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[How the Ukrainian IT Market Changed from 2014 to 2024

Top Companies, Export Volumes, Startups, and the Most In-Demand Tech Stacks

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WITH THE ONSET OF THE FULL-SCALE RUSSIAN INVASION IN 2022, THE UKRAINIAN IT INDUSTRY EXPERIENCED A DECLINE IN SERVICE EXPORTS FOR THE FIRST TIME IN A DECADE. DESPITE THIS, THE IT SECTOR REMAINS ONE OF THE KEY DRIVERS OF UKRAINE’S ECONOMY AND A STRATEGIC INDUSTRY FOR THE COUNTRY.

AIN analyzed the main trends and key development indicators of the Ukrainian IT sector from 2014 to 2024, including the activities of top companies, the dynamics of IT service exports and future projections, government involvement, changes in venture investments, and the evolution of the most in-demand technology stacks.

This study covers the Ukrainian IT sector and its development since 2014. Companies were considered Ukrainian if they were either founded in Ukraine or have development centers in Ukraine with more than 100 employees.

The research utilized data from open sources and various platforms, including DOU, Opendatabot, VKURSI, YouControl, Dealroom, Pitchbook, CBInsights, Clutch, Startupblink, Crunchbase, Lviv IT Cluster, IT Research Ukraine, the National Bank of Ukraine, the State Statistics Service of Ukraine, Dealbook of Ukraine, Inventure, the State Tax Service of Ukraine, YC.Market, and Djinni.

COMPANY COUNT AND REVENUE, IT EXPORTS:

Within this study, we analyzed Opendatabot's data on the number of active IT companies. Historical data on company counts were obtained from the State Statistics Service of Ukraine for the years 2014–2023.

The analysis included companies with the following NACE codes:

- 58.21 Publishing of computer games
- 58.29 Other software publishing
- 62.01 Computer programming activities
- 62.02 Computer consultancy activities
- 62.03 Computer facilities management activities
- 62.09 Other information technology and computer service activities
- 63.11 Data processing, hosting and related activities
- 63.12 Web portals

For the analysis of IT companies' revenue, we used a selection of IT companies with the highest revenue in 2023. Data for 2024 was not considered, as the reporting period for this financial year has not yet closed, and companies are still in the process of finalizing their results.

The selection included the following companies: LLC "EPAM SYSTEMS", LLC "GLOBALLOGIC UKRAINE", LLC "EPAM DIGITAL", LLC "LUXOFT SOLUTIONS", LLC "FINTECH BAND", LLC "Institute of Information Technologies "Intellias"", LLC "CIKLUM", LLC "Infopulse Ukraine", LLC "LOHIKA LTD", LLC "SOFTSERVE TECHNOLOGIES".

NUMBER OF EMPLOYEES:

The study used data from the State Statistics Service of Ukraine, covering the period from 2014 to 2023. Data on the number of employed workers in business entities, including sole proprietors, for 2023 under NACE codes 58.21, 58.29, 62.01, and 62.09 was not disclosed in order to comply with the requirements of the Law of Ukraine “On Official Statistics” regarding the guarantees of state statistical authorities on statistical confidentiality.

The indicators for NACE codes 58.21 and 58.29 for 2023 were calculated based on data on the number of employed workers in business entities by type of economic activity, categorized by the number of employees from 2016 to 2023. The indicators for NACE codes 62.01 and 62.09 were estimated based on assumptions regarding the share of sole proprietors among the total number of employees in business entities: 87% for NACE 62.01 and 76% for NACE 62.09.

We also used statistical reports on the number of sole proprietors published by the IT community DOU.

For the analysis of employee numbers in top companies, we relied on DOU’s statistics from the TOP-50 Largest IT Companies in Ukraine for the period from 2014 to 2024. The tables include data on the number of employees in the top 50 largest companies as of July 2024, as well as additional data on 38 companies that were part of the top 50 in previous years.

LABOR MARKET IN UKRAINIAN IT:

Two studies were analyzed, along with raw data from one of them covering the period from 2015 to 2024. Based on these data, we calculated quantitative distributions, shares of specific groups, median salaries, and the dynamics of key indicators in percentage terms. For the analysis, we selected quantitative data for specific job titles, which were aggregated by relevant specialties. The quantitative data were converted into a percentage distribution by year in relation to the total number of respondents, the number of respondents by job title, and the number of respondents by specialization.

Due to changes in survey question formulations over the years, some variability in Junior, Middle, and Senior job title distributions may exist. In the data from those years where employees could be categorized by experience in a specific role, the following classification was used: Junior — up to 1 year, Middle — 1 to 5 years (excluding 5), and Senior — 5 years or more. In other cases, employees were grouped by job title.

Post-tax salary data in U.S. dollars were aggregated by specialty and experience level to calculate median salaries.

To analyze venture capital deals and mergers & acquisitions, resources such as Pitchbook.com and Dealbook of Ukraine (2023–2024) were used. The compiled list of deals was cross-checked for duplicates.

For international comparisons, two comparative analysis principles were applied: “most similar systems” and “most different systems.”

Comparing markets with the highest number of similar characteristics helps explain differences in their performance by identifying a small set of distinguishing factors. For example, the Polish and Ukrainian IT markets share many common traits; however, their development trajectories between 2022 and 2024 have differed due to the full-scale invasion, which has been ongoing for the third year.

In contrast, comparing markets with numerous differences helps identify the impact of the broader system in which these markets operate. For example, the global economic slowdown has affected both the Ukrainian and Lithuanian markets, despite differences in their size and the ongoing full-scale invasion. Additionally, such comparisons provide insights into how market size correlates with other characteristics.

In the absence of data for 2014 and 2024, the most up-to-date available information was used. These cases are marked with notes.

The number of IT companies and the market volume they generate were calculated based on the following classification of economic activities within the European Community: 58.21 Publishing of computer games, 58.29 Other software publishing, 62.01 Computer programming activities, 62.02 Computer consultancy activities, 62.03 Computer facilities management activities, 62.09 Other information technology and computer service activities, 63.11 Data processing, hosting and related activities, and 63.12 Web portals. Hardware-focused companies were excluded from the calculations.

Most statistical agencies only account for employees formally working in enterprises under relevant economic activity classifications. This excludes independent contractors and those working in other sectors while specializing in IT. In such cases, non-governmental sources (business associations and private consulting agencies) were used.

Government salary data tend to be lower than actual market figures. Unlike Ukraine, most countries do not have dedicated developer associations collecting such data, making private consulting firm reports a primary source.

The study referenced data from Statistics Poland, the Polish Information Processing Society, the recruitment and consulting company Motife, the recruitment agency Hays, the consulting company Sedlak & Sedlak, the State Data Agency of Lithuania, the digital association Bitkom, the international recruitment technology company The Stepstone Group, the job aggregator Stack Overflow Careers, the Czech Statistical Office, Spain's National Statistics Institute, the consulting company Randstad Research, the consulting firm IDC, the digital recruitment company Prosperity Digital, Statistics Portugal, the recruitment agency LandingJobs, and the job aggregator Teamlyzer.

Despite AIN's efforts to verify all available sources and provide accurate and comprehensive information, we acknowledge the limitations of reporting.

How the Ukrainian IT industry changed

[from 2014 to 2024

■ Number of companies

Over ten years, the number of IT companies increased by 41.1%, from 5,633 in 2014 to 7,977 in 2024. The average annual growth rate was 4.5%.

The most significant growth occurred between 2017 and 2019, with an average annual increase of 14.7%. However, the COVID-19 pandemic slowed this trend, with growth rates of 4.6% in both 2020 and 2021.

With the onset of the full-scale russian invasion of Ukraine, there was the largest decline in the number of companies over the past 10 years: in 2022, the number decreased by 25.7%. However, in 2023, it increased by 21.25%, yet the absolute number of IT companies still did not reach the levels of 2021.

In 2024, the number of IT companies remained relatively stable, increasing by only 0.4%. However, the 2024 figure still did not reach the number of IT companies in 2019 and 2021.

According to data from Opendatabot, the number of companies in 2024 was as follows:

- 58.21 Publishing of computer games — 56 companies
- 58.29 Other software publishing — 305 companies
- 62.01 Computer programming activities — 4,365 companies
- 62.02 Computer consultancy activities — 1,215 companies
- 62.03 Computer facilities management activities — 140 companies
- 62.09 Other information technology and computer service activities — 381 companies
- 63.11 Data processing, hosting and related activities — 1,323 companies
- 63.12 Web portals — 192 companies

The largest region for the IT industry is the Kyiv region and Kyiv, where 55.1% of all Ukrainian IT companies are registered, with a larger share of 52.6% located in Kyiv itself. The second-largest is the Lviv region (7.8% of all IT companies), followed by the Kharkiv region in third place (7.4%).

The Dnipropetrovsk and Odesa regions rank fourth (5.8%) and fifth (4.1%) respectively in terms of the number of registered IT companies in the regions.

The city distribution mirrors that of the regions where IT companies are registered: the most popular city is Kyiv, home to 52.6% of all Ukrainian IT companies. In second place is Kharkiv (7.2%), followed by Lviv (6.9%) in third.

Dnipro ranks fourth in the total number of registered IT companies (4.6%), while Odesa takes fifth place (3.6%). Zaporizhzhia (2%) and Vinnytsia (1.9%) hold the sixth and seventh positions. The eighth, ninth, and tenth places are occupied by Cherkasy (1.3%), Ivano-Frankivsk (1.2%), and Khmelnytskyi (1%). Another 17.8% of Ukrainian IT companies are registered in other cities.

LENOVO

Taras Dzhamalov

General Manager of Lenovo in Ukraine

Research shows that the Ukrainian IT industry demonstrates remarkable flexibility and adaptability: over the past 10 years, the number of companies in the industry has grown by 41%, with 93% of them focused on exports. However, in 2023–2024, the market faced new challenges — including slowing global demand, competition from international tech hubs, and a decline in the number of orders.

In this context, artificial intelligence is emerging as a key driver of growth. According to IDC and Lenovo research, global investments in AI are expected to increase by 104% in 2025, with generative AI becoming a core technology for 44% of companies. This is not just another trend — it represents a fundamental shift in business approaches and a transformation of the IT market. Alongside this shift, a new concept is taking shape: the AI economy. For Ukraine, it is crucial not just to keep up with these changes but to actively position itself as a key player in this emerging AI-driven economy. The successful adoption of hybrid AI solutions, the development of robust infrastructure, and the training of skilled professionals will determine the global competitiveness of Ukrainian companies.

At Lenovo, we are actively working on AI computing solutions, data centers, hybrid infrastructure, and high-performance devices that empower businesses to fully harness AI's potential. On a local level, it is critical to support innovation and invest in technology education to ensure that Ukrainian specialists and companies are not only following global trends but also driving them forward.

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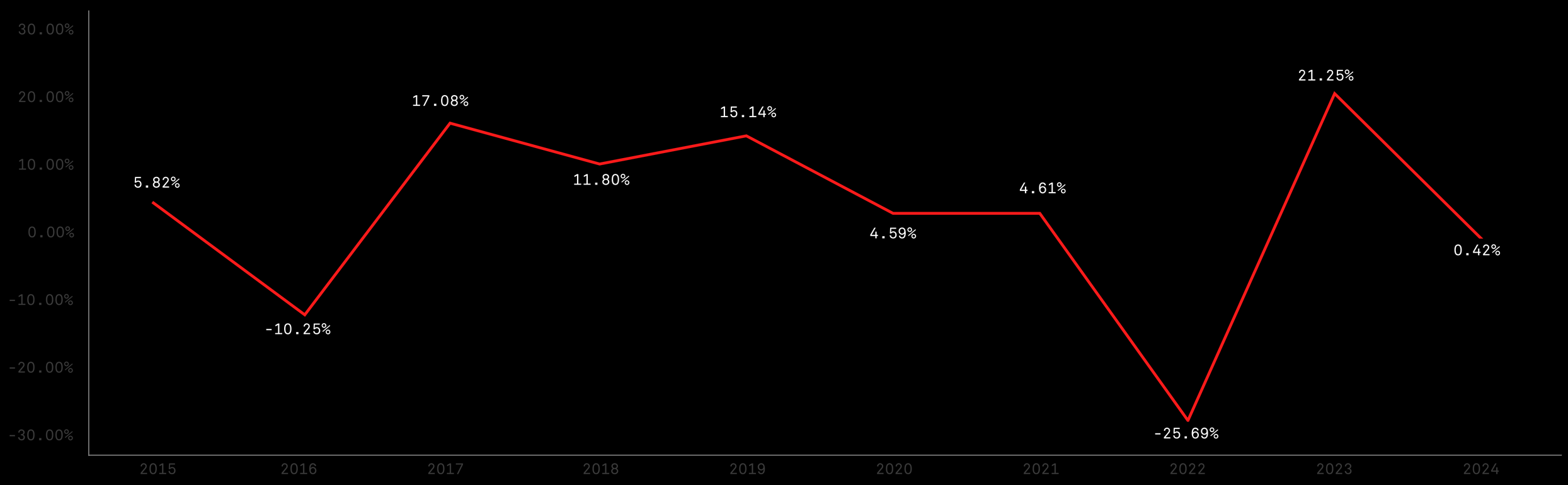
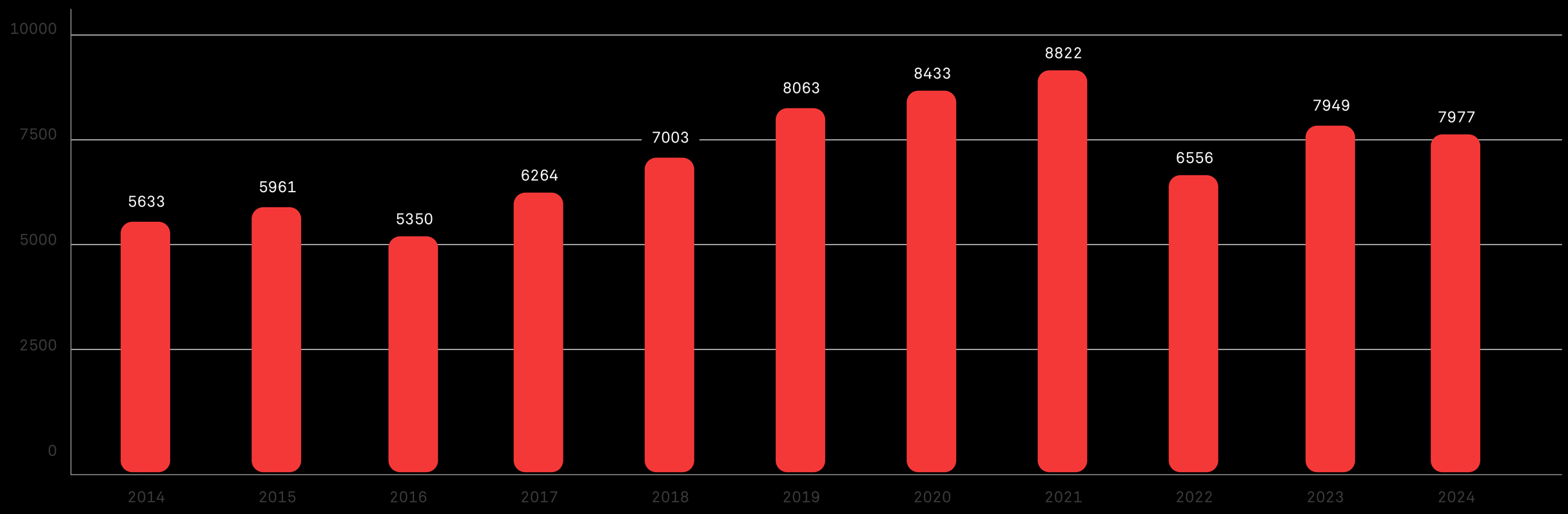
Ukrainian IT Companies Count, State Statistics Service and Opendatabot, 2014–2024

NACE/Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Total	5633	5961	5350	6264	7003	8063	8433	8822	6556	7949	7977
Growth	–	5.82%	-10.25%	17.08%	11.80%	15.14%	4.59%	4.61%	-25.69%	21.25%	0.42%
58.21	58	53	52	53	57	63	63	78	49	60	56
58.29	300	302	257	301	324	348	334	356	259	299	305
62.01	2491	2670	2450	2909	3374	4031	4393	4753	3621	4452	4365
62.02	1234	1266	1099	1221	1311	1440	1443	1434	997	1211	1215
62.03	72	85	69	85	94	115	121	129	101	117	140
62.09	397	437	378	454	499	566	542	486	335	389	381
63.11	997	1045	939	1097	1182	1319	1342	1383	1060	1262	1323
63.12	84	103	106	144	162	181	195	203	134	159	192

Total Number of IT Companies in Ukraine. Source: State Statistics Service of Ukraine and Opendatabot, 2014–2024

(first chart — dynamics of growth/decline in the total number of IT companies, second chart — absolute numbers)

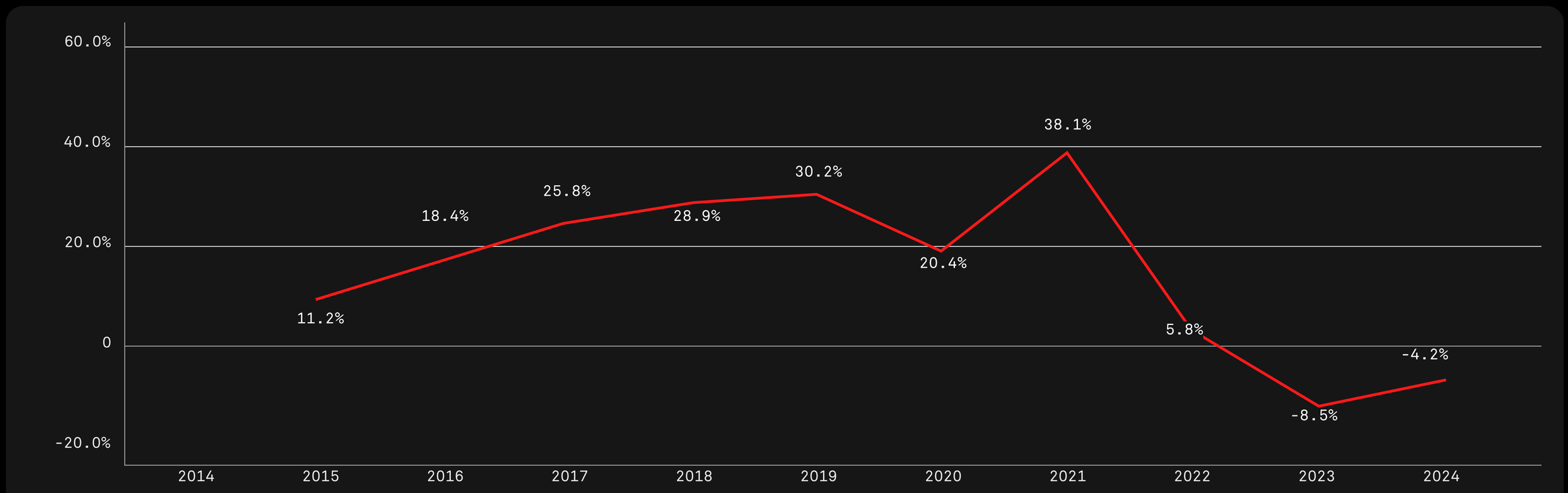


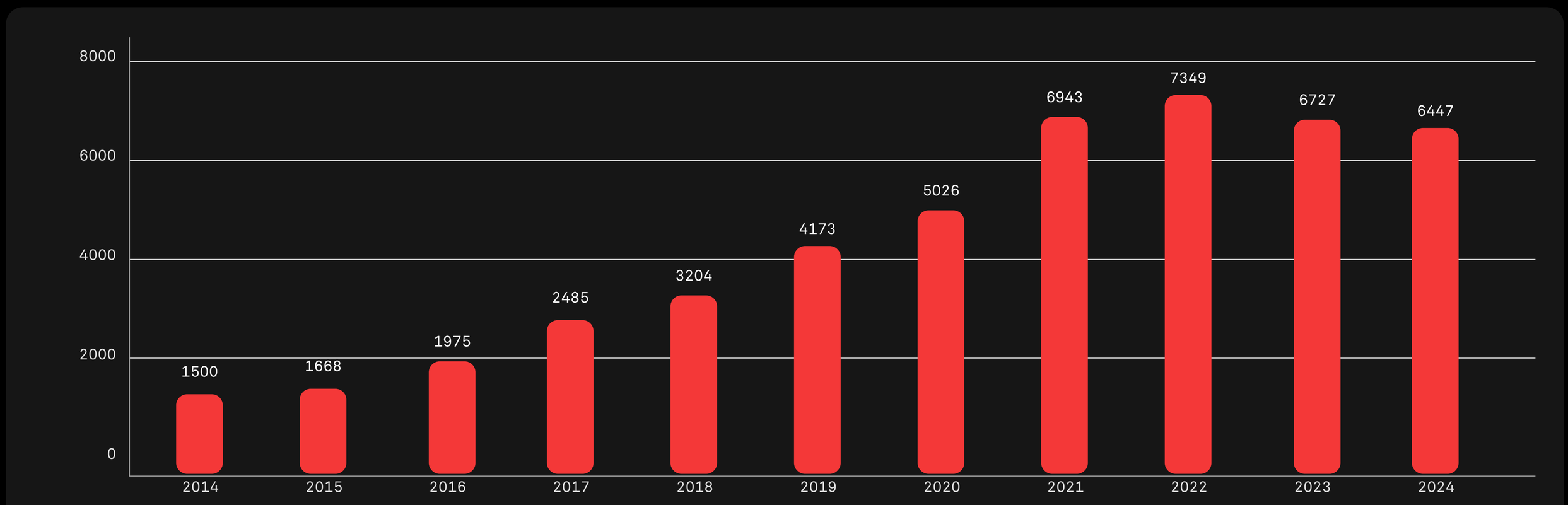


Revenue

■ Annual IT Export, 2014-2024, $ million,

(first chart — dynamics of growth/decline in the total number of IT companies, second chart — absolute numbers)





The indicator of Ukrainian IT exports grew from 2014 to 2022, with the growth rate ranging from 5.8% to 38.1%. The average annual growth rate was 22.4%.

The largest growth occurred in 2021, when exports increased by 38.1% compared to the previous year. Despite the onset of the full-scale invasion, the export indicator still showed a growth of 5.8% in 2022 compared to 2021 (with annual exports totaling $7.35 billion in 2022). In 2023, for the first time since 2014, IT exports declined by 8.5%. In 2024, there was an additional drop of 4.2%.

The overall revenue trends of the largest Ukrainian IT companies generally indicate growth, with a few downturns reflecting broader market conditions:

- 2014

Six out of eight companies operating at the time saw a slight drop in revenue (LLC “EPAM SYSTEMS”, LLC “GLOBALLOGIC UKRAINE”, LLC “FINTECH BAND”, LLC “CIKLUM”, LLC “Infopulse Ukraine”, LLC “LOHIKA LTD”). This decline was likely due to political instability in Ukraine following russia’s annexation of Crimea and military invasion.

- 2020

Several companies experienced a revenue declines in 2020, including LLC “Institute of Information Technologies “Intellias””, LLC “CIKLUM”, LLC “Infopulse Ukraine”, LLC “LOHIKA LTD”, and LLC “SOFTSERVE TECHNOLOGIES”. This was likely caused by the onset of the COVID-19 pandemic and the shift to new work formats, which impacted smaller companies more than industry giants like LLC “EPAM SYSTEMS” and LLC “GLOBALLOGIC UKRAINE”.

- 2022–2023

Only two out of ten companies — LLC “EPAM DIGITAL” and LLC “Institute of Information Technologies “Intellias”” — saw revenue growth in both 2022 and 2023. The rest of the companies likely faced difficulties related to the economic situation in Ukraine due to the full-scale russian invasion in February 2022. The year 2023 was also challenging for the market: six out of ten companies significantly reduced their revenues compared to the previous year. The steepest drop was recorded by LLC “EPAM SYSTEMS”, whose revenue fell from $549 million to $331 million, a ~40% decrease.

Top 10 Companies by Revenue, $ million, Opendatabot, 2023 (based on the exchange rate as of 31.12.2023)

Company name	City	Revenue ($ million)
LLC “EPAM SYSTEMS”	Kyiv	331,2
LLC “GLOBALLOGIC UKRAINE”	Kyiv	299,7
LLC “EPAM DIGITAL”	Kyiv	157,6
LLC “LUXOFT SOLUTIONS”	Kyiv	154,3
LLC “FINTECH BAND”	Dnipro	146,4
LLC “Institute of Information Technologies “Intellias””	Lviv	113,8
LLC “CIKLUM”	Kyiv	100,6
LLC “Infopulse Ukraine”	Kyiv	84,9
LLC “LOHIKA LTD”	Kyiv	66,7
LLC “SOFTSERVE TECHNOLOGIES”	Lviv	63,9

*The income was calculated only for individual legal entities, not for groups of companies.

Top 5 Companies by Revenue, NACE 58.21 (Publishing of Computer Games), $ million, Opendatabot, 2023

Company name	City	Revenue ($ million)
LLC “AKVELON UKRAINE”	Kharkiv	5,2
LLC “PLARIUM KYIV”	Kyiv	4,1
LLC “APPREAL UKRAINE”	Zhytomyr	2,9
LLC “ULYSSES GRAPHICS UKRAINE”	Kyiv	2,8
LLC “KEVURU GAMES UKRAINE”	Kyiv	2,2

- Top 5 Companies by Revenue, NACE 58.29 (Other Software Publishing), $ million, Opendatabot, 2023

Company name	City	Revenue ($ million)
ТОВ «Ренесас Дизайн (Україна)»	Lviv	12,6
ТОВ «Бінотел»	Kyiv	5,8
ТОВ «Ю-Контрол»	Kyiv	4,2
ТОВ «Мафін Ентерпрайз»	Kyiv	3,3
ТОВ «Юнікорн Сістемс Уа»	Kyiv	3,1

- Top 5 Companies by Revenue, NACE 62.01 (Computer Consultancy Activities), $ million, Opendatabot, 2023

Company name	City	Revenue ($ million)
LLC “EPAM SYSTEMS”	Kyiv	331,2
LLC “GLOBALLOGIC UKRAINE”	Kyiv	299,7
LLC “EPAM DIGITAL”	Kyiv	157,6
LLC “LUXOFT SOLUTIONS”	Kyiv	154,3
LLC “FINTECH BAND”	Dnipro	146,4

- Top 5 Companies by Revenue, NACE 62.02 (Information Technology Consultancy Activities), $ million, Opendatabot, 2023

Company name	City	Revenue ($ million)
LLC “ASTOUND COMMERCE”	Kyiv	36,4
LLC “REGIONAL GAS COMPANY”	Kyiv	24,3
LLC “METINVEST DIGITAL”	Kryvyi Rih	19,5
LLC “3SHAPE UKRAINE”	Kyiv	18,4
LLC “SIMCORP UKRAINE”	Kyiv	13,7

- Top 5 Companies by Revenue, NACE 62.03 (Computer Facilities Management Activities), $ million, Opendatabot, 2023

Company name	City	Revenue ($ million)
LLC “DE NOVO”	Kyiv	10,5
Municipal Enterprise “INFORMATYKA”	Kyiv	3,0
LLC “ALPHA METRONIC”	Kyiv	1,8
LLC “NETWELL-UKRAINE”	Kyiv	1,7
LLC “KVAZAR-MICRO”	Kyiv	1,6

- Top 5 Companies by Revenue, NACE 62.09 (Other Information Technology and Computer Service Activities), $ million, “Opendatabot”, 2023

Company name	City	Revenue ($ million)
LLC “CREDITONLINE”	Dnipro	43,5
LLC “MODUS X”	Kyiv	33,8
Subsidiary Enterprise “SNT UKRAINE”	Kyiv	26,2
LLC “VISA UKRAINE”	Kyiv	22,4
Municipal Enterprise “INFO-RADA-DNIPRO”	Dnipro	15,4

- Top-5 Companies by Revenue, NACE 63.11 (Data Processing, Hosting and Related Activities), $ million, Opendatabot, 2023

Company name	City	Revenue ($ million)
LLC “CIKLUM”	Kyiv	100,6
LLC “LOHIKA LTD”	Kyiv	66,7
LLC “UAPROM”	Kyiv	46,1
PJSC “UKRAINIAN PROCESSING CENTER”	Kyiv	45,5
State Enterprise “IFISH”	Kyiv	42,1

■ Top 5 Companies by Revenue, NACE 63.12 (Web Portals), $ million, Opendatabot, 2023

Company name	City	Revenue ($ million)
LCC “MEGOGO”	Kyiv	58,8
State Enterprise ”PROZORRO”	Kyiv	3,4
LCC “UP MEDIA PLUS”	Kyiv	1,7
LCC “FINANCE.UA”	Kyiv	1,3
LCC “SVITENS KOM”	Odesa	1,2

■ Median Annual Revenue of IT Companies in Ukraine by NACE Codes, $ thousand

NACE Code	Number of companies*	Median annual income, $K
58.21	44	187,6
58.29	249	46,6
62.01	3624	85,3
62.02	1020	47,4
62.03	117	62,5
62.09	325	54,6
63.11	1102	70,9
63.12	129	26,2

*Only companies with revenue exceeding 0 UAH in 2023 were included in the analysis.

