

Annex 5. Survey of 120 Employers

1. SURVEY PLAN AND ORGANIZATION

Before conducting the study, a detailed plan was developed, outlining the following: the specific information to be collected, the research method, relevant respondents (target participants), sample size and structure, as well as the time and location of the survey. Each of these components is described below.

Information to be collected:

The primary goal of the survey was to create a profile of the employer companies and assess the extent of their interest in providing demobilized Ukrainian veterans and defenders of Ukraine (hereinafter referred to as “veterans”) with “green” jobs across various sectors of the Ukrainian economy as part of the country’s recovery from the devastating consequences of the war.

Methodology:

The survey was conducted online via a self-administered questionnaire distributed through the internet (i.e. respondents filled in the Google Forms-based questionnaire independently, without input from an interviewer).

Survey period:

The online survey was carried out from **25 April to 6 June 2025**.

An overview of the survey plan is presented in **Table 1**.

Table 1

Survey plan

Component	Description
Information to be collected	Profile of Ukrainian employers; assessment of their interest in creating green jobs
Research method	Online survey (via Google Forms)
Respondents	Ukrainian employer companies with whom in-person meetings were held during the Career Fair
Sample size	120 employer companies of various sizes
Survey location	Online (questionnaire created in Google Forms)

2. SURVEY METHOD AND AUDIENCE

The research was conducted via an online survey from 25 April to 6 June 2025 through the Internet.

This report analyzes responses from 120 companies. The respondents were employer companies that participated in the “Career Fair 2025.” The results of the study are presented below.

The selected research method was an online survey (a standardized questionnaire created using Google Forms, including an annex listing key economic sectors, goods and services, and occupational codes¹). This method was chosen because it enables the collection of representative data that can be easily summarized and analyzed.

The client defined a sample of 120 companies of various ownership types operating in Ukraine (excluding temporarily occupied territories, TOT).

The questionnaire was developed in several stages: drafting a pilot version, coordinating it with the client, refining the content based on client feedback, finalizing the questionnaire, and distributing the link for response.

¹ Employer survey questionnaire with annex

https://docs.google.com/document/d/1INeUY2dQKqYUOQ2q4QqDzInCuu2x9dDllyojAmBg7ZA/edit?usp=drive_link; https://docs.google.com/forms/d/11O12SD-B_ThFisIKCeKFMkVyAQOU-H6TQQobUQzJrxE/edit; https://docs.google.com/document/d/1Ho7i_IX9bxvIQ_1AAAdIEUdIwMHTK3nnpb95ELdRAarg/edit?usp=drive_link

Comprehensive Employer Outreach for the “Green Jobs for Ukraine” Project

To successfully conduct the survey among **120 employers**, a broad information campaign was implemented, aimed at activating business sector participation, fostering partnerships with industry associations, expanding outreach, and building trust in the initiative.

Institutional Partnerships

Formal cooperation was established with:

- **Ministry of Environmental Protection and Natural Resources of Ukraine**
- **State Employment Service of Ukraine**

Business associations actively involved included:

- **Chamber of Commerce and Industry of Ukraine**
- **Confederation of Builders of Ukraine**
- **Federation of Employers of Ukraine**
- **Association of Small Towns of Ukraine**

The main communication channels were official letters requesting support in disseminating information about the survey among subordinate institutions and posting information materials.

Collaboration with Business Associations

A key element of the campaign was engagement with leading employer associations:

- **Chamber of Commerce and Industry of Ukraine** ensured information dissemination through all regional chambers. [Example: Zaporizhzhia Chamber of Commerce and Industry](#)
- Confederation of Builders of Ukraine shared the survey via their [website](#), [Telegram channel](#) та [Facebook-page](#).
- European Business Association, Ukrainian Agrarian Confederation, Federation of Organic Movement of Ukraine, and Association of Small Towns of Ukraine actively promoted the call to participate.
- [EBA](#)
- [Organic Federation](#)
- [Association of Small Towns of Ukraine Website](#)

Direct Outreach to Enterprises

Tailored information letters were developed for companies with high potential for creating green jobs. [Example of Letters](#)

Social Media Presence

Information about the survey was posted on official Facebook pages, including that of the **Ukrainian Veterans Foundation**.

The campaign was amplified through reposts from corporate and association pages.

Information Materials

To enhance campaign visibility, the following materials were developed:

- Customized infographics and banners² with partner logos.
- An informational booklet distributed at events, including employer consultation meetings.

