Prof Build
PROFESSIONALLY ABOUT CONSTRUCTION
Prof Build English 2025 (№4)

Dear Readers!

Despite the constant challenges — air raids, power outages, and the uncertainty of war — Ukraine’s construction industry continues to build, create, and inspire. The resilience of Ukrainian business has become a symbol of strength and adaptability in times of crisis. Companies are restoring destroyed facilities, launching new projects, and introducing technologies that meet European standards of quality, safety, and sustainability.

Today, the construction market in Ukraine is not only rebuilding homes and infrastructure — it is rebuilding confidence in the future. Behind every project stand people who refuse to give up, professionals whose energy and expertise drive progress even under the most difficult conditions.

This issue of **Prof Build** is dedicated to showcasing the vitality of Ukraine’s construction sector — its innovations, partnerships, and vision for a sustainable recovery.

We are proud to present the voices and achievements of those who, despite all obstacles, continue to build a stronger, modern, and resilient Ukraine.

Together towards the victory!

Only forward — every day, every minute!

With faith in Victory,
founder and editor-in-chief of Prof Build magazine
Svitlana Shakh

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Real estate

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OLENA SHULYAK: «WE FIGHT BUREAUCRACY NOT WITH WORDS, BUT WITH ACTIONS»

*Today, **Olena Shulyak** is a Member of the Parliament of Ukraine, the Chairman of the Verkhovna Rada Committee on the Organization of Governance, Local Self-Government, Regional Development and Urban Planning, and she is also the Chairman of the Servant of the People party. But Ms. Olena came to politics with experience in business, therefore she knows well how business works and clearly understands what the government approaches should look like for proper support of business. We talked to Olena Shulyak about these and other relevant topics in an extensive interview, also discussing the issues of professional realization of women in all spheres, including those that were previously traditionally considered male.*

✓ **Ms. Olena, your education is closely related to the construction industry. What influenced your choice?**

– At his time, my father, a mechanical engineer, worked at the Ukravtodor company, later at the Ministry of Transport. I was very interested in his profession, I wanted to continue the family dynasty. At the age of 16, I became a student at the Ukrainian Transport University, choosing the profession that was experimental at that time – Economics and Management in Construction.

During my studies, I started working in the financial sector and later returned to construction. By that time, I had received a second higher education and a qualification degree in management from the International Institute of Management and clearly understood what field I wanted to connect my professional life with.

✓ **Did you have any mentors or role models in your professional field?**

– The undisputed teacher for me was the modern business thinker Dr. Yitzhak Calderon Adizes. Not only have I read all of his books, I have also been fortunate enough to communicate with him on several occasions. The doctor's works taught me to look for opportunities in any turbulent situations, as they make us stronger and give us invaluable experience.

This is observed in everything, not only in the professional sphere. Take, for example, the history of Ukraine. After all the wars, crises, revolutions and changes, our country only became stronger, and society became more conscious. The path to development and success is extremely difficult, often tragic. But it must be passed with dignity, so that in the future, thanks to experience, we do not repeat past mistakes and move along the course that we determine ourselves.

✓ What were the main arguments for you to change business to public service?

– I would call the Revolution of Dignity an inevitable starting point. The action was prompted by a sense of injustice and a great desire for change.

My first foray into politics after the Revolution as part of Demaliiance was unsuccessful: despite my high professionalism, I was in fifth place on the list and did not make it to the Kyiv City Council. But it was not a story about a desire to change business activities to politics, but about a desire to be useful to the country.

That surge of conscious need to help the country can be compared to what is happening now, when everyone in their place is trying to do everything to ensure that Ukraine defeats both external and internal enemies.

✓ What skills you learned in business help you in politics?

– Business and politics, in my opinion, are completely different. That's why I would rather say that the skills acquired in business sometimes even hinder. Because in my past activities, everything was guided by logic, analytics, and forecasts, which cannot be said about politics.

Politics is about the ability to negotiate, making unpopular decisions, and constant turbulence, the consequences of which are difficult to predict. For example, the urban planning reform proposed by my team which provided for the total digitalization of the sphere, the establishment of clear control and supervision, as well as the introduction of high responsibility for violations, could potentially solve most of the problematic issues in urban planning, as well as eliminate corruption. These would be the most necessary, effective, and logical changes for the country. However, they never became a reality due to pressure from local governments, which simply did not want to change the rules of operation. The probability of a similar situation in the business sphere is very low, since the vast majority of market participants are interested in simple, effective, and transparent work. In other words: in business, all conscious players play for the same team when it comes to fairness and transparent rules of the game.

Therefore, the skills I gained in business are more useful in my everyday life. And during my time in politics, I have developed new approaches and now I don't rely too much on simple solutions. Politics is always a difficult path.

✓ How do you manage to find effective solutions in the face of complex bureaucracy and slow government procedures?

– Bureaucracy is being destroyed by digitalization, which is why I am confident in implementing digitalization in the construction sector. I understand that this is not an easy process, but we are moving confidently towards total transparent and accountable digitalization of all processes.

For example, in 2019, the parliament adopted my draft law on creation of the Unified State Electronic System in the Construction Sector (UDESSB). Since then, in almost five years of operation, the UDESSB has provided up to 200 thousand services through Diia, and the anti-corruption effect of its activities already exceeds UAH 10 billion.

Later, my team and I developed a law on special property rights to future real estate objects. The property right is registered in the State Register of Property Rights to Real Estate which is synchronized with the UDESSB. And now the purchase of housing on the primary market is protected from the sale of premises in residential complexes without documents and fraudulent schemes of unreliable developers.

After the start of the full-scale war, we created the Register of Damaged and Destroyed Property. This is the only state source of verified data on property that was damaged or destroyed as a result of the war, which is taken as the basis for the International Register of Damage Caused by the Russian Federation's Aggression against Ukraine (RD4U). It currently contains information on more than 250,000 objects, and the list is constantly being updated.

I would also like to mention the compensation mechanism we created for damaged and destroyed housing (the state program eRestoration) which is also based on maximum digitalization and minimal influence of the human factor on decision-making. As of March, more than 115 thousand Ukrainian families received compensation for war-damaged housing, and more than 20 thousand received approval to finance the purchase of a new home.

In conclusion, I will say that I am trying to overcome bureaucracy not with words but with actions. And I am sincerely happy about such changes both in the field of urban planning and in other industries that do not neglect the automation of processes and services. Ukraine has a great potential to effectively overcome bureaucracy through digital tools, and I sincerely believe that we will be able to do it 100%.

✓ What do you see as ways to establish an effective partnership between business and government in Ukraine?

– I fully understand that the policy of cooperation between the authorities and business in Ukraine today needs much better. Business requires transparent and honest rules, deregulation, and the absence of pressure from security forces and law enforcement officers. Unfortunately, transparent rules are not being established quickly, deregulation has stalled, not to mention the pressure from internal security forces. At the same time, business continues to conscientiously pay taxes that go to the defense of our country, provide jobs, and support the military and internally displaced persons. Therefore, we, as a state, simply need to reconsider our approaches to supporting business. Otherwise, after some time, we will sadly watch as our enterprises relocate abroad, and people leave with them and do not return – people without whom we will not fully restore the country.

President, Office of the President, Government, Verkhovna Rada understand that one of the key tasks today is the return of our citizens to Ukraine, as well as the economic development of the state. Actually, these things are interconnected. Today we must create such conditions so that Ukrainians who left would want to return home and benefit their country. This applies to both the public and private sectors – we need professional personnel motivated to work for the good of Ukraine.

We must together create new jobs that will be a guarantee of return and consolidation of our fellow citizens in

Ukraine. This is beneficial for both the state and entrepreneurs because human capital is the most valuable resource of the country. We must facilitate the work of those who pay taxes.

Effective partnership with business to achieve all of these goals is possible only on the condition of openness and trust, which is the basis of productive cooperation. For the third year in a row, I have been meeting regularly with the Ukrainian Business Council and I do this in order to timely adjust the course and synchronize our steps. I believe that this practice should be scaled up to a full-fledged state level, because listening to business is not enough, it is necessary to hear it, react and jointly seek compromises.

✓ In your opinion, how can we encourage more active participation of women in the fields of architecture, engineering, and development today?

– I don't really like the fact that we single out architecture, engineering, and development even in this conversation, as if these are some special professions that women should be included in. I believe that society should move away from archaic ideas about the gender of a particular profession. We live in a modern world where a profession should not have a gender. For example, when I was going to get my first profession, Economics and Management in Construction, I didn't even think about the fact that this was a profession for men.

Therefore, I would rather not motivate women, but destroy gender stereotypes, because I know 100% that Ukrainian women are motivated, strong, and talented enough for any profession. And the full-scale invasion only highlighted how professional they are in any field, including those that were previously mistakenly considered male.

✓ However, there are still many cases where women receive lower salaries than men, with the same experience and qualifications.

– The problem of unequal pay for men and women really exists, and, unfortunately, it is not new. And here we return again to the issue of stereotypes in society and other factors. But if it takes a lot of time to overcome barriers in the head, then this injustice can be solved more quickly through legislation. So, last year the government presented the National Strategy until 2030 the goal of which is to reduce the difference in salaries, which is now in favor of men, from the prewar figure of 18.6% to 13.6 %.

The document contains a set of tools to strengthen the role of women in the labor market. In particular, it includes amendments to labor legislation (including providing women with additional opportunities for professional fulfillment and strengthening the protection of their rights), implementation of programs to support women's businesses (cash grants), and programs for vocational training and retraining of Ukrainian women.

At the same time, these changes at the national level must occur in sync with changes in the minds of employers, who must properly assess the high knowledge and professionalism of employees, regardless of gender.

✓ What advice would you give to young women who are just starting their journey in construction or public administration?

– Treat your defeats calmly, see everything as a useful experience, and value your own efforts. Think about it: I have bills that were passed by the Verkhovna Rada 7.5 years after they were developed. During this time, I could have given up many times but it is important for me to finish what I have started. It is worth understanding that there is nothing terrible in defeats. Making mistakes is inherent in human nature.

That's why it's so important not to give up. It's okay if you don't succeed the first time, and it's okay the second time. It's worth setting a goal and taking action, even if progress is made in small steps.

✓ How do you manage to balance work, public activities, and personal life? What inspires you in difficult moments?

– I'll be honest: I can't balance. I'm just a person like everyone else, and when I give my maximum attention and energy to one process, all the others fade into the background.

Fortunately, I have a loving family that understands this and supports me in all my endeavors. My family is my strength. In rare moments of despair, I always remember that I am working so that my child and hundreds of thousands of other Ukrainian children have a future in a strong, independent, European Ukraine, where the highest value is a person, their self-realization, well-being and comfort.

«3D PRINTING IS NOT ABOUT CONCRETE — IT'S ABOUT THE FAST RECOVERY OF UKRAINE AND BEYOND…»

Ukraine's recovery requires not only resources but also new technologies capable of transforming the very approach to construction. One such innovation is 3D printing – a method that allows modern housing to be created quickly and efficiently. How the Ukrainian company UCAT-3D brings these ideas to life and makes 3D construction printing a reality is explained by ***Dmytro Korytko,*** *CEO and founder of UCAT-3D.*

✓ Dmytro, today UCAT-3D is associated with Ukrainian technologies of the future in construction. How did it all begin?

— It started with the realization that Ukraine's recovery cannot rely on old approaches. We have lost over 300,000 buildings and nearly 50% of the construction workforce, but we have gained a unique chance to rebuild the country from scratch — more modern, smarter, and more energy efficient. This requires a new construction philosophy that reduces dependence on manual labor and high qualification demands while ensuring both quality and speed.

UCAT-3D emerged as a response to this challenge. We are the official distributor in Ukraine of the French company Constructions-3D, and we also design and manufacture our own construction 3D printers capable of printing entire houses on foundations, modular structures in factory conditions, decorative and infrastructural elements, and even shelters.

— What makes your technology unique?

— We have developed our own printing systems capable of simultaneously producing several structural elements and working with various types of mixtures, including aggregates up to 5 mm and circular mixtures made with demolition waste and plant-based raw materials. In our building designs, we apply a large-module approach, which allows us to print in controlled factory conditions and assemble the printed modules on-site within just 3–5 days.

✓ UCAT-3D actively collaborates with academia and industry organizations. How important is this for your development?

— It is critically important at the stage of refining our structures and technologies. We collaborate with the Prydniprovska State Academy of Civil Engineering and Architecture, the Academy of Construction of Ukraine, and leading architects and material scientists from around the world. At the same time, we strive to integrate our research and technologies into the educational process of vocational and technical colleges — several of which will soon have UCAT-3D training printers installed.

We also maintain a constant dialogue with the Confederation of Builders of Ukraine (of which we are members) and the All-Ukrainian Union of Building Materials Manufacturers. This allows us to receive valuable feedback from developers, construction companies, and other industry stakeholders.

✓ What is UCAT-3D's main focus today?

— We are preparing to print the first fully functional modular house in Ukraine. It will be a real residential building that will demonstrate that 3D construction is no longer exotic but a working, viable technology. Next, we plan to launch a humanitarian-business franchise that will enable veterans, women, and internally displaced persons — even without formal education or experience in construction — to start their own 3D printing businesses without having to purchase the expensive 3D printers themselves.

✓ How do you see UCAT-3D's role in Ukraine's recovery?

— We are not waiting for better times — we are creating them. Our goal is to make reliable, energy-efficient modular 3D homes accessible to every Ukrainian family and to allow anyone willing to contribute to the recovery — by launching a business or joining the additive construction industry. We truly believe that the future of our country can not only be written — it can be printed.

✓ You often mention investments. What kind of partners are you looking for?

— We are looking for like-minded partners who understand the value of innovation in construction, believe in Ukraine, and are ready to join us in developing the 3D construction printing industry — by investing in the production of printers for our franchise and supporting its expansion into EU markets.

— What is your vision for UCAT-3D in the coming years?

— We already have reliable, operating printers, a strong team, respected partners, and a clear vision for scaling our technology and business model. Our ambition is to see Ukrainian 3D construction printing spread across Europe, associated with accessibility, adaptability, inclusivity, and a high quality of life. Because we don't print walls — we print confidence.

SERHII SUKHOMLYN: «REBUILDING UKRAINE: TRANSPARENCY, INNOVATION AND NATIONAL EXPERTISE»

Serhii Sukhomlyn, *Head of the State Agency for Infrastructure Reconstruction and Development of Ukraine, talks about the challenges and achievements in the large-scale reconstruction of Ukraine. He emphasizes the need for legislative reforms, effective public-private partnerships, transparency in procurement, and the development of national expertise for rapid and high-quality reconstruction, and also shares real cases of successful project implementation, particularly in frontline regions.*

What priorities in the infrastructure restoration process do you consider key for 2025? Has the focus changed from repairs to full modernization?

If we talk about the scale of the restoration, we are talking about billions of hryvnias. However, given the extent of the destruction, these resources are not enough. Therefore, the priority is front-line regions, in particular roads. In 2024, funding for such regions is three times higher than for central or western regions. War dictates priorities: logistics and defense are in first place.

Even limited budgets force us to act strategically – not to patch things up but to think systemically. In the Kherson region, in the almost destroyed village of Posad-Pokrovske, full-fledged construction began in 2024. More than 500 specialists and dozens of pieces of equipment are involved in creating a holistic living environment: a new school with a kindergarten, public spaces, an urban park, sports facilities, a security station, a medical center, a child development center, LED lighting, solar panels. For the first time, the village will receive gasification and a stable water supply. The main idea is not just to build housing, but to form a center of life and interaction. This is a pilot project, on the basis of which new procedures and standards are being tested – with a view to the future large-scale reconstruction of hundreds of communities.

Another example is Borodyanka. Not only housing is being renovated there, but new houses are also being built in place of those that cannot be restored. All solutions are inclusive and energy-efficient. The first phase of the urban park has already been implemented which has literally brought life back to the space: children, families, live communication. At the same time, the reconstruction of the central street is underway, with the replacement of communications, safe crossings, accessible sidewalks, modern stops, landscaping and arrangement of adjacent territories.

In collaboration with designers and urban planners, a case has been created that can become a model for other cities. This experience should be shared now so that communities, architects, and administrators establish the right principles not after but during the war – with an orientation towards a modern, high-quality, and sustainable future.

How effective is cooperation with international donors and how is transparency ensured in project implementation? What control mechanisms work best today?

Cooperation with international donors generally promotes transparency, most projects are implemented in accordance with the procedures of international banks and organizations. In many cases, donors conduct procurement themselves, guided by their own rules.

However, the downside of such cooperation is time. An analysis of a regularly occurring situation showed that up

Serhii Sukhomlyn is a Ukrainian public manager who has been the Head of the State Agency for Infrastructure Reconstruction and Development of Ukraine since September 2024. Prior to that, he had many years of experience in local government, in particular in the development and implementation of energy-efficient projects, reforming the housing and utilities system, and managing large-scale infrastructure projects. He actively cooperates with international donors and the private sector, paying attention to the implementation of transparent procedures and innovative technologies in rehabilitation processes.

Borodyanka before/after

to two years pass from the decision on funding to the actual start of work. The average route is 64 approvals or government decisions. For the post-war country conditions this is way too long. Especially when it comes to housing: people cannot wait for years, and loss of time means loss of population.

That is why the Cabinet of Ministers created the Centralized Procurement Organization (CPO) at the Agency. Since July, it has been announced that market consultations will begin for the purchase of modular shelters after which tenders will be announced. This will be a completely different approach – fast, transparent, effective. And even international partners will be able to learn a lot from this.

A prime example is the project of construction of the water pipeline to Mykolaiv. The initial feasibility study estimated the cost at UAH 8.7 billion. Since autumn 2024, the project has been reviewed, significantly revised, and after optimization, the budget has been reduced to UAH 6.3 billion. The savings amounted to over 30%. But it's not just about making it cheaper. The revisions covered a number of important elements: energy-efficient solutions were added (including the installation of solar panels), shelters for personnel, protective structures for pumping stations, as well as additional capacity to meet farmers' needs for fields irrigation.

The project started in February, and the water supply is scheduled to be launched in August. This is a large-scale and a technically complex facility.

And this is the result of the work of Ukrainian companies and engineers. A proof that quality and speed are quite achievable now. With a professional, responsible and transparent approach, the country is able not only to effectively use international aid but also to be an example of its implementation.

What public-private partnership mechanisms do you consider the most promising for speeding up recovery? Is the government ready for long-term commitments to business?

This is a strategically important direction. Ukraine is actively studying international experience, in particular the example of Great Britain where the National Agency for Infrastructure Projects operates. Its principle is simple and effective: each project is first assessed for its feasibility within the framework of a public-private partnership (PPP). If such an opportunity exists, the initiative is transferred to business. This allows reducing the burden on the state budget and at the same time ensuring greater flexibility, speed and technological feasibility of implementation.

Ukraine also needs such an approach. Some of the projects developed in cooperation with ministries and communities already involve large private investors. For example, the construction of thermal power plants that will operate on fuel obtained from recycled waste (RDF and SRF) are technologically complex facilities that require business expertise to implement.

The most promising initiatives today are those that combine community resources and private capital. Donor aid and international funding are important, but often take a long time. In contrast, a favorable investment environment provides a much faster result. And the state is aware of this.

A significant step was the adoption of a new edition of the Law on Public-Private Partnership. The document significantly simplifies procedures and shortens implementation timelines. It will become effective in three months.

This is a powerful window of opportunity. For both international and Ukrainian business. It is not only about participating in post-war reconstruction, but also about making a long-term contribution to the modernization of Ukraine's infrastructure.

Is it planned to support any specific segments of the construction industry within this cooperation: building materials manufacturers or logistics companies, etc.?

In the nearest future, the areas that are being actively developed today will be particularly in demand in the recovery process. Among them is the development of solutions and models for rapid implementation. One example is modular sewage treatment plants.

In Ukraine, only 32% of wastewater undergoes high-quality treatment, and this mainly concerns small and medium-sized communities. The classic construction of such systems takes at least 3–5 years. The alternative is modular solutions, the implementation of which has already begun in some water projects: in particular, treatment systems for 600 and 200 cubic meters are being implemented in two communities. This creates a powerful niche for Ukrainian manufacturers – the production of such modules can be localized in Ukraine, because the demand will be large.

The second key area is modular shelters. The security issue is particularly acute for school infrastructure, clinics, and kindergartens, especially in frontline areas. Based on the results of a needs analysis conducted together with communities and regional administrations, we identified a need to build approximately 3,500 small shelters for 20–100 people.

Domestic business has been involved in the development: consultations were held, technical specifications were provided. Two companies have already submitted their proposals, and the first tests of underground shelters have been successfully completed at the test site together with the military. The shelters meet all requirements.

A centralized purchasing organization will carry out framework purchases after which the solutions will be included in the Prozorro Market system. This will allow communities to make quick and transparent purchases.

Another large-scale direction is the construction of new water pipelines. European manufacturers currently dominate large-diameter projects but Ukrainian companies are quite competitive in medium and smaller diameters. The launch of construction and preparation for the construction of water pipelines is planned this year in the regions.

What digital tools are currently being used in the management of recovery projects? Are there any plans to scale platforms like DREAM or Prozorro to the infrastructure sector?

The DREAM system is already actively used and has proven its effectiveness as a management tool. At the same time, it lacks a project prioritization mechanism, and joint work is currently underway on its implementation. This will allow the platform to be transformed from a database into a true strategic tool.

The updated website of the Recovery Agency will also be presented soon. One of its key elements is interactive visualization of projects through a dashboard system.

What does this mean? Anyone can see in real time:

- what projects are being implemented;
- who is the contractor;
- what is the cost of the work;
- how much does it cost to repair one square meter of road;
- how is construction progressing;
- status of reconstruction of bridges, checkpoints, etc.

This will be the most transparent visualization of infrastructure reconstruction – on one website, in one format, accessible to everyone.

It is worth also mentioning procurement. We are reaching a new level through the creation of the Central Procurement Office. Most tenders of its tenders will be conducted in compliance with international standards of transparency.

Selection of the management of the Central Procurement Agency was carried out with the participation of the European Anti-Corruption Initiative and international partners. 42 people applied, and as of July, the winner of the competition has already been selected, an interview passed, and a special check is underway. This structure is receiving special attention and it should become a model of open, effective and rapid procurement in the infrastructure sector.

How are priority sites selected in the regions most affected by hostilities? Are there specific criteria and to what extent are communities involved in the process?

Clear criteria for evaluating projects have already been developed, currently it happened for the water supply sector but this methodology will become the basis for other industries: education, medical infrastructure, logistics, etc.

The selection of projects is carried out by an expert council consisting of representatives of the Ministry of

Development, the Ukrainian Institute for the Future (UIF), international partners (in particular SEFE), as well as engineers, hydrologists, economists, and specialized experts.

The system is based on the British-style Five Case Model, which evaluates each project according to five criteria:

1. Social impact – who and in what quantity will the implementation affect;
2. Economic efficiency – what is the scale of the benefit in terms of cost;
3. Commercial feasibility – does the project have sustainability potential?
4. Financial viability – are funding sources secured?
5. Institutional readiness – how ready are customers, communities, and contractors?

For example, the treatment plant in Zhytomyr needs modernization but it is operational. At the same time, in Tomakivka and Myrove in Dnipropetrovsk region there has been no water supply for more than two years. Therefore, according to the social criterion, the second project gets the advantage. And if you also combine it with neighboring communities – economic synergy arises which also increases the overall score.

The system also accounts for community involvement in the process, especially at the level of inception analysis and planning. Instead of emotional decisions such as 'we see a destroyed school – we restore it' we promote a rational approach: analysis of demographics, load on the education network, calculation of the cost per student.

This will allow:

- to use resources in a rational way;
- explain to donors why this particular object was chosen;
- ensure the effectiveness of implemented projects.

This is how a new culture of reconstruction management is being shaped, focusing not only on speed but also on long-term effects.

Since you have been managing the Agency, what would you note as the most significant thing – not only in terms of projects but also in transforming approaches to recovery and construction in Ukraine?

