs often rely on informal sources of investment or face difficulty obtaining capital from formal financial institutions. Additionally, business growth can be hindered by challenges such as market competition, regulatory complexities, and the need for skilled talent, which can limit the ability of new ventures to scale and thrive. This section of the report presents the GEM 2024 results regarding individual perceptions of entrepreneurship, funding, and overall business growth.

3.1. INDIVIDUAL PERCEPTIONS ABOUT ENTREPRENEURSHIP

To assess individual self-perceptions of entrepreneurship, GEM inquires whether individuals personally know someone who has started a business or become self-employed in the past two years. Such affiliations with entrepreneurs can provide role models and mentorship, motivating potential entrepreneurs to pursue their business ambitions. GEM also asks individuals if they perceive opportunities in their environment, which reflects whether conditions are favorable for starting new ventures. Additionally, GEM examines whether people believe it is easy to start a business in their area and whether they feel they possess the necessary knowledge, skills, and experience to launch a new business. This helps gauge their self-confidence and their belief in having the education and training to turn innovative ideas into viable businesses. Another important aspect of self-perception is the fear of failure, which GEM measures by looking at those who recognize opportunities but refrain from pursuing them due to the fear of failure.

The results of the GEM APS 2024 study showed a drop of 11% in the proportion of adults aged 18-64 years old who know at least one person who started their own business in the past three years.

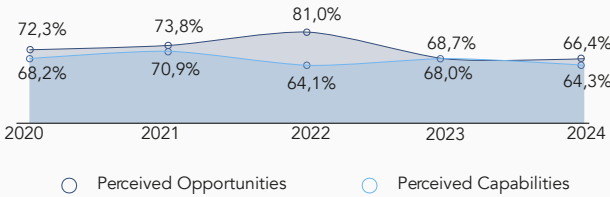
Figure 12: Entrepreneurial Affiliations, 2020 – 2024



Source: Qatar Adult Population Survey 2020-2024

The GEM indicators of perceived opportunities and capabilities have also recorded a decline in 2024 compared to 2023, with 66.4% of adults aged 18-64 years old believing there are good opportunities to start a business in Qatar and 64.3% believing they have the knowledge, skills, and experience to start their own business.

Figure 13: Perceived opportunities and capabilities, 2020 – 2024

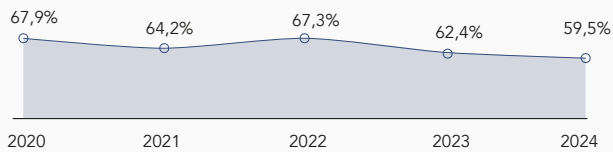


Source: Qatar Adult Population Survey 2020-2024

GEM also asks individuals whether they believe it is easy to start a business in Qatar, providing insights into the perceived ease or difficulty of launching a business within the country. This question helps assess the business environment and whether it offers favorable conditions for entrepreneurial ventures, reflecting the level of support or barriers entrepreneurs might face in Qatar.

In 2024, the proportion of adults aged 18-64 years old who believe it is easy to start a business in Qatar is 59.5%, recording the lowest value for this indicator in the past five years. The perceived ease of starting a business can also be a key factor for business creation, but it is also dependent on many other factors such as the regulations and processes to start a business, the access to financial support and funding, and the market opportunities.

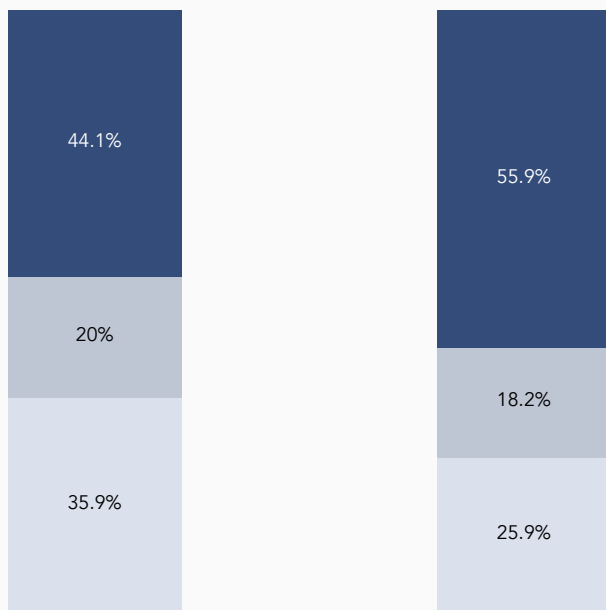
Figure 14: Perceived Ease of Starting a Business, 2020 – 2024



Source: Qatar Adult Population Survey 2020-2024

Four in ten early-stage entrepreneurs believe that starting a business in 2024 was more difficult compared to one year ago while 35.9% believe it was less difficult and 20.0% believe it was as difficult as one year ago. Over half of the established business owners stated that starting a business in 2024 was more difficult compared to 2023 while 25.9% mentioned it was less difficult and 18.2% stated that it was at the same level of difficulty.

Figure 15: Ease of starting a business among TEA and EB, 2024

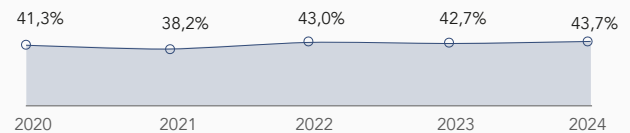


- It is more difficult compared to one year ago
- It is as difficult as one year ago
- It is less difficult compared to one year ago

Source: Qatar Adult Population Survey 2020-2024

Fear of Failure is another indicator that GEM has been tracking over time to measure the proportion of adults aged 18-64 years old who would not start a business for fear it might fail. GEM measures this indicator based on the proportion of adults who believe there are good opportunities to start a business in the country. In 2024, Qatar recorded a very slight increase for this indicator at 43.7%, from 42.7% in 2023, keeping it at a steady level. However, the registered proportion remains high and shows that potential entrepreneurs are not yet inclined to risk taking.

Figure 16: Fear of failure (those who see opportunities), 2020 – 2024



Source: Qatar Adult Population Survey 2020-2024



3.2. FUNDING CHALLENGES

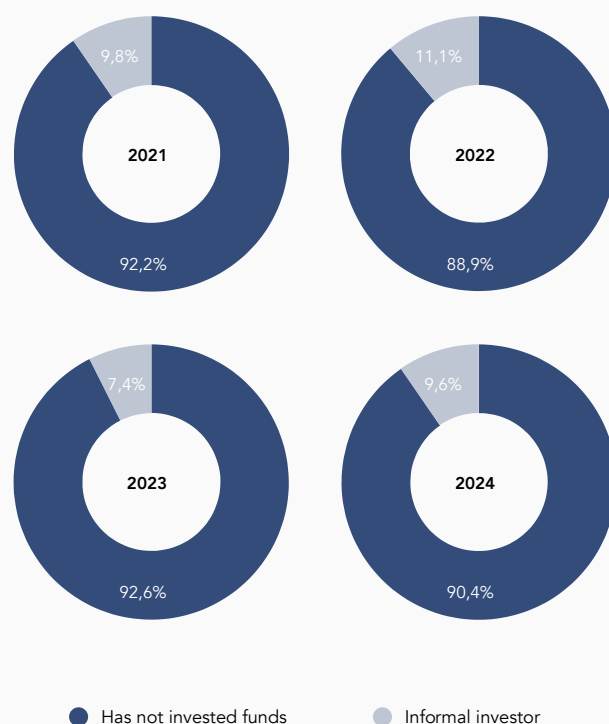
This section of the report examines business funding, focusing on informal investment. Additionally, the general interest rate in the country is identified as a challenge, as high rates can limit access to formal funding and increase financial pressures on businesses.

In contrast, Venture Capital (VC) investment experienced substantial growth in 2024, surging by 135% to reach QAR 115 million. This remarkable expansion was driven by strong contributions from private-sector investors and international investment funds, which collectively accounted for approximately 57% of total VC investment in Qatar¹.

GEM examines informal investment, which pertains to the financial support entrepreneurs receive from family, friends, colleagues, neighbors, or other informal sources. This form of investment is particularly important for entrepreneurs during the early stages of establishing a business, as it facilitates the initial development of their ventures. Informal investment serves a critical role in helping entrepreneurs overcome early financial challenges before they can secure formal funding or achieve long-term business stability.

In 2024, Qatar recorded an increase of 1.3% for informal investment activity compared to the previous year. One in ten adults provided unofficial funds and financial support to people they know (i.e., friends, family members, colleagues, etc.) within the past three years. Although this type of investment is playing a strong role in helping entrepreneurs launch their businesses, the proportion of informal investors is still low compared to the regional average of 10.4%.

Figure 17: Informal investment activity in Qatar, 2021 – 2024



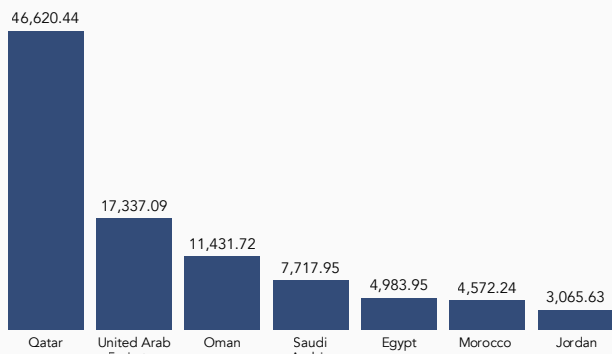
Source: Qatar Adult Population Survey 2021-2024

GEM also collects data on average informal investments and explores the relationship between the entrepreneur and the fund provider.

In Qatar, the average informal investor contributed USD 46,620 over the past three years, making it the highest average investment in the MENA region. In 2024, four in ten informal investors declared they previously provided funds to a close family member and 34.5% funded a friend or neighbor's business. The 2024 results regarding the relationship between the investor and the person who received the most recent personal investment are more aligned with the results from two years ago. In addition, the 2024 data showed that eight in ten people who received an informal investment are men (80.5%) while the female proportion was only 19.5%.

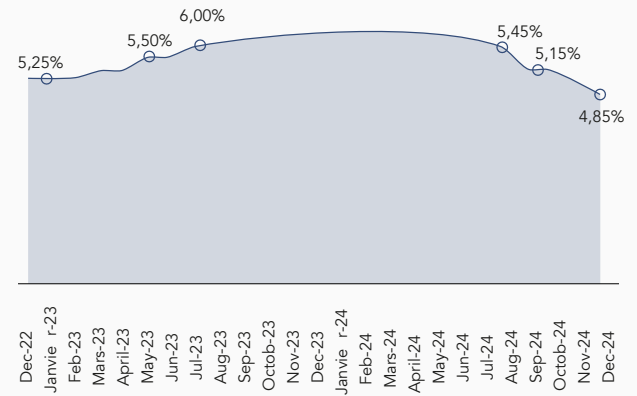
¹ [Qatar Venture Investment report 2024](#)

Figure 18: Average informal investment over the past three years in the MEAN region (in USD), 2024



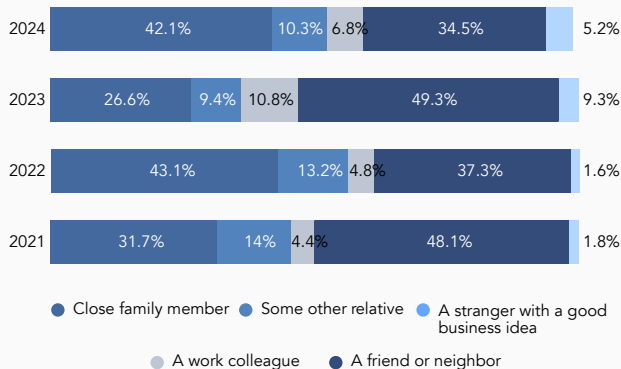
GEM Adult Population Survey 2024

Figure 20: Qatar's Interest Rate



Source: Qatar Central Bank

Figure 19: Relationship of the person that received most recent personal investment, 2021 – 2024



Source: Qatar Adult Population Survey 2021-2024

Another factor that new business owners will likely consider when looking into the several funding sources is the interest rate. As shown before, the proportion of early-stage entrepreneurs who can finance their business through a commercial loan has been decreasing over the past three years. The reason for this decline may be the constant incline in the interest rate as it reached its highest value of 6.00% in July 2023. It is only in September 2024 that Qatar Central Bank (QCB) reduced its policy rate by to 5.45%. Since then, QCB has reduced the interest rate to 5.15% in November 2024 and to 4.85% in December 2024². QCB decision to reduce the interest rate might encourage potential entrepreneurs to start businesses and existing entrepreneurs to expand their business operations in the next year.

3.3. BUSINESS GROWTH

This section of the report addresses business growth, covering key areas such as job growth expectations, overall business growth projections, internationalization, and innovation in offerings and processes. These factors are crucial in understanding the potential for expansion and development within businesses, as they reflect not only internal growth strategies but also a company's ability to adapt to global markets and innovate in response to changing demands.



² Qatar Central Bank Website

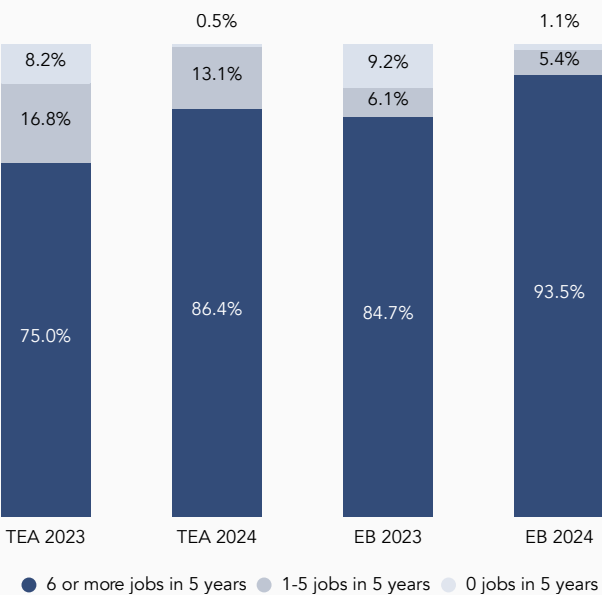
3.3.1. JOB GROWTH EXPECTATIONS

GEM tracks job-creation forecasts by asking early-stage entrepreneurs and established business owners about their current employee count (excluding partners and owners) and their expectations for employee numbers over the next five years. The difference between current and projected employment levels reflects growth expectations. Entrepreneurs expecting to employ six or more people are classified as medium to high-growth-oriented entrepreneurs.

While overall entrepreneurial activity has slowed down, a notable percentage of both early-stage entrepreneurs and established business owners in 2024 are optimistic about expanding their workforce by six or more jobs over the next five years, showing an increase from the previous year. The expectations of job growth for early-stage entrepreneurs (TEA) rose by 15%, moving from 75.0% in 2023 to 86.4% in 2024. Similarly, established businesses (EB) also saw a 10% uptick in their job growth expectations, climbing from 84.7% to 93.5%.

On the other hand, the forecasts for job stagnation—expectations of creating zero jobs within the next five years—have decreased. The TEA's rate dropped from 8.2% to 0.5%, while the EB's fell from 9.2% to 1.1%.

Figure 21: Job growth expectations among TEA and EB, 2023 – 2024



Source: Qatar Adult Population Survey 2023-2024

3.3.2. OVERALL BUSINESS GROWTH

To gauge the current trajectory of business expansion and identify trends in growth performance, GEM also asks entrepreneurs whether their overall business growth in 2024 is higher, the same, or lower compared to 2023.

Meanwhile, there is a clear distinction between early-stage entrepreneurs and established business owners regarding growth expectations. While early-stage entrepreneurs are generally more optimistic, established businesses exhibit a more cautious stance.

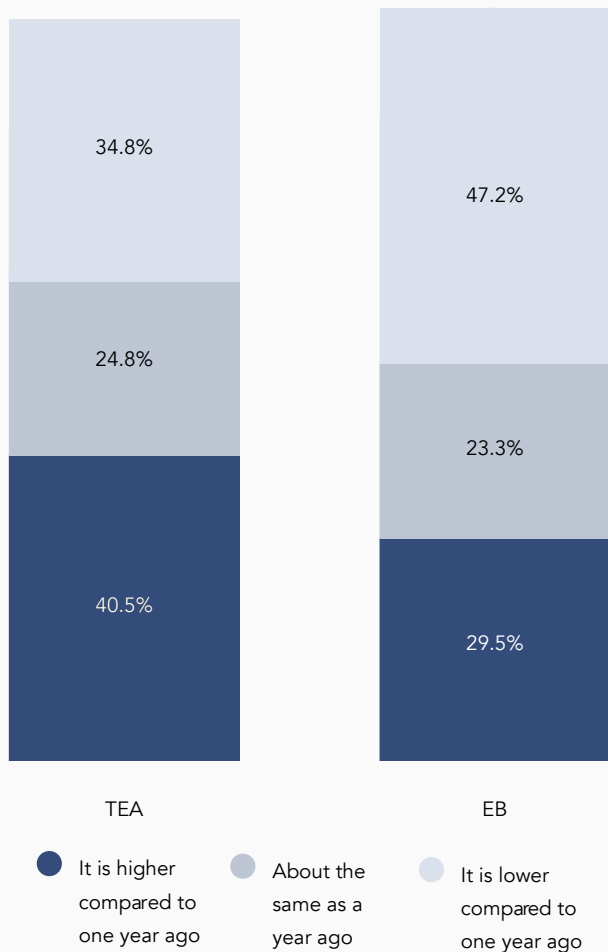
A significant portion (40.5%) of early-stage entrepreneurs forecasts higher growth compared to last year. However, the fact that a substantial 34.8% still report declines suggests that challenges remain prevalent, highlighting the variability of success for startups.

On the other hand, established business owners seem to be facing more difficulties, with 47.2% noting decreased growth. This could reflect market saturation, competitive pressures, or other operational challenges that are not as pronounced for earlier-stage ventures.

The percentages of both early-stage (24.8%) and established businesses (23.3%) reporting no change in growth signify potential stagnation. This could point to broader industry challenges or a lack of momentum in market conditions.

Overall, such perceptions illustrate a prevailing sense of caution among business owners. The uncertainties related to economic conditions and global factors are likely contributing to a reluctance to make aggressive growth plans. This cautious sentiment suggests that businesses may be prioritizing stability over expansion in the current climate.

Figure 22: Expectations for business growth among TEA and EB, 2024



Source: Qatar Adult Population Survey 2024

3.3.3. INTERNATIONALIZATION

According to GEM, entrepreneurs have a strong international orientation when 25% or more of their sales come from customers outside their domestic markets.

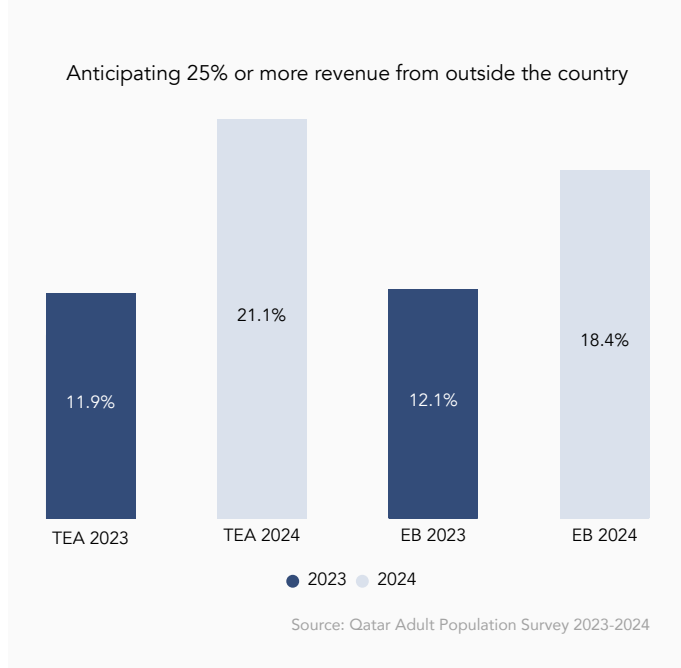
The findings for 2024 indicate a positive shift in expectations for international revenue among existing businesses compared to the previous year. Particularly through early-stage entrepreneurs predicting increased earnings from overseas markets rose by 9.2%, from 11.9% in 2023 to 21.1% in 2024. Likewise, established business owners anticipating better performance in international markets also demonstrated growth, with expectations climbing by 6.3%, from 12.1% to 18.4%.