Regional Support: State Institutions

The **State Employment Service of Ukraine** and its regional centers provided information, analytical, and administrative support in:

- Disseminating the survey,
- Ensuring access to respondents,

² https://drive.google.com/drive/folders/1aOaeI4f32F1_ieIyBC7yspr2vaTzxeUD?usp=drive_link ,
https://drive.google.com/drive/folders/1Z6Z8wc43H6gpMBnGd3lT5-Ko8sHE7Wvr?usp=drive_link
https://drive.google.com/drive/folders/1kOUUjOJ2WKM1qLgYQz1bD9SrS44SeWEQ?usp=drive_link
https://drive.google.com/drive/folders/1fsnK9KJM0_hSDzYOLy2SCwq6U6_d2aCU?usp=drive_link

- Compiling lists of target enterprises.

Particularly effective cooperation was established with the **Kyiv Regional Employment Center**, with which NGO “Living Planet” signed a **Memorandum of Cooperation**.



The Memorandum was signed by Svitlana Berzina, President of NGO “Living Planet,” and Denys Darmostuk, Director of the Kyiv Regional Employment Center.

The parties agreed to exchange information and jointly support projects and programs aimed at veteran employment and promoting sustainable business development.

Partnership with Local Communities and Military Administrations for a Sustainable Future

Community participation, including communities from temporarily occupied territories, became a key component of the campaign.

Thanks to the partnership with the **Association of Small Towns of Ukraine** and the signed **Memorandum with the Rubizhne City Military Administration**, the campaign achieved targeted outreach to local businesses and administrations, raising awareness of their challenges and visions for post-war reconstruction.



The Memorandum of Cooperation and Partnership was signed by Svitlana Berzina, President of NGO “Living Planet,” and Andriy Yurchenko, Head of the Rubizhne City Military Administration, Sievierodonetsk District, Luhansk Region.

Dozens of communities joined the project through the partnership with the **Association of Small Towns of Ukraine**. [Official Website Publication](#)

The next step involved conducting the employer survey. During the preparation phase, companies were strongly encouraged to use the annex, which contained detailed information on the list of professions considered “green jobs,” when filling out the questionnaire. The results of the survey will be reviewed in the following sections.

The stage that followed the survey was data processing. For this, Microsoft Excel from the Microsoft Office 2016 software package was used. The data obtained regarding the knowledge and attitudes of employers toward the potential for creating green jobs in Ukraine for participants of the Russo-Ukrainian war are presented in the next section.

3. SURVEY RESULTS

The distribution of respondent companies by main area of activity is presented as follows (see Table 2):

Table 2

Sample structure

Main sector of activity	Number of companies	% of sample
Manufacturing / industry	35	29.2%
Agriculture / forestry	29	24.2%
Education / training	15	12.5%
Transport / logistics	7	5.8%
Construction	6	5.0%
Other economic sectors	28	23.3%
Total	120	100.0%

The **top five** economic sectors based on the survey results include: manufacturing and industry – 35 companies (29.2%), agriculture and forestry – 29 companies (24.2%), education and training – 15 companies (12.5%), transport and logistics – 7 companies (5.8%), and construction – 6 companies (5.0%). Employers operating in other sectors are represented by 28 companies, which accounts for 23.3% of the total number of respondents (see Figure 1).