Today, there is an objective need to update the current legislation, especially in the construction sector. The current cost estimate system is outdated and inefficient. It does not protect businesses participating in tenders as contractors and does not create conditions for real competition. This is a serious challenge for which a number of changes, including legislative initiatives, are already being prepared.

In the near future, it is planned to submit new Cabinet of Ministers resolutions for the Government consideration, which will make the recovery processes not only more transparent, but also much faster. The changes should cover both the regulatory framework and the procedures themselves.

One of the illustrative examples is the restoration of the Okhmatdyt Children's Hospital. The facility has been damaged for a long time and is extremely sensitive for society. A detailed calculation of all stages, from feasibility study to implementation, showed that 760 days are needed for full restoration, of which only 300 are spent on construction, and the remaining 460 are spent on bureaucratic procedures. Under such conditions, quick and effective restoration is impossible.

At the same time, full transparency is ensured. Citizens should understand how and on what the public funds are spent. The task is to combine speed, transparency and efficiency.

There are also practical results. Thanks to a change in approaches to road infrastructure maintenance, the cost of operation was reduced by 30–40% which brought billions in savings to the budget.

Another example is checkpoints. International partners developed nine feasibility studies but no ready-made solution was submitted. Therefore, we created our own sample model which is several times cheaper but it meets all modern requirements: accessibility, inclusiveness, sanitary conditions, sunshades etc. The first tenders have already been held, and the opening of two such checkpoints is planned in the coming months. In the future, the model will be replicated at all nine facilities.

Each decision is aimed not only at speeding up recovery, but also at its economic feasibility. For example, building large checkpoints in small settlements is irrational, especially given the prospect of joining the EU, when some of such facilities may lose their relevance.

Similarly, with modular shelters. Their installation takes only two weeks, and the cost is five times lower than that of traditional concrete structures. It is precisely such practical, effective and financially justified solutions that the State Agency for Infrastructure Reconstruction and Development of Ukraine is currently working on.

Can you identify management practices or principles that have proven to be most effective in working in the field of recovery? How has your professional background transformed in today's challenges?

Previous management experience has allowed me to respond quickly and systematically to new challenges. One example is the preparation of a large-scale centralized procurement of street lighting for about 500 communities. Its feature is zero financial burden on local budgets: the costs are covered by savings on electricity. This approach has already been successfully tested, now it is scaled up to the national level.

Another case is a project with UNICEF to install solar power plants at 75 water utilities. The total capacity will reach 145 MW, and the expected savings are an average of 18% at each enterprise. The procurement stage is going to start soon. This is an example of the transformation of previously developed solutions to new conditions and volumes.

However, the key management conclusion is that high-quality recovery is impossible without trust and transparency. Moreover, the greatest losses occur not at the implementation stage, but during the formation of the technical specifications. It is at this stage that we should avoid mistakes that later might cost the government hundreds of millions of hryvnias.

The strategic goal is to create national expertise in key areas of recovery. It is necessary to preserve and increase knowledge within the country, to form the DNA of recovery. After all, external consultants complete their assignments and leave, and with that the experience is lost. The task is not only in the recovery itself, but in creating a system of knowledge and competencies that remain in Ukraine.

Reconstruction is not just about building, but also about creating effective systems that will work long after the war is over. Only a combination of transparency, innovation and accumulation of national experience will allow Ukraine to quickly and effectively recover and become stronger.

LEV PARTSKHALADZE: «WE ARE NOT WAITING FOR VICTORY TO START – WE ARE ALREADY REBUILDING THE COUNTRY»

Ukraine is a country that knows how to withstand the blow and look into the future. Despite everything, business is adapting, recovering, and innovating, demonstrating extraordinary resilience. The construction industry is at the center of these processes: restoring the destroyed, shaping new infrastructure, and giving impetus to the economy. This is a symbol of revival, a locomotive of the economy that paves the way to a new Ukraine.
***Lev Partskhaladze,** President of the Confederation of Builders of Ukraine (CBU), spoke about how we are building future in an interview with Prof Build.*

✓ From plans to actions: what has already been done for reconstruction?

— We are not in theory — we are in action. Reconstruction has begun even before the Victory. Today, the CBU focuses on the following directions:

1. We attract business – both Ukrainian one and international one. Today, already, CBU companies are restoring schools, hospitals, and houses. We are joining forces with FIEC (Federation of the European Construction Industry), EIC (European Association of International Contractors), CICA (Confederation of International Contractors Associations) and creating unified European principles for future reconstruction.
2. We actively participate in developing of regulatory changes: we simplify procedures, remove barriers so that investments come quickly and construction starts without delay.

✓ Material shortage: challenge or opportunity?

— Some of the production facilities were destroyed. Currently, there is a shortage of glass, concrete, cement, mineral wool, and PVC profiles. We are covering our needs with imports but logistics and prices are not an easy task.

But this is not only a problem – it is also an opportunity. Ukraine has excellent conditions for launching its own production in industrial parks:

- exemption from VAT and customs duties;
- tax benefits;
- compensation for infrastructure connections.

It is as profitable as it could be. This is the moment for investors to come in and create production here and now.

✓ What is «Architectural Navigator» and what role does it play in the reconstruction process?

— To rebuild quickly, we need many ready-made design projects.

So, CBU, together with partners, launched the «Architectural Navigator» – a catalog of typical social infrastructure projects.

We are collecting designs for schools, kindergartens, clinics, administrative buildings, and other social facilities adapted to Ukrainian conditions, different climate zones, and functional scenarios. The catalog will include solutions that are suitable for use by communities across the country.

REFERENCE:

Confederation of Builders of Ukraine (CBU) was established in 2011 and is the largest industry association in Ukraine, representing over 900 members, which is over 100 thousand workers in the construction and related industries; and has representative offices in all regions of Ukraine.

CBU is the single representative of Ukraine in the Federation of the European Construction Industry (FIEC), which includes 32 national member federations from 27 European countries. At the initiative of CBU, within the framework of the FIEC–EIC Task Force ‘Ukraine’ (a working group that unites the entire European construction business for the future reconstruction of our Ukraine) Recommendations for the Future Reconstruction of Ukraine were developed.

This will allow building social infrastructure:

- half the price;
- at least twice as fast;
- ensure high quality;
- minimize corruption risks.

✓ How ready is Ukrainian business to cooperate with foreign contractors?

— Ukrainian business is not waiting — it is already cooperating. Our companies are implementing pilot projects with foreign contractors: hospitals, housing, shelters.

Moreover, our participation in international structures — such as FIEC, EIC and CICA — allows us to speak the same language with European and global market leaders. We have already developed mutually agreed recommendations for the reconstruction of Ukraine which serve as a roadmap for future cooperation.

Another important tool for this dialogue is public international events that we organize together with partners. In particular, traditionally with Premier Expo, for the fourth time as part of the REBUILD UKRAINE exhibition, we will hold the RECOVERY CONSTRUCTION FORUM 4.0 – a platform that unites Ukrainian and international business, investors, donors, government representatives and communities.

One of the goals of the CBU is to make this cooperation as convenient and mutually beneficial as possible for both Ukrainian and foreign businesses. We are developing regulatory and legal changes that improve the investment climate, reduce bureaucratic barriers, and ensure transparency and speed of procedures. Already today, Ukrainian business demonstrates high adaptability, professionalism, and openness to new approaches — and this is the basis for an equal partnership.

✓ What role does international support play in the reconstruction? In particular, one from the EU?

— International support is the foundation for building of Ukraine's recovery. We are grateful to the European Union, the member states governments, the United States, and other partners for their financial, technical, humanitarian, and political support.

As for the European Union, not only they support Ukraine financially, but they are also actively involved in the strategic planning of reconstruction. Thanks to FIEC, we have direct contact with European companies that are already preparing to participate in future tenders.

Recently, as part of the Ukraine Recovery Conference in Rome (URC 2025), a special event was held – 'Green Reconstruction of Ukraine'. There, the EU countries emphasized their readiness not only to support but also to invest in the reconstruction of Ukrainian infrastructure, in particular in the sectors of green construction, energy efficiency, and sustainable transport.

In this context, the CBU acts as a platform that unites European initiatives with the real needs of Ukrainian communities and businesses. Such interaction is more than assistance: it is a partnership built on shared values and a vision of the future.

RECONSTRUCTION IS NOT JUST CONCRETE AND ROADS, IT IS A TEST FOR THE GOVERNMENT MATURITY

For more than four years, Ukraine has been living in a new reality – in the shadow of a full-scale war, but with an eye on the future. The key theme of the national discourse is reconstruction. There is a lot of talk about numbers, financing, meters and tons but rarely about the quality of decisions, institutional capacity and investor confidence. The We Build Ukraine think tank has taken on a complex but important mission – developing systemic solutions for the accelerated reconstruction of critical sectors: construction and infrastructure. We spoke with ***Anna Yurchenko,*** *co-founder of the center, about the challenges facing the sector today and what lies behind the words 'large-scale reconstruction'.*

✓ **Anna, we often hear that construction is one of the drivers of recovery. But where does healthy state reconstruction actually begin?**

— First of all, it begins with a vision. With an understanding of who we are building for, why, in what environment, and under what conditions. In Ukraine, a lot of energy is currently directed towards physical reconstruction — that is, the creation of facilities. But reconstruction is much more than construction of buildings or laying of roads. It is a process that must have social, economic, and cultural meaning.

Healthy reconstruction begins with institutions. If we do not have capable governance bodies that can plan, coordinate, and implement policies over the long term, we will never be able to use international aid or investments effectively. Unfortunately, institutional memory is now being destroyed by constant leadership changes, instability of functions, and lack of strategic succession.

As for construction, this sector in Ukraine is gradually entering a phase of strategic scale – both in terms of the volume of future investments and in terms of its role in the economic transformation of the state. It is no longer just about eliminating the consequences of destruction, but about creating a new infrastructure capacity that will allow the implementation of long-term, complex projects even in conditions of war or instability.

The construction industry has the potential to grow from the current 3-4% to over 10% of GDP. This also has a huge multiplier effect: development of local production of building materials, emergence of new industrial clusters, job creation, and stimulation of localization.

But this requires a complete system reboot. We are talking about restoring investor confidence, reforming procedures, increasing the professional capacity of management bodies, transparent planning and a equal rules for business. Without this, construction will remain fragmented and vulnerable, rather than a systemic driver of recovery.

✓ **What systemic challenges do you consider the most critical for the industry?**

— The biggest challenge is the lack of clear and transparent rules of the game for all participants in the process. When an investor, developer, or local government body does not understand what the procedure looks like, who does the administration, and what criteria the decision is based on, there will be no trust.

For example, most communities do not have up-to-date urban planning documentation. This means that they cannot effectively work with requests for placement of facilities, cannot plan networks development, cannot offer investors a suitable plot. Everything is locked into manual management – and this creates room for abuse.

Another critical problem is the fragmentation of responsibilities between different levels of government. Central authorities often lack mechanisms for direct interaction with communities, and local governments do not always have the technical or administrative capacity. This creates fragmentation and delays.

And the third is regulatory archaism. Our approaches to pricing, design, and documentation approval often do not reflect reality, are not adapted to digital tools, and do not stimulate flexibility, innovation, or private sector involvement.

✓ **Why are investors hesitant and in no hurry to invest even in critically important facilities?**

— Because for any investor, a predictable environment is important. Unfortunately, today in Ukraine an investor has no guarantees. They do not know whether the adopted urban planning decision will be there in a year, whether local policy will change, or whether permits will be canceled due to a shift in the government.

There are many cases where already signed memoranda or agreements are not implemented simply because there is no capacity or political will on the ground. And it is not always about corruption – sometimes it is a regular human factor and lack of institutional experience. An investor does not want to enter such zones of uncertainty.

✓ **What needs to change in the public administration system to unlock the potential of the construction industry in the recovery process?**

— The construction industry in Ukraine will not be able to realize its potential without changing the management philosophy. Today we work according to the model of manual administration where key decisions are often made situationally, non-transparently and without systemic logic. This slows down processes, scares away investors and weakens communities.

We need to move to a service model of public administration where the government becomes a partner, not a barrier. This means introducing digital spatial planning registers, unified project selection standards, and public investment prioritization criteria.

This model should work not only on the central level but also on the local one. Communities need practical support: document templates, typical projects, methodological recommendations, technical support. All of this should be available in the format of a digital platform, as a public support infrastructure.

In addition, staff stability and preservation of institutional memory are necessary, so that knowledge is not lost with each change of leadership. It is also important to create a permanent coordination platform between the government, donors, business and communities. Reconstruction is a team game. Without coordination of actions and a common vision, we will not get a systemic result, only fragmented projects.

✓ **Which regulatory barriers hinder the preparation and implementation of infrastructure projects in Ukraine the most? Particularly, in terms of interaction with international partners?**

— One of the most critical problems today is the discrepancy between the modern requirements of international partners and the archaic regulatory framework in Ukraine. Companies, especially those working with foreign investors or within the framework of international programs, are forced to adapt technical documentation to realities that often do not meet any modern standards.

The lack of a single unified list of input data for spatial planning creates legal uncertainty and opens up a huge field for abuse. One typical example is the procedure for approving deviations from building codes. What should be a formality turns into an informal process which often becomes subject to pressure or corruption risks. This is especially dangerous for international partners who work according to the transparency standards familiar to the EU, in particular, FIDIC, NEC or EPC contracts.

Another fundamental issue is estimated pricing. Ukraine still uses so called soviet methods based on regulatory and calculation indicators rather than on real market value. These methods are not only ineffective, they actually create a basis for corruption. When the cost of materials or works is determined not by the market but by an outdated norm, this either artificially underestimates or overestimates the estimate. As a result, it distorts the financial logic of the project, slows down procurement, and blocks the attraction of Western partners who are not ready to work in an opaque environment.

If we really want to attract investment, to adapt to the European market, and implement large-scale infrastructure projects, it will be practically impossible without reforming technical regulation and reviewing approaches to pricing.

✓ **How does the logic of infrastructure restoration in wartime differ from that in peacetime, and how does this affect the effectiveness of decisions and the investment climate?**

— Rebuilding infrastructure during a full-scale war is a completely different dynamic than in peacetime. War logic soaks deep in all the stages, from planning to implementation. Needs arise in an emergency, decisions are made on the basis of an emergency, and often without proper justification or strategic perspective.

Market participants constantly emphasize that in such conditions it is difficult to talk about the sustainability of projects. Sectors are not coordinated with each other, spatial plans are ignored, and facilities are often built not where it would be logical or expedient, but where there is a resource or political will. This violates the logic of strategic planning and reduces the efficiency of resource use.

Another key problem is the lack of guarantees for contractors. In risk zones, they work without insurance, without clear compensation mechanisms, without safety safeguards. This increases the cost of construction work, increases implementation times, and deters investors who are not ready to enter such an uncertain environment.

War does not exclude the need for a systemic approach, on the contrary, it reinforces it. That is why it is critical to have clear criteria for prioritizing projects, integration into spatial plans, and the presence of basic mechanisms for insurance and protection. Without this, we will not be able to ensure either the effectiveness, trust, or sustainability of reconstruction.

✓ Despite the changes, Ukraine still faces high corruption risks at every stage of a construction project. For example, outdated urban planning documentation.

— Outdated urban planning documentation is one of the key structural problems that blocks not only the development of the construction market, but also the investment attractiveness of territories in general. According to the legislation, any project must comply with spatial development plans. But in practice, a significant part of these documents is outdated, does not meet modern needs and often covers only the boundaries of settlements, not including surrounding territories that have great potential for development.

This creates a situation where even bona fide investors who intend to operate transparently face legal and technical barriers. They simply cannot implement the project because there is no formal basis for its approval. It gets even worse, there are cases where previously adopted spatial planning decisions are overturned after the investor has already invested in the project. And the state does not provide any compensation mechanisms in such cases.

This destroys trust. Potential investors see this unpredictability and refuse to invest. They are scared not only by the corruption risk, but also by legal instability, lack of guarantees, and the inability to plan even for the medium term. And until we update urban planning documentation in communities and create a transparent decision-making system, no reconstruction strategy will be effective. This is the very foundation.

✓ Why is the procedure for issuing urban planning conditions and restrictions (UPR) considered one of the most problematic in the construction sector?

— The procedure for issuing urban planning conditions and restrictions is one of the most vulnerable and conflict-ridden stages in the implementation of any construction project in Ukraine. Formally, UPRs should be issued automatically, as an extract from the current urban planning documentation. But in practice, this process has turned into a mechanism of administrative pressure and a source of corruption abuses.

This not only slows down the market but also jeopardizes the entire logic of planning and implementing infrastructure projects. If we do not make this procedure automated, transparent, and technical, it will remain a key node of corruption in construction. And therefore, a factor deterring investment.

✓ What problems exist in the procedure for obtaining a permit to begin construction work in Ukraine and why does business seek to avoid local permitting authorities?

— Obtaining a permit to begin construction in Ukraine still remains a complex and high-risk stage, accompanied by numerous bureaucratic and corruption barriers. The biggest problem is the lack of an automated decision-making system. The entire procedure still depends on the human factor which gives officials the opportunity to deliberately create artificial obstacles.

Typical practices include delaying deadlines, making far-fetched or illegal demands, and refusing to issue permits without explanation or in violation of regulations. And what's worse, there is currently no effective mechanism for holding officials accountable for such abuse. That is, even in the case of an obvious violation, the most a customer can expect is a lengthy and unpredictable legal process.

Against this background, the work of the State Inspectorate for Architecture and Urban Planning (DIAM) is particularly noticeable, as it has truly established itself as a service-oriented and transparent structure. However, its jurisdiction is limited: it issues permits only for facilities with a high impact class – and this is only about 20% of the total number of projects. Therefore, some customers deliberately overestimate the impact class of their facilities in order to avoid interaction with local authorities.

This is an absurd, yet quite a logical reaction of the market to a faulty system. And until we make the process of issuing permits automatic, ensure verification of documents through state registers and introduce liability for abuse, the situation will not change. Transparency begins with the fact that an official does not have the opportunity to abuse their powers. And this is a matter not of politics but of the technical design of the system.

✓ **What are the key corruption risks associated with the commissioning of facilities and the implementation of architectural and construction control?**

— The commissioning of a facility is one of the most problematic stages, where attempts to artificially delay the process or create obstacles by the officials are often recorded. This especially applies to on-site inspections when customers are forced to 'negotiate' for the issuance of a certificate. At the same time, when DIAM is engaged in this, such abuses are almost absent, and this is an important indicator.

The second sore point is architectural and construction control. The authorities have too much discretionary power: they can stop the works, ignore or interpret the rules too meticulously. The lack of clear criteria opens up opportunities for pressure.

In addition, the market for technical and copyright supervision remains monopolized and insufficiently regulated. The lack of competition and transparent standards allows for informal influence and 'positive' conclusions for an extra fee. The solution is the digitalization of procedures, open access to professions, and public control over inspections.

✓ **What technical limitations and regulatory flaws hinder the effective implementation of construction projects in Ukraine?**

— One of the key problems is the inconsistency of current building codes with real conditions, especially in cases of major repairs or reconstruction. Often, compliance with modern requirements is simply impossible, because the facility was built according to old standards. This forces customers to go through additional administrative procedures, in particular, to approve deviations, which slows down projects and opens up space for abuse.

The second critical flaw is the pricing system. It is still based on outdated regulatory calculations that do not take into account market realities. As a result, we have either an overestimated or formally underestimated cost of work, which undermines the quality of pricing estimate documentation and creates risks for contractors, customers, and regulatory authorities. Without reforming technical regulation and transitioning to market approaches, the situation will not change.

✓ **To sum up, in your opinion, what should be the key conditions for Ukraine's recovery from war and transition to post-war development?**

— Reconstruction in wartime is not just the sum of construction projects. It is a test of the government's ability to act in a systemic, strategic, and responsible way. Today, we see that many infrastructure decisions are made in an emergency mode, without strategic justification, without coherence with spatial plans, without taking into account long-term consequences. This leads to fragmentation, cost overruns, loss of trust, and the inability to scale experience.

Partners, both Ukrainian businesses and international donors, operate in an environment where there is a lack of guarantees. They are not confident in the protection of investments, do not see transparency in procedures, and do not feel that the state has sufficient implementation

capacity. This means that even available resources are not used effectively.

To change the situation, a new framework for interaction is needed. We must introduce insurance for infrastructure projects in risk zones, develop clear criteria for prioritizing projects during wartime, and clearly distribute risks between all participants in the process – the government, contractors, and donors.

The key step should be to reorient the entire model of interaction with partners: from manual management to transparency, competition and joint audit of results. And most importantly, we need to move from crisis management to a sustainable model of public administration. Trust cannot be built in chaos. It can only be ensured by stability, predictability and fair rules of the game - regardless of the level of threats.

✓ **What role does your think tank play in this system?**

— Our mission is to help shape the ability of the state and local governments to act effectively. We work at the intersection of policy, analytics, and management practice. From one side, we prepare research, analytics, and comparisons with international experience. At the same time, we prepare tools that can be implemented immediately: document templates, digital platforms, project analysis models, and roadmaps for implementing changes.

We also act as a kind of bridge between government agencies, donors, and implementers. We help speak the same language, coordinate expectations, and build systemic communication.

UKRAINE'S CEMENT INDUSTRY: CHALLENGES, REALITIES, AND THE ROAD AHEAD

Despite expectations for a revival of the construction market, Ukraine's cement industry in 2025 remains in a state of stagnation. While domestic consumption has stayed low for the third consecutive year, manufacturers are trying to maintain production capacity through exports to EU countries. However, new challenges are already on the horizon – from rising production costs and a shortage of skilled workers to the introduction of carbon regulation (CBAM), which from 2026 could significantly restrict external supplies. In this interview, Pavlo Kachur, Chairman of the Association of Cement Producers of Ukraine «Ukrcement», discusses the real state of the industry, its readiness for large-scale reconstruction, the problems of energy dependence and logistics, and the need for decisive action from the state.

✓ **What is the situation in the cement market in 2025? Are there any signs of demand recovery?**

— Unfortunately, in 2025 there are still no clear prerequisites for a significant increase in domestic demand for cement. During the first months of the year, the dynamics remain at the same level as the previous year (for reference, the domestic market volume in 2024 was around 6.3 million tonnes). Thus, for the third consecutive year, the market is experiencing prolonged stagnation.

The main reason for this is the ongoing war, which continues to restrain the recovery of private housing construction — the largest driver of demand. Meanwhile, infrastructure projects, including fortification works, maintain a basic level of consumption but cannot compensate for the losses of the key housing market. Under conditions of high risks, limited financing, and low investment activity, it is difficult to expect rapid growth in cement consumption in 2025.

As for production — we see a certain increase, but not due to domestic demand, rather thanks to exports to the EU. In other words, the industry is operating more «for survival» than for development.

✓ Which challenges have the greatest impact on cement producers today?

— The first is the war and all its consequences: reduced demand, rising energy costs, complicated logistics, labour shortages, and, of course, security risks.

The second is the introduction of the CBAM (Carbon Border Adjustment Mechanism). From 2026, Ukrainian producers, like all exporters to the EU, will have to pay a carbon tax, which will significantly affect the competitiveness of our enterprises — especially since Ukrainian cement manufacturers do not receive the same financial support for decarbonisation as their European counterparts.

The third is the lack of an alternative fuel system, which has long been in place in the EU. European plants receive money for burning RDF, while in Ukraine, there is still neither an effective waste management system nor the relevant regulatory framework.

✓ You mentioned the logistics problem. How critical is it for the cement industry?

— Logistics is one of the most vulnerable elements in the cost structure of cement, and its importance has only increased under wartime conditions. Unlike products with high added value, cement is a bulk commodity, and transportation significantly affects the final price. Therefore, any complication in logistics immediately impacts the competitiveness of the product, especially when demand is low.

Cement has a pronounced seasonality of transport. During the peak construction season — from spring to autumn — the railway infrastructure, which traditionally plays a key role in cement delivery, operates at the limit of its capacity. A shortage of rolling stock, delays in route formation, restrictions due to repairs or the prioritisation of military transport — all of this creates serious bottlenecks for the industry.