The substantial increase in early-stage entrepreneurs' expectations suggests a growing confidence in the potential for international expansion. Meanwhile, the rise in established business owners predicting improved international revenue points to broader trends of engagement in the global marketplace, reflecting potential strategies to diversify income sources.

With more entrepreneurs optimistic about their international revenue prospects, there could be increased investment in resources aimed at leveraging these opportunities, potentially leading to greater jobs and innovations tied to global trade. As businesses look to expand their revenue streams through international markets, there may be a growing need for tailored strategies and support systems to effectively navigate these ventures.



Figure 23: International Orientation of TEA and EB, 2023 – 2024



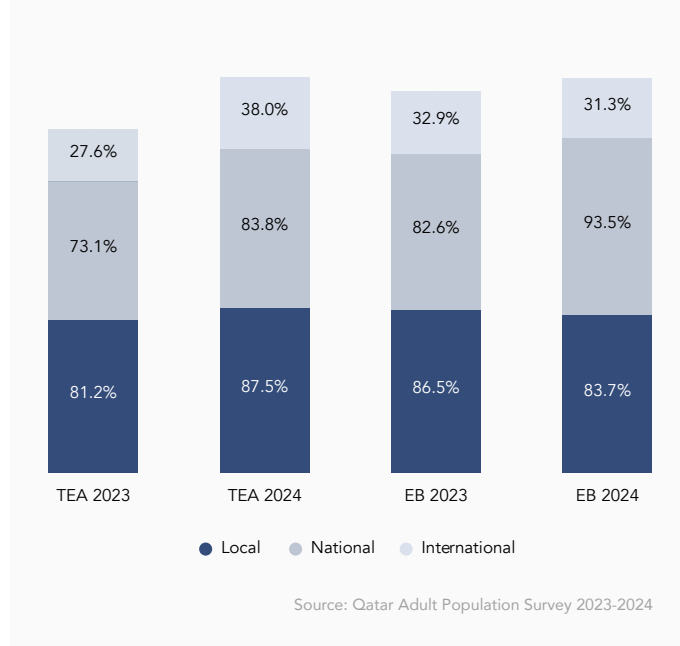
GEM assesses the business scope of early-stage and established businesses by asking entrepreneurs whether they have customers in the area where they live (local scope), elsewhere in Qatar (national scope), or outside of Qatar (international scope). The data reveals a notable expansion in business scope at the national level, reflecting an optimistic outlook among entrepreneurs. Early-stage entrepreneurs have increased their focus across various markets, with local business scopes growing by 8% (from 81.2% to 87.5%), national scopes rising by 15% (from 73.1% to 83.8%), and international markets experiencing a significant increase from 27.6% in 2023 to 38.0% in 2024.

Likewise, the substantial growth in early-stage entrepreneurs' international scope suggests a growing willingness to explore and invest in foreign markets, which could lead to greater diversification of revenue sources in the future.

In contrast, established businesses have shown a strong expansion in their national market presence, increasing from 82.6% to 93.5%.

However, there has been a slight decline in established businesses' local market scope (from 86.5% to 83.7%) and a reduction in their focus on international markets (from 32.9% to 31.3%).

Figure 24: Business Scope of TEA and EB, 2023 – 2024



3.3.4. INNOVATION IN OFFERINGS AND PROCESSES

Owners of new and established businesses were asked to specify whether their products/services are new to the customers locally, nationally, or globally and whether the technologies/procedures they use are new locally, nationally, or globally.

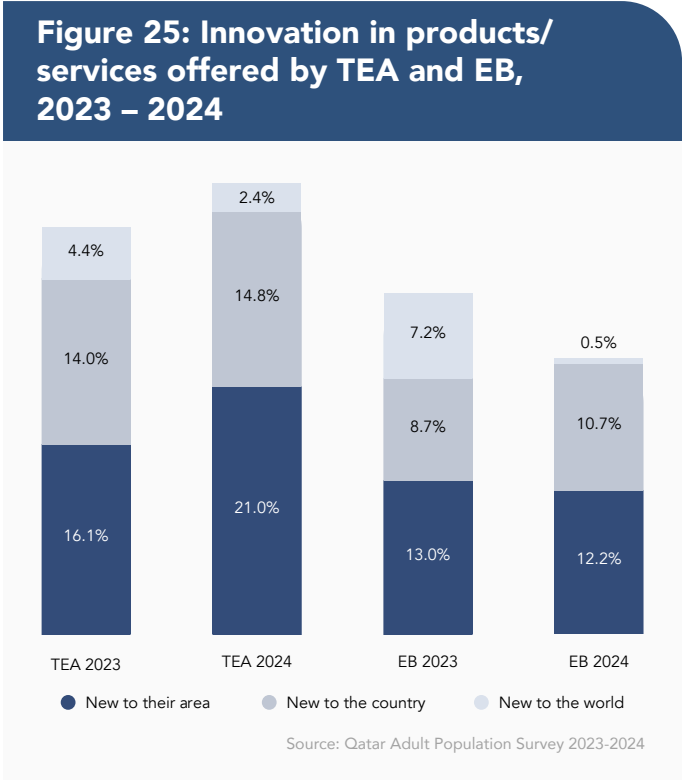
The GEM 2024 findings on innovation in offerings and processes highlight the varying impact of products and services on early-stage entrepreneurs (TEA) and established businesses (EB). Early-stage entrepreneurs have shown an increase in the introduction of new products and services within their local markets, rising from 16.1% to 21.0%, as well as a modest growth at the national level, from 14.0% to 14.8%. However, their global offering has seen a decline, dropping from 4.4% to 2.4%.

The increase in new offerings among early-stage entrepreneurs suggests a vibrant and responsive approach to local consumer needs, indicating potential opportunities for growth and market penetration. Likewise, the increased emphasis on local and national markets for early-stage entrepreneurs suggests a strategic focus on maximizing domestic opportunities, which could be a more immediate source of revenue amid global uncertainties.

On the other hand, the moderate increase in new offerings at the national level for established businesses, rising from 8.7% to 10.7%, indicates a positive trend toward innovation and responsiveness to market demands. This suggests that these businesses are beginning to prioritize the development of new products or services tailored to their domestic market, which may enhance their competitive edge and foster growth opportunities. It reflects a potential strategic pivot toward strengthening their market position in response to evolving consumer needs within the country.

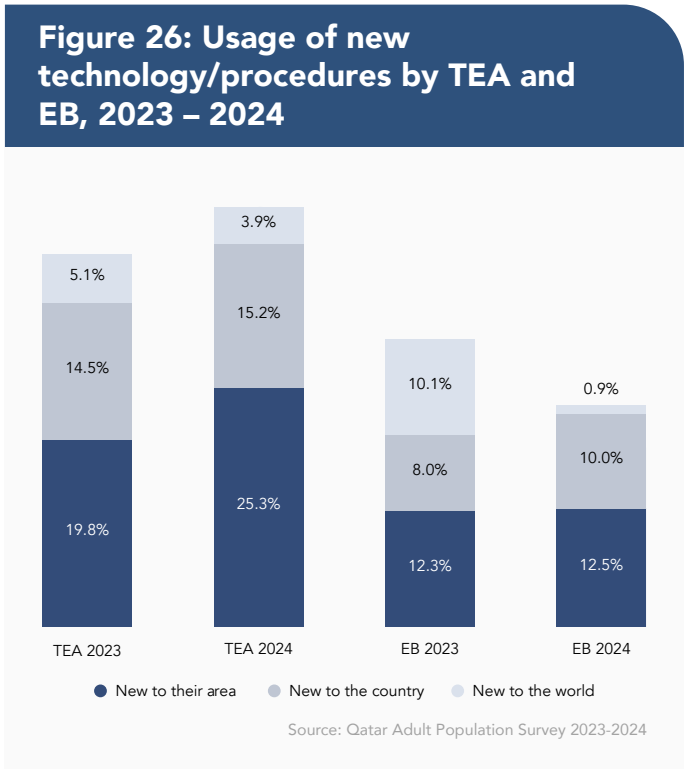
However, established businesses have also experienced a decrease in new offerings at both the local and international levels, with local offerings falling from 13.0% to 12.2% and international offerings plummeting dramatically from 7.2% to 0.5%.

The reduced levels of new product/service offerings among established businesses indicate a possible stagnation or disengagement from innovation, which may affect their competitiveness in both local and international markets.



In 2024, both TEA and EB have experienced improvements in terms of usage of new technologies and or procedures compared to 2023. One in four early-stage entrepreneurs stated that the technologies and procedures they used for their products and services are new to people in the area where they live (compared to 19.8% in 2023) and 15.2% stated the technologies and procedures used are new to people in other areas of Qatar (compared to 14.5% in 2023). As for the established businesses, a slight increase has been recorded for those who mentioned their technologies/procedures are new to their area (from 12.3% up to 12.5%) and a moderate increase was recorded for those who believe their technologies/procedures are new to other areas of Qatar (from 8.0% up to 10.0%).

However, the proportion of TEA and EB who declared that the technologies and procedures they have used in their offerings are new to the world has considerably declined, with TEA decreasing from 5.1% to 3.9% and EB experiencing a significant drop from 10.1% to 0.9%.







SECTION 4: FUTURE OF ENTREPRENEURSHIP ACTIVITY IN QATAR

This section of the report explores the future of entrepreneurship in Qatar, focusing on indicators such as entrepreneurial intentions, support for local entrepreneurs, the impact of AI and digitalization, and sustainability. These factors provide valuable insights into how entrepreneurship in Qatar is expected to evolve in response to emerging trends, technological advancements, and a growing focus on sustainability.

4.1. ENTREPRENEURIAL INTENTIONS

GEM measures entrepreneurial intentions by asking the adult population whether they plan to start a business within the next three years. Interestingly, despite perceived challenges among TEA and EB, there is a significant increase in entrepreneurial intentions among adults aged 18-64 who are not engaged in any entrepreneurial activities, rising from 47.4% in 2023 to 60.8% in 2024. This marks the highest level of entrepreneurial intention recorded in the post-COVID economy.

Several factors may have influenced this positive outlook such as the Qatar National Vision 2030, an ambitious initiative that is aimed at fostering economic growth and entrepreneurship in the country. Moreover, the government's continued support for local youth and entrepreneurs aligns with its broader efforts to cultivate an entrepreneurial ecosystem within Qatar.

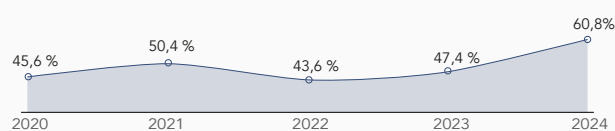
The surge in entrepreneurial intentions also suggests a growing confidence among adults in Qatar, likely influenced by supportive government policies and investment in infrastructure that encourages entrepreneurial ventures. For example, National initiatives, particularly those aimed at youth entrepreneurship (e.g., Young Entrepreneurs Initiative, "How to Start Your Business" training course, Future Entrepreneurs Camp), indicate a strategic effort to empower the next generation of business leaders, which may lead to sustained increases in entrepreneurial activity.

Likewise, the hosting of major international sports events such as the FIFA World Cup 2022 and business-related events (e.g., Rowad, Web Summit Qatar, Downtown Tech, Qatar Financial Expo & Awards, CYSEC Qatar

Summit) has potentially stimulated interest in entrepreneurship, as these occasions create opportunities for innovation, hospitality, and various related industries, thereby inspiring residents to engage in entrepreneurial endeavors.

As Qatar focuses on diversifying its economy, despite still heavily reliant on hydrocarbons, maintaining a balance between traditional sectors and emerging industries will be crucial for fostering a sustainable entrepreneurial ecosystem. This dual approach may ensure resilience and growth in the entrepreneurial landscape amid global economic challenges.

Figure 27: Entrepreneurial Intentions, 2020 – 2024



Source: Qatar Adult Population Survey 2020-2024

4.2. SUPPORT OF LOCAL ENTREPRENEURS

As part of Qatar's strategy to enhance entrepreneurial activities and support the local entrepreneurs, several new initiatives were launched over the past three years. Most of Qatar's efforts now focus on creating and implementing initiatives that target specific segments of the population such as females or young adults. Some of the recent initiatives fostering youth entrepreneurship in Qatar include the Future Entrepreneurs Camp that was created by Qatar Chamber (QC) in collaboration with the Youth Entrepreneurs Club and Qatar University's Center for Entrepreneurship and Organizational Excellence. The camp was run between July and August 2024 and its main goal was to develop the youth's sense of entrepreneurship and innovation by providing theoretical and practical training sessions to secondary school and university students³. Earlier in 2024, the QC also held the second edition of its initiative 'Young Entrepreneurs Initiative' in collaboration with the Ministry of Education and Higher Education.

³Qatar Chamber Concludes "Future Entrepreneurs Camp" | Qatar Chamber

The initiative aimed to raise awareness among school students about the importance of entrepreneurship and the role of the private sector in the economy and society⁴.

Following the global market trends, Qatar has also launched initiatives that foster innovation and bolster the usage of new technologies and solutions. Some of the key initiatives include “Qatar FinTech Hub” (QFTH), “Startup Qatar”, and the TASMU Accelerator.



⁴Qatar Chamber hosts the ‘Young Entrepreneurs Initiative’ first workshop | Qatar Chamber



A central hub for FinTech activities in the country

QFTH aligns with the National FinTech Strategy and the Qatar National Development Strategy, offering support to over 100 FinTech startups, both directly and indirectly.

QFTH runs two 12-week programs: the Incubator Program, aimed at early-stage entrepreneurs and FinTech's with a Minimum Viable Product (MVP) looking to refine their prototypes, build traction, and secure funding, and the Accelerator Program, designed for later-stage FinTech's seeking global expansion with a proven product-market fit⁵.

A one stop hub for startup success

In early 2024, Investment Promotion Agency Qatar (Invest Qatar) announced the launch of "Startup Qatar", a one-stop online platform catering to all business requirements and serving as the single comprehensive national resource for information, support and opportunities offered to startups⁶.

A catalyst for startups within the framework of MCIT's Smart Qatar initiative

For its 2024 Cohort, the accelerator's main goal was to motivate and support startups in shaping and advancing the innovation ecosystem in Qatar, with a focus on the transportation and logistics, healthcare, environment, and tourism sectors⁷.

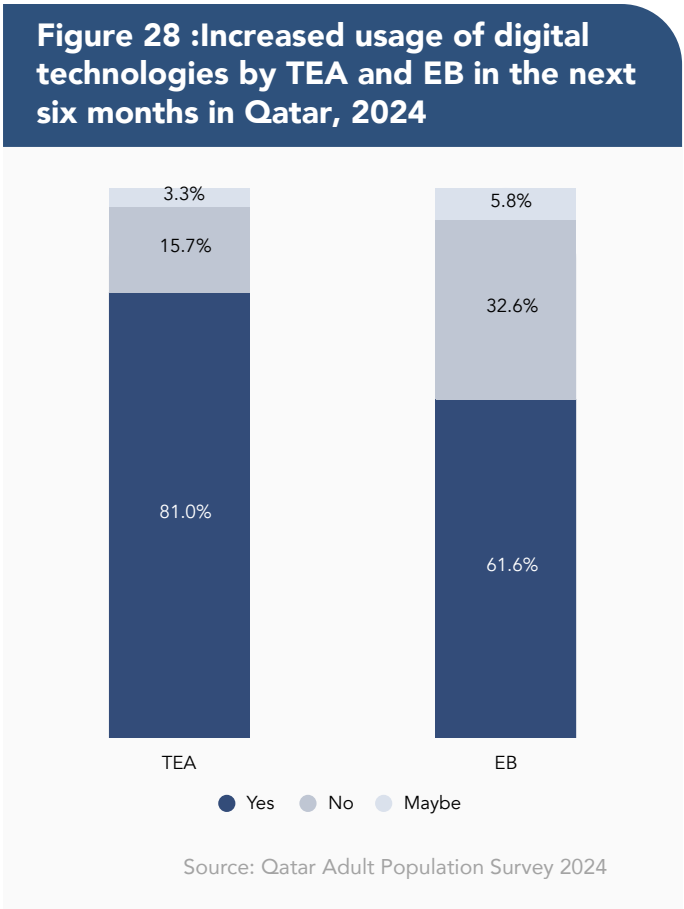
⁵Qatar Fintech Hub

⁶Invest Qatar launches "Startup Qatar", introduces exclusive services and opportunities at Web Summit Qatar

⁷TASMU Accelerator

4.3. ARTIFICIAL INTELLIGENCE AND DIGITALIZATION IN ENTREPRENEURSHIP

In this year’s report, GEM included a new variable in the APS by asking business owners whether they expect their business to use more digital technologies to sell their products and services in the next six months. The majority of Qatar’s entrepreneurs declared they will be integrating and implementing more digital technologies in their businesses in the next six months. However, early-stage entrepreneurs seemed to be more confident about the usage of digital technologies in the future compared to established business owners (81.0% versus 61.6%, respectively).

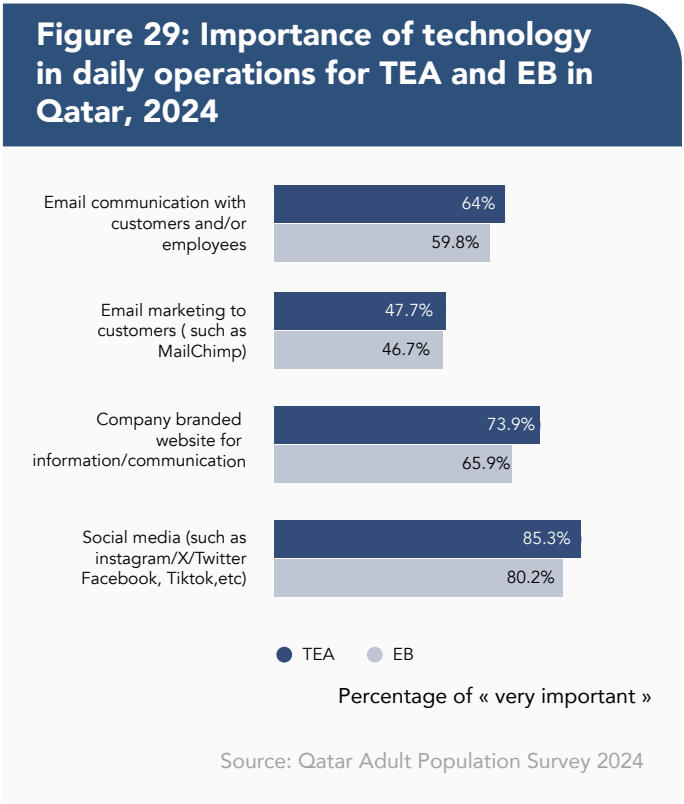


4.3.1. IMPORTANCE OF TECHNOLOGY IN ENTREPRENEURSHIP

In 2024, GEM assesses the importance of technology in business operations by asking owners of new and established businesses to evaluate how crucial certain technologies are to their daily activities. The technologies considered include email communication with customers and employees, email marketing, company websites for information and communication, and social media. Business owners are asked to

rate each technology as either “very important,” “somewhat important,” or “not important”.

In terms of the importance of technology in daily operations, social media is the most important technology for both TEA (85.3%) and EB (80.2%), reflecting its significant role in customer engagement and brand visibility. A high percentage of TEA (73.9%) and EB (65.9%) entrepreneurs also rely on a company-branded website for information and communications. Email communication is similarly crucial, with 64.0% of TEA and 59.8% of EB businesses using it to connect with customers and employees, while email marketing lags slightly behind but remains significant (47.7% for TEA and 46.7% for EB).



In 2024, GEM also evaluates the importance of technologies in implementing business models and strategies by asking business owners about key tools such as company-branded e-commerce websites, data analytics, cloud computing, and artificial intelligence. Owners rate each technology as “very important,” “somewhat important,” or “not important,” offering insights into their role in supporting business growth and strategy. When it comes to implementing their business models and strategies, both TEA and EB businesses place considerable emphasis on digital tools.

