

## Annex 10. Draft Roadmap for Increasing the Number of New Green Jobs and Reintegration of Veterans into the Green Labour Market

**Overall potential:** *up to 2,000,000 green jobs* (depending on the level of funding, pace of reforms, and speed of EU integration).

### Recommendations for the Development of the Roadmap

Based on the findings of the conducted studies, the recommendations of the **International Labour Organization (ILO)**, and data from the **WESO 2018 report “Greening with Jobs”** on a *just green transition*, the following measures are proposed.

They are aimed at ensuring that the creation of green jobs contributes to the **long-term, sustainable, and inclusive development of Ukraine**.

#### 1. Decent Work as a Foundation

All green jobs should meet the criteria of *decent work*: productivity with fair remuneration; a safe and healthy working environment; social protection for workers and their families; opportunities for personal development and social inclusion; freedom of association and participation in decision-making; equal opportunities and treatment for all.

These standards must apply to both the formal and informal sectors.

#### 2. Inclusive Participation and Vulnerable Groups

Veterans represent a key group for reintegration through green recovery programmes. However, inclusion should extend to *all vulnerable groups* to avoid exclusion and ensure social cohesion.

This includes women, youth, persons with disabilities, informal sector workers, migrants, and people living in poverty.

Gender balance and inclusion mechanisms must be embedded at all stages — **design, implementation, monitoring, and evaluation**.

#### 3. Social Dialogue and Tripartite Participation

Active engagement with **trade unions, employers’ associations, and other social partners** is crucial in developing, implementing, monitoring, and evaluating green employment programmes.

Social dialogue enhances legitimacy, helps identify risks and opportunities, and promotes fair and equitable outcomes.

#### 4. Clear Goals and Measurable Results

The roadmap should define **clear time-bound targets** for gross and net job creation (i.e., new jobs minus job losses), both in the **short term (2025–2026, 2027–2028)** and the **long term (by 2030)**.

Measurement approaches should comply with **international statistical standards**, including ILO methodologies for green jobs and decent work, ensuring assessment of not only the quantity but also the **quality of employment**.

#### 5. Safeguarding a Just Transition

Support measures must be provided for individuals and communities **transitioning away from carbon-intensive or environmentally harmful activities** (e.g., high-pollution industries, high ecological risk sectors).

These should include labour market policies (retraining, upskilling), **temporary financial support during the transition**, occupational safety and health measures, social protection schemes, and regulatory frameworks to mitigate negative impacts.

## 6. Gender Equality and Protection of Vulnerable Groups

Policies, objectives, and implementation mechanisms must not **inadvertently exclude underrepresented or vulnerable groups**.

Targeted or preferential support measures should be introduced where needed.

Gender equality should not be treated as a supplementary principle but as a **cross-cutting core component** of all stages of green transition planning and delivery.

### Phase 1 (2025–2026): Institutional Anchoring and Pilot Implementation

- Development of a **National Taxonomy of Green Jobs**.
- Creation of a **Competency Map** – identification of military skills and their transferability to civilian green professions.
- Launch of **pilot programmes** for green job training and veteran reintegration.

