



Labor Market Assessment 2024–2025:

BUSINESS DEMAND, CHALLENGES, STRATEGY FOR IMPACT

2024–2025



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This report was prepared on the joint initiative of the State Employment Service of Ukraine and Helvetas Swiss Intercooperation.

The report is based on the results of a large-scale survey of employers conducted by the Department of Labor Market Analysis and Monitoring of the Effectiveness of Employment Programs of the State Employment Center in all regions under Ukrainian control.



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LIST OF ABBREVIATIONS

GDP – Gross Domestic Product

EAC – Economic Activity Classification (NACE)

IDPs – Internally Displaced Persons

SES – State Employment Service

AFU – Armed Forces of Ukraine

EIOs – Enterprises, Institutions, and Organizations

PFU – Pension Fund of Ukraine

CPS – Combat Participants and Soldiers

IE – Individual Entrepreneur

PREFACE

Unprovoked military aggression by Russia against Ukraine and the imposition of martial law in Ukraine have caused a deep economic crisis and significantly altered labour market dynamics and the needs of employers. Amid full-scale war, businesses have faced numerous challenges, such as the destruction of enterprises, mass external migration, mobilization, changes in logistics and resource availability, and labour shortages. The war has had a substantial impact on economic activity and the labour market: physical destruction of enterprises and infrastructure, changes in employment structures, workforce redistribution across regions due to internal migration and business relocation to safer areas, and decreased economic activity in frontline zones.

Military actions on the country's territory require the restoration of critically important economic sectors:

- Manufacturing – to ensure domestic production of essential goods,
- Construction – for rebuilding destroyed infrastructure and housing,
- Healthcare – due to the high demand for medical and social workers,
- Education – due to the shortage of teachers and the implementation of remote learning.

To assess the current and future workforce needs of employers, analyze labour market development prospects, forecast employment trends, and examine changes in workforce demand structures, as well as to identify potential barriers and support programs for the employment of vulnerable groups, the State Employment Service conducted a survey involving 54.7 thousand employers.

Key factors that motivated the study:

- Economic recovery after the war and support for critically important sectors;
- Changes in employment structure due to mobilization and business relocation;
- Labour shortages in healthcare, education, manufacturing, and construction;
- The impact of state programs on business development.

The survey aimed to assess the labour market situation in Ukraine in 2024, provide a forecast for 2025, determine the industries with the highest demand for workers, and identify key trends in employers' changing workforce needs.

The main objectives of the survey were to:

- Identify regional labour market characteristics and factors affecting employment;
- Assess the current state and dynamics of business development in Ukraine under martial law;
- Determine employers' professional needs;
- Identify key challenges businesses face in hiring staff across different economic sectors;
- Identify obstacles and potential support measures for integrating vulnerable groups into the labour market.

The employer survey was conducted online from December 17, 2024, to January 31, 2025. The initial plan was to involve 59.8 thousand employers. The selection criteria for enterprises included belonging to economically active businesses with an average headcount of 10 or more employees (based on Pension Fund of Ukraine reports as of July 1, 2024). Enterprises affiliated with or related to the defence sector or located in non-government-controlled areas of Ukraine were not included in the survey.

The survey sample is representative at the regional level. The margin of error for the surveyed territories in Ukraine is 0.4%. The regional sampling errors range from 1.03% to 7.79%, while sector-specific sampling errors range from 0.91% to 6.18%.

SUMMARY

The Ukrainian labor market is undergoing a transformation driven by the war. The main challenges include a shortage of skilled workers, economic uncertainty, and demographic changes. In 2025, demand will be primarily focused on blue-collar professions, while new jobs will be created mainly by small and medium-sized enterprises. Large enterprises continue to dominate job creation but face a severe shortage of qualified personnel.

General Trends

Russian aggression and martial law in Ukraine have significantly altered the labor market, resulting in population migration, mobilization, the destruction of enterprises, and shifts in economic priorities. Compared to 2023, the overall employment rate has declined, and economic recovery has slowed. GDP grew by 4% in 2024, but economic expectations remain unstable. The most affected sectors include industry, transportation, and construction, while the IT sector and wholesale and retail trade show relative resilience. The energy sector, despite experiencing losses, also remains stable. The labor market faces severe challenges due to the war, with labor demand rising during economic recovery, while labor supply continues to shrink.

Employment Structure

The majority of employees belong to the 25–60 age group (80.5%). Young people under 25 make up only 6.4%, indicating difficulties in attracting young workers. Older employees are most concentrated in the water supply, education, and healthcare sectors, posing risks of future staff shortages. According to the survey, in 2024 there was a 1.1% reduction in staff numbers. Among professional groups, skilled workers form the largest category, maintaining high demand for qualified employees.



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Vacancies and Workforce Needs

At the time of the survey, there were over 116,000 open vacancies in Ukraine, with the largest share (52.6%) at large enterprises. The highest demand is in healthcare, transportation, water supply, and manufacturing. The primary reason for the high number of vacancies is a labor shortage rather than economic growth. Large enterprises face the most severe staffing shortages, especially in production and technical professions. Small and medium-sized enterprises also struggle but are more flexible in finding alternative solutions. To address labor shortages, more employers are considering hiring women for traditionally male-dominated professions. Some employers are also open to hiring foreign workers, though their share remains small.

Hiring Prospects for 2025

Only 32.1% of employers plan to hire employees in 2025, mainly to fill existing vacancies. Growth plans are mostly concentrated in small and medium-sized enterprises, which will create new jobs. The most in-demand professions include skilled workers, machine operators, drivers, seamstresses, locksmiths, and service sector employees. The highest demand for new jobs is expected in the hospitality, construction, agriculture, and IT sectors.

Recruitment Challenges

A total of 31.7% of employers have encountered hiring difficulties, with large enterprises (56.5%) facing the most problems. The main reasons include labor shortages, mobilization, high salary expectations, and insufficient qualifications of candidates. The most affected sectors are water supply, energy, and industry. Small businesses struggle with hiring due to unattractive working conditions and a lack of long-term job security. Given the difficulties in expanding their workforce, most employers are seeking alternative ways to retain and motivate existing employees. More than half of businesses implement social support programs, recognizing that employee care enhances loyalty. Labor shortages and wages remain key concerns for employees, but according to the survey, only 35% of employers plan to increase wages in 2025. A combination of social support, competitive wages, and employee development opportunities is becoming an effective strategy in navigating the labor market challenges.

Integration of Vulnerable Groups

Ensuring employment for vulnerable groups remains a focus of the employment service. According to the survey, 6.1% of employees have disabilities, 2.6% are internally displaced persons (IDPs), and 1.1% are veterans. A significant number of employers are willing to hire vulnerable groups even without additional employment support programs, demonstrating high social responsibility and a commitment to an inclusive work environment. Employers not only meet regulatory requirements but also recognize the value of hiring individuals with diverse life experiences, which enhances corporate culture and improves the social image of companies. Large companies often have more resources to adapt workplaces and create comfortable conditions for employees with disabilities, IDPs, and veterans.

Employer readiness to hire people with disabilities, IDPs, and veterans is evident: over 66.6% are open to hiring people with disabilities, 78.6% to IDPs, and 71.9% to veterans. Large enterprises show greater openness, while small businesses remain cautious due to limited resources for adaptation.

Despite positive trends, challenges remain. Some employers cite barriers to employing vulnerable groups, including a lack of qualifications, the need for special working conditions, or additional socialization efforts. Therefore, it is essential to continue developing support programs that help overcome these barriers.

Employee Training

Organizing employee training is a key element of a modern enterprise's success. With rapid labor market changes, technological advancements, and increasing demands for service and product quality, employee training has become a strategic necessity. Training helps companies grow, remain competitive, and achieve their goals. According to the survey, 31.4% of employers organized staff training. A key trend is the growing role of enterprises in employee education. Large companies are increasingly implementing their own training programs to fill vacancies and adapt workers to evolving production processes. In contrast, small and medium-sized businesses face financial constraints, limiting their ability to train skilled workers.

KEY FINDINGS AND RECOMMENDATIONS

The labor market in Ukraine continues to undergo significant transformations driven by war, demographic changes, and technological advancements. The shortage of skilled workers, the gap between candidate expectations and business capabilities, and the insufficient level of worker qualifications are the main challenges. At the same time, businesses demonstrate high adaptability, and the labor market is becoming more socially oriented.

The implementation of a comprehensive employment support strategy, the development of professional education, and skill enhancement will contribute to a more efficient labor market and help ensure a better balance between supply and demand in 2025.

The results of employer surveys reflected both positive and problematic aspects of the labor market in Ukraine. The research provided an opportunity to assess the current employment situation, identify strengths in the business environment, and determine key challenges employers and employees will face in 2025.

Positive Trends

Business resilience. Despite the difficult conditions of martial law and economic challenges, a significant number of enterprises continue to operate and even expand. Many employers plan to increase the number of employees in 2025, indicating business adaptation to new realities and a stabilizing labor market.

Social responsibility. Ukrainian businesses actively support the integration of vulnerable groups into the labor market, including people with disabilities, veterans, internally displaced persons (IDPs), and individuals aged 60+. This approach promotes social cohesion and increases the economic activity of these groups.



Cooperation with the State Employment Service (SES). Employers are increasingly turning to the SES for recruitment assistance, which facilitates effective vacancy filling and reduces the workload of HR departments.

Key Labor Market Challenges

Shortage of skilled labor. A critical challenge remains the lack of specialists, particularly in traditionally male-dominated professions. Mobilization, labor migration, and demographic shifts have significantly exacerbated labor shortages in construction, transport, energy, and industry.

Insufficient qualifications of candidates. Many job seekers do not meet employer requirements due to low levels of training or a lack of relevant experience. This complicates the employment process even when vacancies exist.

High salary expectations. About 35% of employers plan to increase wages in 2025; however, a significant number of job seekers have unrealistic financial expectations, creating a gap between labor supply and demand.

Recommendations for Balancing the Labor Market

Encouraging women in technical professions. Breaking gender stereotypes and expanding opportunities for women in industries such as construction, transport, and energy will help reduce labor shortages. Implementing retraining and upskilling programs is essential to support this process.

Supporting employment of people aged 60+. It is important to create conditions that engage older workers, including workplace adaptation, flexible schedules, and specialized retraining programs.

Integrating veterans and people with disabilities. Expanding specialized adaptation programs for veterans and providing consultation support to employers on creating an inclusive work environment are crucial steps.

Developing training and vocational education. Training programs must align with labor market needs, and cooperation between businesses and educational institutions should be strengthened. Key areas include dual education, internships, and apprenticeships.

Supporting small and medium-sized businesses. Expanding access to financing, credit, and grant programs for entrepreneurs will facilitate job creation. Additionally, entrepreneurship training programs for small businesses should be developed.

Optimizing the work of the SES. Increasing trust in the SES requires active collaboration with employers, an individualized approach to each company, and a thorough analysis of labor market needs.

Raising job seeker awareness. Information campaigns about in-demand professions and industries will help candidates build effective career strategies, while consultations and training sessions will better prepare them for employment.

1. GENERAL EMPLOYMENT TRENDS

1.1 ECONOMIC FACTORS OF CHANGE

In 2024, economic recovery in Ukraine slowed down. The country's GDP growth is expected to be around 4% year-on-year. Business expectations reached their highest level since the beginning of the full-scale war but remained negative for most of the year. Leading Ukrainian and international analytical teams predict that in 2025, the anticipated devaluation will be around 8%, and real GDP growth will average 3.5%, allowing nominal GDP to reach nearly \$200 billion¹.

Inflation rose sharply as interest rates followed political trends. However, international reserves increased to \$43.8 billion. Throughout 2024, there was steady growth in deposits, a rise in government borrowing, and expanded lending driven by economic recovery².

The war has not significantly negatively impacted the banking system. Capital adequacy and liquidity indicators exceed regulatory requirements by multiple times. According to available estimates, the banking system's pre-tax profit for 2024 will amount to approximately 200 billion UAH. The banking sector has substantial potential for expanding lending, which is one of the factors driving economic recovery.

In the main economic sectors, the situation remained relatively stable throughout 2024. Agricultural exports increased by 20% in 2024, with maritime logistics ensuring stable wheat and corn exports throughout the year. Goods exports reached \$41.7 billion in 2024, while service exports rose by 4% year-on-year to \$15.6 billion over 11 months. Steel production grew by 22% in 2024, but a decline is expected in 2025 due to falling global prices and a shortage of coking coal.

The most challenging situation is in the energy sector due to continued terrorist attacks by Russia on Ukraine's energy infrastructure. In 2024, Russian attacks led to the loss of 10 GW of electricity generation capacity. Nevertheless, imports and rapid repairs helped maintain the stability of the energy system.

The overall business activity expectation index began to decline from November 2024 (49.4) and stood at 41 points as of January 2025. The least optimistic forecasts are in the construction sector, where the sectoral index fell from 43.6 in November to 37.2, mainly due to seasonal slowdowns. Construction firms have significantly lowered their expectations regarding building volume, raw material procurement, and material purchases.

Restraining factors for business activity remain intensified infrastructure shelling, the risk of further attacks on energy facilities, rising business costs for energy, wages, and logistics, increased fuel prices, a shortage of skilled labor, and accelerating inflation³.

¹ Review of the Economy in December 2024. Annual Summary // Center for Economic Strategy. URL: // ces.org.ua

² Economic Results of 2024 and Tasks for 2025 // <https://epravda.com.ua/experts/ekonomichni-pidsumki-2024-roku-ta-zavdannya-na-2025-y-801447/>

³ Monthly Employer Surveys in Ukraine // National Bank of Ukraine. URL: // bank.gov.ua

1.2. NUMBER OF BUSINESS ENTITIES

According to the Pension Fund of Ukraine, as of September 2024, the number of business entities stood at 571.8 thousand enterprises. The highest concentration of businesses is in Kyiv, Dnipropetrovsk, and Lviv regions, accounting for 35.1%. By size, 85.3% are micro-enterprises, 10.2% are small enterprises, 3.6% are medium-sized enterprises, and 0.9% are large enterprises. By economic activity, the largest share of businesses is in wholesale and retail trade, motor vehicle repair (36.3%), manufacturing (8.5%), and real estate operations (5.8%).

Throughout 2024, the number of enterprises in Ukraine remained relatively stable. However, after the significant decline in the number of businesses observed in 2022, a gradual increase has been recorded over the period.

1.3. DYNAMICS OF WORKFORCE NUMBERS

According to surveys, in 2024, the number of employees in enterprises decreased by 1.1%. A total of 30% of enterprises reported a reduction in staff numbers, while 28% reported an increase, and 42% indicated no changes (Figure 1). The highest share of enterprises reporting an increase in employee numbers was observed among large enterprises (43%), whereas the highest share of reductions occurred among micro-enterprises.

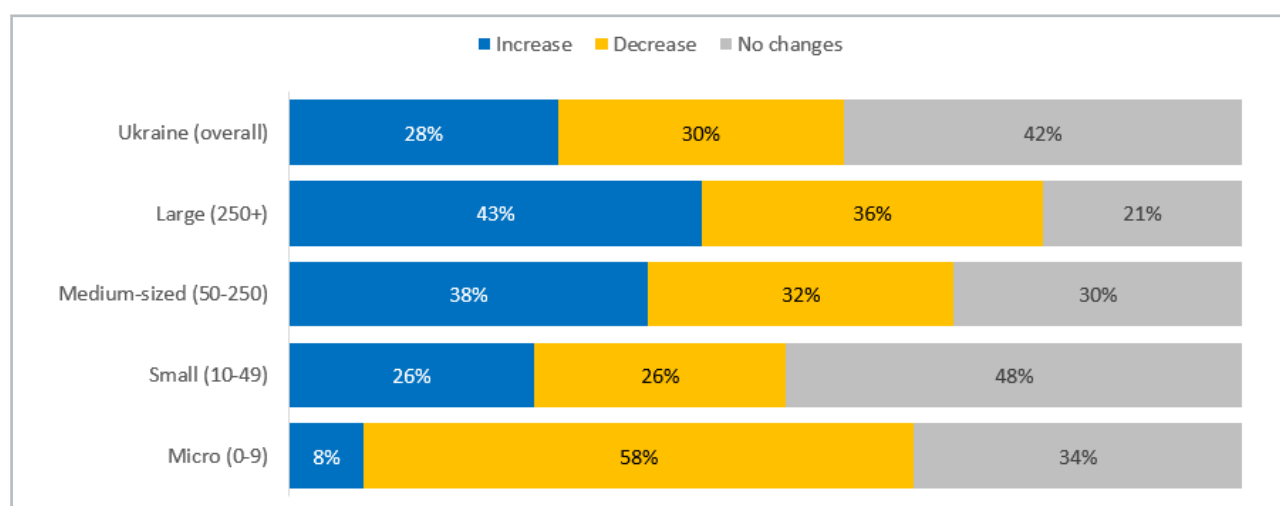


Figure 1 Changes in the number of employees in 2024 by enterprise size, %

During 2024, the number of large enterprises decreased by 2%, while the number of medium and small enterprises declined by 0.2% and 0.5%, respectively. In contrast, the number of micro-enterprises increased by 8.9%.

Notably, 3.5% of enterprises transitioned to a larger business category due to an increase in the number of employees. Specifically, over 2% of micro-enterprises grew into small enterprises, while 1% of small enterprises expanded to the medium-sized category. Additionally, there were isolated cases of new large enterprises being established.

In terms of total employment growth, large enterprises accounted for 43.1%, while medium, small, and micro-enterprises collectively contributed 57%, with nearly 25% attributed to small and micro businesses. However, workforce reductions, which generally outweighed employment growth, were primarily concentrated in the small and medium business segments. Large enterprises accounted for 36% of the total workforce reduction (Fig. 2).

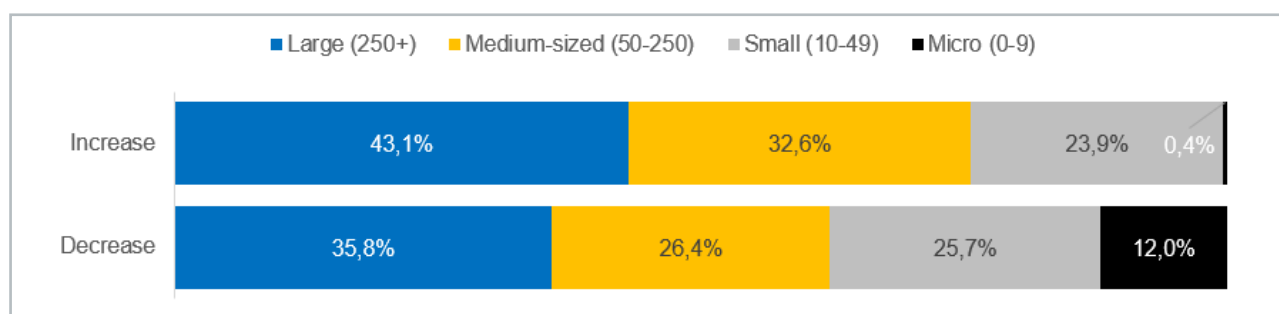


Figure 2. Distribution of Total Workforce Growth and Reduction by Enterprise Size, %

Large enterprises clearly play a stabilizing role in employment, as they account for a significant share of workforce growth while contributing less to overall staff reductions than small and medium-sized businesses. This situation may indicate the relative resilience of large companies to economic difficulties and labour market changes.