■ Median Revenue by Ukrainian Cities, $ thousand

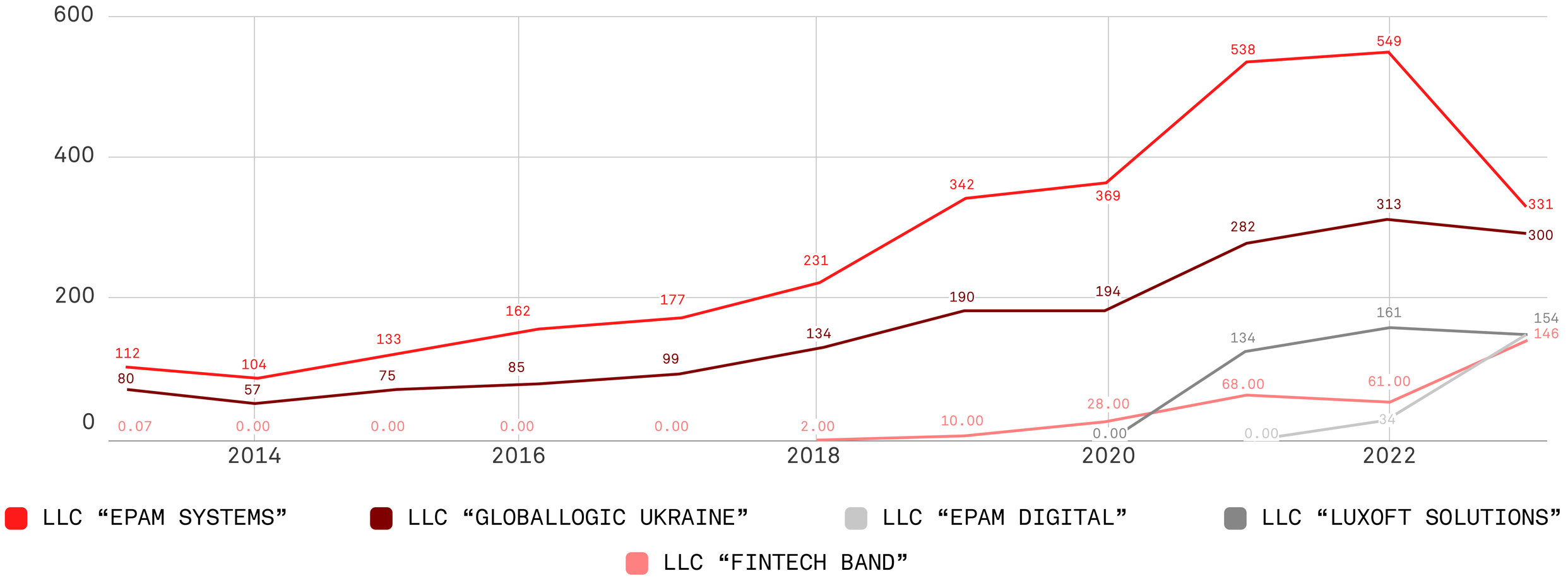
City	Median annual income, $K
Lviv	102,9
Kharkiv	94,44
Dnipro	79,0
Kyiv	76,8
Odesa	60,0

Revenue of the top-10 Ukrainian IT companies

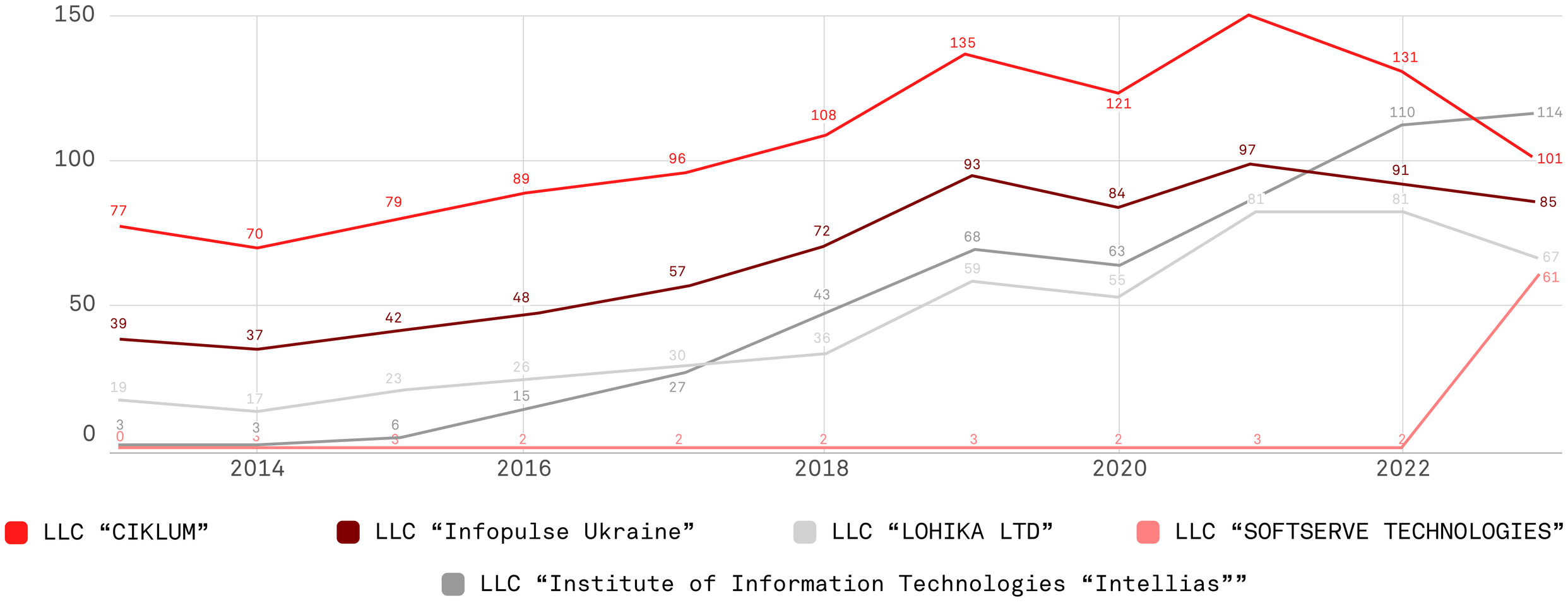
The dynamics of revenue for the top-10 Ukrainian IT companies from 2013 to 2023 (in millions of dollars) are based on financial reports submitted to the analytical platform YouControl.

The amounts were converted using the historical exchange rate as of December 31 of each respective year.

Largest Ukrainian IT Companies (Positions 1 to 5):



Largest Ukrainian IT Companies (Positions 6 to 10):



Number of employees

[2014–2023

Overall, the number of employees across all NACE codes increased from 2014 to 2023. The only year with a decrease was 2015, when the number dropped by 66500 people, or 4.5%. The highest growth occurred in 2021, with an increase of 20.7% compared to the previous year. In 2022–2023, the growth rate slowed down to approximately +1% per year. As of 2023, the total number of employed individuals was 321,500.

■ Number of Employees in Business Entities Across Ukraine, Including Sole Proprietors

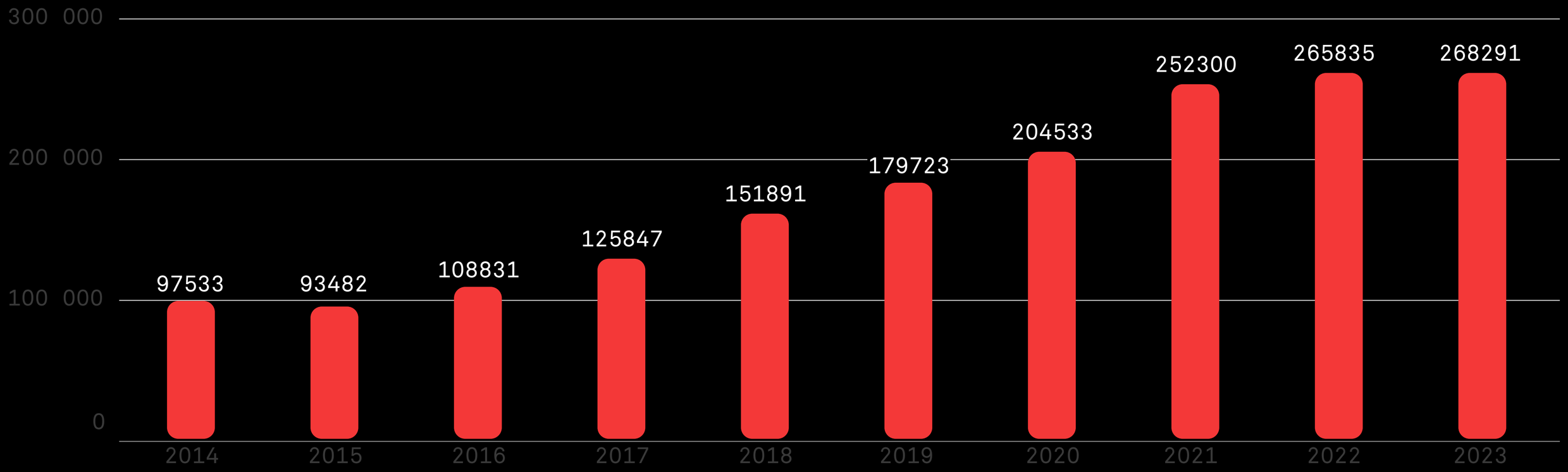
NACE Code	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total	145268	138739	153770	173024	201424	237822	261396	315389	320899	321504
58.21	841	708	708	953	953	1196	1196	1382	1399	1308
58.29	4916	4082	4060	4165	4389	5087	5520	6324	5844	5956
62.01	77103	74189	86032	100103	122030	146797	163184	200818	210515	208757
62.02	28501	27318	28677	31201	33724	38073	40275	45242	43804	43506
62.03	1165	1097	1261	1530	1723	1910	1967	2135	2145	2225
62.09	7840	7650	7293	7032	7179	8574	9150	9386	9113	10119
63.11	24035	22745	24415	26834	30007	34601	38501	48077	45506	46687
63.12	867	950	1135	1206	1300	1584	1616	2025	2573	2946

EMPLOYED SOLE PROPRIETORS ACROSS UKRAINE

The employment trend among sole proprietors follows a similar pattern to that of business entities in general. Despite an overall upward trend throughout the analyzed period, there was a decline in the number of employed sole proprietors in 2015 by 4,100 people, or 4.2%. In 2022–2023, the growth rate slowed down.

As of 2023, the number of employed individuals totaled 268,300. This trend is confirmed by DOU surveys within a representative margin of error of 5%: according to their data, the number of IT sole proprietors in 2023 reached 271,700, reflecting a 13% growth rate compared to 2022.

Dynamics of the Number of Sole Proprietors in Ukraine, 2014–2023



In the structure of employed sole proprietors, the largest number of workers are engaged in the following activities: 62.01 Computer programming activities, 62.02 Computer consultancy activities, and 63.11 Data processing, hosting and related activities.

■ Structure of employed sole proprietors, %

NACE Code	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
58.21	0.64	0.51	0.51	0.51	0.51	0.47	0.46	0.42	0.40	0.39
58.29	3.31	2.60	2.25	2.01	1.78	1.67	1.73	1.56	1.44	1.42
62.01	57.05	57.42	60.10	62.75	65.32	66.46	67.10	68.31	68.70	67.69
62.02	21.15	20.30	18.92	17.78	16.22	15.32	14.60	13.84	13.51	13.59
62.03	0.88	0.82	0.80	0.77	0.72	0.65	0.64	0.58	0.56	0.60
62.09	3.53	4.81	3.92	3.35	3.02	2.92	2.72	2.57	2.59	2.87
63.11	12.95	13.00	12.93	12.31	11.95	12.02	12.28	12.28	12.33	12.88
63.12	0.50	0.56	0.57	0.53	0.49	0.48	0.47	0.46	0.47	0.56

The share of employed sole proprietors in the total number of employed individuals within business entities increased annually from 2014 to 2023, rising from 67.14% to 83.45%.

Number of illegally employed workers

According to surveys of IT professionals conducted by DOU between 2018 and 2024, a portion of specialists are employed outside legal regulations. The percentage was calculated based on the total number of respondents and remains sufficiently representative of the entire market.

As of 2018, 5.5% were officially employed at the minimum wage, while the rest received their salaries “off the books” to avoid taxes. Additionally, 14.7% of workers in 2018 were not officially employed at all. By 2024, the situation had changed: only 0.9% were employed at the minimum wage, and 3.7% had no official employment.

■ Share of Employees Hired in Violation of Labor Legislation Requirements, %

Category	2018	2019	2020	2021	2022	2023	2024
Minimum salary + off-the-books payment	5,5	4,9	3,7	2,3	1,5	1,1	0,9
Not officially employed	14,7	10,5	8,5	5,9	3,8	3,8	3,7
Total	20,2	15,4	12,2	8,2	5,3	4,9	4,6

Prevalence of gig contracts

In 2022, the government introduced a new form of civil-law contract between IT companies and employees — the gig contract. Such agreements can be signed by companies registered in Diia.City. The main advantages include simplified bureaucratic processes, social protection for employees even during temporary employment, and easier workforce management for employers.

According to a survey of IT professionals conducted by DOU between 2022 and 2024, the popularity of this type of legal employment is increasing. In 2022, 1.1% of specialists were employed under gig contracts. This share grew to 4.8% in 2023 and reached 12.5% in 2024.

The introduction of gig contracts has likely influenced the labor market in terms of employee registration, as the growth rate of specialists employed under such agreements has been significant — 4.4 times in 2023 and 2.6 times in 2024 compared to previous years. At the same time, the growth rates of sole proprietors and employees in business entities have been lower. Additionally, between 2022 and 2024, the share of workers employed under illegal schemes — registered at minimum wage while receiving the rest of their salary “off the books” — has been decreasing.

Employment in business entities in Kyiv

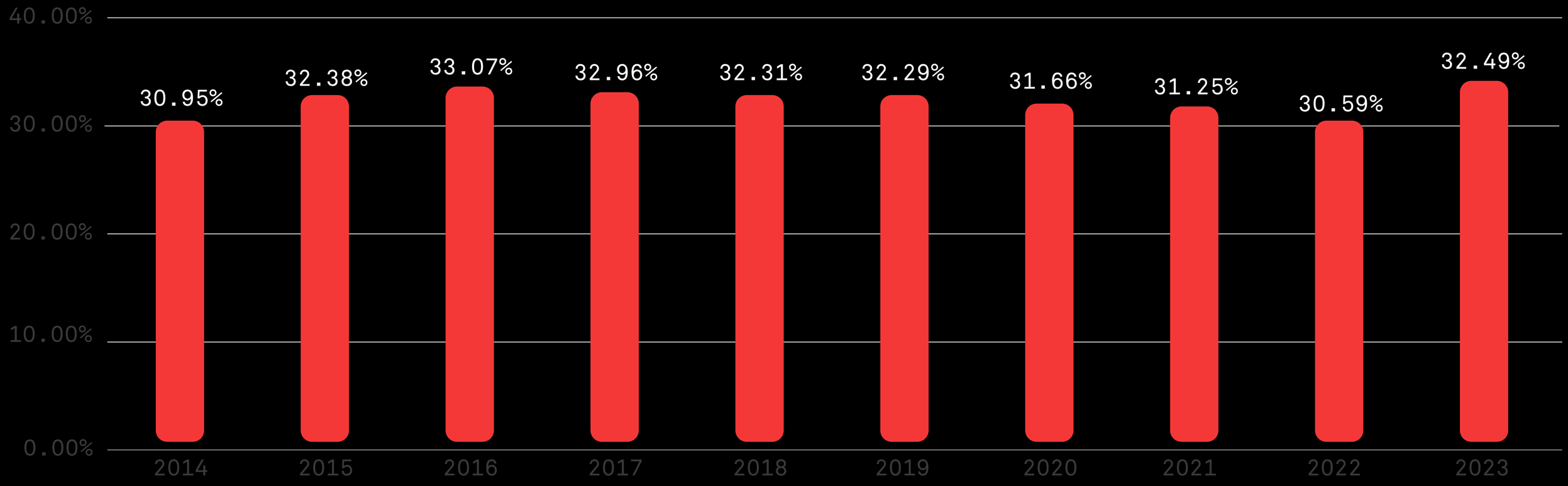
The number of employees in business entities in the capital more than doubled (2.3 times) between 2014 and 2023, reaching nearly 104,500 people in 2023. Despite the overall growth trend, employment declined in 2015 and 2022 — by 38 people in 2015 (~0.09%) and by 396 people in 2022 (~0.4%) compared to the previous year. In 2023, the growth rate slowed, increasing by 6,294 employees, or 6.4%.

■ Total Number of Employees in Business Entities in Kyiv, including Sole Proprietors

NACE Code	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total	44960	44922	50857	57021	65082	76796	82764	98565	98169	104463
58.21	247	242	536	340	422	478	452	535	554	550
58.29	2032	1809	1819	1795	1809	2093	2159	2517	2330	2303
62.01	20465	20408	24134	27544	33098	41013	44650	54138	57079	62589
62.02	10711	10860	12193	13972	14505	15620	16240	17591	16612	16560
62.03	337	306	412	576	651	759	575	877	949	941
62.09	1794	2521	2437	2215	2187	3156	3350	3315	3230	3544
63.11	8918	8319	8927	10020	11806	12915	14363	18557	15847	16248
63.12	456	457	579	559	604	762	793	1035	1568	1728

Kyiv's share of the total number of employees in business entities across Ukraine ranged from 30.6% to 33.1% during 2014–2023, with a gradual decline observed between 2016 and 2022.

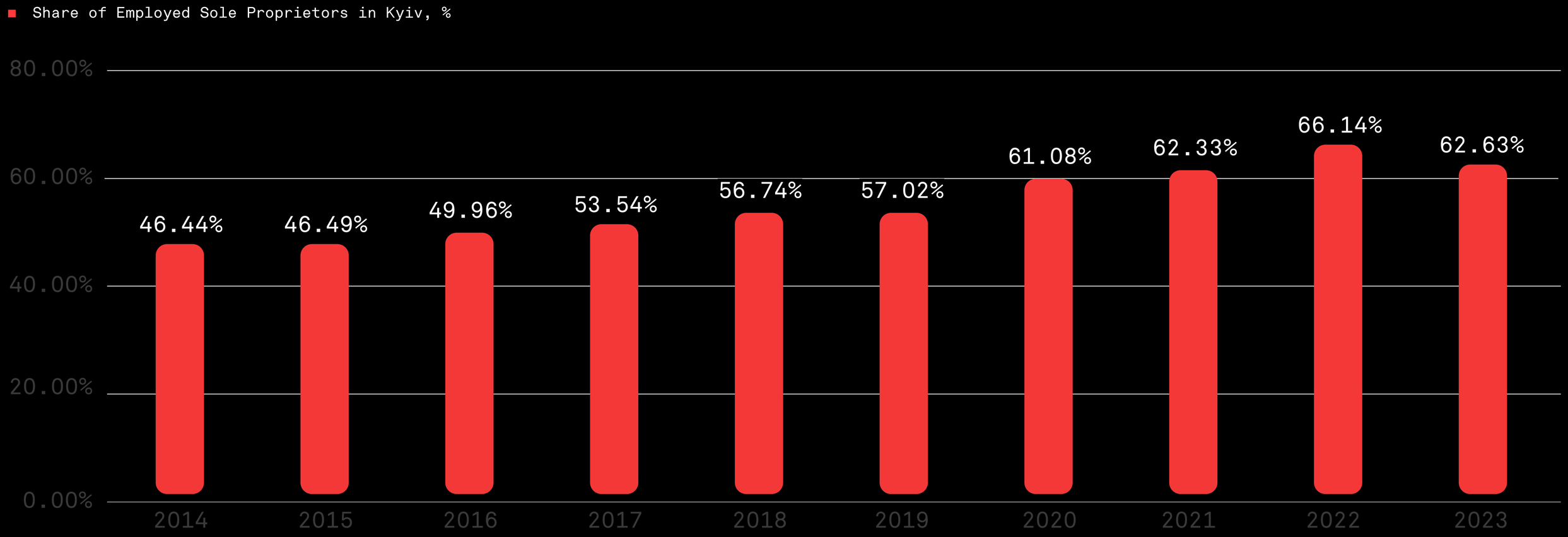
Kyiv's Share of the Total Number of Employees in Business Entities, %



Share of Employed Sole Proprietors in Kyiv

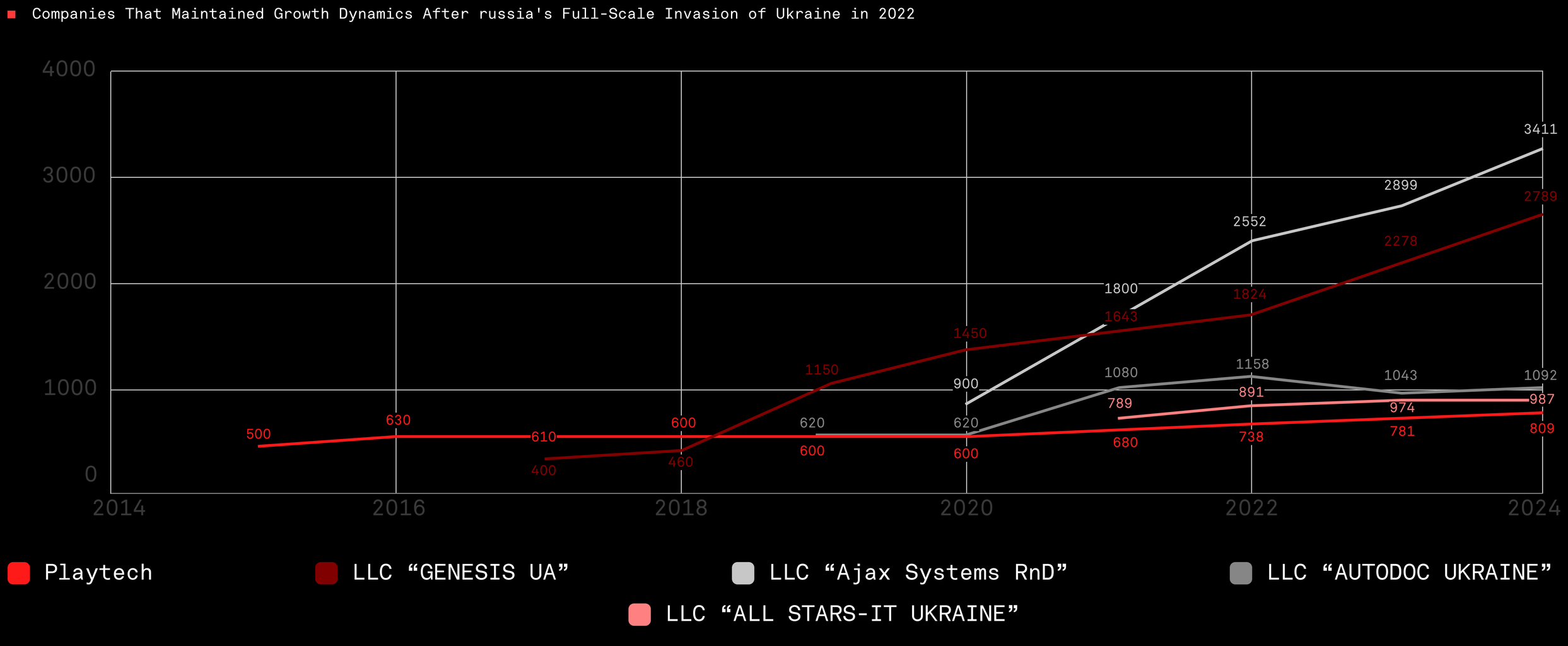
NACE Code	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total	20878	20886	25409	30527	36930	43786	50554	61438	64931	65428
58.21	146	115	127	142	177	197	228	259	268	273
58.29	1038	760	724	734	730	755	877	968	912	915
62.01	10204	10470	13711	17291	22104	26951	31604	39006	41292	40938
62.02	6069	6043	6764	7791	8507	9414	10335	12018	12448	12439
62.03	230	186	244	278	328	371	412	474	499	538
62.09	658	924	884	885	1001	1178	1393	1644	1847	2064
63.11	2373	2211	2751	3196	3828	4650	5389	6726	7289	7827
63.12	160	177	204	210	255	270	316	343	376	434

The share of sole proprietors in the capital varied between 46.4% and 66.1% over the same period. The highest share was recorded in 2022 but declined to 62.6% in 2023. Among all sole proprietors in Ukraine, Kyiv accounted for 24.4%.



Number of employees in top companies

Before 2022, most companies experienced workforce growth. However, since the start of the full-scale war, only Ajax Systems, Genesis, Autodoc, ALLSTARSIT, and Playtech have maintained a positive growth trend. In contrast, the number of employees in other companies declined in 2023–2024.



SHARE OF TECHNICAL SPECIALISTS IN THE LARGEST COMPANIES

As of July 2024, companies ranked among Ukraine's top 50 IT companies were grouped into five categories based on the proportion of technical specialists in their workforce.

Companies with a share of technical specialists below 80% included ELEKS, Intellias, Avenga (ex-CoreValue), Trinetix, SoftServe, Sigma Software, Viseven Group, Room 8 Group, Binotel, GR8 Tech (ex-Parimatch Tech), Evoplay, Creatio, Autodoc, Genesis, EVO, Uklon, Ajax Systems, MEGOGO, SKELAR, and Netpeak Group.

Company	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2023
ELEKS	69.15	74.67	78.47	79.13	79.80	78.38	79.59	79.61	82.41	79.19	79.70
Intellias				90.91	86.27	81.07	81.59	80.31	85.25	80.66	78.13
Avenga				83.15	82.86	86.27	82.50	83.70	78.33	76.32	77.53
Trinetix									92.94	87.82	76.79
SoftServe			74.32	76.18	77.93	81.62	77.59	79.07	79.95	76.34	75.84
Sigma Software	85.11	84.31	83.85	82.56	74.86	71.92	83.47	85.33	82.50	74.60	72.94
Viseven Group									79.15	75.08	69.11
Room 8 Group									84.33	75.18	66.87
Binotel											64.74
GR8 Tech							66.91	75.43	78.71	57.33	59.64
Evoplay			67.55	83.01	78.45	64.10	60.34	59.70	58.26	58.49	
Creatio										56.24	58.33
Autodoc					32.26	32.26	37.50	53.37	53.21	50.18	
Genesis			62.50	65.22	34.52	34.48	62.51	31.03	44.73	47.65	
EVO		21.86	14.29	23.67	19.62	20.78	26.62	30.61	37.41	40.25	
Uklon										0.00	35.00
Ajax Systems							22.22	17.78	23.51	28.22	33.30
MEGOGO							25.09	20.82		31.14	30.89
SKELAR											31.00
Netpeak Group			86.49	39.22	29.47	31.79				34.97	19.89

Companies where technical specialists comprised 80–85% of the workforce included Plarium, Infopulse & Tietoevry Ukraine, GeeksForLess, ZONE3000, Innovecs, Svitla Systems, Grid Dynamics, Metinvest Digital, N-iX, and Playrix.

Company	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2023
Plarium		28.98	29.28	41.67	38.76	44.60	46.68	81.66	83.93	81.96	81.96
Infopulse & Tietoevry Ukraine	90.73	91.47	89.82	89.53	86.29	88.47	92.27	85.93	86.56	83.05	83.74
GeeksFor Less	93.97	91.79	93.84	93.50	91.54	91.04	86.96	87.18	85.62	87.21	83.33
ZONE3000				25.56	25.36	27.03	79.21	80.54	91.99	93.98	83.06
Innovecs				87.30	83.02	88.19	89.82	86.95	86.99	85.71	82.81
Svitla Systems				80.00	81.51	89.16	86.67	84.98	83.11	82.83	82.30
Grid Dynamics								86.55	89.33	83.33	82.22
Metinvest Digital										80.89	81.93
N-iX				90.30	88.59	88.71	84.17	82.78	82.32	86.67	81.71
ZONE3000							43.86	75.21	85.37	66.17	80.47

Companies with 85–90% technical specialists included NIX, Playtika, Netcracker, Luxoft, Ciklum, Capgemini Engineering (ex-Lohika), SPD Technology, DataArt, and Onseo.

Company	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2023
NIX	93.75	93.33	93.33	93.33	93.48	89.52	90.66	88.32	89.66	90.00	89.29
Playtika	91.30	93.27	92.66	93.58	94.41	95.11	97.83	94.95	90.00	90.00	89.93
Netcracker	81.29	80.21	79.73	81.46	81.55	82.74	83.05	87.50	87.35	87.73	88.75
Luxoft	89.37	89.00	88.89	90.53	90.62	98.04	92.99	92.49	80.00	81.08	88.24
Ciklum	88.23	85.73	87.08	87.57	86.75	87.41	89.30	83.60	84.33	87.17	88.02
Capgemini Engineering	85.71	82.14	80.56	80.60	83.29	85.37	86.87	90.70	83.44	91.10	87.71
SPD Technology										0.00	87.60
DataArt	90.74	91.18	89.78	90.05	84.17	86.70	89.47	88.38	86.67	86.00	86.96
Onseo					88.00	76.71	72.42	80.17	78.92	80.84	86.10

Companies where technical specialists made up 90–95% of employees included GlobalLogic Ukraine, Nova Digital, SQUAD (ex-Ring Ukraine), MODUS X, ALLSTARSIT, and EPAM Ukraine.

Company	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2023
GlobalLogic Ukraine	87.31	87.35	87.93	90.08	93.01	93.31	94.22	92.71	94.01	93.60	94.36
Nova Digital											91.97
SQUAD					88.00	83.33	84.21	70.31	91.57	91.39	91.87
MODUS X											91.68
ALLSTARSIT								90.87	93.04	89.32	90.78
EPAM Ukraine	89.39	89.74	88.89	89.58	89.47	89.33	91.33	92.24	92.06	90.91	90.10

Companies with more than 95% technical specialists included TemaBit Fozzy Group, Intecracy Group, Playtech, Ubisoft Ukraine, and Wix.

Company	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2023
TemaBit Fozzy Group									98.04	61.38	95.49
Intecracy Group				71.75	96.84	92.46	94.84	94.80	94.88	93.60	94.70
Playtech		90.00	80.00	78.69	83.33	91.67	91.67	95.59	95.53	95.10	95.80
Ubisoft Ukraine						93.81	95.36	91.18	94.47	95.13	95.14
Wix							64.62	94.06	93.75		95.00

Labor market in Ukrainian IT:

[breakdown by stacks, grades, vacancies, and salaries

Over the past nine years, the distribution of specializations in the IT job market has shifted. In 2015, technical roles accounted for 96% of the workforce, while non-technical roles made up just 4%. By 2024, this ratio had changed to 90% versus 10%, respectively.

