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Metinvest and DTEK at Lviv Human Capital Forum 2026: how SCM companies are keeping their people during the war



SCM's steel company Metinvest and SCM's energy company DTEK took part in the Lviv Human Capital Forum 2026. **Tetiana Petruk, Chief Sustainability Officer at Metinvest**, explained how the company is retaining its workforce while key plants are shut down because of Russian attacks and economic pressures. Metinvest continues to pay salaries, retrains people faster and has more than 1,000 veterans back at work. DTEK is taking a similar approach.

What was discussed at the forum?

The forum brought together government, business, education, the military and experts to discuss the future of Ukraine's labour market. Ms Petruk spoke on the panel "Human Capital Resilience Map 2.0: From Strategy to Action", alongside representatives of DTEK, Ukraine's Ministry of Economy and Environment, the European Bank for Reconstruction and Development, the National Bank of Ukraine and others.

Why is Metinvest focused on retaining its workforce?

Metinvest is going through its most challenging period since the start of the full-scale invasion. It has suspended production at two steel plants in Kryvyi Rih, which employed almost 15,000 people, and its two mining and processing plants there have also stopped. The blockade of Black Sea ports, lower EU steel import quotas and CBAM have made it harder to sell steel abroad.

Despite the shutdowns, Metinvest continues to pay salaries, does not place employees on unpaid leave, and involves them in clearing debris and preparing facilities to restart.

> "Today, our main task is to preserve our human resources. We cannot afford to lose the experience, skills and knowledge that we have accumulated," said Ms Petruk.

How is Metinvest retraining people faster?

Metinvest has shortened its assistant steelmaker training programme from between nine and 12 months to between four and six months, with theory online and practice on site under experienced mentors. Employees who cannot return to damaged workplaces are often moved to other areas as early as the day after an attack.

How do Metinvest and DTEK support veterans?

Around 8,500 Metinvest employees, one in five of its staff, are serving in the Armed Forces of Ukraine, and more than 1,000 veterans have already returned to work at the company.

At DTEK, more than 5,700 employees have joined Ukraine's defence forces. More than 500 veterans have returned to work, and around 200 more have joined from the wider labour market. Its ProVeteran programme supports people from mobilisation to their return, including retraining through DTEK Academy.

How are SCM companies preparing the next generation?

Metinvest Polytechnic, Ukraine's first private mining and metals university, opened in 2022 and has already produced around 100 bachelor's and almost 300 master's graduates.

> "Only through the joint efforts of business and the government will we be able to create a system that serves the country both during the war and after it ends," said Ms Petruk.