Unlike large enterprises, small and medium-sized businesses exhibit greater dynamism but also higher vulnerability to crises. The overall comparable levels of workforce expansion and reduction suggest a gradual economic restructuring, where small and medium-sized enterprises must quickly adapt to changes or cease operations, whereas large enterprises consolidate human resources and continue to expand their workforce. This trend is likely driven by the shift of the economy toward a wartime footing. It may indicate both a redistribution of the labour force toward more stable structures and an increasing corporate concentration in the labour market.

Throughout 2024, eight regions experienced workforce growth of up to 2%, with the most notable increases in Zakarpattia, Lviv, and Mykolaiv regions. More moderate growth was observed in Poltava, Kyiv, Ternopil, and Khmelnytskyi regions, as well as in Kyiv city. In other regions, workforce numbers declined, with the most significant decreases in Donetsk and Luhansk regions.

Employment growth was recorded in the information and telecommunications sector, wholesale and retail trade, arts, sports, entertainment and recreation, electricity, gas, steam, and air conditioning supply, and construction. The largest reductions occurred in the mining industry, transportation, and public administration.

It is also important to highlight that a portion of workforce reductions resulted from the inability to fill open vacancies, leading to the elimination of positions. According to survey results, 23.8% of enterprises reported more than 116,000 vacancies at the time of the survey. Notably, more than half of these vacancies (54.6%) were reported by enterprises that either reduced their workforce in 2024 (41%) or maintained the same number of employees (14.5%). A detailed analysis of the vacancies available at the time of the survey is provided in Section 2.1.

1.4. AGE STRUCTURE OF EMPLOYMENT

Survey results indicate that the primary age group in employment remains workers aged 25 to 60 years, accounting for approximately 80.5%. The share of young employees under 25 years old in enterprises is 6.4%, which is half the share of employees over 60 years old (13.1%).

The highest proportion of young workers is observed in the temporary accommodation and food service sector—25.8%. Meanwhile, the highest share of older employees is recorded in the water supply sector—26.2%.

The age structure of employees is presented in Table 1.

Type of Economic Activity	Share of Employees Aged Over 60	Share of Employees Aged Under 25
Manufacturing Industry	11,3	5,9
Healthcare and Social Assistance	16,8	5,7
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	7,3	11,7
Transport, Warehousing, Postal, and Courier Activities	10,7	4,6
Education	18,7	4,9
Agriculture, Forestry, and Fisheries	12,5	4,9
Electricity, Gas, Steam, and Air Conditioning Supply	16,8	4,3
Construction	11,5	5,4
Public Administration and Defense; Compulsory Social Security	14,8	6,5
Administrative and Support Service Activities	17,7	5,1
Professional, Scientific, and Technical Activities	13,8	5,4
Mining and Quarrying	8,0	4,6
Water Supply; Sewerage, Waste Management	26,2	2,0
Financial and Insurance Activities	5,6	10,2
Information and Telecommunications	5,1	8,9
Arts, Sports, Entertainment, and Recreation	19,7	7,5
Accommodation and Food Service Activities	7,9	25,8
Real Estate Activities	17,3	6,1
Other Services	17,2	5,5

Table 1. Age Structure of Employees in 2024 by Economic Activity, %

There are noticeable disparities in the age structure of employees across different sectors, which generally reflect the employment priorities of younger workers. The hospitality and retail sectors are clearly key entry points for young employees; however, they often serve as transitional jobs rather than long-term career paths. The financial and IT sectors, on the other hand, are dynamic and rapidly growing industries that attract young professionals.



Image by Freepik

The low share of young workers in transportation, construction, and the extractive industries is expected to exacerbate labor shortages in the future. These sectors are at risk of facing significant workforce shortages. Notably, the share of foreign nationals employed in enterprises remains very low. According to survey data, they account for only 0.06% (2.4 thousand workers) of the total workforce. The highest concentration of foreign workers is in the construction sector (0.2%), with most of them employed in Lviv, Odesa, and Zhytomyr regions.

Sectors where the share of employees of retirement age significantly exceeds the proportion of younger workers—such as education, water supply, energy, and healthcare—face serious risks of staffing crises. Under such conditions, companies in these industries need to implement knowledge transfer programs to prepare younger workers for future roles. Addressing age imbalances in industry and transportation requires expanding opportunities for vocational training and internships. Overall, it is crucial to introduce additional incentives for attracting young talent, such as flexible employment arrangements, internships, and competitive salaries.

1.5. PROFESSIONAL EMPLOYMENT STRUCTURE

According to survey data, skilled workers constitute the largest group in the professional employment structure, making up 42.9% of the total workforce. This group is most represented in the extractive industry (58.3%), the energy sector (50.4%), and manufacturing (49.3%).

Professionals and specialists account for 22.7% of the workforce, with the highest concentrations in education (38.5%), financial and insurance activities (37.2%), and the information and telecommunications sector (33.6%).

Unskilled workers make up 15% of the total workforce at enterprises at the time of the survey, with the highest shares found in hospitality and food services (30.2%), other service activities (22.2%), and administrative and support service activities (21.8%).

Clerical and administrative workers represent 9.8%, while executives and managers account for 9.7%. These groups are more evenly distributed across all industries. The highest percentage of executives is in financial and insurance activities, while clerical workers are most prevalent in the transportation and warehousing sector (see Fig. 3).

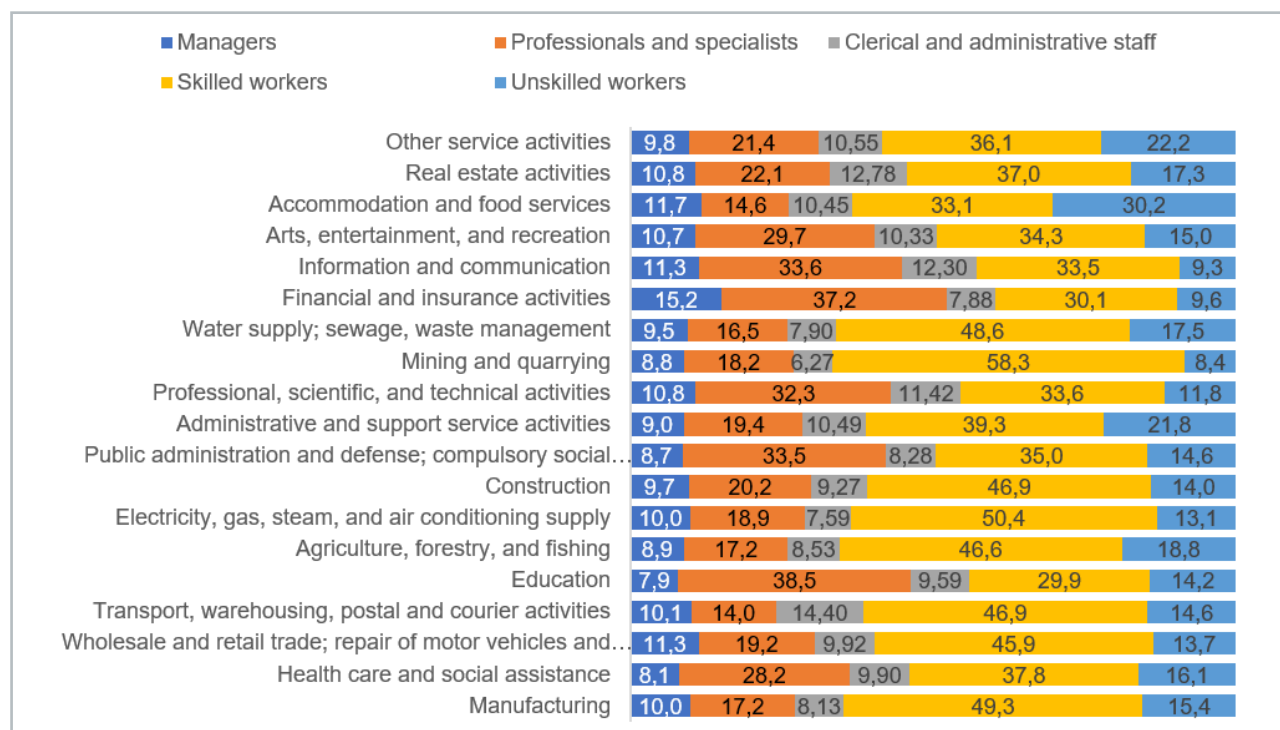


Figure 3. Professional Employment Structure by Economic Activity, %

Skilled workers are most common in Dnipropetrovsk (48.7%), Zhytomyr (48.3%), and Kharkiv (45.9%) regions. Professionals and specialists are most represented in Ivano-Frankivsk (29.2%),

Luhansk (27.7%), and Rivne (27.6%) regions. Executives and managers are most prevalent in Kherson (12.3%), Luhansk (12%), and Poltava (11.7%) regions. Clerical and administrative workers are primarily found in Kyiv (14.9%), Donetsk (10.9%), and Odesa (10.4%) regions. Unskilled workers have the highest representation in Luhansk (19.4%), Kirovohrad (18.6%), and Kyiv (17.8%) regions⁴.

The professional structure of employees is relatively uniform across different enterprise sizes. However, micro-enterprises show a higher proportion of executives and managers (19.9%) compared to small, medium, and large enterprises, where this figure averages 9%. This can be attributed to the fact that employees in micro-enterprises often perform multiple roles.

In the context of martial law, the labor market is undergoing a shift. Professionals/specialists and skilled workers are the most sought-after categories of employees, as the demand for specialists who ensure the functioning of key sectors of the economy grows during wartime. Due to cost optimization and military conditions, many companies have reduced the number of administrative staff.

1.6. WORK MODE

The most common form of work organization is the traditional work mode—on-site at the enterprise — as indicated by 93.5% of companies. At the same time, it is noted that flexible work schedules are used by 14.4% of employers, while remote work is used by 14%. A small number of surveyed employers use a shift system in production (2.4%) and home-based work (0.9%) (Fig. 4).

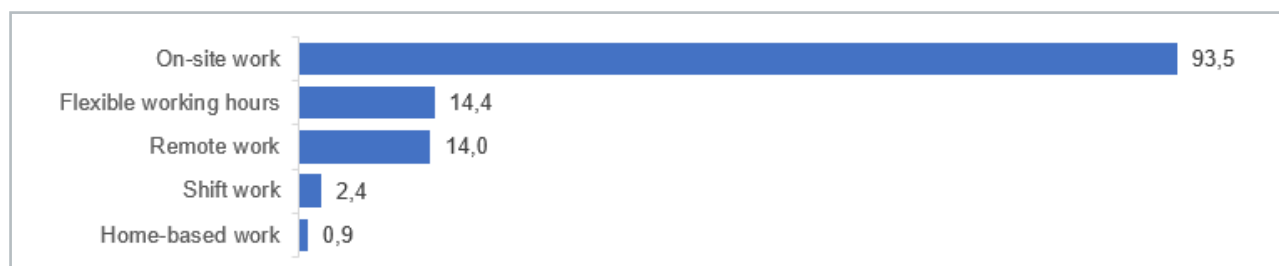


Figure 4. Forms of work organization in enterprises, %

The remote work form is most commonly used in the information and telecommunications industry (21.8%) and the education sector (20.6%). This form of work has become a necessity due to active combat operations, infrastructure destruction, population evacuation, and threats to workers' lives. In such conditions, businesses that have the capacity to work remotely have adapted to the new reality, ensuring the operation of their enterprises, especially noticeable in the frontline areas—Luhansk (80%), Donetsk (65.6%), and Kherson (60.9%) regions.

Flexible working hours are used by 20.2% of employers in the transport and warehousing sector, and by 19.5% in the accommodation and food services sector.

Among the surveyed employers, 42.9% provide employees with the opportunity to work part-time. This option is most available in Mykolaiv (63.8%) and Zhytomyr (58.6%) regions, while the lowest percentage of employers offering this possibility is in Kyiv (21.4%) and Dnipropetrovsk (31.4%) regions.

⁴ See Appendix 7.5. Professional employment structure by regions, %.



Image by Freepik

According to the survey results, the majority of unemployed individuals (55.6%) prefer full-time work. A third of the respondents (32.9%) would like to work part-time, and 21% prefer remote (telecommuting) work.

The Ukrainian labor market in wartime demonstrates flexibility and adaptability, although most employers still rely on traditional forms of work organization. The forced expansion of remote employment in conflict zones has become a key factor in maintaining business activity and personnel, while the use of part-time work allows companies to balance financial losses with support for their workforce.

2. CURRENT AND FUTURE STAFFING NEEDS

2.1 EXISTING STAFFING NEEDS

Overall, the number of open vacancies is an indicator that can have two possible interpretations. On one hand, a significant number of vacancies may indicate active economic development within enterprises. On the other hand, it could reflect a certain shortage of labor, leading to difficulties in filling vacancies. Given the overall challenging economic situation in Ukraine, the number of open vacancies should, in most cases, be interpreted as a labor shortage.

At the time of the survey, 23.8% of enterprises reported having more than 116,000 open vacancies. The highest share of vacancies was noted in the large enterprise segment. Over 60% of large enterprises had open vacancies at the time of the survey. The corresponding shares in the medium, small, and micro-enterprise segments were significantly lower (Fig. 5).

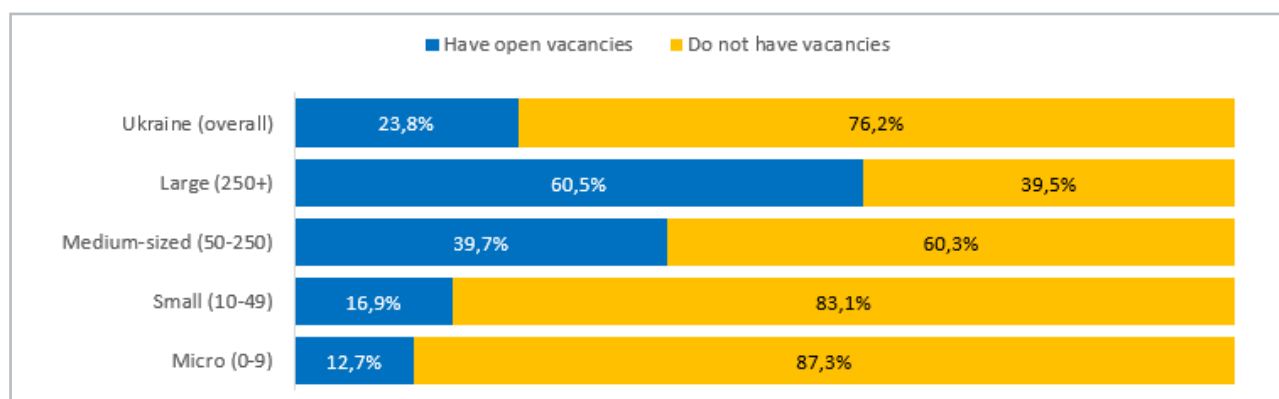


Figure 5. Share of enterprises with open vacancies by enterprise size, %

Overall, it can be stated that the larger the enterprise, the higher the probability of having open vacancies. Large enterprises more frequently update their workforce and experience a higher level of staff turnover, which leads to a significant number of open positions. At the same time, within the total number of open vacancies at the time of the survey, only 41% were in enterprises that increased their total workforce in 2024. More than half of the total number of vacancies (54.6%) were reported by enterprises that either reduced the number of employees in 2024 (41%) or had no changes in their workforce (14.5%).

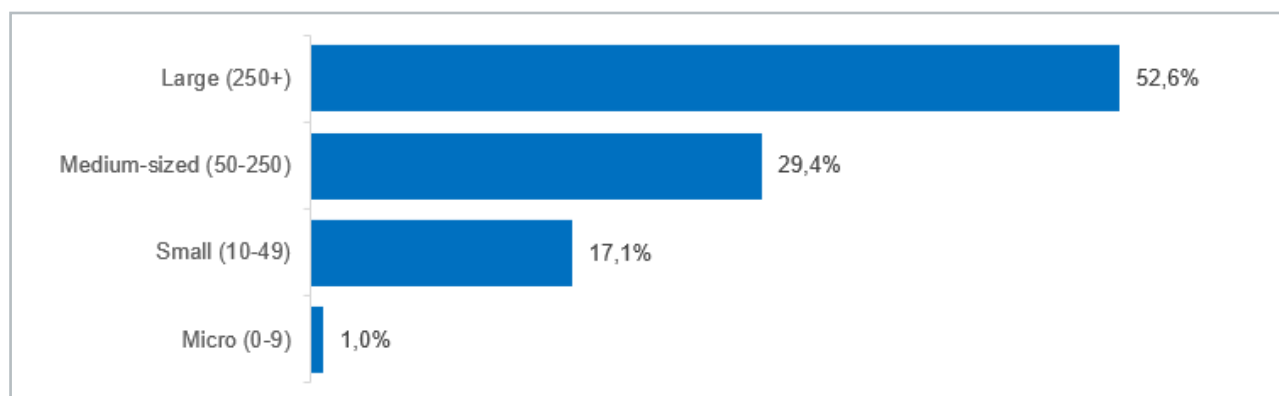


Figure 6. Distribution of existing vacancies by enterprise size, %

The distribution of the total number of vacancies indicates that more than half (52.6%) of the vacancies are in large enterprises. This situation may not only reflect existing staffing needs but

also point to difficulties in filling positions. Large enterprises generally have more complex production processes, require more qualified workers, or need labor that is difficult to find in the labor market (Fig. 6).

A significant share of open vacancies is found in medium and small enterprises, accounting for 46% of their total number. It is evident that small and medium-sized enterprises also face challenges in filling vacancies. However, the overall difficult economic situation has a less negative impact on small and medium-sized businesses, which somewhat softens the existing labor shortage.

The distribution of open vacancies by type of economic activity shows that the largest share of open vacancies is offered by manufacturing enterprises, accounting for 22%. A notable portion of vacancies is found in health care enterprises (13.6%), transport (9.4%), water supply (7.0%), and trade (6.8%) (Fig. 7).



Figure 7. Share of existing vacancies by economic activity, %

It is worth noting the negligible share of open vacancies (less than 1%) in the service sectors, hospitality, real estate, and IT, which confirms previous conclusions about the greater attractiveness of work in these sectors for young people.

The distribution of open vacancies by region shows significant differences between regions. The largest share of vacancies is concentrated in major cities of industrially developed regions. The highest number of vacancies, and accordingly, the greatest issues with finding personnel, are observed in industrial and large urban centers such as Dnipro, Kharkiv, Kyiv, Lviv, and Odesa (Fig. 8).

The highest demand for workers is observed in the Dnipropetrovsk (13.0%) and Kharkiv (11.5%) regions, which may indicate a significant shortage of labor in these regions, likely a consequence of the war. A large number of industrial enterprises in these regions require more workers, and the shortage is caused by the security situation and mobilization. It is important to note that the survey data show greater labor demand in regions with higher levels of industrial development.

