



# EASY BUSINESS

## UKRAINE Sector Snapshot: Logistics

### Introduction

Ukraine's transport and logistics sector is the gatekeeper of economic recovery: It hosts the largest workforce in the economy and is the backbone for moving reconstruction materials, humanitarian aid, and exports. Given that the logistics sector accounted for 6% of gross domestic product (GDP) before the war, any workforce shortfall directly slows reconstruction and economic recovery. The war has also pushed transportation and logistics away from air and sea

transport and toward ground transportation, which requires more drivers and warehouse staff. Addressing this transition and making sure workers are where they are needed are key to relieving labor demand within the sector. Initiatives that bring together employers, fast-track licensing and placement, and funding for mobility supports (relocation, temporary housing, and childcare) can rapidly increase the movement of goods and materials.

### Three Key Takeaways

#### FREIGHT GROWTH



2023      2024  
**+3%**    **+18%**

1. Freight growth: **+3% (2023)** and **+18%** in the first half of **2024**.

2022



Jobseekers > Vacancies

**+63%**

2024

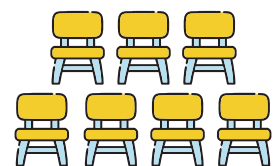


Vacancies > Jobseekers

**+8.5%**

2. In **2022**, registered jobseekers exceeded vacancies by over **63%**; by **Jan–Apr 2024**, vacancies exceeded jobseekers by **8.5%**.













#### KYIV CITY



**7 vacancies**

3. In **2024**, there were **7 vacancies per unemployed** in Kyiv City.

## MOST IN-DEMAND PROFESSIONS BY QUALIFICATION LEVEL

Professions	Skill level	Professions	Skill level
 Loaders	UNSKILLED/SEMISKILLED	 Mechanics	SKILLED
 Pickers	UNSKILLED/SEMISKILLED	 Dispatchers	SKILLED
 Warehouse operators	UNSKILLED/SEMISKILLED	 Auto mechanics	SKILLED
 General laborers	UNSKILLED/SEMISKILLED	 Engineers	HIGHLY SKILLED
 Drivers	SKILLED	 Specialists in fleet and warehouse management	HIGHLY SKILLED
 Logistics specialists	SKILLED	 CRM system specialists	HIGHLY SKILLED



## Labor Demand

**What We Know:** Freight activity is rebounding; it has increased 3% in 2023 and 18% in 2024. But modal shifts have reshaped demand: Domestic air is shut down, and sea transport fell significantly in 2022, pushing hiring pressure into land transport (especially drivers). Job-board data (Robota.ua) show that vacancies outpaced candidates during January–August 2024, then the relationship reversed in September–October, signaling lower competition among jobseekers and potential employer pressure to hire. Employers are feeling the pinch: A 2024 State Employment Service survey found that nearly 30% of logistics firms struggle to recruit (peaking at 76% in Khmelnytskyi and over 50% in Rivne and Poltava).

**Why it Matters:** When reconstruction ramps up, transport capacity will be a limiting factor for every supply chain, from imported goods to last-mile delivery. Persistent vacancies in core roles (especially drivers) raise logistics costs and delay projects, directly affecting recovery timelines and EU market integration.

**Recommendation:** Launch an employer-backed “Youth to Logistics” training pipeline that fast-tracks entry into high-vacancy roles where availability—not advanced skills—is the bottleneck. Bundle programs that include accelerated licensing and job-readiness, mobility supports such as relocation stipends, short-term housing/childcare, and travel grants to move youth, women, internally displaced persons (IDPs), and veterans to vacancy hubs and paid apprenticeships with hire targets.



## Pipeline and Supply Gaps

**What We Know:** Supply is constrained primarily by where workers are vs. where jobs are. As of late 2024, the highest vacancies were in Lviv, Kyiv City, and Khmelnytskyi, while the highest unemployment in the sector was in Kharkiv, Dnipropetrovsk, and Sumy. Vacancies per unemployed often exceed 1 in the west, reaching 7 in Kyiv City and 6.1 in Lviv, but drop to 0.2 in Sumy, Kherson, and Donetsk. Employers widely report recruiting difficulties, with almost 30% of logistics firms struggling to hire (rising to 76% in Khmelnytskyi and over 50% in Rivne and Poltava), indicating that availability and regional mismatch, rather than skills, are the most significant constraints in many places.

**Why it Matters:** Workers aren't currently where the jobs are. Without mobility incentives and targeted placement, these mismatches will persist, making it difficult for firms to hire effectively. That misalignment slows freight flows and increases costs across sectors.

**Recommendation:** Launch "Move-to-Work" programs that connect job searchers in surplus regions to vacancies in Lviv and Kyiv corridors that could include travel grants, short-term housing, and childcare. Bundle these incentives with employer hiring commitments and wage subsidies—prioritizing veterans and IDPs.



## Skills Gaps

**What We Know:** While recruitment difficulties are real and significant, the most cited reasons are a shortage of available personnel (including difficulty in mobilization) and regional mismatches between jobs and jobseekers. Insufficient qualifications and salary expectations appear as secondary factors in some oblasts. Drivers remain the most consistently hard-to-fill role.

**Why it Matters:** If the most significant constraints are too few workers in the places where jobs are—rather than specialized skills—then the fastest way to help the logistics sector grow is to help people move to where jobs are and obtain necessary certifications. Unfilled driver and warehouse roles slow reconstruction shipments, inflate transport costs, and delay project timelines.

**Recommendation:** Consider deploying 3- to 6-week employer-codesigned logistics bootcamps (road safety, route planning, forklift driving) with simulators and supervised hours, culminating in micro-credentials and presigned job offers. Use mobile training units to reach surplus-labor oblasts in the east and south.

## About IREX

IREX is a global development and education organization. We strive for a more just, prosperous, and inclusive world in which individuals reach their full potential, governments serve their people, and communities thrive. With an in-country presence in Ukraine for over three decades, IREX has been driving transformative change by investing in human capital, catalyzing innovation, and empowering communities. With a dedicated team operating across all regions at both national and local levels, IREX continues to ensure sustainable development through the war with a deep commitment to building a brighter future for Ukraine and Ukrainians.

## About EasyBusiness

EasyBusiness is a nonprofit Think-and-Do tank with the mission to drive Ukraine's recovery and economic growth by fostering private-sector development, with a particular focus on advancing Ukraine's integration into the European Union. The organization combines research with actionable solutions to address barriers, empower local communities, and promote sustainable development. Guided by freedom, responsibility, initiative, trust, and respect, we work to create a thriving, competitive economy.

**METHODOLOGY.** This brief synthesizes data from quantitative labor market analysis, employer surveys, and expert interviews conducted by EasyBusiness. It focuses explicitly on labor demand, training pipeline issues, and skills gaps in Ukraine's manufacturing sector, presenting targeted recommendations to inform donor and private-sector interventions. Estimates for additional required employment in each sector are from the ILO.