

HR boost For Better Employment:

improving personnel
practices to inclusively
employ skilled workforce



NEWSLETTER #3 2025



Interview of the Issue

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Steps into the unknown – shaping what’s known

Dear friends!

The labor market in Ukraine today resembles a mosaic – made up of fragments of the old and pieces of the new. HR is the one who assembles this mosaic, who sees wholeness where others see only fragments.

We no longer ask *whether change is needed*. We ask *how fast we’re ready to make it happen*.

HR boost has become a space where answers emerge – from digital tools to inclusive practices.

Each new stage of the HR boost project is like a step into the future that is only beginning to take shape.

In this issue of our e-newsletter, you’ll find – ideas born from partnerships,



- stories that bring meaning back to work,
- practices you can start using tomorrow.

We believe the strength of HR lies in the ability to listen, to see, and to support – in the courage to take risks and win together. This newsletter is about people. About you.

*With you and for you,
Nataliia Starodub co-founder of
NGO Center “MENTOR”*



Training Participants and Organizers, Lviv – Group 5

HR boost in Lviv – or How Three Days of Training Can Transform Your Professional Perspective

A three-day training course took place in Lviv for over 30 HR managers and specialists as part of the HR boost For Better Employment project.

From September 16 to 18, participants from various regions of Ukraine came together to enhance their skills and discover new tools for working with personnel.

The program was structured around three key areas:

- **HR-Marketing:** Participants explored employer branding, value propositions for different employee categories, and learned how to apply digital skills and neural networks in daily HR practice.

- **Recruitment and Onboarding:** Focus was placed on modern candidate sourcing channels, new challenges in the Ukrainian labor market, and the implementation of AI tools in personnel selection.
- **Internal Communications:** The third day was dedicated to corporate culture, inclusion, support for vulnerable groups, and building trust within teams.

A special emphasis was placed on the principles of diversity, equity, and inclusion.



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HR in 2025: For Ukraine, the priorities are flexibility, reskilling, and support for vulnerable groups – measures that help reduce the workforce shortage and preserve human potential. Combining global innovations with local programs will help create a labor market where people feel valued and have opportunities for growth.

Trainers emphasized that a sensitive approach to the needs of vulnerable groups – internally displaced persons, veterans, youth, and women – shapes a truly new face of modern HR in Ukraine.

The three days of training were packed with theoretical sessions, practical exercises, group discussions, and informal networking.

This enabled participants not only to gain knowledge but also to build new partnerships.

WHAT PARTICIPANTS SAY:

Photo Report on the Training and Innovation Courses
for HR Managers and Specialists,
September 2025

“

I attended the HR-boost offline seminar and was absolutely thrilled! Excellent organization, highly useful and up-to-date content, and live interaction with experts and colleagues from various companies. The atmosphere inspired growth and new ideas, while the practical cases provided answers to questions that had long concerned me. This is exactly the kind of format that leaves you energized, equipped with new tools for your work, and with the feeling that you are on the right path. I sincerely recommend HR-boost to everyone who wants to grow in HR and upgrade their professional skills

**Aliona Lukashevych, Head of HR Department
SG LLC “Pivdenagropererobka”**



HR boost in Lviv became not only an educational platform but also a source of inspiration for 32 participants.

It demonstrated that modern HR is about strategic vision, innovative tools, and, at the same time, close attention to people.



Training Participants, Lviv, Group 5



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How long has it been since you learned in the company of friends? That's exactly the feeling I experienced during the HR boost program. For me, this project is a living synergy of knowledge, hands-on practice "here and now," reflections from trainers, and ready-to-use tools. I am confident that each participant will be able to apply these HR innovations locally and collaborate much more effectively with vulnerable groups of job candidates. Sincere thanks for the invitation!

Liudmyla Stepanenko,
Regional Advisor, Donetsk Chamber of Commerce and Industry

The event wrapped up with a review of outcomes and the creation of a personalized action map for participants. Each person had the chance to identify which ideas they were ready to implement in their work as early as the next day.