The share of developers has also declined — from 61% of all IT professionals in 2015 to 47% in 2024. System administrators have seen a similar trend, dropping from 3% in 2015 to 1% in 2024. Meanwhile, the number of analysts and designers has doubled, rising from 2% to 4%.

The growth of non-technical specialists primarily concerns the dynamics of such specialties as HR specialists (from 2 to 5%) and marketers (from 1 to 2%).

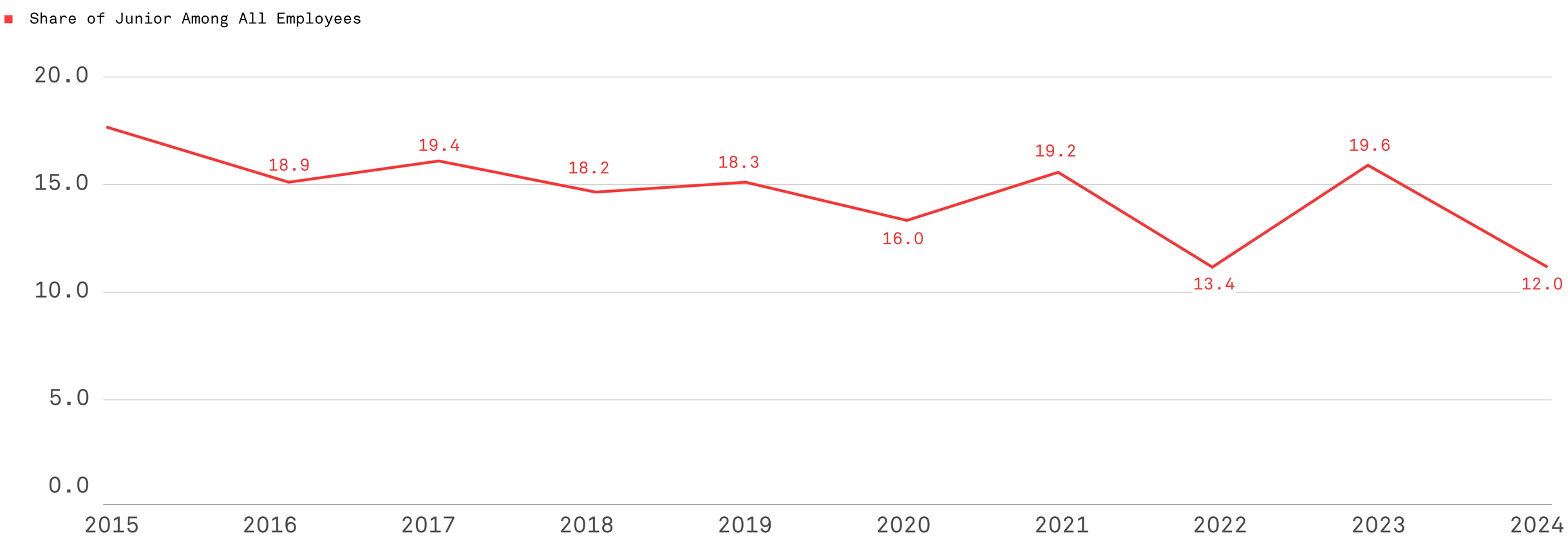
■ Share of Employees in a Particular Specialty among all Employees, %

Specialty	Category	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Software Engineer	Technical	61	59	57	56	54	53	51	51	47	47
QA	Technical	18	18	17	17	17	16	17	17	20	17
Project Management	Technical	5	5	6	6	7	7	7	7	7	7
Designer/artist	Technical	2	2	2	3	3	3	2	3	4	4
DevOps/SRE	Technical	1	2	2	2	2	2	4	3	4	4
Analyst	Technical	2	2	2	2	3	3	4	4	4	4
Data Science	Technical	1	1	1	1	1	2	2	2	2	3
Other	Technical	3	3	3	2	2	2	2	2	2	3
Sysadmin	Technical	3	2	1	1	2	1	1	1	1	1
HR	Non-technical	2	2	3	4	4	6	5	5	5	5
Marketing / PR	Non-technical	0	1	2	2	2	2	2	2	2	2
Support	Non-technical	1	1	1	1	2	1	1	2	1	1
Sales	Non-technical	1	1	1	1	1	1	1	1	1	1
Other	Non-technical	0	0	0	1	1	1	1	1	1	1

Market dynamics by experience level

The share of newcomers in the IT sector has been decreasing as of 2024. In 2015, the total share of Junior employees was 21.6%, marking an all-time high. By 2024, this share has dropped to an all-time low of 12%.

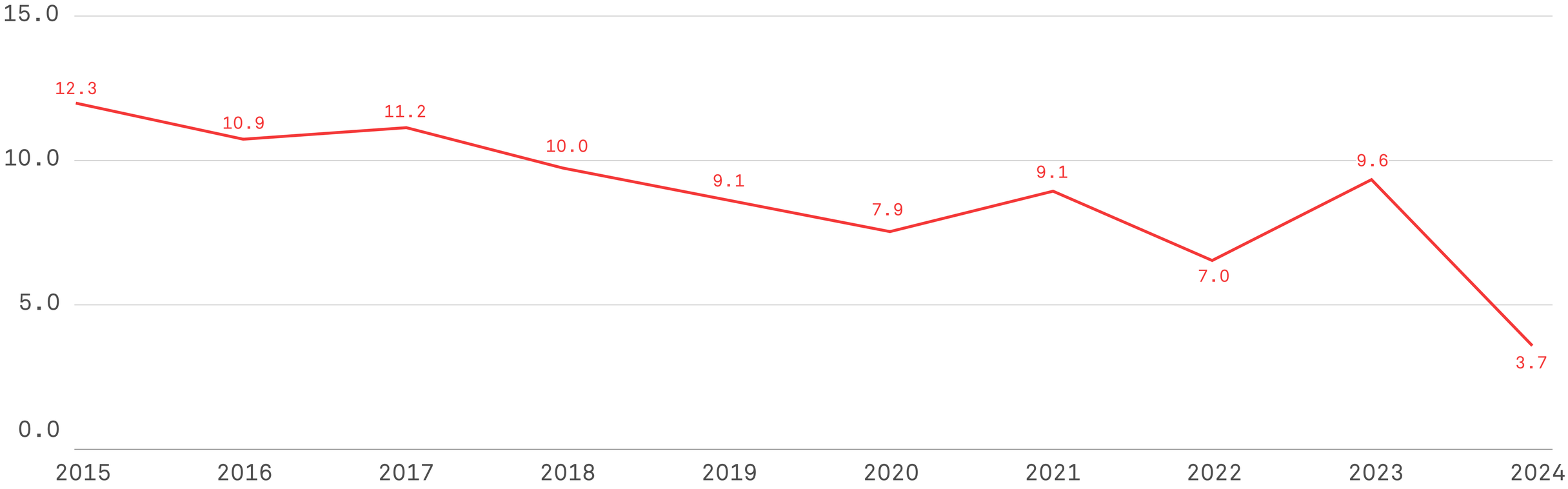
The number of job openings for newcomers is also relatively low compared to positions requiring other levels of experience. For example, in 2015, Junior Software Engineers represented an all-time high of 12.3%, but by 2024, their share has decreased to an all-time low of 3.7%, which is a reduction of about 4 times.



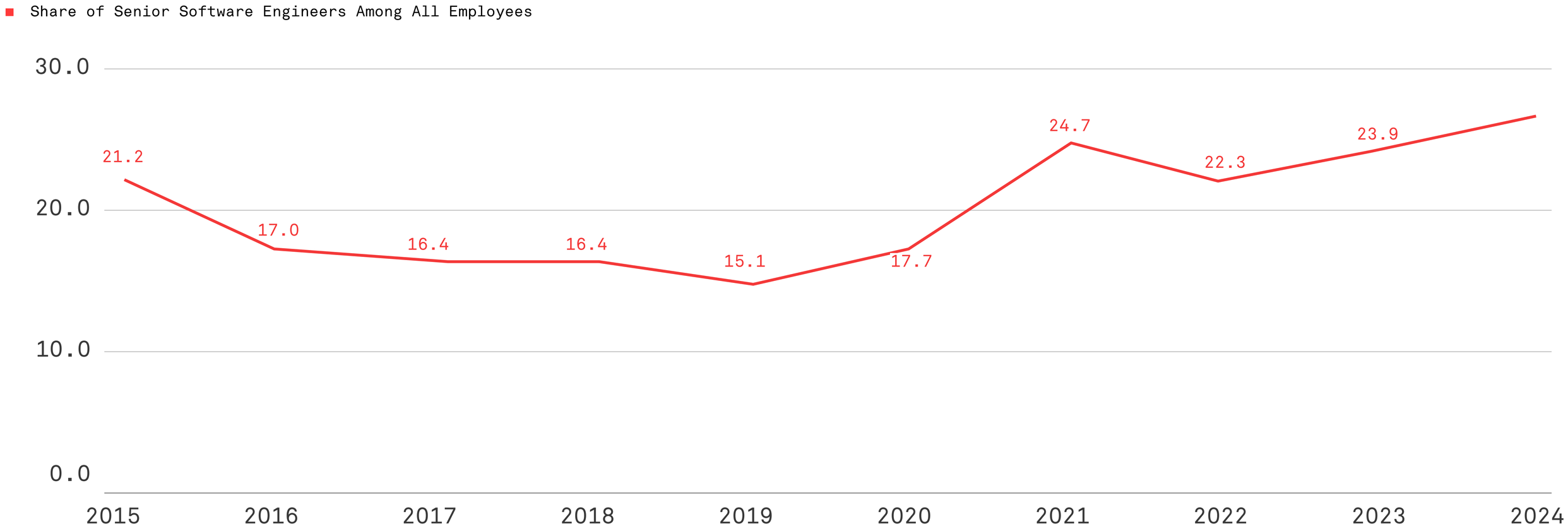
Share of Senior Software Engineers, %

	2015			2019			2020			2022			2023			2024		
	Jun	Mid	Sen	Jun	Mid	Sen	Jun	Mid	Sen	Jun	Mid	Sen	Jun	Mid	Sen	Jun	Mid	Sen
Share of all employees	12.3	14.2	21.2	9.1	25.3	15.1	7.9	21.3	17.7	7.0	15.3	22.3	9.6	17.4	23.9	3.7	17.2	26.0
Share of all employees in the title	61.3	41.2	54.2	54.7	57.5	49.7	54.4	56.8	46.7	55.0	42.7	53.1	52.5	50.8	59.9	35.5	49.5	58.1
Share of the title among all Software Engineers	25.8	29.7	44.4	18.3	51.1	30.6	16.9	45.4	37.4	15.6	34.3	50.1	18.9	34.2	46.9	7.8	36.7	55.5

Share of Junior Software Engineers Among All Employees

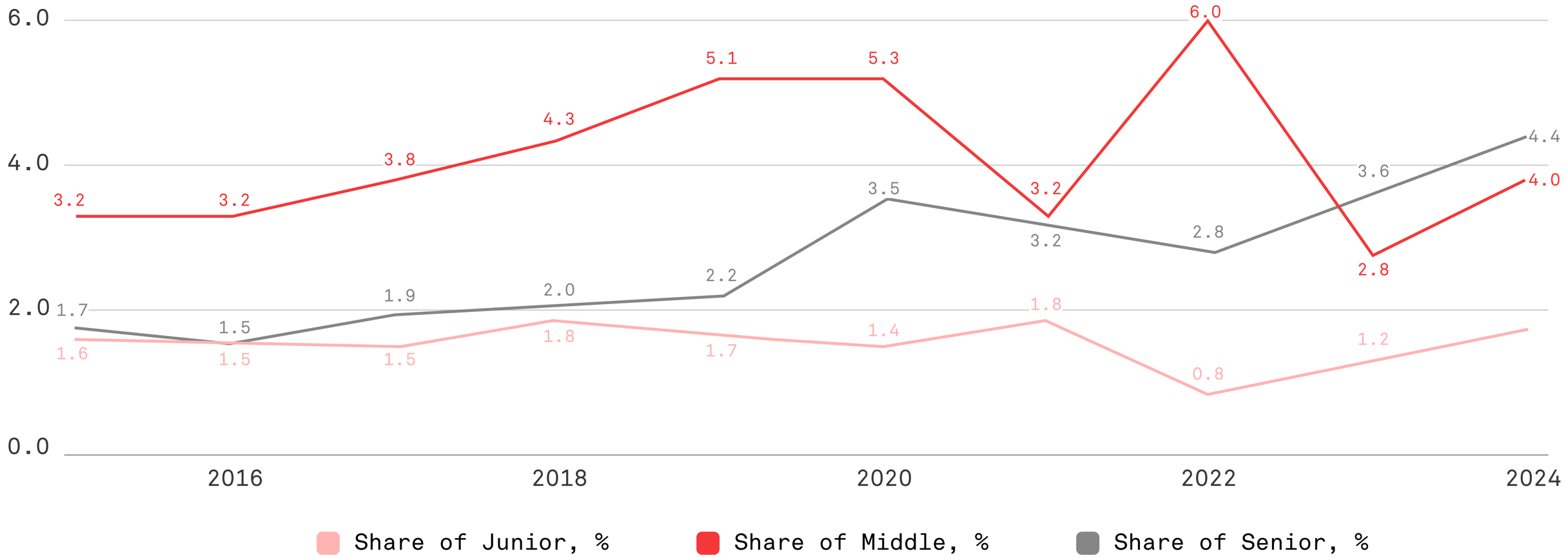


Meanwhile, the number of Senior Software Engineers has fluctuated within a range of 11% of the total workforce. In 2015, they made up 21.2% of all IT employees. The all-time low was recorded in 2019 at approximately 15%, and the all-time high in 2024 stands at 26%. This trend is also confirmed by analyzing the number of Senior employees relative to the overall distribution of Senior staff and the total number of Software Engineers.



The number of newcomers in non-technical specialties remains stable, fluctuating within 0.4%. The exception was 2022, when the number of Junior employees in non-technical roles reached an all-time low of 0.8%. This may have been caused by reduced interest in the sector and/or a widespread rise in employee levels amid staff shortages resulting from the start of the full-scale invasion.

Division of non-technical employees by experience

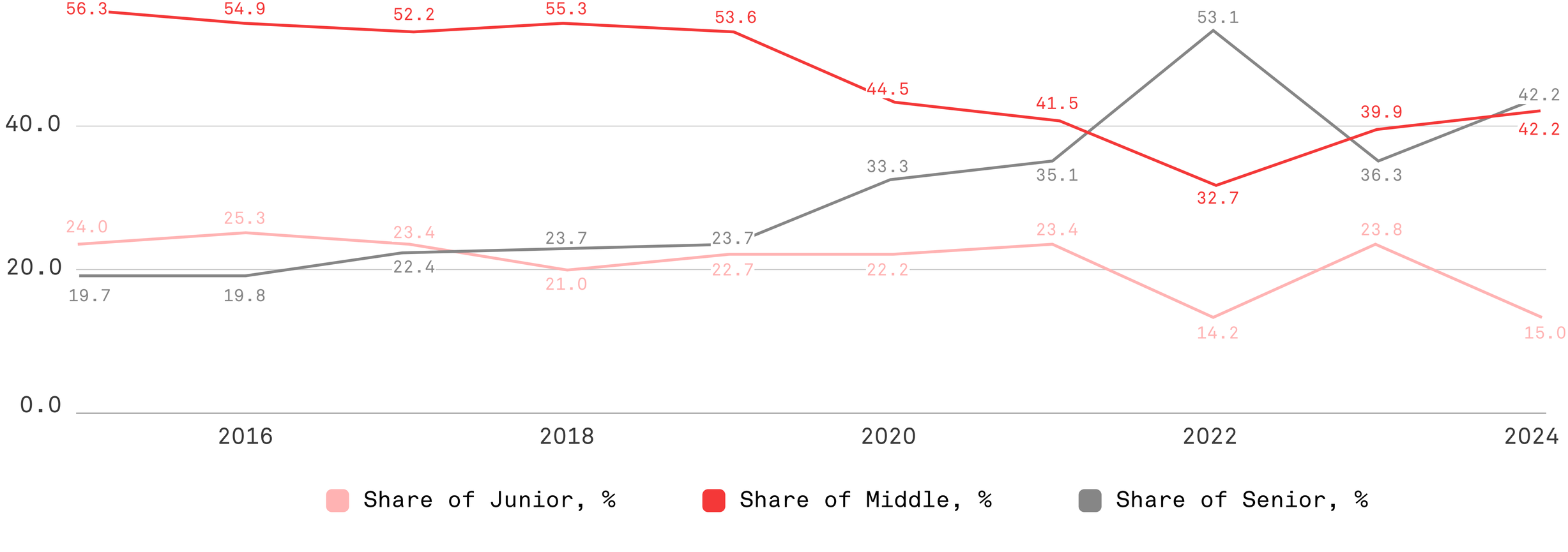


The number of Middle and Senior specialists among non-technical roles is increasing. As of 2024, they make up 4% and 4.4%, respectively, of the total workforce.

The distribution of employees by experience in the QA field remained stable until 2020, but has changed in the last four years. Between 2015 and 2020, the share of Junior workers averaged around 23.3%, fluctuating within ~2.1%; Middle-level employees averaged around 55%, fluctuating within ~1.5%; and Senior workers averaged around 22%, fluctuating within ~1.5%.

In 2020-2021, the distribution shifted, with Middle-level employees making up about 43% and Senior employees around 34%. However, after 2022, there has been a decrease in the number of Junior specialists and an increase in the number of Senior specialists. This may indicate either a decrease in interest from newcomers to the profession or a longer tenure for specialists in the field.

Breakdown of QA Specialists by Experience Level



Among all titles, the highest number of technical workers have consistently been developers and testers.

- Among Junior workers, the top 5 roles have remained fairly stable over the last 10 years. In 2015, project managers ranked third (6%), with analysts (2.3%) and designers (2%) occupying the fourth and fifth positions, respectively. Over the 10-year period, Data Science specialists shared the fourth position. As of 2024, analysts have moved to third place (9.5%), and project managers have dropped to fifth (7.4%).

- Among Middle-level workers, the top 3 positions have remained consistent: developers, testers, and project managers. Designers have consistently ranked fifth. Data Science specialists and uncategorized roles such as database administrators, hardware engineers, and CTOs have occupied the fourth position over the last 10 years.

- As of 2024, DevOps and SRE specialists occupy the fourth position. The third-largest share of Senior workers in 2015 and 2020 was held by uncategorized roles (DBA, Hardware Engineer, CTO, etc.). In 2015, project managers and system administrators ranked fourth and fifth, with 7% and 4%, respectively. As of 2024, DevOps and SRE specialists hold the fourth spot (6%), and designers occupy the fifth (4.6%).

■ Distribution of technical Junior employees by specialty

Specialty	2015	2020	2022	2024
Software Engineer	61,3	54,4	55,0	35,5
QA	23,9	24,7	27,3	25,2
Analyst	2,3	3,3	1,9	9,5
Designer/artist	2,1	2,4	2,4	7,8
Project Management	6,1	6,4	6,0	7,4
Data Science	0,6	4,0	2,7	5,1
Other	1,5	1,4	1,9	4,5
DevOps/SRE	1,3	2,6	2,0	3,7
Sysadmin	0,8	0,7	0,6	1,3

■ Distribution of technical Middle employees by specialty

Specialty	2015	2020	2022	2024
Software Engineer	41,2	56,8	42,7	49,5
QA	32,8	19,4	22,3	21,1
Project Management	9,0	7,6	10,3	7,7
DevOps/SRE	2,1	1,8	3,6	5,7
Designer/artist	4,1	4,3	5,4	4,6
Analyst	3,0	3,0	4,3	4,6
Data Science	1,3	3,0	4,3	3,2
Other	4,6	3,0	5,6	3,1
Sysadmin	2,1	1,0	1,4	0,6

Distribution of technical Senior employees by specialty

Specialty	2015	2020	2022	2024
Software Engineer	54,2	46,7	53,1	58,1
QA	10,1	14,3	30,7	16,6
Project Management	6,9	6,5	5,7	5,8
Designer/artist	3,5	3,6	1,9	4,4
DevOps/SRE	2,2	2,8	1,5	4,4
Other	16,4	19,9	3,3	4,0
Analyst	2,2	2,5	1,8	3,2
Data Science	0,6	1,4	0,8	2,5
Sysadmin	3,9	2,2	1,3	1,0

The largest share of non-technical workers across all job titles over the past 10 years has been in the HR field. Among Junior employees in 2015, support and sales positions ranked second and third in terms of the number of workers (21.7% and 12%, respectively). Over the course of 10 years, the share of these roles has decreased, but as of 2024, support specialists still hold the second spot (23.2%). Marketing & PR specialists rank third in 2024, with a share of 22.1%.

Among Middle and Senior employees, as of 2015, the top three distribution is similar to Junior (47% and 44% for HR, 27.6% and 38.8% for support, 27.6% and 10.2% for sales, respectively). As of 2024, Marketing & PR specialists and uncategorized roles such as accountants, lawyers, and copywriters hold the second and third spots for Middle and Senior employees.

Distribution of non-technical Junior employees by specialty

Specialty	2015	2020	2022	2024
HR	57,6	52,9	38,5	30,5
Support	21,7	15,7	15,4	23,2
Marketing/PR	8,7	16,9	17,3	22,1
Other	0,0	5,2	21,2	18,4
Sales	12,0	9,3	7,7	5,8

Distribution of non-technical Middle employees by specialty

Specialty	2015	2020	2022	2024
HR	46,9	57,6	35,6	51,2
Marketing/PR	11,5	19,5	30,2	17,1
Other	0,0	7,0	19,0	13,3
Support	27,6	9,3	8,7	11,2
Sales	14,1	6,7	6,5	7,2

Distribution of non-technical Senior employees by specialty

Specialty	2015	2020	2022	2024
HR	43,9	51,2	37,9	50,5
Other	0,0	9,9	18,9	17,1
Marketing/PR	7,1	21,7	23,5	16,3
Support	38,8	10,9	11,7	10,1
Sales	10,2	6,3	8,0	6,0

Dynamics of median salaries by specialization

The highest growth in median salary was recorded among Data Science specialists: $700 in 2015 compared to $3,200 in 2024, representing a 357% increase or more than a fourfold rise over a 10-year span.

Median salaries have also seen significant growth among marketers, sales specialists, system administrators, and HR professionals — by 198%, 183%, 170%, and 156%, respectively (no data available for marketers in 2015). The smallest salary increases were observed among support specialists, designers, and project managers, rising by 57%, 53.8%, and 41%, respectively, over the 10-year span.

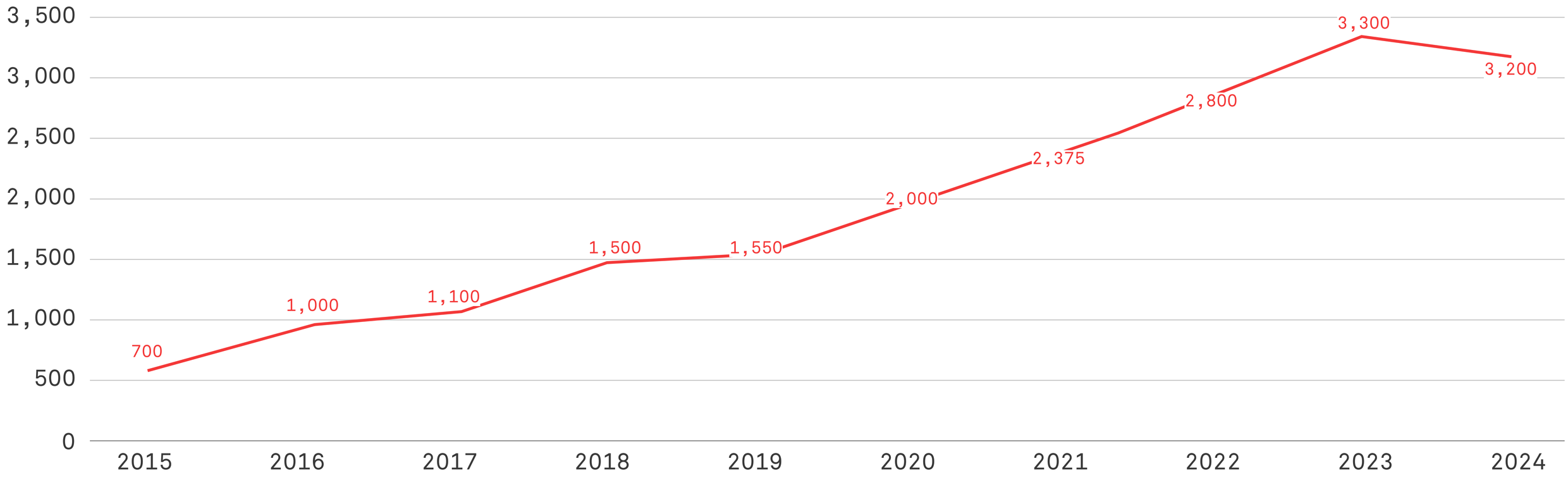
When comparing the historical minimum and maximum salaries of IT specialists, the roles of Analyst and DevOps have experienced the least fluctuation. In 2015, the median salary for an Analyst was $1,300, reaching a historical high of $2,200 by 2024 — an increase of 69.2%. The median salary for a DevOps specialist was $2,100 in 2015, dropped to its historical low of $2,000 in 2016 and 2017 (a 4.8% decrease), and then surged to a record high of $3,600 in 2024, marking an 80% increase. For comparison, the average difference between the lowest median salaries across all specialties is approximately 153%.

As of 2024, 83% of respondents in the DOU survey are partially or fully satisfied with their salary level, and 61% earn more than they spend. Only 23% of employees receive cash bonuses from their company in addition to their salary.

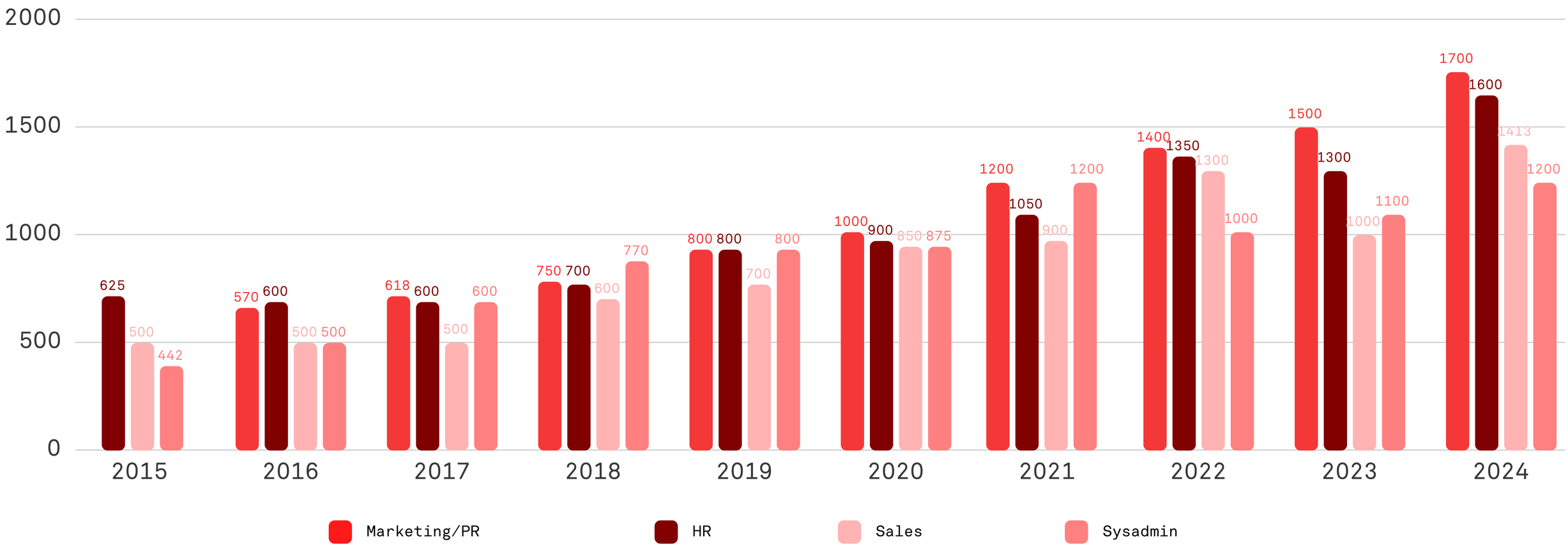
Distribution of Median Salaries by Specialty, $

Specialty	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
DevOps/SRE	2100	2000	2000	2500	2500	2400	3200	3500	3500	3600
Software Engineer	1800	1700	1650	1850	2000	2300	3000	3400	3436	3500
Data Science	700	1000	1100	1500	1550	2000	2375	2800	3300	3200
Project Management	2200	1800	1500	1800	1750	2000	2500	2800	3500	3100
Analyst	1300	1500	1340	1600	1400	1700	2000	2000	2000	2200
Designer/artist	1300	1000	850	900	1000	1200	1500	1500	1600	2000
QA	1200	1100	1023	1200	1300	1500	1850	2000	2000	2000
Marketing/PR		570	618	750	800	1000	1200	1400	1500	1700
HR	625	600	600	700	800	900	1050	1350	1300	1600
Sales	500	500	500	600	700	850	900	1300	1000	1413
Sysadmin	445	500	600	770	800	875	1200	1000	1100	1200
Support	700	500	660	600	700	760	1000	1045	1000	1100

Dynamics of Changes in Median Salary of a Data Science Specialist, $



Dynamics of the Largest Increases in Median Salaries, $



Dynamics of median salaries by experience

Median salaries for employees of all levels have increased by an average of ~50%. The highest growth rates are observed among Junior and Middle-level non-technical specialists, averaging ~80% over a 10-year period. For technical Junior and Middle-level employees, salaries have risen by ~23% on average over the same period. At the Senior level, there is no significant difference in salary growth between technical and non-technical specialists, with increases of 51% and 53%, respectively.

