

LABOUR RESOURCES FOR UKRAINE'S POST-WAR RECOVERY: CURRENT STATE, PROBLEMS, SOLUTIONS





Razumkov
centre

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Razumkov Centre Analytical Paper

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Meeting the economy's labour needs and adapting the employment sector to the war is becoming increasingly relevant, as a protracted fighting brings significant changes to the functioning of the economic system in general and the labour market in particular.

Given the risks of the lengthy war in Ukraine, labour needs will only increase to meet the demands of economic recovery. It is therefore time to lay the foundations for a renewed labour market that will make the best use of people's knowledge, skills and abilities, while offering them new economic opportunities, decent work and social protection.

Due to the lack of official statistics since the outbreak of full-scale war, we have only a rough idea of the domestic labour market. There are no estimates of current changes in the gender, age, regional and professional structure of employment and their impact on labour productivity in Ukraine. Therefore, one of key tasks of this project was to provide a (mostly qualitative) assessment of changes in the Ukrainian employment system and the domestic labour market, including those exacerbated by structural and demographic imbalances and migration processes that could trigger crisis shocks in the labour market and systemic slowdowns in socio-economic growth and development.

By using the traditional questionnaire survey, this report describes the most common problems, motivation, employment and characteristics of the labour market in modern Ukraine, which are available for quantitative analysis. The sample size is 1,200 respondents.

Meanwhile, there were certain methodological limitations with expert assessments obtained within the qualitative component. The generally small number of experts and sectors involved in the analysis prevented reliable assessments of quantitative indicators of sector development, which in total



did not allow for extrapolation of the identified trends to the economy as a whole.

A MACROECONOMIC VIEW OF LABOUR FORCE FORMATION

Since the beginning of large-scale fighting in the country, demographic problems have been the most significant factor pressuring the labour market. With low birth rates and high mortality rates, there has been a relative decrease in the number of people leaving the country and a partial return of individuals to Ukraine. However, there is a steady outflow of children of senior school age, particularly males, who go abroad for education.

Changes in the employment structure. The analysis of the labour market in 2023–2024 shows that it is gradually adapting to the military situation, but there is still a shortage of skilled workers and difficulties in hiring, which hinders economic recovery. Only the most important sectors like agriculture, industry, and trade have shown relative stability, despite the growing shortage of human resources. At that, the issue of labour productivity requires a dedicated and thorough analysis based on extensive statistical data that is not available during the war.

Mobilisation has had and will have the most significant impact on the labour market. Conscription to the Armed Forces of Ukraine has led serious changes in hiring practices and volumes, staff turnover, and supply and demand patterns, also exacerbating the existing shortage of personnel in the labour market.

The professional structure of employment has seen significant changes. As the number of enterprises and employment is dropping, there is a decrease in the share of simple occupations and trade and service occupations, but an increase in the share of managers. Marked increase in managerial occupations is probably the opposite of this process, as managers usually manage the dismissal processes and are the last to be fired.

These changes have obviously affected labour productivity, as the share of unskilled labour in employment has declined. However, the lack of detailed data on employee composition hinders a more in-depth analysis, including regional and sectoral breakdowns.



Unemployment. The officially registered unemployment rate in Ukraine is 18.2%, but this figure only provides a conditional characterisation of unemployment in the country. Currently it is more indicative of the financial state of the Compulsory Unemployment Insurance Fund than the actual level of unemployment. Men are reluctant to register with employment centres to avoid mobilisation, creating significant gender disparities among the officially registered unemployed.

Labour shortage. Meanwhile, the labour shortage is a major trend in the Ukrainian labour market and a key factor hindering economic recovery. Businesses are responding to the shortage of workers by creating more vacancies for vulnerable categories such as young people with no work experience, veterans, people with disabilities, and retirees. This reflects the cost imbalance in the labour market caused by the financial difficulties faced by private enterprises and inconsistencies in state remuneration standards. The utilities, water supply, and energy sectors are particularly threatened by staff shortage.

The existing staff shortage has led to wage growth and increased competition in the field of remuneration. However, state-owned and municipal enterprises are struggling to keep up with private businesses. Despite the wage growth, the average indicators of this process are not very impressive, and there are significant differences between sectors and regions. Higher wages are more common in large cities like Kyiv, while regions near the frontline in the East, South and North are lagging behind. Also, large companies pay noticeably higher salaries.

Investments. Investment activity in Ukraine has a very limited impact on economic growth. Before 2022, due to a combination of factors, foreign direct investment did not reach the necessary volumes for sustainable economic growth and largely focused on supporting commodity sectors with export potential. Domestic investment was generally higher and more diversified, but investment volumes were limited for a number of reasons. Although there are no direct restrictions on the use of profits for investment, certain economic, tax, and internal factors negatively affect their volumes and indirectly encourage the use of grey investment schemes. The most significant factors include frequent revision of legislation that complicates long-term planning, lack of transparency and high corruption risks.



Domestic and foreign investment activity in Ukraine declined amidst the full-scale war, but it did not stop altogether. However, investments were mostly used to maintain or support companies' operations rather than to modernise production facilities or introduce new technologies, resulting in a low level of efficiency in the economy. Despite these challenges, investment activity in Ukraine has created certain small pockets of high productivity in most sectors, which, even in the difficult military conditions of 2022-2023, were able to demonstrate significant growth.

Technological development. Technological development in Ukraine is uneven, with sectors focused on global markets experiencing more dynamic growth. On the other hand, traditional industries such as metallurgy and machine building have been slower in adopting technological advancements.

Increasing productivity in the economy and its leading industries is crucial for job market renewal. The industrial sector, although generating one of the largest shares of value added, has lower productivity compared to the information and telecommunications sector (IT). Similarly, the agricultural sector, Ukraine's major exporter, has productivity levels almost half the average for the entire economy. Sectors involved in human capital formation, such as education and healthcare, also have lower productivity. Reinventing the domestic labour market requires moving away from cheap labour in education and healthcare.