In total, this was the fifth offline training within the initiative, attended by 100 HR specialists from medium and large companies across Ukraine. A national conference for all alumni is scheduled for November.



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What if artificial intelligence could help you find the right specialists faster? Why does employer branding matter more than ever in wartime? How does communication contribute to building a resilient corporate culture?

These questions were at the heart of the three-day HR Boost training in Lviv, which brought together HR professionals from Ukrainian and German companies. Participants explored the key topics of modern HR.

- *HR Marketing – employer branding, content strategy, inclusiveness, and digital skills with AI applications.*
- *Recruitment – new approaches to sourcing, selecting, and onboarding personnel, as well as AI-based recruitment tools.*
- *Internal Communications – corporate culture, support for vulnerable employee groups, and building trust in wartime conditions.*

On behalf of AHK Ukraine, I sincerely thank my colleagues for their work and for advancing social dialogue!

Nataliia Hryshchenko, Regional Advisor, AHK Ukraine





Yuliia NARIMANOVA: “We actively respond to market and employer requests concerning human capital in the country”

On opportunities and current realities in the labor market – a conversation with Yuliia Narimanova, Deputy Director of the Department for Employment Policy Implementation – Head of the Employer Relations Division at the State Employment Center (SEC).

Ms. Yuliia, in your view, which economic sectors will play a key role in the country’s reconstruction?

It is clear that after the war ends, employer demand will grow across all sectors of the economy – primarily in construction, energy, and industry. At the same time, we anticipate that the labor supply will also increase due to demobilization and the return of some citizens from abroad.

The most in-demand roles will be in technology, such as fintech engineers, AI specialists, machine learning experts, cybersecurity analysts, artificial intelligence engineers, DataOps developers, cloud system architects, data management specialists, DevOps engineers, and virtual reality analysts.

Professions in the social sector will remain highly relevant: university and secondary school teachers, rehabilitation specialists, nurses, social workers, psychologists – especially those with experience working with combat-related trauma – as well as professional development trainers and coaches.

Is it difficult for Ukrainians to find work at the moment?

Examples of professions with the highest number of vacancies on the Unified Portal:

- For trade and service workers: salesperson (20,000), administrator (7,000), cook (6,000), security guard (3,000), barista (over 2,000), waiter/waitress (2,000), sales representative (2,000), baker (2,000), manicure specialist (1,000).
- For skilled workers: driver (12,000), locksmith (6,000), assembler (almost 3,000), seamstress (over 2,000), electrician (2,000), electrical fitter (2,000).
- For professionals and specialists: accountant (7,000), engineer (6,000), doctor (4,000), pharmacist (3,000), mechanic (3,000), nurse (2,000), expediter (2,000), teacher (2,000), technologist (over 1,000), economist (over 1,000).
- For unskilled workers: loader (5,000), cleaner (4,000), storekeeper (3,000), general laborer (2,000).

At the same time, things are very difficult for job seekers in professions with low employer demand, despite a significant number of candidates. These include economists, lawyers, civil service specialists, data entry operators, librarians, postal workers, and similar roles.

It should also be noted that due to the conscription of men into military service, filling positions traditionally held by men has become more challenging. Before the war, women accounted for 55% of the unemployed; today, their share has risen to 82%.

The greatest labor shortage is observed among skilled workers, particularly in professions such as electrical fitter, plumber, turner, welder, track assembler, milling machine operator, excavator operator, CNC machine operator, and others. There is also a significant shortage of doctors across various specialties, including family physicians, general practitioners, and pediatricians.

Is it currently difficult to find skilled workers in key sectors?

On the Unified Job Portal of the State Employment Service, which aggregates vacancies from leading job search sites (work.ua, robota.ua, and others), as of October 20, 2025, 232.3 thousand job vacancies had been posted.

It is important to understand that significant demand in certain professions is driven by high staff turnover. Examples include salesperson, waiter, barista, and general laborer. Additionally, the largest number of vacancies is typically for professions found across all sectors of the economy, such as driver, accountant, lawyer, and economist.