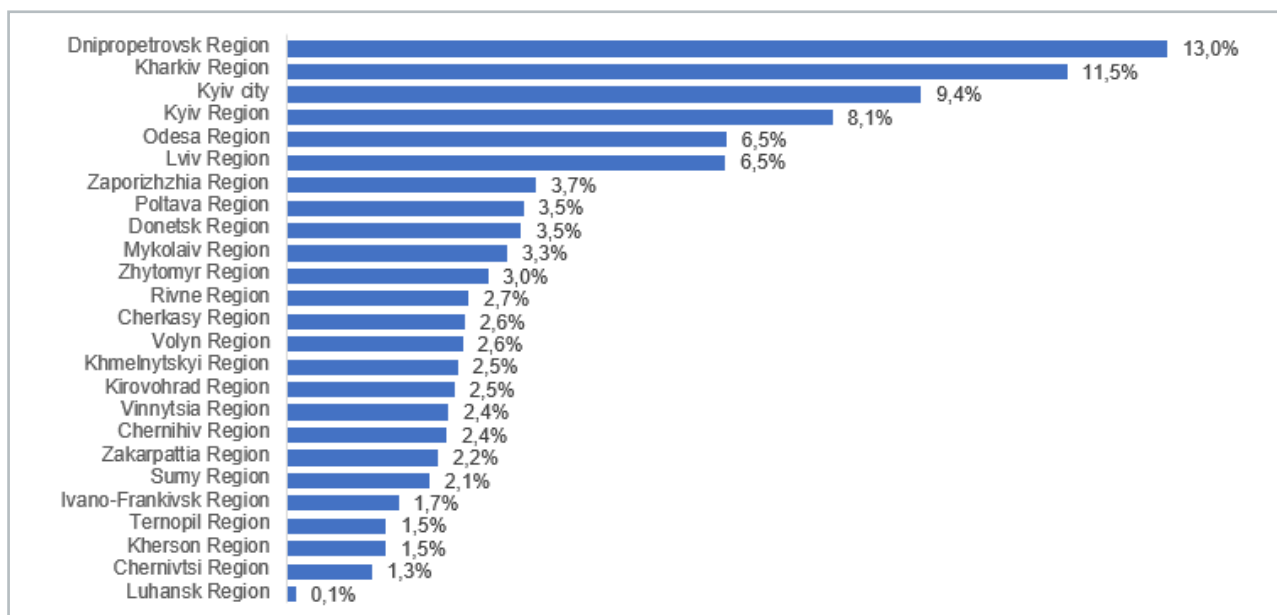


Figure 8. Distribution of open vacancies by region, %

The largest share of enterprises with open vacancies (over 40% of enterprises) is observed in the water supply, public administration, and healthcare sectors. The smallest share of enterprises with open vacancies is found in the information, real estate, trade, and hospitality sectors. This situation highlights several important factors that characterize the Ukrainian labor market (Fig. 9).

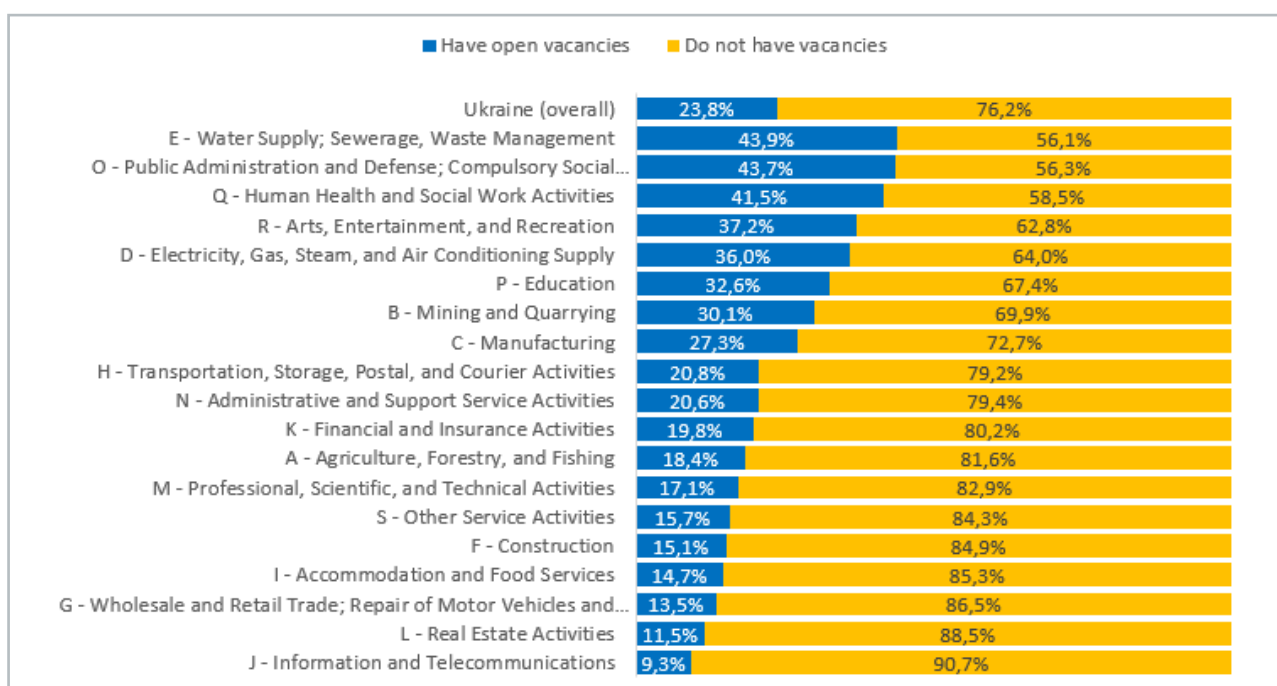


Figure 9. Share of enterprises with open vacancies by sector, %

Overall, the stable functioning and high demand for workers in the public sector, healthcare, and utilities indicate a significant labor shortage caused by mobilization, migration, and low wages. The low proportion of enterprises with open vacancies in the IT, real estate, construction, and retail sectors suggests both a general decline in business activity (especially in construction and real estate) and greater opportunities to fill vacancies due to more attractive offers for employees. This situation generally correlates with conclusions about the age structure of employment, confirming that these sectors are more attractive to younger workers.

In the regional breakdown, the proportion of enterprises with open vacancies shows relatively small differences. In the majority of regions, the share of such enterprises ranges from 20% to 34%. The highest proportions of enterprises with open vacancies are observed in Mykolaiv (34.2%), Rivne (34.1%), and Volyn (34.1%) regions (Figure 10).

These figures can generally be explained by a significant labor shortage despite a relatively stable economic situation. Mykolaiv, in particular, faces greater challenges due to the industrial nature of the region, its proximity to the frontline, mobilization, and migration.

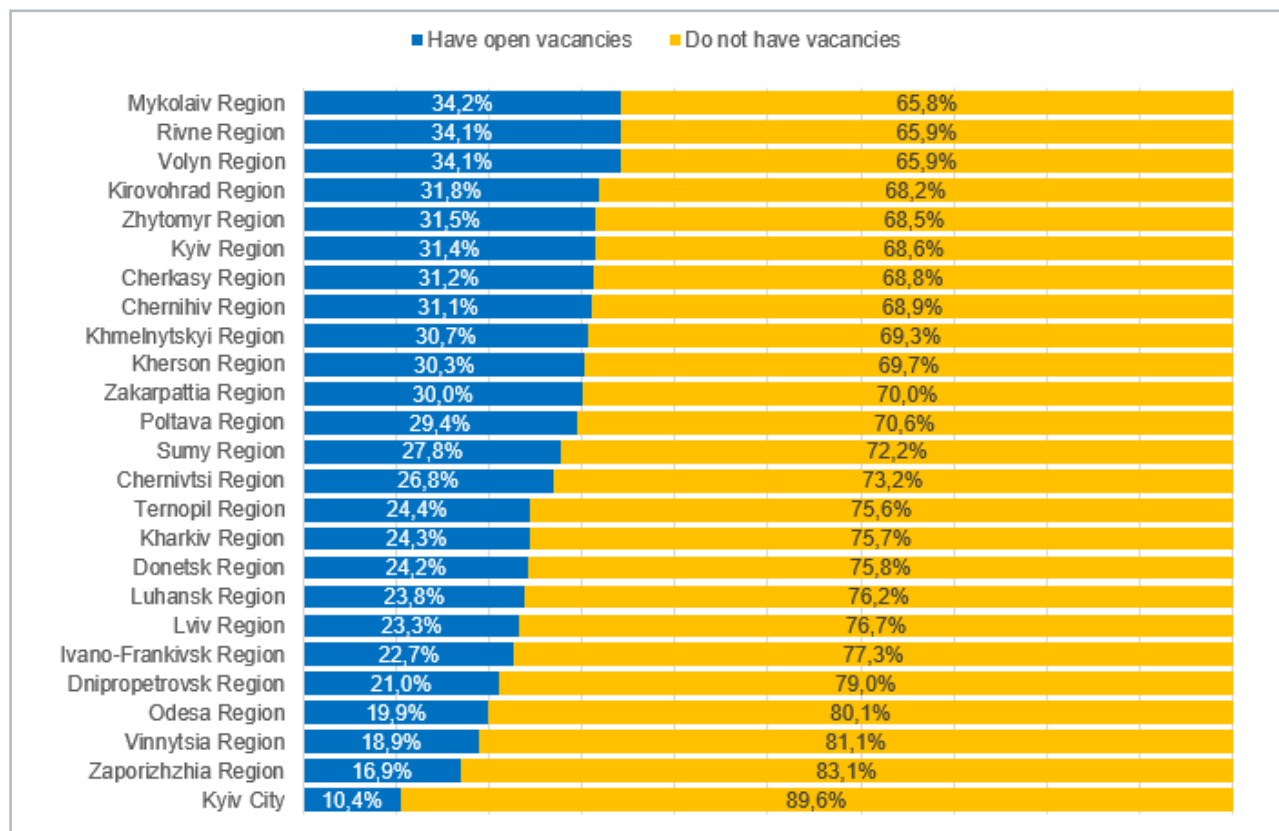


Figure 10. The share of enterprises with open vacancies by regions, %

The smallest share of companies with open vacancies is observed in Kyiv (10.4%), Zaporizhzhia (16.9%), Vinnytsia (18.9%), and Odesa (19.9%) regions. The small share of companies with open vacancies in these regions obviously has different reasons. The capital traditionally has a high concentration of qualified personnel, which reduces the demand for open vacancies. Many companies have adapted to remote work, which decreases the need for active hiring, and the high competition in the labor market facilitates the quick filling of vacancies.

Zaporizhzhia is a frontline region with high risks for businesses, where private companies have suspended or reduced their activities, which decreases the need for new employees. This is compounded by the emigration of the working-age population and the lack of significant investment in development.

Vinnytsia and Odesa regions are relatively stable, with economic activity gradually declining. On the other hand, the trade and transport sectors have opportunities for quicker filling of vacancies.

2.2. PROSPECTIVE HIRING IN 2025

According to the survey, only one-third of employers (32.1%) plan to hire employees in 2025. The largest share is among large (69.1%) and medium (49.6%) employers. It is important to note that most of the companies planning to hire employees in 2025 cite the need to fill existing vacancies as the main reason for hiring. The largest share of companies planning to fill vacancies is among large enterprises (60%). The share of companies planning to hire workers due to the creation of new jobs among large enterprises is 2%. However, 7% of large companies indicated that the reasons for hiring employees in 2025 will be both filling existing vacancies and creating new jobs (Figure 11).

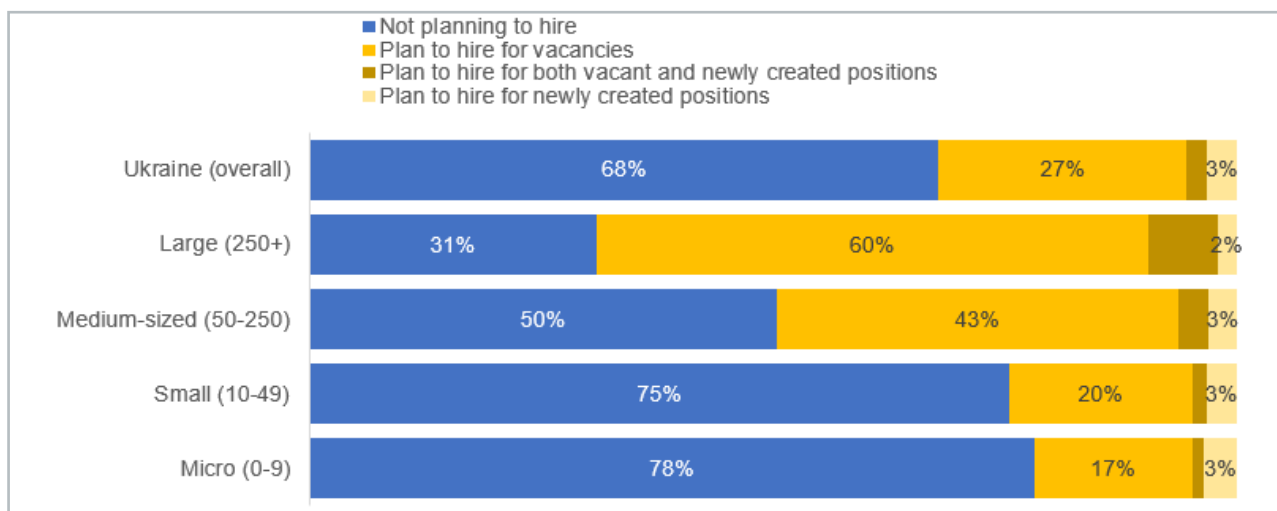


Figure 11. Share of companies planning to hire employees in 2025, by reason for hiring and company size, %

The lowest share of hiring due to the need to fill existing vacancies is observed among small enterprises (70%), which likely indicates their greater flexibility and more optimistic outlook for the future. At the same time, 22% of small enterprises (10–49 employees) plan to create new jobs, the highest proportion among all categories of enterprises.

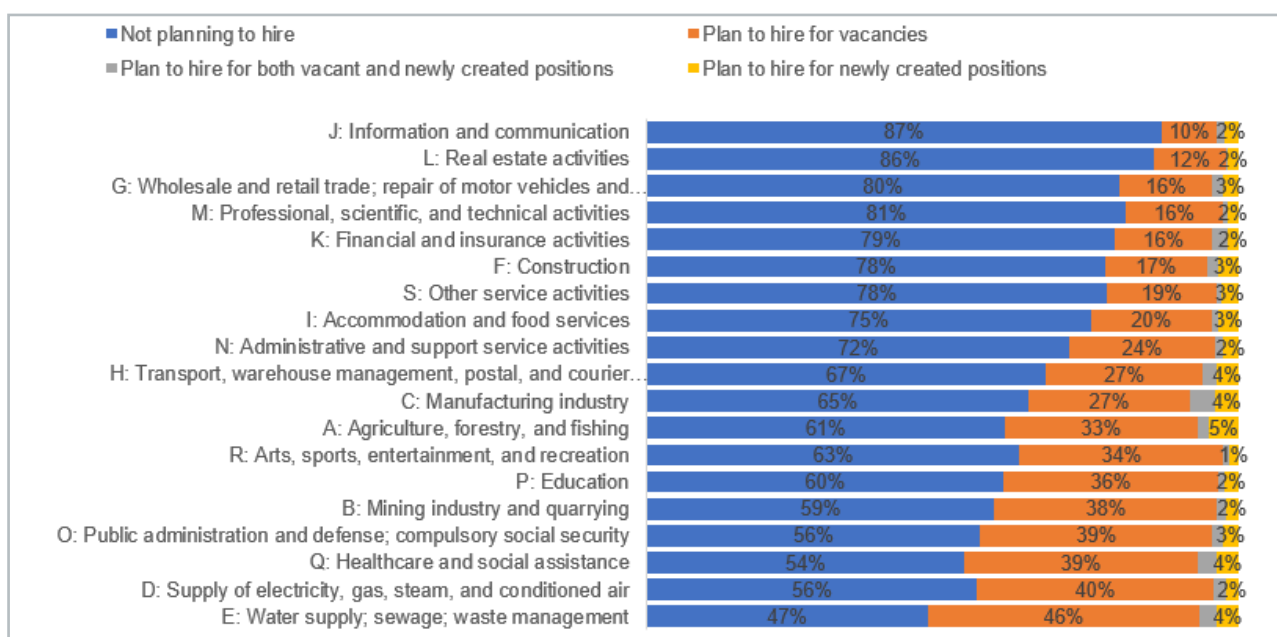


Figure 12. Share of enterprises planning to hire workers in 2025 by economic activity sector, %.

It is also worth noting the segment of medium-sized enterprises, among which 13% indicate the creation of new jobs, while 7% indicate both filling existing vacancies and creating new jobs. The largest share of employers planning to hire in 2025 comes from the water supply (52.5%), healthcare (46.2%), and energy sectors (44.1%). The fewest employers planning to hire workers in 2025 are found in sectors such as information and telecommunications, real estate operations, and professional, scientific, and technical activities (Figure 12).

There are also noticeable regional differences in employment plans. The highest share of enterprises planning to hire employees in 2025 is observed in the Volyn, Zhytomyr, and Rivne regions (Fig. 13). Low hiring plans for 2025 in the Zaporizhzhia, Donetsk, and Dnipropetrovsk regions may indicate a high degree of uncertainty and economic instability due to the ongoing military actions. In Kyiv, low expectations for personnel needs reflect the relative stability of the labor market, where vacancies are quickly filled due to the large population and high wages.

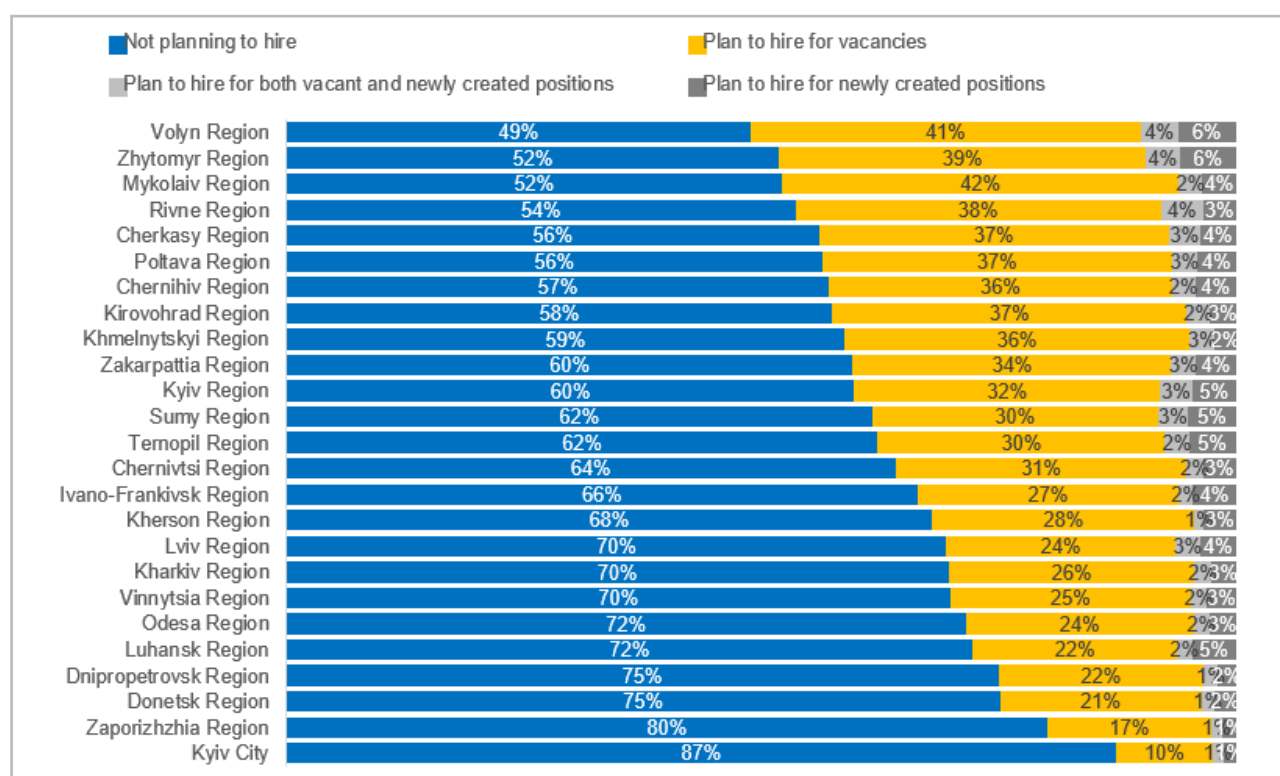


Figure 13. Share of enterprises planning to hire employees in 2025 by reasons for hiring and regions, %

The overall picture shows that regions less affected by the war are more likely to consider expanding their workforce, while frontline areas and major urban centers show caution regarding employment. If the situation remains stable, employment is expected to grow in the western and central regions, with ongoing difficulties in the eastern and southern regions. In Kyiv, a gradual increase in labor shortages is likely.

