

GREEN JOBS

FOR UKRAINE'S RECOVERY AND EUROPEAN INTEGRATION



ANALYTICAL REPORT

Assessment of the Status and Potential of Creating New Green Jobs with the Reintegration of Veterans into the Green Labour Market

This report was prepared under the project “Potential for Green Jobs in Ukraine: Integrating Ukrainian Veterans into the Green Economy,” based on analytical research conducted in partnership with UNEP (Mr. Pier-Carlo Sandei, Ksenia Vysotska), ILO (Ms. Aida Lindmeier and Mr. Džemal Hodžić), and the NGO “Living Planet” (Ms. Svitlana Berzina, Ms. Olena Tkach, Ms. Olena Ivanova, Mr. Mykhailo Buchak, Ms. Alina Sevostiyanova).

The project is within the framework of the Green Recovery Platform for Ukraine, with the aim of assessing the status and potential for creating new green jobs while facilitating veterans’ reintegration into the green labour market during the country’s recovery.

The research findings, conclusions, and recommendations in this report were presented on 26 June at a roundtable at the Ministry of Environmental Protection and Natural Resources of Ukraine, and on 10–11 July to participants of the International Conference on Ukraine’s Reconstruction in Rome (URC 2025).

The views expressed in this report are those of the authors and in no way reflect the official positions of implementing partners, donors, or affiliated institutions.

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Term / Abbreviation	Simple Explanation
AFIR – Regulation (EU) 2023/1804 “Alternative Fuels Infrastructure Regulation”	EU Regulation requiring countries to establish networks of charging stations for electric vehicles, hydrogen refueling stations, and digital systems (e.g., payment roaming) to support green mobility.
BAT – Best Available Techniques	The most effective and advanced technologies that minimize pollution in line with EU standards.
CAP – Common Agricultural Policy	EU policy that provides subsidies, sustainability standards, and green programs for agriculture.
CDW – Construction and Demolition Waste	Waste generated during construction, renovation, or demolition; EU law requires its recycling or reuse.
CEMS – Continuous Emissions Monitoring Systems	Devices that continuously measure industrial air pollution in real time.
CMO – Common Market Organisation	EU framework ensuring market stability, fair trade, and sustainability in the agricultural sector.
CPR – Construction Products Regulation	EU Regulation (No. 305/2011, currently under revision) setting standards for construction materials with environmental criteria and digital product passports.
DNSH – Do No Significant Harm	EU principle requiring that any project must not cause significant harm to the environment or ecosystems.
Ecological Labeling (EU Ecolabel / ISO 14024)	Certification confirming that a product or service meets environmental standards.
EGSS – Environmental Goods and Services Sector	EU/Ukraine statistical category covering renewable energy, waste management, and other environmental activities.
EIA – Environmental Impact Assessment Directive	EU Directive (2011/92/EU) requiring an environmental impact assessment before implementing major projects.
EBRD Green Transition Programme	European Bank for Reconstruction and Development (EBRD) program financing decarbonization, energy efficiency, and sustainable infrastructure.
EPBD – Energy Performance of Buildings Directive	EU directive setting energy efficiency requirements for buildings, targeting nearly zero or zero emissions.
EPD – Environmental Product Declaration	A verified document confirming the environmental impact of a product throughout its life cycle.

Term / Abbreviation	Simple Explanation
EQS Directive (2008/105/EC)	EU directive setting pollutant concentration limits for aquatic ecosystems (rivers, lakes, coasts).
EU Acquis (acquis communautaire)	The body of EU law and policies that Ukraine is gradually aligning with.
Fit for 55 Package	EU legislative package aimed at reducing greenhouse gas emissions by 55% by 2030.
GEF – Global Environment Facility	International financial mechanism supporting projects in climate, biodiversity, and sustainability.
GPP – Green Public Procurement	A procurement system integrating environmental criteria and sustainability standards per EU directives.
Green Transition / Green Reconstruction	The set of EU-aligned legislative and policy reforms guiding the shift toward a climate-neutral and resilient economy.
Green Recovery & Veteran Employment Hubs	Regional multifunctional centers connecting employment services, business, education, veterans, and international partners to advance green jobs.
IED – Industrial Emissions Directive	EU Directive (2010/75/EU) regulating industrial emissions from chemical, energy, and manufacturing facilities.
ILO Decent Work Agenda	The International Labour Organization's policy framework promotes access to productive employment under conditions of freedom, equity, security, and human dignity, supported by labour rights, social protection, and social dialogue.
INSPIRE Directive (2007/2/EC)	EU framework for harmonizing geospatial data across member states for planning, monitoring, and mapping.
IPM – Integrated Pest Management	Crop protection approach minimizing chemical pesticide use through biological and cultural practices.
ISO – International Organization for Standardization	Organization that sets global standards for quality, safety, and environmental management.
Just Transition Mechanism (JTM)	EU mechanism ensuring a socially fair transition to a climate-neutral economy, supporting affected regions and workers.
LCA – Life-Cycle Assessment	Method for assessing a product's environmental impact from raw materials to disposal.
LULUCF Regulation 2018/841	EU regulation for accounting carbon in land use, land-use change, and forestry sectors.
MRV – Monitoring, Reporting, Verification	System for monitoring, reporting, and verifying emissions or environmental data.

Term / Abbreviation	Simple Explanation
HACCP – Hazard Analysis and Critical Control Points	Food safety system identifying and controlling potential hazards in production processes.
NECP – National Energy and Climate Plan	National plan of Ukraine and EU outlining strategies to meet climate and energy targets.
NDC – Nationally Determined Contribution	Country's climate commitments under the Paris Agreement to reduce emissions.
NZEB / ZEB – Nearly Zero-Energy / Zero-Emission Building	Buildings with nearly zero or zero energy consumption per EU standards.
OPS – Onshore Power Supply	Shore-side electricity supply to ships in ports, reducing fuel use and emissions while docked.
ProZorro	Ukraine's electronic public procurement system ensuring transparency and efficiency in tenders.
RED II / RED III – Renewable Energy Directives	EU directives (2018/2001 and 2023/2413) setting renewable energy targets for heating, cooling, and transport.
RES – Renewable Energy Sources	Renewable energy sources such as solar, wind, hydro, and biomass.
SEA – Strategic Environmental Assessment	EU Directive (2001/42/EC) requiring the assessment of environmental effects of policies or programs before adoption.
Seveso III Directive	EU Directive (2012/18/EU) on the control of major industrial accident hazards involving dangerous substances.
SME – Small and Medium-Sized Enterprise	Businesses employing up to 250 people.
TEN-T – Trans-European Transport Network (Regulation EU 2024/1679)	Integrated European transport network of roads, railways, and ports with climate-resilient standards.
UAV / GIS Operators	Specialists working with drones and GIS systems for monitoring, mapping, and post-war reconstruction assessment.
Ukraine Facility (EU)	EU financial instrument supporting Ukraine's macro-financial stability and post-war recovery.
UXO – Unexploded Ordnance	Unexploded military munitions (mines, shells) requiring clearance before land use.
UWWTD – Urban Wastewater Treatment Directive	EU directive on collection and treatment of urban wastewater, including micro-pollutants.
URTF – Ukraine Reconstruction Trust Fund (World Bank)	Multi-donor trust fund financing Ukraine's recovery and infrastructure modernization projects.
Veterans' Green Pathway	Concept of professional and entrepreneurial pathways for veterans in the green economy, including training, certification, internships, and business support.

SUMMARY

Chapter 1 delivers a comprehensive overview of Ukraine's economic situation, the state of the labour market, and the primary challenges affecting employment levels and occupational demand. It places particular emphasis on the education system—highlighting the most demanded professions, the accessibility of green job training programs, and opportunities for integrating veterans into the workforce. The chapter also presents statistical data on the number of veterans in the labour force, their employment status, and their participation in retraining programs for transitioning into green jobs.

Chapter 2 presents the classification and criteria for defining green jobs in Ukraine. The analysis includes estimation of the number of green jobs in the labour market, accounting for gender and inclusive dimensions, as well as the proportion of veterans employed in these fields. The role of entrepreneurs in generating green jobs, particularly veteran-founded enterprises, is also examined. Additionally, the socio-economic impact of expanding the green job sector is assessed, including spillover effects across different economic industries. Special attention is devoted to regional variations in implementing green jobs and to devising strategies to attract veterans into this sector. The contribution of veterans to economic growth and industrial development through their participation in green economy sectors is also analyzed.

Chapter 3 analyzes the impact of the growth of the green sector on key industries in Ukraine and assesses how different regions might respond to the introduction of green jobs. Strategies for veteran inclusion into green employment are explored, along with how their participation can promote economic growth and industrial development. This chapter also showcases successful veteran-led green projects in Ukraine and abroad as illustrative case studies.

Chapter 4 investigates the potential for expansion of Ukraine's green market: identifying sectors with high promise, territorial clusters, resources, and institutional conditions. It recommends demand-stimulation instruments for ecological goods and services—including green public procurement, tax incentives, and concessional financing—as market development drivers. The chapter concludes with strategies to integrate veterans into new green roles, respecting their experience, and with mechanisms for monitoring and evaluating effectiveness for future scaling.

Chapter 5 underlines how veterans may be integrated into the employment system through green professions, skills transition, and entrepreneurship. The chapter presents retraining frameworks that adapt military skills to sustainable development trends. A dedicated section is devoted to tools for supporting veteran business—ranging from grant programs to mentorship and partnership mechanisms that foster stable operation. Embedded within the chapter are cases of successful veteran initiatives in green sectors, in Ukraine and beyond, with emphasis on success factors and lessons for scaling.

The **appendices** of the report include supporting data, thematic studies, and supplemental resources that enrich the findings and policy recommendations of the main body.

The **final chapter** synthesizes the key findings and offers actionable recommendations with a proposed roadmap (Appendix 9). These are designed to help transform Ukraine's labour market into one that is sustainable, inclusive, and competitive. Implementation of these measures will maximize the potential of veterans and other segments of the workforce in Ukraine's economic and ecological recovery.

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This report assesses the principal sectors of Ukraine’s green economy, labour-market challenges, and economic opportunities, and offers actionable policy recommendations aimed at enhancing regional employment, vocational training, and institutional support for veterans transitioning into green sectors.

The methodology for the analytical study is grounded in the methodological guidance of UNEP and ILO on green labour-market research, and draws upon methodologies used in studies on just transitions and their impacts on the green labour market by the EEA and OECD.

According to ILO and UNEP, **green jobs** are decent employment opportunities that drive economic growth while maintaining ecological balance. They are essential to transforming industrial models, improving energy efficiency, reducing pollution, and adapting to climate change.

The report “*Green Jobs: Towards Decent Work in a Sustainable, Low-Carbon World*” defines green jobs as employment in agriculture, industry, services, and public administration that contributes to preserving or restoring environmental quality.

Green jobs may be classified by two fundamental approaches:

1. Employment created within the green economy (e.g. renewable energy, organic agriculture, waste recycling, environmental protection).
2. Jobs that contribute to environmental protection or climate mitigation even if the core business is not green (e.g. implementation of cleaner production, energy-efficient construction, sustainable tourism, forestry, fishing).

The second approach presupposes the incorporation of green competencies into professions across sectors—such as energy efficiency engineers in conventional manufacturing or drone operators for environmental monitoring.

For Ukraine, the creation of green jobs is more than environmental policy—it is an instrument of future-oriented economic recovery.

The widespread destruction of infrastructure, damage to enterprises, and forced losses in human capital represent a profound challenge—but also an exceptional opportunity to reimagine the labour market. Through lenses of sustainability, equity, and inclusion, foundational values can be established for a new employment paradigm.

Today, even as war continues, Ukraine must already begin planning its recovery. Now — in the midst of crisis — the foundations must be laid. The scale of the challenge is stark.

Over 1 500 000 veterans and persons associated with combat operations have already been registered with the State Employment Service. More than 1 000 000 among them have direct combat experience. After the war ends, that figure may exceed 5 000 000, once family members of service personnel are included.

The unique skills acquired during military service — discipline, risk management, technical expertise — are directly transferable to expanding green sectors: demining of natural territories, protection of conservation zones, reconstruction of critical infrastructure, support for eco-tourism, and development of renewable energy.

At the same time, per UNHCR data, 6 800 000 million Ukrainians are registered as refugees globally (as of January 2025).

UNHCR Their return will depend heavily on whether Ukraine can offer stability, dignified employment, and a future worth coming back to.

Across Europe, green jobs already drive structural transformation — from climate-resilient infrastructure and organic agriculture to circular industrial models. Institutions like the OECD and ILO emphasize that the future of employment lies in these directions. For Ukraine, these are not distant trends — they are urgent priorities.

That is why green jobs matter today. These are not mere jobs, but strategies for inclusion, reintegration, and long-term resilience. They are about shaping the very foundation of post-war recovery — a recovery rooted in sustainability, strength, and European values.

The green transition promises significant employment opportunities. In Ukraine, 534 professional skills have already been identified as adaptable to green sectors, and over 300 types of economic activity have been mapped as potential entry points into a unified green market of goods, services, and technologies aligned with the EU.

This holds special significance for Ukraine: much of the destruction to buildings and infrastructure requires reconstruction “from scratch,” and doing so by EU standards is vital. Rebuilding with energy efficiency and ecological integrity offers multiple advantages:

- Energy savings and reduced operating costs
- Access to green financing — grants, preferential loans or investments conditioned on environmental criteria
- Simultaneous creation of new green jobs in construction and industry — roles already meeting European norms and standards

By investing now in appropriate design, technologies, and skills, Ukraine lays the groundwork for a labour market that is inclusive, forward-looking, and aligned with the EU’s climate goals — leveraging reconstruction not simply as repair, but as catalyst for transformation.

To unlock this potential, action must be timely — not after the war, but now, when systems can still be reshaped, policies reimaged, and investments remain mobile. Green jobs are the connective tissue linking climate objectives, Ukraine’s EU path, and social cohesion.

The study is in line with:

- The **EU taxonomy**, particularly Regulation (EU) No 691/2011 on European environmental economic accounts (insofar as it addresses reporting in the environmental goods and services sector) and Commission Implementing Regulation (EU) 2015/2174 (on the indicative compendium of environmental goods and services). EUR-Lex It also aligns with environmental standards, technical eco-criteria, and eco-labeling program criteria (e.g., DSTU ISO 14024, EN ISO 14024).
- A comparative sectoral analysis of Ukrainian and European legislation (Appendix 2), applying the “Do No Significant Harm” (DNSH) principle.
- A political context that goes beyond mere technical implementation of EU acquis — it addresses national security, social sustainability, and post-war recovery in Ukraine.

Detailed methodology is set out in Appendix 1 of this report.

DNSH — Do No Significant Harm

The EU’s DNSH principle requires that any project seeking to claim environmental or climate benefit must demonstrate that it does not inflict significant harm to other environmental objectives (such as pollution control, efficient resource use, biodiversity, etc.). The project must also meet standards of energy efficiency and contribute to the transition to a circular economy.

National Taxonomy of Green Jobs

The national taxonomy in this study is based on a list of economic activities and professions deemed to form Ukraine’s green labour market, constructed on the basis of national classification systems.

Why this matters for veterans

Demand for skills aligned with green standards opens pathways for veterans into recognized, competitive professions with decent labour conditions.

Desk research findings

- Established a direct link between policy frameworks and the labour market, enabling assessment of how laws and regulations shape emerging professions and competencies.
- Demonstrated that veterans can act as active agents in the green transformation, not merely as beneficiaries of social support.
- Identified 10 priority economic activities that combine post-war reconstruction needs, environmental improvement potential, and job creation possibilities:
 1. Transport and infrastructure
 2. Energy efficiency, renewable energy, and cleaner industrial production
 3. Water supply and wastewater management
 4. Demining of land, forests, structures, and infrastructure
 5. Reclamation and remediation of polluted territories
 6. Ecological building materials
 7. Green construction
 8. Sustainable tourism
 9. Agriculture, forestry, hunting, and fisheries
 10. Sustainable forest management

The desk research findings were validated through:

1. Field research (Appendices 5–8):

- Survey of 1,040 veterans
- Survey of 120 employers
- 10 focus groups with stakeholders on priority activity areas
- 27 in-depth interviews

2. Stakeholder consultations, including:

- A discussion at the first stakeholders’ forum of the Green Recovery Platform for Ukraine (7 May 2025)
- A roundtable at the Ministry of Environmental Protection and Natural Resources of Ukraine (26 June 2025)

Job Creation Potential

In Ukraine, employers are already successfully generating green jobs across various sectors and are willing to share their experiences. In Chapter 2 of this report, entitled “*Green Job Market: Classification, Veteran Integration, Inclusivity*,” we present success stories that illustrate the benefits of green transformation.

A study involving **715,682 Ukrainian enterprises** operating in sectors related to the green economy, using a moderate international employment multiplier (1.7), demonstrates a potential to create up to **2 million new green jobs** over a two- to three-year period during post-war recovery.

How to interpret the estimate of ~2 million green jobs (2025–2030)?

- **New jobs:** positions created in areas where none existed before (e.g. renewable energy installers, UAV/GIS operators, energy efficiency auditors, environmental management system specialists, agronomists in organic farming, etc.).
- **Transformed jobs:** existing positions transitioning to “green” through new skills or cleaner processes (e.g. architects or structural engineers shifting to green building standards; mechanics retraining for servicing electric vehicles; production technologists developing eco-friendly product lines).
- **Indirect / derived jobs:** employment supported by green transformation through supply chains, public procurement, and services (e.g. logistics, certification, IT services).

In the **roadmap** (Appendix 9), aggregate figures are provided. Where relevant, distinctions between **new** and **requalified** jobs are made to support planning, training, and monitoring.

Based on the research results and the national taxonomy of green jobs, the **roadmap** (Appendix 9) was developed to expand new green job creation, including the reintegration of veterans into the green labour market.

This document serves as a strategic resource for policy makers, business leaders, donors, civil society institutions, and all stakeholders engaged in Ukraine's green recovery.

CHAPTER 1.

Policy and Socio-Economic Context

1.1. Socio-Economic Overview

Population

According to official data from the State Statistics Service of Ukraine, as of 1 January 2022¹, and therefore from before the full-scale invasion, the permanent population (excluding the temporarily occupied territories of the Autonomous Republic of Crimea and the city of Sevastopol) amounted to **40,997,698 persons**, including **19,006,979 men** and **21,990,719 women**. However, these figures do not reflect the extensive internal and external population displacements caused by the full-scale war. Up-to-date regional data for the years 2023–2025 are currently unavailable.

