



HR Update: Trends and Transformations

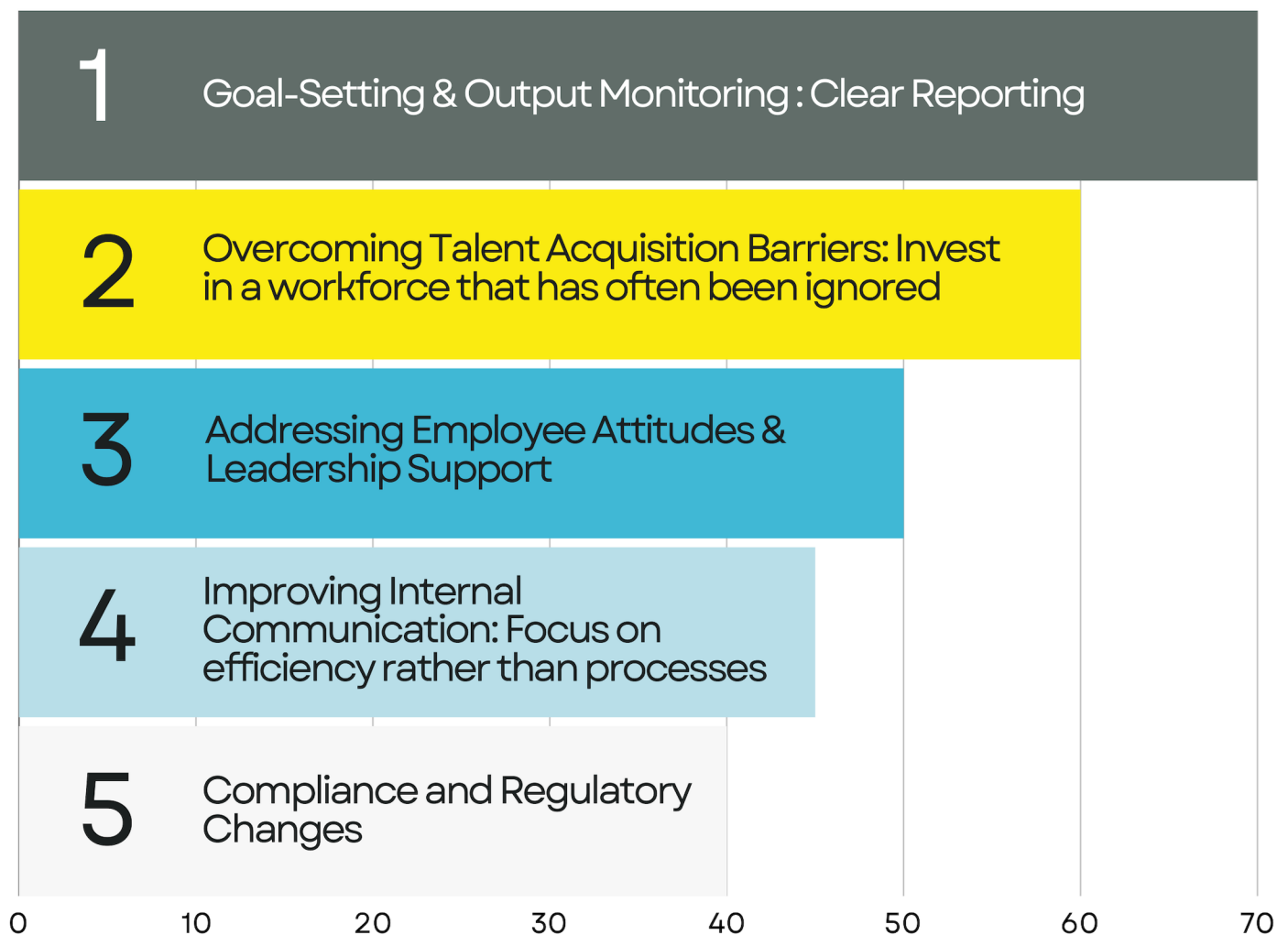
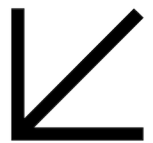
Q1, 2024