It is evident that large enterprises feel the shortage of workers the most, so their ability to fill existing vacancies can be considered an important element of their stability and development potential. At the same time, the described situation indicates significant territorial and price imbalances in the labor market.

It should be considered that small and medium-sized enterprises will be the main generators of new jobs in 2025, which will put additional pressure on large enterprises in terms of filling

vacancies. This conclusion is confirmed by the data on the distribution of the total planned hiring volume. According to the survey results, small and medium-sized enterprises account for 85% of the total planned hiring for newly created jobs, or 5.4% of the total announced hiring in 2025 (Figure 14).

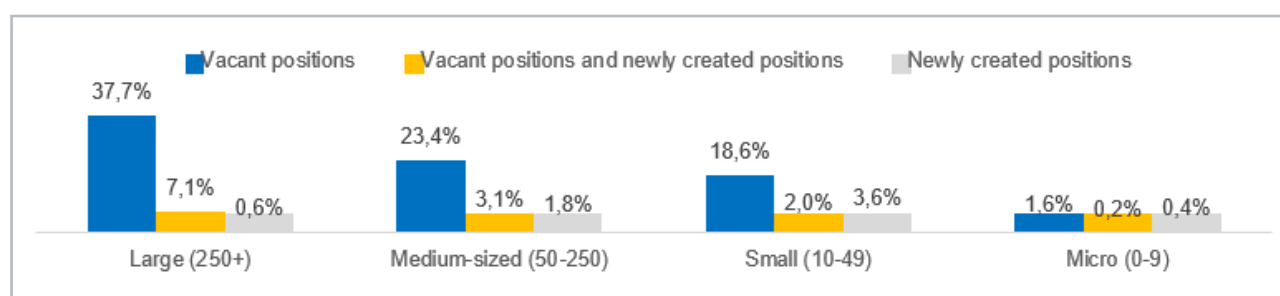


Figure 14. Distribution of the total planned hiring volume in 2025 by reasons for hiring and enterprise size, %.

Overall, it is noted that the total planned hiring volume in 2025 is slightly lower than the volume of existing vacancies at the time of the survey (116,000 vs. 112,000).

The structure of planned hiring in 2025 by types of economic activity indicates a staff shortage in most sectors without significant creation of new jobs, which suggests the need for active recruitment for already existing vacancies. This confirms that the increase in demand for labor is a result of a lack of workers, not rapid economic development. This is particularly noticeable in the sectors of water supply, electricity supply, mining, education, and transport, where more than 90% of hiring is directed at filling existing vacancies (Figure 15).

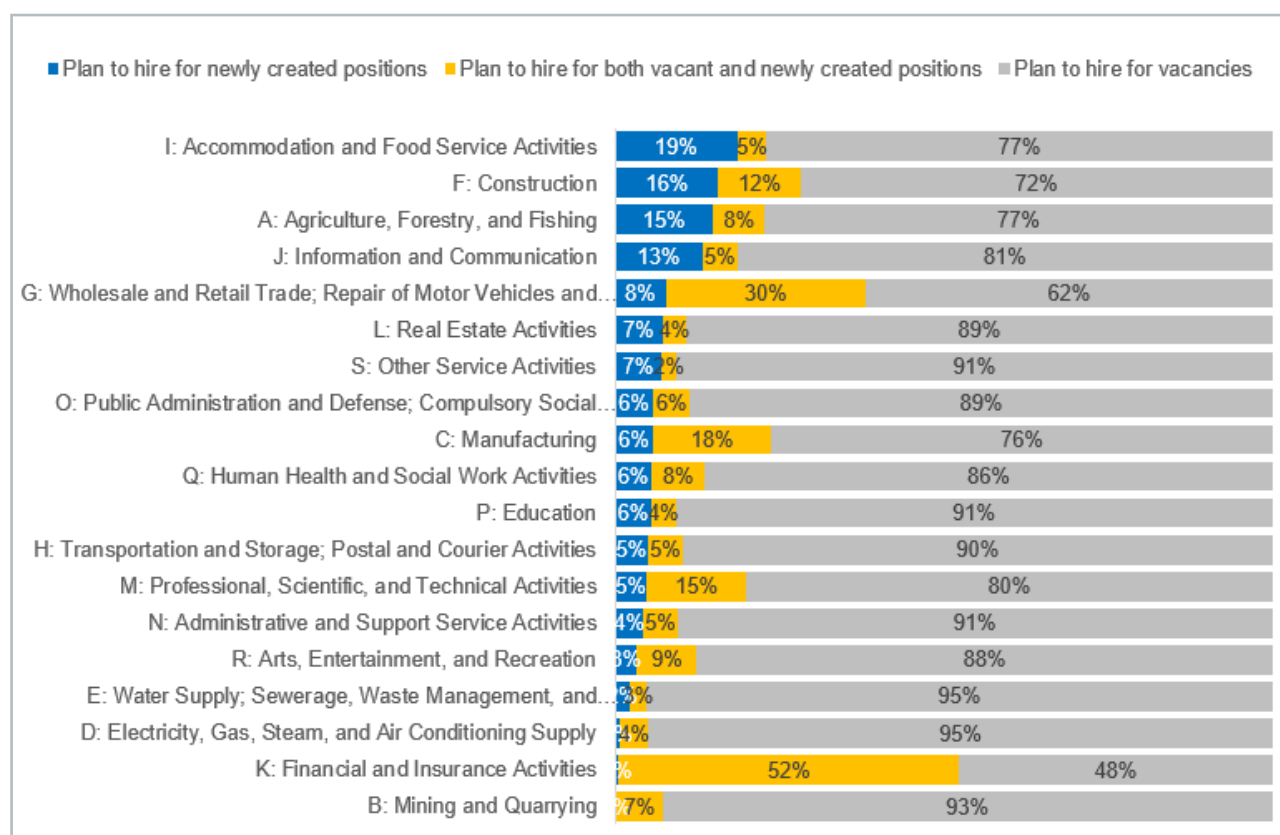


Figure 15. Distribution of the total planned hiring in 2025 by reasons for hiring and types of economic activity, %.

The largest share of new jobs is noted in the hotel and restaurant industry, construction, and agriculture, which is clearly related to the seasonality factor that is crucial for these sectors.

In the general context, the finance sector stands out, where more than half of the planned hiring is attributed to vacant and new jobs. This may indicate structural changes in the industry related to digitalization and process automation.

Overall, the structure of planned hiring in 2025 confirms that the main challenge in the labor market is the shortage of qualified specialists, rather than rapid economic growth. The increase in the number of vacancies across most sectors is explained by the difficulties in filling them, indicating the need for effective mechanisms for training personnel and attracting workers to deficit professions.



Filling existing vacancies is generally the main reason for hiring employees in 2025 in most regions of Ukraine. Particularly high rates for this reason are observed in regions such as Donetsk (95%), Khmelnytskyi (90%), Odesa (90%), and Dnipropetrovsk (92%). This indicates significant difficulties in finding personnel, especially in regions with a high concentration of industrial enterprises.

At the same time, the highest rates of new job creation are recorded in Ternopil (18%), Zakarpattia (14%), and Ivano-Frankivsk (13%) regions. This may be related to the gradual development of the economy in these areas. However, in most regions, the share of newly created positions remains quite low, indicating overall limited economic dynamics (Fig. 16).

Interestingly, in Kyiv, the share of new jobs is only 3%, while 87% of enterprises will hire workers only for existing vacancies. This may indicate high competition in the labor market and some stabilization of the capital's business environment. The overall trend across Ukraine indicates that most enterprises are focused not on expansion but on maintaining the current number of employees, which confirms structural problems in the labor market and a shortage of qualified workers.

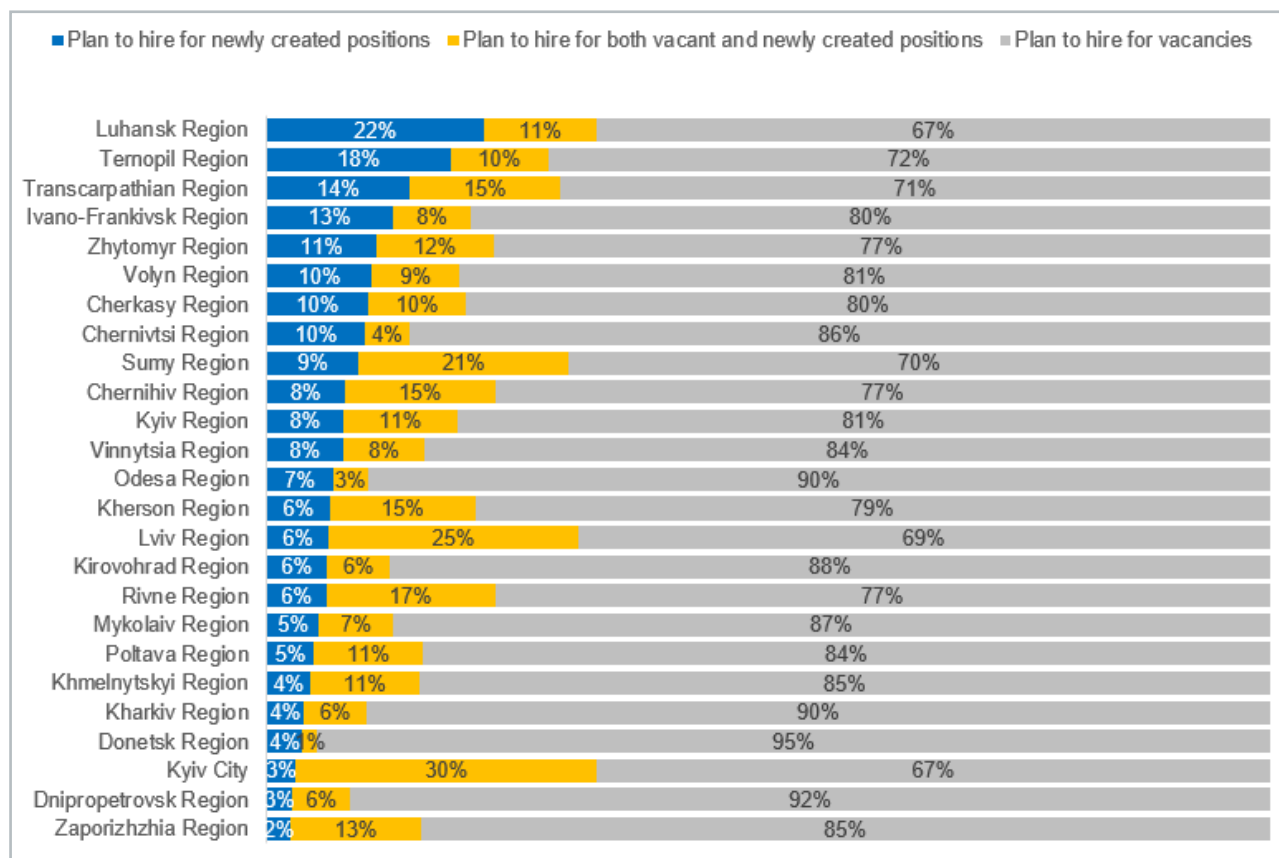


Figure 16. Distribution of the total planned hiring in 2025 by reasons for hiring and regions, %.

2.3. PROFESSIONAL STRUCTURE OF EMPLOYMENT IN 2025

In the structure of employment, the highest demand in the labor market is observed among skilled workers with tools (25.9%) and workers for servicing equipment and machinery (24.9%). This indicates the need for enterprises to hire workers in industrial professions and specialists, which confirms the ongoing labor shortage in these professional groups.

A significant portion of hiring in 2025 is expected to be for the simplest professions (12%), which generally indicates the retraining of the labor force. This is related to demographic issues, price imbalances, and the availability of more qualified work.

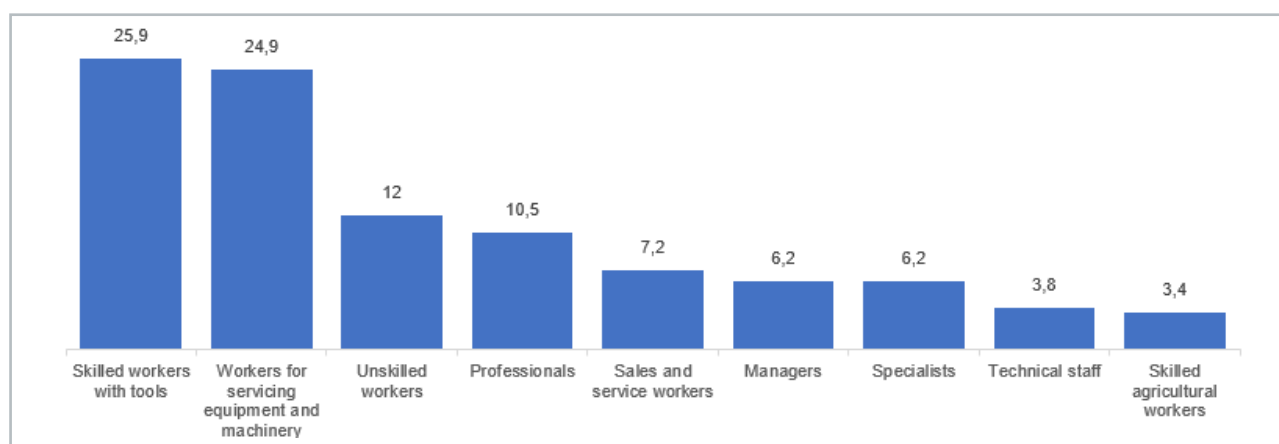


Figure 17. Employment of workers in 2025 by professional groups, %

Relatively high demand is expected for professionals (10.5%), which may be linked to the need to attract specialists for the development of businesses and adaptation to new market conditions (Fig. 17).

Lower demand is observed for workers in trade and services (7.2%), managers (6.2%), specialists (6.2%), technical staff (3.8%), and skilled agricultural workers (3.4%). This indicates that employers are more focused on technical and production specialties, while management and administrative positions have lower staffing needs. Overall, the trend points to a growing demand for skilled labor in production and engineering fields.

Among skilled workers, the highest demand is seen in the water supply sector (55.0%), mining industry (53.9%), and construction (52.5%); among servicing workers, it is in transportation (49.2%), electricity (45.0%), and agriculture (40.7%).

Regionally, the most in-demand skilled workers in 2025, according to the survey, will be in Donetsk (48.6%) and Dnipropetrovsk (37.9%) regions.

Large enterprises (34.3%) will require the most skilled workers in 2025, while micro-enterprises (34.8%) will need the most servicing workers..

2.4. IN-DEMAND PROFESSIONS

According to the survey, 17.5 thousand employers (32.1%) indicated they plan to hire employees in 2025. The largest share of companies planning to hire will be in the water supply, healthcare, and energy sectors.

The ranking of the most in-demand professions for hiring, according to the employers' survey: driver of motor vehicles, seamstress, tractor driver, repair mechanic, electric welder, and salespeople. This list serves as a roadmap for employment services regarding the training of unemployed individuals and combatants (Table 2)

Professions	Vacancy share, %	Average salary, UAH
Driver of motor vehicles	5,6	17477
Laborer	3,4	10477
Seamstress	2,7	14204
Tractor driver - agricultural (forestry) production machinery operator	2,4	17206
Loader	2,0	14998
Worker for general cleaning and maintenance of buildings and adjacent territories	1,8	9092
Repair mechanic	1,7	15546
Manager (administrator)	1,7	17989
Cashier (sales floor)	1,6	14021
Electric welder	1,6	18756
Salesperson (food goods)	1,6	12854
Electrician for repair and maintenance of electrical equipment	1,6	16146
Driver of motor vehicles (taxi driver)	1,5	14412
Medical nurse (male nurse)	1,5	14225
Mechanic for rolling stock repair	1,3	11762

Table 2. Planned employee hiring in 2025 and average salaries for the most in-demand professions

The research revealed that the demand for employees varies across different types of economic activities. For the main sectors of the economy, there is high demand for both qualified workers and workers who do not require specific qualifications. The demand is distributed across sectors as follows:

- For the manufacturing sector, the most in-demand professions will be: seamstress, repair mechanic, electrician for repair and maintenance of electrical equipment, driver, and machinist.
- For the trade sector, the most needed workers will be: cashier, salesperson, loader, manager (administrator), pharmacist.
- For transport and logistics, the most needed workers will be: driver, repair mechanic for rolling stock, track layer, wagon repair technician, trolleybus driver.
- For agriculture, forestry, and fisheries: tractor driver, laborer, worker for comprehensive servicing of agricultural production, driver, viticulturist.
- In healthcare: medical sister (brother), junior medical sister (brother), family doctor, doctor, social worker.
- In mining: mine cleaner, underground electrical mechanic, underground miner, underground equipment operator, electrical mechanic (mechanic) for equipment repair.
- For water supply: emergency repair mechanic, driver, repair mechanic, electrician for repair and maintenance of electrical equipment, electric welder.
- In education: teacher, educator, janitor, lecturer, production training master.
- In administrative and support services: worker for cleaning and maintenance of buildings with adjacent areas, security guard, gardener, janitor, road worker.
- In energy: boiler operator, boiler machinist, mechanic, boiler operator (fireman), electrician for distribution network maintenance.

2.5. EXPECTED CHANGES IN SALARY

Currently, the labor market is experiencing a severe shortage of workers, with high demand for highly skilled specialists in specific professions. Salary remains one of the key concerns for



Image by Freepik

employees, but according to the survey, only 35% of employers plan to increase wages in 2025. According to the results of the survey of unemployed individuals, the largest share of respondents (25.26%) expects an income within the range of 8,001–12,000 UAH, which is the most common expected level. A slightly smaller percentage (24.03%) reports a desired salary range of 12,001–16,000 UAH. A noticeable share of respondents (21.78%) expects a salary between 16,001 and 20,000 UAH, while 20.03% expect to earn over 20,000 UAH. Only 8.89% of respondents are willing to work for a salary of 8,000 UAH, which reflects the low attractiveness of jobs with minimal income.

The largest share of employers planning to increase salaries is observed in the following regions: Zhytomyr Oblast – 54.3%, Volyn Oblast – 51.7%. The smallest share of employers expecting salary changes is in the following regions: Luhansk Oblast – 10.3%, Donetsk Oblast – 23.9%. This can be explained by the fact that enterprises in the eastern regions, which are under the threat of active combat operations, face higher risks of conducting business and have fewer opportunities for increasing salaries (Figure 18).

