



Productivity Ecosystems for Decent Work



Small and medium-sized enterprises are vital to Ukraine's economic recovery, supporting local economies, creating jobs and keeping communities going. Yet many SMEs face labour shortages, skills mismatches, weak demand, barriers to foreign markets, challenges in including disadvantaged groups, and worsening occupational safety and health conditions. Strengthening productivity and decent work helps businesses respond to wartime pressures while laying the foundations for sustainable reconstruction, long-term growth and social justice for all.

Ukraine's recovery depends not only on rebuilding infrastructure, but on creating sustainable enterprises where business competitiveness translates into better jobs.

To achieve this, ILO promotes a straightforward idea: productivity and decent work are mutually reinforcing each other and are both essential to improve business sustainability and the creation of decent jobs. Investment in skills, automation technologies, lean manufacturing and other productivity measures can help enterprises grow while creating safer workplaces. At the same time, better working conditions and effective social dialogue can strengthen workforce retention, resilience and workers' satisfaction ultimately boosting labour productivity.

As part of the broader Swiss-funded Competitiveness for Recovery programme, and under the Decent Work Country Programme 2026-2029, the ILO, through this project, supports SMEs and workers in priority sectors, critical to reconstruction and long-term growth. It creates opportunities for veterans, internally displaced people, women, persons with disabilities, and returnees.

The project helps enterprises and workers become more competitive, resilient and inclusive. It connects policy, sector and SME-level support to strengthen labour market inclusion, link productivity and competitiveness with decent work, and helps enterprises improve their production and management practices. In doing so, it contributes to quality employment and stronger local economies while supporting Ukraine's long-term sustainable recovery.

► 1. Stronger policy and social dialogue frameworks for productive and decent work

The ILO supports labour market reforms that create an enabling environment for productive enterprises and decent employment. By promoting International Labour Standards, alignment with relevant EU labour frameworks, and effective social dialogue, the programme helps strengthen labour market institutions and ensure that productivity gains contribute to better jobs and sustainable economic development.



Interventions include:

- supporting labour market reforms that foster productivity and decent work
- alignment with International Labour Standards and relevant EU directives
- strengthening social dialogue between government, employers' and workers' organizations
- supporting advocacy on labour market policies and reforms
- analysing the relationship between wages and labour productivity
- promoting wage-setting approaches that reflect productivity developments and decent work principles
- strengthening the capacity of social partners to contribute to labour market reform and policy development.

► 2. More effective sector-level institutions and services for productive and decent work

The ILO strengthens the capacity of sector-level workers' organizations to provide effective, modern and responsive services to workers and enterprises. By supporting digitalization, promoting decent work standards and strengthening occupational safety and health systems, the programme helps priority sectors respond to changing labour market needs while becoming more inclusive and resilient.

Interventions include:

- strengthening the capacity of sector-level workers' organizations
- supporting innovation and digitalization of services provided by workers' organizations
- promoting decent work standards and compliance in priority sectors
- conducting sector-wide occupational safety and health assessments
- developing systems to support the inclusion of veterans, women and youth
- strengthening sector-level approaches to inclusive employment and decent work
- supporting organizations and enterprises in accessing SECO grants and other financing opportunities.

► 3. More competitive SMEs through stronger worker capacity and decent work

The ILO supports SMEs in strengthening competitiveness by investing in workers, improving workplace cooperation and creating safer and more inclusive working environments. By building workers' capacities and promoting enterprise-level social dialogue, the programme helps enterprises improve productivity while ensuring that business growth goes hand in hand with decent work.

Interventions include:

- strengthening workers' skills and capacities in SMEs
- promoting effective enterprise-level social dialogue
- strengthening cooperation between workers and management
- supporting the implementation of occupational safety and health improvements in SMEs
- promoting more inclusive workplace practices
- supporting the inclusion of veterans, women, persons with disabilities and other underrepresented groups
- linking workplace improvements with stronger productivity and enterprise competitiveness.

Implemented in partnership with:

- Ministry of Economy and Environment of Ukraine
- State Labour Service of Ukraine
- State Employment Service of Ukraine
- Regional Authorities
- Local Development Agencies
- Federation of Employers of Ukraine
- Confederation of Employers of Ukraine
- Association of Organizations of Employers of Ukraine
- Federation of Trade Unions of Ukraine
- Confederation of Free Trade Unions of Ukraine
- The Helvetas-NIRAS Consortium



Check out
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for Ukraine
2026-2029**

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