- Median salary of Junior employees, $

Specialty	2015	2020	2024
Technical	825	721	1,000
Non-technical	400	585	800

- Median salary of Middle employees, $

Specialty	2015	2020	2024
Technical	1,550	1,788	1,950
Non-technical	775	900	1,260

- Median salary of Senior employees, $

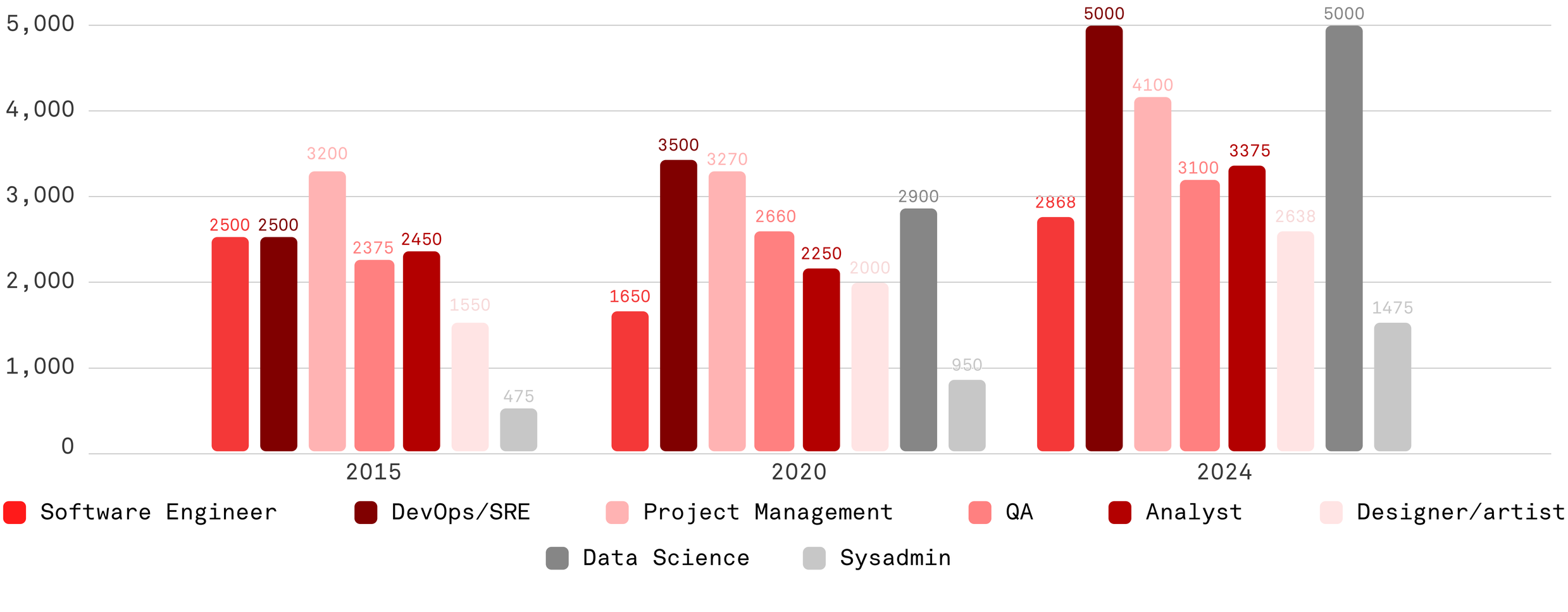
Specialty	2015	2020	2024
Technical	2,475	2,660	3,738
Non-technical	1,300	1,500	2,000

The highest median salary growth has been recorded among technical specialists at the Middle level in Data Science. In 2015, their median salary was $800, reaching $2,810 in 2024 — a 251% increase. Another significant increase is observed among Senior-level system administrators, whose median salary grew from $475 in 2015 to $1,475 in 2024, marking a ~211% rise. Other roles that experienced salary growth exceeding 100% include Middle-level designers, system administrators, and Senior DevOps specialists.

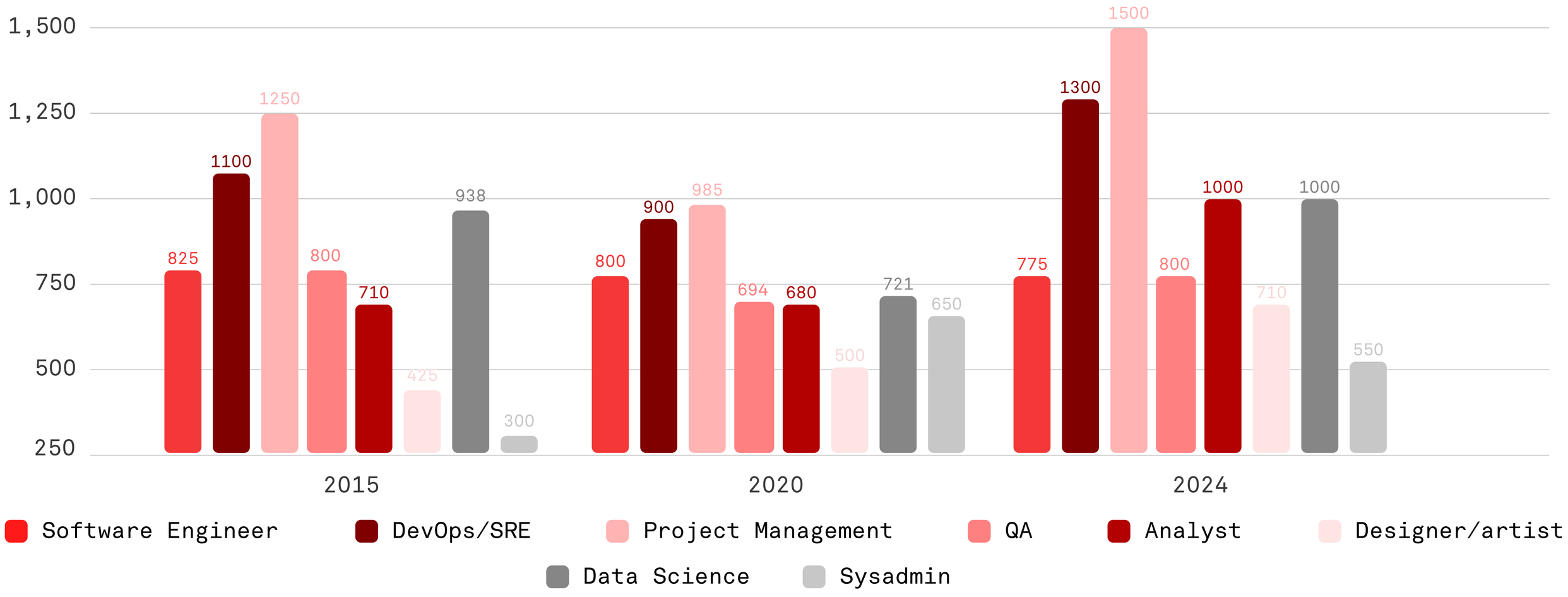
Among Junior-level employees, the highest median salary growth has been observed in system administrators (83%), designers (67%), and analysts (41%).

Among non-technical specialists, the most significant increases in median salaries have been recorded for Senior-level sales professionals (264%), Middle-level HR (96%) and marketing specialists (89%), and Junior-level support employees (88%).

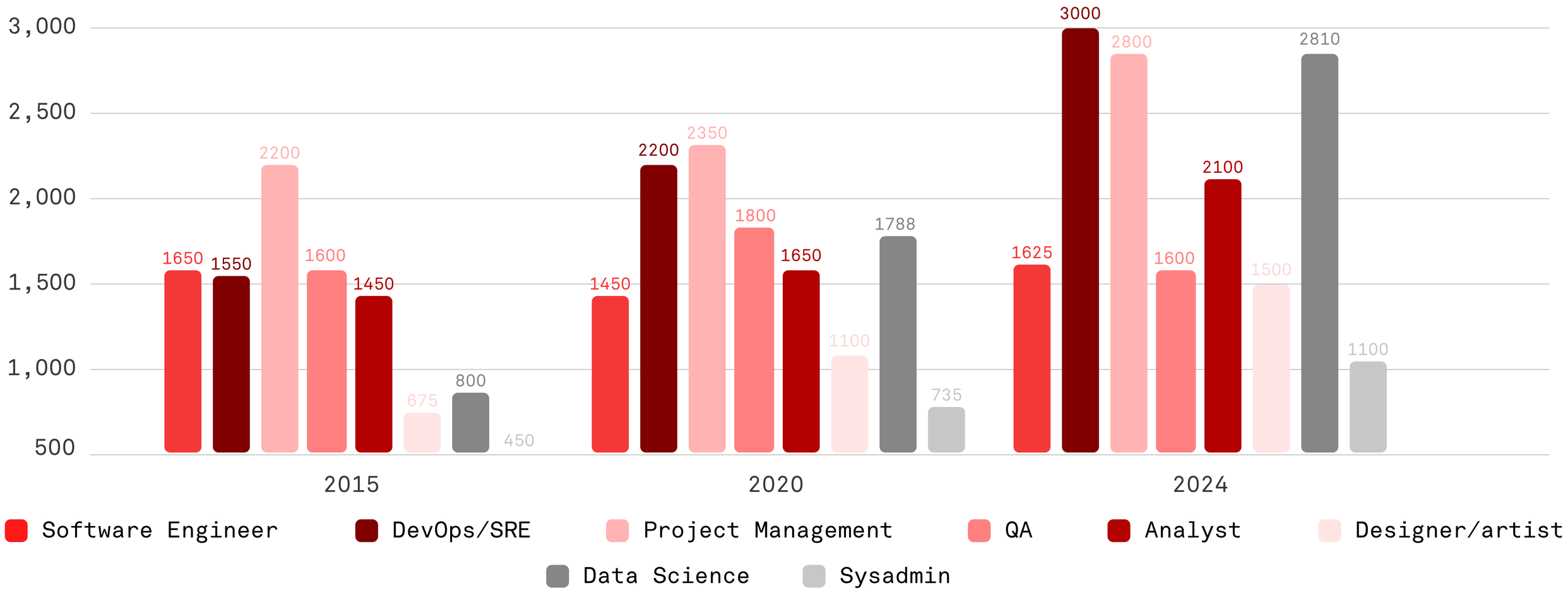
Salary Dynamics by Specialization Among Senior-Level Employees



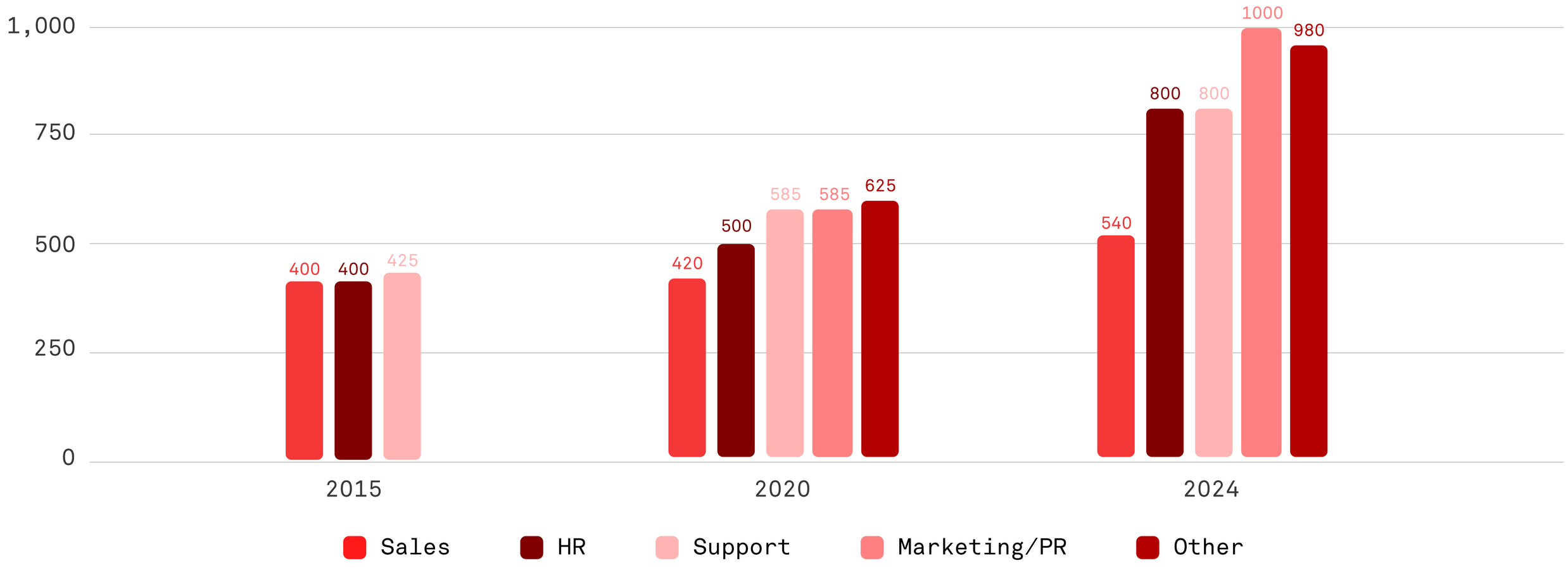
Salary Dynamics by Specialization Among Junior-Level Employees



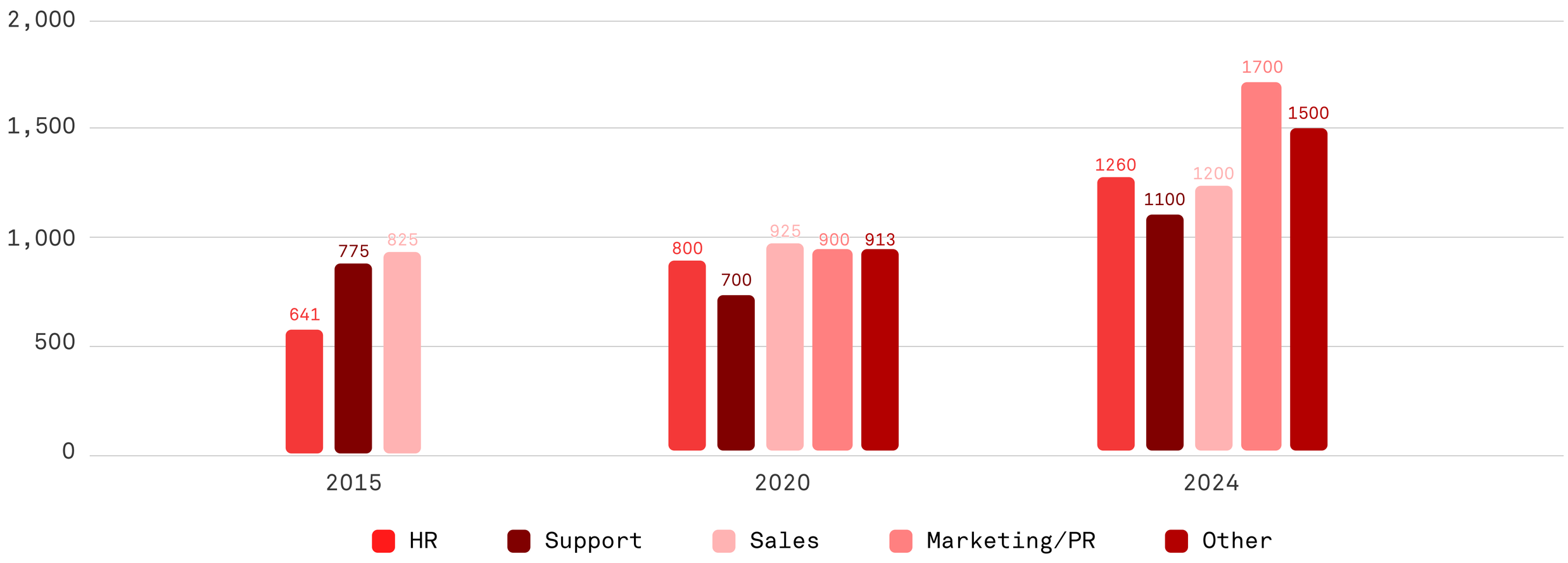
Salary Dynamics by Specialization Among Middle-Level Employees



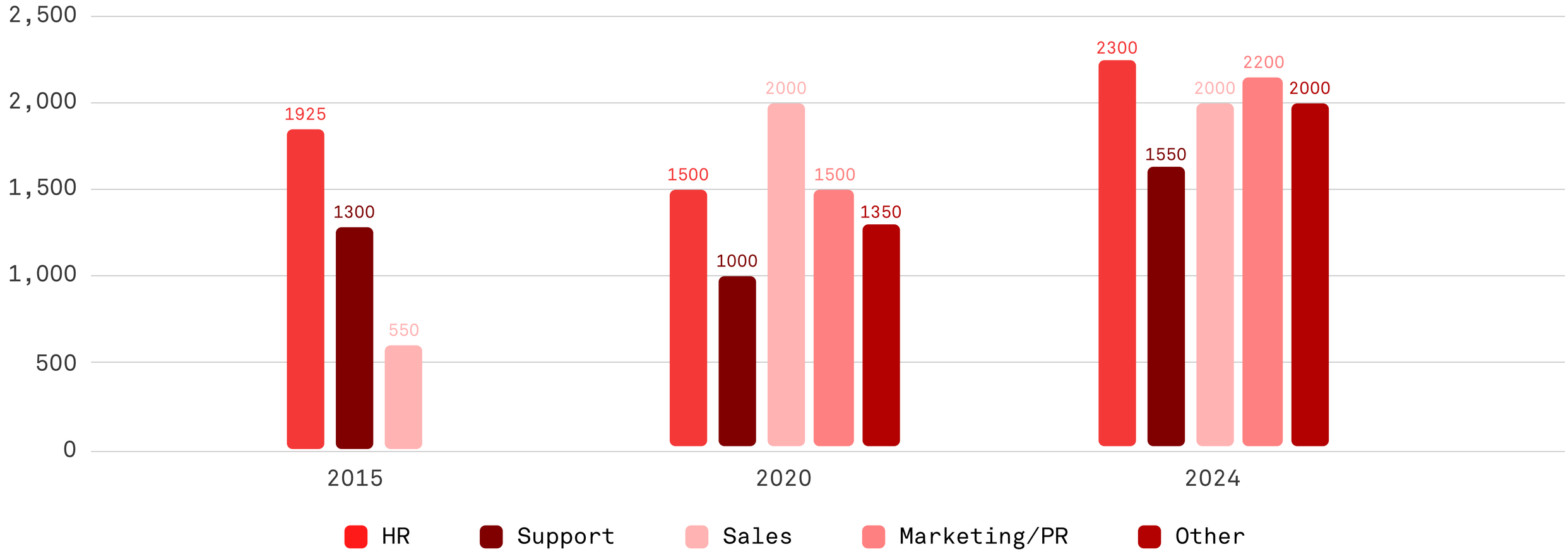
Salary Dynamics by Specialization Among Junior-Level Employees



Salary Dynamics by Specialization Among Middle-Level Employees



Salary Dynamics by Specialization Among Senior-Level Employees



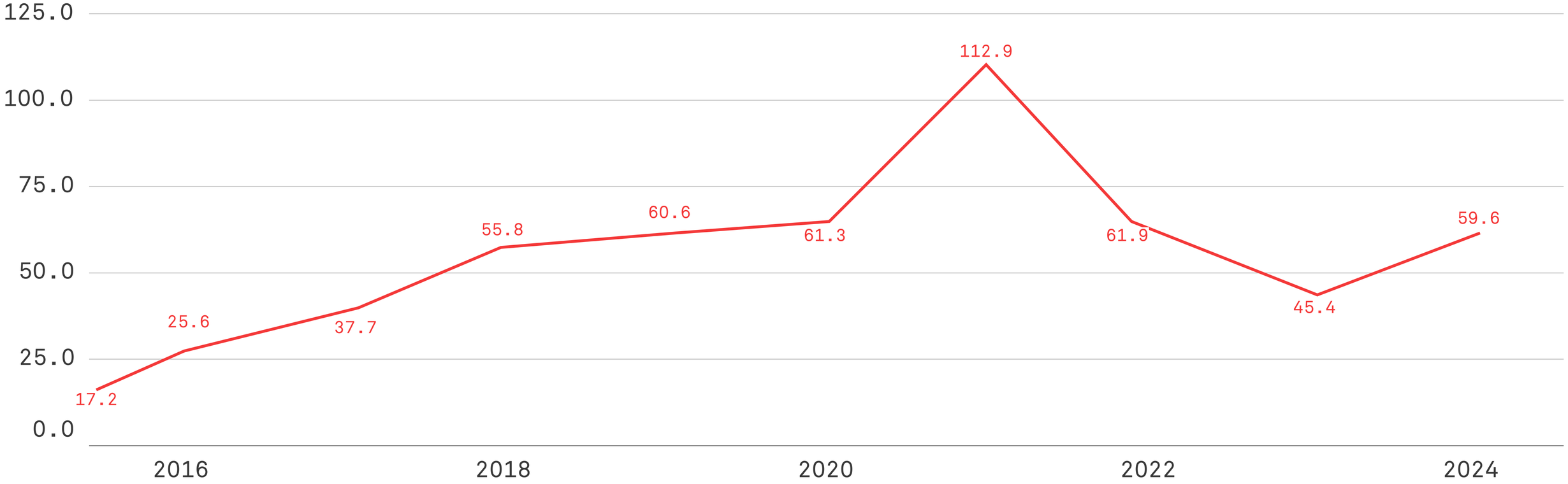
Job market dynamics

According to a study by DOU, the number of job openings in 2024 has increased compared to the previous year. However, over a 10-year span, the 2024 figure is not the highest.

In 2015, the number of published job postings reached a historical low of 17,200. The peak was recorded in 2021, with 112,900 vacancies — a staggering 84% increase from the previous year. By 2022, the number had dropped to 61,900, marking a 45% decline.

In 2024, the highest number of job postings were for Software Engineers (15,300, a 16% increase), Marketing specialists (6,600, a 40% increase), and uncategorized technical roles such as DBA and Hardware Engineer (4,500, a 36.3% increase).

Dynamics of the Total Number of Published Job Postings on DOU



JOB OPENINGS BY EXPERIENCE LEVEL

The highest number of job openings is available for Middle-level specialists, with 18.7K vacancies as of 2024, reflecting a 23% increase compared to 2023. While the number of job postings for entry-level candidates remains relatively low compared to other experience levels, there has been a significant rise in openings for candidates with up to one year of experience and those with no prior experience — by 48% and 83%, respectively, year over year.

According to online job search statistics from Djinni, Junior candidates had access to 2,600 job postings, accounting for 31.3% of all vacancies. Middle-level specialists saw 4,100 openings (49.4%), while Senior professionals had 1,600 listings, making up 12.3% of the total.

RATIO OF JOB OPENINGS TO APPLICATIONS

The number of applications per vacancy has increased in the DevOps and Design fields. In 2024, the average number of applications for a DevOps position reached 20.6, reflecting an increase of 6.3 compared to the previous year. The Design sector saw an even more significant surge, with applications rising 3.4 times, reaching 48.7 applications per job opening in 2024.

Conversely, the number of applications for QA positions has declined to 72.6 in 2024, marking a drop of 40.8 compared to 2023. A similar downward trend is observed in Project Management roles, with 50.5 applications per vacancy (a decrease of 9.7), and Technical Writer positions, where applications fell by 8.2 to 10.3 per job opening.

Among non-technical positions, competition for HR roles has decreased, with 44.3 applications per vacancy in 2024, down by 28.3 from the previous year. In contrast, Account Manager positions saw the highest increase in competition, rising by 6.4 points compared to 2023.

Ukrainian IT and western neighbors:

[from shared trends to challenges

It is difficult to find another sector in the Ukrainian economy that has shown as much growth over the past decade as IT. Even in Poland, the growth rate was not as high, despite the fact that Polish labor productivity increased three times faster during this period than the average among OECD member countries. The export of IT services grew at a faster rate only in Lithuania, but comparing this result to Ukraine's would be unfair due to the difference in scale.

	Ukraine			Poland			Lithuania			Germany		
	2014	2024	Growth	2014	2024	Growth	2014	2024	Growth	2014	2024	Growth
Number of IT companies	95000	261000[5]	175%	65000	260000[3]	300%	1576[6]	4762[5]	202%	84000	93887[4]	12%
Total market volume, billion $	3,7	5,6	51%	20,9	40[3]	91%	0,6	4,8[3]	783%	76	150	97%
IT services export volume, million $	1500	4778[1]	219%	4345	13233[2]	205%	270	2320[3]	759%	25503	33412[1]	31%
Number of people working in IT	74000	302000	308%	190000	400000	111%	29000	59000	103%	970000	1351000	39%
Median salary of developers, $	1610	3400	111%	2200	4100	86%	2000	3800	90%	4400	5100	16%

[1] — data for the first, second, and third quarters of 2024 [2] — data for the first and second quarters of 2024 [3] — data for 2023 [4] — data for 2022 [5] — data as of 01.01.2025 [6] — data as of 01.01.2015

Can Ukraine, which has been defending itself against russia's invasion since 2014, really be compared to stable European societies? At first glance, it may seem meaningless. However, war is not the only factor influencing Ukraine's IT sector.

The industry is also affected by what Richard Haass, then-president of the Council on Foreign Relations, described in 2017 as a "world in disarray". Today, the global economy is growing more slowly than in the 2000s or even the 2010s, notes World Bank Group Chief Economist Indermit Gill. A look at several key indicators is enough to see that this trend impacts Ukraine's IT sector just as much as it does Lithuania's or Poland's.

EXPORT

The most obvious indicator of impact is the global slowdown in demand. Yaryna Vozniak, Head of Research at the Lviv IT Cluster, notes that 93% of Ukrainian IT companies sell their products to foreign consumers.

“The industry depends on the financial markets of the U.S., EU, and Asia, where we are seeing a decrease in the availability of free capital, which results in a slowdown in long-term investments,” Vozniak says.

Moreover, certain sectors of the global economy are experiencing the slowdown more acutely than others. This is particularly true for the automotive industry. Such a decline limits the industry’s demand for technical products, affecting suppliers both in Ukraine and elsewhere.

However, the IT sector in other countries continues to grow. For example, the German business association Bitkom predicts that the sector will continue to grow in 2025, increasing by around 5%, despite the fact that the German economic model is currently in crisis and is unlikely to see even a 0.5% growth next year.

Clearly, the success of German IT professionals is driven by the continued digitalization of the country’s economy and its resilience to external shocks. As Nina Paulsen, spokesperson for Bitkom, explaines, “Growth will come from increased demand within the country.”

Lithuanian IT, like Ukraine’s, is highly dependent on exports and foreign capital markets, yet it continues to grow. Inha Lanhaite, former head of the Lithuanian Startups Association and an expert in the country’s IT sector, is aware of several instances where, after the onset of the full-scale invasion, foreign investors suddenly decided not to invest in Lithuanian companies.

“As a result, many Lithuanian companies began changing their strategies, focusing on profitability rather than seeking investments,” she tells AIN.

It is clear that Ukraine’s IT sector suffers not only from the global reduction in demand but also from competition in offers. The industry is forced to compete with other global tech hubs, Vozniak says, listing factors that create uncertainty for clients and drive them away: missile attacks, mobilization, and restrictions on traveling abroad.

As a result, according to IT Research Ukraine 2024, with the start of the full-scale invasion, 60% of companies experienced cases of contract terminations with clients.

SALARIES

As a result, another key difference has emerged between the Ukrainian and European IT markets — salary trends.

When it comes to IT professionals in continental Europe, the consulting company Hays notes that they know their worth. The majority of developers surveyed by the agency expect their salaries to increase in 2025. For instance, Java developers in both Germany and Spain anticipate a 15–20% salary increase. This is significantly higher than the European Central Bank's forecast for wage growth in 2025.

Salaries are also continuing to rise in Lithuania. Although the average salary in the country is lower than the EU average, "young professionals in Lithuania are no different from the European middle class," says Lanhaite. Ten years ago, Lithuanians would leave the country to study and work abroad, but now they no longer feel the need to do so: local jobs offer international salaries, a good work-life balance, the ability to purchase property, and the opportunity to travel.

It is likely that the expectations for salary increases will be met: the vast majority of HR leaders at European IT companies told the consulting company Ravio that in 2025, their companies plan to raise salaries based on Performance Reviews or inflation, or both factors.

If companies fail to meet these salary expectations, specialists may leave. In Germany, as well as in Portugal and Poland, most resignations are expected to be due to dissatisfaction with salary levels, predicts Hays.

In other words, European markets have continued to experience the so-called Great Turnover trend, meaning high levels of both resignations and job openings. However, this trend has slowed down — in 2024, the employee turnover rate fell from 27% to 18%, according to Ravio. Research by a group of Australian scientists suggests that this level is close to optimal.

Data collected by AIN shows that Ukrainian salaries are not significantly different from those earned by their European counterparts. The growth rates of salaries over the past 10 years have also been similar. The exception is large economies like Germany and Spain.

However, the key difference between Ukraine and other players lies in the trend of the last three years: during the full-scale invasion, the Ukrainian IT labor market shifted to a more employer-dominated market, weakening the negotiating position of employees. It's not surprising that the vast majority of specialists expect little improvement in 2025: 77% of respondents from the Lviv IT Cluster believe that salary median growth in 2025 should not be expected.

Vozniak points out that this market situation has been in place since the end of 2022, when a drop in export orders forced companies to "make tough decisions regarding the freezing of compensation reviews."

Why is it difficult for the industry to cut other costs? Andrii Brodetskyi, Investment Associate at Horizon Capital, explains in a comment to AIN:

"Typically, salaries are the largest expense item for service companies. For example, 66–69% of EPAM's revenue in 2021–2023 went to salaries and other personnel-related costs. Currently, demand for IT services and products has decreased. For example, EPAM's revenue in the first three quarters of 2024 dropped by 1.5% compared to 2023. This creates a need for optimization."

EMPLOYMENT NUMBERS

Both abroad and in Ukraine, the pandemic years became a time of quantitative growth for IT company staff.

“Back then, to quickly fill vacancies, companies hired expensive specialists and actively headhunted, as there were far more job openings than candidates seeking positions,” Vozniak recalls. Therefore, optimization is a characteristic trend both for the Ukrainian market and foreign markets.

“In 2023, the U.S. tech industry cut around 200,000 employees, and in 2024, about 100,000,” Brodetskyi adds.

