14 July

“We Strive to Become the No.1 Company for Veterans” — Metinvest Joins the Human Capital Resilience Charter

At the Ukraine Recovery Conference held on 11 July 2025 in Rome, Metinvest Group joined the Human Capital Resilience (HCR) Charter. The document was signed on behalf of the state by Ukraine’s Ministry of Economy, Ministry for

Veterans Affairs and National Bank. Business signatories include PrivatBank, DTEK and Naftogaz of Ukraine, with over 100 additional Ukrainian companies ready to join at a later date.

The Charter is a flagship initiative of the Ministry of Economy of Ukraine, developed in partnership with the Ministry of Veterans Affairs and the National Bank, with support from the European Bank for Reconstruction and Development (EBRD), the Folke Bernadotte Academy (FBA) and global consulting firm Korn Ferry.

> “The Human Capital Resilience Charter is a key step towards rebuilding a strong and inclusive labour market in Ukraine. By focusing on human capital, we aim to create a sustainable economic future that benefits all Ukrainians,”
>
> *said Yuliia Svyrydenko, Minister of Economy of Ukraine.*

Due to the war, Ukraine’s economic output has fallen by nearly one-third and unemployment reached 35% in 2023. Today, this figure has decreased to 12%, but ahead lies the reintegration of 500,000 veterans, the return of millions of refugees and the employment of over 6 million internally displaced persons. The Charter is designed to help businesses address these challenges and transform human capital into a driving force for recovery.

The document calls on employers in Ukraine to participate in the rebuilding of the economy by supporting employees, especially veterans and displaced employees. It was created in wartime to help businesses develop new standards of personnel management that are responsible, inclusive and people-centred.

The Charter aims to provide businesses with practical tools for retaining and developing human capital, from supporting veterans to skills development, inclusion and transparency. The signatories commit to integrating the Charter’s principles into HR strategies, adapting workflows to employee needs, harmonising internal policies and sharing experiences. The government, in turn, supports these changes, particularly in the field of personnel development and workplace modernisation.

The document outlines nine core principles, including responsible leadership, flexibility, support for veterans, continuous learning and partnership with the government. It is aligned with international standards and forms part of Ukraine's national security strategy.

The Charter focuses on five key priorities: employment of veterans, reintegration of displaced persons, flexible workforce management, promotion of diversity and long-term workforce resilience.

> "For us, signing the Charter is a natural step, as our focus is on implementing a personalised approach to every employee. It is people who have become the pillar that made it possible for Metinvest to withstand the hardest times and continue working towards Ukraine's recovery and prosperity,"
>
> *said Yuriy Ryzhenkov, CEO of Metinvest Group.*

The document provides businesses with real benefits. It helps attract and retain top talent, contributes to building the reputation of a modern and responsible employer open to change. It fosters innovation and adaptability through team development and the introduction of new technologies. Caring for staff well-being increases motivation and efficiency. Companies also gain access to useful HR tools, practices and partner support.

For employees, the Charter will promote the creation of fair and safe working conditions. By integrating its principles, employers are committing to provide support to staff in challenging life situations, ensuring equal access to jobs, training and career advancement, opportunities for development and a voice in key company decisions.

Following the signing of the document, a panel discussion titled "People at the Centre – A New Mandate for Employers," took place, featuring leaders from the Ministry of Economy, the EBRD, Naftogaz of Ukraine, PrivatBank, DTEK and Metinvest.

> “Metinvest is probably the largest Ukrainian industrial group, with its enterprises located near the front line in the Zaporizhzhia, Donetsk and Dnipro regions. We are also one of the largest donors to Ukraine’s Defence Forces. More than 10,000 of our employees have served in the Armed Forces of Ukraine. That is why, since the beginning of the full-scale war, we have truly felt and realised that people are our most valuable asset,”
>
> *said Yuriy Ryzhenkov, CEO of Metinvest.*

He said that the Group is currently experiencing a staff shortage, with around 4,000 vacancies open across its enterprises. This has forced Metinvest to revise its human resources management strategy.

The Group has introduced a personalised approach to hiring and retraining employees. Metinvest has also focused on the reintegration of veterans, with more than 1,000 having already returned to work after their service. In addition, the Group has reviewed gender roles, and women now hold positions that were previously considered to be male-dominated, including as excavator operators in Zaporizhzhia and as production workers at Kamet Steel.

> “We strive to become the number one company for those returning from the front,”
>
> *emphasised Yuriy Ryzhenkov.*

At the same time, Metinvest is training a new generation of specialists at Metinvest Polytechnic university, which has become a fully-fledged institution of technical higher education, graduating engineers for both the Group and the country.