



FEDERATION
OF EMPLOYERS
OF UKRAINE

FEU AT A GLANCE

— FOUNDED IN 2002



What is FEU?

Founded in 2002, FEU now is the most influential association of Ukrainian business, which acts as the voice of Ukrainian employers – both at European level and around the world.

- An active membership base of ca. **8 000 companies which employ more than 3 mln people.**
- Provides unique access to policy makers and regulatory authorities, international institutions.
- Has 20 specialized committees and working groups.
- Provides numerous business services.
- Serves as the exclusive representative of Ukrainian employers within the International Organisation of Employers (IOE) and the International Labor Organization (ILO)

FEU's Family

As Ukraine's central employer association, FEU organises the social and economic interests of the greater part of Ukrainian business community.

Thanks to our firm roots in individual companies, we are the authentic voice of Ukrainian employers. **FEU represents more than 140 sectoral and regional employers' organizations with a membership of more than 8 000 companies in:**

- Machine building
- Metallurgy
- Automotive
- Aerospace and defense industries
- Agriculture
- Chemical industry
- Media industry
- IT
- Construction
- Energy and medical and microbiological industry
- Transport and infrastructure
- Retail and logistics
- Light and food industries
- Tourism
- Utilities
- Services sector



Presidium of the FEU Board



DMYTRO OLIINYK

Chairman of the FEU Board
PJSC "Kostopil Glass Works"



RUSLAN ILLICHOV

Director General



OLEG AVERYANOV

"Industrial company
"Pozhmachine"



SERGIY BILENKIY

Federation of
Metallurgists of Ukraine



OLEG BOYARYN

PJSC "Evrocar"



YURIY BUBES

PJSC "Concern-
Electron"



SERGIY VOYTENKO

Agromat LLC



ANATOLIY HIRSHFELD

JSC "U.P.E.K."



OLEXIY GOLUBOV

Union of Chemists
of Ukraine



YAKOV HRYBOV

LLC "LVN LIMITED"



VASIL DANILYAK

Association "All-
Ukrainian Investment
Association"



ALEXANDER DOROSH

Federation of
employers of
Cherkasy region



VICTOR IVANCHYK

Agro-industrial
holding "Astarta-
Kyiv"



ALEXANDER OLIINYK

LLC NVP "Khersonskiy
engineering factory"



VALERIY PECHAEV

Lekhim JSC



PETRO PYLYPYUK

JV "Modern-Expo" LLC



VOLODYMYR PRYKHODKO

PJSC "Kryukivskiy
railway carriage factory"



VOLODYMYR SEMYOZHENKO

Scientific and
technological
complex "Institute of
monocrystals"



SERGIY SYPKO

A group of
companies
"Agrofusion"



ALEXANDER SOKOLOVSKIY

A group of
companies TK-Group



SERGIY TIGIPKO

TAS Group LLC



VALENTINE SHEVETOVSKIY

PJSC Kharkiv tile factory"



MAKSYM SHKIL

LLC "Joint
Ukrainian-German
enterprise
"Autostrada"



PAVLO SHTUTMAN

PJSC "Gydrasila
Group" PJSC E
"Elvort Group"



DANIIL SHUFANI

"Variant Agro Bud" LLC

FEU Board consists of 102 Ukrainian business leaders



FEDERATION
OF EMPLOYERS
OF UKRAINE

Some of our leading members



The Federation of Employers of Ukraine confirmed its representativeness at the national level

For more than 100 years, there has been a global practice, of which the Federation of Employers is a part, when people who create jobs and develop the economy of the country have the right, having confirmed their representativeness, together with other participants of the social dialogue, participate in the formation of national and international policy in the social economic and labor spheres.

The history of social dialogue in all European countries proves that building a democratic, prosperous state with a strong economy and a modern social sphere is only possible if the Government, employers and workers jointly carry out reforms in all spheres of Ukrainian life.

We continue to do everything to represent and protect the interests of all branches of industry and entrepreneurial activity in Ukraine at the national and international levels.



FEU's committees

We give our members and partners every opportunity to solve their company or industry problems.