Do companies turn to employment centers for assistance in finding employees?

Yes, companies often turn to the State Employment Service for help in finding employees, submitting vacancy information in a convenient way. Service specialists assist with properly drafting job descriptions and provide consultations on personnel selection. Employers can also receive information about compensation for hiring registered unemployed individuals.

Which professions are most frequently requested by medium and large companies?

The largest number of vacancies is for: Skilled workers: drivers, locksmiths, assemblers, seamstresses, electricians, electrical fitters; Service sector employees: salespeople, administrators, cooks, waiters/waitresses, security guards, sales representatives, bakers, manicure specialists; Professionals and specialists: accountants, engineers, doctors, pharmacists, mechanics, nurses, expediter staff, teachers, technologists, economists, programmers; Unskilled workers: loaders, cleaners, storekeepers, general laborers..

What retraining and learning opportunities does the State Employment Service currently offer?

Various employment programs are currently in place, including professional training. Some educational services are available only to registered unemployed individuals (professional training), while others are accessible to those not registered as unemployed (voucher-based programs). Employment legislation provides the following social services related to adult learning:

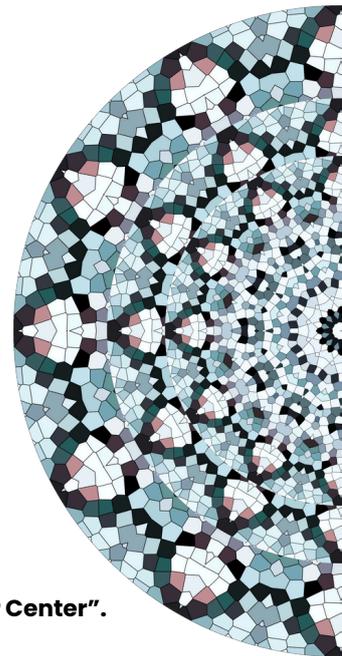
- Professional training or retraining, and skills upgrading in vocational (vocational-technical), pre-higher, and higher education institutions, as well as at enterprises, institutions, and organizations;
- Issuance of vouchers to support the competitiveness of certain groups of citizens who are not registered as unemployed;
- Professional training or retraining, and skills upgrading at the vocational education centers of the State Employment Service for combatants and persons with war-related disabilities;
- Professional training for women to promote employment in sectors where they have been traditionally underrepresented.

What is your outlook on the labor market over the next 3–5 years?

It is clear that after the war ends, we can expect growing employer demand across all sectors of the economy. A transformation of the professional environment is already underway, affecting a wide range of specialties. The key drivers of these changes are digitalization, growth of the value of life, the need to adapt to climate change, and geopolitical tensions.

Thank you, Olha Chernikova

Mosaic of Change or the Power of Support – Found in the Strength of Community



On September 25, an online meeting was held for regional advisers of the HR boost project.

The main objectives of the event were to discuss interim results, support network communication, and exchange experiences and effective tools for engaging businesses in the project.

The participants were welcomed by Tetiana Berezovenko, Implementation Advisor of the Skills4Recovery Programme, GIZ, and Nataliia Starodub, Project Manager at the NGO “Mentor Center”.

The event was moderated by Larysa Tsyhan, business trainer and Vice President of the Chernihiv Chamber of Commerce and Industry, who spoke about current HR trends and needs, the opportunities provided by the project, and the importance of working with human capital for the organizations of regional advisers.

Ms. Tsyhan also introduced the guest speaker, Maryana Ivashyna, Head of the Lviv HR Directors Association and T&D Manager at Galychpharm ARTERIUM, who shared key trends and current challenges.