Action	Human Resource Potential (2025–2026)	Implementing Institutions
<b>Development and implementation of a National Taxonomy of Green Jobs</b> , harmonized with <b>EU Regulation (EU) 2020/852</b> and <b>EGSS classification</b> , including the integration of the list of professions/competencies into the <b>National Occupational Classifier</b> and the mandatory <b>DNSH (DO NO SIGNIFICANT HARM)</b> screening.	No direct short-term employment effect; creates a <b>statistical and policy foundation</b> for monitoring up to <b>2 million green jobs by 2030</b> . Strengthens quality and measurability of future employment.	<b>Ministry of Economy, Ministry of Environment and Agriculture of Ukraine; State Statistics Service of Ukraine; Ministry of Social Policy; Ministry of Veterans Affairs; international technical assistance (ITA) projects.</b>
<b>Launch of the framework model “Military-to-Civilian Skills Transfer”</b> – a systematic mapping of military competencies to civilian green professions (construction, transport and logistics, environmental monitoring, UAV/GIS, renewable energy, forestry, environmental inspection, protection of natural reserves, sustainable tourism, etc.).	Approx. <b>5 000 new jobs for veterans</b> (direct labour-market entry). Additional employment for vulnerable groups possible; enhances social equity.	<b>Ministry of Economy, Ministry of Environment and Agriculture, Ministry for Communities and Territories Development, Ministry of Social Policy, Ministry of Veterans Affairs, Ministry of Education and Science (MES), State Agency on Energy Efficiency and Energy Saving, State Forest Agency, State Statistics Service, regional/military administrations (ODA/OVA), local communities, international technical assistance projects.</b>
<b>Pilot modular retraining programmes</b> in priority economic activities.	Approx. <b>10 000 new jobs</b> (graduates employed in priority sectors). Around 20–30 % of beneficiaries should represent vulnerable groups; improves inclusiveness indicators.	<b>Ministry of Economy, Ministry of Environment and Agriculture, Ministry for Communities and Territories Development, Ministry of Social Policy, Ministry of Veterans Affairs, MES of Ukraine, State Agency on Energy Efficiency and Energy Saving, State Forest Agency, State Statistics Service, regional/military administrations (ODA/OVA), local communities, international technical assistance projects.</b>
<b>Integration of environmental requirements into the public procurement system.</b>	Approx. <b>20 000 additional jobs</b> in supply chains and related sectors.	<b>Ministry of Economy, Ministry of Environment and Agriculture, Ministry of Veterans Affairs, Ukrainian Veterans Fund, regional/military administrations (ODA/OVA), local communities, international technical assistance projects.</b>
<b>Veterans’ Green Entrepreneurship Fund</b> – scaling up from 1 100 to 3 000 veteran-led SMEs focusing on energy efficiency, green/circular business models, access to green loans, grants, other financial instruments, and state guarantees.	Approx. <b>6 000 new jobs</b> (direct employment in veteran-owned SMEs). Portion of jobs reserved for vulnerable groups; increases the number of veteran SMEs complying with decent-work standards; improves inclusiveness indicators.	<b>Ministry of Veterans Affairs; Ukrainian Veterans Fund; international technical assistance (ITA) projects.</b>

## Policy and Strategic Frameworks for Phase 1 (2025–2026)

Implementation of activities will be aligned with the following key national policy documents:

- **National Energy and Climate Plan (NECP)** — including energy efficiency and renewable energy targets;
- **Sustainable Development Strategy of Ukraine until 2030**;
- **National Employment Strategy until 2030**;
- **Fundamentals (Strategy) of the State Environmental Policy of Ukraine until 2030**;
- **State Veterans Strategy until 2030**.

Additional reference frameworks include the **SME Development Strategy until 2027** and the **Reform of Vocational and Technical Education (2025)**.

## Implementation Indicators (Phase 1)

- Share of projects that have undergone **DNSH (Do No Significant Harm) screening**, and the proportion of those implemented with **full DNSH compliance**.
- Share of **public procurements** that include **environmental requirements** in technical specifications or non-price criteria, by category.
- Number of individuals who have completed **training or upskilling in green transformation**, and the share of those who have **gained employment or promotion** as a result of acquiring green skills and competencies.
- Number of **goods and services** by category that have undergone **environmental certification** under **ISO 14024** and are lawfully **eco-labelled**.
- Share of **veteran-owned SMEs** that have received **financial support** through green credit lines, grants, or similar instruments, and the share of those complying with **inclusivity standards**.

## Additional Indicators to Strengthen Monitoring, Inclusiveness, and Work Quality

- Share of **jobs created or upgraded** during Phase 1.
- **Employment data** disaggregated by veteran status, disability, region, and sector.
- Number of **training places or vacancies** reserved for or filled by vulnerable groups (veterans, women, persons with disabilities).
- Availability of **social protection support** (temporary assistance or other forms of support) for individuals undergoing retraining or affected by reforms.
- **Occupational safety and health indicators**: number of incidents and compliance with workplace hygiene and safety standards.
- Share of enterprises with a **certified Occupational Health and Safety Management System** in accordance with **ISO 45001**.
- Number of **consultations conducted within the framework of social dialogue** during the design, implementation, and evaluation of Phase 1 measures.

## Phase 2 (2027–2028): Accelerated Implementation and Scaling-Up

This phase focuses on **large-scale deployment** of programmes in the areas of **energy efficiency, land reclamation and restoration, reforestation, sustainable tourism, and production of environmentally friendly goods and services** in accordance with **EU Taxonomy criteria**.