THE PROBLEM ISSUES AND B2B INTERESTS CAN BE ADDRESSED VIA WORKING IN OUR COMMITTEES:



As of the beginning of 2025, the Federation had 14 committees:



Committee for Export Support and Investment Attraction



Committee on Tax Policy



Committee on Ecology and Green Economy Development



Committee on Infrastructure Development



Committee on European Integration



Customs Committee



Committee on Trade Defense of the National Producer and Competition Policy



Subsoil Use Committee



Committee on Energy



Committee on Construction



Sustainable development Committee



Tactical Medicine Committee



Defense Procurement Committee of the Light Industry



Committee on Business Protection and Property Rights

In 2025, four new committees were established:



Committee on Compensation for Business Losses Caused by the Russian Federation's Aggression against Ukraine



Technical Regulation Committee



Technical Regulation Committee



Information Technology and Innovation Committee



Mission:

- + To effectively defend the interests of Ukrainian companies in Ukraine and abroad.
- + To establish the best business practices in Ukraine.
- + To help Ukrainian business become one of the prosperous society's creators.
- + To facilitate international trade and cooperation with participation of Ukrainian exporters.
- + To strengthen Ukrainian business worldwide capabilities and market access.

Vision:

We consolidate the efforts of Ukrainian business aimed at

- investment climate improvement,
- development of domestic high-tech products,
- job creation and preservation,
- enhancing the status of Ukrainian business circles both in and outside the country,
- maintaining a balance between the interests of society, government and business.

Core values:

1

Leadership

2

Openness

3

Independence and
political neutrality

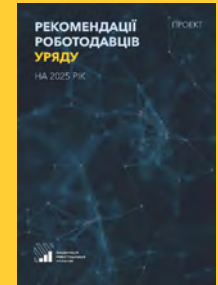
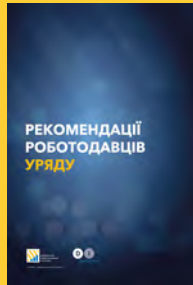
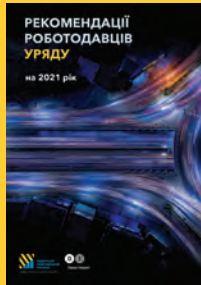
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Competence and
responsibility

5

Being ethical
in business

EMPLOYERS' RECOMMENDATIONS FOR THE GOVERNMENT ACTION PROGRAM



During 2025, the Government has implemented or is in the process of implementing over 50 employers' recommendations.



We are open to international partnership and cooperation

Partnership agreements are signed with:

 <p>Dansk Industri The Confederation of Danish Industry</p>	 <p>EMPLOYERS ESTONIAN EMPLOYERS' CONFEDERATION</p> <p>Estonian Employers' Confederation</p>	 <p>ZPP</p> <p>Union of Entrepreneurs and Employers</p>	 <p>CIBI</p> <p>Confederation of British Industry</p>	 <p>LDDK EMPLOYERS' CONFEDERATION OF LATVIA</p> <p>Employers' Confederation of Latvia</p>	 <p>INP-R</p> <p>National Union of Romanian Employers</p>	 <p>Mouvement des Entreprises de France</p> <p>Mouvement des Entreprises de France MEDEF</p>
 <p>VBO FEB Verbond van Belgische Ondernemers Fédération des Entreprises de Belgique</p> <p>Fédération des Entreprises de Belgique</p>	 <p>DANISH AGRICULTURE & FOOD COUNCIL</p> <p>Danish Agriculture & Food Council</p>	 <p>ITCA ITALIAN TRADE AGENCY</p> <p>Italian Trade Agency</p>	 <p>giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH</p> <p>Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH</p>	 <p>FEDER UNACOMA Italian Agricultural Machinery Manufacturers Federation</p> <p>Italian Agricultural Machinery Manufacturers Federation</p>	 <p>BDI Bundesverband der Deutschen Industrie e.V.</p> <p>Bundesverband der Deutschen Industrie e V</p>	 <p>VDMA</p> <p>Verband Deutscher Maschinen und Anlagenbau e V (VDMA)</p>
 <p>CONFINDUSTRIA Confederazione Generale dell' Industria Italiana - CONFINDUSTRIA</p>	 <p>Dansk Agroindustri Modern of Landbrug & Fødevarer</p> <p>Danish Agro industry (DAI)</p>	 <p>Confederation of Finnish Industries</p> <p>Confederation of Finnish Industries</p>	 <p>EAST/CHAM FINLAND</p> <p>EastCham Finland</p>	 <p>UCIMU-SISTEMI PER PRODURRE</p> <p>UCIMU-SISTEMI PER PRODURRE</p>	 <p>ASSOCIATION OF EMPLOYERS GEORGIA</p> <p>Georgian Employers Association (GEA) - EECP</p>	 <p>MGYOSZ BUSINESS HUNGARY</p> <p>MGYOSZ - BUSINESSHUNGARY</p>
 <p>BDA DIE ARBEITGEBER</p> <p>Bundesvereinigung der Deutschen Arbeitgeberverbände e e V</p>	 <p>Union of Manufacturers and Businessmen of Armenia (UMBA)</p>	 <p>TUSKON</p> <p>Turkish Confederation of Businessmen and Industrialists (TUSKON)</p>	 <p>FEDERATION OF EMPLOYERS OF UKRAINE</p>			