Another critical aspect is the geography of production and consumption, especially in the southern, eastern, and frontline regions. These areas require longer delivery distances, which significantly increases costs.

Given these challenges, one of the priority solutions we see is the creation of logistics hubs — infrastructure platforms for the accumulation, storage, and rapid distribution of cement closer to consumption regions. This approach helps to reduce the load on the railway system during peak periods, optimise transport through shorter delivery distances, and respond more efficiently to customer needs.

The first examples of such formats have already been implemented. For instance, one manufacturer in the Kyiv region has built a modern logistics terminal that successfully operates even during the war.

In the long term, the development of logistics infrastructure can become a crucial factor in maintaining profitability and stability in Ukraine's cement market. It is not only a matter of efficiency but also of the resilience of the entire industry in uncertain times.

✓ One of the key challenges you mentioned is the second phase of carbon regulation (CBAM). Could you explain this in more detail?

— Let me briefly explain why CBAM is so critical. Cement is one of the product groups covered by carbon regulation. The industry has traditionally exported part of its production to EU countries — mainly to neighbouring border regions, where logistics offered economic advantages for both producers and consumers. During the war, exports to the EU became vital for the industry's survival.

The first phase of carbon regulation began on 1 October 2023, with the monitoring of direct and indirect greenhouse gas emissions linked to production. This stage was designed to gather data and refine calculation methodologies. From 1 January 2026, the second phase will begin — requiring producers and importers supplying the EU to pay a «carbon tax» on emissions. Ukrainian manufacturers covered by CBAM will find themselves in significantly worse conditions compared to EU producers.

For example, cement producers in EU member states receive substantial financial support through special funds dedicated to decarbonisation and industry modernisation. Ukraine's budget does not have the capacity to create similar funds now or in the foreseeable future.

Another issue is the use of alternative fuel. EU waste management policies encourage the separation of materials with energy potential to produce RDF. And here's the point — in the EU, cement plants are paid considerable amounts to burn alternative fuel, because their kilns, reaching temperatures of 1450°C, are ideal for environmentally safe waste disposal with minimal impact.

In Ukraine, we still have neither proper waste processing facilities nor alternative fuel production — let alone compensation for waste utilisation at cement plants.

And finally, under the ongoing war, industrial enterprises have exhausted their investment and working capital reserves and cannot compete on equal terms with EU manufacturers who benefit from subsidies and stable economies.

Under such conditions, it would be reasonable and fair for Ukraine to remain under the CBAM monitoring phase for a longer period — especially since the EU legal framework allows such exceptions. Article 30(7) of Directive No. 2023/956 (dated 10 May 2023) states:

«If an unforeseeable, exceptional and unprovoked event occurs beyond the control of one or more third countries covered by CBAM, and this event has devastating effects on the economic and industrial infrastructure of that country or countries, the Commission shall assess the situation and may propose temporary measures to address these exceptional circumstances.»

Therefore, the Ukrcement Association constantly emphasises in its communications with the Government the need to initiate negotiations with the EU to apply Article

30(7) of Directive No. 2023/956 to Ukraine. Without a specific exemption mechanism, cement exports will become impossible, leading to a production decline of more than 20%.

✓ The issue of human capital is now critical for many industries. What are your assessments in the context of future reconstruction?

— Human capital is one of the most important yet most vulnerable resources of the country — both during the war and for future recovery. We are already witnessing a systemic labour shortage in the construction sector, and this problem will only worsen once large-scale reconstruction begins.

This shortage concerns not only blue-collar professions but also specialists capable of managing complex infrastructure projects, implementing modern technologies, ensuring quality control, and maintaining safety and environmental standards.

That is why it is crucial to launch state and private programmes for human capital development now. These should include professional retraining, dual education, and initiatives to bring back specialists from abroad. Without this, Ukraine risks losing momentum in reconstruction — or outsourcing major recovery projects to foreign contractors, which would reduce localisation and economic benefits.

People are the key to recovery. Without enough skilled workers, there will be neither quality nor speed — nor confidence in Ukrainian industry.

✓ Does the industry have the potential to increase production?

— Yes, Ukrainian cement producers are technologically ready for scaling up. As soon as the market gives a clear signal for growth, we will be able to respond quickly: modernise equipment, reactivate reserve facilities, expand production capacities, upgrade logistics, and introduce new technologies.

Some plants are already investing in their own power generation, developing renewable energy projects, preparing to expand kilns, and building logistics hubs. In other words, the foundation for a rapid response to the reconstruction needs has already been laid.

However, to realise this potential, it is extremely important to consolidate state policy aimed at supporting national producers. This is not about protectionism, but about creating fair and competitive conditions — protecting the domestic market from unfair imports, overcoming logistical barriers, regulating energy costs, and introducing a special mechanism for Ukraine within the framework of carbon regulation (CBAM). Without such measures, the Ukrainian cement industry will not be able to compete on equal terms with EU manufacturers who receive billions in subsidies for modernisation and alternative fuel use.

We have a powerful potential — and we are ready to realise it for the country's reconstruction. But fair starting conditions must be established.

✓ What internal reserves for growing cement consumption do you see?

— We see several strategic directions that could boost domestic cement consumption in the medium term.

First and foremost — the development of cement-concrete roads. Given the constant rise in bitumen prices, unstable supplies, and Ukraine's dependence on imports of this material, road construction with rigid pavement has become not only technically justified but also economically viable. Previously, cement-concrete roads had an advantage only over the life cycle of the project; now, they are already cheaper — or at least comparable in cost — even at the initial stage of construction. If we also take into account the full life cycle, rigid pavement roads significantly outperform asphalt-concrete roads both in terms of cost and long-term efficiency.

The second important reserve is the use of roller-compacted concrete (RCC). This technology allows for the rapid and efficient construction of pavements for local roads, access routes to logistics, agricultural and industrial sites, as well as in warehouses, ports, and production facilities. Its advantages are high load-bearing capacity, minimal maintenance costs, and fast installation. We already have the necessary methodologies, training manuals, and implemented pilot projects — all that is needed now is a decision from customers and designers to apply this technology more widely.

And finally, there is a need to develop a new model of public construction. If public investors focus not only on the initial cost of a project but also on its overall economic efficiency throughout its life cycle, cement will gain much wider use — in housing, engineering infrastructure, and industrial facilities.

Therefore, with political will and a well-thought-out state strategy, domestic demand for cement could grow significantly — and this would not be a temporary effect, but a systemic transformation of the market.

✓ What is your main expectation from the state?

— A clear position and support for national producers — first of all, in negotiations with the EU regarding CBAM. Also, the state should promote systemic solutions in the fields of energy efficiency, logistics, waste management, and workforce development. Without this, it is too early to talk about full-scale reconstruction.

DEMAND, PRICES AND TRENDS:

DEMAND, PRICES AND TRENDS

The housing market in Ukraine continues to actively transform and adapt to the realities, so in each region these processes have their own characteristics. Prof Build magazine collected key trends in the real estate market and shares insights. The focus is on Ukrainians' plans for purchasing housing, the kind of real estate they choose and what budgets they operate with, as well as who is most willing to rent apartments to now.

The residential real estate market in Ukraine has changed radically since the beginning of the large-scale Russian invasion to Ukraine. In the first years, the East and South of the country were in a state of prolonged recession – both in terms of demand and in terms of offers for new buildings. At the same time, the Center became more active, and in the West, there was a rapid increase in activity. Over time, the market underwent an organic adjustment: excessive demand gradually decreased, balancing with supply.

However, the market, as before, remains very sensitive to events on the frontline and instantly reacts to changes. Thus, in spring, against the background of the aggravation of the situation in the southern and eastern regions due to the Russian offensive, the market in the territories where it is most dangerous slowed down again. At the same time, in remote regions, the supply volumes have almost reached their maximum values, and prices have gone down in some places after taking off. In the first half of summer, most regions suffered from massive shelling – enemy is purposefully targeting residential areas and energy infrastructure.

Currently, the regional dynamics of residential real estate sales remain unstable and somewhat strange: while the market in the relatively calm western region is behaving rather restrainedly, some frontline cities are demonstrating increased activity.

Motives and criteria

Despite the general instability, demand for housing in Ukraine does not disappear, but is gradually transformed under the influence of circumstances. That is why it is important to understand what moods currently prevail among potential buyers, what they pay attention to and what decisions they are inclined to make.

In the spring, OLX Real Estate conducted a survey among 8.5 thousand Ukrainians to find out about their plans for purchasing real estate. According to the data received, 62% of respondents are either already planning to buy housing or are considering such an opportunity. A third of those surveyed do not currently have such intentions, and every fifth Ukrainian definitely plans to purchase housing in the near future. Another part is inclined to rent.

Apartments are in the greatest demand among those surveyed — 61% of respondents are considering buying them. The same number of people are interested in private houses, cottages or townhouses. As for the type of real estate, every second Ukrainian is considering both new buildings and housing on the secondary market. Only 14% prefer exclusively new buildings, and every fourth is looking for housing only on the secondary market.

Many factors influence the final decision, among which military circumstances are especially important. Only 19% of respondents noted that the frequency of shelling from the Russian Federation does not affect their plans. Every third admits that the attacks partially adjust their decisions, and half of Ukrainians admitted that the security situation significantly affects their plans to purchase real estate.

The main motives for purchasing housing were the wish to improve living conditions for 50% of respondents. Another 45% want to live separately. 20% of respondents voiced long-term plans to purchase real estate in the future, noting that they are currently only getting acquainted with the available offers. 18% of Ukrainians are already investing in real estate today. Moving for work or study was the reason for 8%, and the impact of the war was a determining factor for 7%.

During the active phase of the war, Ukrainians choose housing with the utmost caution, focusing primarily on the safety and stability of their own financial situation. The survey showed that among the main factors when making a decision to purchase housing, Ukrainians name the stability of income and economic forecasts, the situation on the front and security risks, as well as the level of prices on the real estate market. International aid to Ukraine and a number of other factors are less significant.

Among the key criteria that currently influence the choice of housing, over 70% of respondents named price, area, number of rooms, location and available infrastructure. At the same time, issues of safety and autonomy are becoming increasingly important: over 60% of housing seekers pay attention to the floor number, the availability of additional power sources, autonomous heating and the mandatory availability of shelter.

With an effect on the future

It is obvious that the risk of housing destruction remains in almost all regions of the country — not only in frontline areas, but also in the deep rear. Despite these threats, new high-rise buildings continue to be built throughout Ukraine, although the pace and scale of construction vary significantly from region to region.

According to LUN analysts, construction of 145 residential complexes started in Ukraine in 2024. Almost half of them are in the Lviv region, while Kyiv and the Kyiv region provided about 15% of the total number of new projects.

According to the DIM.RIA resource, four apartment buildings were put into operation in Ukraine at the end of spring: two new buildings in Lviv region and one each in Kyiv and Zakarpattia regions. The highest percentage of completed objects was recorded in Rivne (62%), Zaporizhzhia (56%) and Odesa (54%) regions. These data only confirm that housing continues to be built both in regions remote from hostilities and in those directly bordering the risk zone.

At the same time, the ranking of regions with the largest number of unfinished objects is led by Sumy region, where 90% of projects are not completed. It is followed by Kyrovohrad (83%) and Zakarpattia (80%) regions. For comparison, in Kyiv and Lviv regions this figure is 42% and 32%, respectively. The reasons for the suspension of construction work can be different – from the direct threat of shelling to a large number of projects that are still in the process of implementation.

Once the undisputed leader of the Ukrainian real estate market, the capital, has now noticeably lost its position, losing ground to the western regions and suburbs. According to LUN, only 42% of residential complexes in Kyiv, which were supposed to be completed in 2022, have been completed. In addition, about a third of the objects remain on hold without specific completion dates. Of approximately 300 residential projects in Kyiv and the suburbs, only about 60 were launched after February 2022. This indicates that for more than three years, developers have practically not launched new residential complexes or new phases of construction.

This trend continues this year: Kyiv is mostly completing projects started before the start of the full-scale war, avoiding launching new projects due to high risks and economic uncertainty. Therefore, in the long term, the volume of new supply on the capital's market will remain limited.

Distinctive trends

OLX Real Estate notes an interesting dynamic in the primary housing market: the number of offers is gradually decreasing, while demand, on the contrary, is moderately increasing. This is confirmed, in particular, by the data that the number of ads for the sale of apartments in the primary market for a year – from May 2024 to May 2025 – decreased by 6%. At the same time, the average number of responses per ad during this period increased from 2.2 to 2.7.

Among the regions, the highest activity in terms of the number of responses to proposals was demonstrated by Volyn and Chernivtsi regions, while the lowest indicators were recorded in Dnipropetrovsk and Khmelnytsky regions.

Regarding the number of primary housing offers, the largest number of ads at the end of spring were placed in Ivano-Frankivsk, Odesa regions and Kyiv.

Prices and features

Despite the difficult economic situation and security challenges, demand for housing in Ukraine remains, and prices continue to grow. Over the year — from May 2024 to May 2025 — the median cost of purchased apartments of all types in UAH increased by 9%, and for one-room apartments — by 7%. Analysis of the price situation shows that the most expensive one-room apartments in the primary market are sold in Kyiv, Zakarpattia region, and Lviv region.

At the same time, the budgets that Ukrainians are willing to spend on purchasing housing remain mostly modest. According to a study by OLX Real Estate, 44% of respondents plan to spend up to \$30,000 on the purchase, another 35% — within \$30–60,000, 17% — from \$60 to \$150,000. And only 4% are considering the possibility of purchasing housing for more than \$150,000.

Finding a solution requires a lot of time and knowledge of both the market and legal aspects. However, the attitude of Ukrainians towards paying for real estate agents' services is also quite restrained. Most are willing to pay a moderate commission for professional support of transactions: 37% agree to 1-2% of the transaction value, 22% - up to 1%, and 4% are not willing to pay at all.

Financial instability and war risks have also significantly affected the willingness of Ukrainians to purchase housing on credit. Intentions regarding mortgage financing remain restrained or uncertain: 59% of respondents have not yet made a final decision, 36% are not considering such an option, and only 9% are ready to purchase real estate on credit.

Among the main advantages of such a solution, respondents named the ability not to save for a long time, to get access to state benefits programs and to have fixed payments. Many also note the advantage of fixing payments in UAH, the possibility of gradual payment and favorable lending conditions. They consider the 'eOselya' program to be especially promising – 25% of those planning to use a mortgage chose this program.

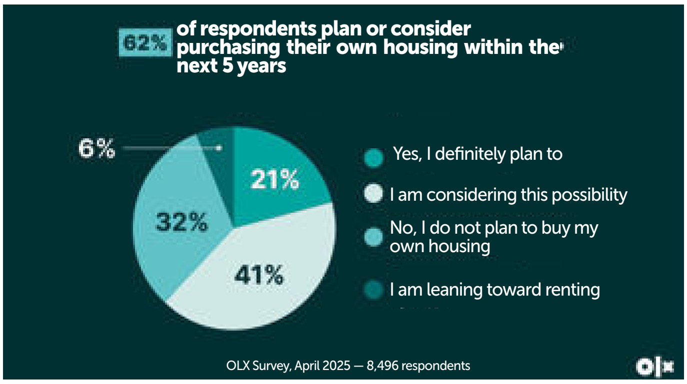
Regarding the acceptable annual lending rate, most Ukrainians call the level up to 5%, about 20% would agree to 6-8%, and only a few percent can afford a loan with a rate of 9% and higher. These results demonstrate that the demand for affordable mortgage programs in Ukraine remains, although the majority of potential buyers expect the most favorable conditions. At the same time, successful implementation of state programs such as 'eOselya' can become the very factor that will revive the mortgage market even in the current difficult realities.

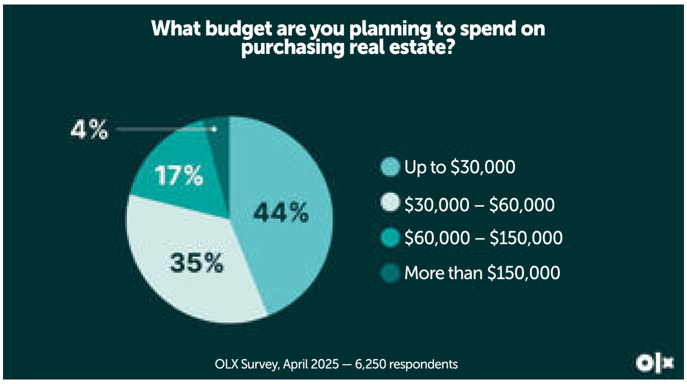
Under pressure of circumstances

General trends in the secondary housing market currently demonstrate a nature of demand and price dynamics similar to the situation in the primary market. Compared to the events of the beginning of the full-scale invasion of the Russian Federation, the situation in most regions has stabilized, and the ratio of demand and supply is gradually leveling out.

An important feature remains that a significant part of buyers is trying to take advantage of the opportunity to purchase housing under the state programs 'eOselya' and «e-Reconstruction», while sellers have become more open to negotiations on the price. According to OLX Real Estate, the number of ads for the sale of apartments on the secondary market decreased by 14% from May 2024 to May 2025. At the same time, the level of interest in such housing has increased significantly: the average number of responses per ad per year has increased one and a half times.

The median price of apartments on the secondary market increased by 13%, with one-room apartments becoming more expensive. In front-line regions, there is a decrease in the number of available lots and a restrained increase in prices. The highest level of housing costs is observed in Kyiv, Lviv region and Zakarpattia. However, recently, the overall price dynamics have slowed down, and in several western regions it has even rolled back due to reaching price limits, which made housing less affordable for investors and internally displaced persons.





Currently, the largest increase in housing prices is observed in Khmelnytsky, Volyn, and Kyiv regions. The leaders in the number of apartment purchase ads and reviews are Vinnytsia, Ternopil, and Mykolaiv regions – these regions remain attractive to buyers due to their more affordable pricing policy and convenient geographical location.

Among the frontline regions, the most active remain Odesa, Kharkiv, and Dnipro, which have become a haven for displaced persons from other regions. Here, buyers are attracted by the developed infrastructure, employment opportunities, and the availability of offers on the market. Due to increased demand in these cities, prices for secondary housing have increased significantly. At the same time, prices have decreased in Kherson, Zaporizhzhia, and Sumy regions. In general, the demand for housing in frontline regions remains lower than in safer regions of the country.

Temporary solution

In times of war, many people are looking for opportunities to rent housing. The reasons for renting are diverse, but mainly dictated by the security situation. According to the OLX Real Estate survey, 21% of respondents left another settlement due to hostilities, 16% rent housing temporarily during evacuation, and some are looking for separate housing for a more comfortable life or due to work-related needs.

The priorities of Ukrainians when renting housing remain pragmatic and as practical as possible. Price, convenient location, and basic comfort are the main factors that determine the choice of tenants. Also in priority are the area of the city and proximity to public transport stops or the place of work. The layout, state of repair, and appearance of the house remain important. At the same time, the realities of the time have forced us to bring new criteria to the forefront. Autonomy, safety, the floor of the apartment, the presence of autonomous heating, and equipped shelter in the building increasingly influence the choice. The presence of parking, the area adjacent to the house, or security have become less significant.

Currently, the situation with supply and demand in the regions of Ukraine remains different. For example, in the capital, in Zakarpattia, and Ivano-Frankivsk regions, the number of offers for long-term rental of apartments is increasing. However, in Lviv, Ternopil, and Chernivtsi regions, the supply index has decreased over the past year.

The situation is also different in the frontline regions. Dnipropetrovsk, Sumy, and Zaporizhzhia regions show an increase in the number of advertisements, while in Kharkiv and Kherson, the number of offers has significantly decreased.

Both in the purchase and rental of housing, the issue of the cost of real estate agents' services remains quite sensitive for Ukrainians. Most tenants agree to pay only a moderate commission for quality service and guaranteed security of the transaction. Half of those surveyed are ready to pay a commission of half the monthly rent for proper service, every fifth – the full monthly rate, only 3% - two monthly payments. At the same time, 16% of tenants noted that they are not ready to pay for the services of intermediaries at all.

The modern housing rental market has become much more attentive to the personal characteristics of tenants. Apartment owners tend to pay increased attention not only to the ability to pay, but also to the social, household and behavioral factors of potential residents. Owners are most interested in the number of people planning to live, the presence of animals and children. The behavior, appearance, absence of bad habits, financial stability of the tenant, their age, gender and marital status are of great importance. They also take into account the status of an internally displaced person (IDP), nationality, race and even the status of a military serviceman. Most landlords pay attention to where the person moved from. About half note that the tenant's position on the war in Ukraine is important to them, and the same number indicate the importance of the language of communication.

The situation is also difficult for those planning to rent housing. Against the backdrop of high demand and rapid price increases, tenants have to overcome a number of difficulties. The most common challenges are high housing prices and competition in the market. More than half of renters have encountered inconsistencies in information in advertisements, refusals to rent housing to people with animals, and inadequate living conditions. Cases of fraud, financial barriers, as well as discrimination based on the presence of children, disability, or military status are often mentioned.

Despite the general solidarity, the issue of renting housing for internally displaced persons remains a difficult one. Some landlords are willing to accept IDPs, but about a third of homeowners refuse to rent to IDPs, citing financial risks, personal concerns, and stereotypes. For example, owners doubt the ability of IDPs to pay rent on time, fear that tenants may disappear or damage property. Some landlords admit to unfounded prejudice, and only a small number cite rude behavior, negative experiences, or political views of tenants as reasons for refusal.

Despite the risks of war, economic instability and migration waves, the real estate market in Ukraine remains active and continues to adapt to the realities. The demand for buying and renting housing remains, although the selection criteria, price expectations and behavioral patterns of buyers and tenants have changed significantly. The main guidelines for Ukrainians have become security, autonomy, accessibility and long-term reliability, and the market, in turn, demonstrates regional differences in demand, price dynamics and the structure of offers

GLOBUS BANK: 7 EFFECTIVE SOLUTIONS FOR THE CONSTRUCTION MARKET

JSC «COMMERCIAL BANK GLOBUS» (GLOBUS BANK) is one of Ukraine's leading financial institutions, with a strategy aimed at comprehensive and sustainable development of the country's construction sector. The Bank consistently supports companies operating in residential, commercial, and infrastructure construction by providing modern financial instruments and expert guidance.

Today, GLOBUS BANK offers a wide range of innovative and effective banking products that help expand the potential of the construction market, including:

- Energy financing — funding for the purchase and installation of solar power plants and energy-efficient equipment for enterprises, condominium associations (CAs), and households;
- Programs for updating and acquiring fixed assets for business operations (specialized machinery, transport, production equipment, etc.), helping companies improve efficiency and competitiveness;
- Loans for acquiring commercial real estate — production, office, and warehouse facilities;
- Leasing programs for acquiring specialized machinery and equipment;
- Overdraft products to support business liquidity;
- Bank guarantees for participating in tenders and fulfilling contractual obligations;
- Joint mortgage programs with developers in the primary housing market, making new housing more accessible to Ukrainians.

Thus, GLOBUS BANK consistently builds a comprehensive ecosystem of financial support for the construction sector, contributing to infrastructure restoration and the country's economic development.

Credit Programs for Ensuring Energy Independence

GLOBUS BANK is among the 17 largest Ukrainian banks that signed a Memorandum on lending for energy infrastructure restoration projects. The Bank is accredited by the Energy Efficiency Fund and participates in the «Enerhodim» and «GreenDIM» programs for CAs and housing cooperatives.

Additionally, the Bank cooperates with the Business Development Fund under the UNDP program supporting financing for energy service (ESCO) companies.

GLOBUS BANK provides accessible loans to entrepreneurs implementing projects aimed at increasing the country's energy independence. The Bank finances the construction of solar, wind, and biogas power plants, as well as the production of industrial batteries and cogeneration systems.

Loans under the State Program «Affordable Loans 5-7-9%»

The Bank actively supports small and medium-sized enterprises, particularly manufacturers of construction materials and related sectors.