Action	Human Resource Potential (2027–2028)	Implementing Institutions
<b>National Building Thermo-Modernization Programme</b> (schools, hospitals, residential housing): large-scale installation of <b>heat pumps, ventilation systems with air recirculation, advanced thermal insulation, integration of renewable energy (RES) and energy-storage systems (ESS)</b> . All projects must comply with <b>green public procurement criteria</b> and the <b>DNSH principle</b> . Environmental criteria should be	Approx. <b>170 000 upgraded jobs</b> (construction / HVAC workers, retrained) + <b>30 000 new jobs</b> (RES / ESS installers, digital monitoring specialists), with defined sub-groups from vulnerable populations and ensured high-quality employment.	<b>Ministry of Economy, Ministry of Environment and Agriculture, Ministry for Communities and Territories Development, State Agency on Energy Efficiency and Energy Saving, regional / military administrations (ODA / OVA), municipalities, international technical assistance (ITA) projects.</b>

Action	Human Resource Potential (2027–2028)	Implementing Institutions
<p>complemented with <b>decent-work requirements</b> (fair pay, occupational health and safety, social protection). Ensure inclusion of veterans, women, and persons with disabilities in retraining and upgraded roles; provide transitional support.</p>		
<p><b>Reclamation and Recycling of Demolition Waste</b> (over 200 million tons): establishment of a <b>national network of CDW recovery hubs</b>, deployment of <b>mobile sorting and crushing units</b>, and development of <b>standards for secondary construction and road materials</b>. Ensure occupational-safety compliance; introduce access / quotas for veterans and vulnerable groups; engage SMEs; monitor wages and working conditions; promote formalization of informal waste workers.</p>	<p>Approx. <b>110 000 new jobs</b> (logistics, waste processing, recycling) + <b>30 000 indirect jobs</b> (equipment supply, transport), with a defined share for vulnerable groups.</p>	<p><b>Ministry of Economy, Ministry of Environment and Agriculture, Ministry for Communities and Territories Development, Ministry of Veterans Affairs, State Agency on Energy Efficiency and Energy Saving, Ukrainian Veterans Fund, regional / military administrations (ODA / OVA), municipalities, ITA projects.</b></p>
<p><b>Reforestation and Sustainable Forest Management:</b> creation of modern nurseries; large-scale reforestation programmes; application of <b>Nature-based Solutions (NbS)</b>; launch of <b>Monitoring, Reporting &amp; Verification (MRV)</b> systems in the <b>LULUCF</b> sector; use of <b>UAV / GIS</b> technologies for forest monitoring. Ensure decent working conditions (safety, fair pay); include women, veterans, and persons with disabilities in planting and monitoring; strengthen capacities of vulnerable communities; safeguard the environment from degradation risks.</p>	<p>Approx. <b>45 000 new jobs</b> (planting, monitoring, NbS) + <b>10 000 upgraded jobs</b> (retrained foresters), distributed according to inclusivity and decent-work principles.</p>	<p><b>Ministry of Economy, Ministry of Environment and Agriculture, Ministry of Veterans Affairs, State Forest Resources Agency of Ukraine, Ukrainian Veterans Fund, regional / military administrations (ODA / OVA), municipalities, ITA projects.</b></p>
<p><b>Sustainable Tourism and Development of Recreational Activities in National Parks:</b> introduction of <b>environmental certification and eco-labelling criteria</b> for tourist accommodation; promotion of <b>sustainable tourism</b>; development of <b>eco-routes, visitor-management systems, and environmental-education infrastructure</b>; adoption of <b>circular-service models</b> in hospitality and park management (waste, water, energy). Ensure fair benefit-sharing with local communities; introduce inclusion quotas for women, persons with disabilities, and veterans; enforce decent-work standards in the hospitality sector; provide training and safety measures; monitor equal-access indicators.</p>	<p>Approx. <b>22 000 new jobs</b> (hospitality, eco-services) + <b>10 000 indirect jobs</b> (suppliers, local services), with measurable participation of vulnerable groups and full compliance with decent-work standards.</p>	<p><b>Ministry of Economy, Ministry of Environment and Agriculture, Ministry of Veterans Affairs, State Agency for Tourism Development (DART), Ukrainian Veterans Fund, regional / military administrations (ODA / OVA), municipalities, national nature parks, ITA projects.</b></p>
<p><b>Production of Eco-friendly Construction Materials and Products:</b> implementation of <b>environmental performance standards</b> for construction products (including recycled aggregates), paints, coatings, finishing materials, and engineering equipment (<b>eco-certification, eco-labelling</b>). Ensure application of <b>Eco-design Technical Regulations</b>; integrate decent-work requirements (safety, fair pay, social protection); provide targeted support for <b>veteran-owned SMEs</b>. Eco-labelling standards should not create barriers for SMEs; monitor working conditions and inclusion practices in hiring.</p>	<p>Approx. <b>22 000 new jobs</b> (manufacturing / SMEs) + <b>5 000 indirect jobs</b> (supply / distribution), with defined shares for vulnerable groups and compliance with decent-work quality criteria.</p>	<p><b>Ministry of Economy, Ministry of Environment and Agriculture, Ministry for Communities and Territories Development, Ministry of Veterans Affairs, Ukrainian Veterans Fund, regional / military administrations (ODA / OVA), municipalities, national parks, ITA projects.</b></p>