FEU is a key player of social dialogue in Ukraine on the employer's side

- **FEU is a key signatory of the tripartite General Agreement between the Government, employers and trade unions.**
We are actively involved in social dialogue with the Government and trade unions on a variety of topics of social, economic policy and labor relations in Ukraine.
- **FEU is represented in the National Tripartite Social and Economic Council (NTSEC)** together with the Government of Ukraine and national trade unions
- **Sectoral organizations of FEU are signatories of sectoral bilateral and multilateral agreements** on the sectoral level
- **Regional organizations of FEU are key actors of social dialogue on the regional level**
- **FEU is a key partner of the ILO in Ukraine on the employer's side**, particularly in the projects aimed to promote social dialogue, implementation of international legislation in labor issues
- **FEU is an active participant of governmental and parliamentary working groups on economic, social policies, labor, EU integration**

Our exclusive instruments of influence

We influence legislators, the Government and state bodies to take decisions contributing to economic growth and better enterprise environment.

- FEU acts on behalf of Ukrainian employers in dealings with the Government. We are the sole business association which participates in all of the Governmental meetings and committees. Herewith, we are able attract the attention of the Prime Minister and Cabinet of Ministers to the most relevant business issues and problems.
- The annual Recommendations of employers to the Government are based on the Modernization Plan of Ukraine and the Employers' Manifesto. Such business recommendations to the authorities are a modern European practice. Ukrainian employers strive to form a state policy aimed at building the future of Ukraine as a modern, new, economically developed, innovative industrial country. And our recommendations are aimed at achieving this goal.
- Experts of the Federation carry out examination of draft laws and drafts of other normative legal acts on issues, concerning the rights and interests of its members. Draft laws on the formation and implementation of state social and economic policy, regulations of labor, social, and economic relations are submitted to FEU by relevant ministries and agencies taking into account the proposals of the FEU based on the results of coordination consultations on a systematic basis.
- Representatives of the FEU participate in the formation and implementation of the state policy on social, economic and labor issues through participation in meetings of Verkhovna Rada Committees, commissions, working groups at ministries and agencies.



INTERNATIONALLY

Our exclusive instruments of influence

FEU serves as the exclusive representative of Ukrainian employers in the international arena, as an important voice at the International Organisation of Employers, the International Labor Organization, as well as other important international bodies.

- FEU – is the only business association in Ukraine which is a full member of the International Employers' Organization. IEO includes business associations from more than 150 countries of the world. Partners of the IEO are the International Labor Organization, the World Bank, WTO, G-20, IMF.
- FEU – is the voice of Ukrainian business at the annual International Labor Organization conference. The «World Labor Forum» brings together more than 5,000 delegates — representatives of governments, employers and trade unions – from 187 member states of the International Labor Organization.
- We cooperate with European Economic and Social Committee, which represents social partners on the European level.
- FEU is a member of BUSINESSEUROPE — the most powerful association of European business, which represents the largest business associations in the member states of the EU, EFTA and Eastern Europe.
- FEU is a member of the EU-Ukraine Civil Society Platform as a representative of the employer's side
- FEU has joined the Transparency Register. European Transparency Register: 701695849557-18
- We interact with business associations all over the world.



Deepening cooperation with the EU

FEU initiated and co-authored a comprehensive study entitled **“Strategic Guidelines for Deepening Trade and Economic Relations between Ukraine and the Countries of the European Union.”**

Presented:

* joint hearing of the Parliament Committees on Economic Development and on Agrarian and Land Policy,

* Government of Ukraine,

* EU institutions such as DG TRADE, DG GROW, DG TAXUD, DG CONNECT, DG NEAR and DG SANTE

Results:

- *Ukrainian Parliament addressed the institutions of the European Union with a request to extend the trade liberalization regime for Ukrainian goods.*

- *The corresponding appeal was supported by 252 Members of Parliament through the adoption of Resolution of the Verkhovna Rada of Ukraine No. 13143.*

Participates in EU accession negotiations by forming of Ukrainian negotiating position from the part of Ukrainian enterprises (23 representatives of FEU take part in working (negotiation) groups.