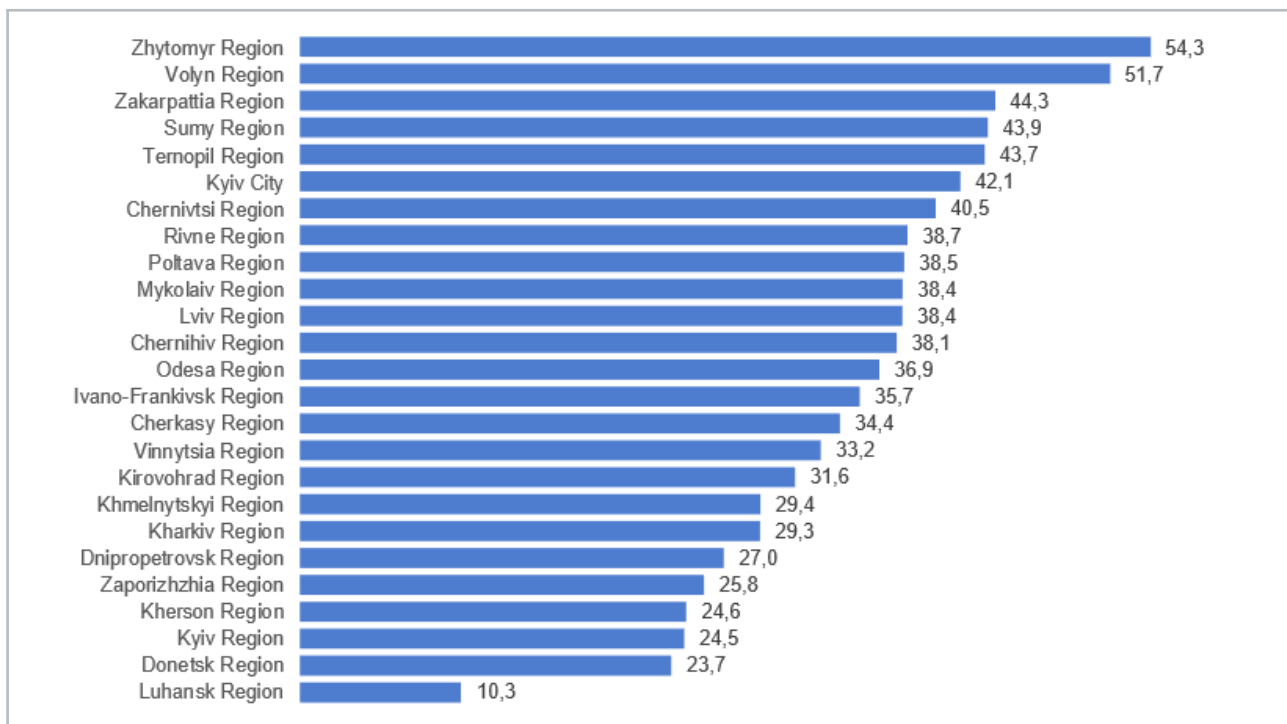


Figure 18. The share of employers planning to increase salary levels in 2025, by region, %

Almost 45% of large employers, with more than 250 employees, plan to increase wages in 2025, 35% of small and medium-sized employers, and 30% of microenterprises (Fig. 19).

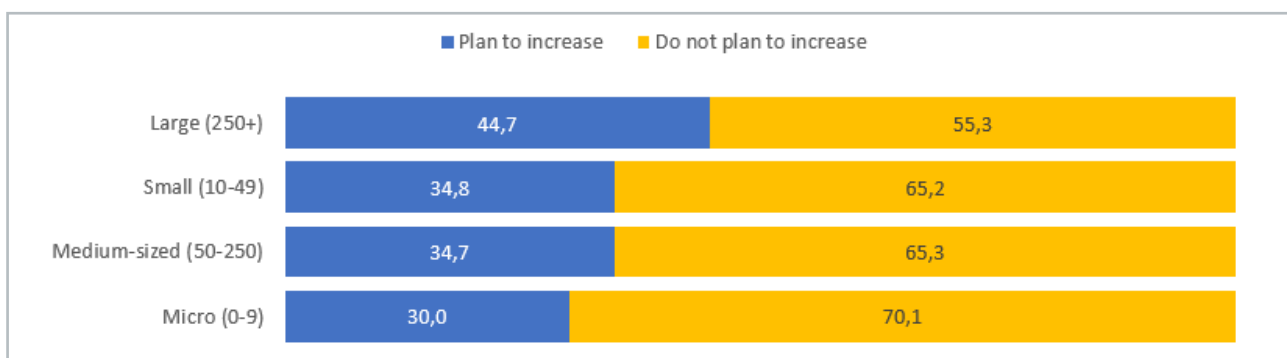


Figure 19. Share of companies planning to increase wages in 2025 by company size, %

By economic sectors, the distribution is as follows: the highest percentage of employers planning to increase salaries is observed in agriculture – 51.7%, mining industry – 46.7%, and manufacturing industry – 44.2%. Conversely, the lowest percentage is observed in arts, entertainment, and sports – 17%, public administration – 18.2%, and education – 24%.

2.6. DIFFICULTIES IN STAFF RECRUITMENT

Based on the collected data, 31.7% of employers reported having difficulties in personnel recruitment in 2024. The percentage of employers experiencing staffing issues by company size is distributed as follows: the highest percentage of employers facing staffing problems is among large employers (more than 250 employees) – 56.5%, followed by medium-sized employers (50 to 249 employees) – 42.7%, small employers (10 to 49 employees) – 26.9%, and the lowest percentage of employers experiencing recruitment issues is among microenterprises (up to 9 employees) – 23.8%.

The share of employers who faced difficulties in staffing was distributed across regions as follows: the highest percentage of employers was in Khmelnytskyi Region (48.4%), Volyn Region (45.6%), and Rivne Region (42.1%), while the lowest was in Luhansk Region (12.8%), Zaporizhzhia Region (19.3%), and Donetsk Region (20.3%). The share of employers who faced difficulties is depicted in Figure 20.

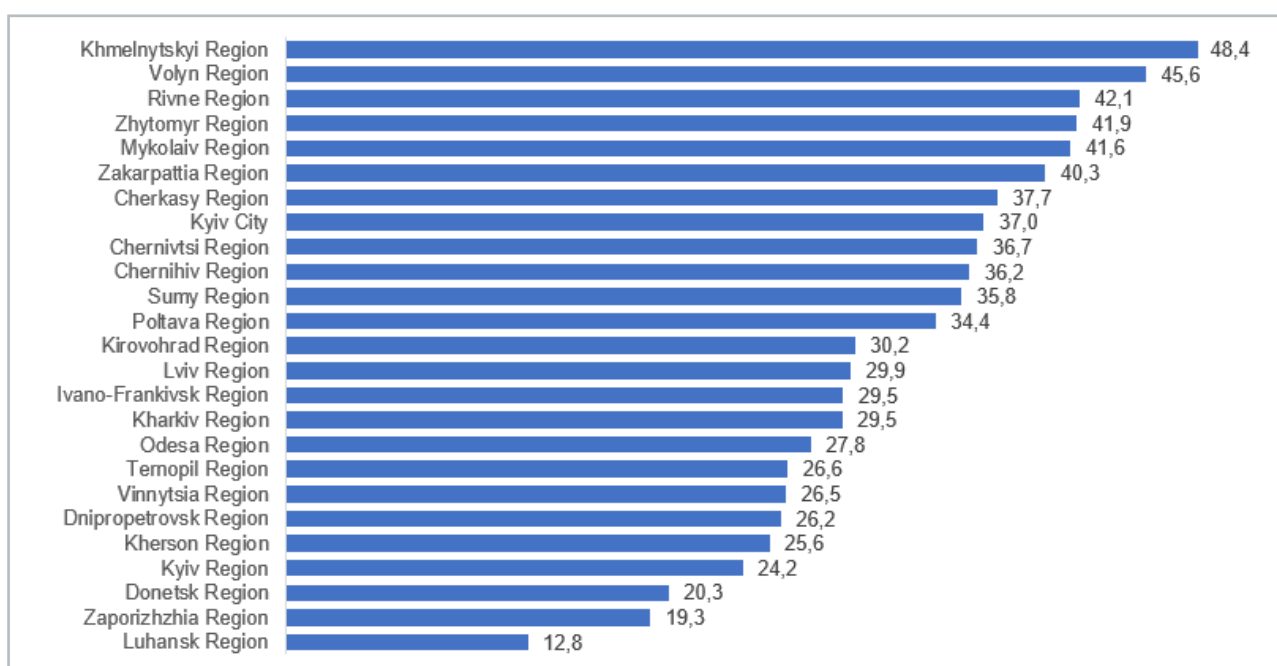


Figure 20. Share of Employers Who Had Difficulties in Personnel Recruitment by Region, %

The most employers with staffing issues are in the following industries: water supply – 43.9%, energy – 41.4%, and manufacturing – 38.7%.

The fewest employers facing staffing issues are in the following sectors: information and telecommunications – 22.2%, real estate activities – 22.7%, and scientific, professional, and technical activities – 24.4%. The highest shortage of skilled workers is observed in sectors that require specialized education and experience.

Key problems faced by employers during recruitment include: a shortage of staff – 39.2%, mobilization – 25.5%, inflated salary expectations – 14.7%, insufficient qualifications of candidates

– 14.2%, risks associated with the location of enterprises (danger due to the war) – 2.9%, and lack of documents for candidates (lost documents) – 2.8% (Figure 21).

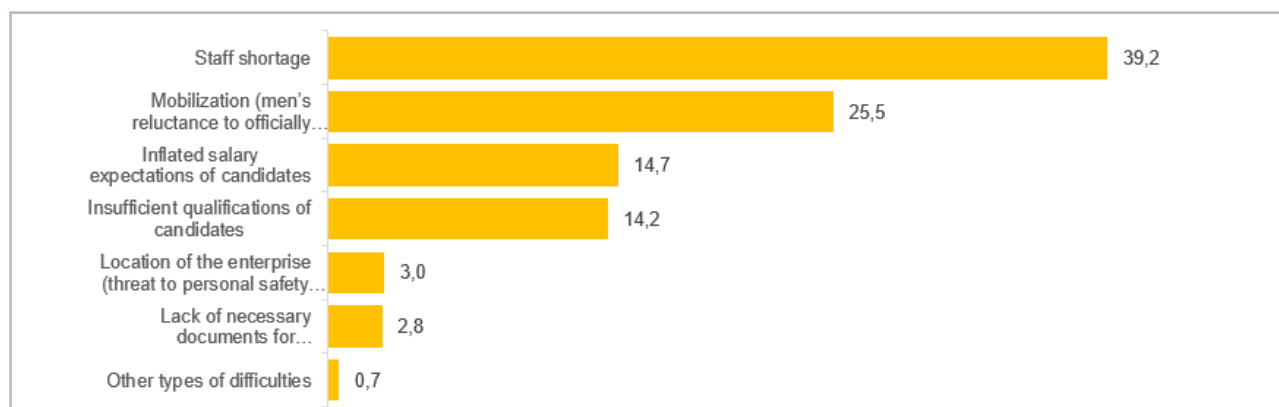


Figure 21. Problems in recruitment in 2024, %

Differences by region for key problems, except for the labor shortage, are distributed as follows:

Mobilization as a problem is most often mentioned by employers in Kyiv (31.5%), Zhytomyr (28.4%), and Mykolaiv (27.7%) regions.

Overestimated salary expectations from candidates are mentioned most often by employers in Luhansk (20.0%), Vinnytsia (17.7%), and Ivano-Frankivsk (16.5%) regions.

Willingness to change profession is shown by only 23.1% of registered unemployed, while 29.6% do not consider such a possibility at all. The main reasons for not wanting to change professions are the belief that it won't solve their problems (44.4%) and the complexity of the learning process (32.2%).

Comparison of employers' needs with the priorities for unemployed training shows a structural mismatch. The unemployed mostly aim to improve their existing level of education, while employers' needs are primarily focused on skilled trades, requiring rapid retraining.

Comparative analysis of difficulties in recruitment in 2023 and 2024 shows that in 2023, 37.5% of employers faced recruitment problems, while in 2024, only 31.7%. The decrease of 5.8 percentage points indicates business and labor market adaptation.

The labor market faces a serious problem – a shortage of skilled workers. To overcome staffing difficulties, it is important to focus on stimulating the return of the workforce, retraining, and supporting businesses in risk zones.

The situation is further complicated by the mobilization of men. Therefore, employers are increasingly focusing on women as a key resource to overcome the labor shortage, even for professions that were previously considered "male-dominated." Among employers planning to hire in 2025, 57.1% are ready to employ women in traditionally male professions. By economic activity sectors, they are most willing to hire women in finance and insurance activities (77.4%), information and telecommunications (69.9%), and professional, scientific, and technical activities (67.4%). The least willingness to hire women is indicated by employers in the mining industry (42.3%), transport (44.9%), and water supply (46.6%). This is explained by the fact that work in these fields is associated with heavy physical labor, hazardous working conditions, and gender stereotypes due to the low representation of women in these industries.

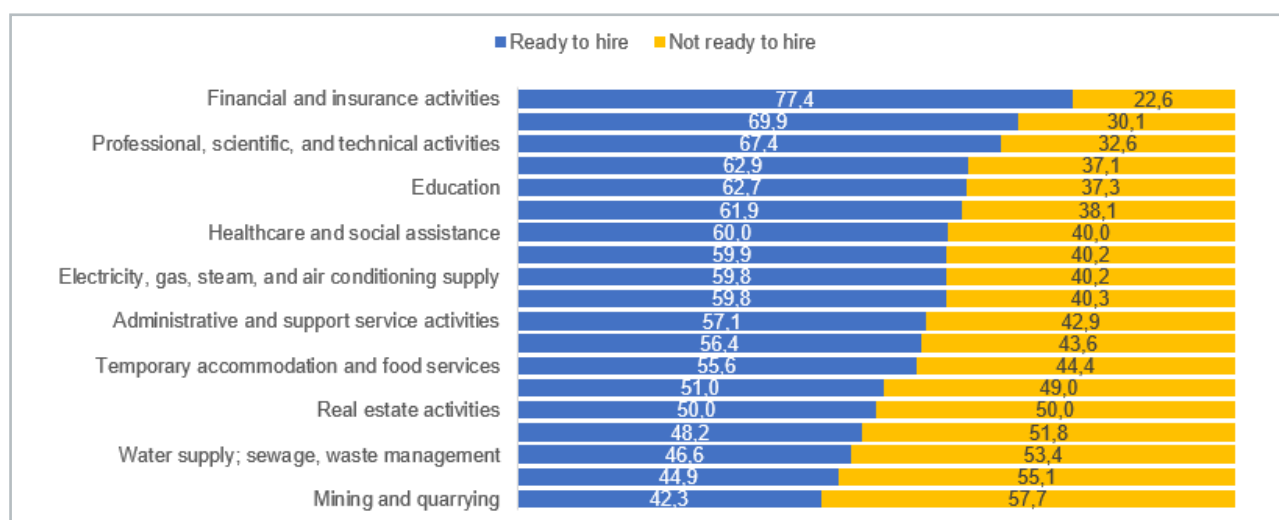


Figure 22. The willingness of enterprises to hire women for traditionally male professions in 2025 by economic activity sectors, %

Employers, to fill labor market gaps where there is a shortage of qualified personnel, are also considering the possibility of hiring foreign workers. According to the results of the survey, 14.9% of employers who plan to hire workers in 2025 are willing to hire foreign workers.

3. EMPLOYMENT OF VULNERABLE GROUPS OF THE POPULATION

3.1. VULNERABLE GROUPS IN THE EMPLOYMENT STRUCTURE

In conditions that lead to partial loss of workability among the economically active population, the issue of their return to employment is relevant. According to the survey results, 6.1% of workers are people with disabilities, and 2.6% of the total workforce consists of internally displaced persons (Fig. 23).

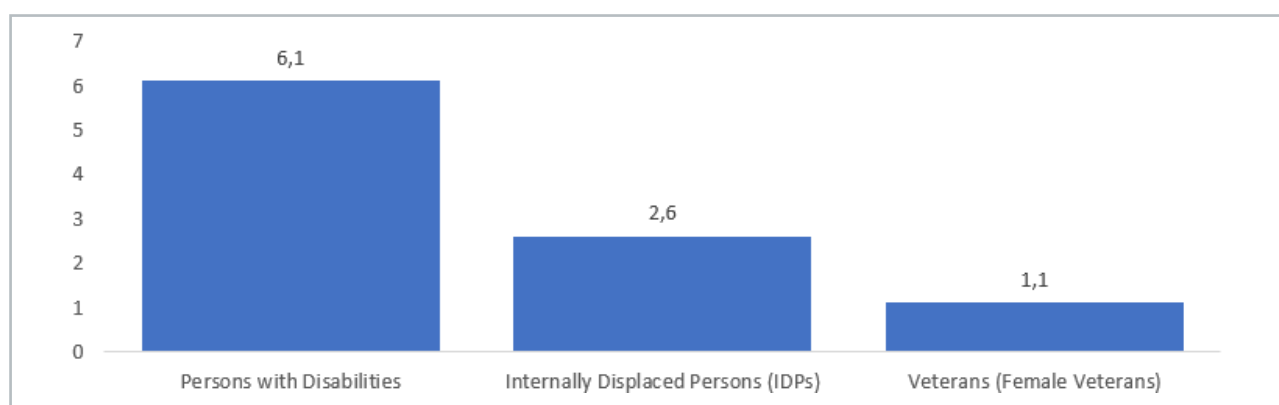


Figure 23. Vulnerable Groups in the Employment Structure, %

Even now, the number of veterans (including female veterans) returning to civilian life is increasing, and their numbers will continue to grow in the future. Veterans need to return to active employment, which will also be an important stage of rehabilitation. According to the survey results, 1.1% of employees are veterans (including female veterans).

According to the survey results, 24% of registered unemployed persons are internally displaced persons (IDPs), 8% are persons with disabilities, and another 4% are combat veterans. Therefore, the readiness of employers to hire workers from vulnerable groups of the population is extremely important⁵.

3.2. EMPLOYMENT OF VULNERABLE GROUPS

Among employers planning to hire employees in 2025, 66.6% are ready to hire people with disabilities, which is a social position that brings Ukraine closer to accessibility. Large enterprises are the most open to hiring – 83.3%, and the least open are microenterprises (60%).

Among the employers planning to hire in 2025, 13.8 thousand (78.6%) are ready to hire internally displaced persons (IDPs). This willingness to support IDPs is very important, as employment in a new place of residence is one of the main issues that need to be quickly addressed. Large enterprises (92.0%) are more ready to hire IDPs compared to microenterprises (68.2%). This may be due to their own resources for integrating new employees and the existing staff shortage.

Among employers planning to hire in 2025, 71.9% are ready to hire veterans (including female veterans). Large enterprises are the most willing to hire – 87.3%, while microenterprises are less willing – 64.9%. This is a relatively high figure that indicates a positive attitude towards their employment (Fig. 24).