However, this trend is already being adjusted, and the Ukrainian market is showing almost complete synchronization with foreign ones. Based on the data from Layoffs.fyi, we calculated quarterly layoffs in companies headquartered in Europe in 2024.

Quarter	Number of resignations
I	11,754
II	4,475
III	4,050
IV	3,348

While this data is incomplete, it indicates a slowdown in the downsizing trend. Meanwhile, in Ukraine, “since the summer, the number of offers from recruiters has started to grow,” notes Vozniak. In the first half of 2024, the aforementioned EPAM slowed down its layoffs, and in the third quarter, the number of employees again increased. In the U.S., these fluctuations are often referred to as “rightsizing,” Brodetskyi says, “meaning bringing a company to a size that aligns with its goals and needs.”

RESILIENCE FOR UKRAINE, SPEED FOR EUROPE?

“We see no reason to expect IT exports to grow,” Vozniak says, referring to the baseline scenario in which the intensity of hostilities does not decrease. The challenges for the industry will only intensify, she believes. Resilience in the face of these challenges will help minimize the damage.

While in the short term, European markets will continue to grow, they will also face significant strategic difficulties. Lanhaite notes that in some cases, wages in Lithuania are rising faster than productivity levels. To improve productivity, the EU needs to accelerate the adoption of innovations, according to a 2024 report by former European Central Bank President Mario Draghi on Europe’s competitiveness.

It is precisely the low labor productivity in the European IT sector that “pulls down” the average productivity level of the European economy compared to North America. Ultimately, hundreds of thousands of Ukrainians who moved west of Poland after the start of the full-scale invasion have personally experienced Europeans’ conservative attitude toward digital innovations that have long been commonplace in Ukraine. Draghi urges European capitals to stop procrastinating in the name of stability and instead prioritize speed.

The biggest factors that influenced Ukraine’s IT market over the last 10 years

Several key events have transformed the Ukrainian IT market, including the introduction of the special tax regime “Diia.City”, the COVID-19 pandemic (which led to a shift toward remote and hybrid work formats), and the full-scale invasion (resulting in employee relocations, office closures due to active combat and occupation of certain regions, challenges in working with foreign clients due to security concerns, and a decline in IT exports).

Yurii Antoniuk

Vice President and Head of EPAM in Central and Eastern Europe, says in a comment to AIN.

There are also a number of factors that have contributed to the development of Ukraine’s IT industry over the past decade. First and foremost is the preservation of a simplified employment model for IT specialists, despite various governments’ attempts to impose additional restrictions or taxes. This has allowed the industry to continue developing and even actively growing,

He considers the introduction of a legal and tax framework for IT companies in Ukraine to be another crucial step. According to Antoniuk, this initiative demonstrated that the government is responsive to the needs of the IT industry and is creating favorable conditions for its further development. These changes have also encouraged the emergence of new sectors, product companies, and startups within the IT sphere.

“Over the past 10 years, Ukraine’s image on the global IT stage has significantly improved. Initially, this was due to the steady increase in IT projects and the specialists involved. Later, the state’s active steps toward digitalization and initiatives such as the unified public service portal Diia further enhanced Ukraine’s reputation. As a result, global clients’ perception of Ukrainian developers has improved significantly, and Ukraine has strengthened its position in international IT rankings,” Antoniuk explains.

At GlobalLogic, experts believe that COVID-19 had the most significant impact on the development of Ukraine’s IT sector, as companies sought new collaboration formats.

“By spring 2020, 98% of IT specialists in Ukraine were working remotely. This adaptation allowed the industry to maintain pre-pandemic growth rates of 25–30% per year in 2020,” the company states.

In 2023, Ukraine’s IT industry faced an export decline for the first time, according to GlobalLogic experts, although it continued to hold the largest share of service exports. IT companies encountered challenges in acquiring new clients, relocating teams, and restoring pre-war productivity — an adaptation process that most industry leaders are gradually managing.

“The development of AI has also had a significant impact: in 2024, the global AI market grew to $184 billion, up from $136 billion in 2023. Forecasts suggest its value will reach $827 billion by 2030. As a result, demand for AI solutions is rising, and this sector will remain a priority for IT companies in the coming years,” GlobalLogic commented for AIN.

“In particular, the company itself is developing the GenAI Platform of Platforms — the first unified platform architecture for implementing enterprise AI solutions. They note that, simultaneously, the requirements for engineers are evolving, and AI expertise is becoming a strong competitive advantage.”

Visa

Tetiana Chorna

Vice President & Regional Manager at Visa Ukraine

The cashless economy is becoming a key driver of IT industry development in Ukraine. In 2024, the country had over 54 million active payment cards, with more than 94% of transactions being cashless. For businesses, especially in IT, this opens up new opportunities for efficient financial management and transparent business transactions.

The full-scale war has underscored the importance of access to global financial technologies for the stability and growth of Ukraine’s economy. Today, thanks to e-commerce and social media, even small businesses can go global. Visa serves as a bridge between Ukrainian businesses and international markets. Our Visa Direct platform simplifies money transfers in over 190 countries, making it an ideal tool for Ukrainian entrepreneurs looking to scale their operations.

Visa partners with over 2,000 fintech companies worldwide. Every year, we host the Visa Everywhere Initiative, a global competition for fintech startups that provides participants with grants, visibility, and industry recognition.

Additionally, our Fintech Fast Track program helps fintech companies become verified Visa network members, making it easier to launch new products. Businesses can also certify their payment solutions through the Visa Ready program to meet Visa’s security and functionality standards. Furthermore, we offer IT companies access to powerful APIs via the Visa Developer Center.

In 2025, Visa will continue to implement global programs that support fintech and business growth, offering innovative solutions to drive the Ukrainian IT sector forward.

Government’s role in the IT sector: projects by the Ministry of Digital Transformation and regulation

The Ministry of Digital Transformation was established in 2019 with the goal of turning Ukraine into a digital state by digitizing services and documents to eliminate paper-based bureaucracy.

Among its key developments is the Diia, portal and mobile application, which allow Ukrainians to access various services online, from registering as a sole proprietor to submitting marriage applications. The Ministry also introduced a special tax regime for the IT sector, Diia.City, which offers reduced taxes and specific benefits for resident companies.

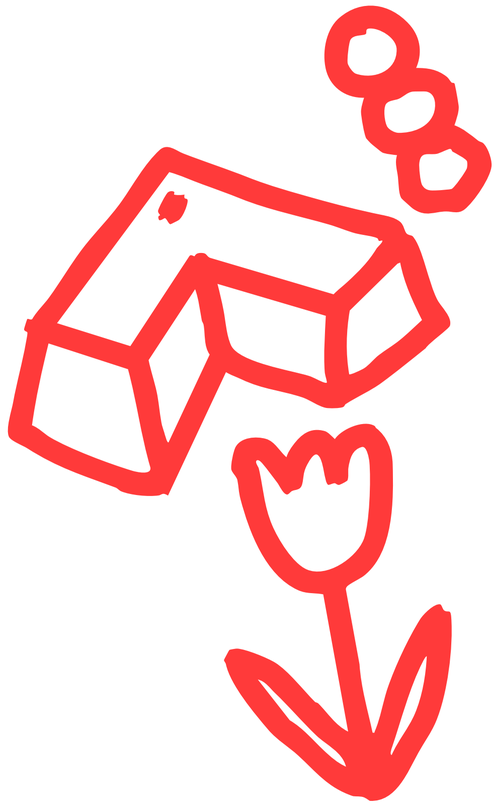
Additionally, the Ministry has worked on educational initiatives, including online courses and IT training programs.

Among the developments of the Ministry of Digital Transformation:

IT Generation courses

In 2022, the Ministry of Digital Transformation, in collaboration with Binance and Lviv IT Cluster, launched the educational project IT Generation, allowing Ukrainians to acquire IT specializations such as Blockchain Development, FrontEnd, QA, JavaScript, Python, and Java free of charge. The program also included non-technical courses like Project/ Product Management, UX/UI Design, Digital Marketing, Business Analysis, and HR.

Applications from schools opened in July, while student applications began in August 2022. A total of 2,200 Ukrainians participated in the project, with 1,877 successfully completing their training.



Training statistics by field:

Specialty	Number of students
Front-end	378 students
QA	299 students
UI/UX Design	231 students
Python	214 students
Project/Product Management	182 students
Java	152 students
JavaScript	151 students
Digital Marketing	88 students
Business Analysis	46 students
BlockChain	31 students

In July 2023, 147 graduates found jobs in the IT sector, and as of January 31, 2024, the number of employed graduates had increased to 368. In 2024, the Ministry of Digital Transformation stopped collecting statistics, according to the Ministry itself.

Employment statistics by IT school (project partners):

Schools	Number of graduates
GoIT	57 graduates (38%)
A-Level	42 graduates (30%)
Source IT	39 graduates (23%)
Laba	39 graduates (15%)
Beetroot Academy:	26 graduates (32%)
DAN IT	25 graduates (51%)
Mate academy	23 graduates (25%)
SkillUP	19 graduates (24%)
Sigma Software University	16 graduates (9%)
Hillel IT School	15 graduates (9%)
Choice31	14 graduates (39%)
Prog Academy	13 graduates (8%)
CyberBionic	10 graduates (18%)
WebPromo	9 graduates (33%)
Startup IT Academy	4 graduates (6%)
IAMPM	3 graduates (16%)
Logos IT School	3 graduates (2%)
EPAM University	2 graduates (3%)
IT Education Academy (ITEA)	2 graduates (2%)
ISSP Training Center	1 graduates (5%)

Marketplace for tech companies CodeUA.com

In 2024, the Ministry of Digital Transformation, in collaboration with Lviv IT Cluster and with the support of USAID, launched the platform Code.UA.com for Ukrainian IT companies, aimed at helping them find clients worldwide.

For foreign clients of Ukrainian companies, the platform offers various tools such as analytics and an AI assistant. Legal support and a 24/7 concierge service are also available.

“The Code.UA.com platform is a response to the current challenges faced by Ukrainian IT companies — the global recession and the full-scale war, resulting in a lack of new orders and a decline in export volumes,” said the Ministry of Digital Transformation in a comment to AIN. “Through this initiative, we aim to create and capitalize on the Ukrainian tech business brand globally. For Ukrainian companies, the platform serves as an additional effective marketing channel.”

GovTech, IT, and Tech on one platform: Digital State UA

In 2024, during the Tallinn Digital Summit, the Ministry of Digital Transformation presented the Digital State UA platform, which covers:

- GovTech: the Diia ecosystem with over 21 million users, as well as the projects Diia.Business, Diia.Education, and Diia.City, which have become symbols of modern public services.
- IT: Ukraine’s innovative IT sector, including e-residency, CodeUA.com, and Diia.City.
- Tech: creating conditions for investment and the development of global technology products.

The platform was launched in January 2025.

Diia.City

The legal and tax regime for Ukraine's IT industry was officially launched on February 8, 2022. Residents of Diia.City were offered special tax conditions that were intended to last for 25 years, an alternative to traditional employment — the option to sign gig contracts instead of working through a sole proprietorship, as well as protection from "mask show" raids, meaning searches by law enforcement agencies.

As of February 8, 2024, there are 830 companies registered as residents of Diia.City, employing approximately 62,000 IT professionals. Over 100 of these companies are Defense Tech firms, specializing in areas such as drone production and electronic warfare systems (EW). Among the residents are also major players like GlobalLogic, Ajax Systems, and EPAM.

As of February 7, 2025, the Diia.City ecosystem includes 1,555 companies. In 2024, over 880 companies became residents. Among them are Grammarly, Rakuten Viber, Stark Defence, Molfar Agency, Stellantis, Acino, Capgemini, Petcube, Auterion, Datagroup, Intellias, and others.

On October 10, 2024, the government adopted a bill amending the Tax Code of Ukraine regarding tax features during martial law, which includes tax increases. The changes also apply to the residents of Diia.City.

Ukrainian IT clusters, along with Diia City United and Diia City Union, have addressed the government regarding the need to revise the bill, as its provisions effectively violate the special tax regime that was meant to operate for 25 years and may potentially impact the investment climate.

Starting from January 1, 2025, the provision for Diia City residents with startup status regarding the non-application of the 5% personal income tax and minimum unified social tax rate will be canceled.

"This significantly eases entry into Diia City for small startups, as they will gain access to preferential tax rates, tools for attracting venture capital investments, building a transparent corporate structure, and more," the Ministry of Digital Transformation comments.

Goals of the Ministry of Digital Transformation by 2030

As the Ministry comments to AIN, the focus of the Ministry of Digital Transformation is on creating and building an effective ecosystem for the development of technological and innovative businesses.

Target indicators by 2030:

- 70% of technology sector companies benefit from Diia City.
- The number of technology companies (startups and established IT businesses) per million people is close to the European average — about 500 companies per 1 million people.

IT service exports

Key indicators over 10 years:

Year	export, $
2014	$1,5 billion
2015	$2,1 billion
2016	$3,1 billion
2017	$3,6 billion
2018	$4,5 billion
2019	$4,17 billion
2020	$5,03 billion
2021	$6,9 billion
2022	$7,3 billion
2023	$6,7 billion
2024	$6,4 billion

Since 2014, Ukrainian IT service exports have grown by 20–30% annually. For the first time, the export figure decreased during the full-scale invasion. Although in 2022, it reached a record $7.3 billion (compared to $6.9 billion in 2021), it dropped to $6.7 billion in 2023 (an 8.4% decrease).

In 2023, the monthly average of Ukrainian IT service exports was $560 million, nearly 9.3% lower than in 2022.

In 2024, monthly figures dropped further, staying at around $500+ million.

VC, PE, M&A, and grants:

[How these have changed in the IT sector over the last 10 years

Since 2014

With the onset of russia's war against Ukraine, the Ukrainian mergers and acquisitions (M&A) market experienced a downturn. In 2014, it showed the worst performance since Ukraine's independence. In the first three quarters, the total value of M&A transactions was $895 million (compared to $8 billion in 2013).

Starting in 2016, the M&A market started recovering. In 2019, 80 deals were made, worth €1.19 billion (the highest figure since 2013)

In 2018, the number of venture deals was 70, and in 2021, it rose to 188. During this time, the total value increased from $302 million to $534 million.

2022–2024:

Despite the negative factors such as the full-scale invasion, global economic slowdown, and rising financing costs, the IT M&A market continues to attract investments. Maksym Tarasenko, Deputy Director of the Investment and Capital Markets Group at KPMG in Ukraine, highlights this trend. According to KPMG's M&A Radar 2023, the IT sector led in the number of deals and ranked second in deal value.

Investment activity in Ukraine began to recover, and the M&A market grew. In the first half of 2024, 25 deals were completed, totaling $510 million.

In 2024, the technology sector remained the key driver of M&A, closing nine deals valued at $305 million. The largest transaction was the $200 million funding for IT company Creatio.

Foreign investors are actively showing interest in Ukrainian IT, with six out of seven inbound deals taking place in this sector. Ukrainian companies are also expanding abroad. For example, Ciklum and Intellias acquired businesses in North America.

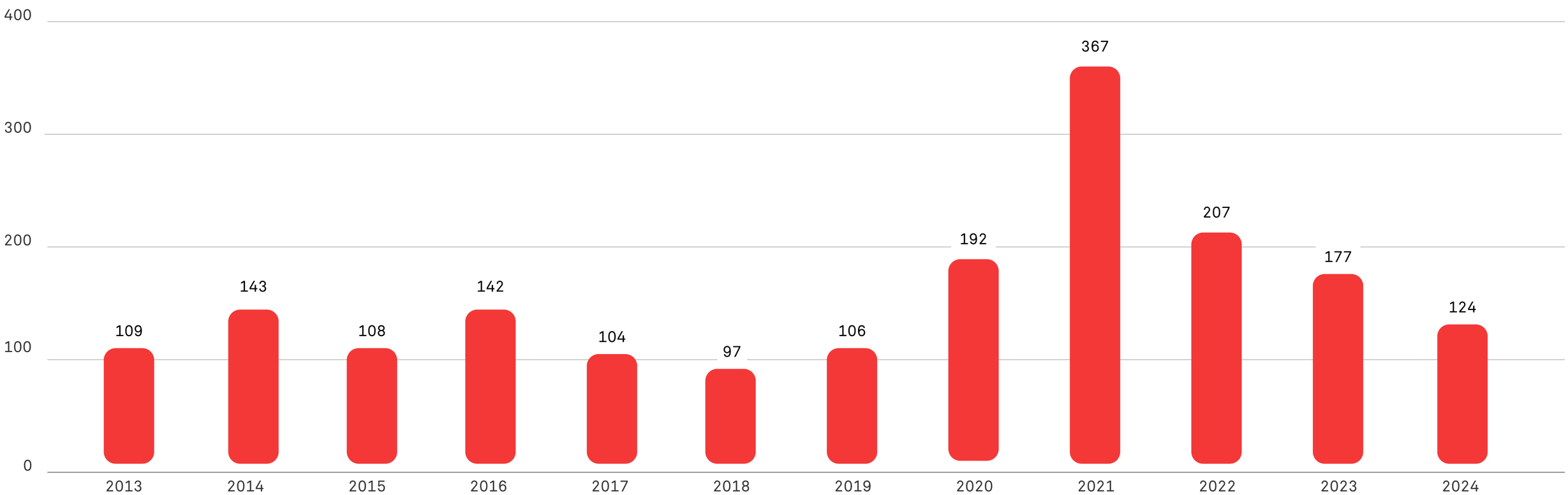
From 2013 to 2024, the total number of deals reached 1,876, with a total value of approximately $8.4 billion. In 2024, the total number of deals decreased by a third compared to 2023. However, their total value nearly tripled, rising to ~$1.12 billion, compared to ~$493 million in 2023.

In 2024, the number of investments reached 111, marking a 30% decrease compared to 2023, when there were 159 deals. The number of M&A deals remained relatively unchanged — 12 in 2024 compared to 16 in 2023. However, the value nearly quadrupled, rising to $569 million in 2024 from $154 million in 2023. This increase was mainly driven by the largest Buyout/LBO deal and Lifecell's $524 million transaction.

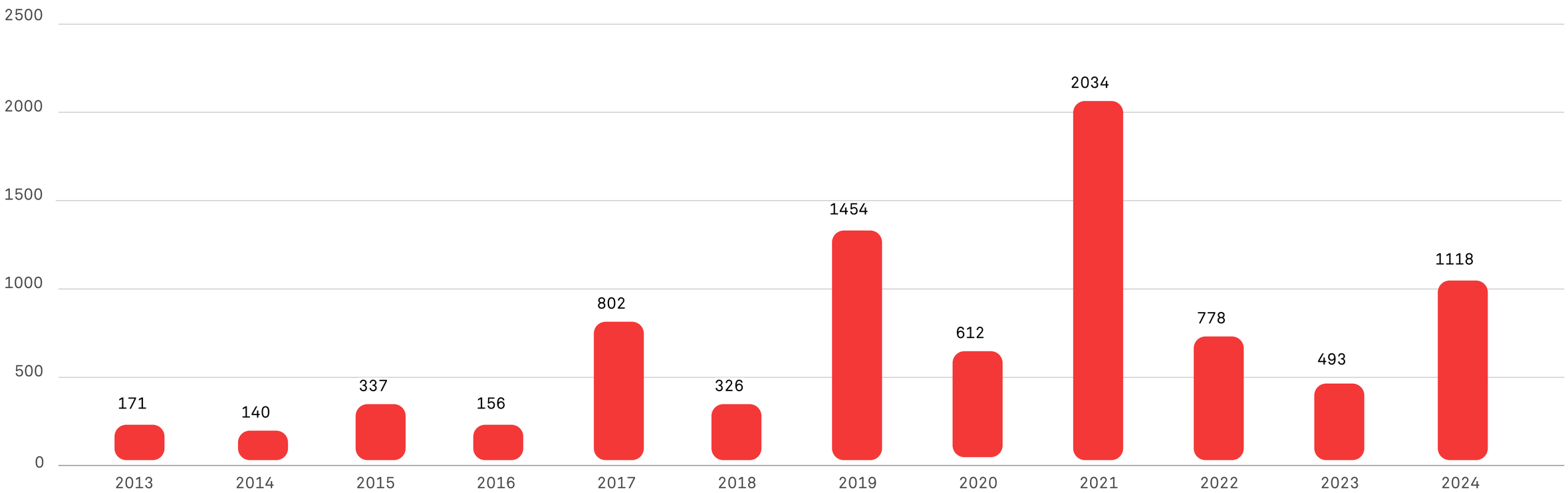
Early Stage VC deals dominated in terms of the number of transactions, particularly seed-stage deals, which decreased nearly threefold in 2024 compared to 2023. In terms of invested capital, Later Stage VC and Private Equity deals led, with total investments of $188 million and $200 million, respectively.

To better understand the number of deals, we grouped them into three main categories: investments, acquisitions, and other deals.

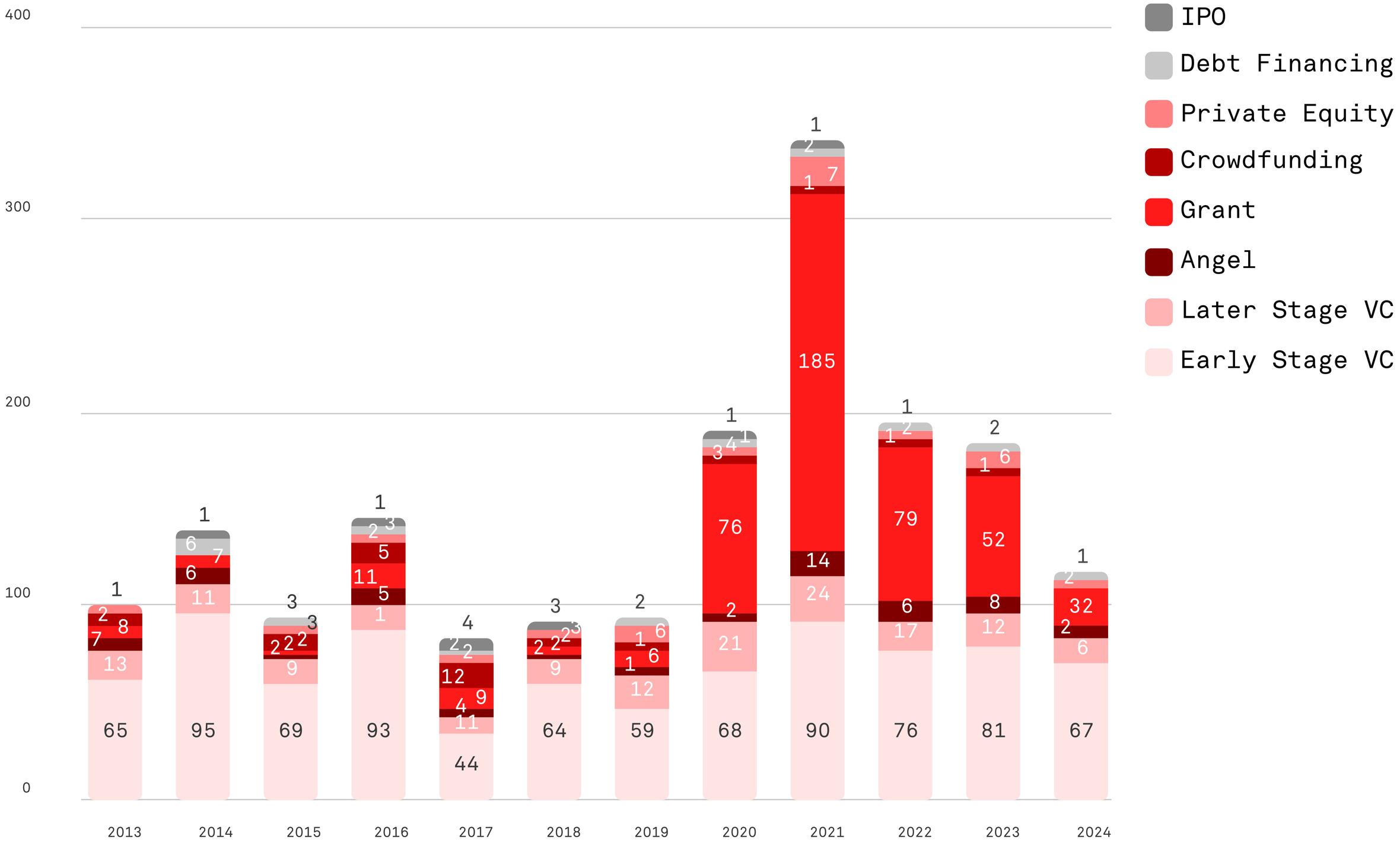
Total Number of Deals per Year



Total Deal Volume per Year, $ million

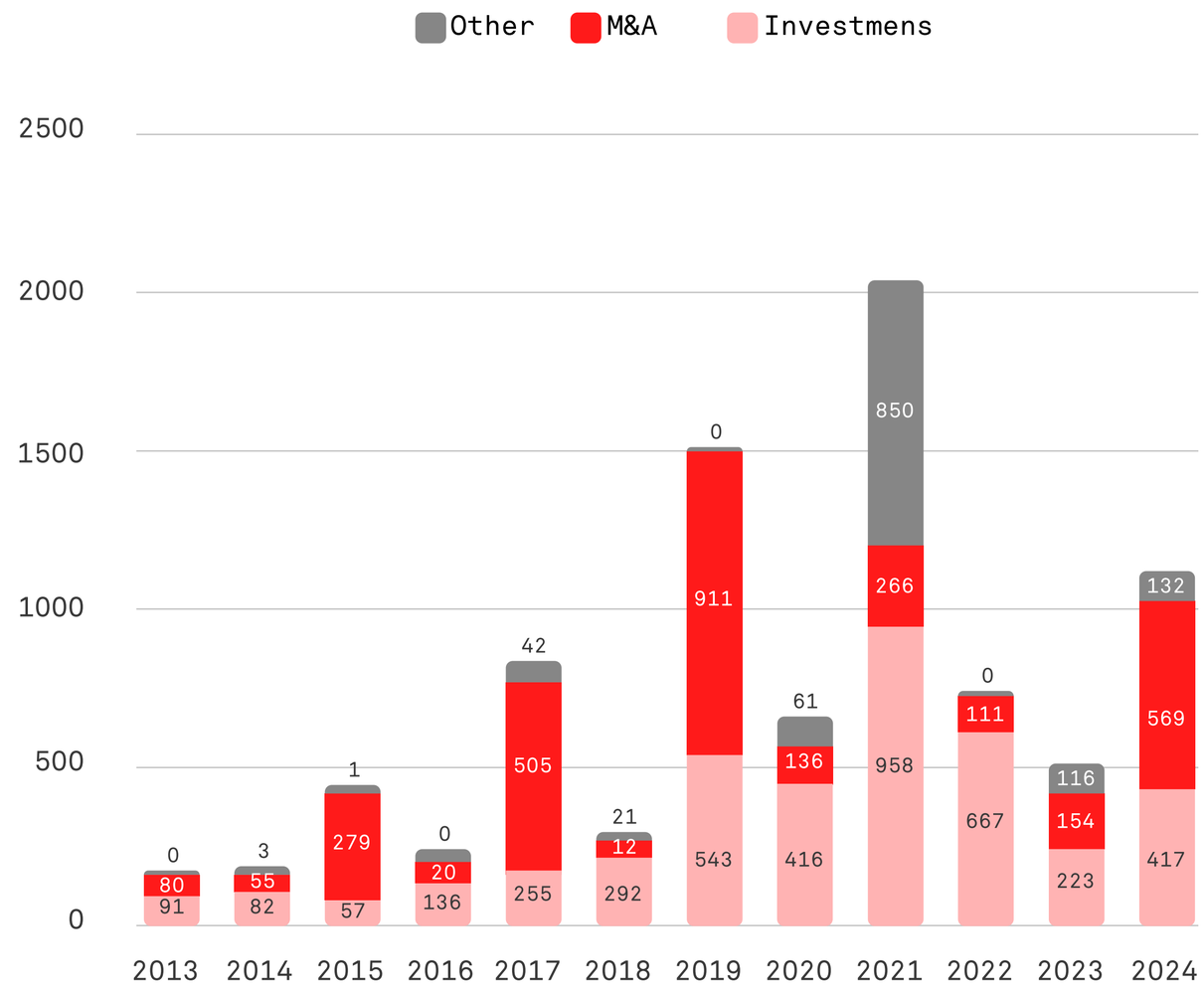


Number of Investments by Type per Year



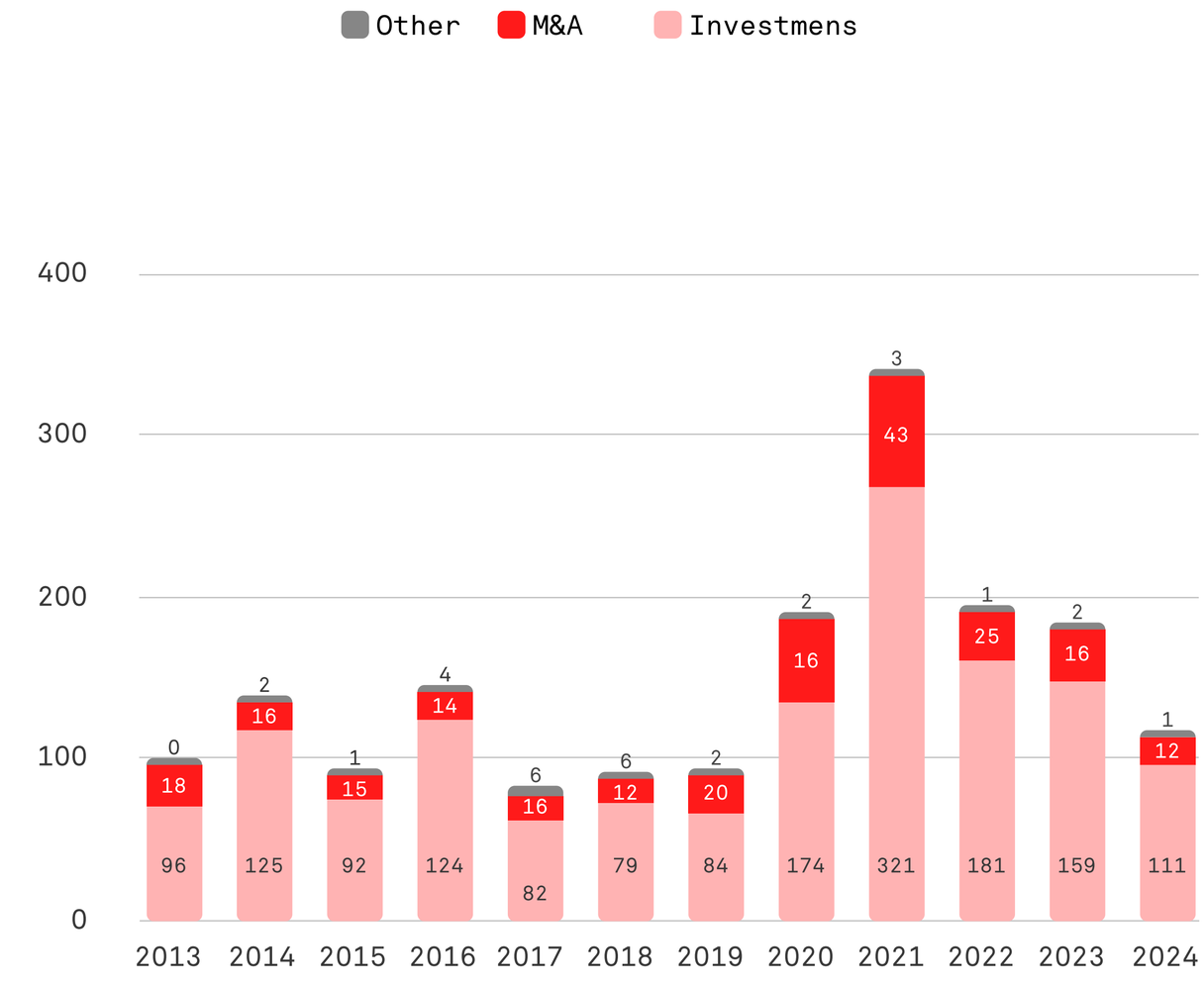
To better understand the number of deals, we grouped them into three main categories: investments, acquisitions, and other deals.