E-commerce via a company-branded website is prioritized by 65.4% of TEA and 60.3% of EB businesses. Data analytics tools, essential for strategic decision-making, are used by both TEA (64.1%) and EB (64.4%) at nearly the same rate, highlighting the importance of data-driven insights across all stages of entrepreneurship. Cloud computing is more commonly used by established businesses (70.0%) than early-stage ventures (57.0%).

Artificial Intelligence (AI) is still an emerging technology in Qatar’s entrepreneurship ecosystem, with 38.0% of TEA and 31.8% of EB businesses currently utilizing it for their business models and strategies. However, Qatar’s scores on this indicator are significantly high compared to other countries as it ranks in the 11th position globally for TEA usage of AI and in the 15th position globally for EB usage of AI. Projections for the next three years indicate a growing recognition of AI’s potential: 39.5% of TEA entrepreneurs see it as very important for future strategic implementation, compared to 22.2% of EB businesses. This difference suggests that early-stage entrepreneurs are more inclined to view AI as a critical future asset.

Figure 30: Importance of technology in implementing the business model and strategy for TEA and EB, 2024

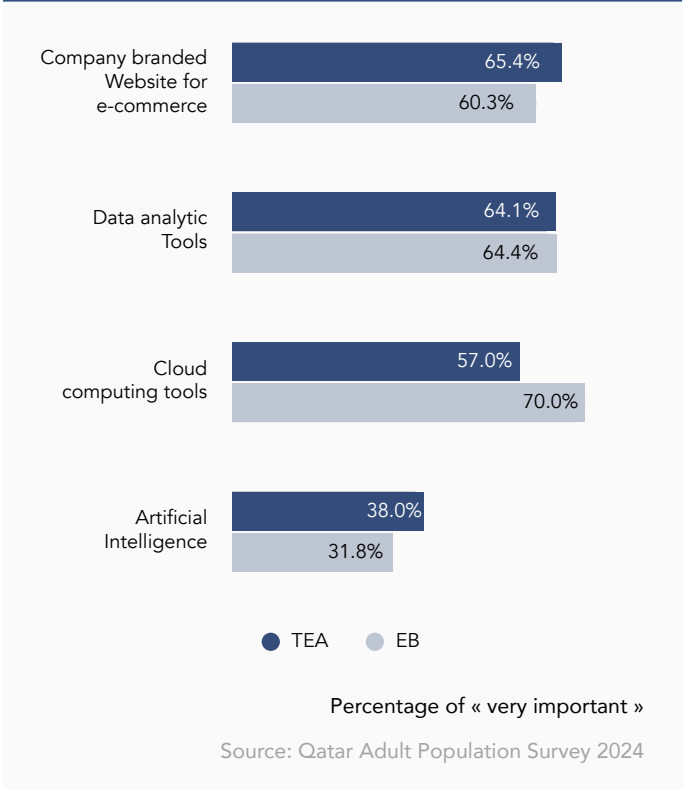
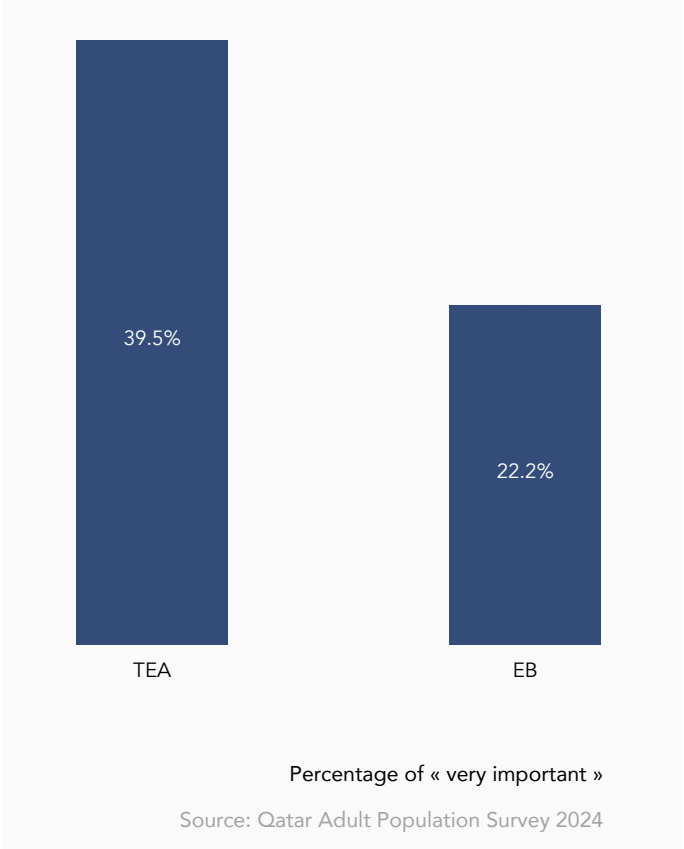


Figure 31: Importance of artificial intelligence tools in implementing the business model and strategy in the next three years for TEA and EB, 2024



4.3.2. IMPACT OF ARTIFICIAL INTELLIGENCE ON BUSINESSES

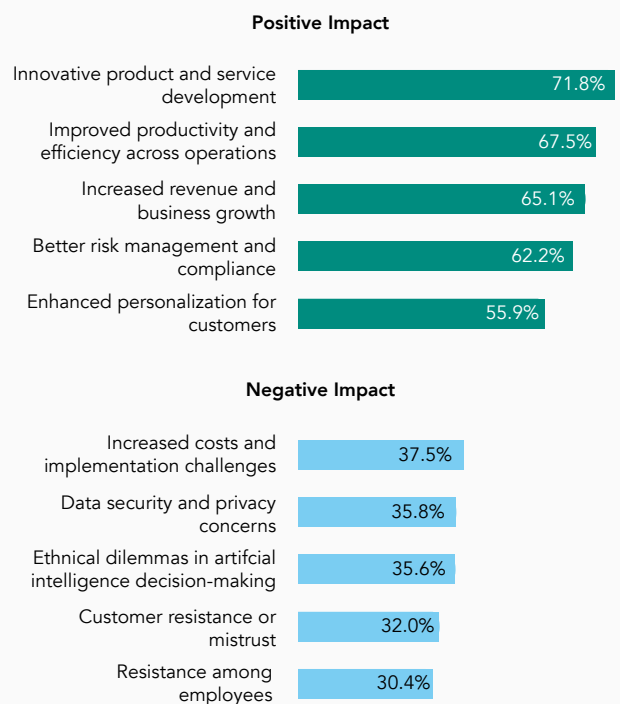
In 2024, GEM asked business owners to evaluate the potential impacts of implementing AI in their businesses. Respondents were asked to rate potential impacts of AI adoption, choosing from “high impact,” “low impact,” or “no impact.” Through this new question, GEM aims to understand how business owners perceive AI’s influence on various aspects of their operations and identify areas where AI could contribute to business growth and efficiency.

For TEA businesses, the most notable benefit of AI is innovative product and service development (71.8% reported impact), indicating that early-stage entrepreneurs are leveraging AI to drive creativity and differentiation in their offerings. AI is also seen to significantly enhance productivity and operational efficiency for 67.5% of TEA, while increasing revenue and supporting business growth for 65.1%, highlighting AI’s role in fostering competitive advantage and scalability.

Similarly, for EB, AI implementation is credited with innovative product and service development by 63.7% of respondents, but to a lesser degree than in TEA. Improved productivity and efficiency (58.4%) and increased revenue and growth (54.8%) also underscores AI's effectiveness in optimizing operations for established businesses, albeit with slightly lower impact rates than seen in TEA, likely due to established firms facing more structured processes and market positioning. Enhanced personalization for customers is recognized as a significant benefit, with 55.9% of TEA and 49.2% of EB businesses observing positive impacts.

However, TEA and EB express concerns about AI to varying extents. Data security and privacy concerns are high for both groups, with 42.6% of EB and 35.8% of TEA viewing this as a significant issue. Additionally, increased costs and implementation challenges affect 41.4% of EB and 37.5% of TEA, indicating that both early-stage and established businesses see financial and logistical challenges as potential deterrents to AI adoption. For EB, ethical dilemmas in AI decision-making pose a concern for 41.5%, compared to 35.6% in TEA, possibly reflecting EB's broader responsibility toward existing customer bases and regulatory compliance. Furthermore, customer resistance or mistrust of AI impacts 41.0% of EB, compared to 32.1% in TEA. Resistance to AI among employees is more pronounced in TEA (30.4%) than in EB (27.0%).

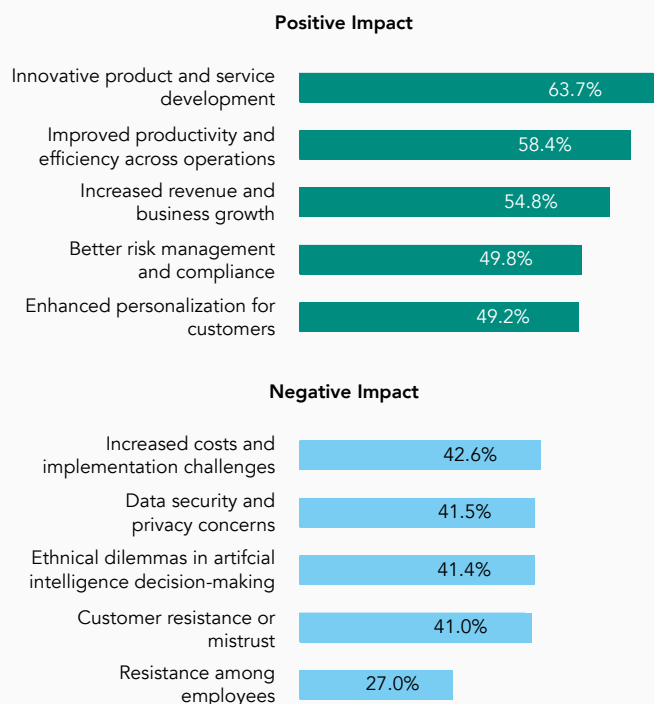
Figure 32: Impact of implementing artificial intelligence for TEA, 2024



Percentage of « High Impact »

Source: Qatar Adult Population Survey 2024

Figure 33: Impact of implementing artificial intelligence for EB, 2024



Percentage of « High Impact »

Source: Qatar Adult Population Survey 2024

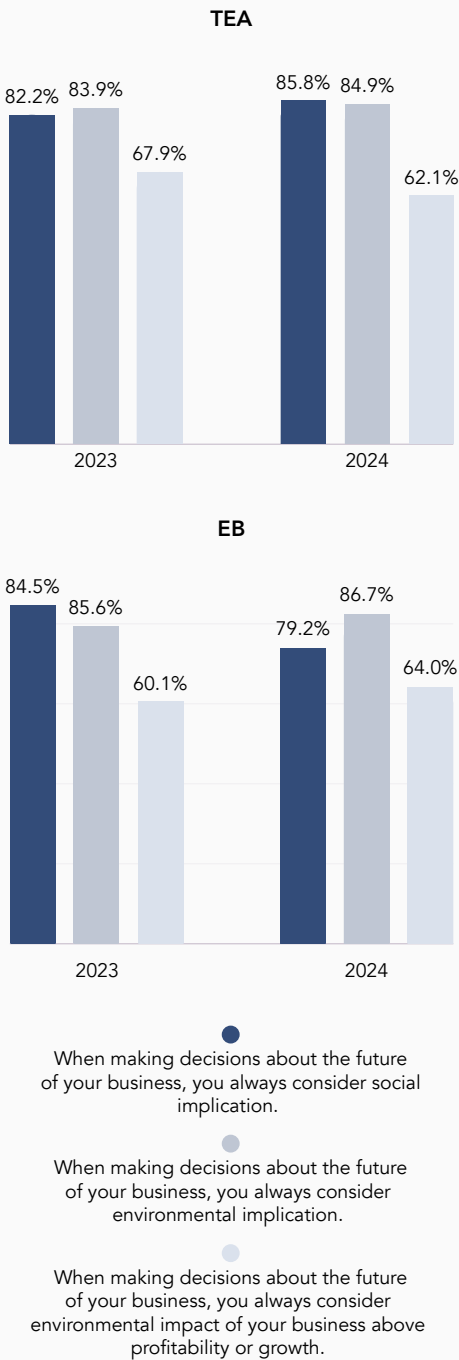
4.4. SUSTAINABILITY IN ENTREPRENEURSHIP

GEM evaluates the extent to which entrepreneurs incorporate sustainability goals into their business practices by asking them to indicate the extent to which they consider social and environmental implications when making decisions about the future of their businesses. Business owners are also asked whether they prioritize social and environmental impacts over profitability and growth. Additionally, GEM tracks whether entrepreneurs have taken concrete steps in the past year to minimize their business’s environmental footprint or maximize its social impact. The following paragraphs highlight the key findings for these variables.

Among TEA entrepreneurs, the commitment to social and environmental implications in business decisions increased slightly from 2023 to 2024. In 2023, 82.2% of TEA entrepreneurs reported always considering social implications, which rose to 85.8% in 2024. Similarly, consideration of environmental implications saw a slight increase from 83.9% in 2023 to 84.9% in 2024, indicating a heightened awareness of environmental responsibility among new entrepreneurs. However, the percentage of TEA entrepreneurs prioritizing social and environmental impact over profitability or growth declined from 67.9% in 2023 to 62.1% in 2024. This decrease suggests that, while social and environmental concerns remain highly relevant, early-stage entrepreneurs are balancing these priorities with the need for financial sustainability as they grow their businesses.

In established businesses, there is a similarly strong focus on environmental considerations. The proportion of EB entrepreneurs who always consider social implications in decision-making decreased slightly, from 84.5% in 2023 to 79.2% in 2024. However, environmental considerations grew slightly, with 86.7% in 2024 compared to 85.6% in 2023, suggesting that established businesses are increasingly factoring in environmental impacts, likely as part of long-term sustainability strategies. The share of EB entrepreneurs who prioritize social and environmental impact over profitability or growth rose from 60.1% in 2023 to 64.0% in 2024.

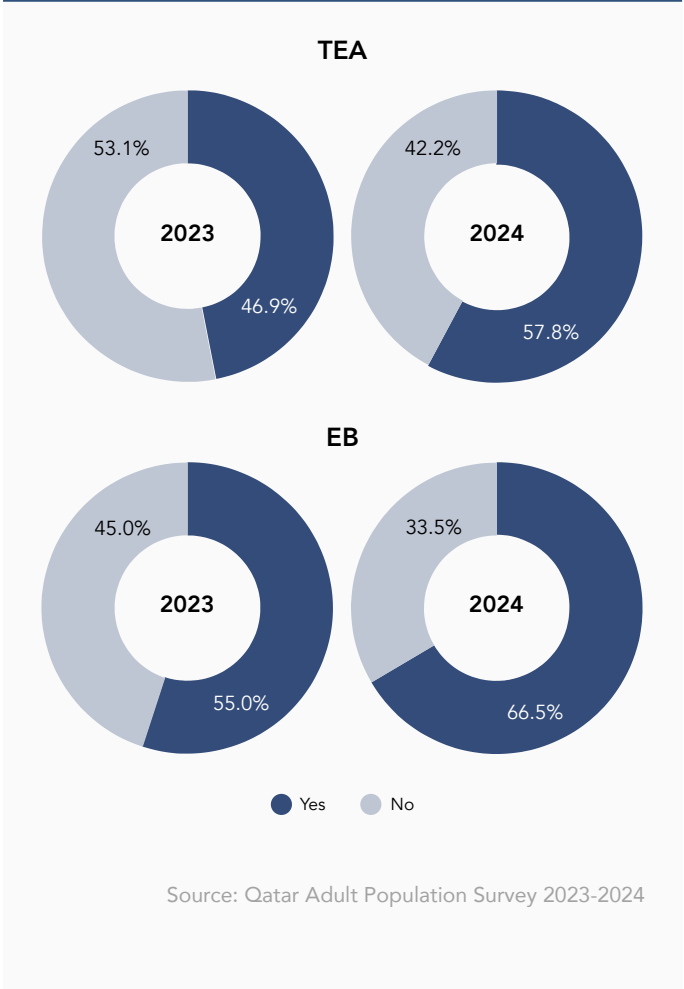
Figure 34: Importance of social and environmental values for TEA and EB in Qatar, 2023 – 2024



Source: Qatar Adult Population Survey 2023-2024

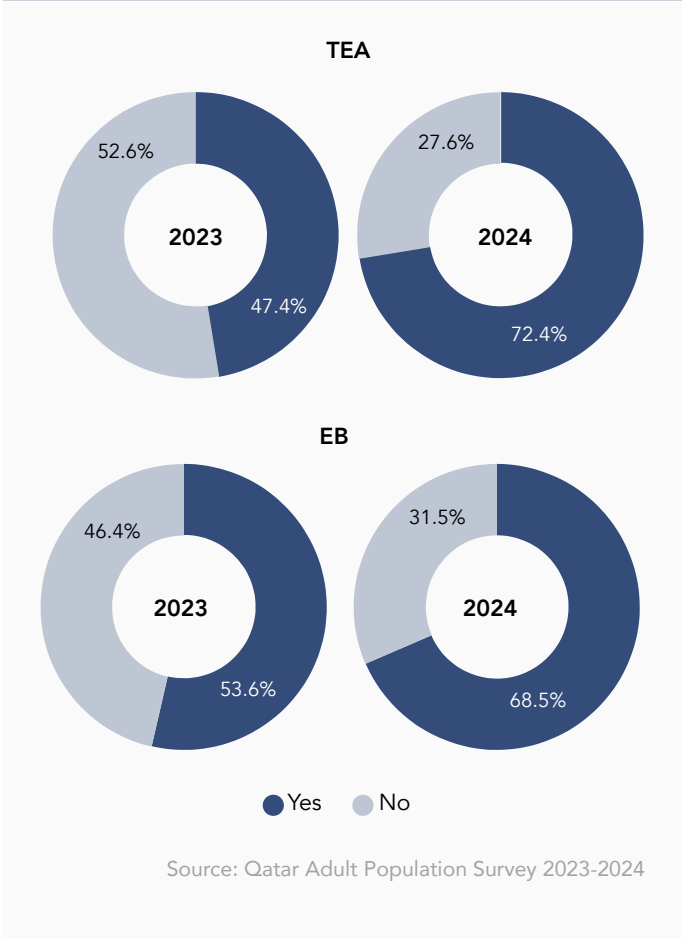
Among TEA entrepreneurs, the percentage of businesses taking steps to reduce their environmental footprint increased significantly from 46.9% in 2023 to 57.8% in 2024. This shift indicates a rising awareness and proactive approach toward sustainability among early-stage entrepreneurs. Established businesses also show a substantial increase in environmental initiatives, with 66.5% reporting steps taken to minimize their environmental impact in 2024, compared to 55.0% in 2023.

Figure 35: TEA and EB taking any steps to minimize the environmental impact of their business over the past year, 2023 – 2024




In 2024, 72.4% of TEA businesses reported taking steps to increase their social impact, a considerable rise from 47.4% in 2023. This shift indicates that social responsibility has become a more prominent factor in business strategies among early-stage entrepreneurs, reflecting a greater alignment with societal values and community engagement. Among established businesses, the commitment to maximizing social impact also grew significantly. In 2024, 68.5% of EB businesses reported taking active steps to enhance their social contributions, up from 53.6% in 2023.

Figure 36: TEA and EB taking any steps to maximize the social impact of their business over the past year, 2023 – 2024







SECTION 5: ENTREPRENEURSHIP FRAMEWORK CONDITIONS IN QATAR

Annually, GEM surveys key experts in each participating economy as part of the NES. The NES focuses on the environmental factors that impact the entrepreneurial sector, captured through the nine Entrepreneurial Framework Conditions (EFCs), outlined in Appendix B: Research Methodology. The standardized NES questionnaire gathers insights from national experts, selected based on their experience and reputation, to assess conditions that foster or constrain entrepreneurship in their country.

In Qatar, 55 experts were interviewed in 2024. The questionnaire included statements about national conditions influencing entrepreneurship, with responses measured on a Likert scale from 0 (completely false) to 10 (completely true). The data collected was analyzed to determine scores for each EFC.