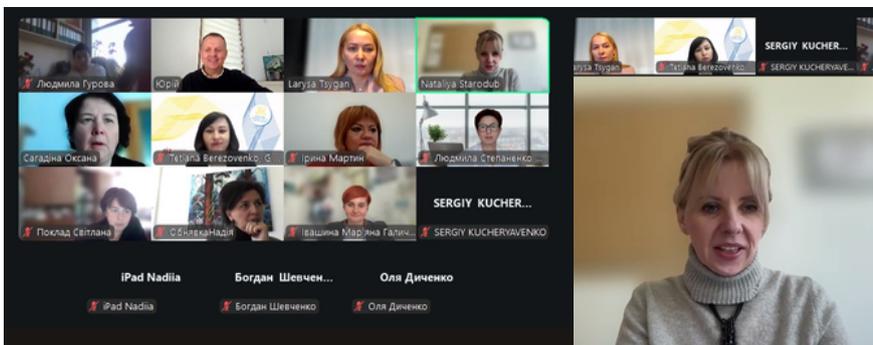
Together, the participants of the online meeting discussed the following topics:

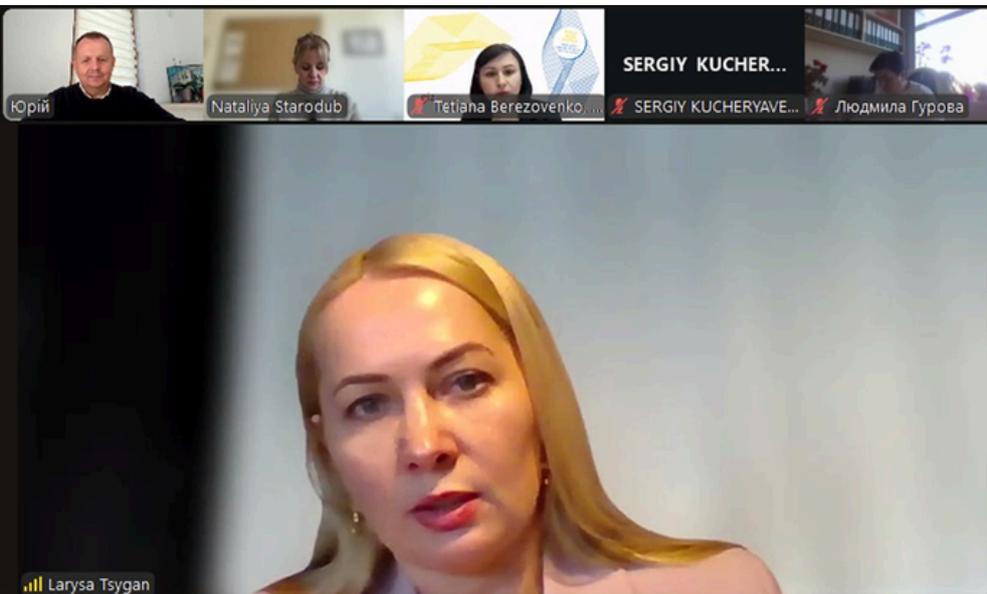
- HR trends in Ukraine: flexible work models, AI, automation, and new soft skills;
- Learning platforms: SHRM, HRPRO, LMS, and HR analytics;
- Inclusion of vulnerable groups: internally displaced persons, veterans, people with disabilities, youth, and women.

- Business–NGO partnerships and mental health support were also among the key discussion topics.

Results: planning of the National HR Boost Conference and joint decisions aimed at strengthening the advisors’ network.

We sincerely thank everyone who joined the meeting for their activity, ideas, and spirit of collaboration!





It is a great honor for me to join today's strategic session and discuss such an important topic as employment in Ukraine, current HR trends, and the role of our joint efforts in shaping an inclusive labor market.

We live in a time when the labor market is changing at an incredible pace. The war, migration processes, and the outflow of qualified professionals abroad are creating serious challenges for both business and society.

Employers are facing an acute shortage of personnel, especially in the manufacturing sectors, healthcare, education, IT, and logistics. At the same time, these new conditions are opening opportunities for innovation in the HR sphere.

Flexible employment models

We can see that more and more companies are switching to hybrid and remote work formats. This approach allows companies

to engage specialists not only from big cities but also from smaller communities, including internally displaced persons. Flexibility is becoming a key factor when choosing a job, especially for young people and women with family responsibilities.