The internal resilience of the domestic agricultural labour market suggests potential for overall production and income growth, even in the event of significant losses in industry. Rural to urban labour migration, specifically in the service industry and healthcare and nursing professions, can contribute to this growth.

The first signs of a recovery in labour demand are likely to emerge in areas directly related to the rebuilding and restoration of physical infrastructure, leading to *a projected increase in demand for construction professionals (planners, architects, designers, bricklayers, etc.) and related industries (logisticians, drivers, construction materials specialists, etc.)*. This will have a cumulative effect, because one job in construction is believed to create 6-7 new jobs in related industries.



Involvement of older people in the labour market. Increasing labour market participation rate of the older people in Ukraine is crucial, as the war has dramatically changed the size and age structure of the population. Although demographic issues are widely covered and discussed, the role of older people in the labour market is underestimated both in public opinion and government policy.

It is important to note that reforms in retirement age have not led to a significant reduction in the number of working pensioners, with the number steadily increasing since 2018 and reaching 2.75 million working pensioners at the beginning of 2024. Working pensioners also play a growing role in the labour market, accounting for 13-15% of the labour force and 14-17% of the employed population. At the same time, the high level of their participation in the labour market may indicate inadequate pension levels, which encourage them to seek additional income, as well as an imbalance in pension legislation, such as weak incentives to postpone retirement and a low retirement age threshold.

SOCIOLOGICAL APPROACH

Labour market and employment issues

According to Ukrainians who took part in the survey, the main problems in the country's labour market currently include mobilisation (73%), labour shortage (53%), outflow of qualified personnel abroad (48%), shadow economic relations (26%) and imbalances between salary expectations of job seekers and financial capabilities of businesses (22%). 19% mentioned reluctance of recruiters and employers to work with applicants aged 40+. The new mobilisation policies have had a significant impact on all sectors of Ukraine's labour market but are particularly problematic for areas where the majority of the workforce is traditionally male.

Staff shortage and measures to address it

When asked *whether there is a staff shortage at the enterprise where you currently work*, 66% of men and 55% of women reported a shortage of skilled and unskilled professionals of all qualifications, including 30% who reported a significant shortage of professionals of all qualifications, and 24% who reported a shortage of skilled professionals. 32% said that there was no staff shortage.



When asked *what is needed to address the staff shortage in Ukraine*, 54% mentioned retraining of employees and redistribution of responsibilities in the workforce; 52% emphasised the need to expand programmes to attract young professionals and encourage Ukrainians currently abroad to return to Ukraine; 53% considered it necessary to develop training and adaptation programmes for older workers and to adapt jobs and employment conditions for older workers and workers with disabilities. One-fifth of respondents (22%) supported the need to automate production processes.

At the same time, only 15% approved of women's involvement in male professions.

Attraction of labour from other countries is widely unpopular among Ukrainian citizens (6.6%).

Stimulating the return of citizens from abroad

When asked whether special incentives and preferences should be put in place to encourage Ukrainian citizens to return from abroad, 63% of respondents answered positively. 17% said that such incentives are not needed, and 20% found it difficult to answer whether such incentives are needed from the state or not.

Employment intentions

When asked *are you thinking about changing your job*, 71% said that they had no plans to change their job now; 17% intended to change their job; and 12% could not give a definite answer.

Among those who were not working for various reasons, 60% said they did not plan to go to work and were not ready to do so. Only 31% of non-working respondents were ready to work. 78% were not even looking for a job. In terms of gender, 34% of men and 29% of women among the unemployed were ready to work. Among those who were not working, only 16% were looking for a job, including 20.5% of men and only 14% of women.

When asked *What problems do you encounter when looking for a job*, 56% said that the main problem was low salaries for available vacancies; 52% indicated the lack of jobs in their speciality; and 34% mentioned the lack of skills and competencies required by the employer.



Many respondents who looked for a job were ready to: undergo retraining and acquire new skills (52%); have additional studies (46%); learn a foreign language (39%); change their profession (34%); work in another country (26%); and work in another region of Ukraine (25%).

When asked *What concessions regarding working conditions are you willing to make when looking for a job*, 32% of those currently employed and 16% of not employed were ready to discuss working conditions, but to concede only certain conditions; 17% of employed and 12% of not employed would only agree to work on their own terms; and only 4.5% of both employed and not employed were ready to accept any job and any working conditions.

22% said they were ready to work in physically demanding jobs, and 12% in hazardous jobs.

Involvement of workers aged 60+ in the labour market

Speaking of the probable raising the retirement age in Ukraine, 58% of respondents said that the negative consequences of such a step would outweigh the possible positive outcomes; 16% believed that raising the retirement age would have approximately equal positive and negative consequences; and only 7% thought that raising the retirement age in Ukraine could be considered a forced step and its positive outcomes would outweigh the negative consequences.

When asked *What age are you ready to work to*, 29% said that they could work until 60; 12% – 61-65; 3% – until 66-70; and 15% – until 50-59 years. At the same time, 20% of respondents said they could not work at all or were not ready to work.

The overwhelming majority of respondents agreed with the thesis that *older workers of 55 and older* tend to have more professional experience and practical skills, are ready for mentoring (75%); have fewer ambitions and do not pursue a career (73%); have unique qualifications that are no longer being trained for (69%); and accept lower salaries (61%). At the same time, 58% of respondents agreed that older workers had less energy and lower productivity (58%); were less open to innovation, had limited skills in advanced, digital technologies, poorer knowledge of foreign languages (50%); were not interested in business development prospects (40%).



70% of respondents agreed that the employment of elderly (retirees) could be facilitated by the opportunity to work on a flexible schedule or part-time (partial week). 54% believed that it would be beneficial for people of retirement age to have the opportunity to upgrade their skills or learn a new profession.