As reported by the National Bank of Ukraine² (as of 1 January 2024), the number of economically active persons aged 15–70 has decreased by **more than 25%** compared to 2021, while the **total population** of Ukraine is estimated at **around 32 million people**.

Number of Jobs

According to the government of Ukraine, as of **1 January 2025**, there were approximately **8 million officially employed³ persons** in the country. This represents the lowest figure in decades — yet also a strong driver for economic renewal and structural transformation.

According to data from the **State Employment Service of Ukraine⁴**, as of **June 1, 2025⁵**, Ukraine recorded **66,010 registered vacancies** and **129,774 unemployed persons**. Despite the challenging circumstances, the SES (as of 30 June 2025⁶) has demonstrated notable efficiency: **45% of all vacancies resulted in actual employment** during the first five months of the year — meaning that **every second job posting led to successful hiring**.

Regional labour market leaders include:

- over **29,000 job openings** in Lviv region;
- **14,000** in Dnipropetrovsk region;
- approximately **11,500** in Kyiv city;
- and a combined **over 10,000 vacancies** in Kyiv, Poltava, Kharkiv, and Khmelnytskyi regions.

These figures highlight the active role of regional employment centers in revitalizing the labour market and underscore their potential as key partners in green job creation and veteran reintegration initiatives.

¹ Data from the State Statistics Service of Ukraine https://www.ukrstat.gov.ua/operativ/operativ2022/ds/kn/arh_kn2022_u.html

² NBU Inflation Report, January 2024 (PDF) https://bank.gov.ua/admin_uploads/article/IR_2024-Q1.pdf https://bank.gov.ua/admin_uploads/article/IR_2024-Q1_eng.pdf; Data from the Ministry of Finance of Ukraine https://index.minfin.com.ua/ua/reference/people/?utm_source=chatgpt.com

³ Prime Minister statement <https://www.unian.ua/economics/other/robota-v-ukrajini-shmigal-porahuvav-skilki-potribno-robochih-misc-shchob-vizhiti-12739671.html#:~:text=%D0%97%D0%B0%20%D1%81%D0%BB%D0%BE%D0%B2%D0%B0%D0%BC%D0%B8%20%D0%BF%D1%80%D0%B5%D0%BC%D1%94%D1%80%2D%D0%BC%D1%96%D0%BD%D1%96%D1%81%D1%82%D1%80%D0%B0.%D0%BC%D0%B5%D0%BD%D1%88%D0%B5%208%20%D0%BC%D1%96%D0%BB%D1%8C%D0%B9%D0%BE%D0%BD%D1%96%D0%B2%20%D1%80%D0%BE%D0%B1%D0%BE%D1%87%D0%B8%D1%85%20%D0%BC%D1%96%D1%81%D1%86%D1%8C>

⁴ Data from the State Employment Service of Ukraine https://dcz.gov.ua/stat/statfile_by_professions <https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.dcz.gov.ua%2Floaddata%2Fupload%2Fdoc%2F4%2520Professions%252005%25202025.xlsx&wdOrigin=BROWSELINK> and by economic activities <https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.dcz.gov.ua%2Floaddata%2Fupload%2Fdoc%2F5%2520Types%2520of%2520economic%2520activity%252005%25202025.xlsx&wdOrigin=BROWSELINK>

⁵ State Employment Service statement <https://www.kmu.gov.ua/news/sluzhba-zainiatiosti-znaishla-pratsivnykiv-na-45-nadanykh-robotodavtsiamy-vakansii>

⁶ State Employment Service statement <https://www.kmu.gov.ua/news/sluzhba-zainiatiosti-znaishla-pratsivnykiv-na-45-nadanykh-robotodavtsiamy-vakansii>

Vocational Education and Human Resource Potential for the Green Economy

According to official data from the Ministry of Education and Science of Ukraine, as of 1 January 2024 received upon the project official request, the country had **3,015 vocational (vocational-technical) education institutions**, collectively producing around **405,000 graduates annually** across **1,639 professional qualifications**.

This represents a strong educational foundation; however, its current structure does not fully align with the emerging demands of the labour market.

Analysis reveals a critical shortage of skilled professionals in technical, engineering, and innovation-oriented fields — particularly in waste management, energy-efficient construction, renewable energy, environmental monitoring, digital transformation, and smart logistics.

The primary reason is the lack of coordination between the education system, government policy, and employer needs. Both youth and veterans often lack adequate information about future-oriented professions, limiting their opportunities for career development and retraining.

These findings underscore the urgent need to align the skills supply and demand sides better, to modernize education policy and establish targeted training and reskilling programs unemployed and job seekers, which include for veterans, people with disabilities, women, youth, and other groups at risk of social exclusion in sectors with high potential for green growth. Integrating ILO data and international analytical frameworks will help identify existing skill gaps and determine priority areas for human capital development, supporting Ukraine's sustainable and inclusive economic recovery.

1.2. Policy Context

EU Commitments to Green Job Development

The European Union's policy on green job creation is anchored in its overarching objectives of climate neutrality and sustainable development. The key legislative and strategic instruments include:

- European Green Deal — the EU's comprehensive strategy and action plan aimed at achieving climate neutrality by 2050, while driving the creation of new green jobs across all sectors of the economy.
- Fit for 55 Package — a set of legislative initiatives designed to ensure a minimum 55% reduction in greenhouse gas emissions by 2030, fostering investment in energy efficiency, renewable energy, and clean transport.
- Circular Economy Action Plan — a policy framework promoting waste reduction, resource efficiency, and the creation of employment opportunities in recycling, repair, and eco-design sectors.
- Just Transition Mechanism — a financial instrument that supports regions and workers most affected by the phase-out of fossil fuels, facilitating reskilling, retraining, and new employment opportunities in sustainable sectors.
- Green Deal Industrial Plan — an initiative to boost clean technologies, strengthen local manufacturing, and generate low-carbon industrial employment, enhancing the EU's global competitiveness in the green economy.

Key Horizontal Instruments and Strategic Documents (EU ↔ Ukraine)

- Net Zero Industry Act (NZIA) — establishes the framework for developing net-zero technology manufacturing and creating a sustainable industrial base in Europe (Regulation (EU) 2024/1106).
- Critical Raw Materials Act (CRMA) — sets out measures to strengthen the EU's resilience in securing critical materials, with a focus on recycling, reuse, and reducing import dependency (Regulation (EU) 2024/1252).
- Nature Restoration Regulation (NRR) — introduces legally binding targets for the restoration of degraded ecosystems, enhancement of biodiversity, and improvement of ecological resilience (Regulation (EU) 2024/1991).
- Carbon Border Adjustment Mechanism (CBAM) — implements a carbon levy on imported goods to ensure fair competition and incentivize industrial decarbonization within and beyond the EU (Regulation (EU) 2023/956).
- Renewable Energy Directive III (RED III) — raises the EU's renewable energy target to at least 42.5% of the total energy mix by 2030, accelerating the clean energy transition (Directive (EU) 2023/2413).

- Energy Efficiency Directive (EED) — the revised directive establishes stricter energy-saving targets across the EU and national economies, promoting systemic improvements in energy performance and resource efficiency (Directive (EU) 2023/1791).

European Initiatives in the Field of Employment and Labour

- European Pillar of Social Rights (EPSR) — sets out the EU's core social principles, including equal opportunities, fair working conditions, and access to social protection, serving as the foundation for a just and inclusive green transition.
- EU Skills Agenda — aims to develop professional competencies, support reskilling and upskilling, and prepare the workforce for the green and digital transitions, enhancing employability and labour market adaptability.
- Directive 2000/78/EC on Equal Treatment in Employment and Occupation — establishes a general framework for equal treatment in the workplace, prohibiting discrimination on grounds of age, disability, religion, gender, or ethnic origin.
- EU Directives on Occupational Safety and Health (OSH) — define harmonized standards for safe and decent working conditions across member states, which are being gradually integrated into Ukraine's labour legislation in alignment with EU norms.

International Frameworks

- Green Industrial Recovery Programme (UNIDO/UNSDCF, 2025–2029) — supports post-war economic revitalization through low-carbon industrial modernization, clean technology deployment, and the creation of green jobs aligned with the Sustainable Development Goals (SDGs).
- This report aligns with the ILO Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), which emphasizes using employment policies and enterprise development to support recovery, social cohesion, labour rights, and inclusive participation. In Ukraine's post-war recovery, green job creation provides a practical mechanism to link reconstruction investments with decent work and long-term economic resilience⁷.

European Context and Opportunities for Ukraine

Ukraine has made partial progress in aligning its policies with the European Green Deal, yet implementation remains fragmented. The State Programme for the Just Transition of Coal Regions currently covers only selected territories and fails to incorporate key green sectors — such as energy efficiency, renewable energy, sustainable transport, and the circular economy — all of which hold significant potential for veteran employment.

A major gap lies in the lack of coherent inter-ministerial coordination that would integrate environmental protection, industrial pollution control, economic recovery, and social reintegration into a unified policy framework. In addition, absence of social partners (workers' and employers' organizations) also reduces the policy development efforts. As a result, veterans remain largely excluded from Ukraine's green transition, despite their skills and capacity to contribute to sustainable reconstruction and national resilience.

Consistent with international labour standards, green recovery policies should be grounded in social dialogue and tripartite cooperation. Governments set the regulatory framework; employers' organizations provide labour market intelligence and information on skills demand; and trade unions safeguard working conditions, wages, and worker participation. Institutionalized dialogue strengthens policy quality, supports the acceptance of reform, and mitigates social risks associated with structural transformation.



Ukraine Green Recovery Platform, UGRP

The Ukraine Green Recovery Platform was established as a coordination mechanism between the Government of Ukraine and international partners to ensure the integration of environmental priorities and sustainability principles into the country's recovery and reconstruction process.

⁷ Recommendation N° 205. Employment and decent work for peace and resilience: https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40ed_emp/%40emp_ent/%40ifp_crisis/documents/publication/wcms_631491.pdf (ILO, 2018)

Launched in 2024 during the International Ukraine Recovery Conference in Berlin, the Platform operates under the support of the Government of the Federal Republic of Germany, in partnership with the OECD, the United Nations Environment Programme (UNEP), and the United Nations Economic Commission for Europe (UNECE).



Caption: Representatives of the United Nations Economic Commission for Europe (UNECE), the United Nations Environment Programme (UNEP), and the Organisation for Economic Co-operation and Development (OECD) sign a joint statement establishing the Platform for Action on the Green Recovery of Ukraine during the Ukraine Recovery Conference in Berlin.

Photo: © UNECE

The United Nations Economic Commission for Europe (UNECE), the United Nations Environment Programme (UNEP), and the Organisation for Economic Co-operation and Development (OECD) signed a joint statement establishing the Platform for Action on the Green Recovery of Ukraine during the Ukraine Recovery Conference in Berlin.

Photo: © UNECE

The Platform plays a key role in shaping a systemic approach to Ukraine's post-war recovery based on the principles of sustainable development. It brings together government institutions, international partners, the private sector, academia, and civil society to jointly design and implement environmentally balanced solutions for rebuilding infrastructure, industry, and local communities. The Platform also supports policy coordination, investment mobilization, and the implementation of European Green Deal principles as part of Ukraine's EU integration process.

The first Stakeholders Forum of the Platform was held on 7 April 2025, with the aim of assessing progress, coordinating ongoing initiatives, and identifying concrete priority actions for Ukraine's green recovery. During the Forum, representatives of government bodies, civil society, the private sector, academia, international organizations, and financial institutions discussed the key challenges and opportunities of advancing Ukraine's green recovery agenda.



As part of the Forum, a dedicated session featured the first presentation of the initiative "Green Jobs for Ukraine's Recovery and European Integration", followed by a discussion with key stakeholders on its objectives, implementation pathways, and strategic relevance for Ukraine's sustainable reconstruction.



The Ukrainian policy landscape on green recovery and employment is increasingly shaped by the **European Union's green transition agenda**, establishing a clear link between **EU commitments** and **Ukraine's national strategies**. As Ukraine aligns its legislation and institutions with the *European Green Deal* and related frameworks — such as the *Fit for 55 Package*, *Circular Economy Action Plan*, and *Just Transition Mechanism* — its domestic reforms mirror EU priorities on climate neutrality, social inclusion, and skills development.

The establishment of the *Ukraine Green Recovery Platform (UGRP)* operationalizes this alignment by providing a joint coordination mechanism between Ukraine and its international partners — including UNEP, UNECE, and the OECD — to ensure that reconstruction efforts integrate environmental and social dimensions. In this context, Ukraine's growing portfolio of strategic documents and new legislation (2023–2025) demonstrates how **European policy commitments are being translated into national action**, setting the foundation for green job creation, veteran reintegration, and sustainable post-war economic transformation.

Ukraine's Strategic Documents

- Sustainable Development Strategy of Ukraine until 2030 – adopted in 2019, with an update scheduled for 2025.
- National Economic Strategy until 2030 – includes dedicated sections on green transformation and energy transition.
- Law of Ukraine “On the Basic Principles (Strategy) of the State Environmental Policy until 2030” – adopted in 2019, outlining national environmental objectives and implementation mechanisms.
- Environmental Security and Climate Change Adaptation Strategy until 2030 – adopted in 2021, addressing climate resilience and environmental risk management.
- State Regional Development Strategy until 2027 – includes a “green recovery” component to guide post-war regional revitalization.
- State Veteran Strategy until 2030 – adopted in 2023, contains provisions for employment and retraining in green sectors.
- State Target Programme for Supporting Veterans and Their Families (2024–2027) – includes grant mechanisms for SMEs and entrepreneurship.
- National Employment Strategy until 2030 – emphasizes the development of green and digital skills to meet future labour market demands.
- SME Development Strategy until 2027 – integrates green finance instruments and criteria for sustainable public procurement.
- National Youth Strategy until 2030 – focuses on preparing young veterans and internally displaced persons (IDPs) for green professions and future-oriented employment.

New Legislation and Action Plans (2023–2025)

- Law of Ukraine “On Integrated Prevention and Control of Industrial Pollution” – introduces EU-aligned mechanisms for industrial emissions monitoring, environmental permitting, and pollution reduction.
- Law of Ukraine “On Waste Management” (2022) and accompanying waste management legislation (2023–2025) – establishes a comprehensive framework for circular economy practices, including waste collection, recycling, and producer responsibility systems.
- Roadmap for the Implementation of the Greenhouse Gas Validation and Verification System and the Establishment of the Emissions Trading System (ETS) – sets the foundation for carbon pricing and emissions regulation in line with EU ETS principles.
- National Energy and Climate Plan (NECP) – currently under revision (2024–2025), defining Ukraine's energy transition and decarbonization objectives.
- Law of Ukraine “On Vocational Education” (new edition, 2025) – modernizes the system of vocational and technical training, with a focus on green and digital skills.
- Occupational Safety Legislation – updates national standards to ensure safe and decent working conditions, harmonized with EU OSH directives.
- Anti-Discrimination and Disability Rights Legislation – strengthens legal protections for persons with disabilities, including employment provisions and rights of veterans with disabilities.

Why It Matters

These legislative acts and policy documents set the “rules of the game” — defining **which technologies qualify as green, which standards are mandatory or voluntary for businesses, what skills are needed in the labour market, and what protections are guaranteed for workers, including those from vulnerable groups.**

Examples of Cross-Sectoral Linkages

- The EU Energy Efficiency Directive (2023/1791) and the Laws of Ukraine “On Energy Efficiency” and “On Energy Performance of Buildings” directly relate to priority sectors 4 (renewable energy, energy-efficient production technologies, eco-design) and 7 (energy-efficient and green construction).
- The Law of Ukraine “On Waste Management”, the National Waste Management Plan until 2033, and the Draft Circular Economy Strategy of Ukraine until 2035, as part of EU integration, establish the framework for priority sectors 5 (environmentally friendly construction materials and products) and 9 (agriculture, forestry, and waste recycling).
- The EU Regulation on Nature Restoration (2024/1991, NRR) provides a European policy context for priority sectors 3 and 10 — land reclamation, sustainable forestry, and nature-based solutions.
- The EU Critical Raw Materials Act (CRMA) and the Carbon Border Adjustment Mechanism (CBAM) influence the green transformation in priority sectors 1, 4, and 5 — transport, energy, and environmental goods and services.
- The reform of vocational education, together with legislation on employment of persons with disabilities and veteran employment guarantees, serve as cross-cutting enablers — ensuring a qualified and inclusive workforce through retraining, micro-credentials, formal recognition of military skills, accessible employment for persons with disabilities, and protection of labour rights.

In summary, these legislative and policy frameworks act as horizontal drivers, while the sectoral analytical tables detail their impact on green job creation, quality of work, and social inclusion.

How This Affects the Labour Market

While most of these legislative acts are horizontal in nature, they exert a direct influence on job creation across the identified priority economic sectors:

- EU legislation drives the transition toward energy- and resource-efficient cleaner technologies, renewable energy, low-carbon materials, ecosystem restoration, and ESG reporting competencies. The gradual transposition of the EU acquis into Ukrainian law raises national standards and generates demand for new green skills.
- National legislation provides the legal and institutional foundation for the development of green jobs — through mandatory environmental and labour standards, updated qualification requirements, and new education and training programs.
- Institutional reforms — including the creation of an integrated “mega-ministry” for economy, environment, and agriculture, as well as government decisions and practical measures to support veteran employment and entrepreneurship — define the governance framework, labour mobility mechanisms, inclusion pathways, and oversight structures necessary to scale up green employment in a just and sustainable manner.

Annex 2. EU Policies, Legislative Acts, and International Recommendations provides a cross-sectoral overview of the most significant EU and Ukrainian initiatives, legislative acts, and financial mechanisms that shape the regulatory foundation for the green transition and veteran reintegration. It also includes a **Consolidated Table of Legislative Changes** and a set of **Sectoral Analytical Tables** (as of **1 September 2025**) that map how these frameworks translate into concrete measures across key economic sectors.

Gaps in Veteran Policy and Support Programmes

Ukraine's post-war recovery will depend not only on rebuilding infrastructure but also on **rebuilding its human capital**. Veterans represent one of the country's most significant — yet underutilized — segments of the workforce. As of early 2025, the Unified State Register of War Veterans includes **over 1.55 million individuals**, including **more than 1 million active combatants** since 2014. When family members and dependents are included, the veteran community could exceed **5 million people**, forming nearly one-sixth of Ukraine's population.