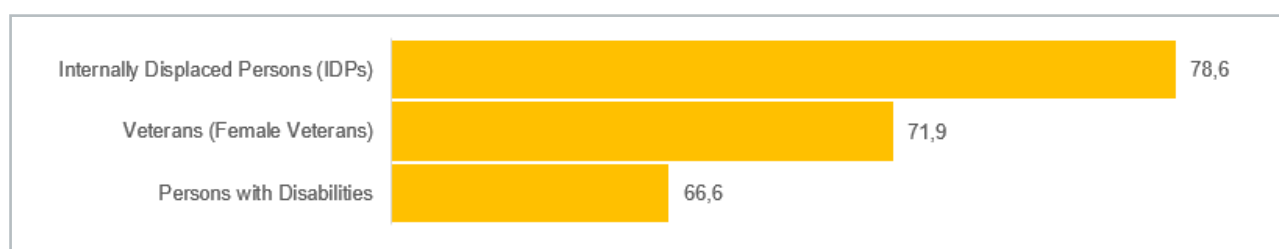


Figure 24. Share of employers planning to hire employees from vulnerable groups, %

3.3. BARRIERS TO EMPLOYMENT OF VULNERABLE GROUPS

Around 65% of employers stated that they do not see any barriers to the employment of people with disabilities. For others, the main barriers are:

- Special working conditions at the enterprise, which make up 15.8% (the largest share of such barriers is in the mining industry at 23.6%, and the smallest is in finance and insurance at 8.9%);
- Lack of necessary professional qualifications – 13.7% (the largest share of such barriers is among employers in the electricity supply sector at 18.3%, and the smallest is in real estate operations at 8.4%);
- Lack of equipped workplaces – 11.1% (the largest share of such barriers is among employers in public administration at 13.7%, and the smallest is in the mining industry at 7.9%) (Fig. 25).

According to the survey results, most employers believe that there are no obstacles to the employment of internally displaced persons (IDPs) (67.6%). At the same time, employers consider the main obstacles to the employment of this category of people to be:

⁵ Registered Unemployment in Ukraine: Needs, Features, Assessments, Helvetas Swiss Intercooperation, Kyiv - 2025

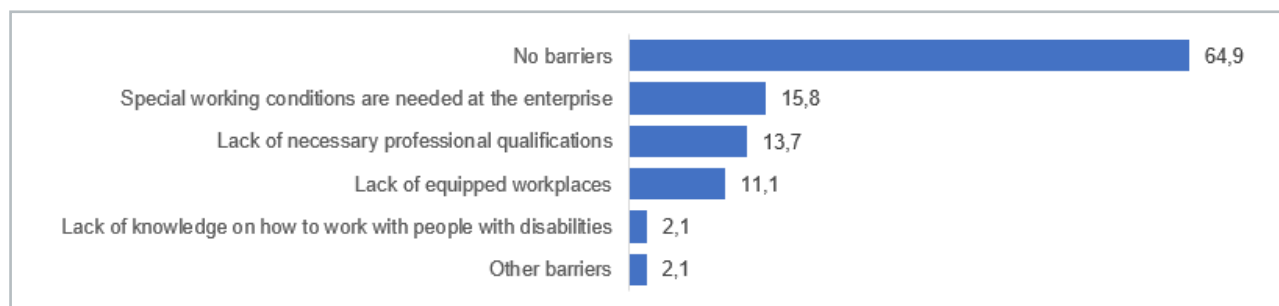


Figure 25. Assessment of potential barriers to the employment of people with disabilities, %

- Frequent changes in place of residence (15.1%) (the largest share of such employers (15.7%) are in the agricultural sector, the smallest share (10.0%) are in the finance sector);
- Low motivation to work (13.2%) (the largest share of such employers (14.6%) are in the agricultural sector, the smallest share (7.9%) are in the finance sector);
- Lack of necessary professional qualifications (10.9%) (the largest share of such employers (15.2%) are in the energy sector, the smallest share (4.8%) are in the sector of temporary accommodation and catering services);
- Lack of necessary documents (6.2%) (the largest share of such employers (9.4%) are in the energy sector, the smallest share (3.5%) are in the sector of providing other services) (Figure 26).

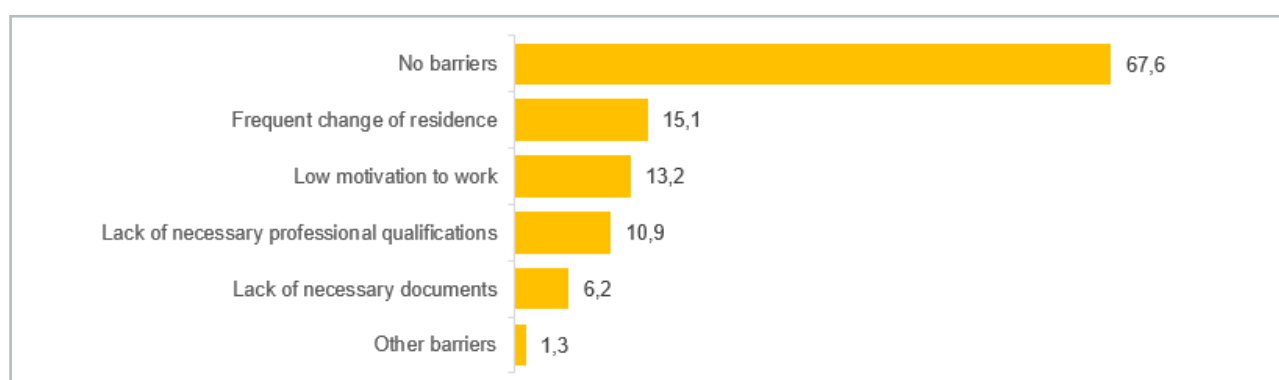


Figure 26. Assessment of potential obstacles to the employment of IDPs, %

Most employers (70.2%) do not see any barriers to employing veterans. The main barriers to employment identified by employers are:

Lack of necessary professional qualifications - 12.4% (the highest share of these (16.1%) are employers in the electricity supply sector, and the lowest (6.6%) are in administrative and support services);

The need for additional measures for socialization and adaptation at the workplace - 11.8% (the highest (12.9%) are in public administration and defense, while the lowest (8.8%) are among employers engaged in real estate operations);

Demands for a high level of salary - 11.6% (the highest (15.4%) are in the arts and sports sectors, and the lowest (8.9%) are in retail) (Fig. 27).

At the same time, 64.3% of all employers surveyed believe that there are no barriers to employing individuals aged 60+. The highest percentage of such employers is found among micro and small enterprises (57.4% and 58.5%, respectively), while among large enterprises, it is 45.9%.



Image by Freepik

This suggests that large enterprises often require employees with modern knowledge and skills, which may require older individuals to undergo retraining.

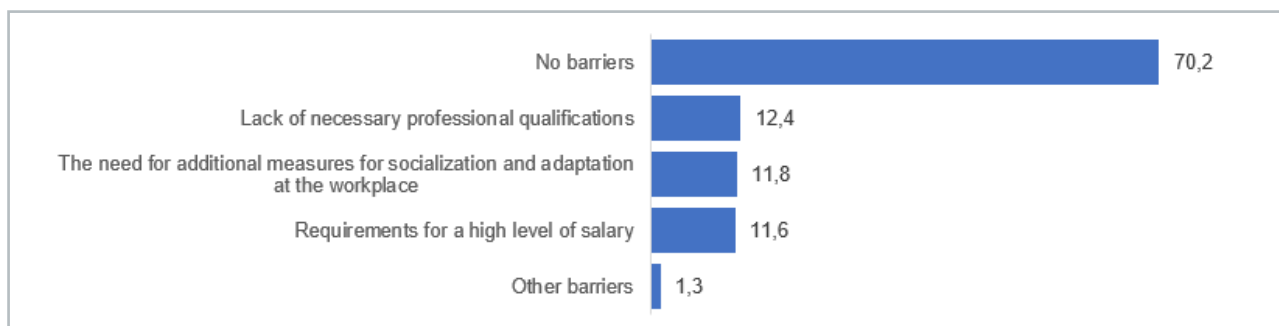


Figure 27. Possible barriers to the employment of veterans, %

Employers' willingness to hire people aged 60+ is lower compared to their willingness to hire other vulnerable groups (IDPs, people with disabilities, veterans). The main barriers they perceive are:

Low motivation to learn modern technologies and innovative tools – 19.3% (the highest percentage of such employers is in public administration (13.4%) and healthcare (12.7%), the lowest (6.3%) is in real estate operations);

Mismatch of professional qualifications – 10.6% (the highest percentage of such employers (70.3%) is in real estate operations, the lowest (41.0%) is in public administration);

Lack of motivation to learn – 10.3% (the highest percentage of such employers (13.2%) is in the electricity supply sector, the lowest (6.5%) is in real estate operations);

Reluctance to be officially employed – 8.1% (the highest percentage is in public administration (28.5%), the lowest (9.4%) is in real estate operations) (Fig. 28).



Figure 28. Evaluation of potential barriers to hiring older individuals, %

3.4. NECESSARY SUPPORT FOR THE EMPLOYMENT OF VULNERABLE GROUPS

According to the survey, the majority of employers (almost two-thirds) believe that no additional support is needed to increase the employment of people with disabilities. However, one-third of employers (38%) believe that increasing the number of employed individuals from this category



can be supported by financial support for workplace adjustments (20.3%), compensation programs (17.9%), funding for training (7.3%), and employee training programs (6.1%) (Figure 29).

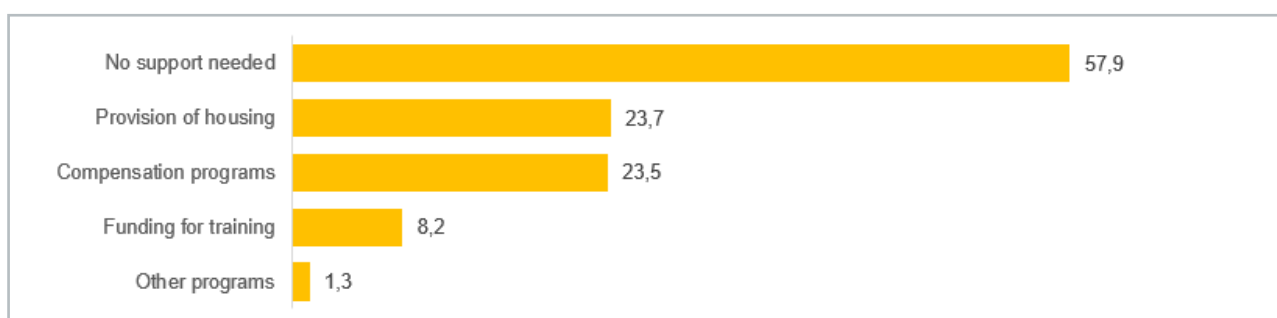


Figure 29. Support programs for employers needed to increase the employment of people with disabilities (%).

Most – 57.9% of employers who participated in the survey believe that no additional support is needed to increase the employment of IDPs. Support programs for the employment of IDPs include 23.7% of employers who see housing provision, 23.5% who consider compensation programs, and 8.2% of employers who noted funding for training (Figure 30).

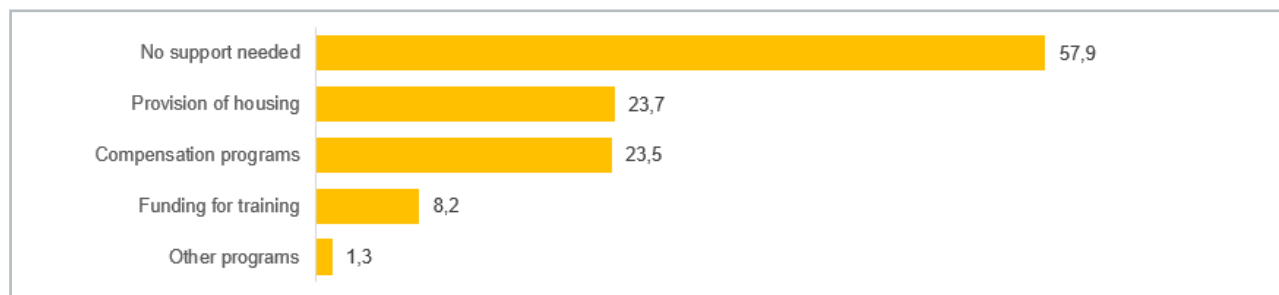


Figure 30. Support programs for employers needed to increase the employment of IDPs, %

Nearly two-thirds of employers believe that additional support is not needed for the employment of veterans. This reflects the high social responsibility of businesses in this regard. Among the most sought-after support measures, nearly a quarter of employers (24.8%) consider compensation programs, while 10.7% of employers selected funding for training (Figure 31).

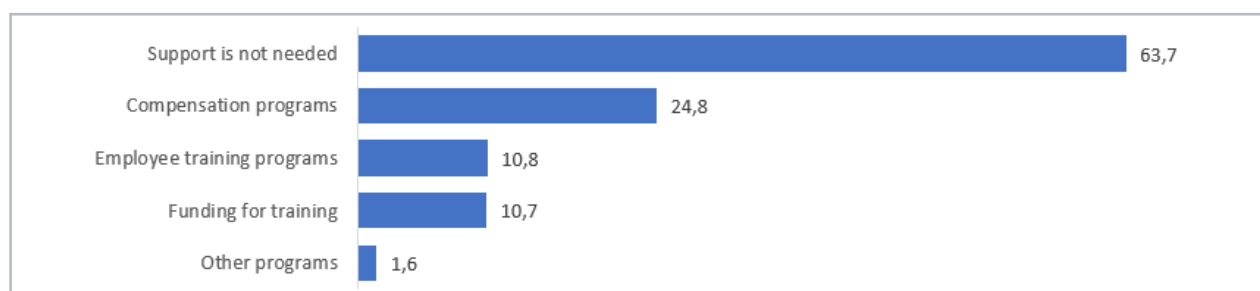


Figure 31. Support programs needed by employers to increase employment of veterans (%).

The main tools for increasing the number of employed people aged 60+ that employers see are compensation programs (16.1%), the implementation of flexible working conditions (11.9%), and funding for training (7.0%) (Fig. 32).

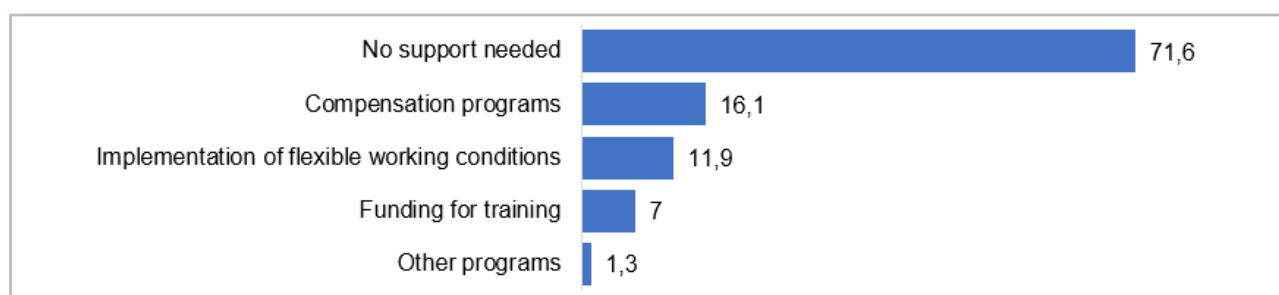


Figure 32. Employer support programs needed to increase employment of older workers, %

Training programs are an important incentive for employers hiring vulnerable groups of workers: compensation programs can cover part of the salary, training costs, or workplace adaptation expenses; flexible working conditions, such as part-time employment, remote work, or flexible schedules, make jobs more accessible for individuals with health limitations or personal circumstances; training and retraining help overcome structural unemployment, allowing workers to update their knowledge and skills and adapt to new technologies and labor market demands.

4. EMPLOYEE TRAINING

Over the past year, 31.4% of employers have organized training for their employees. Among them, 65% provided on-the-job training, 34.9% certified full or partial professional qualifications in qualification centers, 25.4% used educational online platforms, 12.2% conducted employee training in CPTU of the State Employment Service (SES) (Fig. 33).



Figure 33. Forms of employee training in 2024, %

The involvement of more enterprises in training employees based on employers' demands or upskilling workers at the VETCs of the State Employment Service can serve as a potential resource for strengthening cooperation in this area.

According to the survey results, only 9.1% of employers cooperate with VETCs of the State Employment Service. Among them, 66.7% cited employee upskilling as their primary area of cooperation, while 34.9% provided their facilities for practical training. Additionally, 151 employers (3.0%) participate in the supervisory boards of VETCs, allowing them to directly influence the training of necessary specialists and contribute to addressing structural unemployment (Fig. 34).

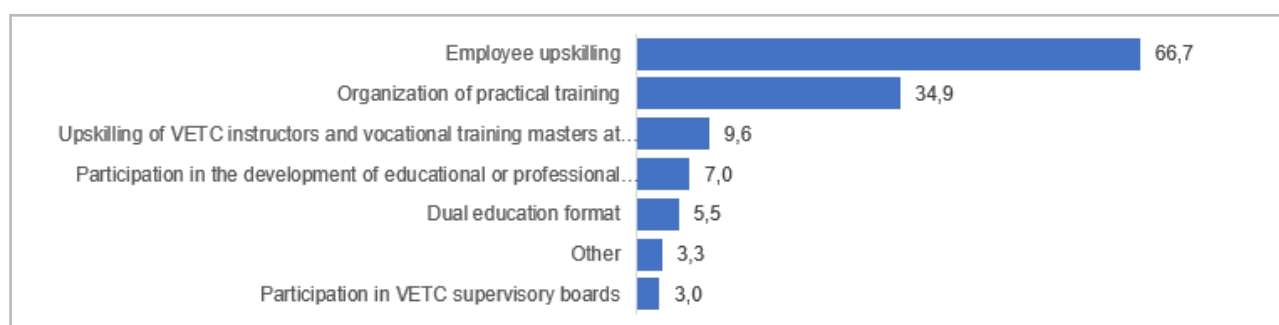


Figure 34. Areas of cooperation with VETCs of the State Employment Service, %

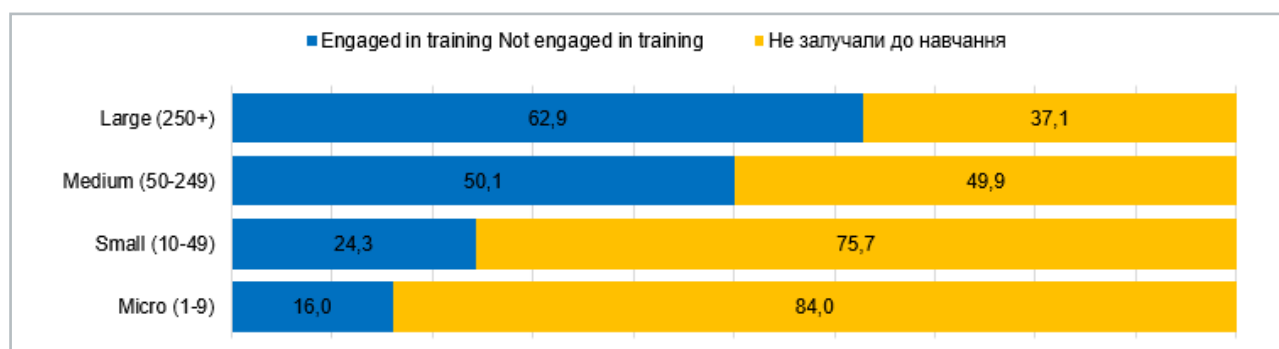


Figure 35. Employers' engagement in staff training in 2024 by enterprise size, %

Large and medium-sized enterprises, due to their financial capabilities and strategic planning, engage their employees in training more actively than small and micro-enterprises. The share of employers who provided training for their employees reached 62.9% among large enterprises and 50.1% among medium-sized businesses (Fig. 35).

When considering businesses that provided employee training in 2024 by type of economic activity, employers representing public administration and defense (65.0% of cases), education (58.9% of cases), and healthcare (53.7% of cases) most frequently involved their personnel in training. The share of employers in the trade, other services, and real estate sectors engaging their staff in training is the lowest—20.1%, 18.5%, and 17.8% of cases, respectively (Fig. 36).