The impact of technology

Artificial intelligence and automation cannot be overlooked. They are already transforming HR processes such as recruitment, candidate selection, and workforce analytics. This means the role of HR professionals is shifting – from administrative to strategic. It is important not to fear technology but to learn how to use it to better understand the needs of both business and employees.

New Competencies

Today, employers are looking not only for degrees or experience but also for soft skills: the ability to communicate, work in a team, think critically, and adapt quickly.

Inclusion of vulnerable groups

I would like to emphasize the importance of inclusive employment. Hundreds of thousands of Ukrainians need support to integrate into the labor market – including veterans, internally displaced persons, people with disabilities, women, and youth. Special retraining programs, as well as partnerships between businesses, NGOs, and government institutions, are being created for them. This is not only a matter of social responsibility but also a real resource for businesses seeking motivated employees.

Education and learning platforms

Another trend is lifelong learning. Online courses, LMS systems, HR analytics, and professional associations are all becoming part of an HR professional's daily work. Employees are increasingly choosing companies that offer development opportunities, which in turn becomes a competitive advantage for the employer.

The role of advisers and the HR community

Our task as advisers and experts is to help businesses recognize these opportunities and learn how to make the most of them.

Despite all the challenges, we have a unique opportunity to reboot approaches to work in Ukraine. If we can combine innovation, inclusion, and partnership, everyone benefits – employees, businesses, and society. I am confident that today's discussion will inspire us with new ideas and practical steps!

Larysa Tsyhan

HR 2025: Between AI and Humanity

How global trends and the challenges of war are shaping new workforce policies in Ukraine



The HR sector in 2025 is undergoing a profound transformation. Globally, key trends are defined by the integration of artificial intelligence, a shift toward skills-based approaches, flexible work formats, and an increased focus on human-centric practices.

For Ukraine, these trends have a particular significance, as the labor market is under pressure from the war, large-scale migration, and structural changes in the economy.

Artificial intelligence and automation are gradually becoming the foundation of HR processes, from recruitment to personalized learning. Companies that implement ethical AI reduce costs and gain more effective tools for workforce analytics.

This trend goes hand in hand with the shift toward a skills-based approach: degrees are becoming less important, while specific skills tailored to business needs are gaining value.

Flexible employment models – hybrid work, remote work, and even a four-day workweek – are becoming the norm. This is not only about work-life balance – but also about retaining valuable talent at a time when global competition for skilled employees is intensifying. Company leaders must do more than coordinate processes – they need to build a culture of trust, manage remote teams, and actively develop emotional intelligence.

Diversity and inclusion (DEI&B) remain a priority – despite slowed progress, international

«83% of employees worldwide believe that artificial intelligence will not take away jobs but will enhance creativity»
(Deloitte, 2025)

companies demonstrate that investing in inclusivity directly impacts productivity and employer brand attractiveness. For Ukraine – this area is critically important – the labor market needs to integrate veterans, people with disabilities, internally displaced persons, women, and youth.

Labor Market of Ukraine 2025: Current Status and Key Indicators

The labor market of Ukraine in 2025 is being shaped by the impact of the war, labor migration, and the growing role of technology. It is important for businesses to focus on the actual indicators:

- ❖ The unemployment rate in August was 15.3%, with a decrease in the share of individual entrepreneurs (FOP) and an increase in those actively seeking work. In 2024 – 14.3%, in 2023 – 17.4%.
- ❖ The average salary in Ukraine is 25,891 UAH. According to Q1 data, this represents an increase of 24.1%.