At the same time, Ukraine faces a **shrinking labour force** — with fewer than eight million officially employed persons nationwide and significant skills shortages across technical and industrial sectors.

This mismatch between **available talent and emerging labour demand** presents both a challenge and an opportunity. Veterans, many of whom possess leadership, logistical, and technical skills acquired during service, could become a **key driver of the green transition** — supporting reconstruction, energy modernization, environmental management, and sustainable manufacturing.

However, current employment and reintegration policies only marginally address this potential. Without targeted programmes that link veteran reintegration to the green economy, Ukraine risks losing a highly motivated and disciplined workforce that could accelerate recovery while promoting social cohesion and inclusive development.

Despite ongoing reforms and multiple initiatives, veterans remain largely absent from the focus of state policy on the green transition. The existing support system does not harness their potential for national recovery or the development of a sustainable, future-oriented economy.

There is no linkage between veteran policy and the green economy — current reintegration programmes are not designed to engage veterans in energy efficiency, renewable energy, or sustainable production sectors. As a result, Ukraine is missing a key opportunity to match veterans' skills and experience with the country's growing demand for qualified green professionals.

A significant education and skills gap persists: veterans have limited access to training programmes that provide modern green skills — in construction, energy, logistics, and waste management. This limits their participation in the fastest-growing parts of the economy.

There is a lack of incentives for employers — businesses receive neither financial nor tax benefits for creating green jobs or employing veterans in green sectors.

Veteran voices are missing from policy design — veteran organizations are not systematically involved in the development of recovery or green transition strategies, which leads to state decisions that overlook veterans' real needs and capabilities.

Finally, there is unequal access to opportunities — most programmes and projects supporting the green transition do not specifically include veterans, even though their discipline, teamwork, and resilience are critical assets for rebuilding the country.

Finance: Between Defence and Recovery

Ukraine's **2024–2025 state budget** is, understandably, focused on defence — approximately **UAH 2.22 trillion** (over **USD 53 billion**) is allocated to military needs, accounting for more than half of all public expenditure. At the same time, the government continues to support the **social sector** — allocating over **UAH 400 billion** for social protection and **UAH 211 billion** for healthcare — while also funding infrastructure reconstruction and energy modernization. However, there is currently **no dedicated funding** for the **reintegration of veterans into the green economy**.

Some initiatives exist in the field of veteran entrepreneurship. In 2023, the Ministry of Economy provided over **UAH 100 million** in grants to **260 veterans** to start their own businesses, with plans to extend the programme in 2024 with an additional **UAH 200 million**. Yet these efforts are not linked to green sector development and remain fragmented and small-scale.

At the local level, most veteran programmes depend on central budget allocations or donor support. For instance, the EU and the International Organization for Migration (IOM) fund a EUR 6 million project that offers training to around 170 veterans and supports up to 50 veteran-led businesses.

In parallel, the EBRD Climate Innovation Vouchers programme provides **grants of up to EUR 50,000** for Ukrainian SMEs to implement green technologies. Although not specifically targeted at veterans, this model could serve as a prototype for future support mechanisms promoting veteran-led green entrepreneurship.

Key Financial Challenges

Despite political alignment with the European Green Deal, Ukraine still lacks a systemic programme to engage veterans in the green economy. Local communities — which could become a driving force in this process — lack the fiscal autonomy and institutional capacity to implement such initiatives independently.

Preliminary assessments highlight several core financial challenges:

- The state provides almost no stable funding for the development of green jobs;
- Most initiatives depend on short-term donor projects;
- There are no financial instruments tailored to help vulnerable groups — particularly veterans — enter green sectors.

Barriers to Veteran Employment

Upon returning to civilian life, veterans face multiple challenges that hinder their labour market reintegration — especially in post-war and economically fragile regions.

Skills mismatch. Military training does not always translate into civilian job qualifications, particularly in renewable energy, energy efficiency, or sustainable agriculture. Although veterans possess leadership, logistics, and technical competencies, they often lack formal certification or civilian work experience needed in green industries.

Psychosocial and Physical Challenges⁸.

Many veterans experience **post-traumatic stress, anxiety, depression, or other mental health conditions**, which can hinder their ability to find and retain employment. These challenges are often compounded by **physical injuries and disabilities** sustained during service, requiring workplace adaptations, accessible environments, and tailored rehabilitation.

In addition, **extended periods of military deployment and demobilization** frequently lead to a **deterioration of civilian employment and social skills** — including communication, teamwork in non-military contexts, and familiarity with civilian workplace culture. Combined with **stigmatization** and **limited employer awareness of mental health and disability inclusion**, these factors significantly reduce veterans' chances of successful and sustainable reintegration into the labour market.

Economic instability in post-war regions. These areas often face high unemployment and limited green-sector activity, leading to underemployment or temporary work for veterans. Recovery programmes rarely identify veterans as a priority workforce, missing the opportunity to mobilize experienced and motivated individuals for national rebuilding.

Limited access to training and resources. Veterans struggle to find affordable retraining opportunities relevant to modern green professions. Geographic disparities between urban and rural areas — and the additional constraints in war-affected zones — further limit access. Ukraine's green skills training infrastructure remains underdeveloped, and the vocational education system is misaligned with labour market needs in sustainable professions.

Low employer awareness. Many businesses underestimate the value veterans bring — particularly in sectors that demand discipline, leadership, and accountability. Misconceptions about veterans' mental health and a lack of inclusive hiring practices diminish employers' willingness to recruit them. This reflects a broader systemic issue — weak stakeholder engagement and insufficient procedural fairness in implementing the green transition.

1.3. Gender and Inclusion Dimensions

Women service members and families of fallen defenders face additional challenges that often remain overlooked in national and local employment programmes.

Care responsibilities. Female veterans and widows of fallen soldiers often carry the main burden of caring for children or elderly relatives, limiting their ability to participate in full-time employment or vocational training.

Gender stereotypes and bias. Persistent stereotypes lead to the undervaluation of women veterans' professional competence, especially in technical and leadership roles. In traditionally male-dominated sectors — such as construction or energy — women face greater barriers to advancement and recognition.

⁸ An estimated 100,000 out of the 1 million veterans in Ukraine require rehabilitation after having been wounded on the front lines. An estimated 300 new amputees are created every day, and there are reports of patients arriving for treatment in "overwhelming numbers." <https://www.village.com.ua/village/city/eng/346493-how-do-we-support-veterans-on-their-rehabilitation-journey-recovery-rehabilitation-centers-have-ans>; <https://newlinesinstitute.org/state-resilience-fragility/the-importance-of-aiding-ukrainian-veterans/>

Lack of inclusive support. Most veteran support programmes do not account for gender differences or the needs of specific groups — including women, LGBTQ+ individuals, and ethnic minorities. This gap restricts equitable access to retraining, employment, and financial opportunities.

Underrepresentation of women in green sectors. Women remain largely underrepresented in the green economy, despite the National Economic Strategy of Ukraine to 2030 identifying gender equality as a key objective. In practice, this commitment is still insufficiently supported by programme design and financing mechanisms.

CHAPTER 2. Priority Sectors and Types of Economic Activity

The **definition of green jobs** presented in the introduction to this report is based on the approaches of the International Labour Organization (ILO), the United Nations Environment Programme (UNEP), and the European Union. According to these frameworks, **green jobs are decent jobs¹ those that reduce the environmental impact of economic activity, promote the efficient use of resources, and support the transition to a low-carbon economy.**

Building on this foundation, a labour market assessment methodology was developed to identify, within this study, the economic sectors and types of activity in Ukraine with the greatest potential for green job creation.

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Table 4 in Annex 11 — Key Economic Sectors, Goods and Services according to the UNEP Methodology, EU Classification, and Ukrainian Market Analysis with Occupational Codes — presents a consolidated analytical framework that integrates:

- the NACE Rev. 2 classification of economic activities;
- the EU Environmental Goods and Services Sector (EGSS) Reference Framework established under Commission Regulation (EU) No 2015/2174; and
- the ILO and UNEP approach set out in the report “*Green Jobs: Towards Decent Work in a Sustainable, Low-Carbon World*” (UNEP/ILO/IOE/ITUC, 2008).

The table maps how core economic activities in Ukraine relate to environmental goods and services and identifies occupations requiring green skills according to the National Occupational Classification. It enables the identification of where green jobs can emerge, which professions have the highest environmental potential, and which directions should be considered priorities for employment policies, retraining, and veteran reintegration.

This table served as the operational foundation for field research and stakeholder consultations, including surveys, questionnaires, and focus groups — providing a practical reference to clarify *what is meant* by “green jobs” in the context of Ukraine’s recovery and European integration.

Potential for Green Job Creation

2.1. Regions with Priority Potential for Veteran Integration into the Green Labour Market

Following the established methodology, this assessment draws on four main data sources:

1. Mapping of conflict zones and levels of destruction;
2. Analysis of existing infrastructure and natural resource potential;
3. Labour market statistics by sector and occupation;
4. Survey results collected during the study (employers, veterans, and other stakeholders).

Each region was evaluated using two indicators: **readiness for near-term project implementation** and **medium-term potential for green job creation**. The findings are analytical and indicative in nature, serving as a starting point for pilot initiatives. They require regular updates as new data becomes available and regional conditions evolve.

¹ The [International Labour Organization \(ILO\)](#) defines decent work as «productive work for women and men in conditions of freedom, equity, security and human dignity». This includes having a fair income, workplace security, social protection, opportunities for personal development, and the freedom to organize and express concerns. It also emphasizes equality of opportunity and treatment for all.

Western Ukraine (e.g. Lviv, Ivano-Frankivsk, Zakarpattia Regions)

Damage level: Minimal direct destruction; infrastructure largely preserved, hosting significant numbers of internally displaced persons (IDPs).

Context: The region has remained relatively stable, with strong tourism, service, and IT sectors, and growing renewable energy and forestry potential. Civil society organizations supporting veterans and IDPs are highly active.

Opportunities: Development of small-scale renewable energy projects (solar, hydro, biogas); expansion of sustainable agriculture and agroecology; forest restoration and sustainable forestry; eco-certified wood processing (FSC, eco-labelling); sustainable tourism; and energy-efficient housing construction initiatives.

Kyiv and Central Ukraine

Damage level: Moderate damage concentrated in peri-urban and industrial areas; key infrastructure largely operational.

Context: The political and economic centre of the country, home to national governance, major businesses, and international partnerships, with rising demand for sustainability in reconstruction.

Opportunities: Large-scale building renovation and energy efficiency upgrades in public and private sectors; green construction; development of green urban infrastructure (parks, green roofs); distributed renewable energy generation; advanced waste management and recycling; and deployment of low-carbon logistics (EV charging, smart mobility).

Southern Ukraine (e.g. Odesa and Mykolaiv Regions)

Damage level: Significant damage to port infrastructure, transport corridors, and industrial facilities; environmental degradation along coastal zones.

Context: Strategic access to maritime infrastructure and ports with high potential for offshore and onshore renewable energy development along the Black Sea coast.

Opportunities: Construction of wind farms (onshore and offshore) and solar farms; sustainable port and logistics management; organic agriculture; sustainable fisheries and aquaculture; and eco-tourism along coastal areas.

Eastern Ukraine (e.g. Kharkiv, Donetsk, Luhansk Regions — post-conflict territories)

Damage level: Severe and widespread destruction of industrial, housing, and transport infrastructure; large-scale land contamination and environmental degradation.

Context: These territories will require comprehensive reconstruction and environmental rehabilitation, supported by substantial international technical assistance and investment. They also offer vast land resources for renewable energy and ecosystem restoration projects.

Opportunities: Demining and environmental remediation; green construction and housing reconstruction; establishment of solar and wind energy clusters; recycling of demolition waste; and revival of industrial production using resource-efficient and cleaner technologies (environmental management systems, eco-design, eco-labelling).

Northern Ukraine (e.g. Chernihiv and Sumy Regions)

Damage level: Moderate to high damage to transport and energy infrastructure near former frontlines; agricultural and forest ecosystems partially affected.

Context: Predominantly agricultural regions with rich forest and water ecosystems, offering favourable conditions for eco-tourism, agroforestry, and biodiversity restoration.

Opportunities: Organic and climate-resilient farming; agroforestry and watershed management; biodiversity monitoring and restoration; and eco-tourism infrastructure development.

2.2. Sectors with the Highest Potential for Green Job Creation

In line with the goals of green recovery, economic demilitarization, and inclusive veteran reintegration, a structural analysis of Ukraine's economy was conducted across sectors that combine high employment potential, environmental relevance, and alignment with skills acquired during military service.

According to official data from the **State Statistics Service of Ukraine**² as of **1 April 2025**, the following entities were registered:

- **1,532,553 legal entities**, of which **1,223,487** fall under the NACE (KVED) activity codes covered by this analysis³;
- **1,703,259 individual entrepreneurs**, of which **1,640,571** operate in the relevant sectors.

The total number of economic actors within the study's scope therefore exceeds **2.86 million**, excluding the temporarily occupied territories of the Autonomous Republic of Crimea and the city of Sevastopol.

Priority Sectors

Agriculture, Forestry, and Fisheries (NACE 01–03):

80,372 legal entities | 25,883 individual entrepreneurs.

This is the largest cluster by number of economic actors, with significant potential for greening through the development of organic farming, local food systems, agroecology, bioenergy, and restoration of degraded soils. Veterans can be engaged both in production processes and in establishing their own agribusinesses.

Mining and Quarrying (NACE 05–06):

998 legal entities | 1 individual entrepreneur.

Although the sector has a low share of small businesses, it plays a strategic role in the transition to renewable energy, land rehabilitation after extraction, and environmental monitoring. Veterans with engineering or explosive ordnance disposal experience can become valuable specialists in this field.

Manufacturing (NACE 10–14):

20,134 legal entities | 23,153 individual entrepreneurs.

One of the most promising sectors for veteran employment — particularly in food production, light industry, and eco-product manufacturing. It also provides opportunities for micro-entrepreneurship and the development of social enterprises.

Construction (NACE 41–43):

79,124 legal entities | 31,259 individual entrepreneurs.

A sector with high potential for rapid job creation. Veterans can work in technical supervision, logistics, engineering, and project management. The growing demand for green construction, energy-efficient technologies, decarbonization, and sustainable mobility opens new opportunities for training and re-skilling.

Energy, Water Supply, and Waste Management (NACE 35–39):

15,785 legal entities | 2,639 individual entrepreneurs.

A key sector for building sustainable energy infrastructure, improving water resource efficiency, and implementing circular economy principles. The demand for specialists in demining, safety, data analytics, and complex systems operation creates strong employment opportunities for veterans with relevant technical and military experience.

² Data from the State Statistics Service of Ukraine: Number of Enterprises and Individual Entrepreneurs by Region https://www.ukrstat.gov.ua/operativ/operativ2013/kap/kap_22.htm

³ Table of Key Economic Sectors, Goods and Services, with Occupational Codes. Annex to the Survey.

NOTE. Although the sector currently accounts for a relatively small share of enterprises and employees, it is expected to expand rapidly in the coming years due to large-scale reconstruction and energy transition efforts. Investments in renewable generation, grid modernization, water management, and waste recycling will drive sustained job growth. With proper training and targeted incentives, veterans could become a critical workforce for this emerging green infrastructure sector.

2.3. Types of Economic Activities with the Highest Potential for Green Job Creation

The definition of **green jobs**, as outlined in the introduction and based on ILO and UNEP methodologies, refers to employment that contributes to preserving or restoring environmental quality while ensuring decent work and social inclusion. Green jobs can emerge not only in traditional “green” sectors such as renewable energy, waste management, and sustainable agriculture, but also through the **greening of conventional industries and services** — from construction and real estate to finance, law, and IT.

More than **196,000 legal entities** and **83,000 individual entrepreneurs** operating across the five key economic sectors represent a **critical mass** for launching a **systemic veteran reintegration process** through the creation of green jobs.

At the same time, the analysis of **715,682 enterprises, institutions, organizations, and individual entrepreneurs**, classified by the **State Statistics Service of Ukraine** according to their **NACE (KVED) activity codes** and assessed for their **green job creation potential for veterans**, makes it possible to identify an **expanded list of sectors** with the greatest opportunities for implementing green practices and sustainable employment models.

Priority Types of Economic Activities

Construction, Real Estate Management, Restoration, and Infrastructure Maintenance (124,955 entities)

One of the most promising sectors for large-scale employment. The greatest potential lies in introducing energy-efficient building management systems, green construction, landscaping, and sustainable urban infrastructure. Veterans with logistics or operational management experience can effectively work as technical coordinators, facility operations managers, or energy audit specialists.

Agriculture, Forestry, and Fisheries (111,950 entities)

A leading sector with strong potential for organic production, agroecology, land and forest restoration, and sustainable resource use. Veterans with technical or field experience can work as agronomists, production coordinators, smart monitoring system operators, or contribute to conservation efforts in remote regions.

Trade (116,165 entities)

A key sector for expanding markets for eco-products and services, promoting responsible consumption models, and restoring local supply chains. Former unit commanders can successfully transition into roles such as logistics, operations, or business development managers.

Civil Society Sector (88,548 entities)

Civil society organizations play a vital role in environmental education, climate adaptation, and nature conservation. Veterans with coordination, analytical, or communication experience can serve as experts, project managers, or facilitators of local green initiatives.

Transport, Infrastructure, and Logistics (40,783 entities)

Road construction, power supply networks, engineering, design, and installation works. This is one of the core sectors of the green transition, requiring a large number of physically capable and technically skilled professionals. Veterans can quickly retrain as energy auditors, engineers, builders, or integrated systems specialists — their planning, spatial awareness, and logistics management experience are highly transferable and valuable.

Manufacturing and Waste Management (30,789 entities)

This sector requires modernization toward energy efficiency and clean technologies, especially in handling hazardous waste. Veterans can work as technicians, engineers, or green production line operators. Their experience in demining, chemical, and biological safety makes them ideal candidates for this strategically important field — a cornerstone of Ukraine’s future green economy.

Additional Adjacent Sectors

Finance, Law, Accounting, Insurance, and Holding Companies (31,938 entities)

This sector is essential for developing transparent green finance, sustainability reporting, and auditing systems. Veterans with backgrounds in analytical or staff operations can effectively serve as risk managers, auditors, or ESG (Environmental, Social, and Governance) specialists — supporting the **Information Technology, Software Development, and Data Processing (28,016 entities)**. The digital backbone of the green transition, enabling data-driven management, smart solutions, and process automation. Veterans with experience in drone operation, geospatial analytics, or cartography can work as data analysts, GIS operators, or smart infrastructure specialists, contributing to technology-enabled sustainability systems.