5.1. NATIONAL ENTREPRENEURSHIP CONTEXT INDEX (NECI)

The National Entrepreneurship Context Index (NECI) measures the entrepreneurial environment by averaging scores from the nine key framework conditions. It provides an initial assessment to inform policymakers and stakeholders about the strength of the entrepreneurial ecosystem.

In 2024, Qatar recorded a NECI score of 5.6 placing the state in the 11th position among the total of 56 economies that participated in the GEM 2024 National Expert Survey. It is notable that the NECI score dropped compared to 5.9 in the previous year. However, it is still higher than the global GEM average of 4.7 and the MENA region average of 5.4.

The decrement in NECI score is mostly due to the decline in all key entrepreneurship framework conditions, with an exception for physical infrastructure and cultural and social norms. The highest declines were observed for the following framework conditions: Entrepreneurial education and training at school stage (0.7- points), research and development (R&D) transfer (0.6- points), and government policies: support and relevance (0.6- points).



5.2. ENTREPRENEURSHIP FRAMEWORK CONDITIONS (EFCs)

GEM has been tracking economies’ performance on some key entrepreneurship framework conditions for over a decade. Qatar scored moderately high on the frameworks Physical infrastructure (7.7), Cultural and social norms (6.7), Government policies: taxes and bureaucracy (6.0), and entrepreneurial education and training at post-school stage (6.0).

Physical infrastructure was the only framework that recorded an increase compared to the previous year, from 7.2 up to 7.7. The national experts have highlighted that the physical infrastructure of Qatar (roads, utilities, communications, water disposal) provides good support for new and growing firms (average score of 8.8), that a new or growing firm can get good access to communications (telephone, internet, etc.) in about a week (score of 8.1), and that new or growing firms can get good access to utilities (gas, water, electricity, sewer) in about a month (score of 8.1). It has also been specified that new and growing firms can also afford the cost of basic utilities such as gas and electricity (score of 7.8) and that it is not too expensive to get good access to communications (score of 7.6).

Consistent with the previous two years, Cultural and social norms framework scored 6.7 in 2024. The main reason for this average score also continues to be that the national culture is highly supportive of individual success achieved through own personal efforts (score of 7.0), followed by the national culture emphasizing self-sufficiency, autonomy, and personal initiative (score of 6.8), and the national culture encouraging creativity and innovativeness (score of 6.6).

The expert ratings of the framework for Government policies regarding taxes and bureaucracy have slightly adjusted, moving from 6.3 in 2023 to 6.0 in 2024. This change reflects a growing perception among experts that navigating government bureaucracy, regulations, and licensing requirements can be challenging for new and growing businesses. Nevertheless, Qatar’s score remains positive, indicating a generally strong framework.

Regarding the framework for Entrepreneurial education and training at the post-school stage, its score shifted from 6.5 in 2023 to 6.0 in 2024. This change reflects a shift in expert views, with a higher number of experts feeling that the quality of practical business and management education in Qatar may not fully align with the needs of new and growing businesses. However, Qatar’s score remains strong, highlighting a solid foundation in this area.

Although Qatar performed above the GEM global average on all framework conditions, there are still some areas for improvement, namely the Ease of obtaining finance for entrepreneurs (score of 4.6), Sufficiency of financing for entrepreneurs (score of 4.8), and Research and development (R&D) transfer (score of 4.8).

With regards to the ease of obtaining finance, the framework condition recorded a decline of 0.4 points compared to 2023. This was most probably due to the national experts believing that the cost of hiring financial support services is unreasonable for new and growing firms and that it is not easy for early-stage businesses to get debt funding or attract investors.

The framework for Sufficiency of financing for entrepreneurs has also dropped over the past year (by 0.3 points). The main reason for the decrement in 2024’s score is the lack of professional business angel funding for new and growing firms (drop of 0.9 points), followed by the lack of micro funding (drop of 0.7 points). The average score for Research and development (R&D) transfer continued to decrease in 2024 following the same trend as over the past two years. Experts believe that there is a lack of adequate government subsidies for new and growing firms to acquire new technology and that early-stage businesses cannot afford the latest technology. The study findings also highlighted that there is not enough good support available for engineers and scientists to have their ideas commercialized through new and growing firms.

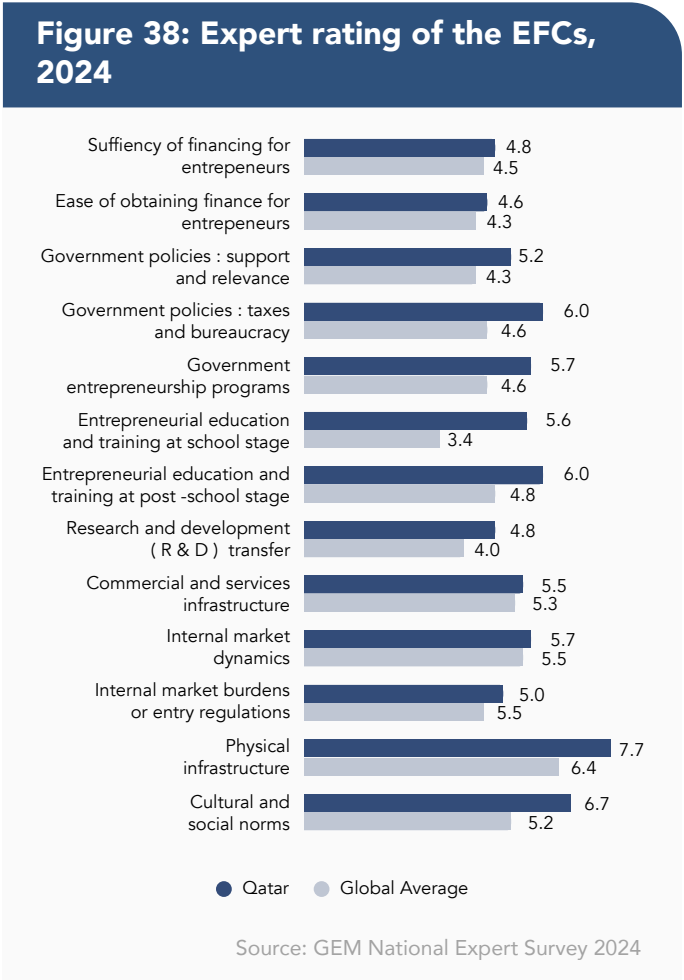


Table 5: Ratings of the National EFCs, 2020 – 2024

| EFCs | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|------|------|------|------|------|
| Sufficiency of financing for entrepreneurs | 5.1 | 4.6 | 4.8 | 5.1 | 4.8 |
| Ease of obtaining finance for entrepreneurs | N/A | 4.7 | 4.8 | 5.0 | 4.6 |
| Government policies: support and relevance | 5.5 | 5.2 | 5.2 | 5.8 | 5.2 |
| Government policies: taxes and bureaucracy | 5.8 | 5.3 | 5.7 | 6.3 | 6.0 |
| Government entrepreneurship programs | 5.7 | 5.6 | 5.8 | 5.9 | 5.7 |
| Entrepreneurial education and training at school stage | 5.3 | 5.3 | 5.7 | 6.3 | 5.6 |
| Entrepreneurial education and training at post-school stage | 6.0 | 6.2 | 6.2 | 6.5 | 6.0 |
| Research and development (R & D) transfer | 5.4 | 5.2 | 5.6 | 5.4 | 4.8 |
| Commercial and services infrastructure | 5.8 | 6.0 | 6.0 | 6.0 | 5.5 |
| Internal market dynamics | 5.8 | 5.5 | 6.0 | 6.1 | 5.7 |
| Internal market burdens or entry regulations | 4.8 | 5.1 | 5.1 | 5.1 | 5.0 |
| Physical infrastructure | 7.1 | 6.9 | 6.6 | 7.2 | 7.7 |
| Cultural and social norms | 5.9 | 6.1 | 6.7 | 6.7 | 6.7 |

Source: GEM National Expert Survey 2020-2024

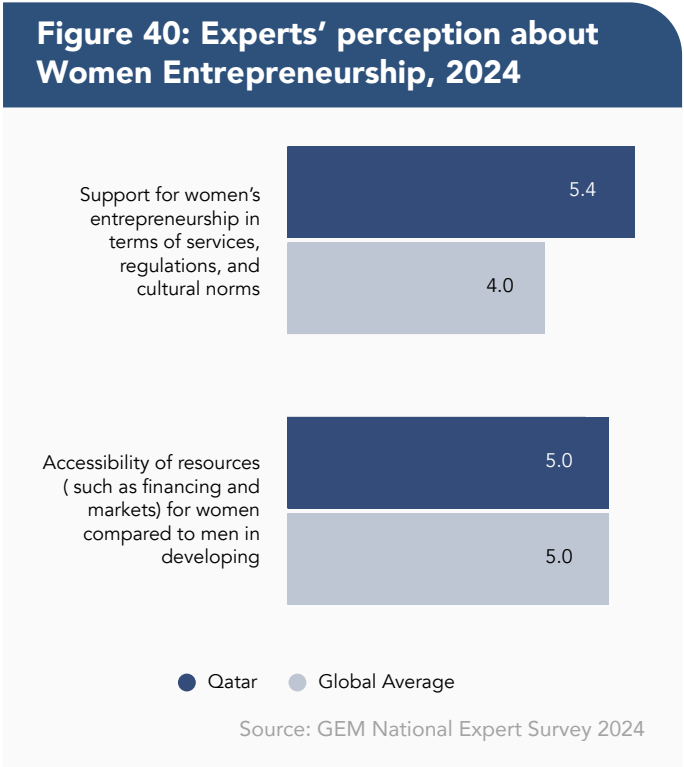
Every year, GEM chooses a number of select topics to include in the National Expert Survey. In 2024, GEM included topics about the progress on pursuing the United Nation's Sustainable Development Goals, Women entrepreneurship, and the importance and impact of Artificial Intelligence and digitalization for businesses.

Overall, experts have positive perceptions about the progress on pursuing the UN's SDGs with all related indicators scoring 5.0 or more. In Qatar, the indicators with the highest scores are "sustainability by new and growing firms" at 5.7 and "business sustainability by government/policy makers through new regulations/laws" at 5.4. Compared to the global average, these two indicators score higher. Experts are less likely to believe that there are good practices of social contribution and social responsibility in new and growing firms as they rated the indicator at 5.0, which is below the global average of 5.2.

Figure 39: Experts' perception of progress on pursuing the United Nations' Sustainable Development Goals, 2024

Source: GEM National Expert Survey 2024

Experts believe that the national culture encourages women equally as much as men to become self-employed or start a new business and that there are sufficient support services (i.e., child-care, home services, after school programs, elder care, etc.) so that women can continue to run their businesses even after they have started a family. This leads to a score of 5.4 for the indicator on support for wone’s entrepreneurship in terms of services, regulations, and cultural norms, which is above the global average of 4.0. Matching the global average, the score for the accessibility of resources for women compared to men in developing entrepreneurial activities is 5.0. Experts’ opinions vary with regards to whether markets are usually more accessible for male than for female entrepreneurs while they are more likely to believe that access to financing is usually easier for males.

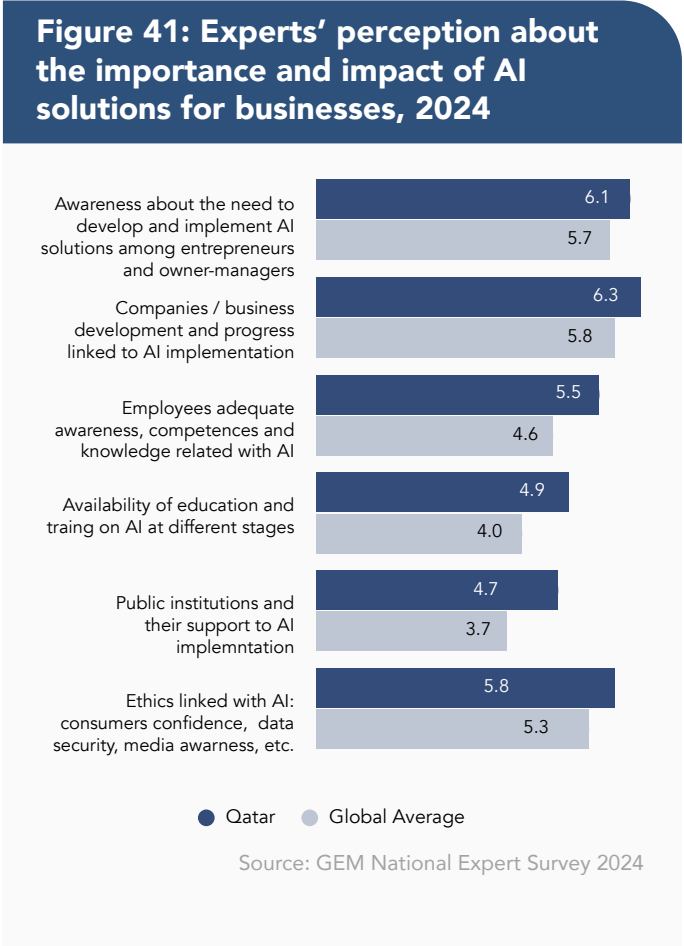


Indicators with regards to experts’ perception about the importance and impact of AI solutions for businesses score relatively high compared to the global averages. The highest scores are recorded for companies/business development and progress being linked to AI implementation (score of 6.3) and awareness about the need to develop AI solutions among entrepreneurs and owner-managers (score of 6.1).


Experts believe that new and developing companiesarepurposefullyincludingAI solutions in their business models and that the viability and long-term growth of emerging companies depends on the active implementation of AI solutions. Experts also believe that awareness about the need to develop and implement AI solutions is common among entrepreneurs and that it is actively promoted.

The indicator of ethics linked with AI also received a good score of 5.8 as experts tend to think that data security and privacy concerns receive a prominent place when discussing the implementation of AI solutions in companies and that the media in general highlights the ethical dilemmas in AI decision-making.

Employees’ adequate awareness, competences and knowledge related with AI also received a score of above 5.0 while the availability of education and training on AI at different stages scored 4.9. According to experts, there is a gap in terms of AI training programs in Qatar. Public institutions and their support to AI implementation recorded the lowest score at 4.7.







SECTION 6: COMPARATIVE DATA ANALYSIS

This section of the report compares GEM data across MENA region countries, benchmarking key indicators such as entrepreneurial activity, individual perceptions, and framework conditions to highlight regional trends and performance.

6.1. ENTREPRENEURIAL ACTIVITY IN THE MENA REGION

The following analysis compares entrepreneurial activity across MENA region countries, focusing on the key indicators of nascent entrepreneurship rate, new business ownership rate, TEA, EB, and discontinuance of business.

The entrepreneurial activity within the MENA region reveals that Qatar holds a relatively low ranking compared to its regional counterparts. Among the seven MENA countries assessed, Qatar places sixth place for the Nascent Entrepreneurship Rate (4.7%), New Business Ownership Rate (3.2%), and Total Early-Stage Entrepreneurial Activity (TEA) (7.7%). It ranks fourth for Established Business Rate with a score of 3.3%. On the other hand, Qatar ranks fifth for

the Business Discontinuation metric, reflecting a relatively lower rate of business discontinuation. Across most metrics, Qatar is positioned just above Egypt.

In contrast, the Kingdom of Saudi Arabia leads the region, ranking first in the New Business Ownership Rate (19.2%), TEA (26.2%), and the Established Business Rate (19.4%). Aside from Saudi Arabia, Jordan stands out with the highest Nascent Entrepreneurship Rate (15.5%) and ranks second in both TEA (21.1%) and the Established Business Rate (4.8%). Markets such as Morocco and the UAE also emerge as key players, each showcasing notable entrepreneurial activity across various indicators.

| Table 6: Rates of entrepreneurship activity in MENA countries, 2024 | | | | | | | | | | |
|---|-------------------------------|------|-----------------------------|------|-----------|------|---------------------------|------|-----------------------------|------|
| | Nascent Entrepreneurship Rate | | New Business Ownership Rate | | TEA | | Established Business Rate | | Discontinuation of Business | |
| | Score (%) | Rank | Score (%) | Rank | Score (%) | Rank | Score (%) | Rank | Score (%) | Rank |
| Qatar | 4.7 | 6 | 3.2 | 6 | 7.7 | 6 | 3.3 | 4 | 8.4 | 5 |
| Egypt | 2.3 | 7 | 3.1 | 7 | 5.2 | 7 | 3.3 | 5 | 5.9 | 6 |
| Morocco | 9.9 | 2 | 6.4 | 2 | 12.5 | 4 | 2.7 | 7 | 5.3 | 7 |
| Jordan | 15.5 | 1 | 6.2 | 4 | 21.1 | 2 | 4.8 | 2 | 11.5 | 1 |
| Saudi Arabia | 7.3 | 4 | 19.2 | 1 | 26.4 | 1 | 19.4 | 1 | 9.2 | 4 |
| Oman | 5.1 | 5 | 4.6 | 5 | 9.2 | 5 | 4.4 | 3 | 10.5 | 2 |
| United Arab Emirates | 7.9 | 3 | 6.4 | 3 | 13.6 | 3 | 3.1 | 6 | 9.5 | 3 |

Source: GEM Adult Population Survey 2024

6.2. SOCIETAL VALUES IN THE MENA REGION

The following analysis compares societal values related to entrepreneurship across MENA region countries, focusing on key indicators such as the perception of entrepreneurship as a good career choice, the status given to successful entrepreneurs, media attention to entrepreneurship, preference for equal living standards, and the visibility of businesses aiming to solve social problems.

In terms of societal values about entrepreneurship in MENA countries, the rankings reveal a competitive landscape in MENA, with countries like Saudi Arabia, the UAE, and Jordan taking the lead in fostering both societal values and media attention on entrepreneurship.

While Qatar ranks the lowest, at seventh place, regarding the perception of entrepreneurship as a commendable career choice (75.5%). Saudi Arabia takes the lead in this area (95.8%),

followed by Jordan (83.7%) and the UAE (80.6%). In contrast, Qatar holds the third place in terms of the high status afforded to successful entrepreneurs with a score of 88.3%, trailing only behind Saudi Arabia (96%) and Jordan (89.6%). However, when it comes to media coverage of entrepreneurship, Qatar ranks fifth, with countries like Saudi Arabia, the UAE, and Jordan exhibiting stronger performance.

Qatar ranks fourth for the preference for an equal standard of living for all and for viewing businesses as instrumental in addressing social issues, with a score of 60.4% and 42.6% respectively. The UAE (76.9%) and Morocco (70.4%) lead the rankings in the preference of equal standard of living for all, while Saudi Arabia (77.9%) and the UAE (61.5%) take the top spots when it comes to viewing businesses as instrumental in addressing social issues.

Table 7: Societal values about entrepreneurship in MENA countries, 2024

| | Good career choice | | High status to successful entrepreneurs | | Media attention to entrepreneurship | | People prefer an equal standard of living for all | | Often see business that aim to solve social problems | |
|-----------------------------|--------------------|------|---|------|-------------------------------------|------|---|------|--|------|
| | Score (%) | Rank | Score (%) | Rank | Score (%) | Rank | Score (%) | Rank | Score (%) | Rank |
| Qatar | 75.5 | 7 | 88.3 | 3 | 76.2 | 5 | 60.4 | 4 | 42.6 | 4 |
| Egypt | 77.5 | 6 | 81.7 | 7 | 75.9 | 6 | - | - | - | - |
| Morocco | 78.2 | 5 | 84.1 | 6 | 81.8 | 4 | 70.4 | 2 | 43.8 | 3 |
| Jordan | 83.7 | 2 | 89.6 | 2 | 84.0 | 3 | 63.9 | 3 | 40.7 | 5 |
| Saudi Arabia | 95.8 | 1 | 96.0 | 1 | 93.9 | 1 | - | - | 77.9 | 1 |
| Oman | 81.2 | 4 | 85.5 | 5 | 71.5 | 7 | 49.5 | 5 | 32.4 | 6 |
| United Arab Emirates | 80.6 | 3 | 86.6 | 4 | 86.0 | 2 | 76.9 | 1 | 61.5 | 2 |

Percentage of respondents who “agree” or “strongly agree”.
Sources: GEM Adult Population Survey 2024

6.3. SELF-PERCEPTIONS IN THE MENA REGION

The following analysis compares self-perceptions related to entrepreneurship across countries in the MENA region, highlighting key indicators such as entrepreneurial affiliation, perceived opportunities, perceived ease of starting a business, perceived capabilities, fear of failure, and entrepreneurial intentions.