Working conditions

Only 28% of employed respondents said that they never or almost never had to work overtime. Among those who reported working overtime, 13% did so all the time; 24% do so quite often; and for 31% overtime work is rare experience.

When working overtime, 26% of respondents received higher salaries commensurate with such work; 29% admitted receiving higher salaries, but not commensurate with the hours worked; and 36.5% said that in cases where they had to work overtime, they received no remuneration at all.

Performance level

When asked *whether your ability to work has changed since the start of the full-scale war (i.e. since February 2022)*, 43% answered no. At the same time, 28% admitted that their ability to work somewhat decreased, and for 13% such a decrease was quite significant. 13% reported that their ability to work had increased.

Employee demands

The main employee demand for those who took part in the survey was a decent level of pay – it was mentioned by almost all respondents (89%) this. Other demands included mobilisation reservation (24%); additional social benefits, privileges and perks (24%); company stability and comfortable working conditions (22%); convenient location (16%); career prospects (14%); life insurance (13%); and a friendly team atmosphere (11%).

At the same time, 53% indicated that wages did not correspond to labour efforts and disregarded the complexity or importance of work, and 24% said that the work was difficult and excessive.



The expert survey describes Ukraine's current labour market as rapidly changing, with signs of uncertainty, instability, unpredictability and inability to monitor, collect the necessary statistics, forecast, launch and implement long-term projects and strategies.

The quality and quantity of labour resources have been further reducing since the start of the invasion, and the labour market has shrunk. On the other hand, job requirements have significantly decreased during the war, including for the applicants' work experience, age, gender, and even health status. Instead, more attention has been paid to motivation, ability and willingness; ability to quickly acquire new knowledge and skills.

The problem of staff shortage is one of key challenges facing Ukraine's economy since the beginning of the war. The reasons for the growing labour shortage include massive, forced migration abroad of the working-age population, mainly women, the aggravation of the demographic crisis, mobilisation, the lack of transparency in the reservation and deferral system, and big human losses.

Other reasons include the lack of an effective mechanism for labour market monitoring, analysis and forecasting, the absence of a state order for training professions that are truly in demand on the market, and the poor quality of education and training of young cadre – all the problems that emerged long before the full-scale war and remain relevant today.

Labour shortages are predominantly being experienced in industries that primarily employ male labour, such as agriculture, industrial production, transportation, logistics, construction, and energy.

The regions most affected by these shortages are the eastern, southern, and central parts of the country, while the western regions are less impacted due to citizens from dangerous regions relocating to safer ones.

Despite the serious staff shortage, there is a significant untapped potential in the labour market, estimated to be between 2 and 3 million people. These individuals, for various reasons, prefer working in the shadow economy. Encouraging them to seek official employment, legalise their businesses, and pay taxes is a pressing challenge.



Popular measures that businesses are already using to quickly address staff shortages include:

- ✓ relocating valuable employees and their families to the safest regions together with the company;
- ✓ retraining, expanding the functionality and versatility of staff;
- ✓ buying up (headhunting) experienced specialists from competitors;
- ✓ recruiting and accelerated training of new personnel from among those not subject to mobilisation, such as men under 25, in close cooperation with relevant educational institutions;
- ✓ optimising and expanding employment of women, people of pre-retirement and retirement age, people with disabilities, and demobilised persons. Despite many successful cases, the expansion and optimisation of employment of these groups is not perceived as a powerful means for addressing the problem of staff shortages.

Labour productivity is seen as a good solution to the issue of staff shortages, particularly in the post-war period. However, methods of labour productivity enhancement such as automation, robotics, digitalisation, innovation, and lean technologies require substantial investments in fixed assets and human resources. These are considered more of a medium- to long-term remedy, preferable in a stable and secure environment.

In the short term, it is necessary to focus on mitigating the negative impact of mobilisation. This involves implementing economic mobilisation, increasing the number of critical enterprises, establishing clear and transparent regulations for mobilisation processes, reservations and deferrals, and addressing human rights violations.

In the medium and long term – essentially after the war – there are effective ways to address labour shortages in Ukraine, such as attracting foreign labour migrants and encouraging the return of forced migrants. This can be successful if these individuals are given security, fair wages, affordable social housing, and positive signals from the government to ensure a decent standard of living and future prospects for their children.



However, attitudes towards attracting foreign labour migrants are mixed. On one hand, it is acknowledged that without this resource, the country's post-war recovery would be challenging. On the other hand, there are concerns about the potential risks, including the creation of social «ghettos» and the potential loss of national identity for Ukrainian society.

The most likely donors of migrants are the countries of Asia and the Middle East, although they sometimes evoke negative associations and stereotypes, and are perceived as not being close in mentality, socio-cultural markers and values.

The inflow of foreign workers has notably decreased since the beginning of the war, because it is difficult, time-consuming and expensive to get to Ukraine, with no air links and the need to cross multiple borders. Another reason is legislative imperfections that restrict the official hiring of foreign workers, including difficulties with obtaining work visas and their short validity periods.

The root cause of many «troubles» in Ukrainian society lies in the government's voluntaristic decisions that create new problems instead of solving existing ones. Additionally, there is a lack of social dialogue and interaction between the state and society. Processes like the green transition, automation of production, and training and retraining of personnel are being carried out forcefully, chaotically, and under unfavourable conditions, exacerbating old problems and creating new ones.

The mistakes made by the authorities and the country's leadership have worsened negative trends in the labour market, business, and the overall economy, such as closing state borders for certain parts of the population, primarily for most men of military service age; problematic mobilisation due to poor communication between the government and the public; and massive violations of citizens' rights, which have reduced motivation to join the Armed Forces and increased the number of people willing to flee abroad or hide.