2.4. An Ecosystem of Opportunities for Green Job Creation

All of the above sectors form a single ecosystem of opportunities for developing next-generation green jobs, with a focus on social justice, technological modernization, and the adaptation of military experience to civilian employment.

Applying a **multiplier of 1.7** (direct plus cross-sector effects), as evidenced in international studies (e.g., **EEA, ILO**), to the analysis of **715,682 active enterprises** classified under KVED in green-relevant sectors—and assuming that **each active entity generates 2–3 new positions** through greening—yields a realistic forecast of **approximately 2 million new green jobs within 2–3 years**.

Two million green jobs is an achievable target, reflecting both direct and indirect employment effects. The indicative timeframe is sufficient to **mobilize investment, launch projects, train the workforce, and roll out infrastructure** in line with international green transition practice.

Implementation Recommendations:

- Regular monitoring — track the number of vacancies by sector on a quarterly basis to ensure evidence-based policy adjustments.
- Partnership model — channel investments into incentives that maintain an employment multiplier of no less than 1.7.
- Sector-specific KPIs — in construction and energy sectors, aim for a multiplier of at least 1.8 to achieve the required scale of green job creation.
- Flexible implementation timelines — with accelerated financing, completion is feasible within 2–3 years; under limited funding conditions, the process may extend up to 7 years.

If Ukraine fully harnesses the potential of its green recovery — drawing on international experience, national priorities, and strategic ambitions — the country has the capacity to create **at least 2 million green jobs** in the short- and medium-term perspective.

This is not an overestimate, but rather a **realistic scenario of courage, coherence, and foresight** — precisely the kind required to rebuild Ukraine not just anew, but **better, greener, and fairer**.

The annexes to this report provide the analytical foundation for this vision: the **Consolidated Table of Legislative Changes (Annex 2)** ensures horizontal alignment, while the **Sectoral Analytical Tables (Annex 3)** add vertical depth. Together, they demonstrate how **regulatory transformation, post-war recovery, and the alignment of Ukrainian legislation with the EU acquis** create the preconditions for generating up to **2,000,000 green jobs by 2030**, with veterans’ reintegration into the green labour market as a core priority.

The analytical framework — linking EU and national legislative harmonization with detailed sectoral analysis and quantitative projections — is built not only on desk research but also on field studies, stakeholder consultations, and focus groups involving employers, business associations, and veterans. This approach ensures a balanced integration of Ukraine’s European commitments with the practical insights and expectations of key stakeholders.

By integrating national reforms, European and international standards, labour market expectations, and stakeholder perspectives, Ukraine is laying the foundation for a clear step-by-step trajectory — from institutional consolidation and pilot initiatives to large-scale modernization programmes and deeper integration with the European Union.



3.1. Veterans in the Labour Market: Scale and Integration Potential

As of 1 January 2025, the Unified State Register of War Veterans contains data on **1,552,870 individuals**, including war veterans, participants of the *Revolution of Dignity*, and family members of deceased or fallen defenders of Ukraine. Of these, **1,098,390** are **combat veterans** who have participated in military operations since 2014. Preliminary estimates suggest that, following the end of the war, the total number of veterans — including family members — could **exceed 5 million people**.

According to the State Employment Service (SES) of Ukraine, as of 1 April 2025 there were **101,358 registered unemployed persons**, including **3,226 with combat experience** (3,099 men and 127 women). Thus, veterans officially represent only about **3.2% of the registered unemployed** — an anomalously low figure given the scale of demobilization since 2022.

This discrepancy reflects **underreporting and structural invisibility** of veterans in official labour statistics, which contrasts sharply with sociological and field research findings indicating a much larger share of veterans who are either unemployed or seeking work through informal channels.

Reasons for the Discrepancy:

- **Complex or poorly understood registration procedures.** Surveys and in-depth interviews confirm that many veterans find the SES registration process time-consuming or confusing, while others are unaware of their eligibility.
- **Low trust in the State Employment Service.** A significant proportion of veterans express reluctance to register, perceiving the SES as ineffective or bureaucratic.
- **Low quality and wage level of available vacancies.** Many job offers are poorly matched to veterans' qualifications or fail to provide adequate income, discouraging formal registration.
- **Stigmatization and administrative burdens.** Veterans may encounter implicit bias or excessive paperwork within employment institutions.
- **Preference for informal employment channels.** Many rely on personal networks, NGOs, and veteran associations to find work — an informal approach that escapes official reporting.

Field interviews suggest that these factors — rather than a lack of motivation — explain the low registration figures. As a result, **raising public awareness**, simplifying administrative procedures, and improving the quality and remuneration of available jobs are key to making the SES a more trusted and accessible mechanism for veteran reintegration.

According to an analytical study by Work.ua¹, many veterans do not include their military experience in their CVs, even though most employers indicate a willingness to prioritise veterans during recruitment.

As of **24 February 2025**, the highest number of veterans were seeking employment in the following sectors (ranked by number of CVs):

1. **Manufacturing and technical professions – 1,455 CVs (36.4%)**
2. **Transport and automotive industry – 810 CVs (20.3%)**
3. **Security – 567 CVs (14.2%)**
4. **Construction – 483 CVs (12.1%)**
5. **Telecommunications – 391 CVs (9.8%)**

¹ Veterans' needs https://drive.google.com/file/d/1tfFyxhExmtqplGlnf2_0hJhk0DRkoaly/view?usp=drive_link. Materials work.ua: <https://www.work.ua/articles/hiring-veterans/3517/>

Together, these five areas account for **3,706 CVs**, representing nearly **93%** of all veteran jobseekers registered on the platform. Many of the associated vacancies already include — or could easily integrate — **green job functions**, such as:

- operation and maintenance of renewable energy systems;
- use of agricultural drones and precision farming technologies;
- installation of energy-efficient and environmentally friendly equipment;
- logistics optimization and fleet electrification;
- digital monitoring and support for “smart buildings.”

This distribution confirms that veterans are already gravitating toward sectors central to Ukraine's green recovery — those combining **technical skill, practical experience, and high environmental relevance**.

Sectors with the highest percentage of “veteran-friendly” vacancies include:

- Security, defence, and occupational safety – **9%**
- Mechanical engineering – **8%**
- Energy – **7%**
- Construction, architecture, and design – **7%**
- Media, communications, and the Armed Forces – **7–8%**

These sectors are crucial for post-war recovery, the implementation of environmental standards, and infrastructure modernisation, and they are gradually integrating green components, such as:

- Energy-efficient construction and logistics
- Production of low-carbon equipment
- Environmental and industrial safety systems
- Waste management
- Renewable energy

In all these areas, military experience — including team leadership, decision-making under uncertainty, and technical expertise — can be effectively transformed into valuable civilian skills for Ukraine's green economy.

Findings from the Survey of 1,040 Veterans

Appendix 5. Survey of 1,040 Veterans and Appendix 1. Methodology of Analytical Research

The following analysis is based on the **nationwide survey of 1,040 veterans** conducted between **25 April – 10 June 2025** as part of the “Green Jobs for Ukraine” project (see *Appendix 5. Survey of 1,040 Veterans and Appendix 1. Methodology of Analytical Research*).

The survey employed a **mixed-methods approach**, combining quantitative and qualitative techniques outlined in the research framework. Data were collected through a **standardized anonymous online questionnaire (Google Forms)**, complemented by **focus groups** and **in-depth interviews** with key stakeholders.

Respondents represented **all regions of Ukraine** and included both **demobilized veterans (71.5%)** and those still serving (28.5%). The **gender composition** comprised **92.6% men (963)** and **7.4% women (77)**, broadly reflecting the actual structure of the Armed Forces. The sample covered individuals aged **18 to 60 years**, with the largest groups being **31–40 (40.0%)** and **41–50 (36.7%)**.

The survey's primary objective was to **assess veterans' employment status, skills, readiness, and motivation** for integration into Ukraine's emerging green economy. In total, **1,040 valid questionnaires** were processed, providing a statistically significant and geographically balanced dataset that underpins the analysis presented below.

Job creation for war participants (2014–2025) is an urgent priority that would both facilitate their reintegration and stimulate Ukraine's economic recovery.

- **87.3%** of respondents expressed a positive or neutral attitude toward psychosocial support programmes.
- **63.0%** are of working age (31–50 years), combining formal education with practical experience.

- **62.3%** were not in permanent employment at the time of the survey; **41.2%** have disability status.
- Employment of this group would support compliance with Article 19 of the Law of Ukraine “On the Fundamentals of Social Protection of Persons with Disabilities.”
- **66.2%** of veterans are actively or periodically seeking work.
- **42.1%** hold a higher education degree (bachelor’s or above), while **73.5%** expressed a positive or neutral attitude toward retraining for jobs in the green economy.
- The survey results are consistent with findings from in-depth interviews and focus groups, confirming the objectivity and reliability of the study.
- Compared to the previous phase, the expanded survey allowed for a clearer identification of veterans’ profiles, motivations, and barriers — including informational, psychological, and educational — as well as their professional aspirations and orientation toward green sectors.

Professional Preferences of Veterans After Demobilisation:

- **30.6%** wish to work in the field of **environmental safety and protection**;
- **15.5%** see themselves in the **construction sector**;
- **14.5%** are interested in **managerial and leadership positions**;
- **13.0%** plan to work in **technical professions** related to machinery and equipment;
- **10.1%** prefer **administrative roles**.

These findings confirm the significant human and professional potential of veterans to contribute to Ukraine’s green recovery, particularly in sectors where technical competence, responsibility, and practical service experience are key assets.

3.2. Labour Demand and Employer Readiness

This section draws on data from the **Employer Survey (120 respondents)** and **27 In-Depth Interviews** conducted under the “Green Jobs for Ukraine” project between **25 April – 10 June 2025**.

The methodology followed the principles outlined in **Appendix 1. Methodology of Analytical Research** and ensured triangulation of quantitative and qualitative evidence.

The **Employer Survey** (see Appendix 6) was carried out online via a standardized **Google Forms questionnaire**, distributed in cooperation with the **Ministry of Environmental Protection and Natural Resources**, the **State Employment Service**, and key business associations. It covered **120 companies** of various sizes and sectors from across Ukraine (manufacturing, agriculture, education, transport, and construction).

To complement the survey data, **27 in-depth interviews** (see Appendix 8) were conducted with employers and veterans during the **Career Festival 2025** in Kyiv. These provided qualitative insights into staffing needs, employer perceptions, and barriers to veteran employment and green job creation.

The results of the employer survey² demonstrate a **high level of readiness among Ukrainian businesses** to integrate veterans into the civilian economy. Over **88% of companies** expressed **willingness to employ veterans**, and **58%** stated that they would **prioritise veterans** when qualifications are equal. This finding is particularly important in the context of post-war recovery and green economic growth, where veterans can serve as a key workforce for emerging sectors.

The State Employment Service of Ukraine is actively cooperating with large enterprises, industrial parks, and companies shaping the labour market. Between December 2024 and January 2025, approximately **55,000 employers** were surveyed, with the following results:

- **70.2%** reported no obstacles to employing veterans;
- **29.8%** identified potential challenges — mainly insufficient qualifications, **the** need for social adaptation, **or** unrealistic salary expectations.

² work.ua: <https://www.work.ua/articles/hiring-veterans/3387/>
<https://drive.google.com/file/d/10wlrEWF8k66Uvfrd1-Rlb7DBbpXm0REt/view>

Regarding the employment of persons with disabilities:

- **64.9%** of employers reported no barriers;
- **35.1%** noted the **need for special conditions, adapted workplaces, or insufficient awareness of inclusion practices**.

As of **1 June 2025**, Ukraine had **over 129,000 job seekers**, compared to only **66,000 available vacancies** — the majority of which are **in sectors related to the green recovery**.

This mismatch between labour supply and demand does not indicate a lack of motivation but rather a structural flaw in the labour market that must be addressed to prevent prolonged unemployment and social disengagement.

Ways to bridge the gap:

- Accelerate the development of vocational education and retraining programmes in green sectors.
- Introduce incentives for employers who create jobs in construction, energy, logistics, agriculture and environmental services.

Use public investments as a catalyst for employment, particularly in regions affected by the war.

Each job created in the green economy generates a triple impact:

- **Economic** — increased income and GDP growth;
- **Social** — reintegration, dignity and stability;
- **Environmental** — reduced emissions and enhanced sustainability.

In July 2025, a pilot project was launched to support veterans in the transport and logistics sector, helping servicemen and servicewomen acquire new skills and find employment in the civilian economy. The free training covers qualifications such as Category CE driver, logistics manager, forklift operator, and obtaining a Driver Qualification Card (Code 95).

The initiative was launched by the Institutional Development Fund in partnership with the Ministry for Communities and Territories Development of Ukraine, with the support of the IREX Veterans Reintegration Programme, funded by the U.S. Department of State. Its goal is to facilitate veterans’ transition to civilian life by providing access to sustainable employment in logistics.

As of 1 April 2025, municipal structures have created:

- **1,474** positions for veteran support specialists;
- **963** already employed;
- **over 40,000** registered requests;
- **more than 10,000** consultations and interventions provided.

Under the grant programme for veterans, over 1,100 individuals received funding to start or expand a business, expected to generate 2,200 new jobs:

- 33% are launching new enterprises;
- 67% are expanding existing ones.

The most popular sectors include **trade (28%), manufacturing (16%), hospitality (15%), services (9%), and agriculture (6%)**.

This demonstrates that veterans are not merely seeking employment — they are driving business development.

More than two-thirds of the grants are directed toward scaling up existing enterprises rather than launching microbusinesses, indicating significant potential for regional impact. Most of these sectors — particularly **manufacturing, services, and agribusiness** — have direct potential for **green innovation**, including **energy efficiency, sustainable supply chains, circular production**, and the **development of local eco-value chains**.

Findings from the survey of 120 employers (second phase of the study), representing the following sectors:

- Manufacturing and industry — **29.2%**
- Agriculture and forestry — **24.2%**
- Education and vocational training — **12.5%**
- Transport and logistics — **5.8%**
- Construction — **5.0%**

The **shortage of qualified personnel** remains a key challenge. The **highest demand** is for occupations that **do not require long-term training** but call for **discipline, endurance, and adaptability to changing conditions** — qualities inherent to many veterans.

Despite this, **60.8% of surveyed employers** reported having their own **training or internship opportunities**:

- **35%** offer internships (including **30 paid** placements);
- **27.5%** have **in-house mentors**;
- **17.5%** refer candidates to **external training courses**;
- **14.2%** operate their **own training centres**;
- **10% partially or fully reimburse** training expenses.

These findings demonstrate the **business sector's readiness to engage in upskilling and reskilling initiatives**, which serve as a **key instrument for the professional adaptation and reintegration of veterans**.

Analytical data from Work.ua (2024–2025), in the study “*Recognition of Military Experience as Labour Capital in the Green Economy*”, reveal a contradictory trend: on the one hand, there is a growing willingness among employers to give preference to veterans (with over 5,797 vacancies marked accordingly — accounting for 4.1% of all listings); on the other hand, fewer than 1% of job seekers use the “I am a veteran” tag in their résumés.

In other words, **99% of veterans do not identify their military experience as professional capital**, which significantly limits their employment opportunities — **particularly in reconstruction sectors that report labour shortages according to employer surveys and market data, even though official SES registries indicate high unemployment levels**.

This discrepancy arises because **the State Employment Service database captures only a fraction of actual labour demand**, while many vacancies in construction, energy, logistics, and manufacturing are filled through **informal channels or remain unregistered due to rapid market dynamics**.

Another persistent challenge is the **low level of wages**:

- **75% of employers** offer salaries up to **UAH 15,000 per month**,
- **50%** — up to **UAH 10,000 per month**.

Given that the **minimum wage in 2025** is UAH **8,000 (net ≈ UAH 6,160)**, these amounts are **insufficient to cover basic living costs** in large cities.

Companies offering less than **2.5 times the minimum wage face high staff turnover** and risk losing qualified workers. This underscores the **need for state or alternative financial support mechanisms** to partially **compensate wage costs in green sectors**, ensuring both retention and fair remuneration.

CHAPTER 4. Integration of Veterans into the Labour Market and Support for Veteran Entrepreneurship

The integration of veterans into the labour market represents a cornerstone of Ukraine's just and sustainable post-war recovery. Veterans constitute one of the largest segments of the employable population — over 1 000 000 individuals with strong discipline, leadership, and technical skills, capable of adapting swiftly to new technologies and working conditions.

The green economy offers a broad spectrum of opportunities for veterans: engagement in production processes, technical supervision, logistics and management functions, as well as in the development of small and medium-sized enterprises.

The establishment of targeted programmes for training, reskilling, and supporting veteran-led businesses not only reduces unemployment but also stimulates the creation of new green jobs at the local level. By aligning veteran reintegration initiatives with green transition policies, Ukraine can pave the way for an inclusive and competitive economy consistent with European Union standards and the principles of sustainable development.

4.1. Successful Cases on the Way to Creation of Green Job Creation

The analysis of international and national success stories across ten priority economic sectors aimed to demonstrate practical instruments for integrating veterans into the green economy.

The ten priority sectors identified are:

1. Transport and infrastructure;
2. Energy efficiency, renewable energy, and cleaner industrial production;
3. Water supply and wastewater management;
4. Demining of land, forests, buildings, and infrastructure;
5. Land reclamation and restoration of contaminated territories;
6. Production of eco-friendly building materials;
7. Green construction;
8. Sustainable tourism;
9. Agriculture, forestry, hunting, and fisheries;
10. Sustainable forest management.

These sectors are of strategic importance for rebuilding infrastructure, reducing environmental pressures, and generating new employment opportunities.

The review of successful Ukrainian producers and initiatives helped identify several common factors of success:

- strong partnerships between government, business, and educational institutions;
- implementation of voluntary environmental standards;
- systematic human resource development, including the employment of veterans;
- focus on innovation, energy efficiency, and corporate social responsibility.

These sectors combine economic potential with the need for skilled labour and a high level of compatibility with competencies gained during military service. They offer the greatest opportunities to transform military experience into a professional asset in peacetime — through employment, training, or entrepreneurship. Therefore, the analysis of success stories in these areas serves not only as an illustration but also as a practical policy tool for shaping state programmes on reskilling, investment incentives, and employer engagement that facilitate the systematic integration of veterans into Ukraine's green recovery process.