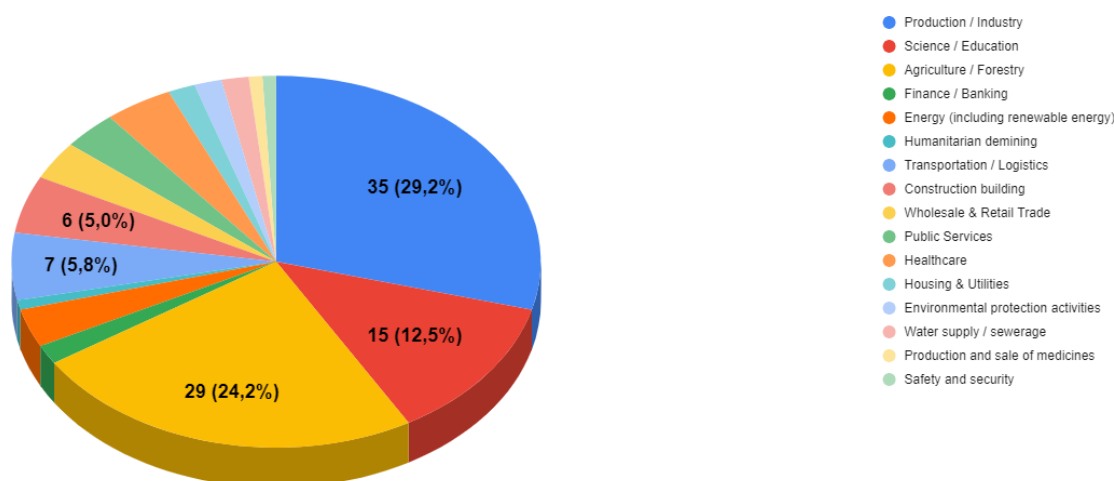


Figure 1. Structure of respondents by sector of activity

The distribution of respondents by company size (number of employees) is as follows (see Table 3, Figure 2): micro-companies (1–10 employees) – 17 companies (14.2%), small companies (11–50 employees) – 39 companies (32.5%), medium-sized companies (51–250 employees) – 43 companies (35.8%), large companies (251+ employees) – 21 companies (17.5%).

Table 3

Distribution of respondents by company size

Company size (number of employees)	Number of companies	Share of total respondents, %
Micro (1–10)	17	14.2%
Small (11–50)	39	32.5%
Medium (51–250)	43	35.8%
Large (251+)	21	17.5%
Total	120	100.0%

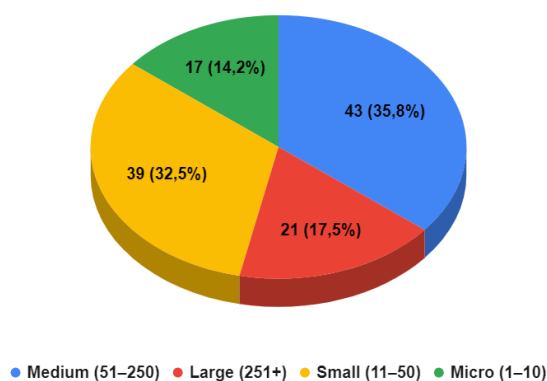


Figure 2. Structure of respondents by company size

Geographical distribution of respondent companies.

The analysis of the geographical distribution of respondent companies showed that the majority (86 out of 120, or 71.6% of the total) are located in Kyiv and Kyiv region. This is logically explained, firstly, by the fact that Kyiv is the largest business and financial hub of the country, and secondly, by the fact that the Career Festival took place in Kyiv, meaning companies from other regions had to incur additional travel expenses to ensure their participation. Given the current economic situation in Ukraine, not all companies have the resources to allocate for such participation. The geographical distribution of employer companies is illustrated in **Figure 3**.

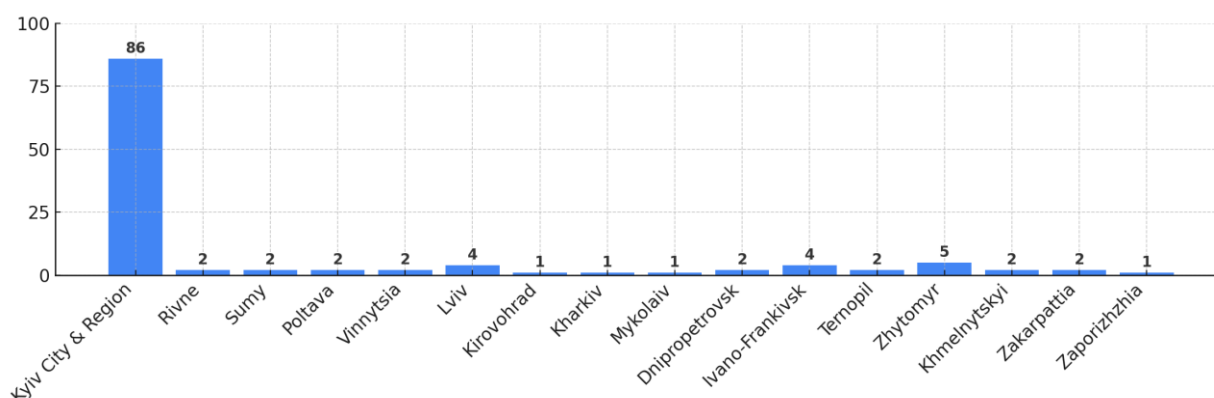


Figure 3. Geographical distribution of respondent companies

Structure of employees at respondent companies.