International cooperation

Memoranda of Cooperation

Italian Federation of Agricultural Machinery Manufacturers
FEDER Unacoma
 (Italy)



Dansk Agroindustri & Agromek
 (Denmark)



Confederation of Industry of the Czech Republic
 (Czech Republic)



National Union of Romanian Employers
 (Romania)



Project "Best Available Techniques and Management Methods (BATM) for Ukraine",
GIZ
 (Germany)



International Cooperation

FEU focuses on expanding cooperation with key partners and seeking new ones.

Throughout the year, cooperation was carried out with key partners:

In Denmark:



In Germany:



In Italy:



In Finland:



In Japan:



Were working on initiative

«SUPPORT UKRAINE WITH UKRAINIAN GOODS»

Factory & Study Tours

Within the framework of the "Industrial Ramstein" project, 10 factory tours were conducted to the largest equipment manufacturers from Germany and Italy, including companies such as Grob Werke, Trumpf, Andritz Schuler, and Biglia.

As part of the work of the **Danish-Ukrainian Business Council**, 6 visits of business delegations from member companies of the Council took place to Denmark and Ukraine, specifically focusing on cooperation in the defense industry and industrial collaboration.

Additionally, in cooperation with DI, 2 study tours to Denmark were organized:

- on ESG and CBAM issues,
- on employment of veterans and their reintegration into civilian life.

Organized visits of Ukrainian delegations to:

- | | |
|---------|--------------|
| Japan | Italy |
| Denmark | South Africa |
| Germany | Poland |

FEU represented Ukrainian companies at the National Stands of Ukraine at the international exhibitions:

KEY INTERNATIONAL EXHIBITIONS in 2025:

During 2025, FEU organized and co-organized national stands of Ukraine at 3 large-scale international exhibitions in European countries, which were attended by representatives of more than 50 companies from the FEU Family.



Grüne Woche 2025
Berlin, Germany



AgriPlanta 2025
Fundulea, Romania



Agritechnica 2025
Hannover, Germany

In general, since 2022, the FRU has become the organizer and co-organizer of national stands of Ukraine at **more than 25 international exhibitions**, mostly in Europe, as well as in Canada and Africa.

More than 250 companies were represented within the framework of the stands.



Being an employers' organization during a war

February 24, 2022 was a turning point in the life of Ukrainians

It has called upon Ukraine and Ukrainians to respond to Russia's full-scale invasion and its consequences with the fullness of our collective humanity, resiliency, and ingenuity, as well as our keen sense of shared social responsibility.

The Russian aggression against Ukraine has paralyzed the economy

The Federation of Employers of Ukraine was helping Ukrainian companies to stay open and supporting local producers.

Although the war has put our operational continuity and finance under strain as membership fees decreased significantly, the organization adapted quickly and continued to support its members remotely.

In the first months of the war, **we helped hundreds of Ukrainian companies to continue their work and save jobs.** And we keep on doing so.

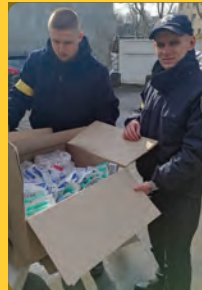
Ukrainian business stands together with the people, our army, government, country

Many companies have refocused on the needs of the military and urban defense.



EMPLOYERS SUPPORT THE ARMY AND TERRITORIAL DEFENSE:

- supply products, services, medicines, means of protection and defense
- help local people
- hold the economic front and save jobs
- collect and distribute humanitarian aid



Support Ukraine with Ukrainian Goods!

Power equipment, fire and emergency rescue special equipment, public transport vehicles, pharmaceutical products and much more are in great demand now.

Such an initiative will help localize the production of humanitarian aid and create hundreds of thousands of workplaces across Ukraine. This is our main goal! To produce the necessary humanitarian aid items in Ukraine itself, instead of receiving them from abroad.

Ukrainian manufacturers will receive orders, giving them the chance to survive and grow.

The country will benefit from taxes and Ukrainians will find employment, giving them confidence in the future. Ukraine's economy will be able to survive this upheaval and emerge stronger.

Join us in supporting Ukrainians and Ukraine!



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