International Experience

Case Study 1. Solar Ready Vets Programme (United States)

Context. After returning from military service, many U.S. veterans faced difficulties finding employment — despite their strong technical skills, process management experience, and discipline. At the same time, the renewable energy sector was experiencing a shortage of qualified personnel, particularly in solar installation and maintenance.

Solution. In response, the **U.S. Department of Energy (DOE)** launched the *Solar Ready Vets* programme in 2014 as a pilot initiative to train veterans for careers in the solar energy industry. The programme operates in partnership with **technical colleges, veterans' associations, and solar energy companies**¹, offering structured transition pathways into civilian employment. Its key components include:

- Short-term practical and certification courses in **solar installation, maintenance, and system design**.
- **Mentorship and career counselling** to support veterans during their transition to civilian employment.
- **Job placement assistance** through partnerships with industry associations and social service networks².

Results.

- During the pilot phase, **526 veterans** graduated across **35 cohorts in 10 U.S. states**³.
- As of **2023**, more than **20,000 veterans** are employed in the solar energy industry⁴ nationwide.
- The **employment rate** among programme graduates exceeds **80% within the first three months** after completion.
- Veterans who joined the solar workforce report higher-than-average job satisfaction and retention, with many advancing to supervisory and technical management positions.

Lessons for Ukraine. The *Solar Ready Vets* model illustrates the effective conversion of **military competencies** — such as technical literacy, operational safety, and logistics — into civilian employment within the green economy. For Ukraine, developing similar **targeted retraining programmes** could form the basis of a sustainable veteran integration system in renewable energy, supporting both social reintegration and the country's **energy independence**.

Case Study 2. Germany's Green Jobs Initiative

Context. In the early 2000s, Germany faced a growing shortage of qualified workers needed to achieve its ambitious climate and industrial modernization goals. The problem was particularly acute among individuals with lower levels of education and those displaced by the **energy transition (Energiewende)** — a policy shift from fossil fuels to renewable energy sources.

Solution. To address this challenge, the German government launched a comprehensive, multi-level *Green Jobs Initiative* — a national framework combining **vocational education, financial incentives for businesses, and partnerships between public authorities, private enterprises, and educational institutions**⁵. Key components included:

- **Apprenticeship and dual-education programmes** focused on renewable energy, energy-efficient construction, sustainable manufacturing, and circular economy practices.
- **Tax incentives and subsidies** for companies employing workers from vulnerable groups or implementing reskilling and upskilling programmes.
- The establishment of **regional competence centres** in GreenTech and industrial innovation to connect training institutions with employers.

Results.

As of **2023**, approximately **19.9% of jobs in Germany** have a clearly defined green component (*OECD, Green Growth Indicators 2023*).

¹ The Solar Ready Vets® Network (SRVN) energy.gov

² Interstate Renewable Energy Council (IREC) irecusa.org

³ Training Program Details energy.gov

⁴ Solar Ready Vets and other solar jobs programs for veterans solarreviews.com

⁵ Skills for green jobs, Country report, Germany cedefop.europa.eu

The **GreenTech sector employs more than 3.4 million people**, one-third of whom work in circular economy⁶ industries such as recycling, waste management, and eco-design.

The **employment rate among graduates** of Green Jobs training programmes is **25–30% higher** than the national labour market⁷ average. The initiative contributed to a sustained reduction in structural unemployment in former coal regions and facilitated the inclusion of underrepresented social groups in the labour force.

Lessons for Ukraine. Germany's experience demonstrates that the green transition is primarily about human capital, not just technological innovation. Ukraine can adapt this model by developing integrated vocational education and retraining programmes that combine environmental modernization with the reintegration of veterans into the civilian economy. Such an approach would enable the country to simultaneously address post-war employment challenges and accelerate its alignment with EU climate and industrial policies.

Case Study 3. The Green New Deal Programme (Republic of Korea)

Context. Following the **COVID-19 pandemic** and the subsequent economic downturn, the Government of the Republic of Korea recognized the need for a large-scale structural transformation of its economy. Vulnerable groups — including **young people, veterans, and persons with disabilities** — were disproportionately affected by job losses and limited access to stable employment. The government viewed the transition to a green and digital economy as a dual opportunity to restore growth and expand social inclusion.

Solution. In **2020**, Korea launched the **Green New Deal**, a central pillar of its *National Strategy for Sustainable Growth*. The initiative aimed to create hundreds of thousands of jobs in clean technology sectors while enhancing national resilience⁸ to climate change and environmental degradation. Key components included:

- **Massive investments** in renewable energy, industrial decarbonization, and digital innovation supporting environmental efficiency.
- **Public and private financing exceeding ₩160 trillion (≈ USD 140 billion)** for the period **2020–2025**⁹.
- **Job creation targets:** 319,000 green jobs by 2022 and 659,000 by 2025, with priority access for underrepresented groups.
- Integration of **green digital technologies** such as smart grids, low-carbon data centres, and sustainable urban transport systems.

Results.

- Tens of thousands of new positions were created in renewable energy generation, green construction, digital infrastructure, and urban greening projects.
- Over **30% of new jobs** were allocated to **vulnerable groups**, including veterans, displaced workers, and persons with disabilities.
- By 2023, Korea achieved one of the **highest green-growth rates among OECD countries**, with renewable energy employment rising by more than 40% compared to 2019.
- The programme stimulated innovation in green manufacturing and positioned Korea as a global leader in clean technology exports.

Lessons for Ukraine. Korea's experience demonstrates that **large-scale public investment in the green economy** can simultaneously address social challenges and accelerate technological innovation. Ukraine could adapt this model by channeling **state and international recovery funds** into green job creation for veterans — linking reconstruction, employment, and sustainability objectives within its post-war recovery strategy.

⁶ Indicator: Employment in environmental protection umweltbundesamt.de

⁷ Indicator: Employment in environmental protection umweltbundesamt.de

⁸ Korea's Green New Deal Strategy unosd.un.org

⁹ South Korea's Green New Deal encyclopedia.pub

National Case Studies

To identify enterprises with the highest potential for implementing environmental practices and creating green jobs, a series of field studies was conducted across Ukraine. These studies collected *success stories of national producers* that, even amid wartime challenges, continue to operate, grow, and adhere to stringent voluntary environmental standards. The selection criteria included:

1. **Environmental innovation** in production processes;
2. **Contribution to post-war recovery**, with emphasis on sustainable construction, energy efficiency, and zero-waste production technologies;
3. **Social inclusion**, including employment of veterans based on their skills in energy, logistics, technical operations, and management.

1. Transport and Infrastructure

Context. Ukraine's transport system has suffered severe damage due to the war — more than **25,000 km of highways, 344 bridges**, and dozens of railway facilities require reconstruction. At the same time, the demand for specialists capable of operating in high-risk conditions, maintaining supply logistics, and supporting infrastructure recovery has surged. For veterans, this sector is among the most natural pathways to employment: their military experience in transport logistics, vehicle operation, route planning, and command management directly translates into civilian logistics and green reconstruction.

Solutions. Several Ukrainian companies have already adopted sustainable models for integrating veterans into transport and logistics processes.

Results.

- Between **2024 and 2025**, the number of transport and automotive sector vacancies marked “*veterans preferred*” increased by **22%** (*Work.ua data*).
- Over **8% of all veteran CVs** on Work.ua are related to **transport and logistics professions**.

Conclusion. The transport and infrastructure sector hold strategic importance for Ukraine's post-war recovery. The development of green logistics, electromobility, digital supply management, and environmental monitoring systems lays the foundation for a new wave of green job creation. Veterans' experience in logistics, coordination, technical maintenance, and risk management makes them a core human resource for a modern, efficient, and sustainable transport system.

2. Energy Efficiency, Renewable Energy, and Cleaner Industrial Production

Context. The war has caused extensive damage to Ukraine's energy infrastructure — including thermal power plants, distribution networks, and industrial facilities. According to the Ministry of Energy of Ukraine (2025), more than **50% of generation capacity** has been either destroyed or remains at risk. At the same time, demand for **decentralised energy systems, industrial modernisation, and energy consumption reduction** continues to grow. For veterans, this sector offers significant employment opportunities — from installation and technical maintenance to project management — as their skills in system operation, discipline, and logistics closely align with the needs of the renewable energy and efficiency sectors.

Solutions. In **2022**, a group of veterans in Western Ukraine launched a **solar energy cooperative** aimed at installing small-scale photovoltaic power stations for local communities. The initiative was implemented in partnership with local energy cooperatives, municipalities, and NGOs such as Living Planet, which provided technical and organisational support. Within the first year, the cooperative supplied **clean electricity to more than 120 households**, creating **35 new jobs**, most of which were filled by veterans. Part of the project's revenue was reinvested into **free training programmes** for demobilised service members on solar system design, installation, and maintenance.

Results.

- In 2023–2025, more than 2,000 new jobs were created in the energy efficiency sector, most of them within small and medium-sized enterprises.
- Through professional training programmes in green energy, over 120 veterans received certifications in energy modelling, solar panel installation, and building thermal modernisation.

Conclusion. The renewable energy and energy efficiency sector remains one of the most promising pathways for integrating veterans into Ukraine's sustainable economy. Their technical competencies, teamwork experience, and adherence to safety standards form a strong foundation for green production.

Expanding vocational training and strengthening public–private partnerships will help scale successful initiatives, driving the transition toward a low-carbon, energy-efficient, and resilient industrial economy.

3. Water Supply and Wastewater Management

Context. Ukraine's water supply and wastewater management sector has come under severe pressure due to **infrastructure destruction, pollution of water resources**, and the **disruption of centralized wastewater treatment systems** in frontline and recently liberated regions. According to the State Agency for Water Resources of Ukraine, more than **1,200 water management facilities** require rehabilitation, while in certain communities **drinking water shortages reach 40–60%**.

This sector has become a priority for green recovery projects, particularly those involving water reuse technologies, energy-efficient treatment systems, and environmentally safe materials. For veterans, it represents a field where their technical precision, discipline, and engineering experience can be effectively applied in civilian reconstruction.

Solutions. A positive example of integrating green principles into the water sector comes from municipal utilities supported by international development partners, including UNDP Ukraine, KfW Development Bank, and NEFCO. These projects, implemented in Kyiv, Cherkasy, and Poltava regions, introduce energy-efficient wastewater treatment technologies, while **veterans are employed as pumping station operators, logistics specialists, safety engineers, and electromechanics**.

Results. Pilot municipal projects on wastewater system modernisation created **more than 400 new jobs**, part of which were specifically reserved for **veterans and persons with disabilities** (UNDP Ukraine Reports 2024).

Conclusion. Water infrastructure is a foundation of community resilience and a pillar of Ukraine's green recovery. Engaging veterans in modernising water supply and wastewater systems not only supports their social reintegration, but also enhances the security, reliability, and sustainability of critical facilities. Through the leadership of national producers such as **Elplast-Lviv**, this sector illustrates how technical innovation and veteran human capital can combine to deliver sustainable, future-oriented solutions for Ukraine's recovery.

4. Demining of Land, Forests, Buildings, and Infrastructure

Context. Ukraine is currently the **most mine-contaminated country in the world**. As of early 2025, over **156,000 km²** — approximately **25% of the country's territory** — require humanitarian demining, according to the Ministry of Economy of Ukraine. This unprecedented challenge creates an acute demand for qualified professionals capable of operating in high-risk environments under strict **International Mine Action Standards (IMAS)** for safety and environmental protection.

Conclusion. Demining is not only a matter of national security — it is a **prerequisite for sustainable economic recovery**. Without safe land, agricultural production, industrial reconstruction, and renewable energy projects cannot proceed.

Engaging veterans in this process exemplifies how **military precision, discipline, and teamwork** can be transformed into **civilian expertise** that benefits both the environment and society.

5. Land Reclamation and Environmental Restoration

Context. The war has caused **large-scale soil, water, and air pollution** due to the destruction of industrial plants, fuel storage sites, landfills, and wastewater facilities. According to the Ministry of Environmental Protection and Natural Resources of Ukraine, as of 2025, more than **17,000 km²** of land require **environmental remediation**, and at least **1,000 facilities** have been identified as potentially hazardous to human health and ecosystems.

Land reclamation is a **strategic pillar of Ukraine's green recovery**, combining environmental, social, and economic goals. It also offers significant employment potential for **veterans with engineering, safety, and logistics expertise**.

Solutions. Following mine clearance, the next step involves **environmental assessment, removal of contaminated soil layers, and restoration of terrain and biodiversity**. Several Ukrainian enterprises already integrate sustainable production principles in food and industrial sectors.

Conclusion. Land reclamation and ecological restoration are **critical pillars of Ukraine's post-war green transition**. Veterans play a central role not only as workers but as **leaders of change**, combining discipline and ecological awareness. Their involvement in **clean-up, recovery, and sustainable production initiatives** strengthens Ukraine's transformation toward a **resilient, low-carbon, and socially just green economy**.

6. Environmentally Friendly Construction Materials

Context. Ukraine's construction sector is undergoing a large-scale transformation in the context of post-war recovery. As of 2025, according to the Ministry for Communities, Territories and Infrastructure Development, more than **150 million m² of residential and public buildings require restoration or reconstruction**. At the same time, the domestic market faces a **shortage of environmentally friendly materials** — energy-efficient, low-carbon, and safe for both people and the environment.

The development of such materials is not only an environmental but also an economic priority, as it creates new jobs, reduces import dependency, and stimulates local innovation. For veterans, this sector offers opportunities to combine their technical training, risk management experience, and practical discipline with engineering precision.

Conclusion. The development of environmentally friendly construction materials represents a strategic opportunity to combine green technologies with social integration. Veterans entering this sector not only gain new professional prospects but also become key drivers of Ukraine's innovative recovery.

7. Green Construction

Context. Following the destruction of a significant share of Ukraine's residential and public infrastructure due to the war, the country faces an unprecedented challenge — rebuilding according to the principles of energy efficiency and sustainable development. According to the Ministry of Recovery, over 200,000 housing units are expected to be restored during 2024–2025. However, projects integrating green building standards still account for no more than 10% of total reconstruction efforts.

This sector offers one of the most promising employment pathways for veterans, as it combines technical skills, physical endurance, process management experience, and teamwork.

The first Ukrainian green building standard for public buildings was developed by the National Technical Standardization Committee TC 82 "Environmental Protection" in partnership with the Kyiv National University of Architecture and Construction and the All-Ukrainian Environmental NGO "Living Planet." It establishes environmental criteria and a life-cycle assessment methodology for buildings at the design and construction stages.

Structurally, the standard corresponds to the main set of criterion categories defined in ISO 21929-1. The requirements take into account the assessment criteria used in international public building standards such as BREEAM, LEED, and DGNB.

In developing the requirements of SEM UA.10156.41.032, the following technical criteria for economic activities were used:

- Commission Delegated Regulation (EU) 2021/2139 of 4 June 2021 — concerning activities that substantially contribute to climate change mitigation or adaptation;
- Commission Delegated Regulation (EU) 2023/2486 of 27 June 2023 — concerning activities that substantially contribute to the sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control, or the protection and restoration of biodiversity and ecosystems.

Taking into account national application conditions, the standard includes specific requirements for protective shelters in the context of military and terrorist threats. The standard also incorporates unique contributions from Ukrainian researchers in the field of green structures — the integration of building frameworks with living plants.

Compliance with the standard's requirements will ensure high investment value of the facility and provide an advantage in obtaining financial support for implementation under international technical assistance programmes and projects funded by the EU and other partners of Ukraine through the EBRD, the World Bank, NEFCO Corporation, and other financial institutions.

Conclusion. The green construction sector is one of the key drivers of Ukraine's recovery, combining technological innovation, social inclusion, and sustainable growth. Veterans' participation in these processes has a dual effect — facilitating professional reintegration and restoring public trust through visible results of their work.

8. Sustainable Tourism

Context. The war has had a profound impact on Ukraine's tourism infrastructure, resulting in the **loss of approximately 60% of domestic tourist flows** in 2022–2023. However, in western and central regions—less affected by active hostilities—the sector has retained significant development potential through **eco-tourism, cultural routes, and restorative practices**.

Sustainable tourism is increasingly viewed as a tool for **social stabilization and economic recovery**, especially for veterans and their families. The combination of nature conservation, local entrepreneurship, and creative rehabilitation opens new employment pathways for those returning to civilian life.

Solutions. Since 2023, domestic tourism in Ukraine has been experiencing a revival. According to a survey conducted by the State Agency for Tourism Development, more than 45% of respondents prefer travelling within the country specifically for leisure purposes. Furthermore, 21% of Ukrainians stated that by travelling domestically, they support the national economy.

Short-term visits to natural recreational areas have become a preferred option for 11% of Ukrainians seeking tranquillity and a deeper connection with nature. The development of domestic tourism requires the hospitality industry to ensure high-quality and safe services, reliable infrastructure, and efficient management systems to prevent excessive pressure on the environment and natural landscapes.

In Ivano-Frankivsk, Lviv, and Zakarpattia regions, regional pilot initiatives on sustainable tourism are being implemented, where veterans work as guides, route managers, safety specialists, and eco-camp organizers. These projects are supported by local communities, the State Agency for Tourism Development, and international technical assistance programmes.

Recreational zones and tourist accommodation facilities are being established in national parks and natural sites. For example, with the support of the "Support to Nature Protected Areas in Ukraine" project, the Environmental Education Visitor Centre of the Verkhovynskyi National Nature Park, located in the village of Itsi, Verkhovyna District, Ivano-Frankivsk Region, began operations in early 2020. Today, the centre's exhibition reflects the richness of the Carpathian nature — its flora, fauna, natural phenomena, and facts.

In November 2024, the Environmental Education Visitor Centre of the Verkhovynskyi National Nature Park successfully passed environmental certification under the *Green Office* standard (Certificate No. UA.08.002.587). The main objectives in implementing the *Green Office* criteria include:

- conserving energy and water;
- rational use of resources;

- sustainable procurement;
- limiting the content of substances hazardous to the environment and human health in materials and products used for office operations;
- reducing waste generation and improving waste management efficiency.

The environmental criteria for tourist accommodation facilities established by the European Commission Decision (EU) 2017/175 have been incorporated into the Ukrainian ecolabelling programme in accordance with ISO 14024. Currently, the first pilot project for the certification of tourist accommodation facilities is underway in the Podilski Tovtry National Nature Park.

Conclusion. Sustainable tourism is not only an avenue for economic recovery but also a powerful mechanism of social cohesion. Veterans engaged in tourism, cultural, and creative initiatives can combine employment with psychological recovery while contributing to community development.