Recognising the flexibility, adaptability, creativity, resilience and indomitable nature of Ukrainian business, the state has traditionally been tasked with addressing key demographic, social, labour and economic problems.



However, the lack of accurate data and statistics on the labour market, employment structure, and demographic composition of those in the country and abroad makes it difficult to analyse the problems and trends at a national level. This also complicates expert recommendations for overcoming the economic crisis and developing an effective strategy to address the labour shortage. The system for attracting people to the labour market is ineffective, and state employment centres are inefficient.

Consequently, there is a pressing need for monitoring and researching the labour market in order to develop appropriate strategies for regulation, forecasting, personnel planning, and assessing unemployment.

The formulation of expert advice and recommendations on the much-needed changes to labour legislation, migration policy, taxation, state employment policy, and economic revival strategy began with an emphasis on the need for effective communication between the state and business, the public, expert circles, employers, and trade unions.

The government is expected to launch such a dialogue with these stakeholders around the National Revenue Strategy 2024-2030, which needs to be significantly revised and improved, and labour legislation regulating labour relations in times of war.

Although it is difficult to offer working post-war economic models, business attitudes indicate a desire to move away from a raw material-based economy. There is a need to develop processing enterprises, promote the production of final products, and restore the industrial status of the nation.

The most promising sectors of the economy for development are energy with a focus on green technologies and alternative sources, construction, agriculture, defence, IT, transport and logistics, and the services sector.

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SUGGESTIONS AND RECOMMENDATIONS

Given the crucial role and importance of public administration institutions in formulating and implementing socio-economic policy, the government's primary task is to ensure the rule of law and the fight against corruption, and to promote the effectiveness and efficiency of the adoption and implementation of decisions and actions. These factors are crucial in maintaining a balanced public policy and achieving positive socio-economic changes, including in relation to labour resources. Such requirements become especially important in the context of war and post-war recovery.

1. It should be acknowledged that Ukraine's problems in the field of labour resources in general and employment in particular are long-term. To prevent further losses during the recovery phase, the authorities must focus on **creating an institutional environment** that encourages investment in efficient production, **especially in the military and defence sectors**; supporting the creation of joint ventures with partner countries; incentivising the export of products of such enterprises, including private ones that fulfil military orders. These initiatives will generate a stable demand for skilled labour.

2. The authorities are advised to **address the issue of mobilisation** in a similar manner. When formulating domestic policy, particularly concerning staff shortages, the authorities should proceed from the fact that mobilisation, although a forced measure, is driven by the need to defend the country and is closely linked to employment and economic achievements. The authorities should **develop mechanisms to replace the reservations** system, which carries discriminatory and corruption risks, with «civilian» mobilisation for work in the defence industry.

3. The authorities are urged to develop and publicly present **plans for the transformation of** the national economy, which, in addition to economic indicators, should include **prospects for the need for specialists and professionals** for efficient use of resources. Moreover, they should include strategies for education, training and retraining of specialists in selected



sectors. These plans and prospects should be interactive, dynamic and integrated into the budget process and the outline of the country's skilled workforce.

4. Therefore, the **government and business community** should be constantly concerned **with** creating **viable training and career paths** to quickly address the shortage of skilled workers, improving access to job opportunities in areas undergoing dynamic growth, revitalising and supporting flexible labour markets, and increasing the labour force participation of young people, women, and pensioners.

5. To better use labour force and encourage career growth, the government and business community must address the triangle of changing the structure of economy, changing the structure of employment, and changing the structure of the cost of labour itself. Stable and **well-paid jobs** will help retain and restore labour and human capital and encourage citizens who have temporarily left the country to return. It is crucial for the government to present a vision for raising incomes in the humanitarian sectors like education and healthcare.

6. The employment policy of many developed countries is notable for its efforts to involve older people in economic processes, especially in sectors where their knowledge and experience can be useful. This not only encourages retirees to lead active lives but also promotes a conscientious approach towards health.

Therefore, the government and business community are **introducing training and adaptation programmes** for older workers. These programmes aim to both **the needs of the modern world** and develop essential skills for competitive industries, particularly those driven by digitalization. By doing so, they enhance the capacity of older individuals to meet the demands of the job market. Additionally, these initiatives help address the issue of social inclusion for retirees, which is pivotal for fostering social cohesion.

7. The potential for production growth lies in the effective **flow of labour** from rural to urban areas, including for employment in the defence industry and services and, most importantly, in healthcare and nursing professions.



The need for doctors and physical rehabilitation specialists, whose demand continues to grow rapidly as the hostilities continue, should be prioritised as these professions require long training and extensive practice. Moreover, appropriate medical and psychological support should be coordinated with the system of professional reorientation and job adaptation.

8. Recognising the already evident changes in the employment structure and seeking to ensure long-term economic growth and development, current policy should focus on creating jobs that could make greater use of women's labour and on creating conditions (including through a balanced system of retraining) that would provide **women with greater work and domestic opportunities** (including online) for childcare and upbringing.

The effectiveness of engaging women will depend on **joint efforts by business and the state** through measures to integrate them into the labour market, expand barrier-free access and adaptation in the workplace, retraining, flexible work schedules, etc.

9. Government institutions should develop **recommendations regarding foreign labour migrants**, which requires state regulation with the definition of criteria, filters, conditions, terms of stay in Ukraine, etc. Implementation of such recommendations is only possible if there is public consensus on the broad participation of migrants in the country's recovery.

10. To stimulate economic recovery and sustainable productivity growth, the following seems appropriate:

- ✓ Investing in education and training, which includes opening new, supporting and expanding existing training and retraining programmes to develop relevant skills, especially in technological and innovative areas.
- ✓ Supporting small and medium-sized enterprises by easing the tax burden and administrative procedures to stimulate entrepreneurship and create jobs. Given the current situation, the government of Ukraine should refrain from additional regulation and increasing the tax burden on business.