Key Changes and Focuses of HR in 2024

War and labor shortages are changing how HR works. Here are five key focuses of HR in 2024:



In response to the exigencies of war and legal complexities, a new position emerged: **Specialist in Mobilization Operations and Military Records.**



Business Challenges in 2024

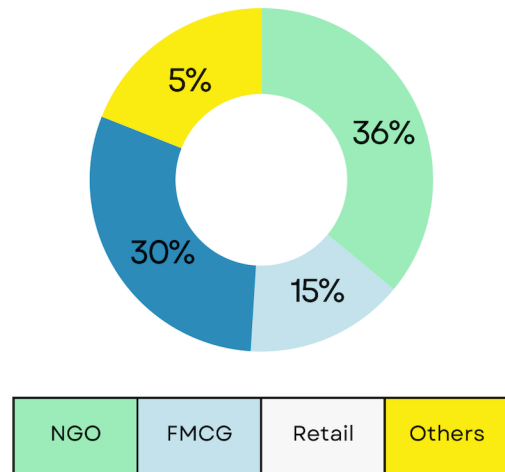
Labor Shortage	1
Unqualified Leadership - Fresh Leaders	2
Change Leadership - Lack of Preparedness and Real Plan	3
Need for Workforce Reduction - Lack of Proper Execution	4
Change/Crisis Communication - Requires Flexibility	5
Difficulty Finding Suitable Replacements for Departing Employees	6
Competitive Work Environment	7
Finding Generalists to Fulfill Multiple Roles	8



Labor Market Overview

**22,667 + new vacancies
on average per month**

Top industries in Ukraine



- **NGO Sector**

The NGO industry is currently experiencing significant growth in Ukraine, with 463 active NGOs seeking employees. Many NGOs are shifting their operations from Western Ukraine (Lviv, Ivano-Frankivsk, Uzhhorod) to border areas such as Kharkiv, Dnipro, and Odesa. There is a high demand for Financial and Administration personnel, HR generalists, and lawyers.

- **Retail Sector**

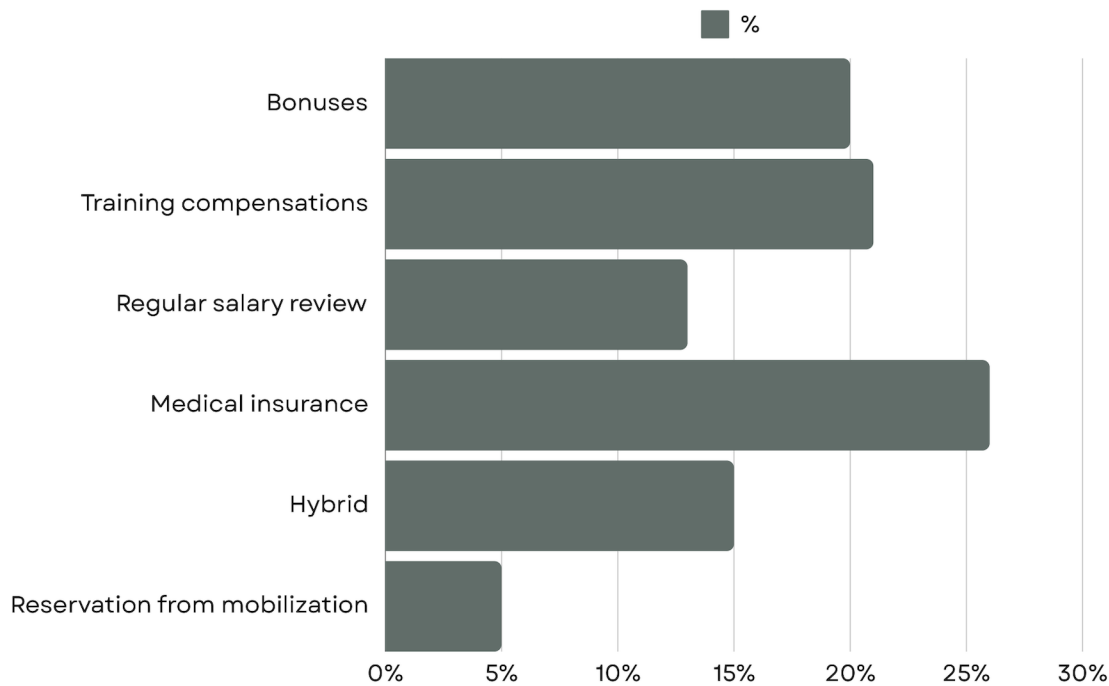
Retail is expanding in Western Ukraine and central regions, with a notable shift towards e-commerce. There is an increasing demand for e-commerce sales managers, developers, product managers, and marketing specialists.