9. Agriculture, Forestry, Hunting and Fisheries

Context. Agriculture traditionally remains one of Ukraine's largest employers, accounting for **more than 17 % of GDP and about 3 million jobs**. The war, however, has caused severe damage: over 30 percent of farmland remains mined or requires reclamation, and export logistics chains have been disrupted.

Despite these challenges, agriculture has unique potential for creating green jobs—through the development of organic farming, bioenergy, local food systems, and processing industries. For veterans, this sector represents a natural environment for reintegration, offering outdoor work, clear task structures, and opportunities to start their own farms.

Solutions. The history of **Organic Milk LLC** began in 2013 with the construction of a plant for processing organically produced milk. Organic Milk became the first company in Ukraine to implement a *closed-cycle organic production system* — from raw materials to value-added food products. A distinctive feature of the plant is that it was designed and built exclusively for the processing of organic products from the outset.

Today, the plant processes more than **30 tons of milk per day**, turning it into a wide range of products — milk, butter, yogurts, kefir, and others — over **50 types of organic food products** in total. The company's specialists continuously work on expanding the product range.

Before the full-scale invasion, the company exported its products to the **Persian Gulf countries**, including the **United Arab Emirates**, but export restrictions forced it to seek new markets. Since 2022, the company has started exporting to the **European Union**, which required significant effort and adaptation.

Despite a notable decline in domestic consumption, the **Ukrainian market remains the main sales destination** for Organic Milk products. The company actively creates **employment opportunities for veterans**, engaging them in agricultural production, technical maintenance, and quality control. In cooperation with local communities, Organic Milk has launched **training programmes for veteran-owned farms**, where participants gain knowledge in **organic production and product processing**.

Results.

- Eighty-six veterans work at **Organic Milk** in positions such as engineers, cooling-system operators, and logisticians.
- In 2024, the company increased production volumes by 15 % while reducing its carbon footprint by 12 %.
- An educational platform for military personnel retraining in agriculture has been established on-site, **training up to 50 participants annually**.

Conclusion. Agriculture is not only a foundation of food security but also a powerful socio-economic mechanism for veteran reintegration. Through the expansion of organic production, local supply chains, and green energy solutions, the agricultural sector can generate tens of thousands of new jobs—especially in communities near conflict-affected areas.

The example of **Organic Milk** illustrates how sustainability-oriented entrepreneurship can become both a model for rural recovery and a platform for dignified employment of those returning from war.

10. Sustainable Forest Management

Context. Forests cover more than 17% of Ukraine's territory. However, the war has caused severe damage to this ecosystem: according to the State Forest Resources Agency, as of early 2025 over 700,000 hectares of forests have been damaged or destroyed, particularly in Kharkiv, Chernihiv, and Sumy regions.

The restoration of forest resources and the introduction of sustainable forest management practices are critical not only for climate stability but also for creating environmentally oriented jobs suitable for veterans with experience in logistics, safety, engineering, and risk management. The forestry sector also has a powerful social impact, contributing to rehabilitation, outdoor work opportunities, and community development in regions where economic prospects are limited.

Solutions. A notable example is the activity of Ukrainian companies implementing sustainable forest management principles and environmental certification.

Kronospan is one of the world's largest producers of particleboard (PB), laminated PB, oriented strand board (OSB), and countertops. The company has 127 years of experience in the wood-processing, furniture manufacturing, and building materials industries.

In Ukraine, Kronospan has been operating for 20 years, implementing large-scale investment projects. Since entering the Ukrainian market, the company has invested **€980 million** in the country's processing industry, creating **737 jobs**. The plant in **Novovolynsk** was established in 2004 on the site of a former cotton mill. In **2021**, the **Kronospan Rivne Industrial Park** was founded, covering over **85 hectares**. Kronospan processes Ukraine's largest volumes of timber sourced from **FSC-certified forests** into high value-added wood products. Furniture made from Kronospan boards is used by major manufacturers supplying **IKEA, JYSK, and XXXLutz**.

Despite the challenging conditions, Kronospan has shown exceptional **resilience and confidence in Ukraine**. The company invested **€129 million** during the full-scale war — an unprecedented demonstration of trust in the country's future. Of the **€47 million** invested in the Kronospan Rivne Industrial Park, **€34 million** was invested during wartime. In **2024**, the company paid **€1.2 billion** in taxes and fees to the state budget, retained all jobs, and continued supporting employees and local communities. Production capacity expansion continues even amid the war, demonstrating the company's belief in Ukraine's victory.

The **average salary** of Kronospan employees is **€35,000–45,000 per month**, significantly above the regional average. The company ensures transparent labour relations and compliance with social guarantees in accordance with Ukrainian legislation. Continuous staff training and upskilling are conducted to meet **European standards**.

Kronospan actively supports **veterans — 10% of its employees are veterans of the war**. The company has joined a national veterans' rehabilitation initiative through cooperation with the *NGO Veterans' Sports Club "Nothing Is Impossible"*. It has provided sports uniforms and equipment for participation in more than **20 national and international veterans' competitions in 2025**. The club unites dozens of veterans for physical rehabilitation, sports, and the patriotic education of youth.

The company values veterans' qualities most highly: **discipline, responsibility, stress resilience, ability to work in extreme conditions, leadership, teamwork, and quick decision-making**.

Kronospan has invested over **€3 million in charitable initiatives**, including a **modern sports complex** for children, youth, and veterans. The facility features equipped changing rooms, hot-water showers, and spaces for youth organizations and a veterans' center.

In the **Rivne Regional Veterans Hospital** in Klevan, a **renovated rehabilitation department** was opened. The upgraded facility now meets **U.S. and U.K. standards**, providing comprehensive support for military personnel recovering from severe injuries. The **reconstruction of the multifunctional rehabilitation hall** was financed by Kronospan, which allocated nearly **€1.5 million** for renovation works.

In parallel, state and private forestry enterprises in the Lviv, Ivano-Frankivsk, and Zhytomyr regions are implementing **FSC certification**¹⁰, ensuring compliance with international standards of sustainable forest management. Veterans are actively engaged in these initiatives as environmental engineers, biodiversity monitoring experts, machinery operators, drivers, and field coordinators for reforestation activities.

¹⁰ Forest Stewardship Council (FSC) Principles and Criteria for Forest Stewardship, FSC-STD-01-001 V5-2 EN

Results.

- In 2024, more than **54 million trees** were planted under the national Green Course of Ukraine programme, including 3.2 million by veteran brigades.
- **Twelve forestry enterprises** have completed FSC certification, covering over 480,000 hectares of forest land.
- More than **600 veterans** have been employed under pilot forestry programmes, including 60 as site managers and safety instructors.
- The **Zhytomyr Forestry College** has launched a retraining course for veterans in sustainable forest management, combining theoretical education with practical reforestation fieldwork.

Conclusion. Sustainable forest management represents a sector where environmental restoration intersects with human reintegration. Veterans — with their discipline, resilience, and experience in complex environments — form a strong foundation for conservation initiatives. Ukrainian efforts certified under international standards confirm that forestry can serve not only as a generator of green jobs but also as a cornerstone of climate resilience and regional development in Ukraine.

4.2. Support Instruments for Veteran Entrepreneurship — from Grant Programmes to Mentorship and Partnership Mechanisms for Sustainable Operation

Context. The development of veteran entrepreneurship is one of the key pillars of socio-economic reintegration for former military personnel and their families. In the context of post-war recovery, this process carries a dual purpose: it contributes to job creation and economic diversification while fostering a culture of self-employment, accountability, and sustainable development.

Based on analytical research and stakeholder consultations (see Annexes 1, 5, 6, and 8), Ukraine is already developing an emerging ecosystem of veteran business support, which includes grant programmes, mentorship initiatives, business incubators, and public-private partnerships. The effectiveness of this ecosystem depends not only on its ability to provide initial funding but also on offering long-term guidance—from business education to enterprise scaling.

1. Grant Programmes and Financial Instruments

Veteran-led start-ups and microenterprises have access to several financial mechanisms designed to support small business development in the green economy:

- The **“Own Business”** (*Vlasna Sprava*) state programme — an initiative of the **Ministry of Economy of Ukraine** and the **State Employment Service** — provides grants of up to UAH 250,000 for business start-ups, with preferential conditions for veterans and their families.
- The **“eRobota”** programme offers grants of up to UAH 500,000 for projects in manufacturing, food processing, agrotourism, renewable energy, and environmental services.
- **International donor programmes** — including USAID, UNDP, IOM, GIZ, FAO, and the EBRD — provide financial and training support to veteran enterprises oriented toward social and environmental impact.
- In 2024, the **Veteran Entrepreneurship Support Fund** was established under the Ministry of Veterans Affairs of Ukraine, financing microprojects of up to UAH 1 million in partnership with private businesses and development banks.

These instruments mark a gradual shift from short-term grants to long-term investments in human capital, emphasizing innovation, production modernization, and digital transformation of veteran businesses.

2. Educational and Mentorship Programmes

The success of veteran entrepreneurship largely depends on access to knowledge and managerial skills; therefore, training and mentorship are critical components of the ecosystem.

- The **“Veteran – Entrepreneur”** programme (organized by the Ministry of Veterans Affairs, Ministry of Economy, Ukrainian Chamber of Commerce and Industry, and UNDP) and **“Skills4Recovery”** (supported by **GIZ**) provide training in business planning, financial literacy, and marketing.
- The **Business4Veterans** initiative builds a nationwide network of mentors—experienced entrepreneurs who help veterans adapt business models to market realities.

- Leading business schools such as **Kyiv-Mohyla Business School (KMBS)**, **Lviv Business School (LvBS)**, and the online platform **Prometheus** have introduced specialized educational tracks for veterans focusing on sustainable enterprise management, green innovation, and corporate social responsibility.

Mentorship models are particularly effective for veterans launching a business for the first time after military service, as they combine personalized guidance, psychological support, and leadership development.

3. Partnership Models and Business Incubators

Partnerships among public institutions, civil society, and the private sector play a central role in building a sustainable entrepreneurial environment.

- **VeteranHub**, **Veteran Business Space**, and the **Creative Business Incubator** provide coworking space, equipment, legal support, and advisory services for new entrepreneurs.
- Within the international initiative **“Green Recovery for Ukraine”** (*UNEP-UNIDO*), a support platform for veteran enterprises in the green economy is being developed — focusing on energy efficiency, renewable energy, recycling, and eco-construction.
- Development banks and corporate partners such as **Oschadbank**, **Kyivstar**, and **Nova Poshta** have launched **“Partnership for Veterans”** programmes, offering zero-interest loans, business mentorship, and integration into corporate supply chains.

4. Mechanisms for Sustainability and Scaling

A key trend in 2024–2025 is the transition from one-time grants to the creation of long-term financial-educational models that enable veterans not only to launch businesses but also to develop them competitively.

Such mechanisms include:

- **Social franchising**, allowing successful veteran enterprises to scale through network-based models;
- **Environmental certification** of management systems, products, services, and construction facilities¹¹;
- **Veteran procurement programmes**, encouraging public institutions and large corporations to source goods and services from veteran-owned enterprises;
- **Sustainable development investment funds**, pooling resources from international donors and private investors to support start-ups in green sectors.

Conclusion.

Support for veteran entrepreneurship in Ukraine goes beyond social policy — it forms part of a new economic architecture grounded in inclusivity, innovation, and green growth. Building a comprehensive ecosystem — from grants and education to partnerships and international market access — enables veterans not only to adapt to civilian life but also to become a driving force of Ukraine’s sustainable recovery.

4.3. Cross-Sectoral Recommendations

(validated through focus groups and aligned with the framework documents of the European Union and the United Nations Environment Programme, UNEP)

1. Introduce a National Taxonomy of Green Jobs

- Establish a **National Taxonomy of Green Jobs**, aligned with Regulation (EU) 2020/852¹², and Delegated Acts 2021/2139¹³ and 2023/2486¹⁴.
- Harmonize the national system with the **EU Environmental Goods and Services Sector (EGSS)**¹⁵ and introduce eco-labelling in line with the **EU Eco-label**¹⁶ and **DSTU ISO 14024**¹⁷.

¹¹ ISO 14024:2018 — Environmental labels and declarations — Type I environmental labelling — Principles and procedures.

¹² EU Taxonomy Regulation 2020/852: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32020R0852>

¹³ Climate Delegated Act 2021/2139: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32021R2139>

¹⁴ Environmental Delegated Act 2023/2486: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32023R2486>

¹⁵ EU Environmental Goods and Services Sector (EGSS): <https://ec.europa.eu/eurostat/web/environment/environmental-goods-and-services-sector>

¹⁶ EU Eco-label: https://environment.ec.europa.eu/topics/circular-economy/eu-ecolabel_en

¹⁷ ISO 14024 (Ecolabel type I): <https://www.iso.org/standard/72458.html>

- Develop a comprehensive list of green professions and competencies and integrate it into the **National Classifier of Occupations (NCO)**¹⁸, reflecting recovery priorities and EU labour market requirements¹⁹.
- Introduce **systematic monitoring of the green labour market and investments**, covering demand and supply, financial flows, and programme outcomes, with compliance oversight against the EU Taxonomy criteria²⁰ and the **Do No Significant Harm (DNSH)** principle.
- Ensure oversight of eco-labelling use in line with the **Law of Ukraine on Protection Against Unfair Competition**²¹ and the **Law on Consumer Rights Protection**²².
- Expand support for **SMEs**, particularly in applying environmental criteria²³, obtaining **EU Eco-label certification**, and accessing international financing, complemented by information and awareness-raising campaigns.

2. Mapping Military Skills to Civilian “Green” Professions

- Formally recognize veterans’ military training in logistics, engineering, occupational safety, unmanned aerial vehicle (UAV) operations, and environmental protection.
- Develop a Military-to-Civilian Skills Transfer Framework, with priority mapping to:
 - Infrastructure and logistics (transport, construction, public utilities);
 - Inspection and control functions (environmental auditing, energy efficiency, occupational safety);
 - Technical services (UAV/geo-information systems, demining, monitoring).

Military Role / Skills	Civilian “Green” Professions	Micro-credentials / Certificates	Retraining Duration	Key References
Engineering troops, electromechanics	Renewable energy technician (solar/wind), HVAC specialist	IRENA Solar PV Training, EU Skills Solar Certification	3–6 months	EU Taxonomy Regulation 2020/852, ISO 50001
Signal corps, energy specialists	Grid and substation operator, system dispatcher	EN 50110 Safety for Electrical Works, SCADA Training	6–9 months	EU Delegated Act 2021/2139
Sappers, combat engineers	Humanitarian demining operator, land reclamation technician	IMAS – International Mine Action Standards, GIS Training Modules	6–12 months	Do No Significant Harm (DNSH), EU Delegated Act 2023/2486
Logistics, drivers, mechanics	Waste management specialist, sorting line operator, battery recycling technician	ISO 14001 Environmental Management, Waste Management Training Modules	3–6 months	EU Waste Framework Directive
Inspectors, commanders	Environmental auditor, certification manager, EU Eco-label implementer	ISO 14024, EU Ecolabel	6–9 months	Law of Ukraine No. 2697-VIII (EN not available), National Environmental Protection Plan

¹⁸ National Classifier of Occupations of Ukraine (NCOU): <https://zakon.rada.gov.ua/rada/show/v3273210-10#Text>

¹⁹ EU Environmental Goods and Services Sector (EGSS): <https://ec.europa.eu/eurostat/web/environment/environmental-goods-and-services-sector>

²⁰ EU Taxonomy Regulation 2020/852: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32020R0852>

Climate Delegated Act 2021/2139: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32021R2139>

Environmental Delegated Act 2023/2486: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32023R2486>

²¹ Law of Ukraine “On Protection Against Unfair Competition”: <https://zakon.rada.gov.ua/laws/show/236/96-%D0%B2%D1%80#Text>

²² Law of Ukraine “On Consumer Protection” <https://zakon.rada.gov.ua/laws/show/1023-12#Text>

²³ EU Eco-label: https://environment.ec.europa.eu/topics/circular-economy/eu-ecolabel_en

Military Role / Skills	Civilian “Green” Professions	Micro-credentials / Certificates	Retraining Duration	Key References
UAV operators, analysts	Environmental monitoring specialist, GIS/RS expert, drone inspector	ESRI ArcGIS Certification, EASA Drone License	3–6 months	Copernicus EU Programme
Medics, rescuers	HSE/QHSE manager, climate resilience specialist	NEBOSH HSE Certificate, ISO 45001 Occupational Safety	6–12 months	EU Civil Protection Mechanism
Tactical commanders	Energy efficiency project manager, ESG project coordinator	PRINCE2 Foundation, GRI ESG Reporting Standards	6–9 months	European Green Deal, EU Corporate Sustainability Reporting Directive (CSRD)

How Skills Transfer Would Work in Practice

The proposed Military-to-Civilian Skills Transfer Framework is not only a mapping exercise but a structured process with three operational steps:

- **Competency Assessment** – Veterans undergo a short-standardized evaluation (using military service records, practical tests, and self-assessment) to document relevant technical and soft skills.
- **Micro-Credentialing & Bridging Modules** – Identified skills are translated into civilian qualifications through modular training (2–12 weeks) delivered by vocational and technical education institutions, using “recognition of prior learning” methods.
- **Certification & Employment Linkage** – Graduates receive EU-compatible micro-certificates (aligned with the National Qualifications Framework and ESCO/ISCO), enabling immediate recognition by employers. Sectoral business associations and municipal employers would guarantee internship or job placements as part of public contracts and donor programmes.

This ensures that military-acquired skills (e.g., UAV operation, logistics, engineering, environmental monitoring) can be **quickly and formally validated** for civilian labour markets, while minimising retraining time and costs.

Examples of Military-to-Civilian Skills Transfer

- **Demining logistics officer → Waste logistics coordinator**
Bridging module: 4-week course in hazardous waste handling and construction & demolition waste (CDW) logistics.
Civilian outcome: Supervisor in municipal or private waste management company.
- **UAV reconnaissance operator → GIS/environmental monitoring technician**
Bridging module: 6–8 weeks of training in UAV mapping, photogrammetry, and GIS software (QGIS/ArcGIS).
Civilian outcome: Technician in forestry, agriculture, infrastructure, or environmental inspection.
- **Field engineer (bridges, fortifications) → Renewable energy installation technician**
Bridging module: 10-week course in installation and commissioning of solar PV and heat pump systems.
Civilian outcome: Certified installer under EU-compatible standards.
- **Communications specialist (military IT networks) → Smart building/BMS operator**
Bridging module: 6-week programme in Building Management Systems (BMS), sensors, and energy efficiency monitoring.
Civilian outcome: Facility manager or BMS operator in housing, hospitals, and schools.
- **Infantry team leader → “Green ranger” in forestry and protected areas**
Bridging module: 12-week vocational course in forestry basics, biodiversity monitoring, and park management.
Civilian outcome: Ranger in reforestation, park services, or eco-tourism programmes.