## Policy and Strategic Frameworks for Phase 2 (2027–2028)

Same as for **Phase 1**.

## Implementation Indicators

- Total area of renovated buildings (m<sup>2</sup>) and the **percentage reduction in energy consumption** after reconstruction.
- **Volume of processed construction and war-related waste** (million tonnes).
- **Area of restored and reclaimed land** (hectares).
- **Number of tourist accommodation facilities** certified as compliant with **sustainable tourism standards**.
- **Share of investment projects** meeting **EU environmental technical criteria**.
- **Number of producers of eco-certified construction products, paints, coatings, and other finishing and engineering materials**, and their share in the total category.
- **Number of veterans employed** in enterprises operating in **priority economic sectors** for green job creation.

## Indicators Aligned with ILO Requirements

- **Share of jobs created or upgraded** that meet the criteria of **decent work** (fair pay, safety, social protection, worker representation).
- **Employment data disaggregated** by gender, veteran status, disability, region, and sector.
- **Number of training or job placements** reserved for or filled by vulnerable groups.
- **Social protection coverage** for workers engaged in retraining, upgraded, or new roles, especially those transitioning from sectors affected by the green transformation.
- **Occupational safety and hygiene indicators:** number of workplace incidents and compliance with health and safety standards.
- **Share of enterprises** with a **certified Occupational Health and Safety Management System (ISO 45001)**.
- **Number of consultations** held within the framework of **social dialogue** during the development, implementation, and evaluation of Phase 2 activities.

## Additional ILO-Aligned Metrics

- **Decent work indicators:** employment-to-population ratio; labour-force participation rate; share of informal employment; **income distribution and wage-gap data**, especially disaggregated by gender and disability (International Labour Organization+1).
- **Job quality indicators:** share of workers with **permanent contracts vs. temporary/precarious contracts**; **access to collective bargaining** (International Labour Organization+1).

## Phase 3 (2029–2030): Systemic Integration and EU Harmonization

This phase will focus on the **systematic implementation of the EU acquis**, the rollout of the “**Green Path for Veterans**” programme, and the **development of sustainable transport, logistics systems, and sustainable fisheries and aquaculture**.

Action	Human Resource Potential (2029–2030)	Responsible Institutions
<b>Green Modernization of Transport and Infrastructure:</b> integration of Ukraine into the <b>TEN-T network</b> ; implementation of the <b>AFIR Regulation</b> ; development of a <b>national network of EV charging stations and hydrogen corridors</b> ; establishment of <b>Onshore Power Supply (OPS)</b> systems in ports; pilot projects on the use of <b>Sustainable Aviation Fuel (SAF)</b> . Ensure decent-work standards during retraining; include veterans, women, and persons with	Approx. <b>210 000 upgraded jobs</b> (retrained workers in transport / energy sectors) + <b>25 000 new jobs</b> (EV/H <sub>2</sub> systems, digital services), with defined subgroups of vulnerable populations and quality-of-work criteria.	<b>Ministry for Communities and Territories Development of Ukraine; State Agency for Restoration; State Service for Maritime and Inland Water Transport and Shipping of Ukraine; State Aviation Service of Ukraine.</b>