Simplified chart of total number of deals by group:*



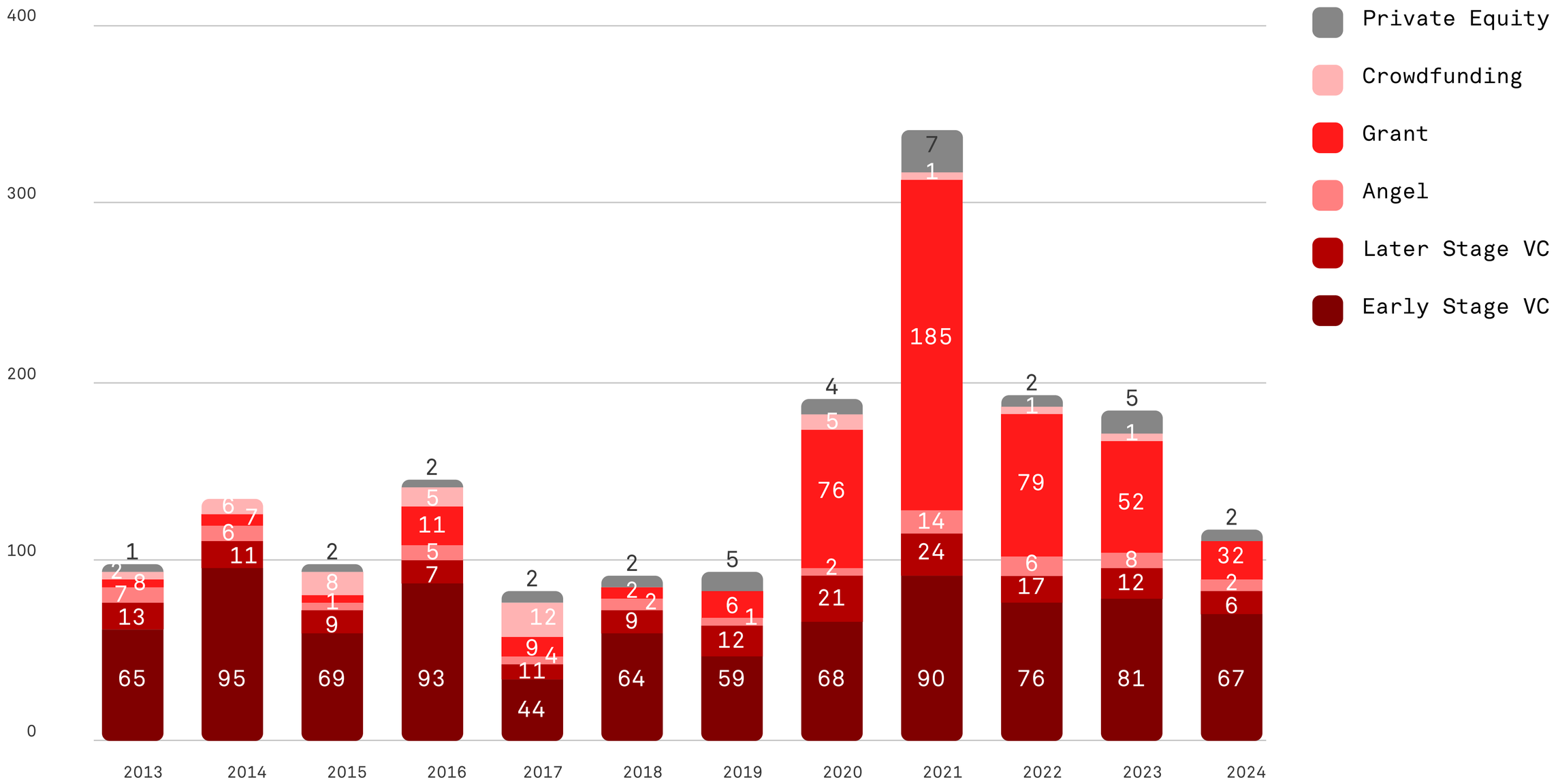
*Investments include deals classified as Early Stage VC, Later Stage VC, Angel, Grant, Crowdfunding, Private Equity;
Other includes deals classified as IPO, Debt Financing.

Simplified chart of total deal value by group*:

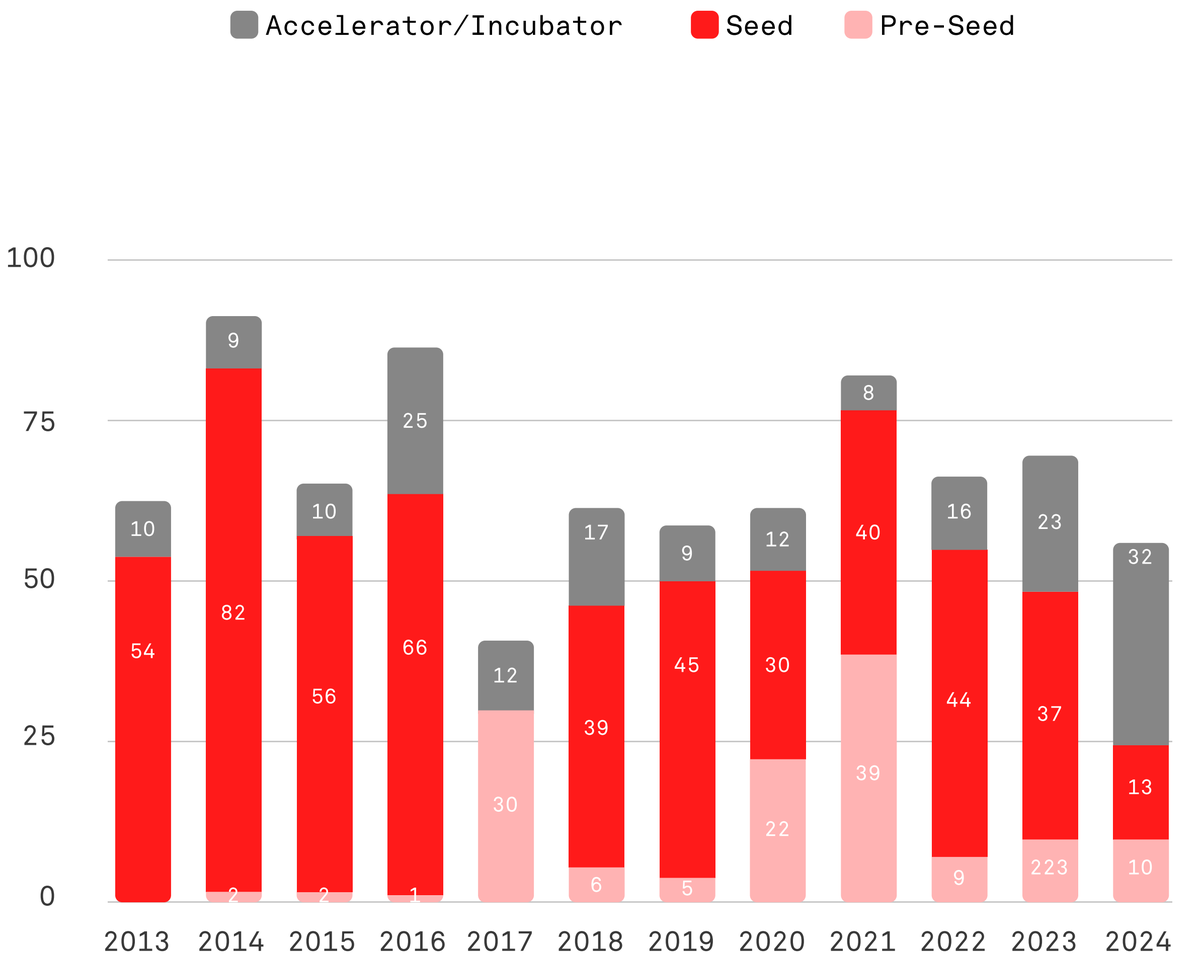


*Investments include deals classified as Early Stage VC, Later Stage VC, Angel, Grant, Crowdfunding, Private Equity;
Other includes deals classified as IPO, Debt Financing.

Number of investments by type and year:

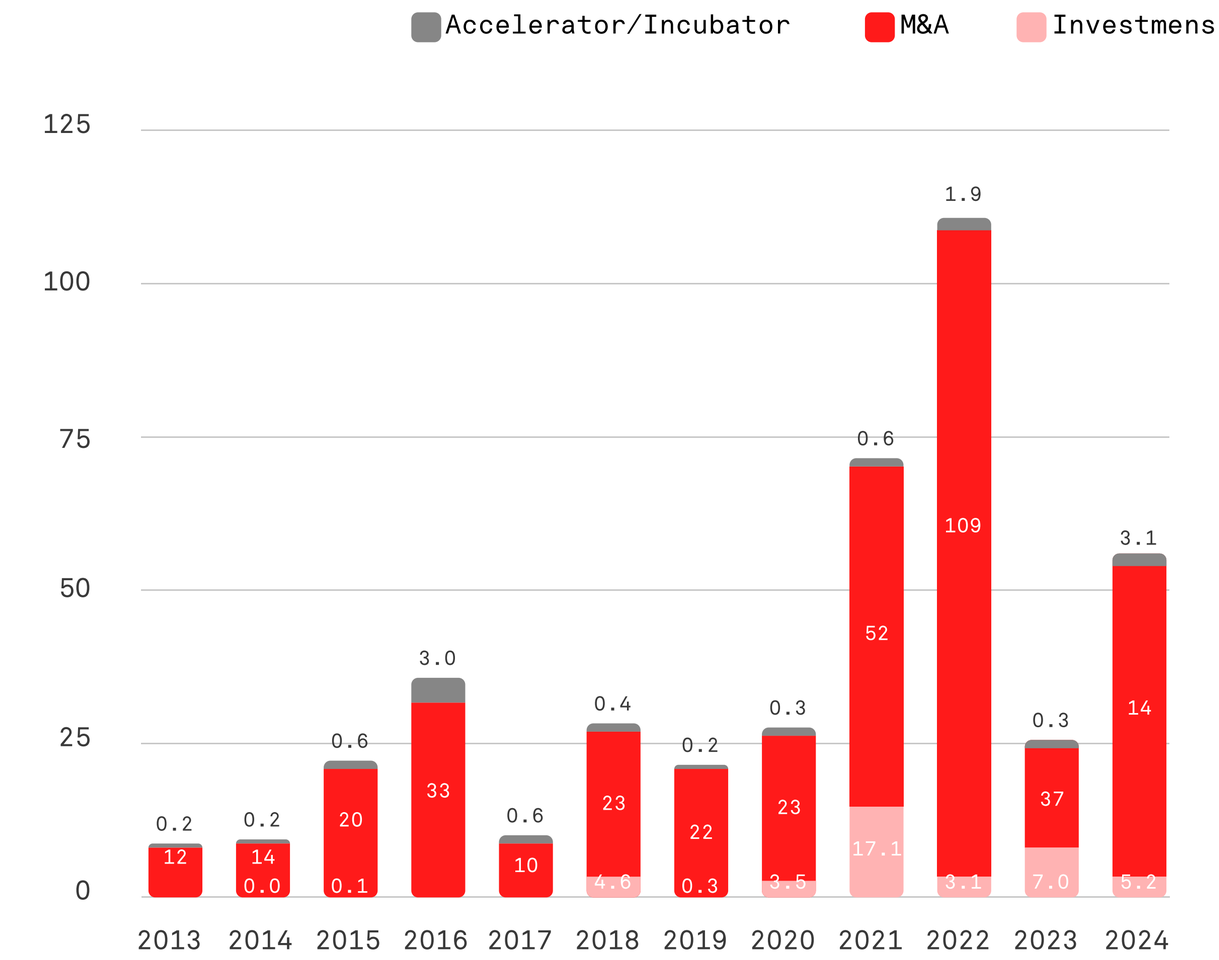


Number of Early Stage VC deals



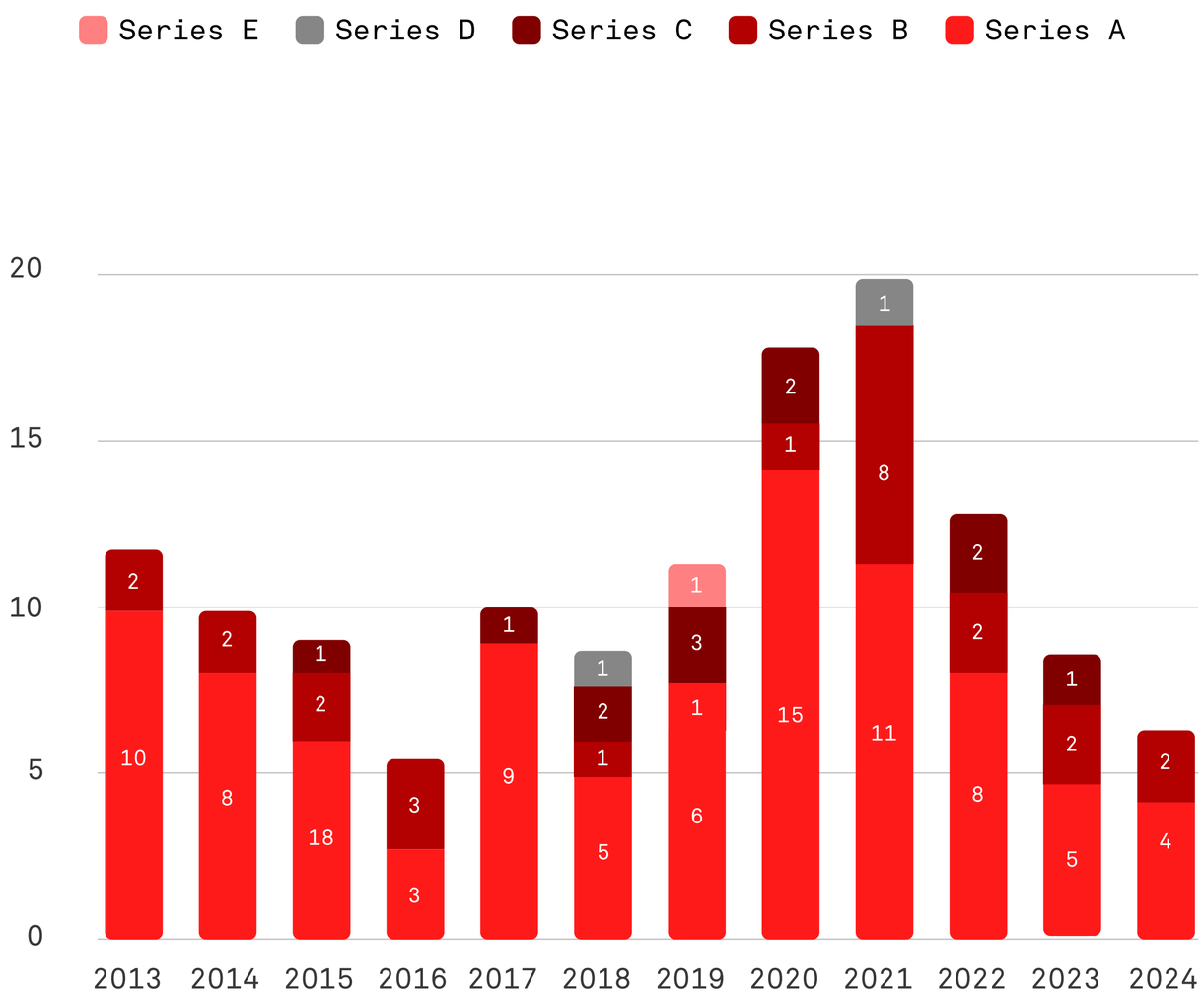
*The chart shows the number of deals with a known round.

Value of Early Stage VC deals, $, million:

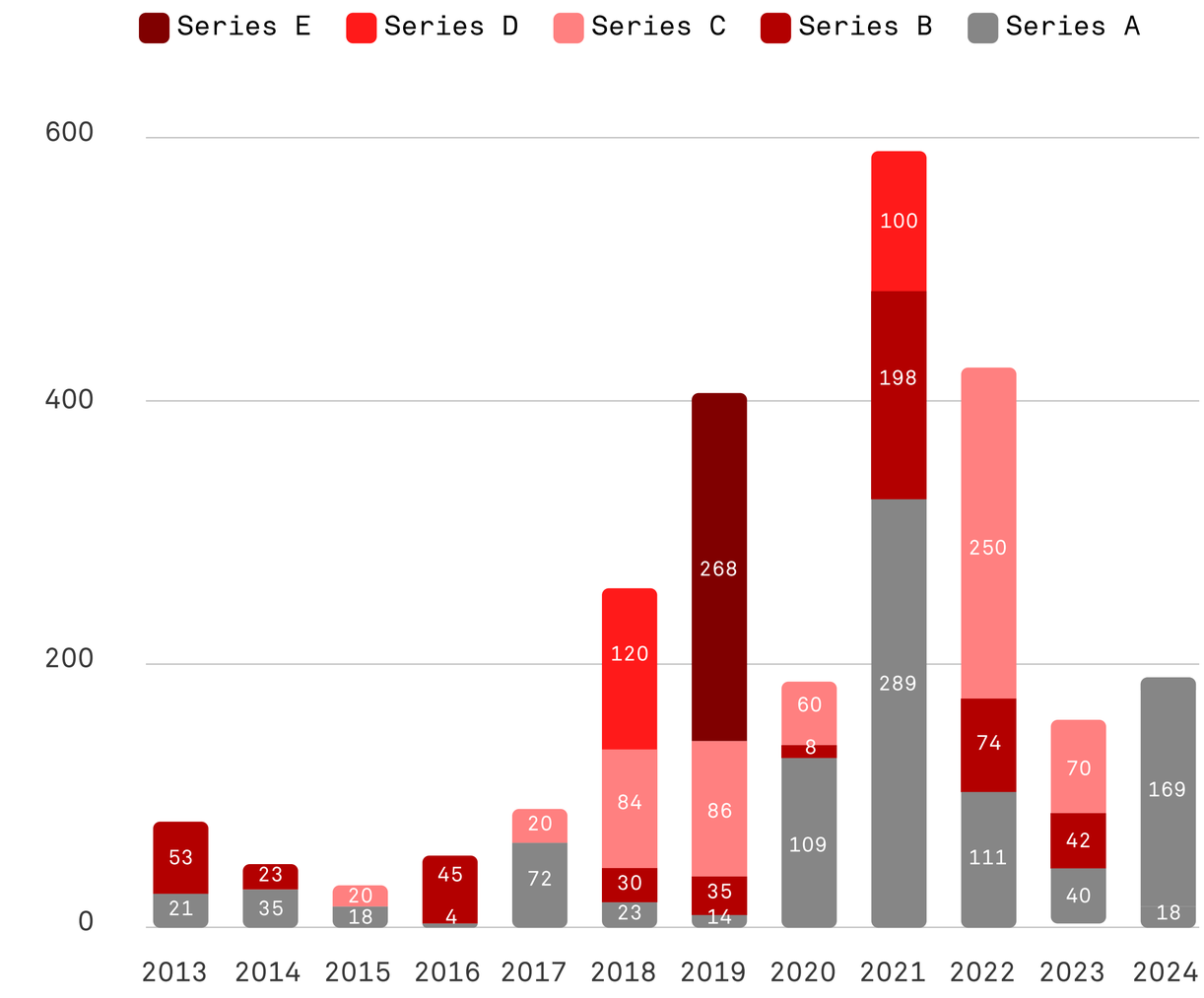


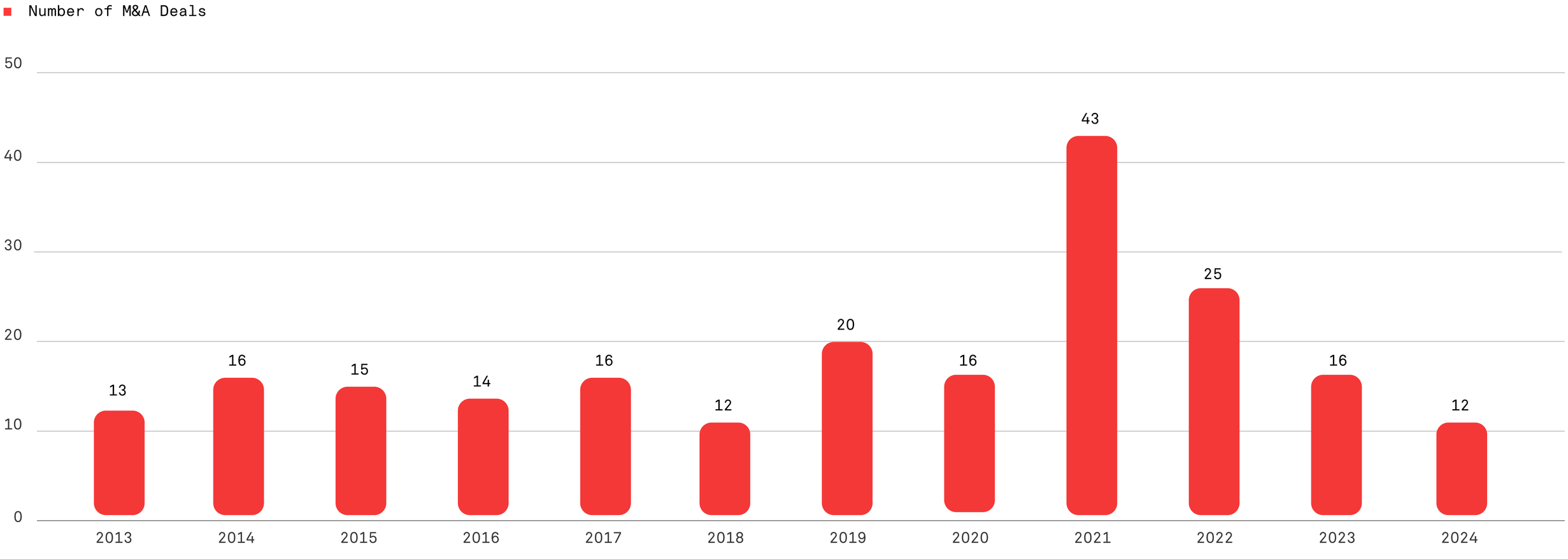
*The chart displays the known value of deals by round. The value of Accelerator / Incubator deals is not included, as this type does not always involve a financial investment.

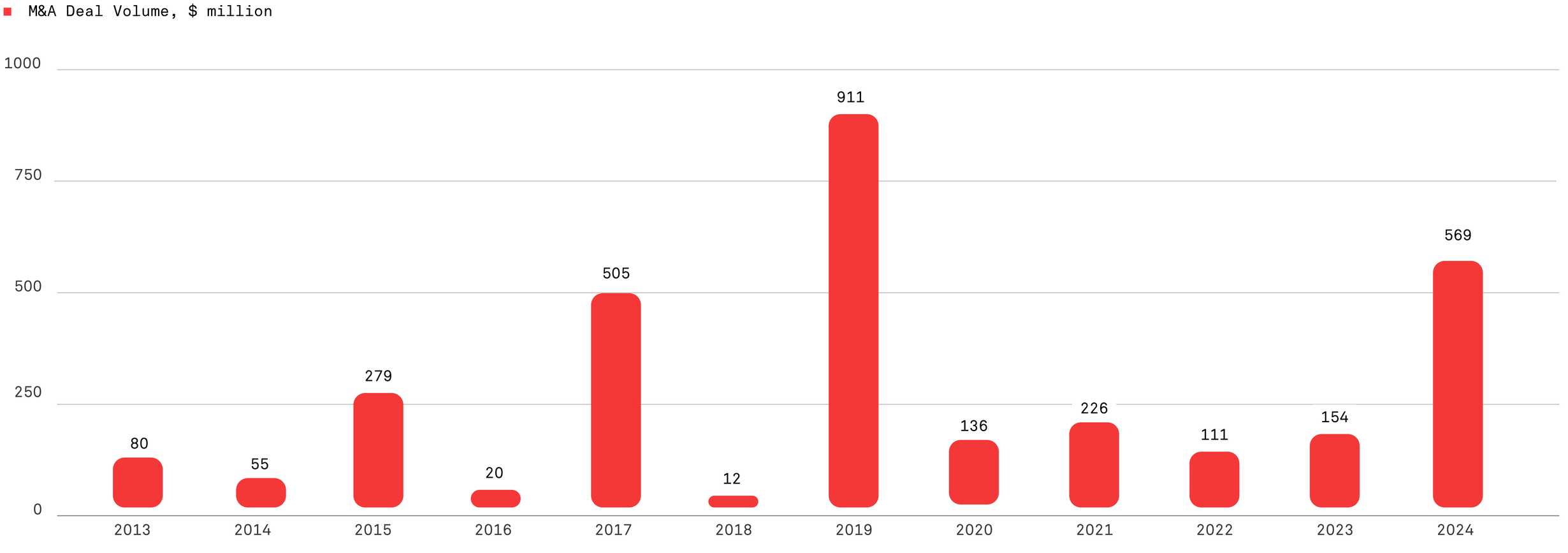
Number of Later Stage VC deals



Later Stage VC Deal Volume, $ million




Number of M&A Deals
50
40
30
20
10
0
13
16
15
14
16
12
20
16
43
25
16
12
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024


M&A Deal Volume, $ million
1000
750
500
250
0
80
55
279
20
505
12
911
136
226
111
154
569
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024

The unicorn journey: Changing metrics and impact

As of February 2025, six companies with Ukrainian roots — Grammarly, AirSlate, Creatio, GitLab, People.ai, and Unstoppable Domains — have reached unicorn status in the IT industry, which means they have achieved a valuation of $1 billion or more.

Grammarly

An AI-powered online platform designed to assist with English communication, founded in 2009.