Qatar ranks sixth, in terms of entrepreneurial affiliation with a score of 46.9%. This places Qatar just above Egypt (26.8%) but significantly below the regional leader, Saudi Arabia, which stands at 94.4%. Qatar’s performance in perceived capabilities is relatively low as well, with a score of 64.3%, placing sixth. Leading

countries include Saudi Arabia (92.6%), Morocco (74.6%) and Jordan (72.3%). When it comes to perceived opportunities and the ease of starting a business, Qatar holds the fourth position with a score of 66.4% and 59.5%, respectively, while Saudi Arabia lead both categories (95% and 93.9% respectively). Notably, Qatar leads the region in entrepreneurial intentions with a 60.8% score, this is remarkably higher than Jordan which ranks second with a 52.5% score. Qatar also reports a relatively low level of fear regarding failure in entrepreneurial ventures. It ranks sixth, with 43.7% only indicating this concern.

Table 8: Self-perceptions about entrepreneurship in MENA countries, 2024

| | Entrepreneurial Affiliation | | Perceived Opportunities | | Perceived Ease of Starting a Business | | Perceived Capabilities | | Fear of Failure (Opportunity) | | Entrepreneurial Intentions | |
|----------------------|-----------------------------|------|-------------------------|------|---------------------------------------|------|------------------------|------|-------------------------------|------|----------------------------|------|
| | Score (%) | Rank | Score (%) | Rank | Score (%) | Rank | Score (%) | Rank | Score (%) | Rank | Score (%) | Rank |
| Qatar | 46.9 | 6 | 66.4 | 4 | 59.5 | 4 | 64.3 | 6 | 43.7 | 6 | 60.8 | 1 |
| Egypt | 26.8 | 7 | 61.1 | 6 | 65.4 | 3 | 60.5 | 7 | 52.8 | 2 | 39.2 | 5 |
| Morocco | 78.2 | 2 | 62.6 | 5 | 42.2 | 6 | 74.6 | 2 | 52.3 | 3 | 15.1 | 7 |
| Jordan | 54.7 | 5 | 52.7 | 7 | 39.9 | 7 | 72.3 | 3 | 45.6 | 5 | 52.5 | 2 |
| Saudi Arabia | 94.4 | 1 | 95.0 | 1 | 93.9 | 1 | 92.6 | 1 | 58.0 | 1 | 35.9 | 6 |
| Oman | 56.3 | 4 | 73.8 | 2 | 50.6 | 5 | 70.1 | 4 | 33.2 | 7 | 41.6 | 3 |
| United Arab Emirates | 64.5 | 3 | 71.9 | 3 | 76.0 | 2 | 67.8 | 5 | 48.6 | 4 | 40.9 | 4 |

Percentage of respondents who “agree” or “strongly agree”.
Sources: GEM Adult Population Survey 2024



6.4. ENTREPRENEURIAL TALENT IN THE MENA REGION

The following paragraphs present entrepreneurial talent across countries in the MENA region, evaluating indicators such as the rarity of recognizing business opportunities, hesitation to act on opportunities, perceptions of innovation from others, and the alignment of decisions with long-term career goals.

The ratings and rankings for entrepreneurial talent in the MENA region indicate that Qatar has relatively good scores concerning certain aspects. Specifically, the country ranks fifth for both rarely recognizing business opportunities (49.9%) and not acting on those opportunities

when they arise (39.2%), suggesting that fewer individuals in Qatar fail to recognize a business opportunity or act on it compared to higher ranking countries.

In terms of perceptions regarding innovation, Qatar secures the third position (66.5%), trailing only behind Jordan (79.1%) and Saudi Arabia (78.8%). Additionally, Qatar demonstrates a cautious yet determined mindset among its population, as it ranks first in the belief that every decision made is part of their long-term career plan.

Table 9: Entrepreneurial Talent in MENA countries, 2024

| | Rarely see business opportunities | | Even if you see an opportunity, you rarely act on it | | Other people think that you are highly innovative | | Every decision you make is part of your term career-long plan | |
|-----------------------------|-----------------------------------|------|--|------|---|------|---|------|
| | Score (%) | Rank | Score (%) | Rank | Score (%) | Rank | Score (%) | Rank |
| Qatar | 49.9 | 5 | 39.2 | 5 | 66.5 | 3 | 78.9 | 1 |
| Egypt | - | - | - | - | - | - | - | - |
| Morocco | 50.8 | 4 | 52.3 | 2 | 32.2 | 6 | 53.4 | 6 |
| Jordan | 73.6 | 1 | 54.9 | 1 | 79.1 | 1 | 75.1 | 3 |
| Saudi Arabia | 61.0 | 2 | 50.9 | 4 | 78.8 | 2 | 77.2 | 2 |
| Oman | 53.3 | 3 | 34.2 | 6 | 59.0 | 5 | 68.3 | 5 |
| United Arab Emirates | 47.7 | 6 | 51.1 | 3 | 61.0 | 4 | 71.3 | 4 |

Percentage of respondents who “agree” or “strongly agree”.
Sources: GEM Adult Population Survey 2024

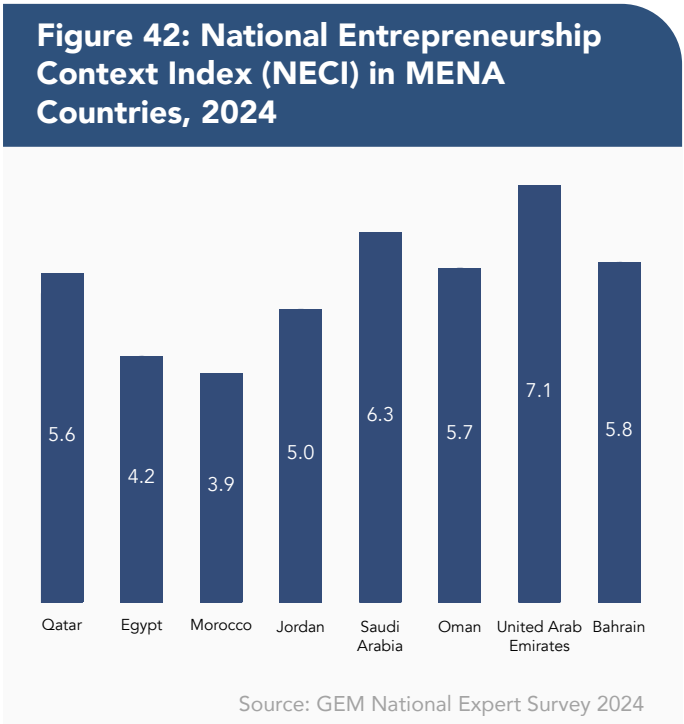


6.5. ENTREPRENEURSHIP FRAMEWORK
CONDITIONS IN THE MENA REGION

This report explores the entrepreneurship framework conditions across countries in the MENA region. The MENA countries continue to demonstrate a diverse landscape of entrepreneurial readiness and environment based on the National Entrepreneurship Context Index (NECI) scores in 2024.

The UAE leads the region with an impressive score of 7.1, followed by Saudi Arabia scores 6.3. Bahrain and Oman closely follow with scores of 5.8 and 5.7. Qatar follows with a score of 5.6. With a NECI score of 5.6, it occupies a middle-tier position among MENA countries. It outperforms Egypt and Morocco and Jordan but remains behind the UAE, Saudi Arabia, Bahrain, and Oman in entrepreneurial readiness and environment.

Jordan's score a mid-range position with a score of 5.0 while, Egypt and Morocco lag significantly behind, scoring 4.2 and 3.9, respectively.



The analysis of the Expert Rating of Entrepreneurship Framework Conditions in Qatar compared to the broader MENA region has a mixed yet promising landscape for entrepreneurship. In terms of financing sufficiency, Qatar scores 4.8, slightly below the MENA average of 5.1, with the UAE leading in access to most financing channels. However,

while Qatar demonstrates potential, it lags in informal investor funding and micro funding, areas where Saudi Arabia excels. When examining the ease of obtaining finance, Qatar's score of 4.6 also falls short of the MENA average of 5.0. Regarding government policies, Qatar rates at 5.2, compared to the MENA average of 5.6; although it shows moderate levels of support, it rates low in the speed at which new firms can acquire necessary permits and licenses.

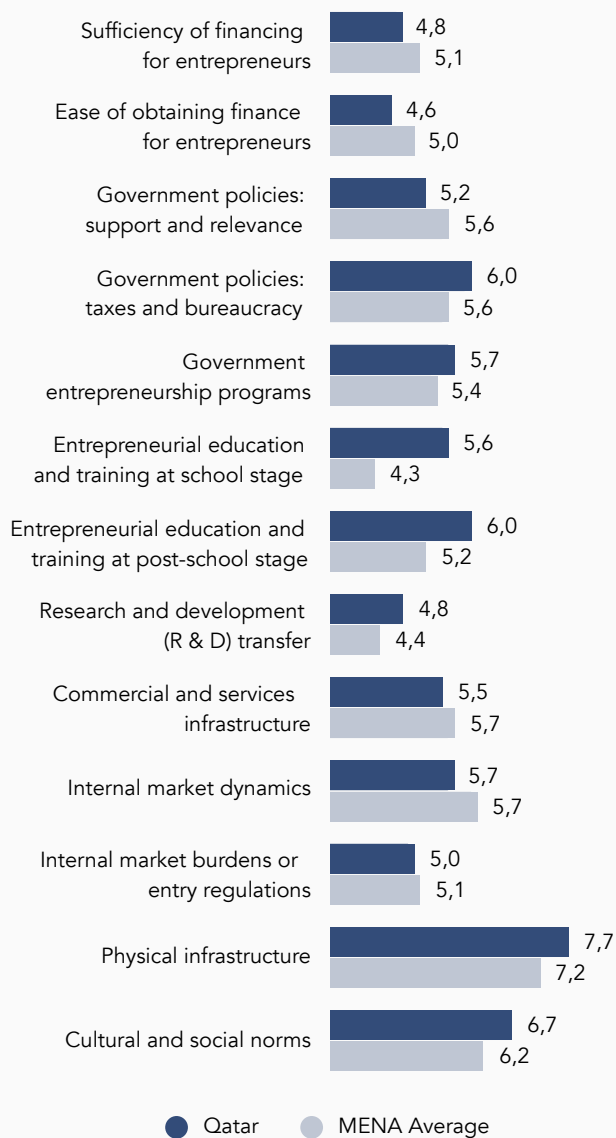
Conversely, in the domain of government policies concerning taxes and bureaucracy, Qatar excels with a score of 6.0, outperforming the MENA average of 5.6, specifically in the aspect of tax burdens on new and growing firms, where it scores 7.4. Additionally, Qatar actively supports entrepreneurship through government programs, achieving a score of 5.7, which is above the MENA average of 5.4. In the area of entrepreneurial education and training at the school stage, Qatar stands out with a score of 5.6, significantly exceeding the MENA average of 4.3, particularly in teaching practices that encourage creativity and personal initiative.

At the post-school stage, Qatar also performs well with a score of 6.0, compared to the MENA average of 5.2. However, the country still faces challenges in certain aspects, such as the vocational education systems. In R&D transfer, Qatar scores 4.8, which is better than the MENA average of 4.4, indicating a growing ability to transfer knowledge from academic institutions to emerging businesses.

Despite a decent 5.5 in commercial services infrastructure, Qatar remains slightly below the MENA average of 5.7. It falls short in access to subcontractors and banking services when compared to the UAE and Saudi Arabia. The internal market dynamics reveal that Qatar's market adaptability is lower than the MENA average, scoring 5.7 versus 6.1. Moreover, Qatar scores 5.0 in terms of entry regulations, reflecting some challenges related to market entry and competition against established firms.

On a more positive note, Qatar excels in physical infrastructure, achieving a score of 7.7 compared to the MENA average of 7.2, indicating robust support for businesses through effective physical infrastructure.

Figure 43: Expert Rating of the Entrepreneurship Framework Conditions - MENA, 2024



Source: GEM National Expert Survey 2024



Based on the Ratings of the Entrepreneurial Framework Conditions (EFCs) across the MENA region, disparities in fostering entrepreneurial environments among the countries assessed remain apparent.

Qatar demonstrates solid performance in several areas, including government policies related to taxes and bureaucracy (6.0), government entrepreneurship programs (5.7), and entrepreneurial education and training at the post-school stage (6.0). These scores are competitive but fall short of the UAE, which leads with scores of 7.3, 7.2, and 7.1, respectively. Qatar's physical infrastructure receives its highest score (7.7), just behind the UAE (7.8), showcasing its strong logistical and foundational support for entrepreneurs.

In terms of cultural and social norms, Qatar scores 6.7, placing it behind Saudi Arabia (7.1) and the UAE (8.0). Qatar also performs well in internal market dynamics (5.7) and commercial

and services infrastructure (5.5), but these scores are modest compared to the UAE's 7.2 and 7.0, respectively. However, Qatar's scores insufficiency of financing for entrepreneurs (4.8) and ease of obtaining finance (4.6) fall behind leaders like the UAE (6.8 and 6.7) and Saudi Arabia (6.7 and 6.0), highlighting financial accessibility as a significant area for improvement. Similarly, in R&D transfer, Qatar scores 4.8, while this is above the MENA average, it falls far from the leaders of the category; UAE (6.6) and Saudi Arabia (5.3).

Compared to countries like Egypt and Morocco, Qatar performs significantly better across most indicators, particularly in government policies and physical infrastructure, where Egypt and Morocco score notably lower (3.2 and 5.8 for taxes and bureaucracy; 6.5 and 5.8 for physical infrastructure). Qatar's position is more favorable overall but remains behind top performers in the region, such as the UAE and Saudi Arabia.



Table 10: Ratings of the Entrepreneurial Framework Conditions (EFCs) in MENA Region, 2024

| | Sufficiency of financing for entrepreneurs | Ease of obtaining finance for entrepreneurs | Government policies: support and relevance | Government policies: taxes and bureaucracy | Government entrepreneurship programs | Entrepreneurial education and training at school stage | Entrepreneurial education and training at school stage-post | Research and development (R & D) transfer | Commercial and services infrastructure | Internal market dynamics | Internal market burdens or entry regulations | Physical infrastructure | Cultural and social norms |
|----------------------|--|---|--|--|--------------------------------------|--|---|---|--|--------------------------|--|-------------------------|---------------------------|
| Qatar | 4.8 | 4.6 | 5.2 | 6.0 | 5.7 | 5.6 | 6.0 | 4.8 | 5.5 | 5.7 | 5.0 | 7.7 | 6.7 |
| Egypt | 4.0 | 4.0 | 3.4 | 3.2 | 3.5 | 2.3 | 3.9 | 2.7 | 4.6 | 6.6 | 4.3 | 6.5 | 4.9 |
| Morocco | 3.5 | 3.5 | 4.9 | 4.3 | 3.5 | 2.1 | 3.6 | 2.7 | 5.0 | 4.9 | 3.4 | 5.8 | 4.0 |
| Jordan | 4.3 | 4.5 | 4.9 | 5.3 | 5.3 | 3.7 | 4.3 | 3.5 | 5.6 | 5.2 | 4.8 | 7.6 | 5.7 |
| Saudi Arabia | 6.7 | 6.0 | 6.8 | 6.7 | 6.6 | 4.2 | 5.3 | 5.3 | 6.2 | 6.0 | 6.2 | 8.3 | 7.1 |
| Oman | 5.3 | 5.1 | 6.1 | 5.8 | 5.5 | 5.4 | 5.9 | 5.1 | 5.4 | 6.8 | 5.1 | 6.3 | 6.2 |
| United Arab Emirates | 6.8 | 6.7 | 7.5 | 7.3 | 7.2 | 6.5 | 7.1 | 6.6 | 7.0 | 7.2 | 6.7 | 7.8 | 8.0 |
| Bahrain | 5.0 | 5.0 | 6.1 | 5.8 | 5.8 | 4.9 | 5.6 | 4.5 | 5.9 | 6.2 | 5.6 | 7.6 | 6.9 |

Percentage of respondents who "agree" or "strongly agree".
Sources: GEM National Expert Survey 2024







CONCLUSION

The Qatar National Report 2024/2025 presents the current state of entrepreneurship in Qatar and thoroughly examines the evolving challenges and opportunities that entrepreneurs face within a dynamic economic context.

GEM ENTREPRENEURIAL ACTIVITY INDICATORS

Entrepreneurial activity declined in 2024, as indicated by a drop in the TEA rate from 14.3% in 2023 to 7.7%. This decrease stemmed from fewer nascent entrepreneurs (down from 9.7% to 4.7%) and new business owners (down from 5.1% to 3.2%). The reduction in established businesses, from 4.4% to 3.3%, further underscores this broader contraction in entrepreneurship. However, business discontinuance improved slightly, falling from 9.6% to 8.4%.

BUSINESS ATTITUDES AND PERCEPTIONS

In 2024, perceptions of entrepreneurship in Qatar shifted notably, with declines in several key indicators. Entrepreneurial affiliation fell from 53.1% in 2023 to 46.9%, while perceived opportunities and capabilities dropped from 68.7% to 66.4% and 68.0% to 64.3%, respectively. Fear of failure remained steady at 43.7%, yet the ease of starting a business reached a five-year low of 59.5%.

Despite these challenges, more early-stage entrepreneurs (82.6%, up from 77.4%) cited wealth accumulation as their primary motivation, though this figure declined among established businesses, from 82.5% to 74.9%. Additionally, 44.1% of early-stage entrepreneurs and 55.9% of established businesses reported greater difficulty in starting a business in 2024 compared to the previous year.

Nevertheless, optimism persists: 40.5% of early-stage entrepreneurs and 29.5% of established business owners anticipate growth. Interest in international markets also surged, with 21.1% of early-stage entrepreneurs and 18.4% of established businesses expecting at least 25% of their revenue to come from overseas—marking significant increases of 77% and 52%, respectively, over 2023.

Entrepreneurial intentions rose from 47.4% in 2023 to 60.8% in 2024, underscoring a growing inclination to engage in new ventures. Meanwhile, reliance on personal savings for financing increased slightly for both early-stage entrepreneurs (from 70.1% to 71.9%) and established businesses (from 64.5% to 73.9%).

TECHNOLOGY UTILIZATION AND SOCIAL AND ENVIRONMENTAL IMPACT

In 2024, a notable trend is the growing willingness to adopt new technologies, with 81.0% of early-stage entrepreneurs (TEA) planning to do so, compared to 61.6% of established businesses (EB). For the first time, artificial intelligence (AI) adoption was measured, revealing that 38% of TEA and 31.8% of EB consider AI critical in their strategies and business models, placing Qatar 11th globally among TEA and 15th among EB. AI integration has facilitated innovative products and services, boosted productivity and efficiency, and driven revenue growth and business expansion for both TEA and EB.

Entrepreneurs also exhibit a heightened commitment to social and environmental considerations. Among early-stage entrepreneurs, the share prioritizing social and environmental impact rose from 82.2% to 85.8%, while those emphasizing environmental concerns increased from 83.9% to 84.9%. Businesses actively reducing their environmental footprint climbed from 46.9% in 2023 to 57.8% in 2024. Furthermore, 72.4% of TEA reported intensified efforts to enhance their social impact, up from 47.4% the previous year—signifying a broader move toward responsible and sustainable business practices.

QATAR'S NATIONAL ENTREPRENEURSHIP CONTEXT

Qatar achieved a score of 5.6 on the National Entrepreneurship Context Index (NECI), surpassing both global and MENA averages and ranking 11th worldwide. This marks a slight decline from its 2023 score of 5.9, primarily due to modest decreases in some of the framework conditions including entrepreneurial education, R&D transfer, and government policies. However, improvements in physical infrastructure helped offset part of these declines. Overall, the NECI results indicate a robust and supportive entrepreneurial ecosystem in Qatar.