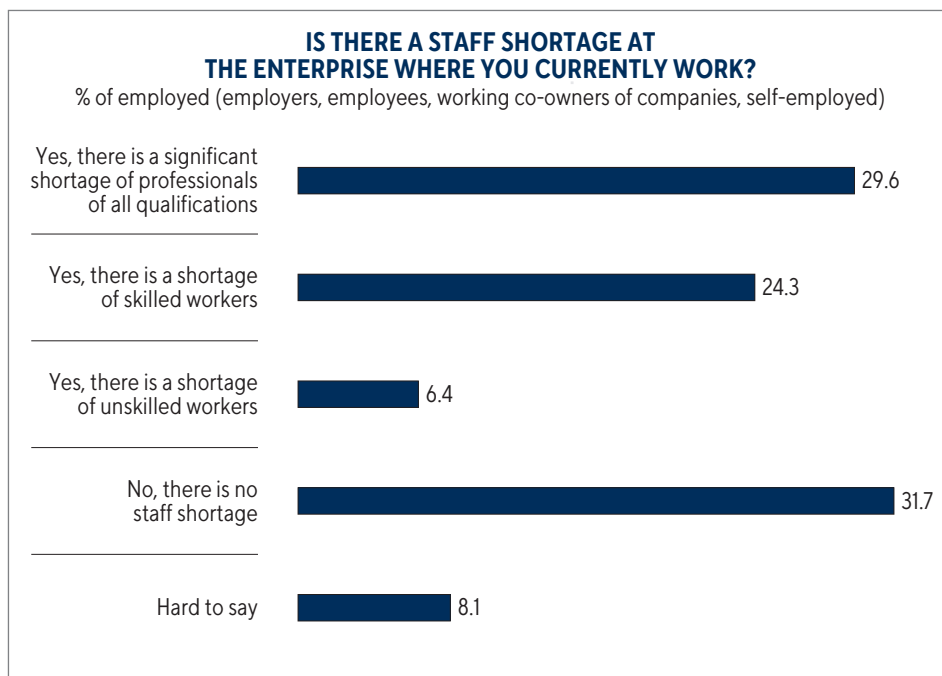


- ✓ Promoting digitalisation and implementing innovative technologies, including encouraging businesses to introduce digital solutions and automate production processes, as well as creating mechanisms for financial support for the digital transformation of enterprises.
- ✓ Developing infrastructure by investing in transport, energy and digital networks, which will have a long-term growth effect for all sectors of the economy.
- ✓ Enhancing labour legislation to ensure greater flexibility in working conditions and higher remuneration standards.
- ✓ Ensuring adequate social protection and healthcare for employees.
- ✓ Encouraging research and innovation by introducing programmes to finance and support R&D and implement new technologies in industry and other sectors of the economy.
- ✓ Attracting foreign investment by improving the business environment and protecting investors' rights.
- ✓ Supporting exports and access to international markets for Ukrainian producers by improving the existing mechanisms for consulting, lending and protecting the interests of Ukrainian exporters both in Ukraine and abroad.



WHAT ARE THE MAIN PROBLEMS IN THE UKRAINIAN LABOUR MARKET AND IN EMPLOYMENT?	
% of employed (employers, employees, working co-owners of companies, self-employed)	
Mobilisation	73.3
Labour shortage	53.5
Outflow of qualified personnel abroad	47.6
Ukrainian businesses continue to operate in the grey or black market, which is not conducive to the return of those who have left	25.7
Imbalance between salary expectations of job seekers and financial capabilities of businesses	22.1
Students going abroad to study	21.9
Employee burnout and fatigue	21.0
Reluctance of recruiters and employers to work with applicants aged 40+	19.2
Lack of strategic management of demographic processes	15.0
Redistribution of employees within the country (concentration of job seekers in safer regions)	15.0
Lack of specialists with knowledge of English and other foreign languages	14.5
Employees' willingness to work remotely (online)	14.3
Low level of inclusiveness, few initiatives to engage veterans and people with disabilities	14.3
Unwillingness to work for little-known companies	6.0
I don't see any problems	3.0
Other	0.3
Hard to say	2.7

* Please select all relevant options.



WHAT IS NEEDED TO ADDRESS THE STAFF SHORTAGE IN UKRAINE?

% of employed (employers, employees, working co-owners of companies, self-employed)

Retraining employees and redistribution of responsibilities in the workforce	53.5
Expanding programmes to attract young professionals	52.4
Encouraging Ukrainians currently abroad to return to Ukraine	52.3
Introducing training and adaptation programmes for older employees	30.2
Adapting workplaces and employment conditions for older workers and workers with disabilities	23.7
Automating production processes	21.6
Involving women in male professions	15.5
Attracting labour from other countries	6.6
Raising the retirement age	1.4
No need to do anything	3.6
Other	2.7
Hard to say	5.7

* Please select all relevant options.

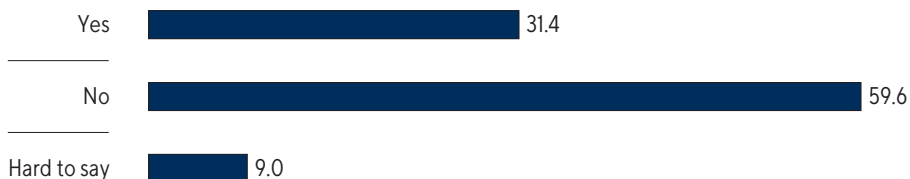


IF YOU ARE NOT WORKING, WHAT IS THE REASON FOR THAT?
% of respondents

My age	50.7
Health reasons	12.0
I study full-time	8.0
I am on parental leave	7.2
I do not see the need to do so (for example, living off the income of other family members)	2.6
I can't find a suitable job according to my speciality and qualifications	3.6
I can't find a suitable job in terms of pay	4.7
I am not being hired because of age	2.0
I want to avoid mobilisation	1.4
Other reasons	5.6
Hard to say / refused to answer	2.3

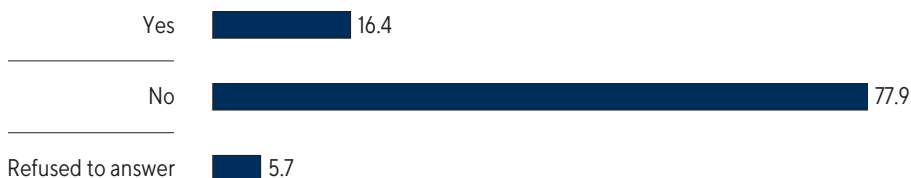
EVEN IF YOU ARE NOT WORKING NOW, ARE YOU READY TO WORK IN PRINCIPLE?