3. Expand Modular, Practice-Oriented Retraining Programmes

- Develop short, practice-based retraining programmes in cooperation with employers.
- Implement them through **public-private partnerships (PPP)**, building on the experience of more than 17 companies that have already established their own training centres.
- Integrate **dual models of vocational education** (combining work and study), taking into account recognition of prior experience for veterans and internally displaced persons (IDPs).

4. Promote Green Entrepreneurship among Veterans

- Expand grant and credit programmes for **veteran-owned small and medium-sized enterprises (SMEs)** in eco-construction, recycling, forestry, and eco-tourism.
- Introduce structured mentorship programmes and facilitate access to supply chains and markets.
- Ensure the systematic integration of veterans into state and donor-supported **green recovery programmes**.

5. Strengthen Green Criteria in Public Procurement and Financial Incentives

- Integrate green criteria into the system of public procurement, municipal employment programmes, and donor grant mechanisms, in line with the **Do No Significant Harm (DNSH)** principle.
- Align procurement standards with the **EU Taxonomy of Sustainable Activities** and the objectives of the **European Green Deal**²⁴.
- Use state and municipal contracts as a catalyst for demand in **environmentally friendly materials, green construction, renewable energy, circular technologies, ecosystem restoration, and sustainable land management**.
- Ensure harmonization with the **EU Eco-label system** and national standards (**DSTU ISO 14024**), including control mechanisms to prevent unfair use of labelling in accordance with legislation²⁵.
- Direct financial incentives and donor programmes towards supporting enterprises — particularly **SMEs** — in adopting green criteria, obtaining eco-labelling, and enhancing competitiveness on the European market. The principles of decent work, including the concept of fair remuneration, are presented in this Roadmap exclusively as indicative benchmarks aligned with ILO approaches. They do not imply any interference with the mechanisms of state or contractual wage regulation established by the Law of Ukraine “On Remuneration of Labour” and by collective agreements.

²⁴ EU Taxonomy Regulation 2020/852: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32020R0852>
 Climate Delegated Act 2021/2139: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32021R2139>
 Environmental Delegated Act 2023/2486: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32023R2486>
 EU Green Deal): https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en

²⁵ EU Eco-label: https://environment.ec.europa.eu/topics/circular-economy/eu-ecolabel_en
 ISO 14024 (Ecolabel type I): <https://www.iso.org/standard/72458.html>

Law of Ukraine “On Protection Against Unfair Competition”: <https://zakon.rada.gov.ua/laws/show/236/96-%D0%B2%D1%80#Text>
 Law of Ukraine “On Consumer Protection” <https://zakon.rada.gov.ua/laws/show/1023-12#Text>

CHAPTER 5. Expanding the Green Market and Increasing Veteran Participation

5.1. New Opportunities for Growth

Veterans as a Strategic Human Resource for the Green Transition

Ukraine’s post-war recovery is unfolding under exceptionally complex conditions — combining economic reconstruction, energy transition, and the social reintegration of millions of citizens. As of early 2025, more than **1,550,000 individuals** are registered in the Unified State Register of War Veterans, with about 1 million having direct combat experience. When including family members, the veteran community encompasses **up to one-fifth of Ukraine’s population** — representing a substantial social and economic potential.

Today, veterans are already engaged in key sectors of the green transition — including **construction, forestry, transport, logistics, agriculture, and demining**. Their competencies — precision, resilience, and the ability to operate effectively under crisis conditions — align closely with the requirements of green economy professions. The role of the state is not only to create such jobs but also to develop **mechanisms for professional transition, entrepreneurial support, and institutional partnership**.

Ukraine now stands on the threshold of a new phase of its green economic transformation — one in which veterans form the **human core** of this process. The green transition is not only about energy or climate; it is about **decent work, social cohesion, and the restoration of dignity** for those who defended the country.

Aggregated Labour Market Forecast

The ten priority sectors of the green economy identified in this report — **transport and infrastructure, renewable energy and energy efficiency, water supply and wastewater management, humanitarian demining, land reclamation, ecological construction materials, green construction, sustainable tourism, agriculture, and forestry** — demonstrate a high potential for the creation of **up to 2 million new jobs by 2030**.

Approximately **15–20%** of these jobs could be accessible to **veterans and their family members**, taking into account their leadership abilities, technical training, logistical expertise, and strong discipline. This potential is based on a comprehensive analysis of national strategies, market trends, focus group findings, and best practice examples.

Development Scenario	New Jobs	Modernized Jobs	Induced Jobs	Total
Minimum (baseline funding, partial reforms)	450,000	550,000	200,000	≈1.2 million
Maximum (full EU integration, large-scale donor funding)	750,000	900,000	350,000	≈2.0 million

With targeted **retraining and certification programmes**, between **180,000 and 400,000 of these jobs** could be filled by veterans. This would not only ensure their effective reintegration into civilian life but also create a new generation of highly qualified professionals who combine **military discipline with civilian expertise** — a human capital foundation for Ukraine’s sustainable recovery and long-term resilience.

Employer readiness and labour market conditions

Between 2023 and 2025, the number of environmentally certified products from Ukrainian manufacturers increased by 45%, and investments in green modernization exceeded \$1.6 billion¹. This growth reflects the sustainable development of a national green market with further integration into the EU Single Green Market and the growing commitment of businesses to environmental standards and social responsibility.

According to the **Employer Survey** (*Appendix 6: Survey of 120 Employers*), **42% of companies expressed readiness to create additional positions dedicated to on-the-job training and requalification of veterans within their enterprises, rather than relying solely on hiring pre-qualified specialists**. The highest levels of interest were recorded among **construction firms, energy companies, and producers of ecological materials**, indicating strong potential for the launch of **modular training programmes and public-private partnerships** aimed at sustainable employment for veterans.

Analytical data from **Work.ua (2024–2025)** show that more than **5,797 vacancies**, or approximately **4% of all listings**, were explicitly open to candidates with veteran status. At the same time, **fewer than 1% of job seekers** identify themselves as veterans in their résumés — pointing to a **low level of recognition of military experience as a component of professional capital**.

Bridging this gap remains one of the **key priorities of Ukraine's employment and social reintegration policy**, ensuring that military-acquired skills are fully valued and translated into new opportunities within the green economy.

Entrepreneurship and Local Initiatives

The growth of **veteran entrepreneurship** represents another important driver of green economic expansion. The **Ukrainian Veterans Fund** has already financed **over 1,100 grants** to support small businesses, leading to the creation of approximately **2,200 new jobs**. Most of these initiatives are concentrated in **energy-efficient construction, agricultural processing, forestry, eco-tourism, and service industries**, demonstrating a clear shift toward **sustainable small business development**.

Across all **ten priority sectors of the green transition**, employers report significant **skills shortages** in areas such as **technical competencies, environmental certification (including eco-labelling), compliance with green public procurement standards, and modern vocational training programmes**. These structural gaps currently **limit the scaling-up of green employment opportunities** and underscore the need for targeted education, capacity-building, and stronger coordination between business, government, and training institutions.

As part of this study, **ten focus groups**² with the participation of **over 150 participants** — including **veterans, employers, representatives of local authorities, educational institutions, and civil society organizations**. The results confirmed that:

- **81% of veterans** expressed willingness to work in sectors related to the green economy;
- **68%** considered these sectors to be **"morally meaningful"**, as they are directly linked to **Ukraine's reconstruction** and to **mitigating the environmental consequences of war**;
- **Over 60% of employers** indicated readiness to **prioritize veterans in recruitment**, provided that they receive **support through tax incentives, training programmes, or workplace adaptation subsidies**.

Examples of Ukrainian companies presented in **Section 4** of this report illustrate **successful models on the way to creation green jobs** while enabling **veterans' reintegration into civilian professions**, effectively leveraging their military-acquired skills.

The **green business sector** can become a powerful platform for **social integration** — where veterans return to active life not through subsidies, but through their **direct contribution to rebuilding the country**.

¹ Data from the report of the Center for Ecological Certification and Labeling: <https://www.ecolabel.org.ua/za-pidsumkami-zasidannya-koordinatsijnoji-radi-z-ekologichnogo-markuvannya-2>

² Focus-groups results <https://livingplanet.org.ua/proekty/zeleni-robochi-mistsya-dlya-vidnovlennya-ta-evropejskoji-integratsiji-ukrajini>

The potential identified in this section serves as the foundation for the next stage — the development of **Recommendations and a Roadmap for Creating New Green Jobs and Reintegration of Veterans into the Green Labour Market** (*Section 5.2, Annex 9*).

That stage will define the **institutional mechanisms, financial instruments, and implementation timelines** necessary to turn this vision into reality.

5.2. Recommendations and Roadmap

Opportunities for Ukraine

For Ukraine, the **green transition** represents not only a **climate goal**, but also a **strategic economic opportunity**.

According to estimates by the **Ministry of Economy** and sectoral research institutions, up to **30% of reconstruction investments** could be directed towards **green technologies**, generating **permanent employment for more than 1.2 million people in construction, energy, water management, agroecology, and land reclamation**.

This report carries both **practical and strategic significance** for a broad range of stakeholders:

- **For government bodies** – it serves as an analytical foundation for developing a **National Roadmap for Green Job Creation and Veteran Reintegration**, aligned with the principles of the **European Green Deal**.
- **For the business community** – it provides **verified case studies and best practices** on integrating veterans into key sectors such as **manufacturing, logistics, energy, tourism, and forestry**.
- **For international partners** – it offers a **strategic reference point** for channeling investments into sectors that simultaneously advance **climate goals and social stability**.
- **For veterans themselves** – it acts as a **guide to opportunity**, showing where their **experience, discipline, and technical skills** can become the foundation of a **dignified civilian life** in a peaceful, sustainable Ukraine.

Sectoral Opportunities and Regulatory Developments

The **legislative analysis** (*Annex 8. Sectoral Analysis*) reveals a clear **convergence with the European Green Deal**, opening new opportunities for labour market growth. The **consolidated table of legislative reforms** provides a horizontal overview, while the **sectoral analytical tables** add vertical depth.

Together, they demonstrate how **regulatory transformation, post-war reconstruction, and alignment of Ukraine's legal framework with the EU acquis** are laying the groundwork for the creation of **up to 2 million green jobs by 2030**, with **veterans positioned as a strategic workforce** in their implementation.

These projections are indicative and based on employer surveys across sectors, focus group consultations, and alignment with the objectives of the **European Green Deal**, taking into account recommendations from **UNEP** and the **ILO** on green jobs, as well as international post-war recovery financing mechanisms such as the **EU Ukraine Facility**, **World Bank's Ukraine Recovery Trust Fund (URTF)**, **EBRD Green Transition Programme**, and the **Global Environment Facility (GEF)**, among others.

The analytical framework — linking EU and national-level legislative reforms with detailed sectoral analysis and quantitative projections — builds not only on desk research but also on **field studies, veteran and employer participation, business association input**, and the outcomes of **focus groups, national dialogues, and international consultations held in 2024–2025**. This ensures a balance between **international benchmarks** and the **practical experience** of Ukrainian stakeholders.

By integrating **international standards, national reforms, labour market dynamics, and stakeholder perspectives**, this report lays the foundation for a **clear, step-by-step trajectory**: from institutional anchoring and pilot projects to the large-scale implementation of modernization programmes and full **integration into the EU regulatory framework**.

The **implementation of cross-sectoral recommendations and the roadmap** establishes a coherent framework for the transition from fragmented initiatives to a **state policy on green employment for veterans**.

This model combines **regulatory, financial, educational, and regional instruments**, creating a new form of partnership between **government, business, communities, and international partners**.

At its core lie **six cross-sectoral recommendations**, detailed in Sections 3 and 4 of this report:

1. **Adopt a National Taxonomy of Green Jobs**, harmonized with the **EU Taxonomy**, to define sustainable activities, assess their environmental impact, and guide employment planning.
2. **Integrate military-acquired skills into civilian green professions**, ensuring recognition of competencies gained during service and their adaptation to labour market needs.
3. **Expand modular, practice-oriented retraining programmes** to enable rapid acquisition of applied skills in energy efficiency, environmental restoration, green infrastructure, and sustainable production sectors.
4. **Promote green entrepreneurship among veterans** through grants, soft credit schemes, business incubators, mentoring platforms, and support for social franchising.
5. **Strengthen green criteria in public procurement and financial instruments**, including the integration of social indicators related to **veteran employment**.
6. **Develop regions with high potential for veteran integration into green professions**, taking into account local resource bases and regional differences between **eastern, central, southern, and western Ukraine**.

Pathways for Expanding Veteran Participation in the Green Labour Market

Integrated Reintegration Approach

International experience, including the ILO Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), shows that sustainable veteran reintegration requires coordinated measures linking recovery policies, labour market institutions, and community stabilization. Reintegration is most effective when advancing economic inclusion, social cohesion, and access to decent work³.

Economic reintegration supports productive employment through public employment services, skills recognition and training, entrepreneurship support, and access to finance, with emphasis on formalization and sustainable enterprises.

Psychosocial and social cohesion support strengthens employability and retention via counselling, rehabilitation, peer support, workplace adaptation, and occupational safety and health measures.

Community-based reintegration engages local authorities, employers' and workers' organizations, and civil society. Social dialogue and workplace integration measures reduce stigma, build trust, and enable long-term participation.

Together, these components improve employment outcomes and support inclusive recovery and economic resilience.

Further growth of veteran participation in the green economy can be achieved through **three complementary vectors of development**, combining education, entrepreneurship, and institutional support mechanisms.

1. **Educational Vector** – focuses on integrating **green competencies** into the vocational and technical education system, developing **short certified upskilling and retraining programmes** for veterans in areas such as **energy efficiency, green infrastructure, waste management, agroecology, and digital eco-technologies**.
2. **Entrepreneurial Vector** – covers the development of **veteran-led businesses** in green niches such as **recycling, eco-construction, renewable energy, sustainable tourism, and green logistics**. Special emphasis is placed on **microfinance schemes, social franchising, and mentorship platforms**, which enable veterans to scale up their own initiatives and contribute to local economic recovery.
3. **Institutional Vector** – envisions the establishment of **regional Green Recovery & Veteran Employment Hubs** — multifunctional centres bringing together **employment services, local businesses, educational institutions, veteran communities, and international partners**. These hubs will serve as **platforms for practical training, business incubation, certification of green professions, and development of partnership projects**.

³ Socio-economic reintegration of ex-combatants. Guidelines https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_emp/documents/instructionalmaterial/wcms_141276.pdf (ILO,2010)

In this context, the **roadmap** proposes a clear, structured development model implemented in **three sequential stages**:

- **Institutional consolidation and piloting** — establishing a national coordination platform, launching pilot regional hubs, developing standards, and creating a performance monitoring system.
- **Accelerated implementation and scaling** — expanding vocational education, mentorship, and entrepreneurship programmes, increasing private sector engagement, and mobilizing donor funding.
- **Systemic integration and EU harmonization** — institutionalizing regulatory mechanisms aligned with the EU acquis and relevant international labour standards (ILS), including fundamental principles and rights at work, non-discrimination and equality of opportunity, occupational safety and health, social protection, and social dialogue; adopting European quality standards for green employment; and linking Ukraine to the EU ecosystem for sustainable profession certification and human capital investment..

Each stage includes **specific measures, expected results** in the form of newly created jobs, **potential funding sources** (public, donor, and private), and clearly identified **responsible institutions** for process coordination.

By **2030**, the implementation of the roadmap is expected to:

- Create **at least 2,000,000 new or modernized green jobs** across key sectors of the economy;
- Ensure the **reintegration of 300,000–400,000 veterans** into the civilian economy through decent work, professional retraining, and entrepreneurship;
- Strengthen Ukraine's **environmental and technological competitiveness** on the European market by aligning with EU standards;
- Enhance **human capital and social cohesion**, creating new opportunities for regional development;
- Lay the foundation for a **just, inclusive, and climate-neutral national recovery**.

This approach transforms **strategic goals into measurable outcomes** and serves as a **coordination tool** between government agencies, the private sector, international partners, and civil society — uniting their efforts to create up to **2 million green jobs** and ensure the dignified **reintegration of Ukrainian veterans**.

The implementation of this multi-level model will **enhance veterans' contribution to Ukraine's green transition**, ensuring that their participation becomes a **positive and visible element of the country's sustainable recovery efforts**.

Conclusion

The findings of this study confirm that veterans represent a significant human and technical resource for Ukraine's green recovery. Their experience, discipline, and applied skills position them as a potential workforce capable of supporting the country's transition to low-carbon and resource-efficient development.

The green recovery process demonstrates strong linkages between social reintegration and environmental transformation. It highlights that investment in veterans' upskilling and requalification can simultaneously address social inclusion, labour market needs, and climate objectives.

The analysis of employer and veteran surveys indicates substantial potential for employment creation in key green sectors — including energy efficiency, sustainable construction, waste management, renewable energy, water management, and environmental services — provided that targeted training programmes and enabling policy frameworks are in place.

The Roadmap for Green Employment and Veteran Reintegration offers a practical model for aligning national recovery planning with green economy objectives. Its implementation could facilitate the creation of up to two million green and transition-related jobs, while strengthening Ukraine's institutional capacity for inclusive, sustainable growth.

In conclusion, the study demonstrates that integrating veterans into the green transition is both a social imperative and an economic opportunity. With coordinated action between government, private sector, and international partners, Ukraine can transform post-war recovery into a catalyst for long-term sustainability, resilience, and human development.

Annex 1. Methodology of the Analytical Study

This annex presents the methodological framework that served as the analytical foundation of the entire study.

The methodology combines **quantitative and qualitative approaches** — ranging from sociological surveys, focus groups, and in-depth interviews to comparative analyses of policies, labour markets, and legislation. An **integrated green jobs assessment framework** was applied, developed on the basis of **UNEP, ILO, and OECD** recommendations and adapted to the Ukrainian context.