Thus, this year's Qatar National Report, via research obtained from the APS and NES surveys, indicates that the entrepreneurial landscape in Qatar is one that is ever evolving. Qatar not only ranked 11th in the world for its NECI score but also exhibited a robust willingness towards technological and ESG integration and innovation. Alongside these results, there were also areas that indicated opportunities for growth for Qatar such as the business activity indicators and business perceptions within the nation. In all, these results further contextualize the entrepreneurial landscape as well as indicate the progress Qatar has made as it works towards achieving its 2030 vision.

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APPENDICES

APPENDIX A: COMPARATIVE DATA TABLES



Entrepreneurial activity (% of adults aged 18-64)

| | Total Early-stage Entrepreneurial Activity Rate (TEA) | | Established Business Ownership Rate (EB) | |
|------------------------|---|---------|--|---------|
| | Score | Rank/51 | Score | Rank/51 |
| Argentina | 23.4 | 7 | 6.4 | 23 |
| Armenia | 17.6 | 13 | 10.8 | 9 |
| Austria | 6.6 | 44 | 7.9 | 16 |
| Belarus | 16.6 | 14 | 5.1 | 29 |
| Bosnia and Herzegovina | 22.7 | 8 | 5.9 | 27 |
| Brazil | 20.3 | 10 | 13.2 | 6 |
| Canada | 25.4 | 4 | 5.8 | 28 |
| Chile | 27.2 | 2 | 8.1 | 15 |
| China | 5.4 | 47 | 4.5 | 35= |
| Costa Rica | 5.1 | 48= | 2.0 | 50 |
| Croatia | 13.1 | 19 | 4.4 | 37= |
| Cyprus | 9.7 | 33 | 8.4 | 13 |
| Ecuador | 33.4 | 1 | 13.3 | 5 |
| Egypt | 5.2 | 48= | 3.3 | 43= |
| Estonia | 13.4 | 18 | 6.5 | 22 |
| France | 8.7 | 37 | 4.5 | 35= |
| Germany | 9.8 | 32 | 6.0 | 25= |
| Greece | 5.5 | 46 | 14.8 | 3 |
| Guatemala | 23.7 | 6 | 14.2 | 4 |
| Hungary | 6.7 | 43 | 6.9 | 18= |
| India | 12.2 | 22 | 6.0 | 25= |
| Italy | 9.6 | 34= | 6.9 | 18= |
| Jordan | 21.1 | 9 | 4.8 | 32= |
| Kazakhstan | 9.6 | 34= | 2.6 | 49 |
| Latvia | 12.1 | 23 | 8.9 | 11 |
| Lithuania | 11.6 | 27 | 3.2 | 46 |
| Luxembourg | 9.9 | 30= | 4.4 | 37= |
| Mexico | 15.0 | 15 | 3.3 | 43= |
| Morocco | 12.5 | 21 | 2.7 | 48 |
| Norway | 10.0 | 29 | 6.1 | 24 |
| Oman | 9.2 | 36 | 4.4 | 37= |
| Poland | 2.5 | 51 | 12.8 | 7 |
| Puerto Rico | 24.3 | 5 | 4.6 | 34 |
| Qatar | 7.7 | 41 | 3.3 | 43= |
| Romania | 5.0 | 50 | 4.2 | 40= |
| Saudi Arabia | 26.4 | 3 | 19.4 | 2 |
| Serbia | 11.7 | 24= | 4.2 | 40= |
| Slovakia | 11.5 | 28 | 5.0 | 31 |
| Slovenia | 8.6 | 38 | 8.7 | 12 |
| South Korea | 11.7 | 24= | 22.3 | 1 |
| Spain | 7.2 | 42 | 6.8 | 20 |
| Sweden | 8.4 | 39= | 5.1 | 30 |
| Switzerland | 9.9 | 30= | 7.2 | 17 |
| Taiwan | 5.5 | 45 | 8.2 | 14 |
| Thailand | 19.7 | 11 | 11.8 | 8 |
| Ukraine | 12.8 | 20 | 4.8 | 32= |
| United Arab Emirates | 13.6 | 17 | 3.1 | 47 |
| United Kingdom | 14.2 | 16 | 9.8 | 10 |
| United States | 19.3 | 12 | 6.6 | 21 |
| Venezuela | 11.7 | 24= | 1.8 | 51 |

An equals sign (=) indicates that the ranking position is tied with another economy or economies

Self-perceptions about entrepreneurship (% of adults aged 18-64 who somewhat or strongly agree)

| | Entrepreneurial Affiliation | Ease of starting a business | Perceived Opportunities | Perceived Capabilities | Fear of Failure (Opportunity) | Entrepreneurial Intentions |
|------------------------|-----------------------------|-----------------------------|-------------------------|------------------------|-------------------------------|----------------------------|
| Argentina | 54.6 | 35.0 | 57.0 | 74.8 | 18.8 | 17.4 |
| Armenia | 48.8 | 47.0 | 51.4 | 59.6 | 38.4 | 36.2 |
| Austria | 52.3 | 46.8 | 46.0 | 55.4 | 44.8 | 5.4 |
| Belarus | N/A | 48.1 | 46.9 | 52.1 | 48.2 | 32.4 |
| Bosnia and Herzegovina | 81.3 | 31.9 | 55.1 | 73.3 | 46.8 | 29.9 |
| Brazil | 74.1 | 46.1 | 64.5 | 67.4 | 51.5 | 49.8 |
| Canada | 58.1 | 53.2 | 61.3 | 58.9 | 48.0 | 22.0 |
| Chile | 70.4 | 49.3 | 60.2 | 69.9 | 46.6 | 38.5 |
| China | 46.4 | 19.3 | 54.8 | 48.5 | 62.2 | 4.0 |
| Costa Rica | 71.5 | 36.1 | 61.9 | 75.4 | 36.1 | 44.9 |
| Croatia | 73.6 | 44.1 | 67.3 | 73.8 | 46.0 | 24.7 |
| Cyprus | 68.3 | 47.8 | 40.2 | 59.9 | 50.8 | 24.1 |
| Ecuador | 68.9 | 42.2 | 54.4 | 83.9 | 40.1 | 34.3 |
| Egypt | 26.8 | 65.4 | 61.1 | 60.5 | 52.8 | 39.2 |
| Estonia | 43.7 | 72.6 | 45.8 | 44.7 | 45.1 | 15.5 |
| France | 55.6 | 48.8 | 42.8 | 45.0 | 42.7 | 14.3 |
| Germany | 40.3 | 32.9 | 42.7 | 41.1 | 45.3 | 10.5 |
| Greece | 31.5 | 30.4 | 38.7 | 53.4 | 54.1 | 7.7 |
| Guatemala | 71.6 | 48.4 | 75.1 | 79.3 | 42.5 | 44.3 |
| Hungary | 46.7 | 43.2 | 32.3 | 35.8 | 36.4 | 8.7 |
| India | 51.5 | 85.1 | 83.6 | 85.4 | 71.8 | 27.8 |
| Italy | 49.4 | 21.9 | 35.2 | 55.1 | 49.5 | 18.6 |
| Jordan | 54.7 | 39.9 | 52.7 | 72.3 | 45.6 | 52.5 |
| Kazakhstan | 73.0 | 42.0 | 64.4 | 40.6 | 52.6 | 13.4 |
| Latvia | 48.2 | 34.1 | 40.5 | 54.0 | 47.9 | 21.7 |
| Lithuania | 71.1 | 40.9 | 50.6 | 55.6 | 48.1 | 20.2 |
| Luxembourg | 47.6 | 61.0 | 47.7 | 48.8 | 41.4 | 15.8 |
| Mexico | 57.7 | 47.3 | 59.1 | 66.6 | 45.6 | 21.0 |
| Morocco | 78.2 | 42.2 | 62.6 | 74.6 | 52.3 | 15.1 |
| Norway | 47.5 | 74.1 | 62.0 | 49.9 | 40.5 | 8.8 |
| Oman | 56.3 | 50.6 | 73.8 | 70.1 | 33.2 | 41.6 |
| Poland | 46.8 | 83.4 | 73.6 | 47.7 | 51.8 | 3.1 |
| Puerto Rico | 76.8 | 30.8 | 62.0 | 76.1 | 46.6 | 35.9 |
| Qatar | 46.9 | 59.5 | 66.4 | 64.3 | 43.7 | 60.8 |
| Romania | 46.7 | 34.5 | 60.0 | 53.1 | 67.4 | 6.0 |
| Saudi Arabia | 94.4 | 93.2 | 95.0 | 92.6 | 58.0 | 35.9 |
| Serbia | 64.6 | 37.0 | 44.3 | 62.7 | 40.3 | 18.0 |
| Slovakia | 62.3 | 32.6 | 38.8 | 52.4 | 44.1 | 11.7 |
| Slovenia | 57.6 | 71.6 | 56.1 | 66.4 | 46.1 | 17.5 |
| South Korea | 36.9 | 40.2 | 40.1 | 57.0 | 29.2 | 22.7 |
| Spain | 46.6 | 26.9 | 29.3 | 48.1 | 44.4 | 9.4 |
| Sweden | 53.3 | 78.4 | 66.2 | 46.3 | 45.5 | 10.3 |
| Switzerland | 56.2 | 66.1 | 48.6 | 44.4 | 37.3 | 10.0 |
| Taiwan | 32.0 | 43.2 | 52.8 | 37.9 | 42.0 | 13.3 |
| Thailand | 31.8 | 71.7 | 78.2 | 78.3 | 48.6 | 29.3 |
| Ukraine | 54.6 | 39.3 | 36.2 | 53.0 | 55.6 | 23.7 |
| United Arab Emirates | 64.5 | 76.0 | 71.9 | 67.8 | 48.6 | 40.9 |
| United Kingdom | 53.1 | 58.6 | 49.5 | 54.4 | 57.0 | 14.3 |
| United States | 53.0 | 57.2 | 59.3 | 55.7 | 44.4 | 13.4 |
| Venezuela | 44.8 | 44.4 | 60.4 | 82.1 | 36.1 | 17.0 |

Entrepreneurial Talent (% of adults aged 18-64 who somewhat or strongly agree)

| | Rarely see business opportunities | Even if you see an opportunity, you rarely act on it | Other people think that you are highly innovative | Every decision you make is part of a long-term career plan |
|------------------------|-----------------------------------|--|---|--|
| Argentina | N/A | N/A | N/A | N/A |
| Armenia | 52.9 | 57.9 | 56.7 | 63.0 |
| Austria | 41.9 | 38.3 | 36.6 | N/A |
| Belarus | 34.5 | 43.5 | 41.3 | 34.6 |
| Bosnia and Herzegovina | 52.1 | 58.7 | 56.5 | 67.9 |
| Brazil | N/A | N/A | N/A | N/A |
| Canada | N/A | N/A | N/A | N/A |
| Chile | 38.4 | 55.9 | 62.0 | 73.9 |
| China | 48.8 | 50.4 | 39.3 | 66.6 |
| Costa Rica | 59.4 | 55.9 | 68.5 | 72.4 |
| Croatia | 45.4 | 58.4 | 42.7 | 59.9 |
| Cyprus | 52.1 | 53.6 | 58.1 | 64.3 |
| Ecuador | 54.5 | 51.6 | 67.6 | 65.5 |
| Egypt | N/A | N/A | N/A | N/A |
| Estonia | 42.3 | 61.2 | 33.0 | 36.9 |
| France | 37.4 | 39.9 | 33.1 | 48.6 |
| Germany | N/A | N/A | N/A | N/A |
| Greece | 53.7 | 42.9 | 45.2 | 65.0 |
| Guatemala | 71.2 | 66.4 | 65.6 | 82.1 |
| Hungary | 50.8 | 56.6 | 34.1 | 55.4 |
| India | 80.3 | 72.4 | 76.3 | 83.7 |
| Italy | 60.4 | 48.5 | 53.7 | 61.6 |
| Jordan | 73.6 | 54.9 | 79.1 | 75.1 |
| Kazakhstan | 41.3 | 44.6 | 31.4 | 45.0 |
| Latvia | 47.2 | 61.6 | 41.9 | 63.9 |
| Lithuania | 52.4 | 57.0 | 42.2 | 52.3 |
| Luxembourg | N/A | N/A | N/A | N/A |
| Mexico | 49.9 | 46.1 | 50.0 | 63.7 |
| Morocco | 50.8 | 52.3 | 32.2 | 53.4 |
| Norway | 37.1 | 70.6 | 32.3 | 39.5 |
| Oman | 53.3 | 34.2 | 59.0 | 68.3 |
| Poland | N/A | N/A | N/A | N/A |
| Puerto Rico | N/A | N/A | N/A | N/A |
| Qatar | 49.9 | 39.2 | 66.5 | 78.9 |
| Romania | 45.1 | 60.8 | 47.1 | 64.4 |
| Saudi Arabia | 61.0 | 50.9 | 78.8 | 77.2 |
| Serbia | 46.8 | 54.1 | 49.4 | 59.3 |
| Slovakia | 37.5 | 51.3 | 29.9 | 49.5 |
| Slovenia | N/A | N/A | N/A | N/A |
| South Korea | 59.7 | 48.4 | 27.7 | 51.1 |
| Spain | 42.0 | 52.2 | 35.3 | 43.0 |
| Sweden | N/A | N/A | N/A | N/A |
| Switzerland | 44.0 | 54.0 | 33.5 | 32.3 |
| Taiwan | 37.7 | 44.7 | 29.3 | 61.9 |
| Thailand | 46.4 | 44.5 | 59.8 | 73.6 |
| Ukraine | 38.6 | 42.3 | 30.9 | 34.9 |
| United Arab Emirates | 47.7 | 51.1 | 60.9 | 71.3 |
| United Kingdom | N/A | N/A | N/A | N/A |
| United States | N/A | N/A | N/A | N/A |
| Venezuela | N/A | N/A | N/A | N/A |

Motivations and Aspirations (% of TEA who somewhat or strongly agree)

| | To make a difference in the world | To build a great wealth or very high income | To continue a family tradition | To earn a living because jobs are scarce |
|------------------------|-----------------------------------|---|--------------------------------|--|
| Argentina | 24.3 | 42.1 | 25.3 | 88.0 |
| Armenia | 21.8 | 63.2 | 43.3 | 79.3 |
| Austria | 38.0 | 43.9 | 22.2 | 53.6 |
| Belarus | 36.1 | 76.4 | 20.8 | 53.3 |
| Bosnia and Herzegovina | 44.3 | 41.3 | 39.1 | 77.7 |
| Brazil | 74.6 | 69.3 | 35.4 | 73.9 |
| Canada | 63.1 | 70.0 | 35.8 | 71.9 |
| Chile | 54.1 | 59.5 | 30.3 | 76.8 |
| China | 32.5 | 46.6 | 31.8 | 75.2 |
| Costa Rica | 53.3 | 51.3 | 41.9 | 88.8 |
| Croatia | 28.6 | 61.3 | 24.4 | 66.2 |
| Cyprus | 47.5 | 87.8 | 21.1 | 57.1 |
| Ecuador | 55.1 | 60.3 | 37.1 | 90.6 |
| Egypt | 58.5 | 69.2 | 41.5 | 84.3 |
| Estonia | 34.6 | 39.9 | 16.5 | 54.0 |
| France | 24.9 | 43.4 | 25.8 | 53.4 |
| Germany | 45.3 | 64.4 | 26.3 | 52.5 |
| Greece | 32.7 | 53.1 | 31.8 | 75.3 |
| Guatemala | 83.7 | 83.9 | 55.4 | 91.5 |
| Hungary | 68.6 | 38.9 | 11.4 | 51.1 |
| India | 77.6 | 88.1 | 70.3 | 90.0 |
| Italy | 36.7 | 58.5 | 34.6 | 59.1 |
| Jordan | 28.3 | 70.7 | 21.6 | 91.5 |
| Kazakhstan | 44.9 | 88.7 | 35.2 | 80.9 |
| Latvia | 33.5 | 45.5 | 30.1 | 56.9 |
| Lithuania | 48.0 | 57.0 | 32.3 | 71.0 |
| Luxembourg | 57.9 | 51.8 | 21.6 | 37.9 |
| Mexico | 59.2 | 66.1 | 49.8 | 81.0 |
| Morocco | 25.7 | 58.0 | 30.2 | 87.2 |
| Norway | 39.9 | 36.5 | 22.6 | 31.9 |
| Oman | 39.5 | 43.3 | 49.7 | 42.6 |
| Poland | 16.4 | 38.3 | 11.2 | 71.4 |
| Puerto Rico | 72.8 | 51.2 | 34.9 | 77.5 |
| Qatar | 49.4 | 82.6 | 27.5 | 58.5 |
| Romania | 55.4 | 55.0 | 30.7 | 84.2 |
| Saudi Arabia | 66.5 | 87.2 | 64.1 | 81.4 |
| Serbia | 23.3 | 47.5 | 22.6 | 76.8 |
| Slovakia | 38.7 | 39.1 | 31.6 | 71.6 |
| Slovenia | 49.9 | 51.4 | 22.3 | 51.1 |
| South Korea | 10.2 | 79.6 | 8.5 | 34.0 |
| Spain | 40.1 | 39.0 | 18.0 | 52.4 |
| Sweden | 46.1 | 56.3 | 25.0 | 32.5 |
| Switzerland | 52.3 | 39.4 | 15.6 | 44.0 |
| Taiwan | 44.0 | 59.4 | 15.6 | 30.4 |
| Thailand | 57.8 | 79.8 | 64.8 | 90.3 |
| Ukraine | 44.5 | 58.8 | 25.0 | 73.8 |
| United Arab Emirates | 62.0 | 78.6 | 47.7 | 65.6 |
| United Kingdom | 56.6 | 65.3 | 27.2 | 65.3 |
| United States | 65.8 | 72.2 | 36.6 | 67.4 |
| Venezuela | 40.5 | 39.9 | 32.8 | 93.6 |