Loans are provided for the acquisition of elevator equipment, production machinery, mobile, semi-mobile, and stationary concrete plants, etc. Special terms are also available for projects improving energy efficiency (e.g., installation of solar power systems).

Loan terms:

- Interest rate — 7% or 9%
- Down payment — from 20%
- Loan amount — up to UAH 5 million
- Term — up to 5 years

Loans under Targeted (Partner) Programs

A key focus of the Bank is implementing targeted partnership lending programs with manufacturers and suppliers of fixed assets for businesses. Partnerships allow interest rates to be reduced on average by 1–2 percentage points.

Loan terms:

- Interest rate — 0.01% to 14.99% (depending on down payment, loan term, and partner program conditions)
- Down payment — from 20%
- Loan amount — up to UAH 5 million
- Term — up to 5 years
- One-time fee — 0–2.5%

Overdrafts

For construction companies, GLOBUS BANK offers flexible short-term lending in the form of an overdraft.

Terms:

- Interest rate — 22%
- Reset period — up to 60 days
- Loan amount — up to UAH 3 million
- Limit — no more than 1/3 of average monthly annual income
- Limit setup fee — 1.99-2.99%
- Fund management fee — 0.02% of the tranche amount

Leasing Programs

GLOBUS BANK's leasing programs help companies efficiently address both operational and strategic tasks while maintaining business liquidity.

Terms:

- Interest rate — 15-18% (depending on down payment and term)
- Down payment — from 20%
- Loan amount — unlimited (upon request)
- Term — 1-5 years
- One-time fee — 1.5-2.5%

Bank Guarantees

The Bank provides all types of guarantees, including for developers participating in tenders or executing public and private contracts.

Terms:

- Fee — 1.5–2% of the guarantee amount, but not less than UAH 1,500
- Borrower requirements:
  - Solvent business
  - Impeccable business reputation
  - Willingness of owners or management to provide a guarantee

Joint Programs with Housing Developers

GLOBUS BANK is one of the key partner banks for developers in the primary housing market. Joint programs minimize risks for clients purchasing housing during construction and reduce interest rates on average by 2-5 percentage points.

Terms:

- Interest rate — 7-19% (depending on down payment and term)
- Down payment — from 20%
- Term — 3-20 years

The Bank also participates in the state mortgage program 'eOselia' and actively implements it on the primary housing market. Currently, 23 residential complexes are accredited, and the Bank continues to expand its list of developers within the 'eOselia' program, providing clients with a wider choice of new buildings and favorable lending conditions.

GLOBUS BANK's systematic involvement in developing the construction sector is not only financial support but also a contribution to Ukraine's economic recovery.

Thanks to comprehensive solutions, flexible terms, and partnership programs, the Bank creates a reliable financial environment where every project can become part of the larger mission — restoring and renewing the country.

OVERVIEW OF THE UKRAINIAN CONSTRUCTION MARKET DURING THE WAR

The construction market remains one of the key drivers of activity and recovery in Ukraine. The development of construction stimulates overall economic growth, renews infrastructure, creates jobs, and triggers chains of demand in related industries — from the production of building materials to logistics and services. In the fourth year of full-scale invasion, despite significant risks, the construction sector retains its importance as one of the central vectors of the country's recovery: it accumulates private investment, attracts international aid and has a multiplier effect on the economy and independence.

The construction market in Ukraine continues to recover despite all the military and economic challenges in 2025. After a decline in construction volumes of almost 62% in the first year of the war, the industry is showing signs of revival. According to the State Statistics Service of Ukraine, in 2023, the volume of construction work performed in dollar value increased by 28% compared to 2022, to $4.5 billion, against the backdrop of the first economic growth during the war. At the end of 2024, the construction market showed a further 15% recovery in dollar value, despite real economic growth (real GDP growth) of 2.9%. According to published data, in the first eight months of 2025, construction volumes increased by 14% compared to the same period last year. The index of construction output for this period reached 113% (compared to the corresponding period of the previous year).

It is also worth noting that the share of new construction in the structure of construction works has gradually increased from 30% in 2021 to about 45% in 2025. The role of repair and reconstruction works is gradually decreasing due to a reduction in the volume of state programs and funding.

Investments in construction are also growing. At the end of 2024, capital investments in construction projects increased by 21% compared to 2023. In the first half of 2025, this indicator exceeded the value for the corresponding period last year by 12%, which creates the conditions for growth in construction volumes in future periods. The largest increase is characteristic of non-residential real estate – almost a third of year-on-year growth. Most investments are concentrated in Western Ukraine and the Kyiv region.

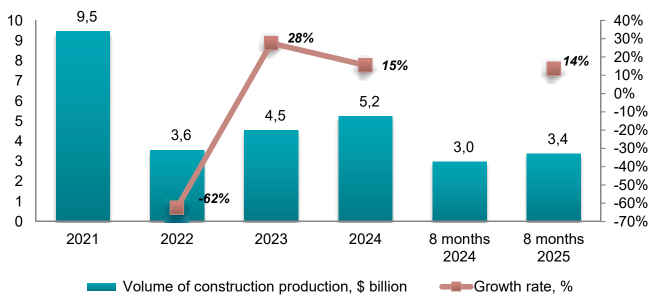
The construction market continues its transformation processes during the period of full-scale invasion. Currently, most construction is concentrated on non-residential properties. The share of residential construction has decreased during the war. The largest decline is characteristic of the transport infrastructure segment, whose share decreased from 35% of the construction market in the pre-war period to 13% in 2024-2025.

By the end of 2025, the construction market will be more focused on completing projects already underway than on new construction. Thus, the volume of completed projects still exceeds the volume of new projects by almost half. However, a positive indicator is the increase in new projects by almost a quarter in 2025/2024.

Two key trends in the construction market can be identified: the development of hotel and warehouse real estate. Recreational real estate is currently actively developing in western Ukraine, particularly in the Lviv and Ivano-Frankivsk regions, which account for up to 80% of new properties. Additional activity is observed in the Zakarpattia and Kyiv regions. The development of warehouse real estate is stimulated by the growing demand for warehouse and logistics space — the redirection of trade routes and the reorientation of cargo flows to safe corridors create a need for new sites for storage and transshipment. This stimulates investment in transport and warehouse infrastructure: industrial parks, multimodal terminals near railways

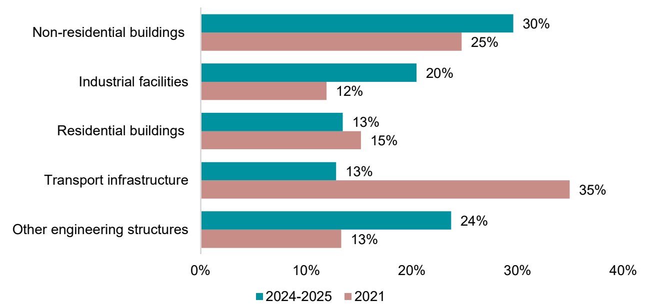
Volume of construction production in Ukraine 2021- 8 month 2025, $ billion

Source: data of the State Statistics Service of Ukraine; Pro-Consulting estimation



Structure of construction production by type in Ukraine, in monetary value, %

Source: data of the State Statistics Service of Ukraine; Pro-Consulting estimation



and motorways, and logistics centers with quick access to borders. Investors are focusing on regions with better security and transport accessibility — western and central regions — while demand for distribution sites in the vicinity of large cities is growing.

Prices in the construction market are showing an upward trend. According to official data from the State Statistics Service of Ukraine, the construction price index in 2024 was 107.1%, although in 2022 this figure was 129.1%. The largest price increases are observed in the residential and non-residential building segments. A significant increase in prices is characteristic of the primary real estate market - +116% over the past year. On average, this growth is almost 4% per quarter. Despite fairly modest official estimates, representatives of the construction market note an increase in production costs of more than 20% (in UAH) compared to previous year.

Despite the risks of war and the threat of destruction, Ukraine continues to see significant activity in industrial and commercial construction. BVG investment group has acquired the AEROK aerated concrete production plants, and the industrial and construction company KOVALSKA is preparing to launch its own production of aerated concrete blocks, panels, U-blocks and reinforced structures. For the first time, the Ukrainian company NOVASKLO has signed an agreement with the international company NSG Group to build the largest glass production plant in Ukraine with an annual capacity of about 25 million m2 to meet domestic demand, with an expected investment of over $250 million, which will make the Ukrainian construction glass market more sustainable and independent. These examples demonstrate the willingness of investors to invest in local production of key building materials.

Foreign companies also remain involved in the Ukrainian market. ONUR Group and VOLLERT are implementing or planning projects related to industrial construction and the production of related products. Germany's KNAUF has started construction of a plasterboard and dry mix production plant in the Ternopil region, while Europe's CALMIT is considering launching production of lime and other materials in Zakarpattia. Given the overall security situation, most new projects are concentrated in the western and central regions of the country, as investors seek to minimize risks and ensure production stability.

Private capital is becoming an important driving force: we are talking about tens of millions of euros in projects for the production of building materials and infrastructure facilities. At the same time, the development of mechanisms for insuring military risks is relevant, which should increase the investment attractiveness of the sector and reduce barriers to long-term investments. The formation of market instruments for capital protection is one of the key elements that can accelerate the inflow of investments. In addition, new challenges and the transformation of the construction market are intensifying competition between companies, as a result of which companies are competing not only on price, but also trying to offer better construction quality, higher-level projects and additional conditions for their customers.

Public-private partnerships and concession models are seen as a practical tool for implementing large infrastructure projects. The development of public-private partnerships is also one of the key tools for cooperation between foreign companies in the Ukrainian construction market, as it provides an opportunity to reduce risks for international companies. This approach makes it possible to combine the capabilities of the state, donors and private investors for large-scale work to restore transport and critical infrastructure. In the coming years, such mechanisms may become a catalyst for the faster implementation of priority initiatives.

International support is no less important: grants, credit lines and technical assistance projects from the EU, EIB, World Bank and other partners will remain the basis for the restoration of large facilities.

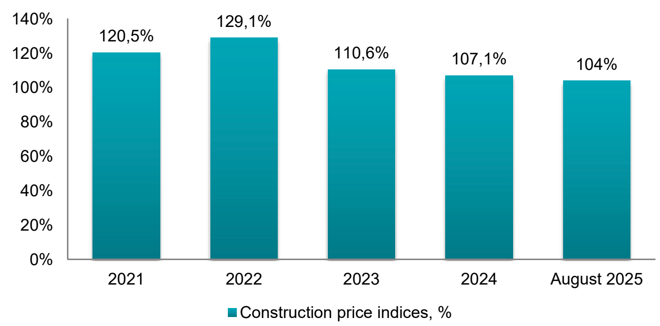
New industrial parks, logistics centers and building materials factories are becoming priority areas for development. This meets the need for a local industrial base for reconstruction and at the same time creates jobs and economic clusters in the regions. There is also growing interest in energy-efficient and environmentally friendly solutions in manufacturing and construction — a requirement of donors and a pragmatic approach to reducing operating costs.

Along with the positive dynamics, risks remain: investments are concentrated in 'safer' regions, while areas close to the front line remain in a state of uncertainty. This creates potential inequality in the pace of recovery and requires special policies for the development of southern and eastern territories in the future.

In summary, Ukraine's construction sector continues to play a key role in the recovery and development of the national economy, despite complex internal and external challenges. In 2025, Ukraine's construction market continues to undergo active transformation, despite systemic risks associated with the war. Private capital is increasingly stimulating the sector, with investors financing construction material factories and modern industrial facilities, strengthening the local production base and reducing import dependence. At the same time, an investment protection infrastructure is being formed: mechanisms for insuring military risks and financial instruments are being developed to lower barriers to long-term investments and make projects more attractive to banks and private investors. At the same time, the industry depends on the overall macroeconomic situation and the dynamics of the security environment — these factors will determine the pace of recovery and the scale of the construction market.

Construction price indices in Ukraine in 2021- August 2025, % (to December of previous year)

Source: data of the State Statistics Service of Ukraine; Pro-Consulting estimation



INJECTION WATERPROOFING AS A TOOL FOR RECONSTRUCTION: **THE EXPERIENCE OF «SZBK» SCIENTIFIC AND PRODUCTION COMPANY**

When conventional waterproofing systems prove ineffective due to high water pressure or the complex geometry of construction joints, injection technologies make it possible to locally stop leaks, seal cracks and joints, and restore the functionality of structures without large-scale dismantling.

The *«SZBK»* Scientific and Production Company specializes in injection waterproofing, crack and joint sealing, local soil consolidation, and the restoration and repair of concrete and reinforced concrete elements. The company works with underground parts of buildings, parking facilities, utility networks, reservoirs, and hydraulic structures — providing a full project cycle: from inspection and technical assessment to completion and commissioning.

Under today's increased safety requirements for critical infrastructure, injection solutions are particularly relevant for the construction and strengthening of protective structures — such as shelters, underground galleries, process reservoirs, pumping stations, and collectors. Injection barriers and «curtains» reduce filtration, enhance the watertightness of contacts and penetration points, and, thanks to the local nature of the work, help minimize downtime while maintaining structural integrity.

«SZBK» technologies are effectively applied not only during reconstruction and maintenance but also at the stage of new construction — for injection sealing of «concrete–soil» contact zones, waterproofing of construction and expansion joints, and sealing of engineering service penetrations. This approach ensures the durability and maintainability of critical joints and elements right from the building phase.

ABOUT THE COMPANY.

«SZBK» Scientific and Production Company is a Ukrainian engineering firm that provides advanced professional solutions for waterproofing, foundation and retaining wall reinforcement, and the repair of concrete and reinforced concrete structures. The company offers consulting, material and equipment selection, and author supervision throughout project execution.

THE THERMAL ENERGY CLUSTER OF UKRAINE

The Thermal Energy Cluster of Ukraine is an industry association that unites 22 companies operating in the field of thermal engineering, providing integrated solutions for heat supply.

The cluster's members export to more than 20 countries worldwide, possess over 100,000 m^2 of production facilities, and manufacture more than 3,000 units of equipment, including:

– heat pumps;
– burners and fans;
– buffer tanks and water heaters;
– field heating solutions: stoves and solid-fuel heaters;
– solid-fuel, gas and electric boilers;
– modular boiler houses with capacities ranging from 100 kW to 50 MW.

The cluster's core mission is to serve as a unified voice for the thermal energy industry, analysing market trends, responding to current challenges, facilitating efficient dialogue with government authorities, and addressing the needs of both manufacturers and end users.

In the context of the Russian-Ukrainian war and the devastating strikes on critical infrastructure, the demand for autonomous heating systems has become particularly urgent. As of October 2025, the cluster offers communities turnkey solutions for gas-, pellet- and hybrid-fired modular boiler houses.

These are fully pre-fabricated units equipped with a boiler, automation systems and a fuel storage section. They require no additional construction work and can be delivered and installed on-site within a few days. Modular boiler houses are ideally suited for schools, kindergartens, outpatient clinics, administrative service centres, and private properties.

The key advantage of cooperating with the Cluster lies in its function as a single point of contact for any request in the thermal energy sector. Between 2022 and 2025, the members of the Thermal Energy Cluster of Ukraine implemented over 100 modular boiler projects across the country — for schools, outpatient facilities, administrative service centres, municipal heating utilities, and private enterprises — with capacities ranging from 300 kW to 50 MW.

TCU
THERMAL ENERGY CLUSTER OF UKRAINE
+380677925555

REBUILDING UKRAINE: A SUSTAINABLE PATH TO THE FUTURE
CONFEDERATION OF BUILDERS OF UKRAINE AT URC 2025

The fourth Ukraine Recovery Conference (URC 2025) was held in Rome on July 10-11, 2025. It was a large-scale international forum dedicated to the reconstruction of Ukraine. The event was attended by over 4,000 representatives from more than 40 international organizations: government officials, international partners, investors, business, experts, and civil society. The Confederation of Builders of Ukraine (CBU) became an active participant in the conference, joining key panels, working groups, partnership meetings, and thematic discussions. The focus was on the green transformation of reconstruction, transparent mechanisms for attracting investments, and strengthening international partnerships. ***Oleksandr Chervak,*** *Executive Director of the Confederation of Builders of Ukraine, shared the results of the event, main achievements, agreements, and further directions for the development of the industry.*

URC 2025 results: resources, tools, agreements

A number of important agreements were reached during the conference. Ursula von der Leyen, President of the European Commission, announced the creation of a EUR 500 million European Flagship Fund for the reconstruction of Ukraine. Ukraine and the Council of Europe Development Bank signed an agreement for EUR 100 million to compensate citizens for destroyed housing under the eReconstruction program. The PREPARE Ukraine initiative was also being launched jointly with the World Bank; it provides for financing the preparation of state and municipal reconstruction projects.

The total reconstruction and modernization needs of Ukraine are estimated at USD 1 trillion over the next 14 years. The European Union has confirmed its intention to actively continue its support: an investment effect of up to EUR 10 billion is expected, based on signed agreements for EUR 2.3 billion.

Green Reconstruction: Transnational Cooperation

On the eve of URC 2025, a special event 'Green Reconstruction of Ukraine' was conducted. It was co-organized by FIEC (Federation of the European Construction Industry), ANCE (Associazione Nazionale Costruttori Edili — National Association of Italian Builders), Confederation of Builders of Ukraine and EIC — European International Contractors, in cooperation with Neo-Eco Ukraine. It brought together representatives of the authorities and businesses of Ukraine, Italy, Moldova, the European Commission and experts in the field of green innovation.

A sustainable approach to reconstruction involves not only high-quality materials and modern technologies but also transparent implementation mechanisms: the fight against corruption, compliance with international standards. Special attention is paid to the involvement of small and medium-sized businesses. For European companies, this is a chance to become full-fledged partners in creating new infrastructure in Ukraine. One of the important signals of support was the recent initiative of the Italian Parliament to create a special fund of EUR 300 million which will be directed to supporting the recovery of Ukraine.

The participants of the event noted that although there was a lack of full coordination of actions, clear technical regulations and sufficient funding, the steps already taken were important. One of them was the discussion of the draft law 'On the Principles of Green Recovery of Ukraine' which should establish clear rules for transparent investment attraction and sustainable construction. The document aims to overcome barriers to sustainable investments: it defines the concept of green projects, establishes clear criteria for their

environmental friendliness, creates a basis for the implementation of financial instruments – such as green bonds – and opens the way to financing through the Ukraine Facility and other international mechanisms.

The next step should be development of a Green Reconstruction Strategy for Ukraine. It would increase the transparency of processes, provide legal predictability for public and private investors, and allow for the involvement of a wider range of stakeholders. Key areas include the implementation of NZEB (nearly zero-energy buildings) and ZEB (zero-emission buildings) standards, the application of circular economy principles, environmental certification, the use of renewable energy sources, and the modernization of engineering infrastructure: water, heat, and electricity supply systems.

Green reconstruction is also a chance to create a new labor market, in particular for reintegration of veterans returning to civilian life. We have a high demand for construction workers, while the need for engineers, energy auditors, environmental management specialists, logisticians, and project managers is growing rapidly.

During the event, a national standard that defines environmental criteria and a method for assessing public buildings was presented. It covers all stages from design to decommissioning, including the assessment of the environmental characteristics of buildings, taking into account management, infrastructure, sustainable development of the territory, comfort, safety, water and energy efficiency, waste management, environmental protection and life safety.

A lot has already been done but Ukraine still has a lot to learn. It is necessary to continue the exchange of experience, organize training courses. For example, foreign companies can offer waste management methodology or construction technologies using biomaterials: construction from wood and hemp, ecological cement production, waste recycling. European business is ready not only to build housing, but also to transfer technologies and form sustainable cooperation networks.

Architects of new neighborhoods emphasize safety, accessibility, and creating prospects for life and development. It is not just about providing people with housing but about creating a holistic community, a place that people will call home. At the center is the person, their safety, comfort, and new employment opportunities.

Thus, a project for an ecological quarter in Tetiev was presented which is designed in a way to minimize energy consumption and maximize building efficiency. The buildings in it are 70% more efficient than new buildings in Europe, produce 40% less CO_2 emissions and achieve 65% self-sufficiency thanks to a photovoltaic system.

Gensler company also presented a reconstruction project for Saltivka district in Kharkiv city. The plan includes the repair of damaged buildings, the construction of new ones within the master plan framework, and the creation of public spaces that unite the community. The space will be redisigned taking into account the current state and needs of residents.

The possibilities of the EU LIFE Debris2Resource project were also discussed. This is an EU initiative which will be launched in December 2025. It involves creating a methodology for managing construction waste for the purpose of sorting, removing, and reusing it, with an emphasis on concrete, iron, wood, and hazardous substances.

An approach to creating new building materials from the debris of destroyed buildings was presented. Belgian scientists are studying these remains, extracting minerals and creating an alternative to cement. Special attention was paid to a clean cement plant in Mykolaiv region: the technology allows reducing CO_2 emissions by ten times. Ukraine has the potential not only for domestic construction but also for exporting eco-materials throughout Europe.

During the conference, the CBU held a number of meetings with international and Ukrainian partners, official representatives of the Italian Senate, the governments of Romania and Moldova, the European Commission, international and national construction business associations, representatives of municipalities, international business and organizations. Both current initiatives and potential areas of cooperation were discussed. As a result, it was agreed to hold separate negotiations between the CBU and ANCE to deepen the partnership and develop joint initiatives.

We believe that such side events have every chance of becoming a good tradition — a high-quality and useful component that will constantly accompany future URC conferences. CBU is ready to support Italian and other European companies to help implement in Ukraine those projects that will contribute to faster reconstruction. And we believe that such a dialogue with business is the key to success.

The Confederation of Builders of Ukraine continues to work on Ukraine's integration into the European space through standards, consistent practices, and professional dialogue. We are open to new ideas, partnerships, and solutions that will help make Ukraine's reconstruction effective, transparent, and sustainable.

URC 2025: A CONFERENCE SHAPING THE FUTURE OF UKRAINE

The annual Ukraine Recovery Conference (URC) took place in Rome on July 10-11, 2025. The event discussed Ukraine's post-war recovery and long-term prospects for sustainable development, partnerships, and investments. The conference resulted in agreements, solutions, and opportunities for Ukraine's economy and financial sector.

Investment models and clear signals

URC 2025 brought together over four thousand participants from different countries: representatives of governments, international institutions, investors, the public sector and business. Ukraine was represented at the highest level – among the delegation participants were government officials, regional leaders and entrepreneurs, including representatives of the Ukrainian construction industry. Prof Build magazine was the only specialized media representative of the Ukrainian construction industry at the conference.

«For us, participation in URC 2025 was another step towards achieving the important mission of Prof Build — to be the professional voice of the Ukrainian construction industry in the international space,» emphasized Svitlana Shakh, founder of Prof Build magazine. «We saw great interest in Ukraine, met with potential partners, heard requests for the industry — and returned with a clear message: we are expected. And we are ready to respond.»

The world's attention to events in Ukraine and its prospects is an important marker of international solidarity and trust. At the same time, it gives the country a chance for sustainable reconstruction in partnership with global players.

Currently, the total need for reconstruction and modernization of Ukraine over the next 14 years is estimated at USD 1 trillion. And this amount will continue to grow, because the active phase of the war continues. However, it is worth talking not only about attracting funding, but first of all about the implementation of strategically important reforms, high-quality analysis, professional dialogues and transparent coordinated actions. These factors are the foundation for a long-term partnership. And some of the decisions made at the conference indicate the intention to move in this direction.

The URC 2025 conference concluded with the signing of over 200 agreements covering infrastructure, energy, social protection and defense. All of these agreements not only reinforce existing support but also outline a framework for concrete future actions.

One of the key outcomes of the conference was the creation of a platform for long-term capital mobilization and the application of new de-risking tools. URC 2025 also gave impetus to the transformation of Ukraine's financial system, which will ultimately allow for the formation of an open, transparent, balanced financial market capable of withstanding external shocks and guaranteeing economic stability.

The agreements reached pave the way for systemic changes: from legislative initiatives and reform of market institutions to creating an attractive climate for domestic and foreign investors.