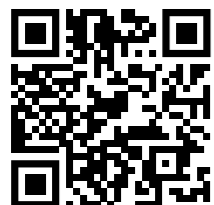
The framework takes into account:

- analysis of labour market demand and supply;
- mapping of sectors with the highest growth potential;
- integration of military-acquired skills into civilian professions;
- gender-sensitive and inclusive approaches, particularly targeting **women veterans and persons with disabilities**.

Data collection methods: a nationwide survey of over 1,000 veterans, 20 in-depth interviews, 10 focus groups, and sectoral labour market mapping.

This methodology defines the logical architecture of the entire study, ensuring **scientific rigor, transparency, and comparability** of results with international practice.

It provides a **reliable evidence base** for analysts, researchers, government experts, and donors seeking validated data and methodological tools to guide decision-making in **green transition and veterans' reintegration**.



Scan the QR code or download [Annex 1](#) to access the full methodological document.

Annex 2. EU and Ukrainian Policies and Legislative Acts

This annex provides the **most up-to-date and comprehensive overview** of legislative and policy frameworks shaping Ukraine's **green transition** in the context of **European integration and post-war recovery**.

The document consolidates **over sixty international labour standards and key acts** of the **European Union and Ukraine** that form the regulatory foundation for advancing a **green economy**, promoting **decent work**, and supporting the **social reintegration of veterans**. These include the *European Green Deal, EU Taxonomy, Fit for 55 Package, Just Transition Mechanism, Net Zero Industry Act*, as well as Ukraine's national laws on employment, vocational education, occupational safety, and veteran entrepreneurship support.

The annex highlights how **harmonization of Ukrainian legislation with the international labour standards and EU acquis** opens practical pathways for creating **new green jobs**, fostering **sustainable business development**, introducing environmental performance standards, and strengthening **social inclusion**.

A detailed **correspondence table** and **sectoral policy analysis** are provided to support **government institutions, international donors, and researchers** engaged in the design and implementation of sustainable development policies and veteran reintegration programmes.



Scan the QR code or download [Annex 2](#) to access the full review of current EU and Ukrainian legislative initiatives underpinning Ukraine's green recovery and inclusive labour market.

Annex 3. Key Economic Sectors, Goods, and Services According to UNEP Methodology, EU Classification, and Ukrainian Market Analysis with Occupational Codes

This annex presents the **most recent and comprehensive analytical overview** of **green economic sectors, goods, and services**, developed using the **UNEP methodology, EU classifications (EGSS, NACE Rev.2)**, and the **Ukrainian occupational and industry coding system (KVED)**.

The document systematizes **over 150 types of green economic activities** across **21 sectors** — from energy, water management, transport, and construction to education, tourism, finance, and public administration. Each sector is represented in three dimensions:

- international classification (UNEP / EGSS),
- corresponding European **NACE codes**,
- Ukrainian **KVED occupational codes** with real market examples.

The annex identifies:

- the **employment potential of green professions** that can offer sustainable jobs to veterans during Ukraine's post-war recovery;
- industrial, construction, energy, and environmental activities that already comply with the **principles of the green economy and EU standards**.

This dataset provides a **valuable reference** for **labour market forecasting, vocational training planning**, and the **development of national green jobs statistics**, supporting evidence-based policymaking and alignment with **European sustainable development frameworks**.



Scan the QR code or download [Annex 3](#) to access the full analytical matrix of green sectors and professions harmonized with UNEP and EU classifications.

Annex 4. Survey of 1,040 Veterans

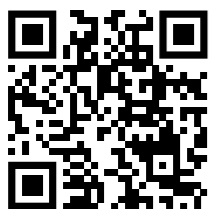
This annex presents an analytical study based on a **nationwide survey of Ukrainian military personnel and veterans** representing diverse branches of service, age groups, education levels, and social backgrounds. Conducted between **April and June 2025** within the project framework, it became the **first systematic assessment of veterans' professional potential** in the context of Ukraine's **green economic transformation**.

A total of **1,040 respondents** from all regions of Ukraine participated — including both **demobilized veterans and active service members**.

Key findings reveal that:

- veterans possess a **high level of education** and **diverse professional experience** across technical, managerial, IT, security, transport, agricultural, and construction sectors;
- **over 80%** are ready to consider employment in the green economy as a viable path to professional reintegration;
- **nearly 70%** view green sectors as a **moral mission** — rebuilding the country through environmentally responsible work.

The survey provides a **unique evidence base** on veterans' motivations, barriers, and expectations, supporting the design of **public policies, retraining programmes, and public-private partnership initiatives** that link social reintegration with sustainable economic growth.



Scan the QR code or download [Annex 4](#) to explore the full analytical report on Ukrainian veterans' potential in driving the country's green recovery.

Annex 5. Survey of 120 Employers

This annex presents the findings of an **analytical study on Ukrainian businesses' attitudes** toward creating green jobs and employing veterans in the process of **post-war recovery**. Conducted between **April and June 2025** as part of the project, the survey covered **120 companies** across diverse industries and sizes — from microenterprises to large industrial and construction firms operating throughout Ukraine.

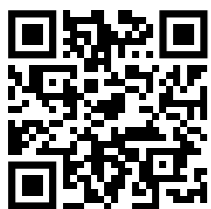
The results demonstrate that Ukrainian business leaders **recognize the green economy as one of the key drivers of recovery**:

- **85.8%** of employers have a positive or neutral attitude toward employing veterans in civilian sectors;
- **60.8%** offer training or internship opportunities;
- **57.5%** are ready to cooperate within retraining and reskilling programmes.

A particularly telling indicator is that **companies are willing to invest in green job creation even amid wartime economic conditions** — and in business, **investment is the most reliable vote of confidence**. When business supports an idea financially, it becomes the strongest proof of its viability and long-term promise.

The study also revealed **systemic labour market challenges**, including a shortage of skilled specialists, the low attractiveness of underpaid positions, and the need for **joint solutions involving government, business, and education sectors**.

This annex offers a **realistic snapshot of market readiness** for large-scale green employment programmes and serves as a **valuable reference for investors, policymakers, educational institutions, and veteran organizations** committed to building a modern, competitive, and inclusive economy.



Scan the QR code or download [Annex 5](#) to access the full analytical report — the most current overview of Ukrainian business perspectives on green jobs and veterans' role in national recovery.

Annex 6. 27 In-Depth Interviews

This annex presents the results of an analytical study that **puts a human face behind the statistics** — capturing the real voices of **veterans, employers, and public sector representatives**. In total, **27 in-depth interviews** were conducted: **7 with veterans** from different branches of service and **20 with business and government representatives**, selected during the **Career Festival held in Kyiv in May 2025**.

The purpose of the study was not merely to collect opinions but to **understand the motivations, barriers, expectations, and values** of those shaping Ukraine's green transformation. Discussions focused on **decent work, post-service adaptation, gender equality, psychological support**, and business readiness to create green jobs that combine **human dignity with economic efficiency**.

The participating veterans represent **diverse social backgrounds, educational levels, and professions** — from engineers and lawyers to entrepreneurs and technical specialists.

Their testimonies reveal a shared drive for **self-realization through work**, a desire to **contribute to society**, and expectations of **respect, inclusion, and meaningful support**.

Employers, on the other hand, expressed a **pragmatic openness to inclusive employment** — recognizing veterans' potential while acknowledging real challenges such as **skills gaps, bureaucratic hurdles, and the need for financial incentives**. Their responses balance **business logic with social responsibility**: in essence, business “votes with its wallet.” When companies are ready to **invest in veterans and green professions**, it signals that these initiatives have not only humanitarian value but also **strong economic rationale**.

The study also addresses **gender and inclusivity dimensions** — participation of women veterans, challenges of **age discrimination**, psychological adaptation, and the need for sustained social support. This blend of **“hard” business realities and “soft” human dimensions** makes the findings uniquely valuable for those designing **sustainable development and reintegration policies**.



Scan the QR code or download [Annex 6](#) to read the full analytical report — a compelling narrative of how economics, humanity, and recovery converge to build a fair, green, and resilient Ukraine.

Annex 7. Ten Focus Groups with Stakeholders Across Priority Economic Sectors

This annex summarizes the outcomes of **ten focus groups** conducted in **June 2025** in **Kyiv and Odesa** (in hybrid format) with the participation of over 150 representatives from government institutions, businesses, local authorities, educational institutions, international partners, as well as civil society and veteran organizations.

The discussions covered all **ten priority sectors of the green economy** identified in the report — transport and infrastructure, water management, land reclamation, energy efficiency and renewable energy, green construction, eco-friendly building materials, sustainable tourism, agriculture, forestry, and humanitarian demining. The dialogue concluded with a **high-level Roundtable “Green Jobs for Ukraine's Recovery and European Integration”** held on **26 June in Kyiv**.

These focus groups became a **genuine collaborative platform** uniting stakeholder — from ministries and municipalities to businesses, experts, and veterans. Participants went beyond exchanging opinions: they **jointly developed actionable solutions** — how to create green jobs during recovery, what reforms are needed in **education, legislation, financing, and local planning**, and how to ensure inclusiveness and sustainability in practice.

Most importantly, the discussions demonstrated that **even under extraordinary conditions — while Ukraine is both fighting and rebuilding — society remains capable of uniting around a shared purpose**. These meetings proved that cooperation is not only possible but **systematic, evidence-based, and productive**. Despite the challenges, a common message resonated across every sector:

We do this because we believe — this future is worth the effort.



Scan the QR code or download [Annex 7](#) to access the full summary, conclusions, and recommendations — one of the most up-to-date examples of cross-sector collaboration for green job creation and veteran support in Ukraine's recovery process.

Annex 8. Evidence-Based Forecast for the Creation of Up to 2 million Green Jobs

This annex provides the **scientific and analytical foundation** underpinning the forecast that lies at the heart of the entire Roadmap. It demonstrates that the creation of **up to two million green jobs in Ukraine by 2030** is not a slogan, but an **economically grounded and methodologically validated scenario**, supported by quantitative calculations, empirical data, and international comparative models.

The document examines **five interrelated factors** shaping the dynamics of Ukraine's green labour market growth:

1. **Unprecedented reconstruction scale** — generating thousands of jobs in construction, logistics, energy, and infrastructure.
2. **Massive environmental remediation needs** — land reclamation, demining, and disposal of over **200 million tonnes of debris and toxic waste**.
3. **Green transformation across all sectors** — spanning transport, manufacturing, digital, and climate technologies.
4. **Human capital** — millions of veterans and displaced persons ready to reintegrate into the labour market through green economy pathways.
5. **Policy and financial levers** — synergy of donor programmes, credit lines, green tax incentives, and EU mechanisms.

For the first time, using both **Ukrainian and European statistical models**, this study estimates the **multiplier effect of green investment**: each **€1 million invested in green technologies generates between 8 and 15 jobs**, while directing even a fraction of Ukraine Facility and other donor funds toward sustainable projects could **exceed the 2 million job creation threshold**.

Structured with academic rigour, the annex includes **references to authoritative sources** — UNEP, ILO, EU, World Bank, OECD, and official Ukrainian statistics. Its findings provide a **solid evidence base** for national employment policies, recovery planning, and investment programming.



Scan the QR code or download [Annex 8](#) to access the full text — the most up-to-date, scientifically grounded justification for creating 2,000,000 green jobs in Ukraine, developed at the intersection of economic analysis, sociology, environmental policy, and EU best practices.

Annex 9. Sectoral Analysis and Recommendations

This annex is a **unique analytical compendium** that systematically covers **all ten sectors of Ukraine's green economy** — transport and infrastructure, energy efficiency and renewables, water supply and sanitation, land reclamation, demining, eco-friendly building materials, green construction, sustainable tourism, agriculture, and forestry.

The document draws on **over 150 sources** and the results of **focus groups, veteran and employer surveys**, combining analytical data, field insights, and institutional recommendations. Each sector is analysed through four key dimensions:

- **Growth drivers** — national programmes, investments, and legislative initiatives;
- **Development barriers** — regulatory, human resource, and financial constraints;
- **Employment projections up to 2030**, including the potential for veteran reintegration;
- **Regulatory dynamics** — from adaptation to **EU Regulations 2021/2139 and 2023/2486** to the implementation of **ISO 14024, ISO 14001, and CEM UA.10156.41.032** standards.

The analytical tables illustrate **evolving skill requirements, certification standards, and educational frameworks**, showing how green policy directly shapes new labour markets. Dedicated sections explore the **synergy between environmental and social policy**, highlighting how veteran integration aligns with sectors offering the **highest employment potential**.

This annex serves as a **practical tool** for policymakers, economists, and regulators — guiding **sectoral reform planning, investment prioritization, and programme design**. It provides the **most current and comprehensive analytical foundation** for developing sustainable recovery policies, demonstrating how Ukraine's **climate commitments** can be translated into **tangible economic and social outcomes**.



Scan the QR code or download [Annex 9](#) to access the full sectoral analysis — the most up-to-date and detailed analytical document summarizing current trends, regulatory developments, and practical pathways for green job creation in Ukraine.

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

This document is the **culmination of joint efforts** by the project team, government institutions, businesses, educational entities, and veteran organizations — all united by one goal: to make the green economy a **real opportunity for people**.

The **Draft Roadmap** defines a clear sequence of actions for **2025–2030** to enable the creation of **up to 2 million green jobs** across key sectors — from energy, transport, and waste management to forestry, sustainable tourism, and green entrepreneurship.

Built on the principles of **decent work, social justice, inclusion, and European integration**, the roadmap aligns the actions of the **government, local communities, businesses, trade unions, and international partners** through three strategic phases:

- **2025–2026** — establishment of institutional frameworks, pilot programmes, and workforce reskilling;
- **2027–2028** — scaling up green recovery initiatives and engaging veterans and vulnerable groups;
- **2029–2030** — full integration with the EU acquis and the launch of a systemic **“Green Path for Veterans”** programme.

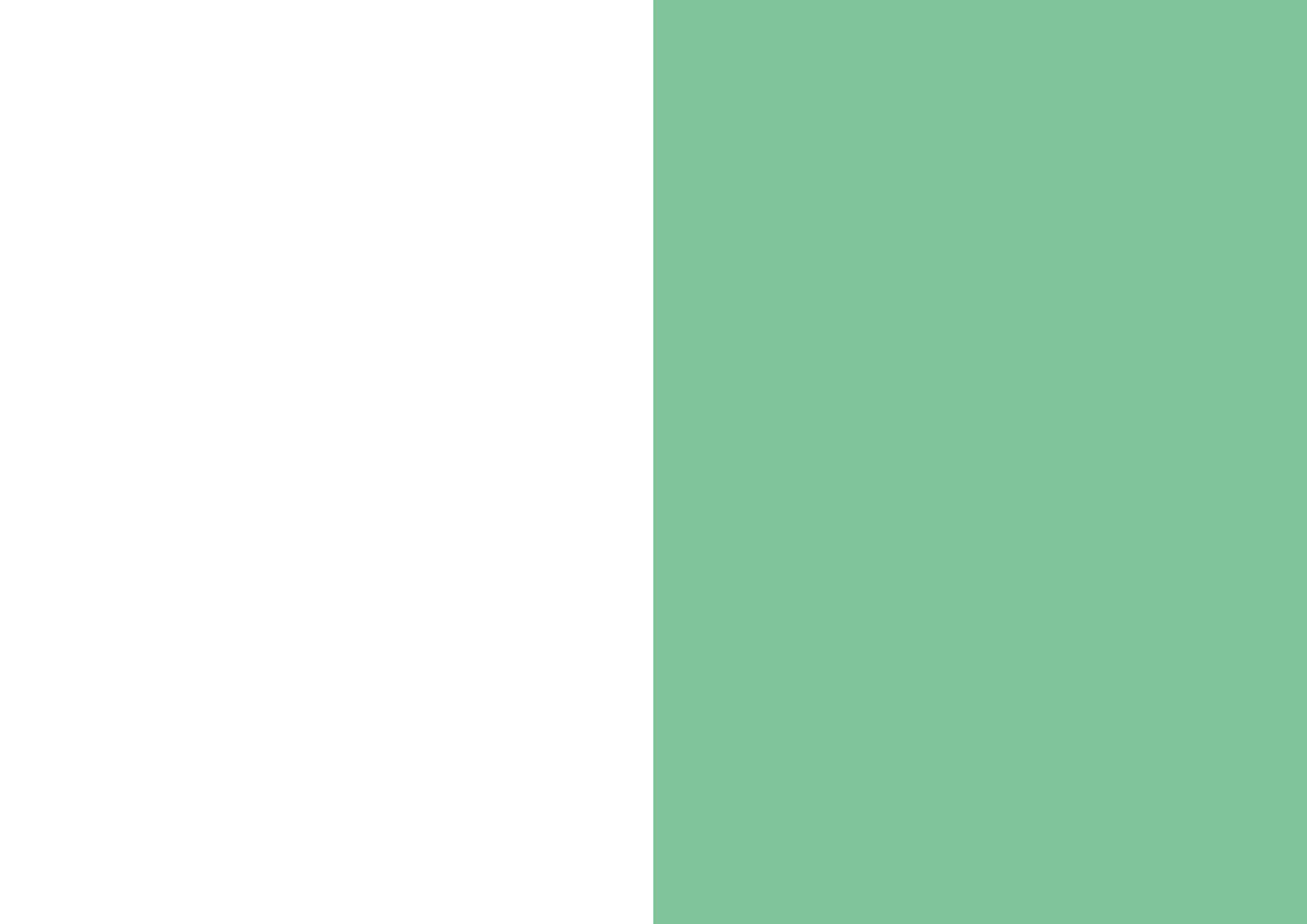
For the first time, a single document consolidates **practical recommendations, legislative benchmarks, monitoring indicators, and sectoral targets**, making the roadmap a **comprehensive tool for planning and decision-making**.

For **donors, investors, and international partners**, the roadmap provides a clear framework to **identify priority areas for engagement**, assess **employment potential and social impact**, and support Ukraine's **green transformation** in a targeted and measurable way.

Ultimately, the roadmap is a **call for collective action** — to invest in Ukraine's greatest resource: **its people**. It demonstrates that even under the most challenging circumstances, Ukrainians are capable of designing and implementing **systemic solutions that unite economic growth, social equity, and environmental responsibility**.



Scan the QR code or download [Annex 10](#) to explore the full text of the roadmap — a step-by-step plan combining vision, evidence, and action for creating two million green jobs in a renewed, sustainable Ukraine.



GREEN JOBS

FOR UKRAINE'S RECOVERY AND EUROPEAN INTEGRATION