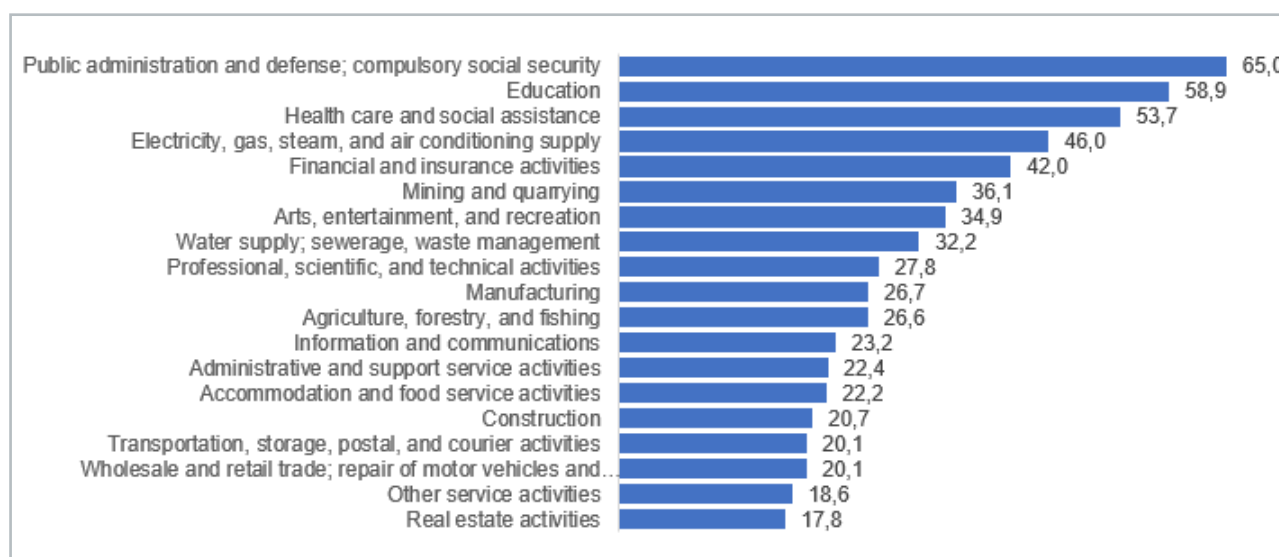


Figure 36. Employer engagement in staff training in 2024 by type of economic activity, %

This may be explained by the fact that in these sectors, a significant portion of employees work in positions that do not require high qualifications or specialized skills, by high staff turnover, and by financial limitations of small businesses (in the trade and services sectors, a significant share of businesses are small and medium-sized enterprises).

5. SOCIAL SUPPORT PROGRAMS FOR EMPLOYEES

According to the survey, 58.3% of employers provide additional social support programs for their employees, including:

- Health support – 17.0% (the highest percentage is among medium-sized (23.5%) and large (20.2%) employers);
- Free transportation to work – 9.3% (the highest percentage is among large businesses (15.5%) and medium-sized employers (11.0%));
- Mobile phone reimbursement – 7.4% (large (8.7%) and medium-sized (7.9%) employers also have the highest percentages);
- Tuition reimbursement – 7.2% (the percentage is twice as high among medium-sized (11.0%) and large employers (11.7%) compared to micro- and small employers (around 5%));
- Meal provision – 6.5% (the highest among large and medium employers (7.4% each));
- Travel reimbursement – 4.3% (no significant differences between employers);
- Provision/compensation for housing – 2.3% (most frequently used by large businesses – 6.6%, compared to medium-sized (3.0%), and micro- and small businesses (1.5% and 1.6%, respectively)) (Fig. 37).

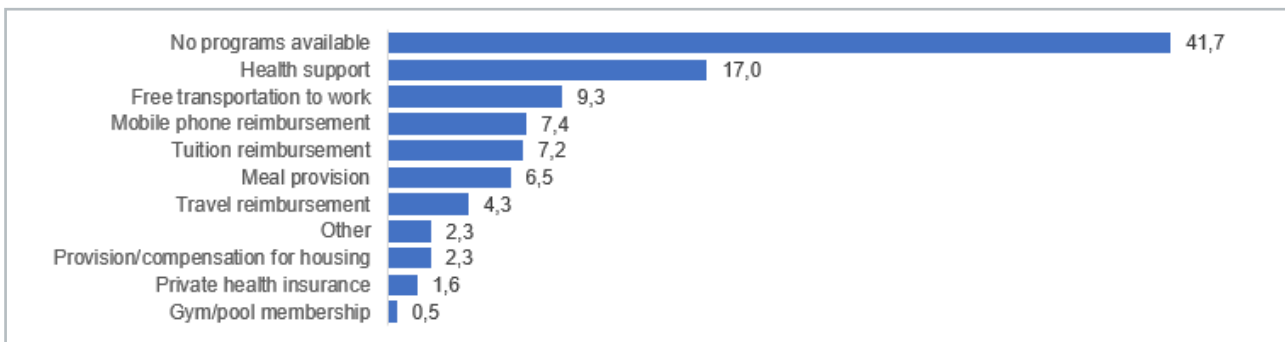


Figure 37. Types of Social Support Programs for Employees, %

The proportion of employers without additional social support programs for their employees is quite large in micro and small businesses—around 50% (54.4% and 48.9%, respectively), while large and medium businesses have these figures at 15.9% and 26.8%, respectively. This is because large and medium businesses have more financial resources to implement various social support programs (Figure 38).

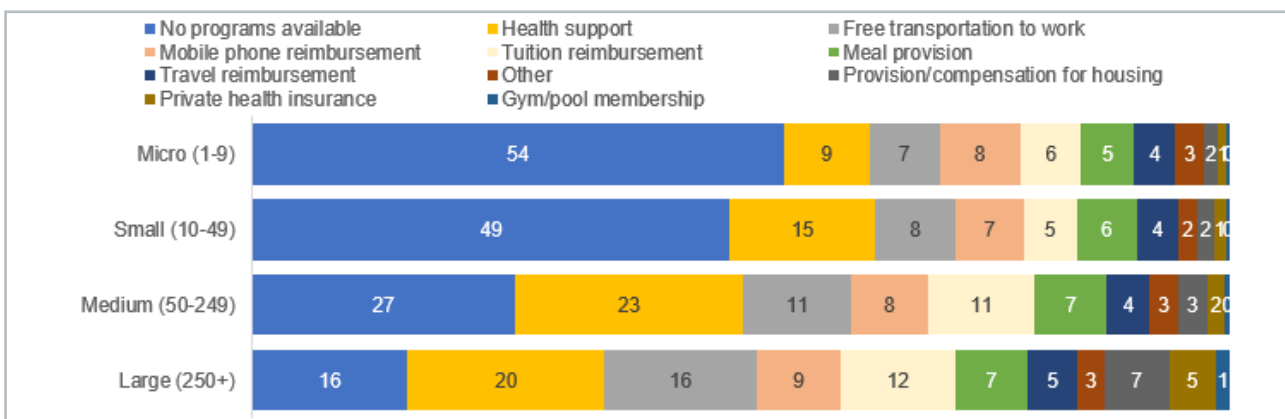


Figure 38. Types of Social Support Programs for Employees by Business Size

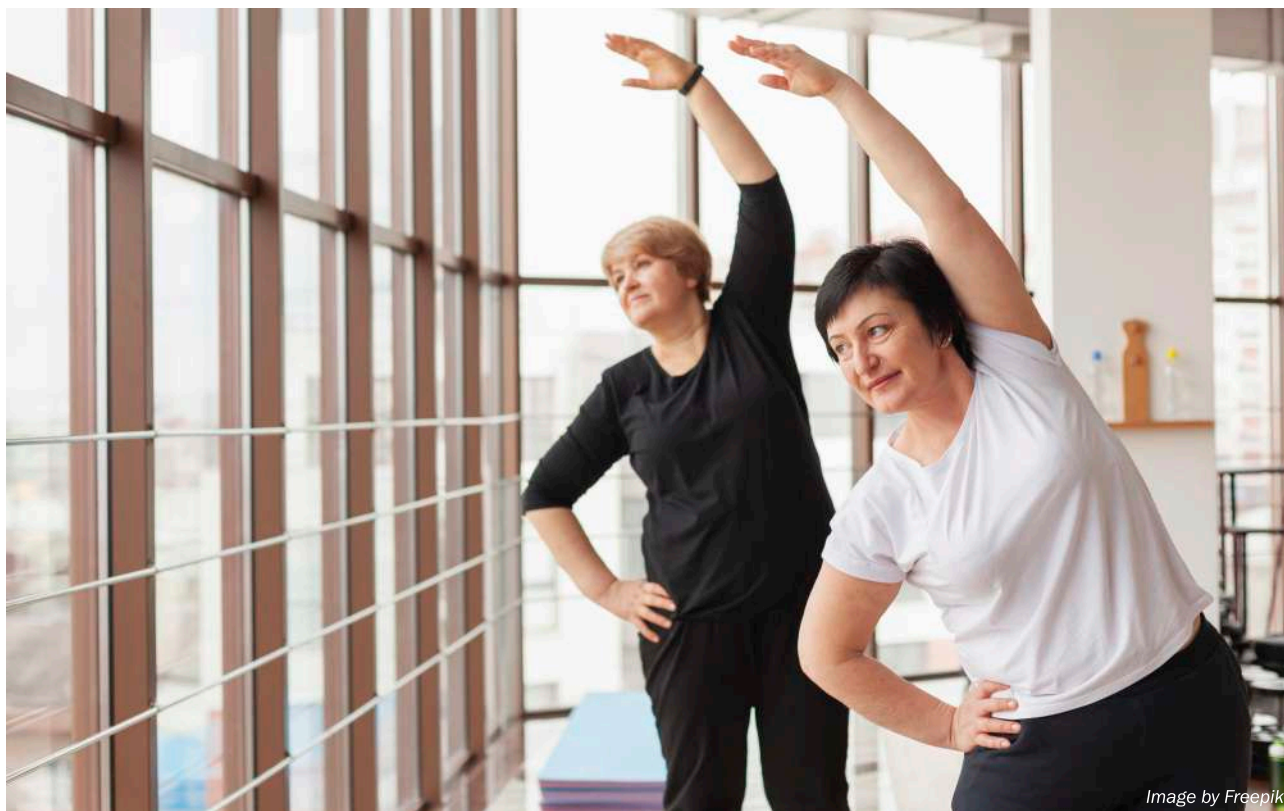


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6.SERVICES OF THE STATE EMPLOYMENT SERVICE

The results of the survey showed that 74.6% of surveyed employers interact with the State Employment Service. Among them, 76.9% cooperate with the service in selecting workers for job vacancies, 60.5% receive consultations on employment legislation, 20.6% participate in seminars (trainings), 13.5% use compensation programs, 12.5% train employees according to their needs, and 4.8% participate in grant programs (Figure 39).



Figure 39. Directions of Cooperation with the State Employment Service, %

Among those employers who do not cooperate with the Employment Service, 88.9% consider the lack of such a need as the main reason. There is a high probability that this reason is related to insufficient awareness of the services provided by the Employment Service. 5.7% of employers indicate that they do not interact with the service because cooperation requires additional effort (reports, paperwork). 4.9% of employers do not know how the Employment Service could be helpful, and 4.3% do not contact the Employment Service due to the referral of unmotivated job seekers to vacancies (Fig. 40).

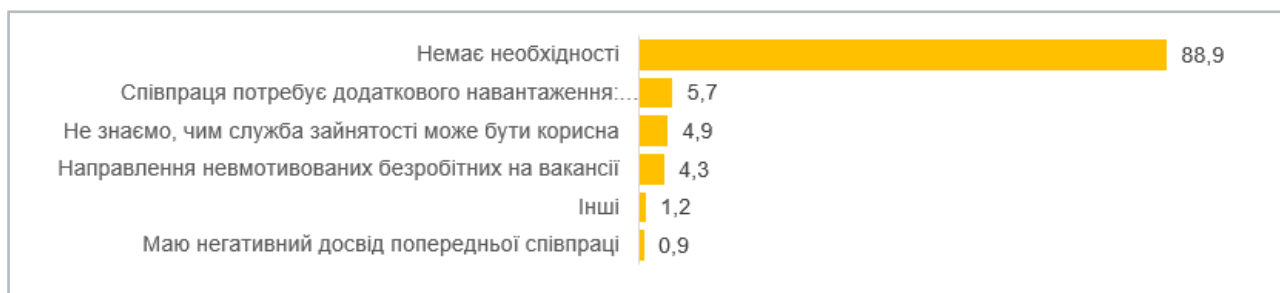


Figure 40. Reasons for lack of cooperation with the Employment Service, %

These employers require special attention from employer consultants regarding providing them with informational support and establishing close cooperation.

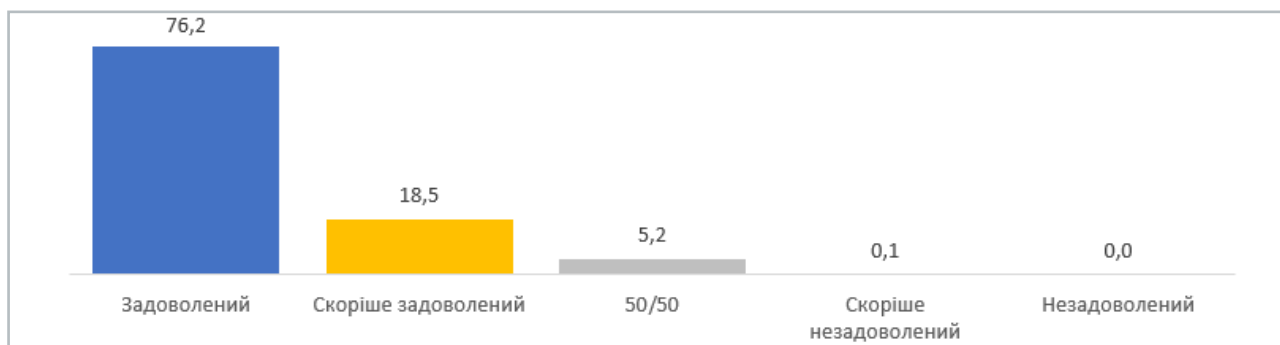


Figure 41. Level of satisfaction with cooperation with the Employment Service, %

It is worth noting that 76.2% of employers cooperating with the Employment Service have stated that they are satisfied with the cooperation, while 18.5% of employers are rather satisfied, which together makes up almost 95% of positive evaluations. This is quite a high rating of the service's work. The share of neutral or negative responses is 5% (Figure 41).

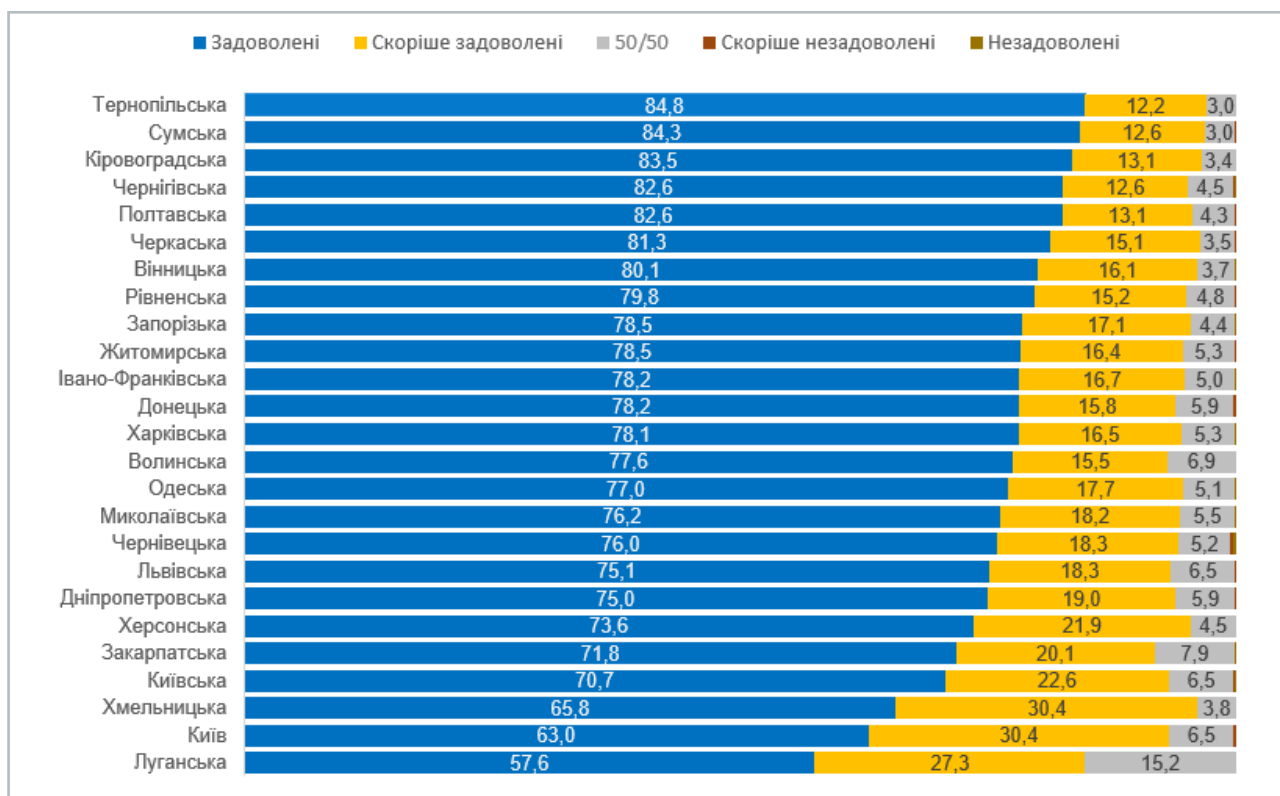


Figure 42. Level of satisfaction with cooperation with the Employment Service by region, %

The highest percentage of higher satisfaction ratings with cooperation with the service was given by employers in Ternopil and Sumy regions (84.8% and 84.3%, respectively). In contrast, in Luhansk region, such employers accounted for 57.6%, and in Kyiv city, 63.0% (Figure 42).

By type of economic activity, the highest percentage of higher satisfaction ratings with cooperation with the service was noted among employers in agriculture (82.1%) and water supply (80.7%), while the lowest was reported by employers in the information and telecommunications sector (66.2%) and the provision of other services (70.1%) (Figure 43).



Figure 43. Level of satisfaction with cooperation with the Employment Service by type of economic activity, %

The surveyed employers indicated the following areas of activity of the State Employment Service that are organized the best: candidate selection for vacancies (33.9%), consultations on employment legislation (30.2%), conducting seminars and training (11.3%), compensation programs (10.6%), employee training for enterprise needs (7.6%) and grant programs (5.2%) (Figure 44).



Figure 44. Areas of activity of the Employment Service that are organized the best, %

At the same time, 22.3% of employers still believe that candidate selection for vacancies needs improvement. According to employers, employee training for enterprise needs, as well as compensation and grant programs, also require improvement (15.5%, 14.2%, and 11.8% of responses, respectively) (Figure 45).



Figure 45. Areas of activity of the Employment Service that need improvement, %

In general, the high level of satisfaction with cooperation with the Employment Service indicates the effectiveness of the current active programs in the labor market, as well as the professionalism and experience of the service specialists. Regional differences may be related to varying levels of employee workload and differences in client needs. The percentage of dissatisfied clients is small, but it is with them that cooperation needs to be strengthened in order to change their point of view.