Founders:

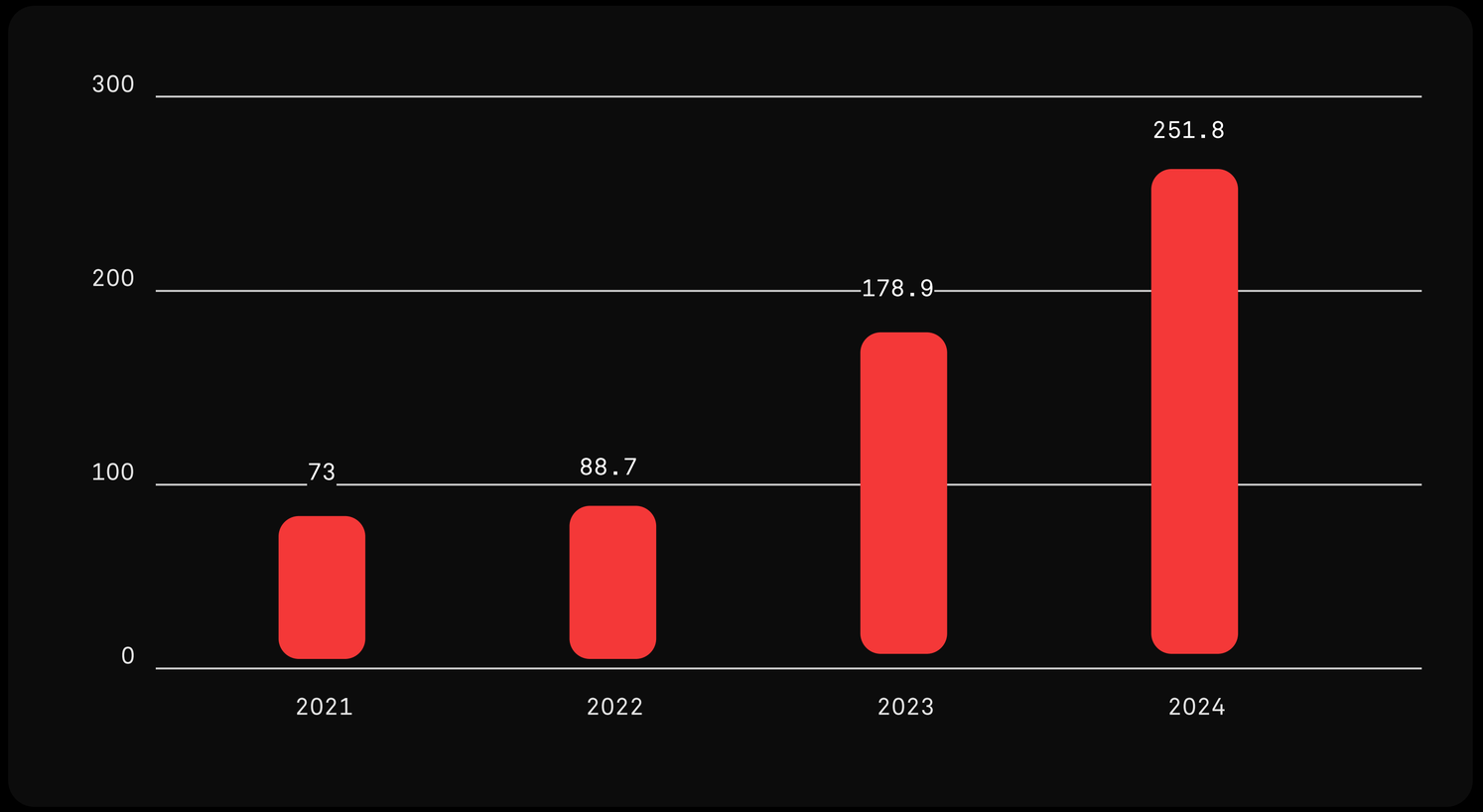
Maksym Lytvyn, Oleksii Shevchenko, Dmytro Lider

Years to become a unicorn:	~10
Employees:	870
Total investments:	$550 million
Number of acquisitions:	2

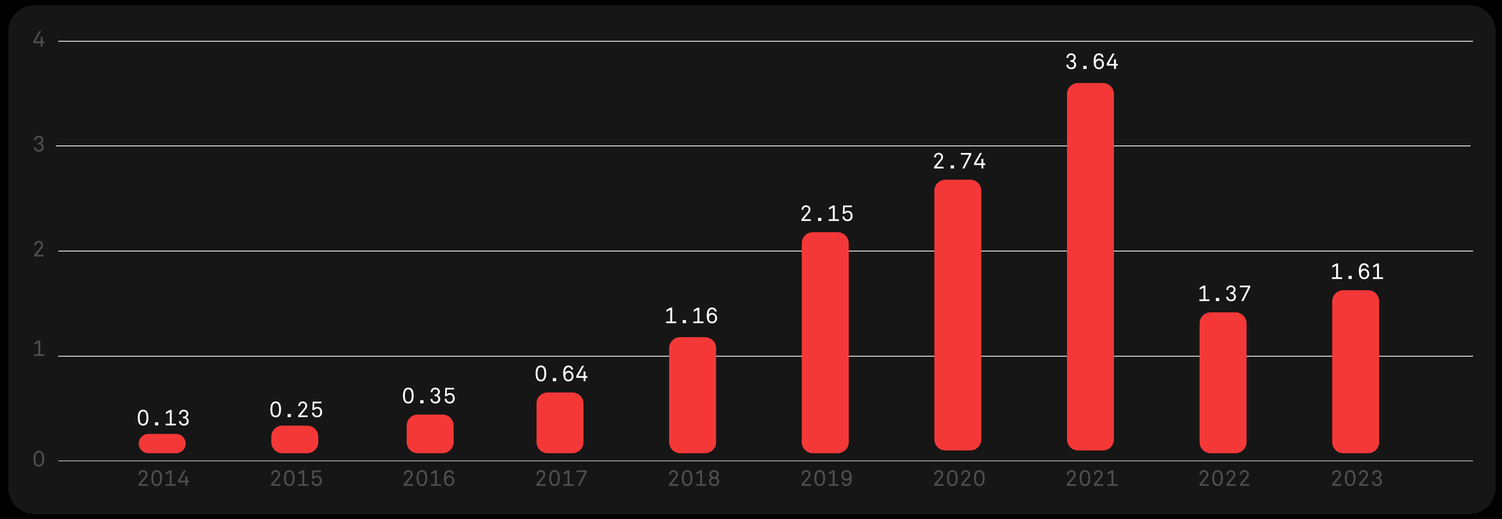
Revenue:

From 2021 to 2024, the company's revenue grew each year — from $73 million in 2021 to $251.8 million in 2024.

Grammarly revenue for 2021-2024, $, m



In Ukraine, the company has been operating under the legal entity LLC “Grammarly” since 2012. In 2015, they declared $0.25 million in revenue, which increased 15-fold over six years to $3.64 million in 2021. After russia’s full-scale invasion of Ukraine, the company’s revenue dropped by 62%, falling to $1.37 million, but it started recovering in 2023, reaching $1.61 million.



Key events in Grammarly’s history:

- Initially, the company was self-funded through the profits from previous projects of the founders. At first, the service was available only through a subscription model.
- In 2010, American Brad Hoover became the CEO, and the headquarters relocated to the U.S.
- In 2015, after building a solid customer base, they switched to a Freemium model, which caused exponential growth in users.
- In 2017, they raised their first round of investments, which was directed towards technology development.
- Between 2017 and 2020, they expanded their customer base by launching all available platforms: a PC app, mobile apps, and integration with Google Docs.
- In 2019, they raised another round of funding, and the company reached a valuation of $1 billion.
- In 2021, they signed a partnership with the tech giant Samsung, which boosted the company’s media presence and provided an additional revenue stream.
- In 2023, they announced the implementation of AI technology.

Furthermore, Grammarly was one of the first companies to adopt natural language processing and machine learning technology, both of which were relatively unknown to many at the time.

AirSlate

A company specializing in business process automation and document management, founded in 2006.

Founders:

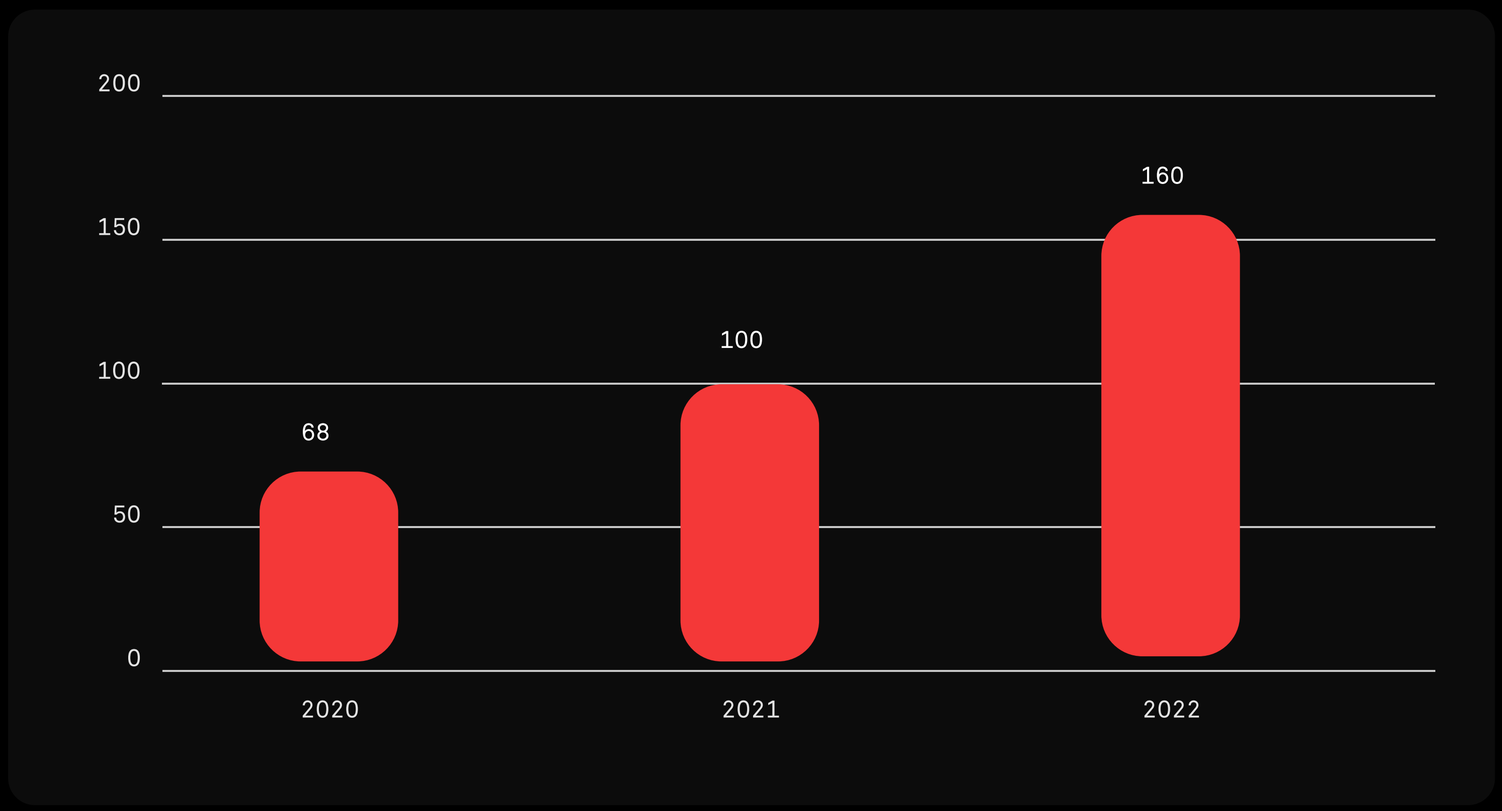
Vadym Yasynovskyi, Borys Shakhnovych, Semen Dukach

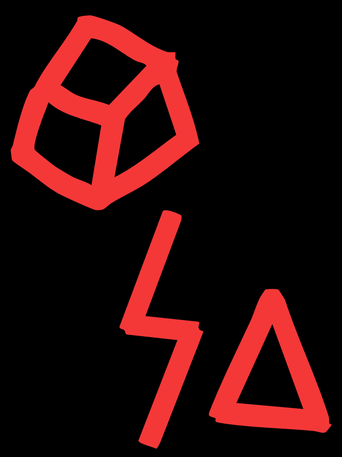
Years to become a unicorn:	~16
Employees:	957
Total investments:	$181,5 million
Number of acquisitions	4

Revenue:

From 2020 to 2022, the company's revenue grew annually — from $60 million in 2020 to $160 million in 2022. In Ukraine, the company has been registered under the legal entity LLC "AirSlate Ukraine" since 2022, declaring $0.08 million in revenue that year and $2.52 million in 2023.

AirSlate revenue for 2020-2022, $, m





Key events:

- In 2006, entrepreneur and programmer Vadym Yasynovskyi developed a PDF document editor upon request. Later, it was funded by profits from previous successful projects by the founders.

- In 2008, Yasynovskyi founded a company in the U.S. named pdfFiller. The service was free for the first six months, after which the company began charging for each edited document and later introduced a subscription model.

- In 2011, Borys Shakhnovych joined the project.

- In 2014, the company introduced a new digital signature technology, SendToSign (now SignNow).

- From 2017 to 2022, they raised four rounds of investment, which were directed toward the development of new technologies, acquiring other companies, and expanding globally. In 2022, the company reached unicorn status.

AirSlate was one of the first companies to implement digital document signature technology.

However, the company still maintains an office in St. Petersburg, and its russian legal entity, registered in 2018 (LLC “TSPP”), remains active.

In March 2022, the company’s founder held a call with the team, during which they stated that they did not plan to lay off russian employees, condemned russian aggression, but imposed a ban on publicly discussing “political topics.”

Creatio

A platform for automating CRM, industry, and internal processes using no-code technologies, founded in 2011.

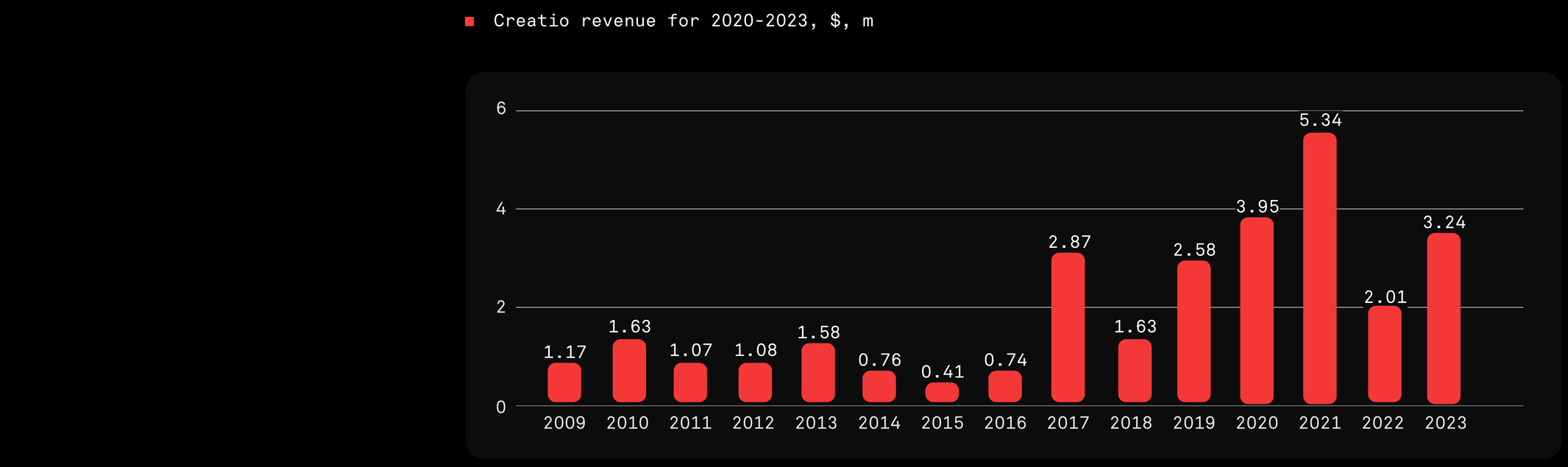
Founder:

Kateryna Kostereva

Years to become a unicorn:	~13
Employees:	893
Total investments:	$268 million

Revenue:

In Ukraine, Creatio is registered under the legal entity LLC “Terrasoft.” From 2009 to 2016, the company reported annual revenue averaged around $1 million. After opening an office in the U.S. in 2014, LLC “Terrasoft” saw its revenue grow nearly every year from $2.87 million in 2017 to $5.34 million in 2021. Following russia’s full-scale invasion of Ukraine, the company’s revenue dropped by 62% to $2.01 million, but started recovering in 2023, reaching $3.24 million.



Key events:

- In the early 2000s, Kateryna Kostereva, the head of the IBM systems sales department at Softline, founded the company Terrasoft, which became a pioneer in the CRM niche. By 2010, Terrasoft had captured 78% of the CRM market in Ukraine.
- In 2011, the company released the CRM platform BPMonline 5.X, investing $3 million of its own funds over three years. The service was immediately paid, although its prices were lower than those of competitors.
- In 2014, the project team registered a separate company, bpm’online, in the U.S. and opened an office there.
- In 2019, the project underwent rebranding and became Creatio, with the company focusing on no-code technology.
- In 2021, Creatio raised its first round of investments, which were directed towards global expansion into the EU, Asian, and Middle Eastern markets.
- In 2023, the team started actively implementing AI technology.
- In 2024, Creatio raised its second round of investments and became a unicorn.

Creatio was one of the first to develop a CRM platform at some of the lowest prices on the market.

People.ai

An AI-powered platform for sales and marketing automation, founded in 2016.

Founder:

Oleh Rohynskyi

Years to become a unicorn:	~5
Employees:	216
Total investments:	$207 million
Revenue:	$62 million (2023)

Key events:

- Founder Oleh Rohynskyi had experience in building two successful businesses, the most recent of which, Semantria, was sold for $10 million. He received external investment for his People.ai idea in 2016, which enabled him to build a team and develop a paid product right away.
- Between 2016 and 2017, People.ai raised investments and focused on scaling, starting to work with corporate giants.
- Between 2018 and 2019, the company attracted further investments and started positioning itself as an AI-driven platform. In 2021, they secured another $100 million in funding, bringing the company's valuation to $1.1 billion, thus achieving unicorn status.
- In 2020 and 2021, they acquired two companies — ClosePlan and Hero Research.
- In 2023, the company officially launched their own generative AI.

People.ai was one of the first to use AI for sales and marketing automation.

Unstoppable Domains

A startup selling domains for cryptocurrency wallets that replace typical strings of letters and numbers, founded in 2018.

Founders:

Matthew Gould, Bradley Kam, Braden Pechersky, Bohdan Husiev

Years to become a unicorn:	~4
Employees:	71
Total investments:	$70 million
Revenue:	$53 million (2021), $80 million (2022)

Key events:

- Unstoppable Domains was founded in 2018, a year after Bitcoin began trading on exchanges. The company raised $5 million in investments to develop its technology. Their product was immediately paid.

- In 2020, the company recorded 200,000 domain registrations. They launched a decentralized blog service based on blockchain and the dChat messenger, which allows users to own, encrypt, and store messages on their servers. The company raised additional funds, which were directed towards scaling.

- In 2022, Unstoppable Domains reached unicorn status. The raised investments were aimed at expanding into Europe and Asia.

Unstoppable Domains was one of the first to replace cryptocurrency wallet address strings with domains during the early stages of blockchain technology.

*You can learn more about unicorns in our upcoming study, which will be published in April 2025.

Top Ukrainian IT companies by number of employees and locations

EPAM Ukraine

Number of employees

Year	Number of employees
2014	3300
2015	3600
2016	4500
2017	5300
2018	6400
2019	8200
2020	9700
2021	13400
2022	11450
2023	9900
2024	9500

Locations:

In 2014, EPAM had offices in Kyiv, Kharkiv, Lviv, Vinnytsia, and Dnipro. In 2021, the company transitioned to a hybrid working model while maintaining office spaces.

As of January 2025, EPAM operates offices or coworking spaces in 12 cities:

- Kyiv
- Lviv
- Vinnytsia
- Odesa
- Kharkiv
- Dnipro
- Ivano-Frankivsk
- Uzhhorod
- Chernivtsi
- Khmelnytskyi
- Zhytomyr
- Cherkasy

Working format:

Hybrid. As of January 2025, around 95% of specialists work remotely, with 5% working in offices.

Vacancies:

The company primarily fills vacancies from its internal pool of specialists and seeks highly experienced Senior+ professionals from external markets.

In 2024, the most active hiring was in the fields of Data, Cloud, .NET, and Python. There was also demand and hiring in niche areas such as Security, SAP, Shopify, Golang, Salesforce, and Performance Analysis.

During 2024, more than 1,000 specialists joined the EPAM Ukraine team, with 508 Junior specialists and 593 Middle+ specialists.

Highest salaries:

Traditionally, the highest salaries are found among Senior+ specialists (according to DOU, the median salary for a Senior in Ukraine is $4,500, though EPAM does not disclose salary levels). The most highly paid specialists are those in the fields of Data and Cloud. There is an increasing demand for specialists with hands-on experience working with AI tools.

SoftServe

Number of employees:

Year	Number of employees
2014	3200
2015	3500
2016	4100
2017	4800
2018	6400
2019	7400
2020	7900
2021	11000
2022	9500
2023	7900
2024	7300

Locations:

Over the past 10 years, the company has opened 63 offices in 18 countries and has closed 25 offices.

- Ukraine: From 2014 to 2024, the company opened 20 office: Uzhhorod, Khmelnytskyi, Vinnytsia, Odesa, Lutsk, Ternopil, Poltava, Cherkasy, one more in Kyiv, two in Kharkiv, and nine offices in Lviv, eight of which were closed (currently, five offices remain open in Lviv).

  The company closed the office in Crimea in 2014, one office in Kharkiv, and one in Dnipro.

- Bulgaria: SoftServe entered the market in 2014 and opened five offices: two in Sofia, and one each in Plovdiv, Burgas, and Varna.

  They closed one office in Sofia at the end of 2024, leaving four offices in operations.

- Poland: The company entered the market in 2014 and opened seven offices: Wrocław, Warsaw, Kraków, Gdańsk, Białystok, Katowice, and Gliwice.
- Germany: SoftServe entered the market in 2014 and opened two offices in Frankfurt am Main, one in Munich, and one in Berlin (which was closed as of 2024).
- Romania: The company entered the market in 2022 and opened three offices in Bucharest, Cluj-Napoca, and Iași.
- Chile: SoftServe entered the market in 2022 and opened an office in Santiago.
- Mexico: The company entered the market in 2022 and opened offices in Guadalajara and Mexico City (which was closed by 2024).
- Colombia: SoftServe entered the market in 2022 and opened an office in Medellín.
- USA: From 2014 to 2024, 12 offices were opened, with 10 of them being closed.

  Currently, five offices remain operational: Texas (Austin), Utah (Lehi), Florida (Fort Myers), Chicago (Rosemont), and California (Woodland Hills).

They also have one office in the UK (London, active since 2021), Sweden (Stockholm, active since 1990, closed in 2022), Singapore (Singapore, active, opened in 2022), UAE (Dubai, active, opened in 2022), Malta (Gzira, active since 1990), Italy (Turin, active, opened in 2023), Spain (Madrid, active, opened in 2023), and the Netherlands (Amsterdam, active since 1990, closed in 2020).

Work format:

- In January 2020, 95% of employees worked in-office, and 5% worked remotely.
- Currently, 25% work in the office, and 75% work remotely.

Number of open vacancies:

2019 year — 4589;
2020 year — 5674;
2021 year — 9670;
2022 year — 4398;
2023 year — 2417;
2024 year — 2289.

GlobalLogic Ukraine

Number of specialists:

- Summer 2014: 2,400 specialists, 87% of whom were technical professionals.
- Summer 2024: Over 6,000 specialists in Ukraine, with 94% being technical professionals.

Locations:

Over the past 10 years, GlobalLogic has expanded its presence to such countries as Argentina, the United Kingdom, Israel, India, Ireland, Canada, Germany, Poland, Romania, Slovakia, the United States, Ukraine, Croatia, and Sweden. There is at least one office in each of these countries.

Work format:

Currently, the company operates in a hybrid format, with a significant percentage of specialists working remotely, though an exact figure is not available. Before the COVID-19 pandemic, the majority of specialists worked from offices.

Vacancies:

- Before the full-scale invasion, there were typically over 1,200 open positions, with more than 500 specialists joining company projects each year.
- After February 24, 2022, the average number of open positions at any given time throughout the year was less than 300.

In 2024, the company hired 569 new external specialists (over 200 of them were beginners) and found new projects for 1,115 internal specialists.

The most popular tech stacks are Python, QA, DevOps, and .NET. Generic stacks such as Java, JS, and C++ remain in demand as well.

Ajax Systems

Number of employees:

Year	Number of employees
2015	around 40 employees
2016	125
2017	230
2018	450
2019	over 800
2020	up to 1500
2021	1734
2022	2620
2023	3300
2024	4100

Locations:

In addition to offices in Kyiv, Lviv, and Vinnytsia, Ajax Systems has local teams in the regions where the company operates.

Over the last 10 years, the company has opened new R&D centers: one in Kharkiv in 2019, another in Vinnytsia in 2021, and one more in Lviv in 2022.

In 2022, Ajax Systems temporarily closed its Kharkiv office and moved the team to Kyiv and Lviv. The company also opened a factory in a safer region of Ukraine (in the west), created new jobs, and relocated staff. That year, they also launched their first factory abroad, in Turkey.

In early 2024, the company set up a pre-production facility in Kyiv. Ajax Systems has sales offices around the world: the USA, Canada, France, the UK, Italy, Spain, Germany, Norway, South Africa, and other regions.

Work format:

Office-based employment.

Vacancies:

Each year, the company releases more new devices, which creates an increasing demand for specialists in the R&D department.

The most in-demand areas are: Embedded, Hardware, and QA.

Luxoft

Number of employees:

In 2015 — 3,400, in 2022 — 4,000, currently — 3,100.

Locations:

Offices opened globally:

- Turkey: 2022
- Egypt and Latin American countries: 2023

Offices opened in Ukraine in 2022 (operated as co-working spaces until March 2024):

- Chernivtsi
- Ivano-Frankivsk
- Khmelnytskyi
- Lviv
- Reni (Odesa region)

Closed:

Office in russia in 2022.

Work format:

- Until 2019, 100% of specialists worked in the office.
- Currently, 10–15% of specialists work in the office.

Vacancies:

Year	Total number of vacancies	Top tech stacks	Top roles
2020	1200+	Java, C/C++, Manual Testing, QA Automation, JavaScript, DevOps, Recruitment Research, C#/VB.NET, Java Full Stack, Functional/ System Analysis	Software Developer, Test Engineer, TAM Specialist, Application Engineer, Operations Specialist, IT Specialist, Finance Specialist, Business Analyst, Team Lead, Functional/ System Analyst
2021	2100+	Java, C/C++, Manual Testing, JavaScript, Recruitment Research, QA Automation, C#/VB.NET, DevOps, Delivery Project Management, Business Analysis	Software Developer, Test Engineer, TAM Specialist, Operations Specialist, Business Analyst, Project Manager, Finance Specialist, Application Engineer, IT Specialist, Functional/System Analyst
2022	1000+	C/C++, Java, Manual Testing, DevOps, C#/VB.NET, Java Full Stack, Automated Testing Java, Front-end Angular, Front-end React, Python	Software Developer, Test Engineer, TAM Specialist, DevOps Engineer, Operations Specialist, Team Lead, Business Analyst, Functional/System Analyst, IT Specialist, Project Manager
2024	650+	Java, C/C++, Manual Testing, C#/ VB.NET, DevOps, Front-end Angular, Front-end React, Java Full Stack, Android, PMA	Software Developer, Test Engineer, DevOps Engineer, IT Specialist, Functional/System Analyst, Project Manager, Team Lead, Finance Specialist, Business Analyst, Operations Specialist

Genesis

Number of employees:

- In 2015 — 90 employees
- In 2025 — 815 specialists (excluding spin-off companies and local employees abroad)
- With Genesis ecosystem products included — over 4,500 employees

Locations:

In 2015, the entire team worked in one small office in Podil. Today, the company has over 20 offices in Kyiv, with a total area of 33,000 square meters, and each product has its own designated space.

Throughout its history, the company has never closed an office. During the full-scale invasion, additional offices were opened in Poland and Portugal for relocated employees.

Work format:

- Until 2019, most of the Genesis team worked from offices.
- During the COVID-19 pandemic and the full-scale invasion, the company transitioned to a hybrid model.
- As of 2025, about 33% of employees work remotely.

Vacancies:

- The number of new positions has been growing each year. In 2024, more than 1,200 vacancies were opened. In recent years, there has been a higher demand for non-technical positions, but the company is always looking for talented developers.
- The most in-demand specialists are in the domains of: Marketing, Design, Software Engineering, and Analytics.
- The highest salaries in the company are offered to specialists in: Engineering, Data Science, Product Management, IT Infrastructure, Operations Management, and Marketing.

Intellias

Number of specialists:

- In 2015, the company had around 300 employees in Ukraine.
- As of early 2025, the company has over 3,000 specialists.

Locations:

Since 2002, Intellias' headquarters has been based in Lviv.

Over the past 10 years, Intellias has opened offices and representations in 14 countries:

- In 2015, the first office was opened in Kyiv, followed by offices in Odesa in 2016 and Kharkiv in 2018.
- In 2019, offices were opened in Ivano-Frankivsk, as well as in Kraków (Poland).
- In 2022, Intellias opened offices in Uzhhorod, as well as abroad in Bulgaria, Croatia, Portugal, and Spain. Offices were also opened in Warsaw, Wrocław, and Gdańsk (Poland). That year, Intellias also entered the Colombian market.
- In 2023, the company opened an office in India.
- In 2022, Intellias acquired the service company Digitally Inspired, which is headquartered in the UK.

Work format:

In 2019, approximately 5% of the Intellias team worked remotely, with the option to work from home by agreement with the project manager.

Currently, over 23% of Intellias specialists work remotely.

Vacancies:

On average, Intellias opens 1,200 positions annually. The most popular and in-demand roles are those requiring niche expertise, including Full Stack, C++, Java, Embedded, Data, DevOps, Front-End, Golang engineers, and more.

The highest salaries are offered to architects, tech leads, department heads, and highly specialized experts.

ZONE3000

Number of employees:

Year	Number of employees
2014	350
2024	2240

Locations:

- Kharkiv — three locations, but due to the war, only one location remains operational in 2025, featuring a secure underground workspace for safe team operations.
- Lviv — one location, operational in 2025.
- Dnipro — one location, no longer operational in 2025, replaced by a team hub (co-working space).
- Co-working hubs in 15 cities of Ukraine (Kryvyi Rih, Ternopil, Vinnytsia, Odesa, Cherkasy, Rivne, Lutsk, Khmelnytskyi, Poltava, Sumy, Ivano-Frankivsk, Kremenchuk, Dnipro, Kyiv, and Chernivtsi), all operational in 2025.
- A team hub in Bulgaria with accommodation was operational in 2022-2023 and was opened to evacuate specialists at the beginning of the full-scale invasion. This location is no longer operational in 2025 due to a lack of demand.

Work format:

Nearly 100% of employees work remotely.

Vacancies:

On average, 200-250 new positions open each year. Some popular positions include:

- Customer Support Specialist
- Product Owner
- General QA
- TechOps Engineer
- Site Reliability Engineer
- DevOps
- Cloud Engineer
- Front-end & Back-end Developers
- Full Stack Developers
- Python Developers
- Data Analyst

Highest salaries:

- Senior Software Engineers and Architects (median salary in Ukraine — $4500)
- DevOps Engineers (median salary — $3600)
- Data Scientists and Machine Learning Engineers (median salaries — $3600 and $3000, respectively)
- Cybersecurity Experts (median salary — $2800)
- Cloud Engineers (median salary — $2000)

Ciklum

Number of employees:

Year	Number of employees
2015	2213
2016	2335
2017	2526
2018	2456
2019	2863
2020	2917
2021	2725
2022	3249
2023	2802
2024	2390
February 2025	2050

Locations:

Over the past 10 years, Ciklum has opened 18 offices in 13 countries (Poland, Spain, India, Romania, Bulgaria, Czech Republic, Slovakia, the UK, Israel, the USA, Canada, Denmark, and Switzerland) and closed its office in belarus.