The total staff of the 120 respondent companies amounts to **17,788 individuals**, of whom **10,569 are men** (59.4%) and **7,219 are women** (40.6%). According to the data provided by survey participants, **1,568 men** are veterans (14.8% of all male employees), and **90 women** are veterans (1.2% of all female employees). The **total number of employees with veteran status** is **1,658**, which accounts for **9.3%** of the total workforce (see **Figure 4**).

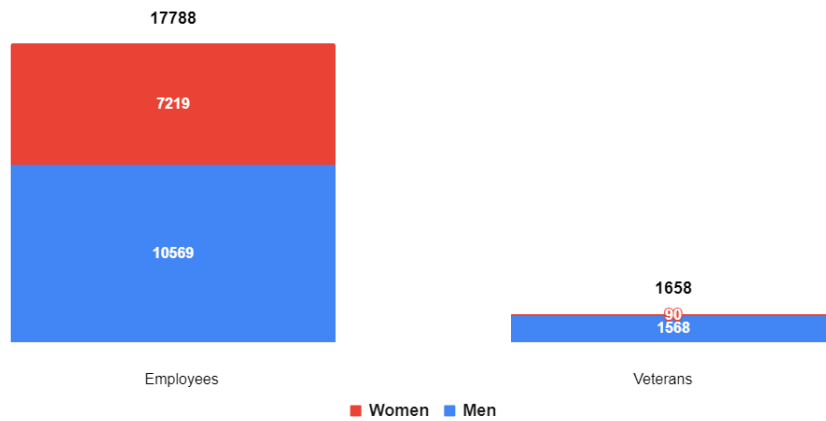


Figure 4. Gender distribution of company employees and veterans

Demand for Employees.

The employer survey revealed a significant shortage of qualified personnel. Based on the survey results, the most in-demand positions are skilled labor roles. Second in the ranking are jobs requiring at least secondary vocational education. In particular, employers indicated demand for motor vehicle drivers, forestry workers, environmental inspectors, medical personnel, environmental protection specialists, teachers of environmental subjects, drone (UAV) operators, procurement and sales specialists, and more.

Offered Salary Levels.

The majority of employers (90 out of 120 companies, or 75.0%) offer salaries for in-demand “green” vacancies at a level up to 15,000 UAH/month (Figure 5). Among them, 60 companies (50% of respondents) offer wages up to 10,000 UAH/month.

As of January 1, 2025, the minimum wage in Ukraine, according to the Law “On the State Budget of Ukraine for 2025,” is 8,000 UAH/month. After taxes (18% personal income tax and 5% military tax), the take-home pay amounts to only 6,160 UAH — a sum insufficient even to rent a one-room apartment in Kyiv, not to mention covering other basic living expenses.

Therefore, companies offering salaries only slightly above the legal minimum experience constant staffing shortages and high employee turnover, as most qualified workers are unwilling to work for pay that exceeds the minimum wage by less than 2.5 times.

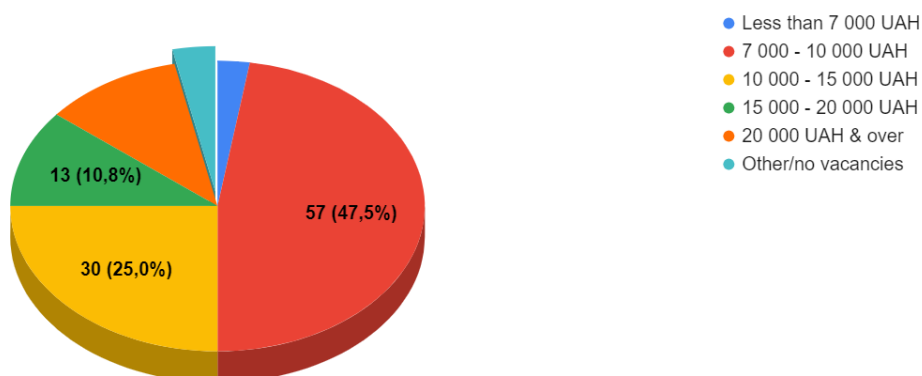


Figure 5: Distribution of Employers by the Level of Proposed monthly Salary for “Green” Jobs

Opportunities for Training/Internships.