In fact, URC 2025 launched a new recovery model — an investment-institutional one, where humanitarian aid is transformed into long-term investment, and short-term solutions are gradually complemented by the country's modernization and economic incentives.

The results of URC 2025 were analyzed by experts from the National Institute for Strategic Studies. They made predictions for potential impact of the conference on the economic recovery and sustainable development of Ukraine.

Key areas

The achievements of the URC 2025 conference captured several strategic trends that are impacting Ukraine's economic recovery.

The first trend is the formation of a multi-level European financial architecture.

URC 2025 witnessed a shift from emergency support to a long-term financing model using mixed instruments — grants, concessional loans, and guarantees.

Within the framework of intergovernmental, institutional and municipal agreements, without taking into account the possible attraction of additional private investments, more than EUR 3.5 billion of EU funding has been declared. The key sources are: Ukraine Investment Framework, international financial institutions, as well as bilateral cooperation programs with various countries. The financial participation of European municipalities and private business also plays an important role.

Experts see this as the basis for a new system of access to financial resources, which encompasses state, municipal, and private entities in close cooperation with donors and financial intermediaries.

The second is the development of mechanisms for compensating for losses, financing infrastructure, and restoring the energy sector.

Most of the signed agreements relate to three key areas: compensation payments for destroyed housing (eReconstruction programs, HOME project), reconstruction of critical infrastructure (transport, housing and utilities, healthcare, energy), and financing of municipal initiatives through direct memoranda and local contracts.

The third is to deepen private sector involvement through improved risk management mechanisms and an increased role for financial intermediaries.

The conference gave impetus to the development of guarantee mechanisms that minimize risks for the private investor, and also created new financing channels through commercial banks. This implies a transition from direct administration of resources to a flexible platform focused on servicing investment risks and multi-component financial products.

An agreement was reached to expand blended finance instruments within the UIF — it is envisaged to attract donor funds to compensate for part of the risks of the private sector, as well as implementation of joint programs of international institutions together with Ukrainian banks to support small and medium-sized businesses.

Fourth, the increasing importance of local budgets and institutions in the processes of mobilizing financial resources.

Over USD 200 million in investments and grants have been contracted directly to several communities in different oblasts. This requires the creation of new financial instruments for municipalities, including the launch of local bond mechanisms, building community project capacity, and systematically integrating digital platforms, such as DREAM, into the planning, implementation, and monitoring cycle of funding.

Results impact

The results of URC 2025 are already outlining practical vectors that will shape Ukraine's recovery strategy in the medium and long term. Experts have identified six key areas of the conference's impact on economic revival.

The first is attracting additional funding for recovery.

In particular, it was announced that over EUR 10 billion is to be mobilized, including grants, loans and investments. To this end, the European Union, the European Investment Bank (EIB), the European Bank for Reconstruction and Development (EBRD), Horizon Capital, private investors and the United States are seeking to create platforms for long-term capital flows – primarily the European Flagship Fund, the Catalyst Fund, and de-risking mechanisms.

Among the concrete steps is a new financing package from the EIB and the European Commission, covering support for small businesses, hydroelectric power plants, district heating for communities, as well as investments in roads, bridges, border crossings. The bulk of the resources will come in the form of EIB loans backed by EU guarantees.

Other agreements will also have a positive impact on the development of SMEs. In particular, the grant agreement between the Entrepreneurship Development Fund and the German development bank KfW for the amount of EUR 40.5 million within the framework of the SME Resilience Facility project. Thanks to the provided funds, the Fund will implement a new program, which will be combined with the state program Affordable Loans 5–7–9% and will be implemented in partnership with the Ministry of Finance of Ukraine and partner banks.

Agreements were also reached on the launch of the InvestEU pilot project on export crediting for Ukraine; the Ukraine Facility for Infrastructure Reconstruction (Ukraine FIRST) program; investing in enterprises contributing to the reconstruction of Ukraine through equity (European Flagship Fund for the Reconstruction of Ukraine); and the integration of green energy projects into municipal initiatives with the support of the EIB and the IKI Fund.

To increase the transparency of recovery funds, a Memorandum was signed between the EIB and the State Audit Service to strengthen the fight against fraud and corruption in EU-funded projects.

An important event was the signing of an agreement between the Government of Ukraine and the World Bank to launch a five-year, USD 200 million PREPARE Ukraine program. It will allow the preparation of state and municipal reconstruction projects in accordance with the requirements of international investors. The first tranche will be available in August 2025.

For Ukraine, the implementation of this direction opens the way to a significant inflow of capital, intensification of lending activity, and the creation of a stable financial basis for the recovery and development of the economy.

The second is the development of new de-risking mechanisms and a guarantee climate in Ukraine.

In particular, the EBRD, EIB, the Multilateral Investment Guarantee Agency (MIGA) and other international institutions have launched new insurance and guarantee instruments designed to reduce risks for investors, particularly in wartime.

The Catalyst Fund and the European Flagship Fund offer transparent co-financing models aimed at attracting private capital. At the same time, bank lending opportunities

for small and medium-sized businesses are expanding, new tools are being introduced to structure risks and increase liquidity.

A Memorandum of Understanding was also signed between the Ministry of Finance of Ukraine and the French agency Expertise France on international technical assistance in the field of combating money laundering and terrorist financing. The project should strengthen the capacity of Ukrainian institutions in preventing financial crimes, improve the competences and awareness of Ukrainian specialists in this area.

The third direction is the development of the capital market.

The Ministry of Finance of Ukraine, together with the Ministry of Economy, the National Bank of Ukraine, the National Securities and Stock Markets Commission, and the EBRD, have signed a Memorandum of Understanding on supporting an integrated capital markets infrastructure. This involves creating a holistic system — from exchange trading to clearing, settlement, and custody of securities.

Expected benefits: expanded tools for domestic and international investors, alternative sources of financing for companies, greater market transparency, and the introduction of European standards.

At the same time, there are serious challenges: military risks, political and regulatory instability, distrust of institutions, weak protection of property rights, a history of scandals in the market, the influence of «seasoned» players, a high risk of lobbying, manual management and political pressure, reputational and other risks.

To overcome these barriers, Ukraine must adopt appropriate legislative changes and strengthen the regulatory framework.

The fourth is the formation of a new financial ecosystem.

It is about creating an effective system for managing a portfolio of investments, grants, guarantees, and debt instruments at the state, regional, and private sector levels.

This opens up new opportunities, but requires a profound transformation of financial policy, management practices, and strengthening of institutional capacity.

International financial commitments provide a basis for recovery, but project implementation is hampered by systemic barriers: fragmented governance, weak coordination, lack of human and institutional capacity, security and macro-financial risks, high public debt, slow modernization of financial infrastructure, corruption risks, and poor communication.

Effectively addressing these challenges is a key condition for sustainable recovery.

The fifth direction is investments in sectors with a multiplier effect.

This concerns financing industries that are capable of generating a broader economic impact: manufacturing, mining and metallurgical complex, defense infrastructure, energy (including energy security), education, medicine, critical infrastructure, and recovery projects.

For the first time, the conference agenda includes the topic of defense industry development. The creation of a coalition of over 30 countries has been announced, as well as support for defense technologies and security startups – this should strengthen the country's defense capabilities and stimulate the development of high-tech exports.

The Ministry fof Development signed five agreements worth over EUR 370 million. They include: compensation for destroyed housing in the form of certificates («eReconstruction», HOME project), restoration of transport infrastructure, and the RePower project.

Joint statements were also announced on additional funding for the HOME project, the creation of a decentralized gas generation network for Ukrzaliznytsia, improving the accessibility of train stations for citizens with limited mobility, the construction of hospitals in Zhytomyr and Odesa, etc.

In addition, within the framework of the Ukraine Investment Framework, 10 agreements were signed between the EU and development banks for the amount of EUR 929.3 million to support municipal infrastructure, energy, heat supply, transport, and business.

The sixth area is supporting human capital and the labor market.

At the conference, the NBU, the Ministry of Economy, the Ministry of Veterans Affairs of Ukraine and business representatives signed the Charter for Human Capital Resilience (HCR). The Charter is designed to help businesses cope with these challenges and turn human capital into a driving force for the country's economic recovery. After all, due to the war, production in Ukraine decreased by almost a third, and the unemployment rate reached 35% in 2023. It has now decreased to 12%, but ahead is the reintegration of about 500 thousand veterans, the return of millions of refugees and the employment of more than 6 million internally displaced persons.

From decisions to actions

Implementing the practical solutions of URC 2025 requires continued systemic transformations and the creation of an appropriate institutional framework. Among the necessary steps are strengthening government coordination of recovery processes, developing the capacity of communities to qualitatively prepare investment projects, creating a single institutional framework for coordinating donor and private investments, implementing risk insurance mechanisms and supporting the domestic financial market, as well as digitalizing recovery management and adhering to high standards of transparency and accountability.

At the same time, experts warn of a number of challenges: fragmented governance, lack of quality projects, weak institutional capacity of communities, limited access to financial services, lack of monitoring mechanisms, security threats, low level of public trust, and dependence on external funding.

Overall, URC 2025 clearly demonstrated that the restoration of Ukraine is not only a humanitarian mission, but also a historic chance for profound transformations. And it is the construction industry that plays one of the key roles in this.

«For the Ukrainian construction industry today, it is extremely important to be not only at the center of recovery but also at the center of international dialogue. Prof Build's participation in URC 2025 is our contribution to ensuring that the voice of Ukrainian specialists is heard where decisions are made about the future of the country. We do not just build buildings – we form trust, partnerships, and a new quality of Ukraine,» stated Svitlana Shakh.

WOMEN'S TANDEM FOR SUSTAINABLE RECONSTRUCTION OF UKRAINIAN CITIES

Today, Ukraine faces the challenge of not only rebuilding what was destroyed, but also rethinking the future of its cities – sustainable, just, healthy future. The Rebuild Ukrainian Cities Green 2030 program (Rebuild Green 2030) is an example of how international cooperation, innovations in the field of biomaterials and socially sensitive architecture can converge at one point.

We spoke with the co-organizers of this program – Kateryna Pylypchuk and Alisa Bankovska – to get an idea of what this program offers to Ukrainian participants in the reconstruction market and how it contributes to the creation of new projects and connections with global manufacturers and partners to achieve sustainable development goals and comply with the ESG principles of the EU Green Deal.

Kateryna Pylypchuk is the Vice President of the Ukrainian branch of the International Real Estate Federation FIABCI-Ukraine, a strategist at the Lithuanian company Modulina Straw Panels, and a circular construction expert. She is responsible for implementing pilot projects in Ukraine, promoting ecological straw panel technologies.

Alisa Bankovska is an architect, urban planner, founder of the SYNCHRO PROSTIR innovation hub for cities and communities and the Voice of Space agency. Since 2018, she has been organizing urban hackathons for municipalities, and in 2022 she became a co-organizer of Rebuild Green and headed the relevant committee in the Ukrainian branch of the International Real Estate Federation FIABCI.

✓ **Ms. Kateryna, how did Modulina become part of the Rebuild Green 2030 program?**

– It all started with a question from the CEO of Modulina Straw Panels, Žilvinas Bitinas, in 2022: how can we be useful to Ukraine now?

Modulina is a Lithuanian company that produces panels made of pressed straw, a completely bio-based material with a minimal carbon footprint. In 2023, I started working with Modulina and realized that the company could help not only with materials, but also with values. This is how my personal participation in Rebuild Green began - both as a representative of Lithuanian business and as one of the leaders of the Ukrainian division of the international real estate organization FIABCI-Ukraine.

✓ **Ms. Alisa, why does SYNCHRO PROSTIR organize hackathons as part of this program?**

– Since 2018, we at SYNCHRO SPACE have been organizing urban hackathons for municipalities with the support of ministries, embassies, and international partners. We have implemented a participatory approach: communities formulate their real needs, and multidisciplinary teams of specialists, together with mentors, develop specific solutions in two to three days.

After 2022, together with FIABCI-Ukraine, we adapted this model to the new conditions: now it is four weeks of online work with the involvement of communities and international experts. It is not just ideas - it is real access for international partners to Ukrainian context. It is a deep understanding of the needs of municipalities, direct cooperation with local experts and immersion in the realities of reconstruction.

We are proud that the program not only contributes to the expansion of international networking, but also launches real projects that have every chance of being quickly implemented and becoming a model of green reconstruction of Ukraine, even for those who are skeptical about the possibility of implementing sustainable solutions in times of crisis.

✓ **Kateryna, tell us more about which projects Modulina has already supported?**

– One of the winners of the Rebuild Green Hackathon 2024 will receive our panels for free – this is the Common Ground project in Severynska hromada with architect Nicolas Zizel. We also signed a memorandum with the teams of Mike Deveria, ABCU, and Sergio Grazioli, Mangini from Italy to create a rehabilitation center in Apostolivska hromada, Dnipropetrovsk region. It will combine training in construction from biomaterials and modular expansion of space. All projects combine manual work and assembly from our panels – and this is where Modulina is truly effective.

We also see the potential for our panels to be used in other projects created during the hackathon. Therefore, we continue to draw the attention of donors to them so that they have a chance to be implemented.

Thus, Modulina is not only a donor of material, but also a devoted promoter of green solutions in Ukraine. We have joined the Ukrainian Green Building Council (UGBC) and we really hope that this work will now gain more importance.

✓ **Alisa, what topics and trends dominate the program now?**

– We work in three areas: eco-housing, social facilities and industrial zones of the future. In Teofipol, the Toloka team, together with architect Thomas Dimov, developed a typology of ecological housing for families displaced from frontline regions. In Vinnytsia, the Prometheus center offered housing for families of people undergoing rehabilitation. During the first hackathon, we focused on the needs of internally displaced persons – the restoration of housing, community, and health.

Our solutions help people get not just a roof over their heads, but an environment that promotes physical and psychological rehabilitation. The use of biomaterials provides a unique microclimate, energy efficiency, resource savings, and also creates new jobs. This is not theory – these are real opportunities that biomaterials provide in combination with modern alternative energy technologies.

✓ **What do you plan to work on in the near future?**

Kateryna Pylypchuk:

– We really want the world to hear that Ukrainians are not just building, but restoring their country to be even better than it used to or could be. That is why we are showing the possibilities of the ecological material Modulina Straw Panels at all venues – from MIPIM in Cannes to Rebuild Ukraine in Warsaw.

Alisa Bankovska:

– Our goal is to implement these projects and show their practical effectiveness. One of the projects is already being implemented, and we are attracting donors and partners to the others. It is important that the solutions created within the Rebuild Green framework are developed as replicable and scalable models for different communities; this allows us to significantly increase the overall impact of the initiative.

To ensure the sustainability of projects, professional design is required, involving institutional structures that are able to receive funding from donors and investors, as well as ensure the return of funds through calculated financial models. Therefore, we invite grant support and investment professionals to join Rebuild Green – together we can lay the foundation for the restoration of Ukraine in accordance with climate agreements, environmental safety and the principles of sustainable development.

✍ *Interview by Svitlana Shakh*

To become part of the team, partner, support the project, or participate in the next hackathon, visit and fill out a short form – we will contact you.

KYIVBUILD EXHIBITION — YOUR NEXT STEP TOWARD UKRAINE'S RECONSTRUCTION!

Yaroslav Yashchenko, *Director of the KyivBuild exhibition and Co-Chair of ReBuild Ukraine, shares insights about the country's leading construction event – its core idea «Reconstruction in Action», the challenges of wartime, the new era of cooperation between business and government, and the return of international companies to the Ukrainian market.*

KyivBuild: A Legacy of Growth and Resilience

KyivBuild is the flagship event in the portfolio of Premier Expo, an organizer of international exhibitions. Its history began in 1998, and since then it has been held annually each February in Kyiv, at the International Exhibition Center.

Even on the eve of the full-scale invasion, on February 16–18, 2022, the exhibition took place, bringing together more than 150 companies across 4,000 square meters, attracting 8,000 visitors. In 2023, the team managed to hold the event amid wartime conditions — and visitor attendance returned to pre-war levels. This proved that KyivBuild remains the key platform for Ukraine's construction industry.

Today, the exhibition brings together over 150 participants and more than 6,000 visitors each year. In 2025, there has been a marked return of international companies, many of which joined thanks to the ReBuild Ukraine exhibition.

- Main Exhibition Sectors
- Construction Materials
- Construction Machinery and Equipment
- Window and Façade Systems
- Equipment for Building Material Production
- Paints and Coatings
- Interior Solutions
- Professional Construction Tools

According to Ukraine's Ministry of Economy, the country's recovery will require at least $524 billion. This large-scale process has drawn the attention of international businesses, and an increasing number of foreign investors are showing interest in the Ukrainian market. This year, KyivBuild hosted companies from ten countries — including Denmark, Finland, Lithuania, Portugal, Spain, Italy, the USA, Canada, and China.

A NEW AUDIENCE — A NEW APPROACH

Modern KyivBuild is more than a traditional trade fair. Communities, funds, and investors who finance reconstruction and implement new projects have become an integral part of the event. KyivBuild today represents not only Business-to-Business but also Business-to-Specialists (B2S): craftsmen, engineers, designers, and installers — those who not only purchase but also apply solutions on real projects and influence the final consumer's choice.

YAROSLAV YASHCHENKO,
DIRECTOR OF THE KYIVBUILD EXHIBITION

KyivBuild visitors include:

- Developers and general contractors
- Professional craftsmen
- Distributors and retail network representatives
- Community leaders
- Funds and investors
- Architects and designers
- Project engineers

The exhibition features:

- Master classes with global brands, enabling participants to exchange experience and test new products
- Training programs for construction specialists
- Dedicated events for each professional group — from architects to technical supervisors
- The «Reconstruction in Action» practical forum — a key part of KyivBuild, uniting communities, government representatives, builders, manufacturers, donors, and investors

Looking Ahead

KyivBuild has evolved into a space of real interaction — where professional workshops, training sessions, and forums connect every segment of the industry.

At the «Reconstruction in Action» forum, communities, the state, builders, and investors find common ground and create actionable partnerships.

Here, contractors find projects, partners discover technologies, and investors identify entry points to the Ukrainian market.

As Yaroslav Yashchenko notes, construction in Ukraine never stopped — recovery has been ongoing since 2022. Some de-occupied communities have already been restored by almost 99%. At KyivBuild, these results are visible — where intentions turn into agreements and projects into reality.

International manufacturers and investors are increasingly exploring opportunities in Ukraine. Many participants of ReBuild Ukraine (held annually in Warsaw) choose KyivBuild as their next step into the Ukrainian market. Despite the ongoing war, international companies are returning — recognizing the enormous potential of Ukraine's construction industry.

This trend demonstrates growing trust in Ukraine and the global business community's willingness to contribute to its reconstruction.

KyivBuild has reached this level thanks to the support of trusted partners — the Confederation of Builders of Ukraine, the Union of Architects of Ukraine, the League of Masters, Prof Build magazine, and leading design institutes.

The next KyivBuild 2026 exhibition will be held on February 18-20 at the International Exhibition Center, Livoberezhna, Kyiv. The organizers invite all representatives of the sector — builders, architects, engineers, investors, community leaders, and foundations — to join the event that is shaping the future of Ukraine's reconstruction.

PERSONNEL FOR CONSTRUCTION SITES

Vasyl Andreev
Deputy Chairman of the Federation of Trade Unions of Ukraine,
Chairman of the Construction Workers Trade Union of Ukraine

Overcoming the shortage of personnel is gaining strategic importance. Various training and reskilling courses are being introduced to address this problem, while women and the elderly are beginning to play a key role in shaping the country's economically active population.

In recent years, Ukraine has experienced an acute shortage of workers in traditionally male-dominated professions. According to a 2024 survey by the Ministry of Economy of Ukraine and the International Organization for Migration, 67% of employers identified mobilization as the main reason for the labor shortage. Against the backdrop of the country's disappointing economic outlook for this year, strengthening the human resources potential of enterprises is the number one task for all industries.

Since the first days of the Russian-Ukrainian war, the government has been trying to solve the problem of temporary replacement of workers, their training, retraining and employment of the unemployed. The State Employment Center is developing a program «Vocational Training (Retraining)» for the registered unemployed with the opportunity to receive a voucher for training. Another example is the government project «Army of Restoration», which is coordinated by the State Employment Center through territorial employment centers. The project involves involving unemployed citizens in socially useful work to rebuild the country. The project has managed to involve more than 200 000 workers, as well as employers who are implementing retraining courses.

Among the successful cases, it is worth noting business initiatives – construction equipment operator school «Alef Stroy», aimed primarily at women, for their retraining and training in the profession of excavator, loader, and other construction equipment operator.

Trade Union achievements

More than two years ago, Construction Workers Trade Union (PROFBUD) organized hubs on microskills of construction professions. These are free short-term (two-week) courses on informal professional training in microskills in the construction sector, which are held on the basis of vocational education and professional pre-higher education institutions. Course participants are internally displaced persons, temporarily unemployed, workers from other sectors of the economy and young people — acquire new professional skills as an installer of metal-plastic structures, sanitary systems and equipment, plasterboard structures, facing-tile worker, painter-plasterer. The course programs are planned in such a way that most of the classes are practical in nature. Hubs have already been held in Kyiv, Odesa, Poltava, Khmelnytsky and Chernivtsi regions. Women made up 40% of the total number of students, and some groups were formed almost entirely of women.

Also, two years ago, PROFBUD opened in Kyiv an Educational and Practical Center for Informal Vocational Training in Micro-Skills in the Construction Industry. In addition to the professions mentioned above, the center also trains masters of self-leveling floors and polymer plasters. 280 people have already received certificates of completion of the courses at the center.

In addition, together with employers, we organized courses on the basis of the PROFBUD Training Center for training installers of curtain wall facades, manual electric welders, and electricians for connecting energy independence systems.

Second wind

'These courses made a new stage in my life!' We often hear such words from participants in our courses, and their life stories confirm this.

60-year-old Kateryna was forced to leave her home in occupied Melitopol and get to the free land through all the filtration zones of the occupants, Russia, Lithuania, Latvia and Poland. On our courses, she mastered the profession of a painter-plasterer. The woman said that the spatula and trowel helped her temporarily dull the pain for her deceased daughter, who defended the country in the Armed Forces of Ukraine, and for her home. After completing her studies, she plans to work in construction.

57-year-old Yulia, an accountant at the Zaporizhzhia Nuclear Power Plant, bravely made her way from the occupied territory. She learned the profession of a painter-plasterer at the training, although she says she had never held a tool in her hands before. The skills she gained at the training will be useful for the woman in opening her own rehabilitation center for war veterans.

Retraining courses give people the opportunity not only to gain new skills and master a profession, but also to believe in themselves and find their place in the labor market. This is especially important for people over 50, number of which at the training is growing. This trend indicates that mobilization and large-scale emigration have opened the door to the labor market for older people. Professions that were previously mastered mostly by young men are now being acquired by people of retirement age. Companies are increasingly hiring people over 50, people with hearing, vision and speech impairments.

Gender changes

Nowadays, women are increasingly seen on construction sites. According to the State Employment Service, the employment rate of women in construction increased from 20% to 38% of the total number of employed people in the industry from 2021 to 2023. And in vocational education institutions, there is a trend of girls becoming interested in male professions, such as welder, plumber, electrician, carpenter, and others.

There is no legislative basis for gender division of professions in Ukraine. Although from 1997 to 2017, by order of the Ministry of Health of Ukraine, women were officially prohibited from working in 450 so-called male positions and jobs: driving certain types of freight and passenger transport, working in the engine room of a ship, some construction specialties, etc.

The Law of Ukraine 'On Ensuring Equal Rights and Opportunities for Women and Men' provides for equal rights for women and men in the workplace, their equal importance, opportunities and responsibilities, and participation in all spheres of public and personal life.

In my opinion, the employment of women in traditionally male professions will contribute to resolving such a painful issue as the wage gap, which currently stands at 18.6% in favor of men. For economic empowerment of women, the Government adopted the National Strategy for Overcoming the Gender Pay Gap for the period until 2030 and approved an operational plan of measures for 2023-2025. As a result of the implementation of the strategy, the gender pay gap should be reduced by 5%.