- **FMCG Sector**

Similar to the Retail sector, FMCG companies are intensifying their focus on e-commerce development. Some companies are establishing their own e-commerce platforms to ensure stability amidst the volatile retail environment and to safeguard against potential disruptions to warehouses in Ukraine by transferring goods from warehouses abroad. There is a growing need for Finance controllers, Key Account Managers, and Accountants.



What companies offer besides base salary



- **Medical Insurance**

Companies are offering medical insurance covering healthcare for employees and their families (spouse and children).

- **Hybrid Working**

While hybrid working has become less popular since the beginning of 2024, many companies are still implementing it to some extent, although there's a growing preference for regular office attendance.

- **Mobilization Reservations**

Increasingly popular among employment benefits, companies are exploring options for reserving their male employees in case of mobilization. Specialized agencies offering such services are emerging in Ukraine.

- **Regular Salary Reviews**

To cope with the instability of the Ukrainian Hryvnia (UAH), some companies are linking salaries to the USD or EUR with yearly reviews to adjust according to currency fluctuations.

- **Education Compensation**

Due to a shortage of qualified staff, companies are offering compensation for education, courses, and additional training to attract and retain talent.

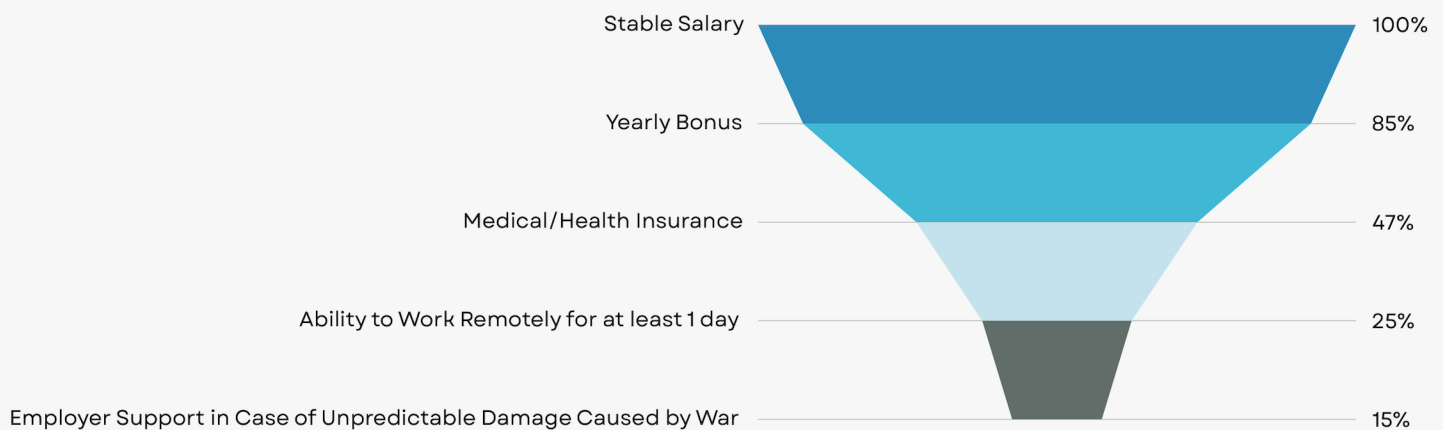


Updated **Job Seeker** Trends

- **Minimum Expected Salary for Junior Candidates:** Junior candidates typically expect a minimum salary of 20,000 UAH net.
- **Active Candidate Pool:** There are currently 526,880 active candidates who have posted their CVs on job boards within the last three months.
- **Male Candidate Behavior:** Male candidates are less active in the job market due to fears of mobilization. They often seek remote job opportunities without official employment status.