Importance of Social and Environmental Values (% of adults aged 18-64 who somewhat or strongly agree)

| | The % of those who make decisions about the future of their business, always considering social implications | | The % of those who make decisions about the future of their business, always considering environmental implications | | The % of those who prioritize the social and/or environmental impact of their business above profitability or growth | |
|------------------------|--|------|---|------|--|------|
| | % TEA | % EB | % TEA | % EB | % TEA | % EB |
| Argentina | 86.8 | 85.4 | 88.9 | 87.0 | 51.9 | 64.1 |
| Armenia | 85.2 | 82.8 | 88.4 | 85.3 | 64.2 | 59.2 |
| Austria | 64.6 | 64.7 | 60.6 | 61.5 | 60.1 | 51.1 |
| Belarus | 61.5 | 60.1 | 69.7 | 60.5 | 42.8 | 45.9 |
| Bosnia and Herzegovina | 82.3 | 80.4 | 79.5 | 81.6 | 66.4 | 66.1 |
| Brazil | 91.8 | 85.6 | 91.1 | 89.5 | 86.2 | 83.4 |
| Canada | 75.0 | 62.1 | 76.3 | 61.6 | 69.8 | 57.6 |
| Chile | 85.7 | 86.3 | 85.5 | 87.4 | 74.1 | 77.2 |
| China | 85.7 | 87.1 | 90.3 | 86.0 | 80.8 | 80.8 |
| Costa Rica | 88.1 | 84.3 | 83.2 | 91.0 | 75.4 | 77.7 |
| Croatia | 76.1 | 79.6 | 69.5 | 74.0 | 57.8 | 66.7 |
| Cyprus | 44.1 | 43.2 | 41.1 | 40.9 | 36.6 | 36.3 |
| Ecuador | 78.2 | 75.2 | 75.8 | 77.8 | 58.1 | 62.8 |
| Egypt | 86.3 | 95.9 | 86.0 | 89.5 | 75.5 | 80.9 |
| Estonia | 57.6 | 48.8 | 60.2 | 52.3 | 34.0 | 26.0 |
| France | 69.7 | 66.4 | 70.0 | 67.1 | 60.2 | 55.4 |
| Germany | 69.7 | 63.5 | 67.1 | 58.4 | 58.0 | 41.6 |
| Greece | 86.0 | 73.8 | 87.7 | 79.1 | 53.0 | 44.8 |
| Guatemala | 91.5 | 94.7 | 92.6 | 96.3 | 86.7 | 89.5 |
| Hungary | 69.9 | 56.7 | 78.0 | 68.3 | 43.4 | 39.7 |
| India | 95.2 | 91.4 | 80.1 | 86.2 | 87.3 | 82.1 |
| Italy | 78.0 | 71.6 | 79.2 | 76.0 | 75.5 | 73.6 |
| Jordan | 78.6 | 73.4 | 78.5 | 81.0 | 68.9 | 65.2 |
| Kazakhstan | 76.2 | 88.6 | 72.6 | 87.0 | 58.9 | 66.3 |
| Latvia | 77.6 | 74.0 | 77.5 | 77.1 | 41.2 | 42.1 |
| Lithuania | 75.7 | 62.2 | 66.5 | 53.7 | 50.5 | 34.3 |
| Luxembourg | 79.7 | 71.9 | 82.4 | 72.2 | 53.9 | 42.1 |
| Mexico | 87.4 | 80.9 | 85.3 | 77.9 | 74.0 | 63.6 |
| Morocco | 49.3 | 46.4 | 39.4 | 36.2 | 44.1 | 36.1 |
| Norway | 57.1 | 54.1 | 75.0 | 71.1 | 54.4 | 47.6 |
| Oman | 69.5 | 75.0 | 71.9 | 74.6 | 63.7 | 77.9 |
| Poland | 87.2 | 91.6 | 91.8 | 90.3 | 24.1 | 43.5 |
| Puerto Rico | 86.3 | 87.0 | 88.7 | 83.2 | 74.8 | 69.9 |
| Qatar | 85.8 | 79.2 | 84.9 | 86.7 | 62.1 | 64.0 |
| Romania | 84.5 | 81.9 | 82.8 | 86.9 | 79.0 | 77.8 |
| Saudi Arabia | 87.7 | 88.7 | 84.0 | 79.9 | 82.8 | 84.6 |
| Serbia | 70.7 | 69.9 | 66.5 | 69.9 | 54.8 | 51.6 |
| Slovakia | 82.6 | 87.9 | 79.8 | 89.3 | 70.6 | 71.7 |
| Slovenia | 88.3 | 86.2 | 88.2 | 79.7 | 66.0 | 64.3 |
| South Korea | 62.3 | 46.0 | 50.3 | 77.0 | 38.5 | 20.5 |
| Spain | 62.8 | 58.6 | 57.1 | 57.2 | 43.3 | 41.7 |
| Sweden | 57.6 | 57.5 | 54.6 | 55.3 | 43.8 | 45.6 |
| Switzerland | 81.5 | 74.8 | 73.6 | 79.9 | 53.1 | 48.7 |
| Taiwan | 67.9 | 69.0 | 74.0 | 75.5 | 57.0 | 56.9 |
| Thailand | 87.3 | 79.8 | 88.0 | 81.7 | 79.7 | 72.2 |
| Ukraine | 65.6 | 53.3 | 69.2 | 58.8 | 65.5 | 58.2 |
| United Arab Emirates | 87.5 | 87.1 | 83.3 | 87.1 | 78.7 | 79.0 |
| United Kingdom | 76.3 | 62.3 | 69.0 | 66.4 | 60.5 | 54.3 |
| United States | 73.9 | 62.1 | 67.8 | 60.2 | 60.4 | 47.4 |
| Venezuela | 72.4 | 61.9 | 76.1 | 57.4 | 58.3 | 52.1 |

Importance of Digitalization and Artificial Intelligence (% of adults aged 18-64 to whom it is very important)

| | Importance of AI in implementing the business model and strategy | | Anticipated importance of AI tools in implementing the business model and strategy in the next three years | |
|------------------------|--|------|--|------|
| | % TEA | % EB | % TEA | % EB |
| Argentina | 31.5 | 28.2 | 37.7 | 35.5 |
| Armenia | 24.9 | 11.3 | 22.8 | 17.5 |
| Austria | 14.7 | 11.9 | 10.8 | 9.4 |
| Belarus | 29.2 | 33.4 | 17.7 | 13.9 |
| Bosnia and Herzegovina | 23.0 | 18.8 | 24.5 | 20.8 |
| Brazil | 59.5 | 39.6 | 20.6 | 24.0 |
| Canada | 34.3 | 22.2 | 30.1 | 28.9 |
| Chile | 35.8 | 32.9 | 52.8 | 47.1 |
| China | 26.1 | 11.9 | 17.6 | 11.1 |
| Costa Rica | 46.7 | 53.7 | 42.0 | 46.0 |
| Croatia | 20.9 | 21.8 | 19.3 | 23.3 |
| Cyprus | 32.3 | 20.9 | 36.5 | 29.4 |
| Ecuador | 28.5 | 25.6 | 32.9 | 30.4 |
| Egypt | 33.9 | 32.9 | 46.1 | 45.3 |
| Estonia | 19.5 | 8.0 | 20.2 | 8.5 |
| France | 22.6 | 21.2 | 22.0 | 18.5 |
| Germany | 25.5 | 14.0 | 39.4 | 24.4 |
| Greece | 24.1 | 15.3 | 33.2 | 24.8 |
| Guatemala | 26.5 | 27.7 | 44.6 | 40.1 |
| Hungary | 14.8 | 12.5 | 22.2 | 20.8 |
| India | 22.4 | 33.8 | 15.1 | 29.9 |
| Italy | 19.7 | 14.4 | 19.1 | 20.3 |
| Jordan | 22.3 | 18.4 | 25.3 | 21.3 |
| Kazakhstan | 28.9 | 45.5 | 20.6 | 43.9 |
| Latvia | 25.1 | 11.8 | 20.1 | 13.9 |
| Lithuania | 18.5 | 13.9 | 17.9 | 20.7 |
| Luxembourg | 33.7 | 16.6 | 37.5 | 17.0 |
| Mexico | 26.8 | 46.3 | 29.2 | 40.3 |
| Morocco | 28.7 | 14.5 | 26.1 | 26.6 |
| Norway | 21.3 | 9.9 | 23.3 | 13.4 |
| Oman | 33.8 | 41.4 | 44.9 | 35.9 |
| Poland | 6.2 | 13.2 | 8.2 | 15.3 |
| Puerto Rico | 35.8 | 33.8 | 43.4 | 52.3 |
| Qatar | 38.0 | 31.8 | 39.5 | 22.2 |
| Romania | 18.4 | 9.3 | 15.9 | 11.2 |
| Saudi Arabia | 41.4 | 56.2 | 37.5 | 35.7 |
| Serbia | 12.4 | 7.4 | 9.5 | 7.2 |
| Slovakia | 25.0 | 22.9 | 25.3 | 30.0 |
| Slovenia | 27.7 | 19.6 | 27.2 | 26.7 |
| South Korea | N/A | N/A | N/A | N/A |
| Spain | 24.5 | 14.3 | 28.6 | 22.5 |
| Sweden | 23.8 | 11.6 | 23.2 | 16.1 |
| Switzerland | 14.1 | 14.2 | 14.4 | 12.0 |
| Taiwan | 25.9 | 20.1 | 36.2 | 21.3 |
| Thailand | 33.0 | 28.0 | 48.8 | 42.4 |
| Ukraine | 18.4 | 22.6 | 20.2 | 22.5 |
| United Arab Emirates | 58.2 | 49.9 | 56.6 | 46.8 |
| United Kingdom | 26.4 | 26.1 | 28.4 | 29.1 |
| United States | 29.4 | 22.3 | 32.4 | 29.6 |
| Venezuela | 28.1 | 27.3 | 45.0 | 47.1 |

Entrepreneurial activity by gender (% of adults aged 18-64)

| | Total Early-stage Entrepreneurial Activity Rate (TEA) | | Established Business Ownership Rate (EB) | |
|------------------------|---|--------|--|--------|
| | Male | Female | Male | Female |
| Argentina | 24.2 | 22.4 | 7.7 | 5.1 |
| Armenia | 22.4 | 13.3 | 14.1 | 7.9 |
| Austria | 6.8 | 6.3 | 10.0 | 5.6 |
| Belarus | 17.1 | 16.1 | 6.8 | 3.6 |
| Bosnia and Herzegovina | 25.7 | 19.7 | 7.5 | 4.2 |
| Brazil | 22.3 | 18.4 | 16.8 | 9.8 |
| Canada | 29.0 | 21.8 | 7.9 | 3.8 |
| Chile | 28.0 | 26.5 | 11.2 | 5.1 |
| China | 5.9 | 4.9 | 4.7 | 4.2 |
| Costa Rica | 5.2 | 5.0 | 2.5 | 1.5 |
| Croatia | 15.2 | 11.0 | 5.5 | 3.2 |
| Cyprus | 13.4 | 6.0 | 10.6 | 6.1 |
| Ecuador | 34.8 | 32.0 | 13.7 | 12.8 |
| Egypt | 7.6 | 2.6 | 5.9 | 0.6 |
| Estonia | 15.7 | 11.0 | 9.3 | 3.6 |
| France | 10.0 | 7.4 | 5.9 | 3.0 |
| Germany | 11.0 | 8.5 | 7.3 | 4.6 |
| Greece | 5.9 | 5.1 | 18.4 | 11.3 |
| Guatemala | 26.2 | 21.4 | 18.7 | 9.9 |
| Hungary | 8.5 | 4.9 | 9.2 | 4.5 |
| India | 14.0 | 10.3 | 7.9 | 4.1 |
| Italy | 12.7 | 6.6 | 8.6 | 5.1 |
| Jordan | 22.5 | 19.5 | 6.8 | 2.5 |
| Kazakhstan | 10.3 | 9.0 | 2.8 | 2.5 |
| Latvia | 14.2 | 10.0 | 12.2 | 5.6 |
| Lithuania | 11.6 | 11.6 | 4.4 | 2.0 |
| Luxembourg | 13.2 | 6.4 | 5.1 | 3.6 |
| Mexico | 14.3 | 15.5 | 3.8 | 2.9 |
| Morocco | 12.5 | 12.5 | 2.8 | 2.6 |
| Norway | 13.7 | 6.1 | 7.7 | 4.5 |
| Oman | 11.9 | 6.5 | 5.5 | 3.3 |
| Poland | 2.6 | 2.3 | 13.3 | 12.4 |
| Puerto Rico | 26.4 | 22.3 | 5.7 | 3.7 |
| Qatar | 7.9 | 7.0 | 4.0 | 0.9 |
| Romania | 6.2 | 3.7 | 4.9 | 3.6 |
| Saudi Arabia | 28.4 | 23.2 | 22.5 | 14.5 |
| Serbia | 14.7 | 8.7 | 5.1 | 3.3 |
| Slovakia | 13.2 | 9.8 | 6.4 | 3.6 |
| Slovenia | 11.4 | 5.5 | 11.4 | 5.7 |
| South Korea | 14.4 | 8.9 | 26.0 | 18.5 |
| Spain | 7.7 | 6.8 | 8.2 | 5.3 |
| Sweden | 10.5 | 6.2 | 6.4 | 3.7 |
| Switzerland | 10.7 | 8.8 | 8.5 | 5.8 |
| Taiwan | 5.9 | 5.1 | 11.0 | 5.3 |
| Thailand | 18.6 | 20.7 | 11.5 | 12.0 |
| Ukraine | 13.1 | 12.5 | 5.8 | 3.9 |
| United Arab Emirates | 13.1 | 14.7 | 3.1 | 3.0 |
| United Kingdom | 16.9 | 11.6 | 13.0 | 6.6 |
| United States | 20.8 | 17.8 | 7.9 | 5.3 |
| Venezuela | 12.1 | 11.3 | 2.7 | 0.9 |

Entrepreneurial activity by age (% of adults aged 18-64)

| | Total Early-stage Entrepreneurial Activity Rate (TEA) | | | | | Established Business Ownership Rate (EB) | | | | |
|------------------------|---|-------|-------|-------|-------|--|-------|-------|-------|-------|
| | 18-24 | 25-34 | 35-44 | 45-54 | 55-64 | 18-24 | 25-34 | 35-44 | 45-54 | 55-64 |
| Argentina | 16.6 | 27.5 | 25.3 | 26.6 | 17.3 | 1.3 | 6.8 | 8.0 | 8.9 | 6.3 |
| Armenia | 29.2 | 23.7 | 17.4 | 12.7 | 9.5 | 5.4 | 8.0 | 11.9 | 13.0 | 13.4 |
| Austria | 7.6 | 5.9 | 7.7 | 6.2 | 5.9 | 5.9 | 4.4 | 6.7 | 10.7 | 10.5 |
| Belarus | 14.5 | 21.4 | 18.4 | 17.0 | 10.8 | 2.7 | 3.1 | 4.0 | 7.3 | 7.4 |
| Bosnia and Herzegovina | 23.6 | 30.4 | 27.0 | 21.1 | 11.6 | 1.8 | 4.7 | 4.8 | 8.1 | 8.3 |
| Brazil | 16.0 | 25.1 | 25.6 | 14.6 | 16.7 | 3.0 | 9.8 | 15.2 | 17.9 | 19.5 |
| Canada | 38.2 | 34.6 | 28.1 | 17.9 | 13.6 | 6.1 | 7.0 | 5.6 | 3.9 | 6.4 |
| Chile | 19.4 | 29.3 | 30.6 | 30.7 | 23.0 | 4.0 | 4.7 | 9.0 | 11.9 | 11.2 |
| China | 5.2 | 9.2 | 6.9 | 3.3 | 2.0 | 1.0 | 4.8 | 5.5 | 6.0 | 2.8 |
| Costa Rica | 5.7 | 6.1 | 5.1 | 6.0 | 2.1 | 0.4 | 2.4 | 2.3 | 2.6 | 1.8 |
| Croatia | 18.4 | 19.8 | 17.7 | 7.5 | 6.6 | 1.0 | 3.3 | 4.7 | 5.7 | 4.9 |
| Cyprus | 8.5 | 13.7 | 12.0 | 7.8 | 5.6 | 0.9 | 5.9 | 8.6 | 10.8 | 13.9 |
| Ecuador | 30.9 | 37.5 | 32.9 | 36.0 | 26.7 | 2.8 | 13.1 | 14.1 | 20.1 | 18.9 |
| Egypt | 5.5 | 6.6 | 5.5 | 3.8 | 1.5 | 1.9 | 3.9 | 4.3 | 3.3 | 3.9 |
| Estonia | 14.7 | 17.5 | 16.5 | 11.7 | 6.6 | 0.4 | 4.4 | 7.2 | 6.9 | 10.5 |
| France | 10.8 | 13.0 | 9.3 | 7.2 | 4.4 | 2.2 | 4.0 | 4.9 | 5.8 | 4.5 |
| Germany | 12.9 | 16.5 | 12.3 | 6.0 | 4.3 | 2.7 | 5.0 | 8.9 | 6.4 | 5.6 |
| Greece | 6.3 | 5.7 | 5.2 | 6.7 | 3.7 | 12.0 | 10.6 | 18.1 | 18.9 | 14.5 |
| Guatemala | 24.7 | 24.2 | 27.7 | 23.0 | 10.8 | 6.1 | 11.2 | 15.6 | 23.1 | 26.8 |
| Hungary | 4.7 | 9.3 | 7.9 | 6.3 | 4.4 | N/A | 2.7 | 7.2 | 11.2 | 9.4 |
| India | 6.1 | 13.9 | 20.2 | 13.3 | 3.5 | 1.6 | 6.0 | 8.8 | 9.2 | 5.4 |
| Italy | 9.6 | 13.2 | 14.0 | 8.6 | 4.9 | 0.5 | 5.2 | 7.3 | 7.6 | 9.8 |
| Jordan | 17.9 | 27.7 | 21.2 | 15.9 | 16.6 | 1.1 | 3.9 | 6.9 | 8.8 | 5.7 |
| Kazakhstan | 7.3 | 10.6 | 12.2 | 9.7 | 6.4 | 0.8 | 2.6 | 3.7 | 3.1 | 1.9 |
| Latvia | 18.5 | 21.4 | 12.7 | 9.5 | 3.1 | 0.7 | 6.9 | 9.7 | 11.4 | 11.0 |
| Lithuania | 13.7 | 14.2 | 11.5 | 12.1 | 8.3 | 2.0 | 2.2 | 3.3 | 3.5 | 4.2 |
| Luxembourg | 13.7 | 8.6 | 13.7 | 7.3 | 7.1 | 2.5 | 4.1 | 4.3 | 5.5 | 4.7 |
| Mexico | 13.1 | 20.8 | 18.2 | 10.0 | 8.5 | 0.8 | 3.8 | 4.4 | 4.3 | 2.8 |
| Morocco | 10.4 | 10.9 | 16.1 | 14.1 | 13.8 | 2.7 | 2.0 | 2.9 | 2.4 | 4.0 |
| Norway | 7.9 | 13.3 | 11.0 | 10.3 | 6.1 | 1.2 | 3.5 | 6.9 | 8.6 | 8.9 |
| Oman | 6.5 | 12.4 | 10.2 | 7.1 | 6.1 | 0.9 | 4.2 | 6.2 | 8.6 | 5.5 |
| Poland | 1.2 | 4.1 | 3.9 | 1.7 | 0.4 | 0.9 | 9.1 | 15.5 | 18.1 | 13.3 |
| Puerto Rico | 20.4 | 29.5 | 29.1 | 24.6 | 17.1 | 2.9 | 4.7 | 4.7 | 7.1 | 3.4 |
| Qatar | 8.4 | 7.8 | 8.5 | 4.4 | 7.9 | 0.8 | 2.2 | 4.5 | 5.2 | 5.0 |
| Romania | 8.3 | 4.7 | 6.3 | 4.7 | 1.7 | 2.9 | 6.0 | 5.6 | 3.9 | 1.6 |
| Saudi Arabia | 16.7 | 29.3 | 28.6 | 25.9 | 21.9 | 3.8 | 13.6 | 24.5 | 29.1 | 35.1 |
| Serbia | 10.5 | 16.4 | 16.6 | 10.1 | 5.0 | 1.7 | 2.7 | 5.2 | 7.0 | 2.8 |
| Slovakia | 9.1 | 17.6 | 11.4 | 11.5 | 7.1 | 3.3 | 3.9 | 4.5 | 6.4 | 6.0 |
| Slovenia | 11.3 | 11.6 | 11.2 | 7.6 | 3.3 | N/A | 6.7 | 10.7 | 11.8 | 9.0 |
| South Korea | 10.0 | 8.8 | 15.0 | 12.0 | 11.6 | 2.5 | 12.9 | 22.6 | 30.7 | 30.2 |
| Spain | 5.6 | 8.8 | 9.4 | 8.7 | 2.9 | 1.4 | 3.7 | 7.3 | 10.5 | 7.0 |
| Sweden | 12.6 | 10.4 | 9.1 | 6.4 | 4.6 | 3.2 | 1.7 | 5.2 | 5.7 | 9.3 |
| Switzerland | 5.9 | 12.4 | 12.3 | 8.6 | 8.4 | 2.9 | 3.1 | 7.7 | 9.4 | 10.7 |
| Taiwan | 3.9 | 8.3 | 6.1 | 4.8 | 4.1 | N/A | 4.0 | 7.9 | 10.9 | 13.4 |
| Thailand | 17.8 | 19.1 | 23.9 | 20.2 | 16.3 | 5.4 | 8.7 | 13.1 | 13.3 | 15.8 |
| Ukraine | 10.7 | 14.5 | 19.4 | 11.7 | 5.6 | 1.0 | 4.2 | 8.0 | 6.2 | 2.7 |
| United Arab Emirates | 10.0 | 16.7 | 13.5 | 9.1 | 6.3 | 0.7 | 3.3 | 3.6 | 4.2 | 2.3 |
| United Kingdom | 20.9 | 20.9 | 16.5 | 10.4 | 4.4 | 11.1 | 8.3 | 10.6 | 10.6 | 8.9 |
| United States | 25.4 | 25.3 | 21.7 | 16.3 | 9.5 | 5.1 | 5.3 | 7.3 | 7.5 | 7.4 |
| Venezuela | 9.9 | 13.8 | 14.6 | 11.0 | 8.1 | 0.6 | 1.8 | 2.0 | 3.3 | 1.4 |