Action	Human Resource Potential (2029–2030)	Responsible Institutions
disabilities; integrate labour, health, and safety clauses into public and private contracts.		
<p><b>Full-Scale Implementation of the EU acquis in Key Sectors:</b> completion of reforms in <b>waste management, water supply and sanitation</b> (WFD, UWWTD, DWD, EQS), <b>forestry and land use</b> (EUDR, LULUCF), <b>agriculture</b> (CAP-type instruments), and <b>fisheries</b> (CFP harmonization). Ensure compliance with labour standards, social inclusion, and environmental justice; monitor gross and net job creation; ensure representation of vulnerable communities in control and monitoring mechanisms.</p>	<p>Approx. <b>280 000 upgraded jobs</b> (inspection, monitoring, administration) + <b>70 000 new jobs</b> (specialized services), with disaggregated results and quality control mechanisms.</p>	<p><b>Ministry of Economy, Environment and Agriculture of Ukraine; Ministry of Social Policy of Ukraine.</b></p>
<p><b>Development and Implementation of the “Green Path for Veterans” Programme:</b> ensuring retraining accessibility for veterans and supporting veteran entrepreneurship in green sectors. Guarantee accessibility for veterans with disabilities; ensure that training providers comply with decent work, safety, and human rights standards; maintain gender balance; link with social protection mechanisms for retrained veterans.</p>	<p>Approx. <b>50 000 veterans employed</b> (combined new and upgraded positions), meeting decent-work standards and strong inclusion criteria.</p>	<p><b>Ministry of Economy, Environment and Agriculture of Ukraine; Ministry for Communities and Territories Development of Ukraine; Ministry of Veterans Affairs of Ukraine; Ukrainian Veterans Fund; regional / military administrations (ODA / OVA); municipalities; international technical assistance (ITA) projects.</b></p>
<p><b>Sustainable Fisheries and Aquaculture:</b> adoption of EU practices on sustainable fisheries; harmonization of quotas and quality standards with the <b>Common Fisheries Policy (CFP)</b>; development of small-scale aquaculture and innovative freshwater models. Ensure occupational safety in the fisheries sector; monitoring and certification; protection of aquatic ecosystems and equitable access.</p>	<p>Approx. <b>16 000 new jobs</b> (aquaculture, processing) + <b>4 000 upgraded jobs</b> (retrained fishery workers), with inclusion and work-quality metrics.</p>	<p><b>Ministry of Economy, Environment and Agriculture of Ukraine; State Agency for Land Reclamation, Fisheries, and Food Programmes of Ukraine.</b></p>
<p><b>Green Entrepreneurship 2.0:</b> scaling up veteran-owned SMEs to <b>10 000 enterprises</b>; ensuring access to green financial instruments; integrating Ukrainian SMEs into <b>European supply chains</b> and export markets. Provide technical assistance, remove barriers for vulnerable entrepreneurs; guarantee that environmental criteria do not discriminate against SMEs or sole proprietors; ensure working conditions meet decent-work standards.</p>	<p>Approx. <b>28 000 new jobs</b> (direct employment in SMEs), with active inclusion of vulnerable entrepreneurs and full adherence to work-quality standards.</p>	<p><b>Ministry of Economy, Environment and Agriculture of Ukraine; Ministry of Veterans Affairs of Ukraine; Ukrainian Veterans Fund; regional / military administrations (ODA / OVA); municipalities; ITA projects.</b></p>

### Policy and Strategic Frameworks for Phase 3 (2029–2030)

At the final implementation stage, activities will be based on the **full harmonization with the EU acquis** in the sectors of **waste management, water resources, energy, forestry, and agriculture**.

### Implementation Indicators

- **Number of transport and infrastructure projects** compliant with the **AFIR Regulation** and **TEN-T framework** (EV / H<sub>2</sub> infrastructure, multimodal corridors).
- **Share of exports of forestry and agricultural products** meeting **sustainable supply-chain standards**.
- **Number of certified “Veterans’ Green Pathways” programmes** (internships, environmental protection, green entrepreneurship clusters) including **decent-work and inclusion provisions**.
- **Area of aquaculture clusters** operating under the principles of the **EU Common Fisheries Policy (CFP)**.

- **Share of green investments in GDP**, in accordance with the **EU Taxonomy and technical screening criteria** for environmentally sustainable goods and services.

#### **Additional Metrics to Ensure Inclusion and Quality of Work**

- **Share of jobs created or upgraded** during Phase 3 that meet **decent-work criteria** (fair pay, adequate working conditions, social protection, worker representation).
- **Employment data disaggregated** by veteran status, disability, region, and sector.
- **Number of SMEs** (including veteran-owned SMEs and individual entrepreneurs) **integrated into European supply chains or green export markets**.
- **Number of participants** (in transport, infrastructure, fisheries, and entrepreneurship) who received **technical assistance** or benefited from **barrier-removal programmes** (financial, legal, export-related, etc.).
- **Occupational safety and hygiene indicators**, including the **number of incidents** and compliance with safety standards.
- **Share of enterprises** with a **certified Occupational Health and Safety Management System (ISO 45001)**.
- **Number of consultations** held within the framework of **social dialogue** during the design, implementation, and evaluation of Phase 3 measures.