"Choosing safety, family time, and work-life balance over just career growth. Horizontal development matters more, allowing for quality family time."

Top 5 Candidate Expectations:



Top Roles Candidates Are Searching For:

- Sales Manager
- Junior Developer / Trainee
- Commerce Director
- E-commerce Specialist
- Recruiter



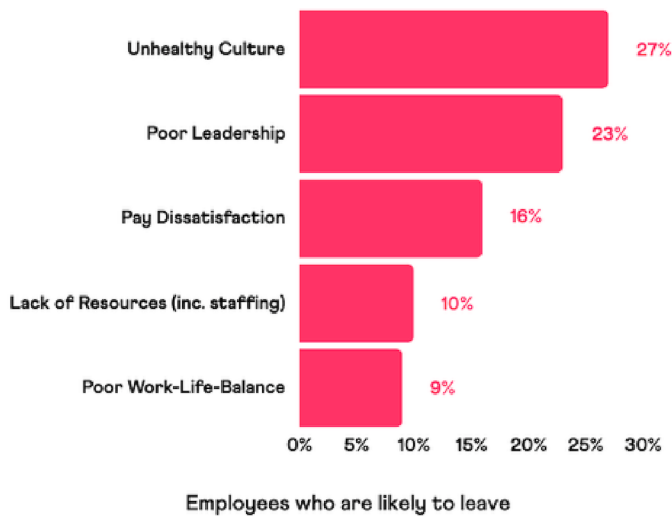
Salary Review of Top 20 Most Searched Roles:

Role	Min (gross)	Max (gross)
Finance Manager	75 000 UAH	200 000 UAH
Accountant	42 000 UAH	80 000 UAH
Specialist in Recruitment & Adaptation	45 000 UAH	120 000 UAH
Supply Chain Assistant	42 000 UAH	65 000 UAH
Digital Marketing Specialist	40 000 UAH	80 000 UAH
WASH Officer	120 000 UAH	340 000 UAH
Communications Officer	74 000 UAH	223 000 UAH
E-com manager	43 000 UAH	99 370 UAH
KAM	43 478 UAH	86 956 UAH
MEAL Officer	65 000 UAH	106 260 UAH
Medical Coordinator	74 000 UAH	100 000 UAH
Marketing Manager	43 478 UAH	146 000 UAH
SMM Manager	42 000 UAH	72 000 UAH
Project Manager	52 000 UAH	95 000 UAH
Admin Assistant	43 400 UAH	60 000 UAH

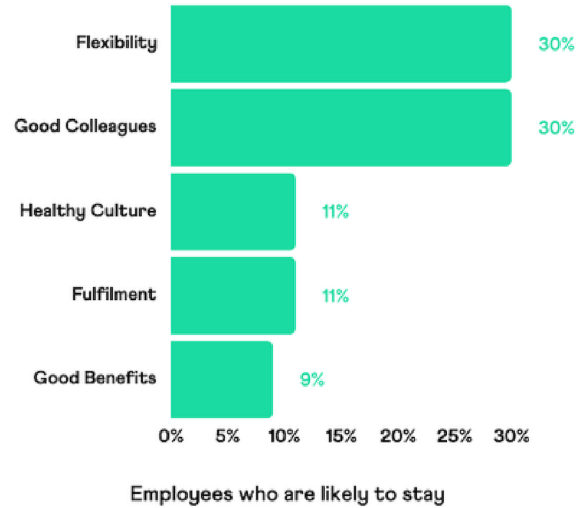


The top reasons why employees leave their jobs

Top 5 reasons employees leave



Top 5 reasons employees stay



Some characteristics of an unhealthy culture include:



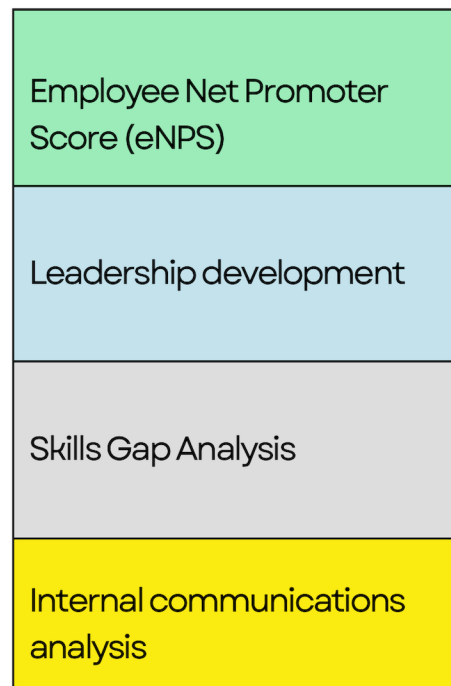
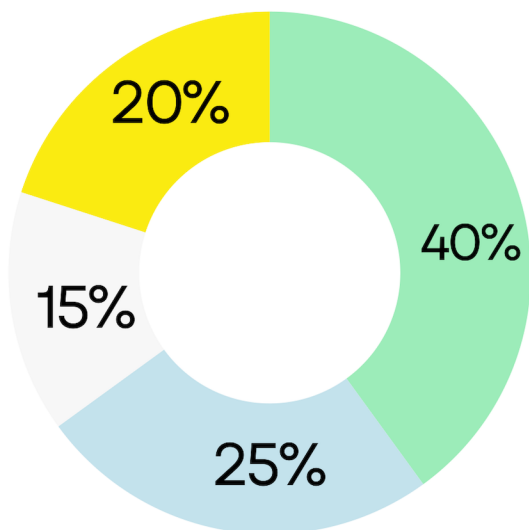


HR Assessment Techniques

and Training Solutions

Employer Priorities in 2023-2024: Analyzing Communication, Skills, Leadership, and eNPS

- Emphasis on analyzing internal communications effectiveness
- Focus on identifying and addressing skills gaps for better learning processes and talent promotion
- Prioritization of leadership, especially during periods of change
- Continued reliance on Employee Net Promoter Score (eNPS) for analytics



2024 Focus: Reskilling and Upskilling for Organizational Restructuring

2024 Talent Spotlight:
Multitasking with Strategic Vision
and Action-Oriented Approach

The job market in 2024 prioritizes both soft skills like communication and adaptability, alongside hard skills in areas like artificial intelligence and data analysis.



Addressing **Employee Burnout** Head-On in 2024

Phase 1

Honeymoon Phase

Phase 2

Onset of Stress

Phase 3

Chronic Stress

Phase 4

Burnout

Phase 5

Withdrawal and
Detachment

Analysis and interviews conducted for this report have revealed that the primary reason for employees leaving their roles is burnout. In response, HR in 2024 is prioritizing effective communication during transitions, transformations, and changes, alongside proactive measures to address and prevent burnout.

Key initiatives include:

Integrating Psychological Support:

Incorporating psychological support for employees as part of medical insurance benefits or providing access to corporate psychologists for confidential counseling and guidance.

Implementing Wellness Days:

Introducing dedicated wellness days in lieu of traditional corporate training sessions, allowing employees time to recharge, focus on self-care, and prioritize their mental and physical well-being.

Enhancing Leadership Support:

Offering leadership development programs that emphasize effective communication, feedback delivery, and techniques for promoting work-life balance among team members. These trainings empower leaders to create a supportive work environment conducive to employee well-being and productivity.

According to a Deloitte report, 75% of employees and 89% of C-suite executives surveyed identified improving their well-being as a top priority.



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For this report, we have employed a variety of resources:

An anonymous questionnaire was administered to HR professionals from the Retail, NGO, and FMCG sectors. Over 45 answers have been received from:

- HRMs
- HR Officers
- HR Administration
- Recruiters
- HR Directors
- Career Coaches

We engaged with over 100 candidates across various levels of roles within the Retail, FMCG, and NGO industries.

Collaboration took place with our recruitment partners and agencies to gain insights into the market, alongside gathering information from job boards such as Robota.ua, Work.ua, and LinkedIn.