% of respondents



EVEN IF YOU ARE NOT WORKING, ARE YOU LOOKING FOR A JOB?

% of respondents

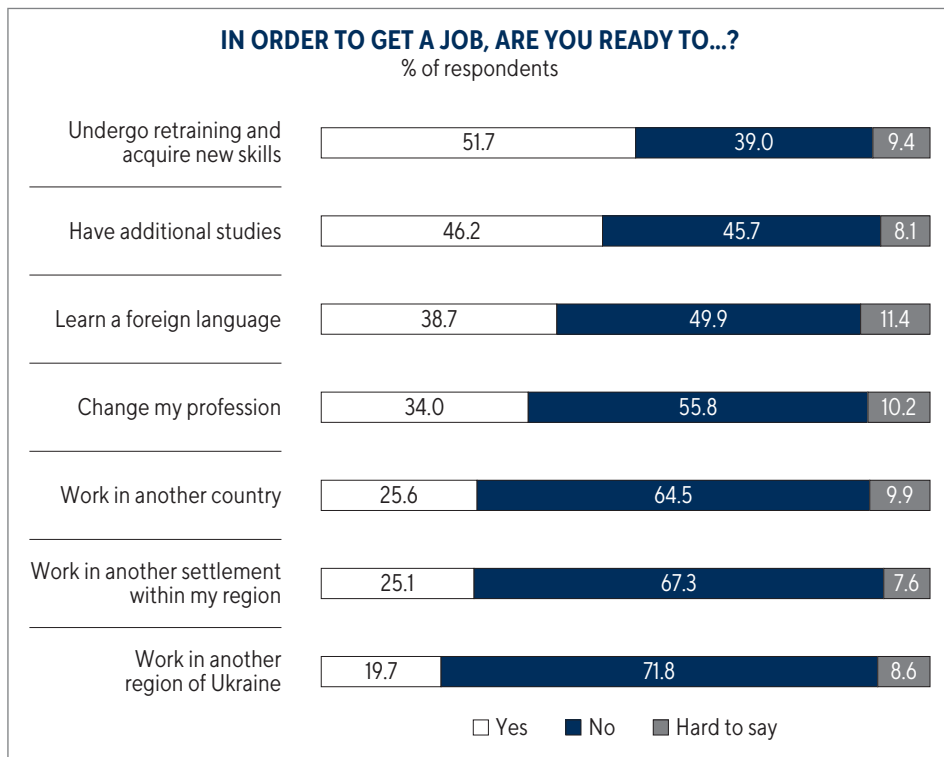


WHAT PROBLEMS DO YOU ENCOUNTER WHEN LOOKING FOR A JOB?*

% among non-working job seekers

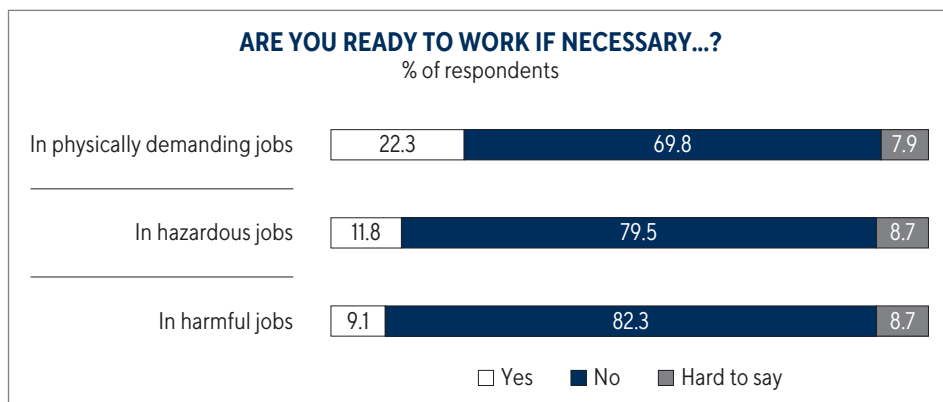
Low salaries for available vacancies	56,3
Lack of jobs in my speciality	51,9
Lack of skills and competences required by employers	34,0
Despondency in job search	12,9
Lack of active job search skills	11,1
The need for additional education	9,3
Active hostilities on the territory of residence	8,3
Unwillingness to work	0,0
Other	7,4
Hard to say / refused to answer	1,0

* No more than 3 answers



WHAT CONCESSIONS REGARDING WORKING CONDITIONS ARE YOU WILLING TO MAKE WHEN LOOKING FOR A JOB?