Sector distribution of Total Early-Stage Entrepreneurial Activity (% of TEA)

| | Extractive sector | Transforming sector | Business oriented businesses | Customer oriented Wservices |
|------------------------|-------------------|---------------------|------------------------------|-----------------------------|
| Argentina | 0.9 | 24.2 | 15.9 | 59.0 |
| Armenia | 21.0 | 26.4 | 11.6 | 41.1 |
| Austria | 2.3 | 7.8 | 31.3 | 58.5 |
| Belarus | 3.9 | 35.0 | 18.8 | 42.4 |
| Bosnia and Herzegovina | 10.3 | 21.4 | 22.1 | 46.3 |
| Brazil | 3.8 | 27.2 | 17.3 | 51.7 |
| Canada | 2.2 | 18.5 | 21.3 | 58.0 |
| Chile | 2.9 | 26.0 | 23.5 | 47.7 |
| China | 1.0 | 17.6 | 10.4 | 71.1 |
| Costa Rica | 1.9 | 14.1 | 10.2 | 73.8 |
| Croatia | 8.9 | 22.7 | 42.1 | 26.3 |
| Cyprus | 2.7 | 21.6 | 32.4 | 43.3 |
| Ecuador | 1.0 | 14.1 | 3.7 | 81.3 |
| Egypt | 5.9 | 22.0 | 11.8 | 60.3 |
| Estonia | 5.0 | 26.8 | 30.3 | 37.9 |
| France | 5.1 | 19.5 | 31.4 | 44.0 |
| Germany | 3.2 | 16.2 | 39.9 | 40.7 |
| Greece | 7.0 | 26.2 | 13.5 | 53.3 |
| Guatemala | 4.7 | 17.1 | 7.4 | 70.8 |
| Hungary | 12.9 | 25.8 | 23.5 | 37.8 |
| India | 20.1 | 20.6 | 3.7 | 55.6 |
| Italy | 5.9 | 18.0 | 25.9 | 50.2 |
| Jordan | 5.9 | 23.4 | 9.2 | 61.5 |
| Kazakhstan | 6.2 | 18.6 | 6.6 | 68.7 |
| Latvia | 7.9 | 27.9 | 21.4 | 42.9 |
| Lithuania | 1.7 | 26.2 | 18.4 | 53.7 |
| Luxembourg | 0.7 | 15.2 | 40.4 | 43.7 |
| Mexico | 0.4 | 9.0 | 7.0 | 83.6 |
| Morocco | 2.1 | 15.1 | 6.9 | 75.9 |
| Norway | 6.9 | 19.7 | 38.0 | 35.4 |
| Oman | 1.7 | 15.4 | 19.3 | 63.6 |
| Poland | 1.5 | 23.5 | 25.5 | 49.5 |
| Puerto Rico | 1.3 | 16.1 | 20.2 | 62.4 |
| Qatar | 0.8 | 17.7 | 30.5 | 51.0 |
| Romania | 12.1 | 21.4 | 11.8 | 54.7 |
| Saudi Arabia | 0.5 | 13.7 | 6.0 | 79.9 |
| Serbia | 6.5 | 24.8 | 19.8 | 48.9 |
| Slovakia | 1.4 | 15.7 | 29.1 | 53.8 |
| Slovenia | 3.2 | 21.7 | 43.9 | 31.2 |
| South Korea | 0.4 | 23.4 | 11.7 | 64.4 |
| Spain | 3.5 | 14.7 | 31.4 | 50.4 |
| Sweden | 6.4 | 15.0 | 34.4 | 44.2 |
| Switzerland | 2.1 | 12.7 | 28.1 | 57.0 |
| Taiwan | 1.7 | 17.6 | 16.6 | 64.1 |
| Thailand | 4.6 | 12.7 | 4.6 | 78.1 |
| Ukraine | 8.2 | 23.1 | 14.4 | 54.3 |
| United Arab Emirates | 0.4 | 18.3 | 18.9 | 62.4 |
| United Kingdom | 0.0 | 19.4 | 25.1 | 55.5 |
| United States | 2.1 | 18.8 | 23.9 | 55.2 |
| Venezuela | 3.3 | 21.7 | 4.2 | 70.8 |

National Entrepreneurship Context Index (NECI)

| | NECI Score | Global Ranking |
|----------------------|------------|----------------|
| Argentina | 4.0 | 45 |
| Armenia | 4.9 | 20 |
| Austria | 4.8 | 21 |
| Bahrain | 5.8 | 7 |
| Belarus | 3.5 | 54 |
| Bosnia & Herzegovina | 3.4 | 56 |
| Brazil | 4.0 | 44 |
| Canada | 4.6 | 24 |
| Chile | 4.9 | 19 |
| China (PRC) | 5.4 | 13 |
| Costa Rica | 4.0 | 43 |
| Croatia | 3.9 | 48 |
| Cyprus | 4.2 | 39 |
| Ecuador | 3.8 | 50 |
| Egypt | 4.2 | 40 |
| Estonia | 5.4 | 12 |
| France | 4.8 | 22 |
| Germany | 4.7 | 23 |
| Greece | 4.4 | 35 |
| Guatemala | 3.7 | 52 |
| Hungary | 4.5 | 28 |
| India | 6.1 | 5 |
| Indonesia | 5.7 | 9 |
| Italy | 4.5 | 27 |
| Japan | 5.1 | 15 |
| Jordan | 5.0 | 18 |
| Kazakhstan | 4.5 | 32 |
| Latvia | 5.1 | 14 |
| Lithuania | 6.4 | 2 |
| Luxembourg | 4.5 | 30 |
| Mexico | 4.1 | 42 |
| Morocco | 3.9 | 47 |
| Norway | 5.0 | 17 |
| Oman | 5.7 | 8 |
| Poland | 4.0 | 46 |
| Puerto Rico | 3.6 | 53 |
| Qatar | 5.6 | 11 |
| Republic of Korea | 6.0 | 6 |
| Romania | 4.3 | 37 |
| Saudi Arabia | 6.3 | 4 |
| Serbia | 4.5 | 31 |
| Slovak Republic | 3.7 | 51 |
| Slovenia | 4.1 | 41 |
| South Africa | 3.9 | 49 |
| Spain | 4.3 | 38 |
| Sweden | 4.5 | 26 |
| Switzerland | 5.7 | 10 |
| Taiwan | 6.3 | 3 |
| Thailand | 4.5 | 34 |
| Ukraine | 4.4 | 36 |
| United Arab Emirates | 7.1 | 1 |
| United Kingdom | 4.5 | 29 |
| United States | 5.1 | 16 |
| Uruguay | 4.6 | 25 |
| Venezuela | 3.5 | 55 |

An equals sign (=) indicates that the ranking position is tied with another economy or economies



APPENDIX B: RESEARCH METHODOLOGY



HOW GEM MEASURES ENTREPRENEURSHIP

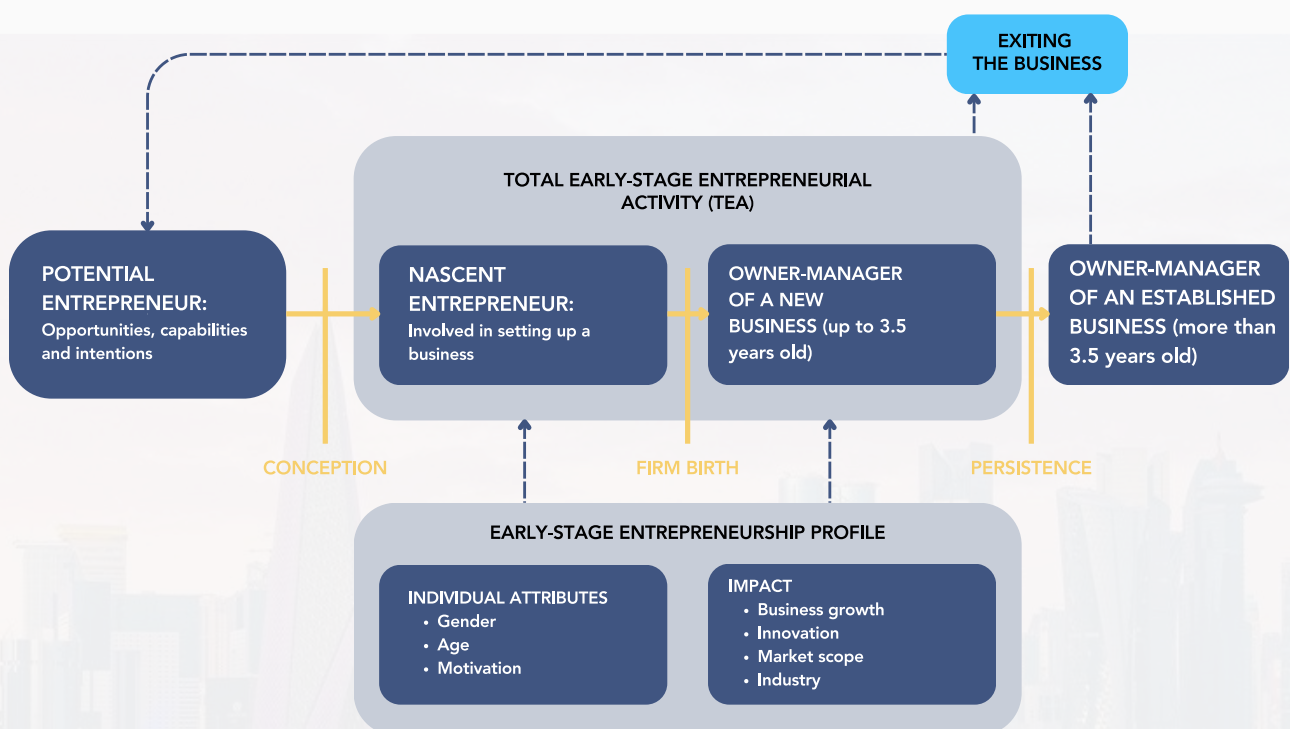
The GEM measures individual participation across multiple phases of the entrepreneurial process, providing insights into the level of engagement at each stage. This is important because societies may have varying levels of participation at different points in this process. A healthy entrepreneurial society requires people to be active in all phases of the entrepreneurial process. For example, to have new businesses in a society, there must be potential entrepreneurs. Later in the process, people that have started a business must have the capability to sustain their business into maturity.

The GEM provides a comprehensive account of both informal and formal business activity. This is important because, in many societies, entrepreneurs operate in the informal sphere. The GEM's emphasis on individuals provides insight into who these entrepreneurs are, including

their demographic profiles; their motivations for starting a new venture; and the vision they have for their businesses. It also assesses broader societal attitudes about entrepreneurship, which can indicate the extent that people are engaged in or willing to participate in entrepreneurial activity and the level of societal support for entrepreneurs.

Every individual engaged in behaviour related to new business creation, whether at the initial concept stage or the established business stage, contributes to the national level of entrepreneurship. The GEM considers the number of entrepreneurs in an economy and considers other aspects such as the level of employment they create, their growth ambitions, and how segments such as women are participating in entrepreneurial activity.

The entrepreneurial process and GEM indicators



Source: GEM Global Report 2024/2025

GEM INDICATORS

GEM looks at several indicators that collectively contribute to the impact entrepreneurship has on society and the extent to which society supports this activity. Key entrepreneurship indicators are defined below:

Entrepreneurial Activity Indicators



Nascent entrepreneurship rate: Percentage of the 18–64 years old population who are currently nascent entrepreneurs, i.e., actively involved in setting up a business they will own or co-own; this business has not yet paid salaries, wages, or any other payments to the owners for more than three months.



New business ownership rate: Percentage of the 18–64 year old population who are currently the owner-manager of a new business.



Total early-stage entrepreneurial activity (TEA): Percentage of the 18–64 years old population who are either nascent entrepreneurs or are owner-managers of a new business, i.e., the proportion of the adult population who are either starting or running a new business.



Established business ownership rate (EBO): Percentage of the adult population aged 18 to 64 years who are currently an owner-manager of an established business, i.e., owning and managing an operating business that has paid salaries, wages, or any other payments to the owners for more than 42 months.



Business discontinuation rate: Percentage of the adult population aged 18 to 64 years (who are either a nascent entrepreneur or an owner-manager of a new business) who have, in the past 12 months, discontinued a business, either by selling, shutting down or otherwise discontinuing an owner/management relationship with the business.

Societal Values and Perceptions



Good career choice: Percentage of the adult population between the ages of 18 and 64 years who believe that entrepreneurship is a good career choice.



High status to successful entrepreneurs: Percentage of the adult population between the ages of 18 and 64 years who believe that high status is afforded to successful entrepreneurs.



Media attention for entrepreneurship: Percentage of the adult population between the ages of 18 and 64 years who believe there is a lot of positive media attention for entrepreneurship in their country.

Self-Perceptions about Entrepreneurship



Entrepreneurial Affiliations: Percentage of the population aged 18 to 64 years who know someone personally who started a business in the past two years.



Perceived opportunities: Percentage of the population aged 18 to 64 years who believe there are good opportunities to start a firm in the area where they live.



Ease of starting a business: Percentage of the adult population between the ages of 18 and 64 years who believe it is easy to start a business.



Perceived capabilities: Percentage of the population aged 18 to 64 years who believe they have the required skills and knowledge to start a business.



Fear of failure: Percentage of the population aged 18 to 64 years perceiving good opportunities who indicate that fear of failure would prevent them from setting up a business.



Entrepreneurial intentions: Percentage of the population aged 18 to 64 years (individuals involved in any stage of entrepreneurial activity excluded) who are latent entrepreneurs and who intend to start a business within three years.

Entrepreneurial Talent



Rarely see business opportunities: Percentage of the 18-64 years old population who agree that they rarely see business opportunities.



Even when you see a profitable opportunity, you rarely act on it: Percentage of the 18-64 year old population who agree that they rarely act on it even when they spot a profitable opportunity.



Other people think you are highly innovative: Percentage of the 18-64 year old population who agree that other people think they are highly innovative.



Every decision you make is part of your long-term career plan: Percentage of the 18-64 year old population who agree that every decision they make is part of their long-term career plan.

Entrepreneurship Impact



Business Services: Percentage of entrepreneurs involved in business services.



Consumer Services: Percentage of entrepreneurs involved in consumer services.



Job Growth Expectations: The percentage of entrepreneurs projecting to create six or more jobs in the next five years.



Scope (local/national/ international): Percentage of the 18-64 year old population involved in TEA having customers only within their local area, only within their country, or those having international customers.



Internationalization: The percentage of entrepreneurs who state that 25% or more of their sales are to international customers.



Product/Services Impact (local/national/global): Percentage of the 18–64 year old population involved in TEA having products or services that are either new to the area, new to their country, or new to the world.



Technology/Procedures Impact (local/national/global): Percentage of the 18–64 year old population involved in TEA having technology or procedures that are either new to the area, new to their country, or new to the world.

Entrepreneurial Framework Conditions (EFCs)

The quality of the EFC is based on the average value of national experts' perceptions, using a Likert scale of 1 (highly insufficient) to 10 (highly sufficient), for the Entrepreneurial Framework conditions.

National experts are a group of professionals and academics who have extensive experience in at least one of the EFCs.

National Entrepreneurship Context Index (NECI): assesses the environment for entrepreneurship in a given country's economy. This assessment is derived from the EFCs and averages the ratings on these conditions based on the scores provided by national experts.

The 9 Entrepreneurial Framework Conditions are outlined below:



Entrepreneurial finance: describes the extent to which experts perceive there are enough funds for current and potential entrepreneurs. Experts also evaluate the accessibility and efficient functioning of equity markets and the availability of typical financing channels for entrepreneurs. This includes informal investment, professional business angels, venture capitalists, banks, government loans, grants, and subsidies, as well as crowdfunding.



Government policy: determines whether experts believe their national governments demonstrate support for entrepreneurs and measures the degree to which experts think current taxes are affordable and balanced for entrepreneurs or whether they constitute a burden to starting and growing businesses. This factor evaluates bureaucracy in business processes and in facilities for funding entrepreneurial activities.



Government entrepreneurship programs: this factor evaluates whether and how public agencies are providing specific programs for entrepreneurs. This includes subsidies, incubators, and agencies that assess and advise entrepreneurs.



Entrepreneurship education: this factor includes expert evaluation of the degree to which entrepreneurship subjects are included in school and post-school programs and whether schools instil students with entrepreneurial values.



Research and development (R&D) transfer: this synthesizes expert evaluation of R&D transfer from universities and research centres to the business sector and to what degree engineers and scientists can commercialize research findings and bring them to the market.



Commercial and legal infrastructure: this factor represents the supply and affordability of professionals and firms providing services to entrepreneurs, including accountants, lawyers, and consultants, to help them start and manage new businesses.



Entry regulations: this factor analyses whether there is a free and open market where no entity exerts power to influence or set prices and where changes in demand are met with changes in supply, and vice versa.



Physical infrastructure: this facilitates communication, transportation, and business operations nationally and internationally through aspects such as high-speed Internet and cell phone service, real estate (land, buildings), reliable utilities, and advanced highways, railways, ports, and airports



Cultural and social norms: this factor shows whether and how society exhibits an entrepreneurship focus within the culture through behaviour, beliefs, language, and customs. This can encourage entrepreneurs by demonstrating acceptance, support, and high regard for their activity.

GEM METHODOLOGY

To provide reliable comparisons across countries, GEM data is obtained using a harmonized research design across participating countries. The GEM data is gathered on an annual basis from two main sources:

Adult Population Survey (APS)

At the heart of the GEM methodology is the APS. This GEM survey of entrepreneurship provides primary data on a random representative sample of at least 2,000 adults between 18 and 64 years. The surveys are conducted at the same time every year (between May and June) using a standardized questionnaire provided by the GEM Global Data Team. The questionnaire is translated into local languages and back translated for a validity check. In Qatar, the APS questionnaire was translated from English into Arabic.

In 2024, the APS conducted in Qatar included a total of 3,023 interviews, with a random selection of the adult population between the ages of 18 and 64 years, covering all nationalities and gender. The survey was conducted between May and June. Interviews were conducted using a questionnaire in the respondent's preferred language (Arabic or English).

Data was collected via telephone surveys on respondents' mobile phones using random digit dialling (RDD). The sample for the telephone surveys was developed by randomly generating thousands of mobile phone numbers, based on two root phone numbers from telecommunication providers Ooredoo Qatar and Vodafone Qatar. The APS sample was stratified by age, gender, and municipality of residence.

The individual countries only gain access to the data once it has been analyzed by experts at London Business School for quality assurance, checking, and uniform statistical calculations. As the GEM research design harmonizes the data, it is possible to conduct reliable cross-national and intra-country comparisons over time.

National Experts Survey (NES)

The NES comprises at least 45 interviews with selected and pre-approved government and industry experts across nine frameworks in each participating economy. These frameworks include entrepreneurial financing, government policy, government entrepreneurship programs, entrepreneurial education, R&D transfer, commercial and legal infrastructure, internal market dynamics and market burdens or entry, physical infrastructure, cultural and social norms.

National experts are selected for participation in the NES in accordance with the international GEM selection criteria to ensure each country's selection is balanced, relevant, and representative – allowing for global data harmonization and consistent comparisons between the participating countries. Therefore, it is required that each participating country includes at least four experts from each of the nine NES entrepreneurial framework categories.

In general, experts are carefully chosen based on their level of knowledge and experience of each of the EFCs. In Qatar, a total of 55 interviews with national experts were conducted via an online link to the survey, distributed via email. All countries participating in the NES must use a standardized NES questionnaire, which is translated locally into additional languages (such as Arabic for Qatar).

How the NECI is calculated

The National Entrepreneurship Context Index (NECI) assesses the environment for entrepreneurship across all framework conditions. Experts rate these conditions on a ten-point Likert scale. These scores are then averaged over all experts in the economy to arrive at the NECI value for each framework condition. The overall NECI value represents the average of all factors, which is used to rank the economies.

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- TASMU Accelerator
- Rowad Conference 2024 | Events | Qatar Development Bank