The issue of adapting working conditions for women in jobs previously held by men is urgent: occupational health and safety for women, workplace conditions, uniform and personal protective equipment, prevention of gender discrimination, changes in social packages for female workers (breaks, vacations, compensation), insurance, etc. These and other issues were raised by the Construction Workers Trade Union at the event «People. Labor. Victory: Challenges of Today», held in December last year with the participation of representatives from eight regions and the city of Kyiv, developers and manufacturers of building materials. During the discussion of the role of women in the labor market, it was noted that women face issues of self-realization when finding employment and have certain concerns about workplace safety.

Vectors of influence

In conclusion, we note that the shortage of personnel will be exacerbated by a full-scale war and the emigration it causes. The introduction of short-term micro-skills courses is one of the options for solving both the problem of the shortage of qualified workers and the problem of employment of Ukrainians who cannot find work due to the mismatch of their professional skills with the demands of employers.

It should be recognized that women and older people who retrain and master professions and specialties relevant to the labor market will play a key role in shaping the country's economically active population.

The role of trade unions in this process is to support women and other groups of workers who were previously considered vulnerable in the labor market, in their career guidance, growth and retraining. Support with training, contacts with the employer, and later – in representation in the workplace to ensure decent working conditions for them.

LAW AND THE WORKFORCE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In August 2025, the Ukrainian labor market faced a new challenge – men under the age of 23 were allowed to freely leave the country during martial law. The innovation increased the risks for employers in securing personnel and caused a public outcry among Ukrainians regarding the fairness of the decision in relation to all military conscripts. What challenges and opportunities does business see in the new rules for the departure of young people, how does this affect the labor market and influence the new approaches to attracting personnel – in a review by Prof Build magazine.

On August 28, 2025, a document came into force that allows men aged 18 to 22 years old to travel abroad during martial law and general mobilization. The main provisions are set out in the Resolution of the Cabinet of Ministers of Ukraine on Amendments to the Rules for Crossing the State Border by Citizens of Ukraine.

On one hand, this decision opened up wider opportunities for young people to realize themselves – study or get a job. On the other hand, it deepened the personnel problem for businesses, which are already experiencing an acute shortage of personnel. Industries where a significant share of the workforce is represented by young workers – for example, construction, logistics, and the production of building materials were particularly affected by new rules.

Almost two months have passed since the decision was made, so there is still no full understanding of how this will affect the labor market. In particular, the head of the National Bank, Andrii Pyshny, noted that it is too early to draw conclusions or worry: 'After our internal discussions, we do not expect any drama in this matter. But we will see. We are monitoring the development of events.'

According to the First Deputy Chairman of the NBU, Serhii Nikolaichuk, the institution's July forecast assumed that about 200,000 Ukrainians would leave abroad this year. According to available data, a little more than 100,000 people left — that is, within the forecast. If a material impact of emigration is identified in this age group, the National Bank will take this into account in its further forecasts.

Youth in the labor market

The Center for Economic Strategy reported that there are about 700,000 men aged 18-22 living in Ukraine, most of them students. Only 200-300,000 people are involved in the labor market. If we compare these figures with the economically active population — about 13 million people according to the Pension Fund (of which about 9 million officially pay contributions), then their share is only 2-3%. So even in the worst-case scenario — a mass exodus of young men — the economy will hardly feel it.

The impact of the new rules should be considered, in particular, in terms of the share of young people of this age in the labor market and the most popular vacancies among them. According to Work.ua, the share of job candidates aged 18-22 is about 16% of all job seekers, with 62-65% of them being women. But since the end of August, the share of men in this age group has begun to decrease and is currently 31%. Against the backdrop of a personnel shortage, the loss of each employee for small and medium-sized businesses will be quite tangible.

An analysis of resumes of men of this age showed that they are most often looking for a job in IT, 6% selected categories such as working specialties, production and others, 'logistics, warehouse, foreign economic activity' category – 5%.

Economic resonance

In September, OLX Robota and Work.ua conducted a survey on their resources (over 1500 business representatives) on the impact of the adopted law on the market and shared data on the mood and plans of employers, employees, and young men.

Employers have reacted to the changes in the legislation in a mixed way. According to the OLX Robota study, employers' opinions on the impact were divided. 36% of respondents support allowing young men to travel abroad, while every third respondent was against. Thus, 41% of employers said that they had already noticed the impact of the new law, namely the dismissal of young workers and the difficulty of finding new candidates.

The Work.ua survey found that 37% of employers have recorded the dismissal of men aged 18-22. Large businesses have felt the most. As it turned out, 60% of respondents have faced staff turnover among employers with over 1,000 employees, while in small businesses with up to 10 employees, every fifth respondent has. Every second company surveyed in the construction industry and woodworking industry reported staff turnover. In wholesale trade, distribution, import and export, this figure reached 43%, and in transport and logistics, a third of respondents have recorded layoffs. According to Forbes, companies with salaries of about UAH 15,000 are at the greatest risk, while employees with incomes of UAH 35-55,000 mostly remain working in Ukraine.

It should also be taken into account that construction and production in simple specialties are areas where many young people, in particular unskilled or low-skilled ones, worked part-time.

Youth reaction

A survey conducted on the OLX Robota platform showed that 23% of respondents aged 18-22 are seriously considering the possibility of going abroad to work. They cite safety and avoiding mobilization as the biggest motivations, as well as career ambitions and the opportunity to study outside Ukraine and travel. At the same time, about a third of young people expressed their willingness to consider the option of staying in Ukraine if they had competitive salaries and safer and more stable working conditions.

At the same time, 45% do not plan to leave Ukraine. Their key motivations are: the desire to help the country, build a career at home, and stay with their family. About a third are not sure that it will be better abroad, and 15% do not have the financial or legal means to leave.

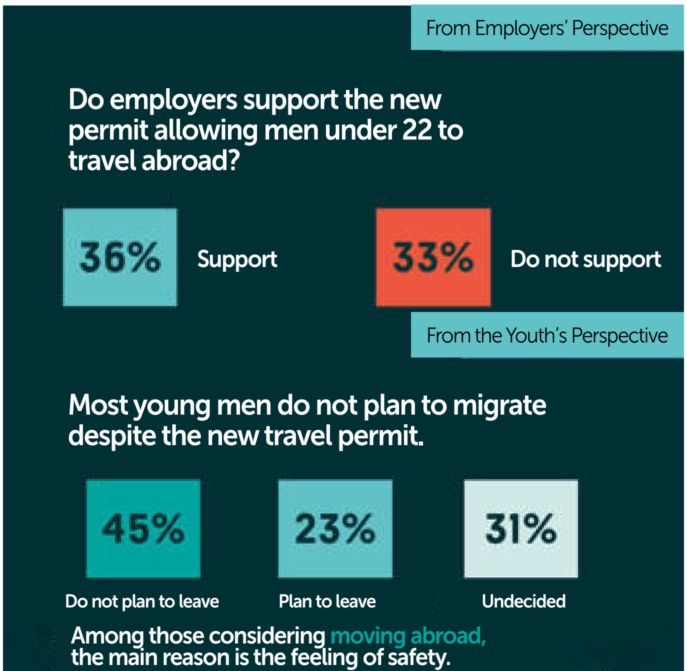
Half of the respondents are studying, every fifth is working, another 22% combine education and work. Among the unemployed, half plan to look for work in Ukraine. Interestingly, 54% have friends or relatives who have already gone abroad or plan to do so. Of these, almost half (46%) did so immediately, and 19% quit their jobs for this reason.

Forecasts and prospects

Experts are currently unable to predict the long-term impact of the law on the labor market and the country's economy. In particular, there is a risk of a chain reaction among other categories of workers, such as the departure abroad of family members of young men – their mothers, wives, sisters. On the other hand, this decision may reduce the rate of teenage boys being taken abroad and increase the chances of attracting them to the labor market.

Experts from the Center emphasize that the main task of the state remains to create more attractive conditions for studying and gaining first work experience in Ukraine than abroad. In particular, it is necessary to improve the quality of education, launch preferential programs for students and young professionals, internship programs, and create opportunities for social housing rental. Businesses are recommended to look for opportunities to attract young people — adapt salaries and working conditions, offer incentive packages, provide a dormitory or compensate for the cost of housing rental, as well as pay for internships and advanced training courses, and allow combining work with study.

As the OLX Robota study showed, this year the number of employers who are ready to increase their incentive package to solve the staffing crisis has increased – 39 % versus 29 % in 2024. At the same time of those willing to hire young people under 25 for further education decreased to 21% compared to 28% in 2024. Large companies demonstrate the greatest willingness to systematically cooperate with students.



If you plan to go abroad, what is your main motivation?	%
I want to feel safer	52
I have career ambitions abroad	43
I want to avoid mobilization	38
I want to change my environment or travel	33
I want to receive a quality education abroad	29
I seek better social conditions (healthcare, housing, etc.)	27
I plan to join relatives or friends	21
Other	7

Data from OLX Jobs Analytics Service. September 2025 survey of 491 male respondents under 22 years old.

Budmix is an annual specialized conference for manufacturers of dry building mixes, thermal insulation systems, facades and related market segments which brings together key industry players: from chemical and raw material suppliers to retail and equipment. On September 24-25, 2025, over 150 participants and 20+ speakers gathered in Kyiv to discuss challenges and trends: business sustainability, cost-effective production technologies, marketing and sales development. Traditionally, Prof Build magazine acted as the media partner of the event.

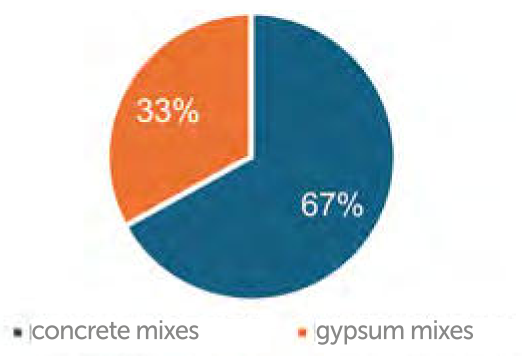
Construction market-2025: new capacities, materials and growth prospects

In 2025, the Ukrainian market of dry building mixes is going through difficult times: consumption remains low, production costs are increasing, and competition is intensifying both on the domestic and foreign markets. It is in such conditions that close business communication becomes especially important.

Budmix 2025 became not just an event, but a platform for shaping a future market strategy, where the construction industry together sought answers to the questions: how to adapt to instability, increase production efficiency, and restore demand.

Distribution of the dry mixes market, 8 months in 2025, %

Source: AIM



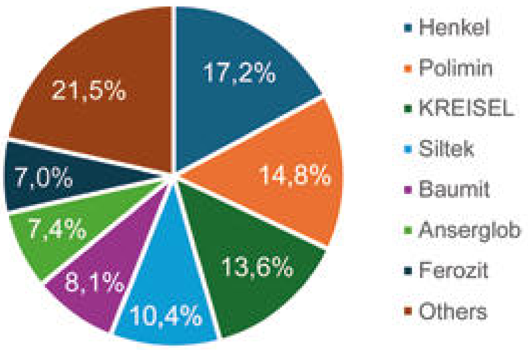
The focus of the first part of the conference's business program was on several strategically important topics: the prospects for primary real estate, the launch of two giant gypsum plants in Ukraine, the situation on the market of dry building mixes and architectural paints, as well as the current state and future of the EPS (expanded polystyrene) sector.

The first speaker was **Yuriy Shchyrin,** AIM, who spoke about the dry mixes and architectural paints market. In particular, according to the Agency's estimates, in 8 months of 2025, the amount for which dry mixes was sold by manufacturers from their warehouses, excluding VAT, is UAH 5,616.4 million, which is about 882.8 thousand tons. At the same time, if we consider the segments of the building mixtures market separately, namely cement-based and gypsum-based, then cement-based dry mixes was able to increase by 3.2% in 8 months of this year compared to the same period in 2024. Thus, the market volume in tons was 590.6 thousand, while in monetary equivalent – UAH 3,571.4 million.

In the segment of dry gypsum-based building mixes, the growth was somewhat more noticeable — +13.3%. In tons, this amounted to 292.2 thousand, and in monetary equivalent — UAH 2045 million.

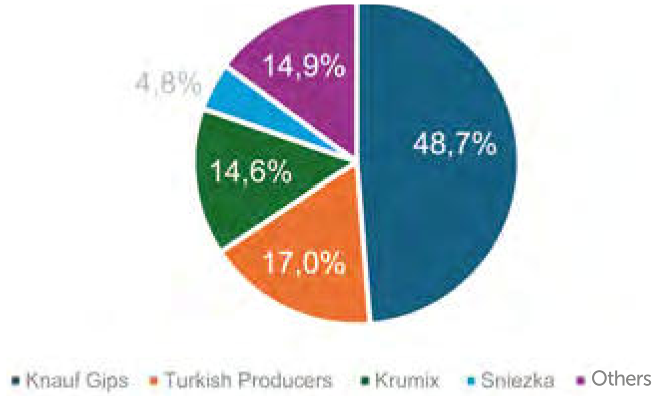
Distribution of the dry cement mixes market among players, 8 months of 2025.

Source: AIM



Distribution of the dry gypsum mixes market among players, 8 months of 2025.

Source: AIM



Regarding the distribution of the dry mixes market between players, Henkel leads the way (17.2%), followed by Polimin (14.8%), KREISEL (13.6%), Siltek (10.4%), Baumit (8.1%), Anserglob (7.4%), Ferozit (7%) and other players with a market share of 10.8%.

The situation on the gypsum-based mixtures market is different. Here, almost 50%, or more precisely 48.7% of the total market volume belongs to Knauf Gips. Next are Turkish Producers — 17%, Krumix — 14.6%, Sniezka — 4.8% and other players — 14.9%.

No less interesting is the comparison of the structure of the dry mixes market segments in individual niches. For example, if we compare the shares of standard and elastic tile adhesives, then a significant advantage belongs to standard ones with a share of 72.7%. In the niche of floor mixtures, screed covers 61.3%. If we consider the division of such a segment as plaster, then 70.5% of the market belongs to plasters on a gypsum basis, and only 29.5% to cement-based ones. As for the application methods, machine application prevails in both categories. This is partly explained by time requirements and staff shortages.

In conclusion, Yuriy Shchyrin presented a set of tools created by the company that help businesses see the market transparently, find opportunities, and make decisions faster. Namely:

- GeoSales: An interactive system for tracking sales, market share, and distribution.
- Construction Index: A tool that allows you to track the dynamics of construction in Ukraine.
- AIMAP: Platform for monitoring new facilities and tenders at early stages.

Cevdet Karaibrahimoglu, PARGET Makina, as the general sponsor of the conference, spoke about the company's activities, main areas of work and approaches, as well as the construction of two giant gypsum plants in Ukraine. PARGET Makina works in the format of turn-key projects, that is, it undertakes the full implementation of industrial solutions: from the design to the launch of the line.

As for Ukraine, despite the war, PARGET Makina continues to actively cooperate with our market. Moreover, during this time a number of projects have been implemented. In particular, a gypsum production line with a capacity of 800 t/day, a dry construction mix production line with a capacity of 60 t/h and a foamed perlite production plant with a capacity of 15 cubic meters/h for Ivano-Frankivsk-Gypsum were installed. No less ambitious is the cooperation in Ukraine with the Saint Gobain company. For them, PARGET Makina installed a gypsum production line with a capacity of 240 t/ day and a dry construction mix production line with a capacity of 20 t/h.

Roman Zakharenkov, VIK BUD TRADE, briefly described the state of the EPS market, its challenges and prospects. In particular, if we compare the dynamics of EPS polystyrene foam consumption by year, then as of 2025, compared to 2021, the drop was 40%. As for raw materials, unfortunately, Ukrainian plants are not working, and all raw materials for EPS foaming are imported. But due to low demand, the supply of raw materials has also decreased. So, if in 2021 400 thousand tons were imported, then now it is 210-220 thousand tons.

In conclusion, Roman Zakharenkov named the challenges for the industry of thermal insulation materials made of expanded polystyrene (EPS):

1. Labor shortage, human resource shortage, reluctance of employees to get official employment, lack of qualified ETICS installation crews.
2. Unpredictability of the development of the situation in Ukraine and on the domestic market.
3. Rising costs due to energy carriers and risks of energy supply instability.
4. Competition with non-combustible materials (mineral wool, etc.).
5. Price pressure and competition for optimal cost/efficiency.
6. Uneven product quality on the market.
7. Regulatory risks in harmonization with EU standards, declaration of construction product performance.
8. Macroeconomic instability and demand volatility.
9. Market contraction: Despite some signs of recovery, the overall construction market in Ukraine remains smaller than before the full-scale Russian invasion. Demand for materials fluctuates, and manufacturers are having to adapt to these changes.
10. Development of State Construction Norms V.2.6 33:202X «External walls of buildings with facade thermal insulation».

Quality. Loyalty. Competition: new challenges for the construction market

The construction market is changing not only due to new production technologies, but also due to control, marketing and competition tools. The focus of the second session was on several diverse topics: how loyalty programs work in the B2B and B2C segments; and how manufacturers and retailers can protect their DIY businesses in times when marketplaces are trying to intercept the customer. It was a conversation about innovation, trust and competition.

Volodymyr Mostovyi, Khimlaborreaktyv, using the example of the company's products, showed comprehensive solutions for industry laboratories, combining equipment, service and methodological support. The company provides laboratories with a full range of equipment – from analytical and testing equipment to control and measuring systems, reagents, standard samples and furniture. All this is complemented by a modern service infrastructure: maintenance, calibration, staff training, as well as its own calibration laboratory, accredited according to national standards.

Mykhailo Grishyn, League of Masters, chose loyalty marketing as the topic of his report. In his opinion, the following are among the prerequisites why the market requires loyalty in 2025:

- The construction market is shrinking, volumes are decreasing.
- Competition between brands is increasing.
- Masters are looking for stability and support.
- The cost of attracting a new customer is increasing.
- Loyalty of craftsmen = repeat orders + recommendations.

Therefore, it is very important to focus on increasing loyalty as a key strategy.

Using his experience in organizing various events as an example, Mykhailo Grishyn explained to the conference participants why, for example, trainings are no longer enough. First of all, training is a short-term interaction, and championship equals emotion, excitement, recognition. Currently, masters want not only training, but also experience, rewards, and community. The 'event + show + knowledge' format works better. As a result, championships have proven effective in building loyalty.

Anatoliy Kovalenko, KUB company, focused the attention of those present on the fight for the client, namely on how to prevent marketplaces from absorbing your DIY business. In particular, according to KUB estimates, based on data from Seranking, Similarweb, Google Ads and Ahrefs, the volume of the E-commerce market in the building materials segment per year averages USD 120 million. At the same time, 38% of the total number of operating online building materials stores in Ukraine falls on Kyiv and Kyiv region.

The speaker also provided data on the dynamics of the impact of marketplaces on the sales market. Thus, if in 2021 the visibility of marketplaces was 25% (the biggest share belonged to OLX and Epicenter), then in 2023 this indicator stopped at 40%, where Prom.ua and Epicenter occupied the first positions. According to preliminary forecasts, in 2027 the share of marketplaces may increase to 65+%. This will mainly be due to Google's preference for large sites.

One of the key solutions and trends in e-commerce in 2025 is IT automation and the use of AI. With the right work, it is possible to quickly achieve up to 50% use of AI in routine tasks. Taking this into account, it is expected that the share of AI agents in business processes will reach >80% in 2027.

Construction mixtures and beyond: from certification to leadership strategies

The current challenges of the construction market require companies to be not only technologically but also strategically flexible. The session participants shared practical cases and analytics that determine the future of the industry: from the experience of CE certification of construction products to tools for increasing the efficiency of managers through artificial intelligence.

Victoriia Melyakova, UDK, shared her experience of CE certification of construction products of UDK WALL SYSTEM TM and provided practical advice on what to do in certain situations. For example, to find out whether CE marking is mandatory for a product, you should first check the Official Journal of the European Union and look for the latest update of the publication of the titles and references of the harmonized standards. If the product that someone intends to sell is not covered by any harmonized standard, it can be CE marked voluntarily.

Mykhailo Vasyanovych, SMART-GT, introduced the conference participants to the possibilities of increasing the efficiency of managers using AI. Today, it is often said that intelligence will soon replace people in certain professions, however, according to the speaker, this will not happen in the near future. Currently, those who use AI in their work have significant advantages. First of all, AI saves time for introducing creative ideas, when working with documents and data sets; reduces risks when planning projects and helps to predict possible problems; helps with resource planning, time, project implementation, etc.

It is safe to say that the use of AI is a global trend. After all, most organizations are already implementing artificial intelligence to increase efficiency. For example, office tasks are completed faster thanks to AI. Generative models (ChatGPT, Copilot) take on routine tasks (reading documents, composing letters), freeing up time for strategic work. AI also helps not to miss the important in the mass of information, offers alternative ideas and formulations. The manager gets a second opinion and an assistant for details.

The session culminated in a discussion about competition in the construction mixtures market in an environment where production capacity exceeds actual consumption, the economy is weak, costs are rising, regulatory changes and pressure from government agencies are becoming a serious challenge, and the shortage of qualified personnel only complicates the situation.

The panel was moderated by Yuriy Shchyrin, who focused on the industry players' assessments of the current market situation. Most of the responses expressed concern and stated the problems that exist in the market and in the construction industry. Among the most painful, of course, were the problem of personnel and the threat of losing business in one day due to the aggression of the Russian Federation.

From polymers to hemp: trends and technologies in the field of construction chemistry

Modern construction chemistry is at the intersection of technological innovations, environmental trends and market challenges. Today, manufacturers are simultaneously looking for durability, energy efficiency and naturalness of materials. The first session of the second working day of BUDMIX.2025 concerned solutions that shape a new quality of the market: from the use of siliconized acrylic polymers and latex powders for the reliability of facade systems to innovative developments based on natural raw materials, in particular hemp.

A separate focus is on an analytical view of the situation in the chemical industry of Ukraine and the world: trends, forecasts, challenges and growth points for manufacturers of paint and varnish coatings and dry mixes in 2025.

Mark Schmitz, DOW, began his speech by emphasizing that modern facade thermal insulation systems are not just about energy efficiency, but primarily about durability, stability of properties, and preservation of the building's appearance for decades.

One of the key areas in this area is the use of siliconized acrylic polymers and latex powders, which are being developed by Dow, a world leader in polymer chemistry.

Iryna Litvinova, Palmira, provided an analytical assessment of the situation in the chemical industry of Ukraine and the world and in the domestic market of paint and varnish and dry mixes products based on the results of 2024. In particular, as of January 1, 2025, about 3,600 economically active enterprises operated in the chemical industry (production of chemicals and chemical products, rubber and plastic products) with different modes of loading production capacities. At the same time, the speaker noted that the largest number of enterprises operated as of December 2024 in the following segments (structural share):

- production of construction products — 15%;
- production of plastic containers — 12%;
- production of plastic plates, sheets, pipes and profiles — 9%;
- production of fertilizers and nitrogen compounds — 8%;
- paint and varnish production — 6%;
- production of rubber products — 6%.

In the regional dimension, the largest number of economically active enterprises is located in the city of Kyiv (840 enterprises), Dnipropetrovsk region (490 enterprises), Kyiv region (370 enterprises).

The main share of industry production is provided by medium-sized (46-55%) and small and micro enterprises (21-31%).

In 2024, for the first time since the beginning of large-scale hostilities, the process of large and small privatization of chemical enterprises resumed.

This year, shares of 17 enterprises in the energy and food industries, mining, chemical and processing industries, mechanical and instrument-making, etc. have been put up for sale. Among them: JSC 'United Mining and Chemical Company', JSC 'Odesa Port Plant', JSC 'Sumykhimprom', JSC 'Oriana', JSC 'Smoly', etc.

According to the results of January-December 2024, the commodity production index in the production of chemicals and chemical products compared to the same period in 2023, according to calculations by the State Enterprise 'Cherkasy NDITEKHIM', increased by 8-10% and amounted to 108-110%, rubber and construction products (dry mixes and paint and laquer) – by 13-14% and amounted to 113-114%, respectively.