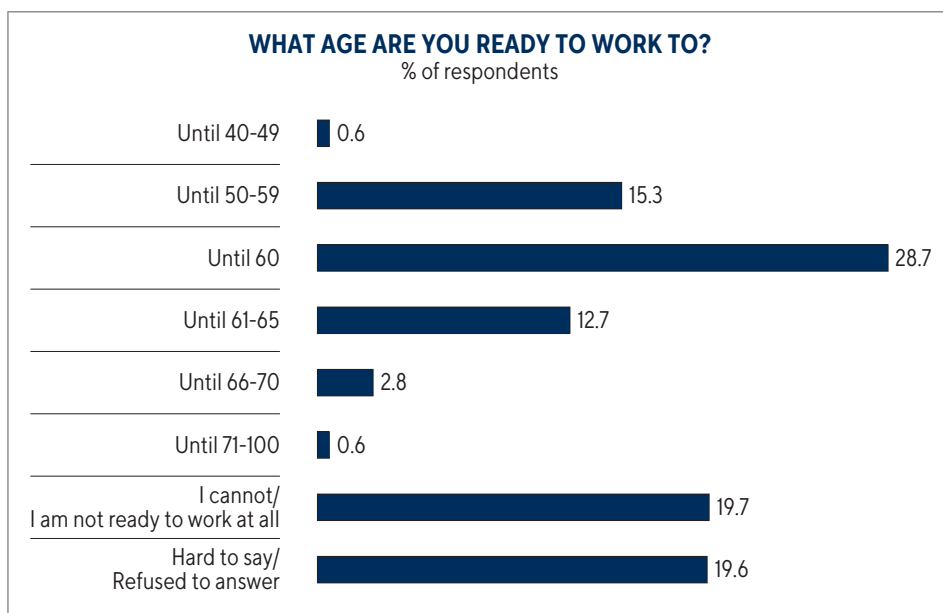
	% among all respondents	% among the employed	% among not employed
I'm not looking for a job at all	41.8	32.5	54.6
I am ready to accept any job and any working conditions	4.5	4.4	4.3
I will only agree to work on my own terms	16.0	18.6	12.2
I am ready to discuss working conditions, but to concede only certain conditions	24.8	31.8	16.3
Hard to say	12.9	12.8	12.5



HOW WOULD YOU FEEL ABOUT RAISING THE RETIREMENT AGE IN UKRAINE?

% of respondents

This could be considered a forced step, and its positive outcomes would outweigh the negative consequences	7.1
Negative consequences of such a step would outweigh the possible positive outcomes	58.1
This step would have approximately equal positive and negative consequences	15.8
Hard to say	19.0





**ISPEAKING OF OLDER EMPLOYEES AGED 55 AND OLDER,
DO SUCH EMPLOYEES HAVE EACH OF THE FOLLOWING
QUALITIES COMPARED TO YOUNGER AND MIDDLE-AGED EMPLOYEES?**

% of respondents

Having more professional experience and practical skills, being ready for mentoring



Having fewer ambition, not pursuing a career



Having unique qualifications that are no longer trained for



Accepting lower salaries



Having less energy and being less productive



**Being less open to innovations, having limited skills in advanced,
digital technologies, having poorer knowledge of foreign languages**



Lacking interest in business development prospects



Yes No Hard to say



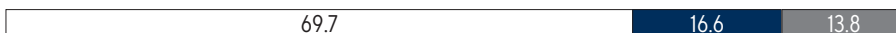
WILL EACH OF THE FOLLOWING MEASURES FACILITATE THE EMPLOYMENT AND ENGAGEMENT OF PEOPLE OF RETIREMENT AGE?

% of respondents

Opportunity to upgrade skills, learn a new profession



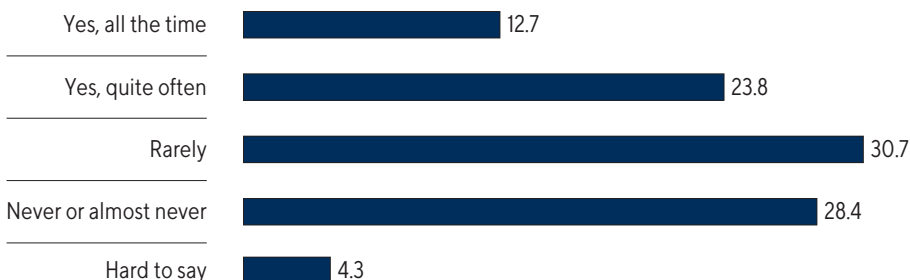
Opportunity to work on a flexible schedule or part-time (partial week)



Yes No Hard to say

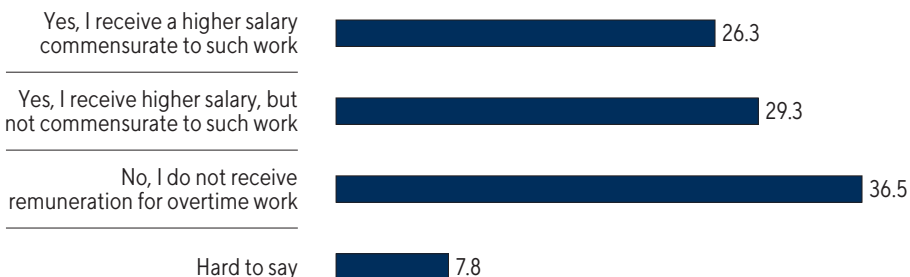
DO HAVE TO WORK OVERTIME?

% of employed (employers, employees, working co-owners of companies, self-employed)



IF YOU HAVE TO WORK OVERTIME, DO YOU RECEIVE ADEQUATE REMUNERATION FOR IT?

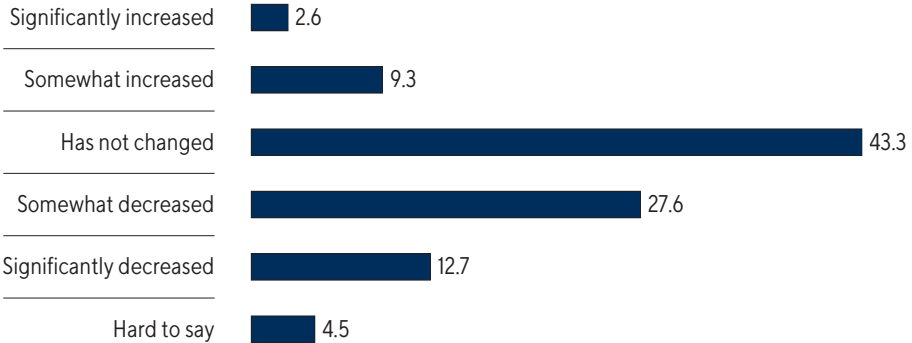
% of employed who work overtime (employers, employees, co-owners of companies, self-employed)





HAS YOUR ABILITY TO WORK CHANGED SINCE THE START OF THE FULL-SCALE WAR (I.E. SINCE FEBRUARY 2022)?