More than half of the respondents (73 companies, or 60.8%) answered positively to the question about the availability of opportunities for professional training or internships within their company. Specifically:

- 42 companies (35.0% of the total) offer internships (30 of them are paid),
- 33 companies (27.5%) have mentors,
- 21 companies (17.5%) refer candidates to vocational schools or training courses,
- 17 companies (14.2%) reported having their own training center or internal training programs,
- 12 employers (10.0%) indicated that they partially or fully cover the cost of employee training.

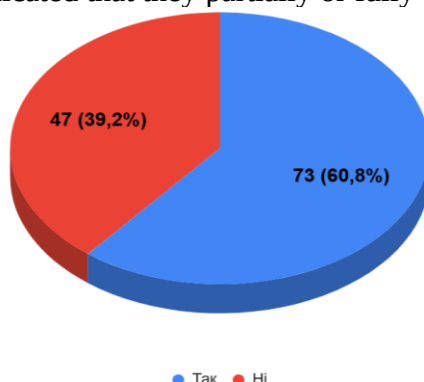


Figure 5. Employers' Opportunities for Training/Internships

Forms of Employment for “Green” Jobs

The majority of surveyed employers (103 out of 120, or 85.8%) are ready to hire future employees for “green” jobs on a permanent, full-time basis.

Willingness to Employ Veterans

More than half of the respondents (69 companies out of 120, or 57.5%) expressed readiness to receive additional consultations regarding the employment of veterans in “green” jobs.

Willingness to Provide or Subsidize Housing

Only a small share of employers (11 companies out of 120, or 9.2%) stated their readiness to provide housing or reimburse rental costs for future employees.

Social Guarantees and Additional Incentives

Most respondents (104 companies out of 120, or 86.7%) are willing to provide additional guarantees to their employees. Among them:

- 49 companies offer flexible hours or part-time work,
- 37 companies provide reimbursement of transportation costs,
- 24 companies offer free meals or compensation for food expenses.

Participation in Employment Support Programs

The majority of respondents (92 companies, or 76.7%) are not currently participating in employment support programs (e.g., state employment services, municipal subsidies, etc.).

Willingness to Join Veteran Training/Internship Programs

Only 33 companies (27.5%) showed no interest in participating in veteran training or internship programs. On the other hand, 58 companies expressed willingness to receive further consultation.

Need for Additional Support in Hiring and Retaining Veterans

Only 44 respondents (36.7%) indicated that they do not require any additional support when hiring or retaining veterans.

Employers' Perception of Veterans in the Civilian Economy

Most companies (103 out of 120, or 85.8%) reported a positive or neutral attitude toward involving veterans in the civilian economy, recognizing the potential of applying veterans' skills in civilian professions.

Employers' Views on Long-Term Benefits of Hiring Veterans

Employers were nearly unanimous (116 out of 120, or 96.7%) in expressing a positive or neutral view on hiring veterans as a long-term benefit for their company and community.

4. CONCLUSIONS

Based on the analysis of 120 employer questionnaires collected through the online survey, the following conclusions can be drawn:

1. There is a real need in Ukraine to create jobs for participants of the Russo-Ukrainian war (2014–2025). Employers are willing to invest in the creation of “green” jobs that offer high added value to the business. Creating “green” jobs for veterans will help reintegrate them into civilian life and contribute to Ukraine’s economic recovery and growth.
2. The vast majority of respondents (85.8%) have a positive or neutral attitude toward integrating veterans into the civilian economic sectors during their reintegration process.
3. Ukraine has significant potential to engage veterans in “green” jobs. This can reduce unemployment (including among veterans) and lay the foundation for sustainable economic growth.
4. Employers generally view the skills gained by veterans during their military service as valuable and applicable in civilian sectors of the economy.
5. Ukrainian employers are experiencing a shortage of qualified personnel and high staff turnover, particularly when they are unable to offer competitive wages.
6. Employers are interested in hiring veterans, especially when government benefits and incentives are available.
7. Unfortunately, most employers do not provide additional support for the everyday needs of their employees, forcing workers to look for better-paying jobs.
8. The current minimum wage set by the government no longer reflects the realities of the labor market and is insufficient to meet even basic living needs.
9. Large employers in Ukraine often have dedicated programs to support persons with disabilities in their reintegration into civilian life.
10. Employers are ready to offer well-paid “green” jobs to veterans if financial support is provided by the state or other interested parties.
11. Employers see the long-term benefits of hiring veterans for both their businesses and communities, recognizing the high potential of this segment of the Ukrainian labor market.