Except for the basic chemicals sector, all other sectors in January-December 2024 had an increase in commodity production indices of 6 to 15%.

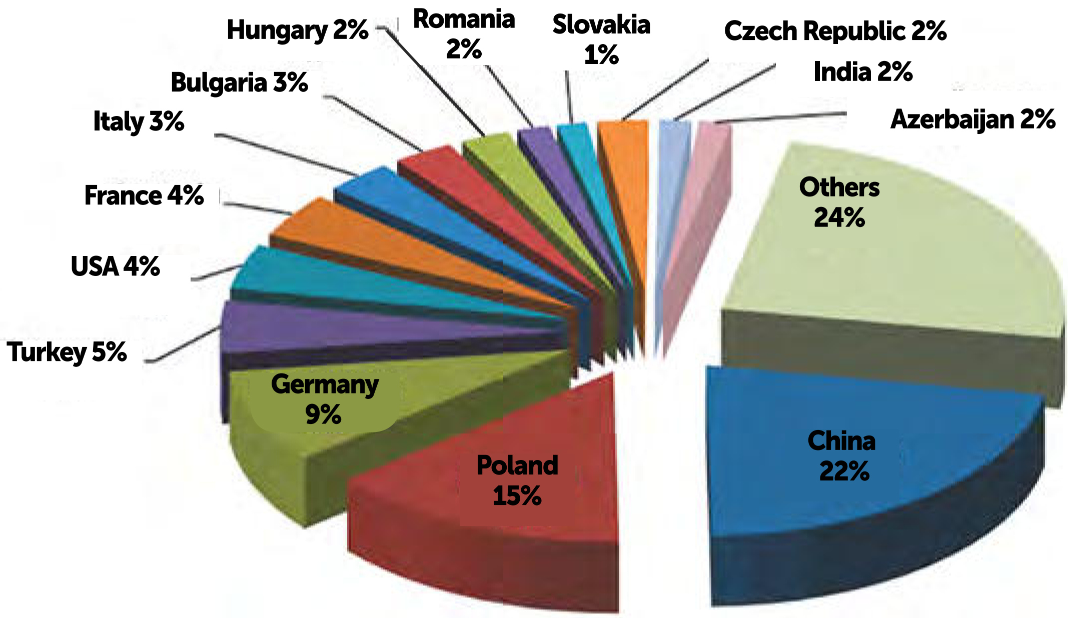
In the segment of final commercial products in January-August 2024, compared to the same period in 2023, physical supplies of dyes (119%), water-based (117%) and organic-based (113%), synthetic detergents (113%), ready-made adhesives (112%), pesticides (128%), fragrances (107%), photographic plates and films (147%), etc. significantly increased.

At the same time, in the part of the commodity groups of cosmetics and perfumes, there is a decrease in deliveries in physical indicators (by 12-22%). In general, the value of imports of cosmetics and perfumes in January-August 2024 amounted to USD 562 million and increased by 10% compared to the same period in 2023.

Domestic consumption of chemical products in Ukraine in January-September 2024 amounted, according to preliminary calculations by the State Enterprise 'Cherkasy NDITEKHIM', equivalent to USD 9.45 billion and decreased by 4% compared to the same period in 2023 (January-September 2023 – USD 9.76 billion).

Compared to the same period in 2023, the domestic chemical market decreased by almost USD 300 million.

Regional structure of Chemical Industry import in January-February 2024, %



In UAH equivalent, this indicator amounted to UAH 373 billion in January-September 2024, according to preliminary data, and increased by 4.5% compared to the same period in 2023. The estimated capacity of the domestic chemical commodity market increased by almost UAH 16 billion.

Serhiy Boyko, Hempire, told how the Ukrainian company became one of the pioneers in introducing environmental technologies into the construction industry. The basis of its developments is technical hemp, which is used as a component in plasters, putties and insulation systems. Such materials combine natural lime, clay and hemp sphagnum, creating a unique building composition – breathable, energy-efficient and durable.

The company's key product is the binder «Fifth Element», which serves as the basis for the preparation of hemp-lime mixtures. In combination with hemp slag, it forms a light but durable material with high heat and sound insulation properties. Such a system provides an optimal microclimate in the premises, regulates humidity, prevents the appearance of mold and the accumulation of CO_2.

Regulation, safety and transparency in the chemical and construction industries

The modern chemical industry and construction materials production are increasingly focused on transparency, responsibility and compliance with European standards. The focus of the discussion is the implementation of REACH requirements as a basis for the safe use of chemicals, enhanced market surveillance and the first results of product inspections for compliance with current regulations.

Special attention is paid to the issues of labeling and provision of environmental information – key aspects that determine the trust of consumers and partners, as well as open the way for Ukrainian manufacturers to the EU markets. This session was designed to bring together manufacturers, experts and regulators to jointly find solutions that will ensure the quality, safety and competitiveness of Ukrainian products in the conditions of new regulatory realities.

Mykola Koshyk, Koshyk & Partners Law Firm, presented a detailed overview of the reforms being implemented within the framework of the implementation of the REACH and CLP regulations — systems that define requirements for the circulation of chemical substances, labeling, and risk management.

Ukraine-REACH has been introduced in Ukraine since January 26, 2025, which is the basis for creating a national register of chemical substances and harmonizing control procedures with EU standards. At the same time, a transition period will begin in 2026 for the gradual inclusion of more than a thousand substances in the register, depending on their production volumes. In parallel, Ukraine-CLP will be implemented, which regulates the classification, labeling and packaging of chemical products.

The implementation of Ukraine-REACH and Ukraine-CLP is not just new formalities, but a transition to a modern chemical risk management system, which will open the way for Ukrainian manufacturers to the European market, the expert emphasized.

It is expected that during 2025-2030, these changes will form a new architecture for regulating chemical products in Ukraine, bringing it closer to EU standards and increasing the level of chemical safety in industry.

Lyudmyla Kripka, Executive Director of the Ukrcement Association, shared the experience of implementing the Law of Ukraine 'On Marketing of Construction Products' (EU Regulation No. 305) in the cement industry.

She noted that the legislative roadmap for the implementation of the Law has been fully implemented. She explained how a manufacturer can gradually determine whether its products fall under the scope of this Law and other directives, and what steps need to be taken to verify compliance. The importance of drawing up a declaration of construction product performance was separately emphasized – a key document confirming the quality of the product and the manufacturer's responsibility at all stages: from manufacturing to placing the product on the market. It is the declaration, not the certificate, that is the main confirmation of compliance with the requirements of the Law of Ukraine 'On Marketing of Construction Products' (EU Regulation No. 305). The expert also drew attention to the fact that, according to the law, there are systems for assessing and verifying the stability of construction product indicators, and determining its intended use is a mandatory requirement that must be indicated on the packaging or in accompanying documents. After considering the topic of the chemical product safety data sheet and the procedure for state registration of chemical substances, the speaker shared a number of practical tips and life hacks for manufacturers. The speech sparked an active discussion, a number of questions and clarifications which once again confirmed the relevance and practical value of the topic for manufacturers of construction products.

Natalia Dyuzhylova, DIAM, continued the topic and spoke about market surveillance, the course of inspections and the first results. For example, she drew attention to the characteristics of construction products that are inspected:

- in commercial and warehouse premises of business entities;
- in places of storage under customs control of products, the customs clearance of which is suspended based on the results of control;
- at the location of the market surveillance authority.

The speaker also spoke about the documents that are subject to verification. At the initial stage, these are the Declaration of Performance; the Mark of Conformity with Technical Regulations; accompanying documentation attached to the relevant product (including instructions for use); documents that allow tracing the origin of the relevant product and its further circulation (commodity accompanying documentation or contracts); a general description of the product; technical documentation provided for by the technical regulations.

In addition, Ms. Natalia focused in detail on all components of market surveillance inspections and liability for violations in the field of providing construction products on the market.

The speech of the DIAM representative was followed by a barrage of questions, which Ms. Natalia gladly answered and called for cooperation.

Svitlana Berzina, Living Planet organization, focused her report on the analysis of requirements for labeling and providing environmental information about construction products. For example, she drew attention to the fact that on January 7, 2025, a new Regulation (EU) 2024/3110 entered into force in the EU, which will replace the current Regulation (EU) No. 305/2011 from January 8, 2026.

It establishes updated rules for the circulation of construction products on the EU market.

The Regulation's provisions will be phased in over five years, with some of them (including annexes) coming into effect only in 2040.

The main changes concern:

- improving standards and market surveillance;
- digitalization of documentation;
- environmental requirements, sustainable development and circular economy.

The regulation provides for the assessment of the environmental sustainability of building materials throughout their life cycle. In particular, environmental impact, reusability, recycling and resource efficiency will be taken into account.

Separate deadlines for the implementation of requirements are defined for:

- impact on climate change (from January 8, 2026);
- water resources (from January 9, 2030);
- land use (from January 9, 2032).

One of the key innovations is digital product passports, which will become mandatory.

They will contain all key information about the product: technical specifications, compliance with requirements, and environmental impact.

This year's conference concluded with a session where participants learned about typical mistakes made when selecting and managing a team, how to create an effective department structure that suits your business, and what modern management tools allow you to not just meet, but exceed your sales plan.

Special attention was paid to three systems, which, according to the speakers' experience, can add up to +42% to the result and help the company become a leader in its market. After all, in today's market conditions, the winner is not the one who has the best product, but the one who knows how to sell effectively. That is why building a systematic sales department becomes a strategic task for every business owner. Seminar 'How an owner can build a systematic sales department. Step-by-step plan' by **Ivan Frolkov,** 'Sales Formulas' has become a practical guide for those who seek to transform their sales department from a chaotic one into a manageable and effective mechanism.

UKRAINIAN DRY MIXES MARKET: BETWEEN THE CHALLENGES OF WAR AND THE POTENTIAL FOR RECONSTRUCTION

The dry construction mix market is currently experiencing one of the most difficult periods in the history of its development in Ukraine. War, falling domestic consumption, rising costs, a shortage of qualified personnel, and logistical constraints – all of this creates a multi-vector challenge for manufacturers. At the same time, these conditions are forcing companies to look for new approaches – to technologies, products, sales channels, and customer interaction.

Despite the general stagnation, the market remains dynamic: some companies invest in modernization and energy efficiency, others in marketing and customer service or in portfolio diversification. As a result, even in crisis conditions, a new competitive architecture of the industry is being formed.

We gathered the opinions of leading players in the dry construction mix market to understand how they assess the current situation, what trends they see in the near future, and what, in their opinion, will be the main driver of the industry's recovery in the near future.

Michael Kraus, Director of the Eastern Europe Region of the FIXIT GRUPPE Group:

KREISEL has been developing dry mix technologies in Europe for over 50 years. Why did KREISEL decide to stay and develop here? After all, Ukraine is at war and it is a risk. Why invest here and not in more stable countries?

— We deliberately stayed in Ukraine because we believe in its future and the potential of the industry. Ukraine is a market that needs high-quality, energy-efficient, technological solutions. And at the same time, it is a country that is being rebuilt. Yes, there are risks, but for us it is a matter not only of business, but also of partnership. We have been here for many years, we have a strong team, clients and we see the prospect: after the war, the demand for modern building materials will only grow. Therefore, we do not wait for stability – we help to create it. A proof to that is the construction of one of the most high-tech plants in the European Union – in the Lviv region in the village of Pisky. This is the second plant that KREISEL represents in Ukraine. The new plant will be the most powerful among the dry building mix manufacturers in Ukraine with a capacity of 400 thousand tons per year (2 production lines). We also plan to launch a line for the production of grout.

It is worth noting that a key moment in the investment process was the introduction by the German government of a mechanism for insurance of war risks for German investors and trading companies – within the Investment Guarantee Program. KREISEL Ukraine was the first company to receive insurance guarantees from the German government. This insurance will cover all risks associated with war. By the way, today more and more German companies want to obtain such insurance, which is a positive signal for investors about the future in Ukraine.

How do you assess the potential of the Ukrainian dry mix market in the next 5-10 years?

— The market for dry building mixes will grow, and this will be due not only to the recovery. In my opinion, with the start of active reconstruction, the market will show growth of around 20%.

What advice would you give to Ukrainian developers and contractors when choosing materials?

— My advice is to use high-quality materials of the European standard. It is also worth paying attention to systemic solutions. At the same time, you need to choose a manufacturer you trust. It is no less important to work with manufacturers who are open, who invite you to their place to physically see the level of production they can provide. Also, work with manufacturers who have technical support. This includes training, application, and technical audit. They should act as partners who walk side by side, who are ready to share responsibility and, moreover, who offer innovative materials. I think that the future lies in system solutions, high-quality materials, partnership, and faith in victory.

Andriy Boyko, General Director of KREISEL – Building Materials:

How has the dry mixes market in Ukraine changed over the last 2-3 years? Which segments are showing growth and which are stagnating?

— I will talk more about dry cement-based building mixes, because this is our main specialization. In general, the market can be conditionally divided into 5 main segments: these are tile adhesives, which make up about 38% of the total number of dry mixes; then insulation systems (22%); self-leveling floors (15%) and cement-based plaster (about 12%). There are also gypsum laying mixes (about 7%) and the remaining 5-7%.

To better understand the changes in the market, it is worth analyzing each segment separately. In the tile adhesives segment, the greatest development is observed for elastic adhesives. Because the composition of the tile is changing, its sizes are also changing. For example, large-format tiles are now quite popular, for the fastening of which elastic adhesives are required. As for the niche of the simplest adhesives, their share, accordingly, is decreasing.

If we talk about the insulation system, then here the development is mainly noticeable for universal adhesives. In such a segment as screeds, there is also a movement towards a certain universality. Currently, most customers are interested in a large thickness of the screed with microfiber reinforcement. At the same time, levels can also be universal. Previously, it was 10-20 mm, now – up to 80 mm. Moreover, in Ukraine, a European trend is actively developing, where the level and screed are in one product. The thickness here can be from 10 to 100 mm, you can walk on the surface after 4 hours, and subsequent works can be carried out after 24 hours.

Speaking of plasters, before the full-scale war, the ratio of gypsum to cement was 80% to 20%, with 20% being cement. After the Knauf plant was damaged, there was a redistribution, and cement was added to 10%.

Everyone knows that cement-based plasters are mainly used for wet rooms, and gypsum plasters for dry rooms. Now new products are appearing, called gypsum-cement. They have the hardness of cement, are white and are easily processed like gypsum. There is active development in this direction.

What factors are most influencing demand today?

— Energy efficiency definitely affects demand. After all, the cost of energy is growing, and it is quite high. As for general construction work and work with tiles, low-rise private construction prevails here, there is development in the segment of townhouses, housing for temporarily displaced persons, and in the west of the country, there is active multi-storey construction.

If we talk about infrastructure, then there are not so many projects here. And this is understandable, because there is war in the country. Also, few factories are being built, and if they are being built, then in the western part of Ukraine. In general, restructuring will take place from west to east. This will follow the security territory: first the western territories, then the center will be covered with a security umbrella, and then the east.

What technological trends do you see in the market?

— Environmental friendliness is a trend that has been going on for many years. In 2018-2021, it was very active. After the start of the full-scale war, a lot of attention began to be paid to the price, but now manufacturers are increasingly returning to the trend of environmental friendliness. The second point is that if we talk about mixtures, the work of a person-hour is increasing, so, of course, it is necessary to work with materials that reduce the work time. Accordingly, materials that harden quickly appear. For example, the leveling screed which we mentioned earlier. This means that there is now a trend for acceleration and greater efficiency. For our part, we offer system solutions.

Has the consumer approach changed?

— Yes, it has changed. The consumer wants to understand more deeply what kind of product it is, how to use it, to be sure that it will work the way he needs. Unfortunately, there are few real masters, and those with whom we have to work are not always qualified. So we went in such a way that the client could understand how to use our products correctly according to the technology, there is a video instruction, we create an Academy at each factory and train masters. By the way, the academy is a platform where we train masters, distributors and manufacturers.

I would also like to draw attention to such a tool as a YouTube channel. Since young people now want to use more video material, we created a YouTube channel, where we have 260 videos, almost 32 thousand subscribers. Here we share all the instructions, achievements and developments with our viewers.

What challenges does the market face in the coming years?

— First of all, it is personnel, and not only in our industry, but also in the whole of Ukraine. When will people return — we do not know; how to adapt them, integrate them — it will be a huge job. Understanding that this deficit already exists, we are actively working with vocational schools. Those of our people who return from the Armed Forces, if they have the desire, we take them on board, rehabilitate them, and move forward together.

As for raw materials, I don't see any problems here. Perhaps it will be a problem after the war, but the cement market is actively preparing, and I think that cement manufacturers will recover quickly.

Logistics has never been a problem either. Ukraine will remain control over Black Sea, and we will have access to the whole world.

Yes, the price of energy is almost European level but Ukrainians have learned to install equipment that is energy-efficient. For example, we were building a factory recently, and it already includes many energy-efficient technologies inside, starting with the facades of buildings and continuing with heat recovery. New lighting systems are also used that consume little energy, gas can be from Europe, we have nuclear power plants; that is, I don't see a huge problem here.

Bohdan Rublyuk, commercial director of Fomalhaut-Polimin:

— When assessing the demand for dry construction mixes, it is worth noting that it currently demonstrates mixed dynamics. After moderate growth of 3-4% in 2023-2024, in 2025 the market entered a recession phase — according to various estimates, the decline is from 5 to 10%, which corresponds to the general

dynamics in the construction industry as a whole. There are several reasons: minimal volumes of reconstruction programs, limited funding, a shortage of qualified resources and adverse weather conditions in the first half of the year, which significantly hindered the implementation of many projects.

The following priorities remain in the demand:

- Facade systems – adhesives for gluing polystyrene foam and mineral wool, reinforcing mixtures, decorative plasters.
- Cement-sand mixtures – for screeds, masonry, and universal finishing works.
- Self-leveling floor compounds – in particular, for thermal modernization of social housing.
- Gypsum mixtures maintain stable demand in the interior work segment, especially those for machine application.

These categories remain relevant due to the systematic reconstruction of condominiums, gradual infrastructure renewal, as well as requests from private construction.

Despite the limited number of government orders, the industry maintains a high level of readiness for large-scale reconstruction:

- Production capacities are being expanded: both through the modernization of existing lines and through the launch of new modern enterprises, including automated dry mix plants and thermal insulation solutions.
- Companies comply with European standards (ETAG 004, ISO), and in some cases exceed them.

However, the industry needs additional support from the state and partner funds, in particular for scaling logistics chains, lending for reconstruction projects, and stimulating demand through municipal energy efficiency programs.

In the face of global economic and security instability, it is the building materials industry that can become the basis for sustainable recovery if it receives proper institutional support.

Regarding the challenges in raw material supply and logistics, today the industry faces serious difficulties in supplying key components – primarily cement, quartz sand and special mineral additives. Due to wartime restrictions, many traditional routes were closed, which led to a significant decrease in domestic cement production – the volume in 2023 was only about 7.4 million tons, while the peak figures before the war reached 11 million tons. As a result, the import share in the construction materials market increased to 23% in 2023 and continues to grow.

The alternative has been active partnership with local sand and gravel quarries, as well as sourcing additives from EU member states and Turkey. Although this allows the industry to supply materials, it increases the cost of production by approximately 5-15%, depending on the imported component. Logistics costs have also increased: railway routes are overloaded, and road delivery is significantly more expensive.

This affects both the cost of final products – an increase of up to 20-60% in 2022-2023 – and the pace of order fulfillment. To promote production, stable state support is needed in the form of subsidies, external logistics, or transportation compensation.

Of course, when talking about the market, one cannot ignore the topic of environmental friendliness. Currently, the industry is actively moving towards sustainable technologies. From April 1, 2025, the NZEB (Nearly Zero-Energy Building) standard has been introduced for new and modernized buildings. At the same time, individual programs (Green Home, condominium support funds) stimulate thermal modernization through compensation and loans up to 100% of the project cost. Certification of insulation systems according to European standards ETAG 004 is now a standard for the market. TM POLIMIN has a certified POLIMIN THERMO FAÇADE system, which meets these requirements.

A significant part of the industry has already modernized production – about 60-70% of enterprises are improving energy efficiency and reducing the CO_2 footprint of their products. In turn, demand is growing for mixtures with low CO_2 content, perlite filler, secondary components and green packaging, which combine environmental friendliness and safety for users.

Currently, ~10% of projects have full green certification, but demand is expected to grow rapidly. Ukrainian manufacturers are actively investing in the reuse of construction concrete – the Safe, Sustainable, and Swift Reconstruction of Ukraine (S3) projects on the processing of ruins into rubble and sand demonstrate the prospects for scaling circular economy technologies.

Regarding technological innovations used in the production of modern building mixtures, among real technological implementations:

- automated lines with PLC control: accurate dosing, stability of recipes throughout batches;
- internal laboratories with digital devices: moisture meters, strength testers, fractional analyses;
- ERP/SCM systems for inventory management, logistics, demand forecasting;
- application of BIM technologies and technological maps at each facility, including author's supervision;
- local plans for integrating IoT batch labeling and quality tracking.

If we talk about the painful things, then due to the mobilization and migration of labor resources, the shortage of personnel, according to various estimates, has exceeded 25%, and the shortage of personnel in construction reaches 30-40%.

Yes, the shortage of personnel is a key obstacle. Thus, we have introduced:

- POLIMIN Test as a format for training masters at facilities;
- regular master classes and certification of distributors and craftsmen;
- cooperation with vocational schools and universities, internships for young people;
- internal training program, mentoring and technical support for customers.

This approach allows not only to train personnel, but also to form their loyalty to the brand, increase professionalism, and gradually reduce dependence on shortages.

In addition, many companies collaborate with foundations to create educational programs and retraining for veterans or IDPs. This helps to form a new generation of professionals and maintain the quality of product application.

Finally, about prospects and barriers. In the perspective of 2026-2030, the dry mixes market has the potential to double: we are talking about spending in the amount of USD 10-12 billion nationwide, taking into account large-scale state reconstruction and critical infrastructure programs. The condominium segment, municipal reconstruction and private construction will stimulate domestic demand. By 2027-2028, it is planned to return to the pre-crisis level of about 60-70% of the construction intensity of 2021.

The export potential is also significant: Poland, the Baltic States, Germany, and Moldova show demand for certified Ukrainian products — in particular, facade systems, adhesives, and mixtures for interior work. Already in 2024-2025, cement exports reached ~1.7 million tons.

Main barriers:

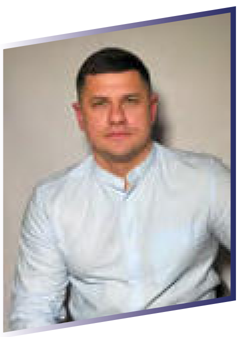
- logistics: port restrictions, expensive rail routes;
- regulatory: compliance with EU standards, ESG, food certification;
- technical: the need to check products for their CO_2 footprint, to implement green technologies;
- Currency instability: impact on prices and costs.

At the same time, support from the state, donor programs, and the EU Recovery Fund creates conditions for further growth — with the right combination of investments, human resources programs, and innovative technologies.

Ukrainian industry is rapidly scaling up, implementing green and digital standards, preparing for government procurement, and integrating educational initiatives. We look forward to increased exports and further integration into the EU market.

It is obvious that the future of the market directly depends on the activity of the state and international donors in launching a major reconstruction. The potential is huge, but its implementation requires clear programs, political will, and infrastructural and institutional readiness.

In this context, dry mix manufacturers remain one of the key players capable of transforming point initiatives into systemic recovery of the country.



Maryan Vasylkiv, Commercial Director of ACTU:

— According to our estimates, the demand for dry building mixes is growing due to the large-scale reconstruction of the destroyed residential and commercial stock. The most commonly used are plastering, facing, waterproofing and heat-insulating, as well as masonry mixes. For example, at ACTU, facing and masonry mixes currently account for the largest share in the total volume of product sales.