% of employed (employers, employees, working co-owners of companies, self-employed)



WHAT ARE THE MAIN EMPLOYEE DEMANDS FOR YOU? NO MORE THAN 3 ANSWERS,

% of employed (employers, employees, working co-owners of companies, self-employed)

Decent level of pay	89.2
Additional social benefits, privileges and perks	24.2
Mobilisation reservation	23.8
Company stability, guaranteed work	22.1
Comfortable working conditions	21.1
Convenient location, proximity of work to the place of residence	15.9
Career prospects	13.6
Employee life insurance	12.8
Friendly team atmosphere	11.4
Work in my speciality	10.9
Convenient working hours	9.6
Work where I see concrete results	7.3
Ability to work remotely	6.6
Not too stressful work	5.6
Long leave, sufficient number of off-days	5.6
Job prestige	4.1

**WHAT ARE THE MAIN EMPLOYEE DEMANDS FOR YOU? NO MORE THAN 3 ANSWERS,**

% of employed (employers, employees,
working co-owners of companies, self-employed)

(продовження)

Interesting, creative work	3.9
Socially useful work	3.6
Work that matches my abilities	3.6
Opportunity to take initiative	3.2
Responsible work	1.9
None of this	1.1
Hard to say	0.9

CAN YOU SAY ABOUT YOURSELF THE FOLLOWING?

% of employed (employers, employees, working co-owners of companies, self-employed)

Wages do not correspond to my labour efforts and disregard the complexity or importance of work	53.4
My work is physically demanding or too intense	24.3
I do not like the limited or non-existent social protection at my job	12.1
I do not like my workplace arrangements, the level of comfort	9.2
I do not like that my job does not protect me from mobilisation	9.2
I work in unhealthy conditions	9.0
I feel I have outgrown my position or professional role	8.2
I don't like the values of my organisation (bad emotional environment, poor relationships with colleagues or management)	5.5
I do not like that I am not officially employed	5.5
I do not like that I cannot work remotely (online)	4.4
I see no point in what I am doing	3.8
I do not like that I cannot work offline	3.2
Hard to say	23.4



YOU WORK ON THE BASIS...?

% of employed (employers, employees, working co-owners of companies, self-employed)

	September 2019	June 2020	December 2022	June 2024
A record in the employment record book or a written contract, fully official salary	62.2	63.7	74.2	74.2
A record in the employment record book or a written contract, part of salary informal (in an envelope)	16.6	16.4	9.2	12.6
Verbal agreement (no formalisation)	20.7	19.8	12.5	8.8
Refused to answer	0.4	0.1	4.1	4.3

WHICH CATEGORY CAN YOU PRIMARILY REFER YOURSELF TO?

% of respondents

	September 2019	June 2020	May 2021	December 2022	June 2023	June 2024
Employers	2.3	2.9	2.5	2.3	3.6	3.5
Employees	48.0	46.9	48.7	42.6	43.5	40.7
Working co-owners of companies	1.4	1.9	1.4	1.3	1.5	2.0
Self-employed	4.8	6.3	6.7	7.2	7.7	6.6
Not working	41.4	40.0	37.4	45.6	42.5	44.1
Hard to say	2.1	1.9	3.3	1.1	1.2	3.2

WHAT IS YOUR SOCIAL STATUS?

% of respondents

	December 2021	June 2024
Head of the company, institution, company branch	1.6	1.8
Entrepreneur, farmer, sole proprietor	4.5	5.8
Specialist, civil servant	16.3	13.0
Military, SSU, MIA officer	1.1	2.9
Employee in another field	5.0	5.1
Worker	28.1	21.9
School, university student	3.3	4.3
Housewife	6.3	5.5

**WHAT IS YOUR SOCIAL STATUS?**

% of respondents

	December 2021	June 2024
Pensioner	26.6	25.2
Incapacitated (including disabled)	1.0	2.9
Not working (but not registered as unemployed)	3.4	6.0
Officially registered unemployed	0.4	0.7
Other	0.9	1.6
Did not answer	0.6	3.4

**IN WHICH FIELD (INDUSTRY) DO YOU WORK? IF YOU WORK
IN SEVERAL FIELDS (INDUSTRIES), PLEASE NAME THE PRIMARY ONE,**

% of employed (employers, employees, working co-owners of companies, self-employed)

	September 2019	June 2020	June 2024
Education	9.3	9.4	11.7
Science	1.1	0.9	1.2
Healthcare	6.7	4.8	6.5
Culture	1.6	2.6	3.2
Public administration	3.4	3.4	3.7
Law enforcement	2.4	0.8	1.5
Tax authorities	0.2	0.6	0.4
Armed Forces	0.8	1.3	3.5
Transport	10.1	7.5	9.2
Energy	2.5	1.9	2.7
Construction	10.4	10.3	9.8
Extractive industry	1.0	2.1	1.0
Metallurgy	1.6	2.0	1.0
Mechanical and instrumentation engineering	2.5	2.9	1.7
Agriculture and agro-industrial complex	8.5	9.1	6.5
Trade and services	26.5	27.6	22.8
Financial sector	2.4	3.2	3.5
Other	8.0	8.0	9.0
Hard to say	1.3	1.6	1.0