* foto from HR camp, HRD Kernel



Key HR Metrics for Business

Key Performance Indicators for Assessing Employee Productivity and HR Processes

Revenue per Employee

Formula: Total Company Revenue / Number of Employees

COGS per Team

Formula: HR Team Costs (Salaries, Bonuses, Taxes) / Total COGS (Total Personnel Costs)

Cost per Hire

Formula: Total recruitment costs / Number of hired employees

Cost per Attrition

Formula: (Cost of Recruiting a New Employee + Cost of Onboarding and Training + Productivity Loss) / Number of Employees Who Left

OPEX on HR

Formula: All HR operational expenses / Company operational expenses

Productivity Rate

Formula: Result (revenue) / Resources (work hours or employees)

ROI (Return on Investment)

Formula: (Return on Investment – Investment Costs) / Investment Costs × 100%

Flexible employment formats, mentoring programs, and partnerships between businesses and the civil sector are already showing positive results.

The realities of the Ukrainian labor market today are mixed – on one hand, there is a growing number of job vacancies and stable demand in IT, construction, logistics, and the agricultural sector.

On the other hand, there is a structural mismatch – a significant portion of job seekers aim for professions that do not guarantee employment. This creates an additional challenge for HR strategies focused on retraining and internal workforce development.

Learning platforms and digital solutions are becoming an integral part of the HR ecosystem – Ukrainian LMS systems, international e-learning tools, and corporate academies provide

large-scale upskilling and reskilling.

Combined with data analytics, they help businesses reduce external hiring costs and build a talent pipeline for the future.

Around 3 million Ukrainians with disabilities require tailored retraining programs – this will be one of HR’s main priorities in the coming years.

In summary, HR in 2025 is not just an operational function – it is a strategic driver of change. For the world, this means a shift toward human-centric models and global talent mobility – for Ukraine, it also means responding to the challenges of war, supporting vulnerable groups, and creating flexible pathways for

reintegrating people into professional life.

People don’t leave companies – they leave cultures where they aren’t heard.

ONLINE COURSE: MODULES (THEORY + PRACTICE)
PSYCHOLOGICAL RESILIENCE DURING THE CHALLENGES AND THREATS OF WAR: A PERSONAL GROWTH WORKSHOP

The second cycle of our online program has concluded. Six sessions – six deep dives into the topics that define an HR professional’s effectiveness today. This includes the ability to recognize signs of stress and anxiety in time, and to build internal resilience in an unstable environment. It covers developing personal and team resilience, understanding the role of HR in transformational processes, and exploring new meaning, identity, and growth opportunities even in times of crisis.

The program was specially designed for participants of the HR boost project. It consists of six thematic modules combining theoretical analysis, practical exercises, individual development plans, and live discussions with participants:

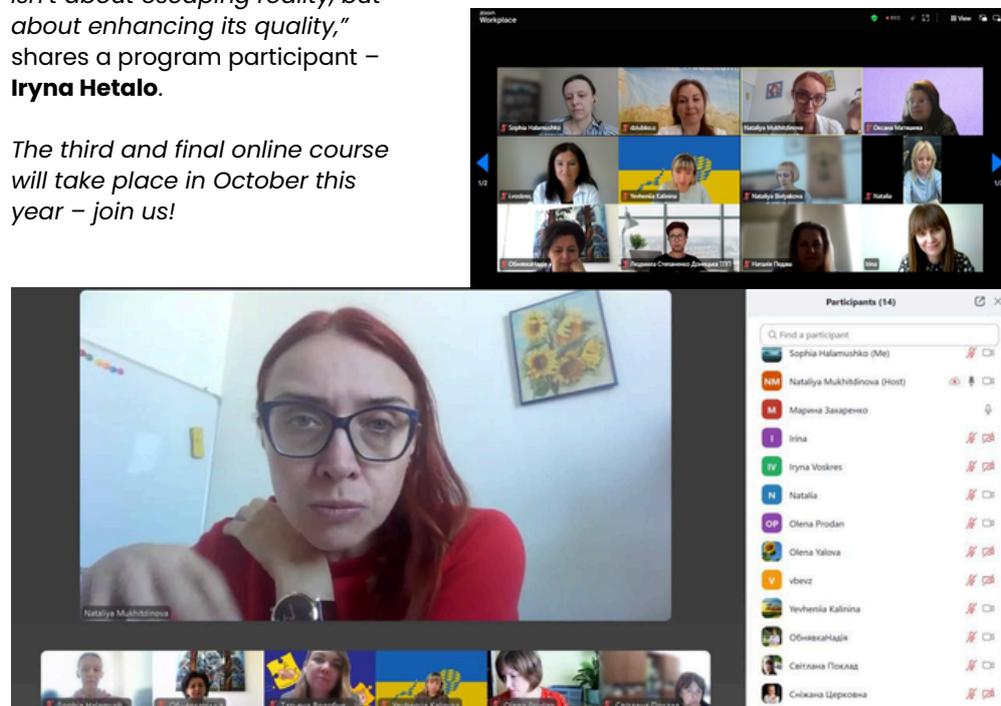
- Recognizing stress and anxiety
- Building resilience in an unstable environment
- Developing personal and team resilience
- The role of HR in transformational processes
- Exploring meaning, identity, and growth through crisis.