7. APPENDICES

7.1. RESEARCH METHODOLOGY

The research was conducted using a combination of methods and various data sources. The main work on organizing data collection was carried out by the employees of the State Employment Service. The study involved summarizing information on the following components:

1. Analysis of available statistical indicators of the country's economic development that can characterize the overall situation and conditions that directly affected key changes in the labor market. This component involved analyzing indicators of the overall economic situation (GDP, inflation, production volumes), structural statistics of enterprises, the professional structure of the workforce, the age structure of employment, job vacancies by profession, etc.



2. Survey of employers regarding recruitment features, current and future needs for employees, as well as existing features of employee training by employers and employment of vulnerable groups. In particular, the survey allowed conclusions to be drawn about:

- Dynamics of the workforce size;
- Existing recruitment problems in 2024;
- Need for employees in 2025;
- Features of employment for vulnerable population groups;
- Existing barriers and necessary measures to support the employment of vulnerable population groups.

A total of 54.7 thousand employers participated in the survey.

The population for the study was defined as the total number of economically active enterprises in Ukraine, which, according to reports from the Pension Fund of Ukraine as of July 1, 2024, employed 10 or more workers.

Enterprises from certain types of economic activity directly or indirectly related to the defense sector were not included in the general population or the survey sample

7.2. FEATURES OF THE SURVEY CONDUCT

The survey was conducted from December 17, 2024, to January 31, 2025, by employees of the employer service and recruitment departments of the district branches of regional employment centers. These employees invited employers to participate in the survey, sent them links to online questionnaires for self-completion, and/or conducted the survey over phone. The main respondents for large and medium enterprises were managers or HR department specialists. For small enterprises, the respondents were managers or accountants. The sampling error for the territory of Ukraine where the survey was conducted is 0.4%. The errors of regional samples range from 1.03% to 7.79% (Table 3).

No	Region	Sample Base (Population)	Sample Size	% Margin of Error (P = 95%)
1	Total Ukraine	571821	54677	0,4
2	Vinnitsia Region	22988	2929	1,69
3	Volyn Region	16233	1659	2,28
4	Dnipropetrovsk Region	51730	4791	1,35
5	Donetsk Region	5995	800	3,23
6	Zhytomyr Region	17308	1254	2,67
7	Zakarpattia Region	13732	1518	2,37
8	Zaporizhzhia Region	15210	1750	2,2
9	Ivano-Frankivsk Region	19636	1979	2,09
10	Kyiv Region	34743	3701	1,52
11	Kirovohrad Region	13413	1549	2,34
12	Luhansk Region	726	130	7,79
13	Lviv Region	44679	4437	1,4
14	Mykolaiv Region	13215	1257	2,63
15	Odesa Region	36000	3186	1,66
16	Poltava Region	21678	2178	1,99
17	Rivne Region	17731	1861	2,15
18	Sumy Region	12949	961	3,04
19	Ternopil Region	13798	1536	2,36
20	Kharkiv Region	34007	2605	1,85
21	Kherson Region	3573	419	4,5
22	Khmelnyskyi Region	18143	1897	2,13
23	Cherkasy Region	17324	1656	2,29
24	Chernivtsi Region	9987	898	3,12
25	Chernihiv Region	12670	1453	2,42
26	Kyiv City	104353	8273	1,03

Table 3. Size of the general and sample populations and margin of error by regions.

The errors of sectoral samples range from 0.91% to 6.18% (Table 4).

No	Section of the NACE	Title	Sample Base (Population)	Sample Size	% Margin of Error (P = 95%)
		Total Ukraine	571821	54677	0.4
1	A	Agriculture, Forestry, and Fishing	31300	5808	1.16
2	B	Mining Industry and Quarrying	1347	396	4.14
3	C	Manufacturing Industry	48809	9048	0.93
4	D	Electricity, Gas, Steam, and Air Conditioning Supply	3300	592	3.65
5	E	Water Supply; Sewerage, Waste Management	3210	1135	2.34
6	F	Construction	26492	3227	1.62
7	G	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	207666	8705	1.03
8	H	Transport, Storage, Postal, and Courier Activities	32256	4159	1.42
9	I	Temporary Accommodation and Food Services	30057	968	3.1
10	J	Information and Telecommunications	15605	1353	2.55
11	K	Financial and Insurance Activities	2852	298	5.37
12	L	Real Estate Activities	33398	1355	2.61
13	M	Professional, Scientific, and Technical Activities	31194	2124	2.05
14	N	Administrative and Support Services Activities	33189	2361	1.94
15	O	Public Administration and Defense; Compulsory Social Security	11152	749	3.46
16	P	Education	14115	6347	0.91
17	Q	Health Care and Social Assistance	20543	4718	1.25
18	R	Arts, Sports, Entertainment, and Recreation	5577	1086	2.67
19	S	Provision of Other Services	19667	248	6.18
20	T	Household Activities	23	0	
21	U	Activities of Extraterritorial Organizations and Bodies	60	0	
22	W	Others	9	0	

Table 4. Size of the general and sample populations and margin of error by type of economic activity

7.3. АНКЕТА ОПИТУВАННЯ

Dear Employer!

The State Employment Service is your reliable partner in the labor market. Please complete the survey, and we will find the best solutions for your team.

1. Name of your enterprise (institution, organization, individual entrepreneur)

2. EDRPOU of your enterprise (institution, organization) (TIN for individual entrepreneurs)

3. Main activity according to the National Classification of Economic Activities (NACE)
(Drop-down list of NACE codes)

4. Region where your enterprise (institution, organization, individual entrepreneur) operates

5. Average number of employees as of 01.01.2024

6. Average number of employees as of 01.01.2025 (estimated/actual)

7. Do you have any open job positions (vacancies) today? If yes, please indicate the number:

1	Yes <input type="checkbox"/> Indicate the number
2	No

8. How many employees from the following categories are currently working at your company?

	Employee Category	Number of Employees
1	Managers	
2	Professionals and Specialists	
3	Clerical and Administrative Workers	
4	Skilled Workers	
5	Unskilled Workers	
6	Youth under 25 years	
7	People aged 60+	
8	People with disabilities	
9	Veterans	
10	Internally Displaced Persons	
11	Foreign nationals	

9. What forms of work organization are used at your company?

1	On-site work
2	Remote work
3	Home-based work
4	Flexible working hours
5	Shift work

10. Do you offer the possibility of part-time work?

1	Yes
2	No

11. Did you encounter difficulties when recruiting staff in 2024?

1	Yes
2	No

12. What difficulties did you face when selecting candidates? (For those who answered Yes to question 11)

1	Lack of candidates
2	High salary expectations from applicants
3	Insufficient qualifications of applicants
4	Mobilization (unwillingness of men to register officially)
5	Location of the enterprise (security risks due to the war)
6	Lack of necessary documents from candidates (lost documents)
7	Other (please specify)

13. Did you organize training for your employees in 2024?

1	Yes
2	No

14. What methods did you use for employee training/qualification improvement? (For those who answered Yes to question 13)

1	Employee training at State Employment Service Vocational Training Centers
2	Employee training at own training centers
3	On-the-job training
4	Certification of full or partial professional qualification at certification centers
5	Ongoing internal training programs
6	Educational online platforms (Coursera, Prometheus, etc.)
7	International and professional certifications
8	Other (please specify)

15. Do you plan to hire employees in 2025?

1	Yes
2	No

16. What types of positions do you plan to fill in 2025? (For those who answered Yes to question 15)

1	Vacant positions
2	Newly created positions
3	Vacant and newly created positions

17. What professions are you planning to hire for in 2025? (For those who answered Yes to question 15)

Job Title	Number of Employees	Average Salary (including additional payments), UAH

18. Do you plan to hire employees from the following categories in 2025? (For those who answered Yes to question 15)

1	People with disabilities	Yes	No
2	Veterans	Yes	No
3	Internally Displaced Persons	Yes	No
4	People aged 60+	Yes	No

19. Are you willing to hire women for traditionally male-dominated positions? (For those who answered Yes to question 15)

1	Yes
2	No

20. Do you consider hiring foreign workers in 2025?
(For those who answered Yes to question 15)

1	Yes
2	No

21. Do you plan to increase salaries in 2025?

1	Yes
2	No

22. What additional social support programs can you offer your employees?

1	Housing allowance/compensation (rented housing or dormitory)
2	Travel allowance
3	Education payment (foreign language, personal development courses, etc.)
4	Free transportation to work

5	Mobile communication allowance
6	Gym/pool membership
7	Food provision
8	Private health insurance
9	Health recovery assistance
10	Other (please specify)
11	No social support programs

23. What obstacles do you think exist for the employment of people with disabilities?

1	Lack of necessary professional qualifications
2	Lack of adapted workplaces
3	Need for special working conditions at the enterprise
4	Lack of knowledge on how to work with people with disabilities
5	Other (please specify)
6	No obstacles

24. What programs would increase the number of employed people with disabilities at your company?

1	Financing training
2	Financial support for adapting workplaces
3	Compensation programs
4	Training programs for employees
5	Other (please specify)
6	No support needed

25. What obstacles do you think exist for the employment of veterans (female and male) of the war?

1	Lack of necessary professional qualifications
2	High salary expectations
3	Additional measures required for socialization and adaptation at the workplace
4	Other (please specify)
5	No obstacles

26. What programs would increase the number of employed veterans (female and male) of the war at your company?

1	Financing training
2	Compensation programs
3	Employee training programs
4	Other (please specify)
5	No support needed

27. What obstacles do you think exist for the employment of internally displaced persons?

1	Lack of necessary professional qualifications
2	Frequent changes of residence
3	Lack of necessary documents
4	Low motivation to work
5	Other (please specify)
6	No obstacles

28. What programs would increase the number of employed internally displaced persons at your company?

1	Financing training
2	Compensation programs
3	Housing provision
4	Other (please specify)
5	No support needed

29. What obstacles do you think exist for the employment of people aged 60+?

1	Mismatch of professional qualifications
2	Lack of motivation to learn
3	Low motivation to master modern technologies and innovative tools
4	Unwillingness to officially register for work
5	Other (please specify)
6	No obstacles

30. What programs would increase the number of employed people aged 60+ at your company?

1	Financing training
2	Compensation payments
3	Implementation of flexible working conditions
4	Other (please specify)
5	No support needed

31. Do you cooperate with the State Employment Service?

1	Yes
2	No

32. In which areas do you cooperate with the State Employment Service? (For those who answered Yes to question 31)

1	Candidate selection for vacancies
2	Employee training to meet company needs
3	Participation in compensation programs
4	Employee participation in seminars (trainings)
5	Consultations on employment legislation
6	Participation in grant programs
7	Other (please specify)

33. For what reasons do you NOT cooperate with the State Employment Service? (For those who answered No to question 31)

1	No need
2	Don't know how the employment service can help
3	Cooperation requires additional effort: reports, paperwork
4	Negative previous experience
5	Referral of unmotivated unemployed candidates
6	Other (please specify)

34. Do you cooperate with State Employment Service Vocational Education Centers?

1	Yes
2	No

35. What is the nature of your cooperation with State Employment Service Vocational Education Centers? (For those who answered Yes to question 34)

1	Organizing internships
2	Participation in the development of educational or professional standards
3	Participation in supervisory boards of Vocational Education Centers
4	Qualification improvement of teachers and instructors at Vocational Education Centers
5	Qualification improvement of company employees
6	Dual education

36. Do you have employees who have trained at State Employment Service Vocational Education Centers?

1	Yes
2	No

37. Assess the level of preparation of your employees who trained at State Employment Service Vocational Education Centers. (For those who answered Yes to question 36)

1	Completely sufficient
2	Mostly sufficient
3	Average
4	Mostly insufficient
5	Insufficient

38. How satisfied are you with your cooperation with the State Employment Service? (For those who answered Yes to question 31)

1	Satisfied
2	Mostly satisfied
3	Neutral
4	Mostly dissatisfied
5	Dissatisfied

39. Which areas of the State Employment Service's activities are organized the best? (For those who answered Yes to question 31)

1	Candidate selection for vacancies
2	Employee training to meet company needs
3	Compensation programs
4	Seminars (trainings)
5	Consultations on employment legislation
6	Grant programs
7	Other (please specify)

40. Which areas of the State Employment Service's activities need improvement? (For those who answered Yes to question 31)

1	Candidate selection for vacancies
2	Employee training to meet company needs
3	Compensation programs
4	Seminars (trainings)
5	Consultations on employment legislation
6	Grant programs
7	Other (please specify)

41. In what areas would you like to receive additional information?

1	Candidate selection for vacancies
2	Employee training to meet company needs
3	Participation in compensation programs
4	Employee participation in seminars (trainings)
5	Consultations on employment legislation
6	Participation in grant programs
7	Other (please specify)
8	No additional information needed

Please provide your contact details so we can get in touch with you and resolve these matters as soon as possible:

_____ (phone)
 _____ (e-mail)

Thank you for participating in the survey!

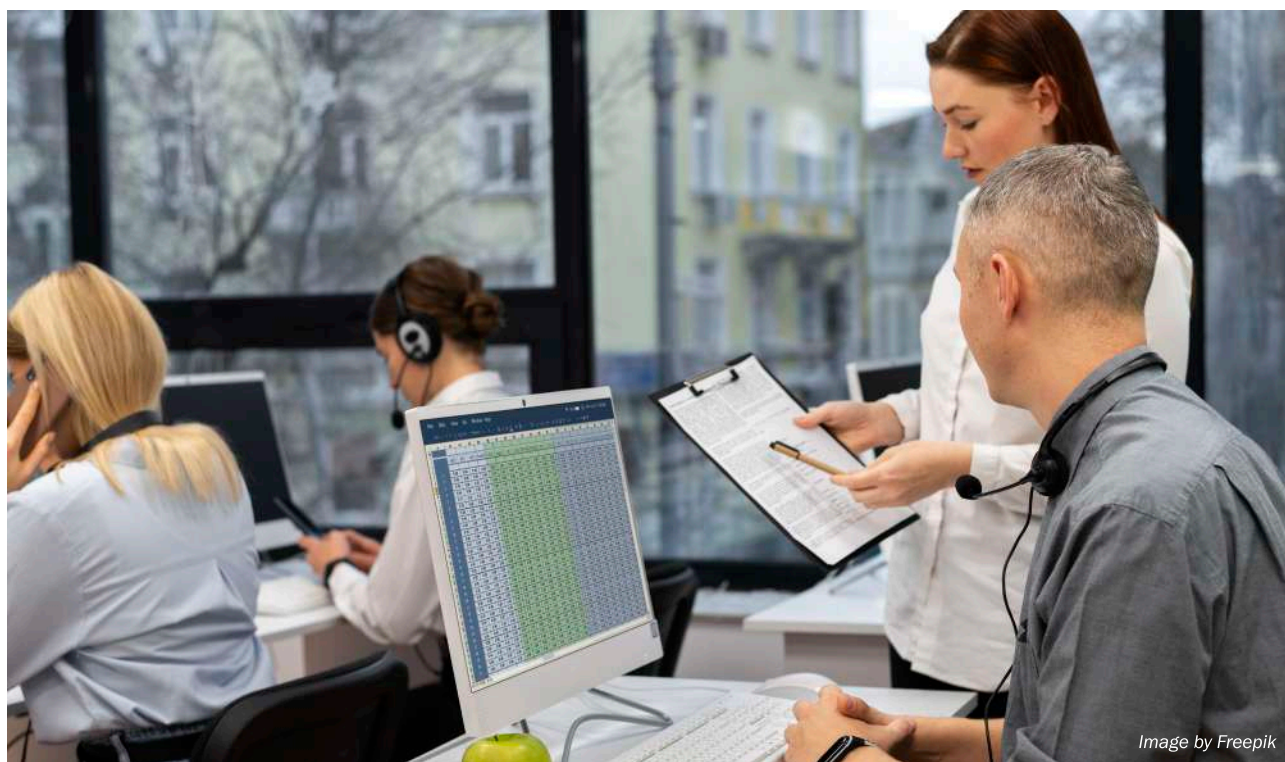


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7.4. STAFF NUMBERS BY REGION, %

Regions	Staff Headcount as of 01.01.2024, persons	Expected Staff Headcount as of 01.01.2025, persons	Percentage
All	4248409	4201184	98,9
Vinnytsia	194619	192552	98,9
Volyn	112233	111664	99,5
Dnipropetrovsk	469122	464902	99,1
Donetsk	89548	67297	75,2
Zhytomyr	84513	84319	99,8
Zakarpattia	94007	95606	101,7
Zaporizhzhia	144386	137808	95,4
Ivano-Frankivsk	128241	126404	98,6
Kyiv	649911	650932	100,2
Kyiv City	242262	243928	100,7
Kirovohrad	102712	101177	98,5
Luhansk	2530	2071	81,9
Lviv	294354	298616	101,5
Mykolaiv	81373	82503	101,4
Odesa	239178	232931	97,4
Poltava	161994	163353	100,8
Rivne	118700	118419	99,8
Sumy	77364	74731	96,6
Ternopil	103672	104300	100,6
Kharkiv	246888	244120	98,9
Kherson	22315	21184	94,9
Khmelnyskyi	133071	133534	100,4
Cherkasy	120049	119179	99,3
Chernivtsi	46228	45250	97,9
Chernihiv	108968	108473	99,6

7.5. PROFESSIONAL EMPLOYMENT STRUCTURE BY REGIONS, %

Region	Managers/ Executives	Professionals and Specialists	Clerical and Administrative Workers	Skilled Workers	Unskilled Workers
Dnipropetrovsk	8,5	20,2	8,4	48,7	14,2
Zhytomyr	9,4	18,3	8,2	48,3	15,8
Kharkiv	9,4	20,7	8,5	45,9	15,4
Sumy	9,7	20,5	7,9	45,1	16,8
Chernihiv	9,0	21,9	7,9	45,0	16,2
Volyn	9,7	22,9	8,7	44,4	14,3
Poltava	11,7	20,4	8,3	44,4	15,3
Donetsk	9,2	22,5	10,9	43,5	13,9
Cherkasy	9,6	21,8	8,9	43,0	16,8
Mykolaiv	9,2	22,1	8,3	42,9	17,4
Zakarpattia	8,2	25,7	8,4	42,3	15,5
Chernivtsi	8,6	24,7	9,3	42,3	15,2
Khmelnyskyi	8,6	25,6	8,9	42,2	14,6
Odesa	9,6	22,4	10,4	42,0	15,6
Kyiv	10,0	21,2	9,1	41,9	17,8
Rivne	8,9	27,6	8,4	40,7	14,4
Kirovohrad	9,0	23,8	7,9	40,7	18,6
Zaporizhzhia	9,5	23,7	9,8	40,6	16,5
Київ	11,1	20,1	14,9	40,2	13,7
Vinnytsia	8,6	27,4	10,0	40,2	13,8
Lviv	9,8	26,6	8,7	39,8	15,1
Ternopil	8,4	26,8	9,3	39,7	15,7
Kherson	12,3	27,3	7,3	38,6	14,5
Ivano-Frankivsk	7,9	29,2	9,3	38,5	15,1
Luhansk	12,0	27,7	5,3	35,6	19,4

Для нотаток

This image shows a full page of white paper with horizontal dotted lines. The lines are evenly spaced and run across the width of the page, providing a guide for handwriting practice. There are no margins, text, or other markings on the page.

Для нотаток

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