The widespread use of dry building mixes in the reconstruction and repair segments indicates that the industry is already focused on fulfilling a large volume of government orders. According to a study conducted by USAID and Ukrzovnishexpertyza, 90% of the building materials needed for Ukraine's reconstruction can be produced domestically.

Currently, manufacturers of dry building mixtures face a number of acute problems in the field of raw material supply and logistics, which directly affect the cost of production. The main factors driving up prices are import costs, especially for chemical additives and materials from the EU, exchange rate fluctuations, logistical delays and increased transportation costs. Alternative sources of raw materials exist, however, a significant proportion of components, in particular polymer and chemical additives, are still imported.

As for the industry's readiness to switch to environmental standards and energy-efficient technologies, this issue remains uneven. The demand for green mixtures is largely formed by international funding programs. The domestic market has not yet demonstrated mass adoption of products certified according to environmental standards but interest in the circular approach is gradually growing.

Among the concrete steps is an offer from leading Ukrainian manufacturers of environmentally certified solutions, in particular mixtures based on natural components, such as lime plasters.

In general, the dry construction mix market demonstrates the gradual introduction of advanced technologies, which is a key factor of competitiveness. In the case of ACTU, this is implemented through modern production lines, automated precise dosing systems, built-in laboratories and quality control. This approach guarantees the stability of formulations and compliance with DSTU requirements.

Regarding the problems, the shortage of personnel is one of the most acute for the entire construction industry, and dry mixes manufacturers are no exception. To overcome this problem, companies invest in internal training programs, intensify cooperation with specialized educational institutions, offer internship programs for students and attract young professionals.

In order to retain key employees, companies are reviewing their motivation systems. At the same time, further automation of production is considered a strategic direction to reduce dependence on the number of personnel.

The prospects for the construction mixtures market in Ukraine for the next 3-5 years remain cautiously optimistic and directly depend on the security situation and the pace of implementation of reconstruction programs.

In the context of exports, the most promising markets are the neighboring EU countries, as well as Moldova. The potential of Ukrainian products lies in the competitive price provided by the appropriate quality, which allows them to compete with international manufacturers.

Key barriers include high transportation costs, the need to certify products according to EU standards, which requires significant financial and time resources, and high competition in the European market, where strong international players are already present. Despite these challenges, entering export markets is seen by Ukrainian companies as a path to long-term development.

Maksym Nikonenko, expert in the field of dry mixes outsourcing production:

— Today, demand is growing sharply and at the same time changing in structure: the renovation of the housing stock creates a steady demand for finishing and installation mixtures (putties, cement mortars, tile adhesives, facade plasters), and in infrastructure projects the demand is growing for high-performance cement and concrete commercial mixtures. In general, the market is moving from local batches to large-scale serial production for mass construction and restoration works.

The challenge for the industry is to scale up quickly without losing quality. According to our observations, a significant part of Ukrainian producers has the production capacity to increase output, but coordination of raw material and additive supplies, clear government contracts, and transparent payments are needed so that producers can invest and deploy additional production changes. Part of the industry is already preparing for government orders, but for mass programs, guarantees of long-term volumes and financing are needed.

The most pressing issues now are the volatility of prices for key components (cement, gypsum, additives and polymers), restricted access to ports and disruptions on rail routes due to targeted attacks on infrastructure. This leads to disruptions in schedules and higher transport costs. As a result, production costs have increased and remain under pressure.

Manufacturers are looking for alternatives: localizing supplies (working with domestic quarries and factories), diversifying suppliers (refocusing on neighboring EU markets, Turkey), replenishing warehouse stocks, and using alternative additives where technical specifications allow. This provides flexibility, but increases logistics costs and often the cost of the final product, especially when polymers or special fillers have to be imported.

How ready is the industry to transition to environmental standards and energy-efficient technologies? The industry is actively moving towards green solutions — this is both a requirement of international donors and a market trend in Europe. Sustainable renovation initiatives (partnerships with international organizations and specialized advisors) stimulate the implementation of energy-saving technologies, low-carbon formulations and waste recycling. There is a demand for green mixtures — both from large projects with international financing and from private developers who are focused on energy efficiency certification.

What is already being done: optimizing energy consumption at enterprises, using alternative fillers and mineral additives to reduce the carbon footprint, and developing products with increased durability (fewer repairs — fewer life cycle emissions). However, a full transition will require investments, technical regulations, and government incentives (benefits, standards) that will accelerate equipment renewal and product certification.

Regarding the technological innovations used in the production of modern building mixtures, they actually work and are being implemented:

- Automated dosing and mixing lines increase the stability of formulations by eliminating the human factor and ensuring the speed and accuracy of dosing.
- Online quality control systems (moisture, dispersion, uniformity) allow you to track batches in real time.
- Digital logistics and ERP platforms for inventory management, demand forecasting, and supply coordination for large projects.
- Modernization of dosing equipment and packaging complexes to speed up the packaging process and reduce the human factor.

In the Ukrainian market, these solutions are already being used by leading factories; smaller manufacturers are imitating the testing through modular solutions and outsourcing of packaging. Investments in automation quickly pay off due to improved quality and reduced frequency of complaints/defects.

As for the shortage of personnel, it is a systemic problem. Manufacturers are reacting in a combined way:

- Internal retraining programs and corporate schools for equipment operators; many companies are implementing modular on-site training courses.
- Internships at technical universities and vocational schools, cooperation with specialized programs (for example, Skills4Recovery/partner initiatives) to train precisely the skills needed in recovery conditions.
- Automation of routine operations, which reduces dependence on manual labor and focuses the need for more highly skilled operators.
- Incentive packages and flexible work arrangements to retain professionals (IDPs are often offered housing or compensation).

Young people are being recruited but larger incentive programs (co-financing of internships, partnerships with educational institutions, mentoring programs) are needed to turn temporary solutions into permanent staff.

And while it is difficult to make predictions at this time, I believe the market will see steady growth, fueled by large-scale reconstruction and international investment; moderate demand growth is expected and a shift to more premium and green products. There is potential for a CAGR of several percent, following European trends.

Interesting export markets: neighboring EU countries (Poland, Romania), the Baltics, Moldova, as well as some Middle Eastern markets — provided competitive prices and certification. Ukrainian manufacturers can successfully export niche/quality products and packaged solutions.

Barriers:

- Logistical: damaged infrastructure, limited access to ports, and unstable railways increase the cost and risks of exports.
- Technical: requirements for standards and certification (CE, European technical specifications) – entering EU markets requires investments in quality control and documentation.
- Regulatory: the need for unification of technical conditions and transparent public procurement procedures; tax and customs barriers are also important.

Recommendation for manufacturers: focus on improving quality and certification, diversifying logistics (rail/road/intermodal), participating in state recovery programs as a contractor or supplier within consortia – this rapidly increases the chances of success in both domestic and export markets.

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KNUCA DEVELOPS NEW CONCRETE FOR 3D PRINTING OF BUILDINGS – USING DEBRIS FROM DESTROYED STRUCTURES AND AGRICULTURAL WASTE

The reconstruction of housing in Ukraine requires the implementation of universal rapid-construction technologies that allow for the creation of durable and affordable buildings even under limited resource conditions. Over the years of war, many buildings in Ukraine have been destroyed. The amount of construction debris generated by hostilities has reached hundreds of thousands of tons. This waste occupies space at both legal and illegal landfills, exceeding the volume of household waste due to its size and weight. Such debris contains components, most of which are suitable for recycling and reuse in construction or industry.

In the current challenging situation, the remnants of concrete structures resulting from destruction should be viewed not as waste but as an alternative to traditional products — a building material that can be efficiently recycled and used for the construction of new housing. For this purpose, researchers at the Kyiv National University of Construction and Architecture (KNUCA), together with partners, have launched an international project titled «Development of New Approaches and Construction Materials for the Restoration of Damaged Infrastructure in Ukraine, Considering Environmental Sustainability.»

The project aims to develop innovative concrete mixtures using waste — including debris from destroyed structures — for both 3D printing and traditional construction methods.

The project will result in the development of concrete mixtures for 3D printing technologies and the experimental construction of fast-erected structures made from recycled concrete and other waste materials, including agricultural residues, using a new technology. This project addresses numerous challenges related to the use of waste in 3D printing by establishing new correlations between the composition/structure of waste (chemical, physical, and other properties) and the resulting mechanical performance and durability of concrete containing recycled materials.

Advantages of Recycled Construction Materials

As the demand for sustainable building solutions continues to grow, recyclable construction materials have become an affordable alternative to traditional products. Such materials can significantly reduce the amount of waste generated during construction and decrease the need for new raw resources.

At KNUCA, a scientific school of alkaline materials founded by Prof. V.D. Glukhovsky has been operating for about 70 years. Its developments have led to the large-scale use of industrial and agricultural waste to create sustainable and durable structures. The application of modern 3D printing technology makes it possible to rethink the scientific achievements of the past century and adapt them to today's needs.

Thus, one of the project's advantages, in addition to addressing the urgent issue of housing for Ukrainians — particularly refugees and internally displaced persons — is also improving the environmental sustainability of composite materials by reducing cement consumption. Cement production releases vast amounts of carbon dioxide into the atmosphere and has a significant impact on global warming due to its carbon footprint. Globally, concrete accounts for more than 8% of CO_2 emissions, and even worse, only 15% of concrete is recycled. Using recycled concrete will make buildings more sustainable and reduce their cost, allowing for the construction of more shelters and temporary housing.

Cement will be mixed with other waste materials (including agricultural and industrial residues) to enhance the sustainability of the project. Ukraine is in urgent need of this development, as the total damage to the country's infrastructure caused by the war is estimated at over USD 100 billion.

Prospects for Sustainable Construction Using Recyclable Components

The introduction of recyclable building components is an important step in the right direction. Ultimately, this will reduce waste, conserve resources, and promote a circular economy — an economic model aimed at efficient resource use, waste minimization, and keeping products and materials in circulation for as long as possible.

Furthermore, this project will have a significant impact on the future of large-scale advanced manufacturing for both military and civilian purposes. It will also contribute to the development of methods for using various nanoscale additives in cement matrices to produce materials with unique properties — such as transparent, heat-accumulating, or flexible concrete, and others.

Project Funding and Implementation

The project is co-funded by the U.S. Office of Naval Research Global (ONRG) and the U.S. National Academy of Sciences (NAS). The research is being carried out within the framework of the International Multilateral Partnership for Resilient Education and Science System in Ukraine (IMPRESS-U) — a multilateral initiative launched by the Office of International Science and Engineering (OISE) of the U.S. National Science Foundation, involving researchers from Stony Brook University (USA) and Jan and Jędrzej Śniadecki University of Science and Technology in Bydgoszcz, Poland. The project is planned to be implemented over two years.

At KNUCA, the project is being implemented by lecturers, postgraduate students, and students of the Faculty of Construction Technologies, particularly from the Department of Building Materials and the Department of Technology of Building Structures and Products.

Global Experience in Construction Waste Recycling

With proper organization and waste sorting directly on-site, the recycling and reuse of construction debris have enormous potential. There are already notable examples worldwide. One of the latest cases is the construction of the Olympic Village for the 2024 Games in the Paris region, where recycled aggregates and reused products (windows, wooden beams, bricks, heating appliances, etc.) were used.

Ukraine, in turn, must also make every effort not only to solve the problem of construction waste but also to benefit economically from it. The task is large-scale, but scientists at KNUCA and their partners have the vision and understanding of how to address it effectively.

«WOMEN IN CONSTRUCTION» FORUM HELD IN LVIV

On September 30, 2025, the Forum «Women in Construction: Leadership, Equality, and Industry Development» took place in Lviv. The event was organized by KRAISEL with the support of Olena Aleksandrovych, Business Development Manager for the Eastern Europe region at FIXIT GRUPPE. The Prof Build magazine served as the main media partner of the event. The forum brought together successful women from the construction business, professional education, and the public sector to discuss how the role and influence of women in the construction industry are changing.

Ukrainian women are shaping a new architecture of the construction industry — not only in the literal sense but also symbolically. They are defining modern approaches to urban development, implementing innovative technologies, managing large-scale projects, and at the same time transforming the philosophy of the industry — making it more humane, inclusive, and future-oriented.

The «Women in Construction: Leadership, Equality, and Industry Development» Forum became a friendly platform for a professional discussion on the transformation of the sector — including overcoming gender stereotypes and career barriers, fostering culture in construction projects, developing dual education, and managing businesses during wartime.

Opening Remarks

Participants were welcomed by Michael Kraus, Director for the Eastern Europe region at FIXIT GRUPPE.

The speaker noted that the event was taking place in Lviv — a city that combines history, culture, and modern education. These components are essential for finding answers to the challenges facing the construction industry, understanding the value and role of each participant in rebuilding the country, and identifying new paths for sustainable growth.

«It is a great honor and joy for me to open the «Women in Construction» Forum — a symbol of the changes taking place in the construction industry,» he said. «On behalf of FIXIT GRUPPE and KRAISEL in Ukraine, I would like to assure you of our strategic support for this initiative. This is not just about financing — it is about belief in the potential of the Ukrainian market, the power of partnership, and the future we are building together. Let this forum become the beginning of new partnerships and projects. Thank you for your presence, energy, and courage.»

Olena Aleksandrovych, Business Development Manager for the Eastern Europe region at FIXIT GRUPPE, told participants about the idea and organization of the forum.

«There is an opinion that construction is exclusively a man's business. Let's see how well we can dispel this stereotype. In my view, women in construction — that's creativity and potential,» she remarked.

In her speech, Ms. Olena emphasized the company's mission — to preserve values and shape the future through sustainable construction materials. In particular, she stressed social responsibility, which means producing environmentally friendly materials according to the latest standards and requirements.

Opportunities and Focus Areas

Today, it is important for Ukrainian women working in the construction industry to realize how hard-won this opportunity is. The war and male mobilization have become factors that pushed many women to act and take on roles unfamiliar to them. This point was highlighted by Nataliia Diuzhylova, Deputy Head of the State Inspection of Architecture and Urban Planning of Ukraine.

Ms. Nataliia said she entered the construction field inspired by her university lecturer's lectures and the success stories of women in the industry. In her view, women are not only strengthening their role in construction but also transforming the sector. For instance, construction site inspections used to be considered an exclusively male profession — today, women account for over 60% of such positions. Thanks to them, this area has become more environmentally conscious and energy efficient.

«Male inspectors used to focus on such aspects as the strength and reliability of structures. For women, these requirements are a given. At the same time, they emphasize environmental friendliness, energy efficiency, functionality, and inclusion. This is what women have brought into inspections, because they understand how important it is — now and in the future,» said Nataliia Diuzhylova.

Education and Business

At a time when the construction industry is experiencing a severe shortage of skilled labor, dual education has become essential for its survival — and when training programs focus on women, the effect doubles.

Yuliia Skichko, owner of Alef Stroy Invest Group, turned her childhood dream into reality — to see women operating excavators. In partnership with the Nemishaieve Vocational College, she established the School for Construction Machinery Operators, where the second training phase will begin soon.

«The country faces a personnel drought. And there will be no specialists if we don't 'grow' them together with vocational institutions. We need to implement dual education — businesses must cooperate with professional schools. The value of education lies in teachers' ability to teach. Our value lies in the ability to share practical experience,» said Ms. Yuliia.

Currently, there are 48 vocational institutions in Ukraine that train «blue-collar» specialists, and 18 of them focus on construction-related professions. This year, more than 1,100 first-year students enrolled in construction colleges — but only a few of them are girls.

«This situation reflects the persistence of stereotypes about construction professions and the lack of role models showing girls that a career in construction is possible,» said Nataliia Rybak, Deputy Director of the Vocational Education and Training Center in Lviv region. «If every woman leader in construction shared her experience with girls and their mothers, it would help break stereotypes and increase the number of female students.»

She also noted that every third vocational construction institution in Ukraine is headed by a woman, matching the European average. Women also lead in teaching staff and practical training roles.

Investing in People

Building culture in the construction industry is not only about the quality of materials or structures but also about responsibility, ethics, ecology, trust among all participants, and social energy. This topic was covered in the presentation of Viktoriia Berezhna, Executive Director of Delta Projektconsult Ukraine LLC.

The speaker shared her experience in building project culture: workshops are held for employees to discuss what project culture means and why it matters in construction. For the company, project culture is about values, communication, task distribution, and a shared focus on results. Delta Projektconsult also organizes off-site workshops and seminars for department heads on topics beyond their daily work — energy efficiency, innovation, digitalization, artificial intelligence, and global transformations.

According to Ms. Viktoriia, live interaction and teamwork generate social energy — a vital element of any successful team.

Yuliia Tkachyk, Director of LembergBud, emphasized that investing in people is an integral part of a successful business strategy.

«Personnel make up 50% of a company's success. It's not enough to find professionals — you need to form a team built on loyalty and trust. A leader's task is to create an environment where people want to work, come with enthusiasm, and feel valued,» she said.

Today, half of her team consists of women. Within the company, they have the opportunity to master new fields — such as client management and partner relations — which helps them develop and maintain engagement. In addition, the company focuses on building long-term client relationships. It is important not only to make a sale but also to stay connected: to help solve technical issues, provide advice from manufacturers, or hold workshops. This approach fosters trust and a professional culture in the use of construction materials.

After the speeches, a panel discussion took place featuring Olha Oliinyk, Financial Director of KRAISEL; Liliia Pelekha, Regional Manager at Premium Space; Kateryna Dudko of HDR Alterra Group; Kseniia Perekhrest, Chief Architect of the Fastiv Community; and Olha Bilodid, owner of the company Modriz.

The discussion panel was moderated by Svitlana Shakh, Editor-in-Chief of Prof Build magazine.

«The forum is an opportunity to show that professionalism has no gender. I am convinced that the development of Ukraine's construction industry directly depends on the diversity of teams. Women's leadership is not an exception but a natural phenomenon. That's why we come together — to empower one another and to shape a new culture in the industry,» she noted.

More about the speakers' presentations, key takeaways of the forum, and the participants' stories can be found in the special issue Prof Build Womans, to be published in March 2026.

Competition of the NSAU

Nomination: *Buildings and Structures (Implementation), Diploma*
Project title: *Laser Cosmetology Clinic «MONE»*
Designer: *A7 Architects Design Bureau*
Architects: *Bohdan Hoy, Kyrylo Chuiko (Богдан Гой, Кирило Чуйко)*

Nomination: *Buildings and Structures (Project), Prize*
Project title: *McDonald's Restaurant*
Address: *33a Sichoslavska Embankment, Dnipro*
Designer: *FILIMONOV & KASHIRINA architects*
Architects: *Serhii Filimonov, Nataliia Kashyrina, Anna Tretiak (Филимонов Сергій, Каширіна Наталія, Третяк Анна)*

Nomination: *Regeneration of Historical Environment (Project), Diploma*
Project title: *Revalorization of the M.B. Grekov Odesa Art Professional College*
Architects: *Volodymyr Meshcheriakov, Oksana Zelinska, Iryna Rohozhnykova*
(Володимир Мещеряков, Оксана Зелинська, Ірина Рогожникова)

Nomination: *Restoration of Architectural Monuments (Project), Prize*
Project title: *«Restoration and Adaptation of the XV–XVII Century Architectural Monument — the Svirzh Castle (Protection No. 481) into a Cultural and Art Center»*
Designer: *Architectural Workshop of Yurii Verbovetskyi*
(Архітектурна майстерня Вербове-цького Ю.)
Architects: *Yurii Verbovetskyi, Tetiana Onyshchuk, Vasyl Krisa, Serhii Siryi*
(Ю. Вербовецький, Т. Онищук, В. Кріса, С. Сірий)
Architectural measurements: *Viktoriia Lysenkova, Kyrylo Cherkashyn*
(В. Лисенкова, К. Чер-кашин)

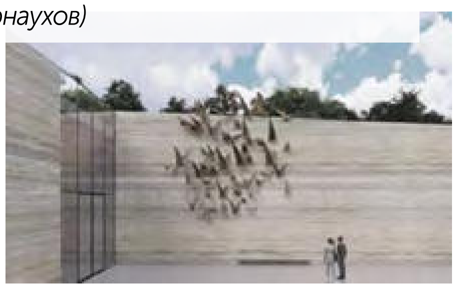
Nomination: *Urban Planning, Prize*
Project title: *Stuhna Park Water Recreation Complex*
Address: *Neshcheriv village, Obukhiv District, Kyiv Region*
Designer: *KYRII GROUP*
Architects: *Anna Kyrii, Andrii Sydorov, Maksym Fakas (Анна Кирій, Андрій Сидоров, Максим Факас)*

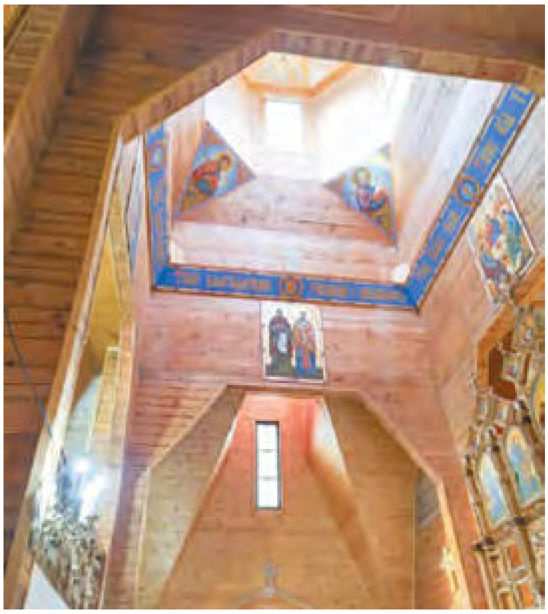
Nomination: *Buildings and Structures (Implementation), Diploma*
Project title: *«Meat» Restaurant*
Designer: *5F Studio*
Architects: *Andrii Ihnatiuk, Ivanna Saviak, Yaryna Pauchok, Alla Senetska, Olena Vashchenko (Андрій Ігнатюк, Іванна Савяк, Ярина Паучок, Алла Сенецька, Олена Ващенко)*

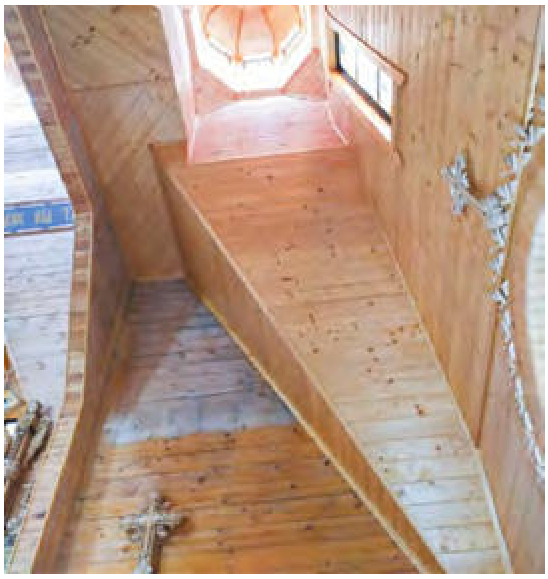
Nomination: *Low-Rise Residential Buildings (Project), Prize*
Project title: *ZBR House*
Architects: *Taras Mykhalikha, Vladyslav Markevych (Тарас Михаліха, Владислав Маркевич)*

Nomination: *Multi-Storey Residential Buildings (Project), Prize*
Project title: *Residential Building*
Architects: *Nataliia Zinchuk, Dmytro Matviishyn (Наталя Зінчук, Дмитро Матвїішин)*

Nomination: *Landscape Architecture (Project), Diploma*
Project title: *Memorial Complex of Military Burials of the Heroes of Ukraine*
Architects: *Viktor Kudin, Olha Riabova, Mykhailo Karnaukhov*
(Віктор Кудін, Ольга Рябова, Михайло Карнаухов)







Nomination: *Buildings and Structures (Implementation), Diploma*
Project title: *Church*
Address: *Yaremche*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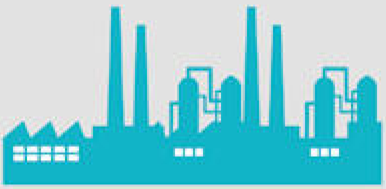		
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