Trainer – **Natalia Mukhitdinova**, an experienced facilitator, organizational development consultant, and psychologist.

“For me, this course was a reminder that HR professionals also need support. We often find ourselves in the role of having all the answers, but here I realized I can ask my own questions. Each module opens a new perspective and provides tools that immediately work in real life. This isn’t about escaping reality, but about enhancing its quality,” shares a program participant – **Iryna Hetalo**.

The third and final online course will take place in October this year – join us!

Another 30 participants completed the program in the second module cycle



EXPERIENCE SHARING IN VIDEO FORMAT

We offer a series of extremely interesting and useful video talks – either related to or directly focused on the HR field.

Enjoy watching!

We also encourage you to share your own experiences – write to us or give us a call (you can find contact information on the next page of our e-publication).



Evelia BILSKA, Gestalt Psychologist, Trainer, UNBROKEN Coach
Mental Health After the War. What You Need to Know.



.....
We place equal emphasis on physical and mental rehabilitation.



Bohdan ATAMANSKYI
Head of HR Department, Fit Voltaire Ukraine

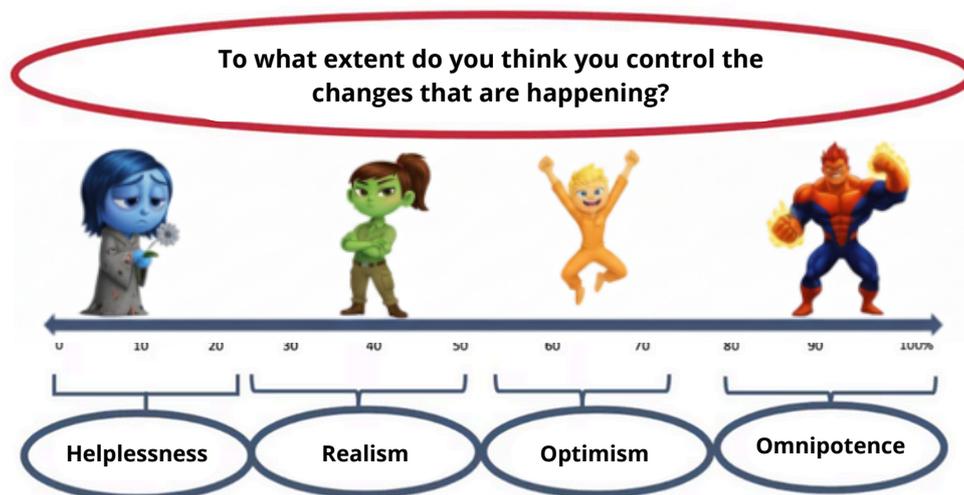
*Gender imbalance or a special role of men in HR?
In the HR boost project, only 2% of HR managers are men – which is more of a stereotype than a reflection of the labor market. What do you think?*



**Larysa Didkovska, Ukrainian psychologist,
Rector of the Ukrainian Free University**

“Коли ми ідемо проти вітру – ми маємо долати силу вітру, що сприймається, як перешкода – а гасить нашу тривогу стабільність, щось те, що є для нас щоденною практикою і простим ритуалом”

About control





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