Work format:

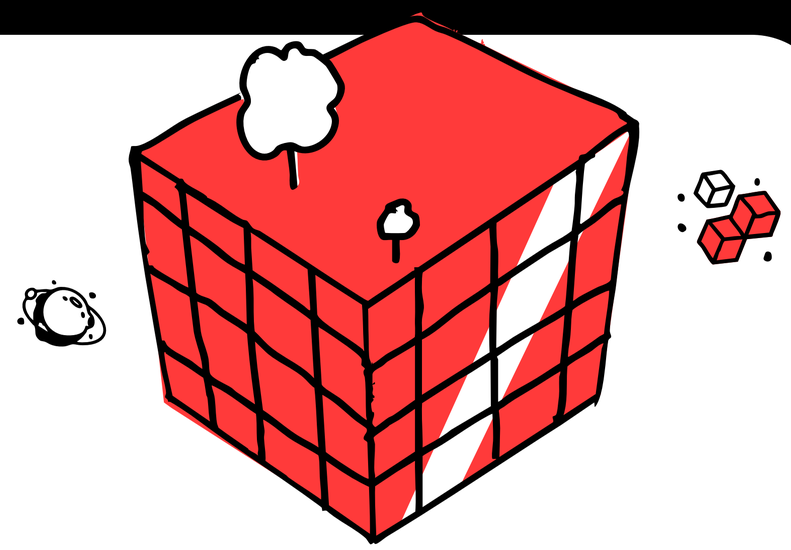
Ukrainian employees have the option to work fully remotely.

Vacancies:

- Before 2022, Ciklum opened more than 2,000 vacancies per year.
- In 2022, more than 600 vacancies were opened.
- Over the past two years in Ukraine, there have been around 400 vacancies per year.

The most popular tech stacks include JavaScript, .NET, Java, QA, and DevOps. Among these, candidates for DevOps positions have the highest salary expectations.

Non-IT: Companies with large IT departments



Over the last 10 years, more and more companies in Ukraine have been setting up their own IT departments. Banks, retail, logistics, and manufacturing industries are investing in software development, automation, and cybersecurity. For example, supermarket chains are launching their own apps, and factories are implementing IoT solutions. This reduces reliance on service companies and helps businesses adapt faster to market conditions.

Some of the major Ukrainian companies with in-house IT departments include:

МХП

Taras Hoshovskyi

IT and Digital Director at MHP

Developing IT expertise, creating proprietary IT products, and implementing innovations should be key focus areas, especially for companies in the real sector of the economy.

By establishing internal IT expertise centers, MHP integrates all business areas — agriculture, production, logistics, sales, and more — through unified end-to-end infrastructure and process solutions. This approach ensures the cohesion of the business ecosystem and enhances management efficiency.

Our in-house IT solutions, including AI-driven tools, automate routine processes, save time, and minimize human error. At MHP, any project or product can be not only implemented but also scaled effectively.

What sets our approach apart is the synergy between IT and business operations: stakeholders don’t just articulate their needs — they actively participate in developing solutions.

In today’s competitive landscape, success belongs to those who create an environment that fosters innovation and turns ideas into reality. However, it is equally important to have a clear vision of the purpose behind innovation.

True innovation is not just about speed and convenience — it is about deep transformation that unlocks new growth opportunities and shapes the future of the industry.

MHP

Nova Digital, 969 IT professionals

Nova Digital was founded in 2021. The company currently employs 969 people, with 90% being technical specialists, according to Anna Lymar, CMO of Nova Digital, speaking to AIN.

- The growth of the team is driven by the increasing demand for digitalization, the expansion of companies within the NOVA group into new markets, and the development of in-house IT products for external markets. Among these products are RouteStripe — a service for optimizing last-mile delivery routes, Worksy — a system for centralized business process management, and VMS — a system for centralized video surveillance and data storage with an AI-powered video analytics.
- In 2025, they plan to fill 200–500 additional vacancies. The most in-demand specialists are Project Managers, Business Analysts, DevOps, and QA.
- Nova Digital aims to continue developing and improving current products for the group of companies as well as for the external market.
- They also plan to expand the use and implementation of AI to optimize processes and increase the efficiency of their services.

Kyivstar.Tech, 541 technical specialists

In 2015, the IT and Digital teams at Kyivstar had 307 specialists. In 2022, the company announced the launch of its new business — Kyivstar.Tech. This move is part of a strategy to transform Kyivstar into a digital operator. As of now, the Kyivstar.Tech team consists of 541 technical specialists, reflecting a 39% growth over two years.

The team comprises experts in various fields, covering the full development, testing, and support lifecycle for products and services. This includes specialists in software development, cloud technologies, business analysis, testing and quality assurance, product and project management, UI/UX design, as well as marketing and communications.

In 2025, the team is expected to grow by approximately 10%, according to Kyivstar.Tech: “We will be looking for specialists in fields such as development, business and systems analysis, and IT support.”

This year, the company also plans to focus on such areas as virtual PBXs for managing voice calls, solutions for chatbot and SMS surveys, APIs for integrating communication services, payment systems, and other functions. They will also work on CRM solutions to improve customer interaction and business process automation using Microsoft 365 and Robotic Process Automation (RPA).

“In the near future, the team will focus on implementing new AI solutions within the Kyivstar group to improve internal processes and automate routine tasks. This includes developing cybersecurity for safe use of LLMs, implementing Copilot solutions, AI tools for data analysis and marketing campaigns optimization, and automating business processes using RAG (Retrieval Augmented Generation) models. Additionally, we are working on automated service quality monitoring, which will allow us to respond to issues quickly, and on integrating AI into customer service processes,” the representatives from Kyivstar.Tech say.

MHP, 350 IT specialists

The team of 350 employees within the Information and Digital Technology Directorate is leading what the company describes as the largest digital transformation in Eastern Europe. They ensure the uninterrupted operation of all MHP assets in Ukraine and abroad, provide technological support, implement IT solutions across all areas of the business, and develop in-house IT products using AI tools.

MHP has the following core areas of expertise:

- Big Data expertise center
- SAP expertise center
- Architecture expertise center
- Project implementation and digital product development management
- Digital technology development and support department

From 2013 to 2017, MHP transitioned to a model with outsourced developers and analysts, while project managers moved from IT to other verticals. This change led to a reduction of staff within the IT department.

Since 2018, the number of IT personnel has been growing: 51 → 57 → 74. The company has been actively implementing ERP systems, CRM, and analytics solutions.

In 2021, MHP started rolling out its SAP project portfolio. With the full-scale war, the number of employees in MHP's IT Directorate increased. Since 2022, the company has shifted from outsourcing to building an in-house team.

"The most significant growth is happening between 2020 and 2025. MHP is carrying out large-scale digitalization projects, actively developing cloud services, investing in cybersecurity, and creating in-house IT products, including those incorporating AI technologies. MHP is focused on automation, digitalization, and data-driven management," the company comments.

Some of the current job openings include:

- Computer Systems Engineer
- SAP Support Department Head
- SAP Consultant
- Senior SAP ABAP Developer
- IT Project Manager
- IT Product Manager
- Full-stack Developer

MHP is focused on developing and improving its own IT products:

- Products: From a traditional IT perspective, the product development process follows the standard SDLC. However, what sets it apart is that employees are involved from the very beginning and not just during the implementation phase, but also in the ongoing development of the product.

- Projects: The IT team is involved from the early stages. They don't receive a pre-defined set of tasks but instead form a cross-functional team, maximizing synergy in collaboration.

Additionally:

- There are no restrictions on the team's location within Ukraine from clients.

- There is no risk of being benched after completing the current project.

Kernel Digital, over 200 IT specialists

- A few years ago, the IT department was separated into an independent company within the Kernel group — Kernel Digital.
- Over the past 10 years, the size of the IT team has increased by 1.5 times.
- The digitalization of processes has been scaled not only to agricultural enterprises but also to factories, terminals, elevators, and logistics chains. IT technologies are applied at every stage — from raw material cultivation to the sale of finished products.
- At the start of the full-scale war, Kernel Digital reduced its workforce by 10%. Currently, the number of specialists is gradually returning to the pre-war level.
- In 2025, expanding the roles of IT specialists in IT infrastructure, Data Science, user support, and information security will be the most crucial areas.
- The focus will be on further utilizing and implementing artificial intelligence in projects across various business areas of the company. There are also plans to update relevant areas according to the lifecycle of the entire information system.

“Aurora”, 200 IT specialists

- The company plans to actively develop its internal IT ecosystem as well as its offline stores.
- Self-service kiosks and price checkers are the result of in-house developments. A key feature of these kiosks is the integrated voice prompts, created by the company’s IT team.
- The IT department is also working on optimizing the product movement chain, improving inventory management, and improving the system that controls product flows.

“Darnytsia”, Digital Transformation Department, 44 IT specialists

- Over four years, the number of employees in the department has grown from 20 to 44 specialists. The ratio of technical (network administrators, developers) to non-technical (business analysts, project managers) specialists is approximately 50:50.
- The department’s growth is driven by an increase in data volume, its processing and organization; the need for analytics and forecasting based on big data; and the development of machine learning and artificial intelligence.

Active use of AI began in 2023, explains Volodymyr Krasotin, Director of Digital Transformation at Darnytsia: “At first, we experimented and tested various solutions to determine their value for the company.”

Internal projects focus on data analytics and modeling, developing assistants capable of analyzing the market, helping with documentation, and more.

Inside the company, AI is used in the following ways:

- Automated assistants for document management help quickly locate information within company policies and procedures.
- AI for databases allows the generation of sales reports, market forecasts, and demand analysis.
- Tools for document comparison analyze supplier documents against the company’s internal standards.

One of the limitations of AI usage is that it cannot influence medical decisions or provide prescriptions due to strict regulations. “The use of AI in recommendation services is limited to prevent errors that could affect patients’ health,” Krasotin says.

Challenges of implementing AI:

- The overall effectiveness is difficult to assess due to the human factor.
- Employees often remain skeptical about automation as they are accustomed to traditional working methods.

So far, the impact of AI on employee and team productivity is measured on a local level, Krasotin explains. In some departments, time savings can amount to several hours a day. Currently, artificial intelligence is being implemented in “Darnytsia” on a case-by-case basis, rather than at the company-wide level.

There are no plans for significant department expansion in 2025, but there could be targeted staff increases due to the growing number of projects. The main demand is for business analysts and project managers, as the company requires quick implementation and adaptation of solutions. According to Krasotin, further development of analytics and business process automation is also expected.

IT Education in Ukraine

None of the aforementioned would exist without proper education. In addition to universities, where IT specialties can be studied, Ukraine is actively developing projects that help people change careers or acquire new specializations. These include IT schools and courses, particularly those offered by universities and large companies (such as EPAM University, SoftServe IT Academy), among others.

Number of students in IT specialties (traditional education):

2014

Approximately 11,500 students, 2,200 of whom were enrolled in contract-based programs. Compared to 2013, this is a 10% decrease, caused by the armed conflict in eastern Ukraine and the annexation of Crimea.

2024

There are 24,133 students enrolled in IT specialties at universities, with 11,911 in budget-funded programs. This represents a 30% decrease compared to 2023, when 34,655 students enrolled.

As of 2024, there are nearly 171 universities in Ukraine offering IT programs.

Ranking of universities with the highest quality technical education (according to Digital Tiger: the Power of Ukrainian IT – 2023):

01 Ukrainian Catholic University in Lviv

02 Semen Kuznets Kharkiv National Economic University

03 National University of “Kyiv-Mohyla Academy”

04 Taras Shevchenko National University of Kyiv

05 Odesa I. I. Mechnikov National University

IT courses

Until 2014

Some of the oldest Ukrainian schools include:

- IT STEP (since 1990) — over 267,000 students
- SoftServe University (since 2005) from SoftServe — over 30,000 students
- Hillel IT School (since 2012) — over 60,000 students

2014–2016

In addition to companies offering basic programming and testing courses, new players like GoIT, ITVDN, Mate Academy, and Laba entered the market.

2017–2019

The demand for IT courses continued to grow. The range of subjects expanded, with UI/UX design, Data Science, and DevOps becoming popular alongside traditional programming.

2020–2022

Due to the COVID-19 pandemic, courses transitioned to an online format. The most in-demand specialties were Front-end, QA Manual/Automation, and Data Science.

According to the report Digital Tiger: the Power of Ukrainian IT – 2023, over the past 20 years, more than 620,000 students have completed IT courses, with over 96,000 securing jobs in the field.

Ranking of the most popular IT schools:

Laba Group

114,000 graduates*

*(Data from the entire Laba Group: technical courses are offered by robot_dreams, while non-technical IT courses — such as project management, business analysis, game design, etc. — are offered by Laba and Skvot.)

Graduate dynamics over the years:

- 2020 — 24,000 graduates, with up to 1,000 technical specialists.
- 2021 — 31,000 graduates, with up to 2,000 technical specialists.
- 2022 — 15,000 graduates, with up to 3,000 technical specialists.
- 2023 — 20,000 graduates, with up to 4,000 technical specialists.
- 2024 — 24,000 graduates, with up to 5,000 technical specialists.

Laba Group comments: Despite the crisis in 2022, interest in technical fields increased, and this trend continues today.

Trends in specialization popularity:

Demand for courses in data analysis, development, and architecture has remained steady. At the same time, the Ukrainian market is reacting dynamically to global trends:

- 2020 — Demand for Data Science, Data Analysis, and AI.
- 2021 — Increased interest in Data Analysis, Development, and Architecture.
- 2022 — Growth in popularity of Blockchain, Architecture, Data Science, and Development.
- 2023 — QA Automation, Development, and Data Analysis.
- 2024 — Active growth in demand for courses in artificial intelligence and OSINT (Open-Source Intelligence).

ITVDN

67,600 graduates

(according to Digital Tiger: the Power of Ukrainian IT – 2023).

Hillel IT School

60,000 graduates

(according to Digital Tiger: the Power of Ukrainian IT – 2023).

GoIT

International EdTech company with 24,000 students*.

A total of 5,800 graduates have found employment, with 3,700 of them securing jobs after the full-scale war started.

There are 16 beginner-level courses and training programs ranging from 1.5 to 10 months in duration:

- Fullstack
- Frontend
- Fullstack Bootcamp
- UI/UX Design
- QA Manual
- Python Software Engineering
- Python Data Science
- Cybersecurity
- Data Analytics
- Project Manager
- Business Analyst
- IT Recruiting
- SMM & Targeting
- Power BI
- Traffic Manager
- Affiliate Manager

FullStack JavaScript has been the most popular course in recent years.

Over the past two years, there has been growing demand in the following fields:

- Data Analytics
- Cybersecurity
- UI/UX Design

*(Data from all brands within the group and all markets – GoIT, GoITeens, Neoversity + foreign units
According to Digital Tiger: the Power of Ukrainian IT — 2023)

Neoversity

Neoversity was established in 2023 as a product of the EdTech group GoIT Global. With the support of the international university Woolf, the first Master's program in Software Engineering was launched.

IT degrees:

Master's degree:

- Online, two years, 90 ECTS
- The program is a content partnership with Woolf
- Specializations: Software Engineering, Data Science & Analytics, Cybersecurity, Product Design & Human-Computer Interaction
- Accredited in 50+ countries: Europe, USA, Canada

Bachelor's degree:

- Online, four years, 240 ECTS
- The program is a content partnership with EPAM
- Specialization: Software Engineering
- Diploma licensed by the Ministry of Education and Science of Ukraine

Current number of students

The first group of students began their studies in March 2023 and is already preparing for graduation. Currently, over 1,000 students are enrolled in the Master's and Bachelor's programs at Neoversity.

Departments and faculties

Neoversity offers Master's programs with internationally recognized diplomas in the following specializations:

- Software Engineering
- Data Science & Analytics
- Cybersecurity
- Product Design & Human-Computer Interaction

Additionally, Neoversity provides a Bachelor's degree in Software Engineering.

The most popular specialization in the Master's program is Software Engineering, with about 50% of students enrolled. However, recent cohorts have shown a growing interest in Data Science & Analytics and Cybersecurity.

Employment cases and interesting student projects

There are cases where Master's students are already working at the Middle, Senior, or Lead levels. These are IT professionals who come to Neoversity to expand their technology stack, launch their own startup, or enter international markets, among other goals.

For example, Maksym Kuzyshyn, a student in the Data Science & Analytics program at Neoversity, received his desired offer from Meta during his studies and is now working on the recommendation system for Reels.

Serhii Rylskyi, also a Neoversity student, founded the EYA startup — an app that helps people with speech impairments communicate.

“My daughter is five years old and has cerebral palsy. Despite her physical limitations, her intellect is at a high level: she understands everything and wants to communicate with the world. She inspired me to develop EYA,” Serhii Rylskyi says.

Currently, Serhii and his team have progressed to the WinWin Deep Tech Accelerator by AI House and are going through all the necessary stages to fully launch EYA.

Faculty popularity

With the rise of AI, there has been a growing interest in the Master’s program in Data Science & Analytics. Students from other faculties often select modules in Machine Learning and Deep Learning as electives, earning additional ECTS credits. These modules are taught by Lead Data Scientists and ML Operations Engineers.

The Cybersecurity faculty is also gaining popularity, with a significant demand for MilTech education.

“Currently, every business and country is prioritizing cybersecurity, and finding skilled specialists is not easy. That’s why I’m here, developing the program based on real cases from my own practice. Information security is an industry that doesn’t forgive mistakes. It requires both strong technical knowledge and management skills, staying up to date with the latest technologies, and developing soft skills, among other things.” Serhii Borona, the author of the Cybersecurity Master’s program at Neoversity and Global Head of Information Security at Ciklum, says in an interview with AIN.

Which fields will be popular in 2025?

The key IT trends for 2025 are AI and automation, significant investments in system security, startups in virtual and augmented reality, and the development of MedTech, Defense Tech, and FinTech in Ukraine.

An increasing number of students are choosing Data Science & Analytics and Cybersecurity. Education in Software Engineering and Product Design remains consistently popular. The overall trend is that demand for IT specialists is rising, with companies increasingly looking for a broad technology stack and specialized expertise.

Projector

Creative & Tech Online Institute — 35,000 graduates in 10 years

Currently, there are about 70 active courses across various fields, with the 16 most popular ones aimed at beginners and career switchers looking to try their hand at a new profession.

In recent years, interest in development-related courses for beginners has decreased, as people realized that there are professions with a lower entry threshold. Additionally, finding the first job in this field has become significantly more challenging.

The demand for marketing courses has grown. Over the past two years, courses in interface design have become increasingly popular for mid-level professionals, including Growth Design, Product Design, and Mobile Interfaces Advanced. In the marketing field, Brand Strategy is in demand, while “Becoming a CTO” — a course in Dev & Data Science — has topped the list.

Source iT

15,100 graduates (according to Digital Tiger: the Power of Ukrainian IT — 2023).

DAN IT education

6,500 graduates (according to Digital Tiger: the Power of Ukrainian IT — 2023).

Mate academy

5,500 graduates, with about 4,500 employed and around 300 actively job hunting. The school offers 10 courses, with Frontend, Python, and QA being the most popular in 2024.

Top 3 popular courses over the past three years:

- 2024: Frontend, Python, QA
- 2023: Frontend, Python, QA
- 2022: Frontend, QA, UX/UI

A-Level — 5,000 graduates (according to Digital Tiger: the Power of Ukrainian IT – 2023).

A-Level

5,000 graduates (according to Digital Tiger: the Power of Ukrainian IT – 2023).

Choice31

8,612 students in 3.5 years. A total of 165 students have been employed, which is 88.2% of those who chose the employment package.

Currently, there are 20+ courses available. The most popular course among career switchers is PPC, while Mobile Product Manager is the top choice among specialists. For business owners, the Business Strategy course with Yevheniia Hlizer, as well as the mentoring course for managers, are in high demand.

In 2023, there was a spike in interest in SEO, which was later replaced by a focus on ASO — mobile app optimization. However, in 2024, demand for ASO specialists decreased slightly, while Mobile Product Manager became the most sought-after course (and it continues to break records in 2025). There is also increasing interest in developing soft skills, particularly with the mentoring course for managers. Business education is still popular, with people looking to better understand strategy, planning, and building a business in uncertain conditions.

The future of Ukrainian IT in 2025:

Export

One of the biggest challenges for the Ukrainian IT sector during the full-scale invasion has been the slowdown in exports, which had previously grown steadily, Olha Shapoval, Executive Director of the Kharkiv IT Cluster, comments for AIN. She explains that this is attributed to the challenges posed by the war, a decline in startup investments, and changes in global priorities.

“Grant support from the Ukraine-Ready4EU project allowed our companies (including cluster participants such as SoftServe, Ciklum, EPAM, GlobalLogic, NIX Solutions, and others) to obtain certification, attend international events, and strengthen their global market presence,” Shapoval says. “In the first half of 2024, the IT business in Kharkiv contributed 1.317 billion UAH in taxes to the budget, which is a 25% increase compared to 2023.”

The cluster also works on creating favorable conditions for business, particularly through the attraction of grant funds.

As Olha notes, the situation in 2025 will largely depend on tax conditions and government actions: “If tax conditions remain stable, exports could reach $6.7–6.8 billion, returning to the levels of 2021. However, if regulatory pressure increases or changes are made to the “Diia.City” regime, the risks are significant. The decline could reach 20–30%, with export figures potentially falling to $4.4–5.1 billion.”

According to Yaryna Vozniak, Head of Research at Lviv IT Cluster, the current situation on the front lines, along with the economy, market conditions, and government decisions, do not yet provide the necessary conditions for stabilizing or restoring exports.

“If the war continues in 2025, the problems that already exist will only worsen, and the prospects for export growth will remain out of reach for now,” she explains.

Education

Despite an overall 33% decrease in university admissions in Ukraine in 2024 (down to 189,463 applications), IT specialties continue to attract consistent interest among applicants, according to the research from the Kharkiv IT Cluster shared with AIN, Olha Shapoval says.

Specifically, there were 31,295 applications for the “Computer Science” specialty and 21,265 for “Software Engineering” in 2024. However, compared to previous years, fields such as “Computer Engineering” (5,443 applications) and “System Analysis” (2,538 applications) saw a decline in popularity.

“In 2024, the Kharkiv IT Cluster community organized over 25 events on applying for IT specialties, reaching more than 3,000 applicants. A significant demand was observed for the Applicant Portal — a digital assistant developed by Kharkiv IT Cluster to help choose an IT profession and university, with over 8 million views and 92,000 clicks during the 2024 admissions campaign,” Shapoval says.

According to projections from Kharkiv IT Cluster for 2025, demand for IT education will remain high, particularly in the fields of cybersecurity and artificial intelligence. At the same time, in order to maintain steady interest in university education, it is crucial to adapt it to the current market challenges and demands.

According to the IT Research Ukraine 2024 study by Lviv IT Cluster, compared to 2023, the share of IT professionals with master’s and bachelor’s degrees has increased, while the share of those with specialist qualifications has decreased. Currently, almost half of IT professionals (49%) hold a master’s degree, while 18% hold a bachelor’s degree. 23.1% have a specialist qualification, and only 1.9% are junior specialists. 2.5% hold a scientific degree, and 2.9% have secondary education.

The majority of IT professionals (67.3%) have a technical education: 46.4% in computer science-related fields, and 20.9% in other technical areas. Meanwhile, 39.2% of specialists come from non-technical backgrounds. This shows that while most IT professionals have technical education, an increasing number of graduates from non-technical fields are entering the industry.

“The 2024 admissions campaign, like the previous two years, took place under the conditions of full-scale war. Additionally, this year’s discussions about potential changes to the draft age also influenced graduates’ decisions about further studies. The total number of applicants in Ukraine has decreased by a third, and the trend of young people moving abroad continues,” Yaryna Vozniak, Head of Research at Lviv IT Cluster, says.

Lviv IT Cluster is actively developing university education. As part of the IT Expert project, 19 educational programs have been launched at four leading universities in Lviv, with over 4,500 students currently enrolled. “We place special emphasis on developing entrepreneurial skills. Students create their own projects, which could potentially grow into startups,” Vozniak says.

The total number of first-year students in Lviv IT Cluster programs has also decreased by 17% this year. However, for 6 out of the 19 programs, the number of first-year students has increased. Moreover, one in two applicants for technical programs in the Lviv region chose the Cluster programs (51%). This is a 7% increase compared to last year and even a 2% increase compared to 2021, prior to the full-scale war, Vozniak explains.

Projector notes that people continue to enhance their hard skills, while courses focused on soft skills are also in demand.

“There are several factors driving this trend: the current situation in the country is pushing people to update their skill sets in order to secure higher salaries or career advancement. Additionally, some may be seeking more opportunities in international companies to ensure more stability in their careers, but foreign employers often require a broader skill set,” Projector says.

In-demand specialists

Is now the best time to transition to IT and pursue education in the field? Bohdan Boroviak, Head of Production at Laba and robot_dreams, believes that retrospectively, it may be one of the worst.

“The requirements for positions offering a $1,000 salary are now the same as those that would have offered $2,000 five to seven years ago. The term “engineer” is returning to its original meaning. In addition to knowing a programming language and a few key frameworks, an entry-level developer should also be familiar with cloud services, databases, writing tests for code, and have basic product thinking,” he says.

At the same time, he notes that success is still very much possible for beginners if they understand that this is a long-term game and do not expect offers after just three months of training.

Forecasts for 2025 regarding the staffing of Ukrainian IT companies suggest that the demand for highly skilled specialists will remain stable, and will even increase in some segments, Olha Shapoval says:

“In particular, active hiring is expected for specialists in cybersecurity, AI development, cloud solutions, and data processing. Tech stacks such as Python, Java, JavaScript, and technologies related to DevOps and automation will remain in high demand.”

She notes that at the same time, the issue of mobilization continues to affect the labor market. “IT companies are actively working on securing critical specialists to minimize talent loss, especially for continuing complex projects for international clients and the Armed Forces. To effectively address staffing issues, support from the government is needed, including improvements to the mechanisms for reserving specialists critical to the country’s economy and technological development,” Olha Shapoval adds.

The expert notes that the situation is a bit more complicated for Junior and Trainee positions. “While companies will continue hiring young specialists, competition for these roles will remain high. Right now, many companies are focusing more on experienced specialists who can quickly integrate into projects.”

It’s also essential to optimize the recruitment process. “The Kharkiv IT Cluster community has a candidate database specifically created for member companies. It includes participants of our educational projects who have passed tests approved by IT companies and confirmed their competencies,” Shapoval explains. “This allows companies to find qualified specialists much faster, while young professionals gain opportunities to start their careers.”

According to Kharkiv IT Cluster’s forecast, the IT job market is expected to stabilize in 2025. Active hiring will continue, though it will be influenced by economic conditions and the ongoing risks of the war.

“Since nearly 93% of Ukrainian IT companies work with foreign markets, the industry is facing tough competition with other global tech hubs,” Yaryna Vozniak, Head of Research at Lviv IT Cluster, says. “Due to challenges in finding new clients, several companies were forced to cease collaborations with their employees, releasing a significant number of specialists into the job market. According to IT Research Ukraine 2024, the rate of IT staff reductions increased in 27% of companies over the last year.”

According to IT Research Ukraine, despite the challenges, 89% of companies continue hiring for open positions, although only 27% are sourcing candidates externally.

Demand for specialists with little to no experience remains low. On average, only 12% of hiring is for junior roles, and 14% for trainee positions, Vozniak notes. “In the short term, 54.1% of companies plan to maintain their hiring pace, while 40.5% intend to increase it. Only 2.7% of companies are planning layoffs, with the same percentage opting to freeze hiring processes.”

Anna Chumachenko, Brand Manager at robot_dreams, says that the global economic recession is leading to a decline in demand for IT services. As a result, companies are optimizing costs and reducing staff, with Ukrainian companies being no exception.

“At the same time, we are witnessing the rapid development of artificial intelligence, which is driving the automation of business processes,” she says. “Now, people can focus on more complex or creative tasks instead of monotonous jobs. This is impacting the job market structure and increasing demand for specialists with the necessary skills.”

Will the job market in 2025 differ from 2024? The answer is both yes and no, Chumachenko says.

“When looking at the Middle+ segment, some categories appear to be a pure “candidate market,” with more job openings than available specialists. In contrast, for entry-level or junior positions, the situation is reversed, but this doesn’t necessarily mean it’s hopeless. By staying in touch with IT companies, we have noticed that many are responding to the situation in the Middle segment by introducing more junior roles. It is becoming easier and more cost-effective to develop specialists internally than to hire externally,” Brand Manager at robot_dreams says.

Artificial intelligence

According to the AI Ecosystem research of Ukraine, conducted by AI House/ROOSH in collaboration with Saturday Team, Ukraine ranks second among Central and Eastern European countries in the number of AI companies, Yaryna Vozniak says. “From 2013 to 2023, the number of product-based AI companies in the country has increased by 273%, while service-based AI companies have grown by 46%.”

Lviv IT Cluster also reports a significant increase in AI development activity: “Among the finalists of this year’s Startup Competition, traditionally held during IT Arena, 23% of the 30 startups in the general category were focused on AI/ML, making it the largest share. The remaining categories were distributed as follows: 16% — SaaS, 13% — Healthcare, 10% — Fintech, 10% — EdTech, 10% — Other, 6% — Cybersecurity, 6% — Hardware, and 6% — Marketplaces.”

In 2024, the global AI market grew to $184 billion, up from $136 billion in 2023. According to forecasts, the market value is expected to reach $827 billion by 2030. Consequently, the demand for AI solutions is increasing, experts at GlobalLogic comment.

What companies say

Throughout 2024, SoftServe successfully stabilized its operations and positioned itself for further business growth through a series of internal reorganizations, the company reports. Among the challenges faced in Ukraine, they highlight issues such as mobilization of specialists, the booking process, and need for business trips to clients.

“Nevertheless, 2024 proved to be more successful than the previous year. We have seen growth in new business acquisition, with 80% of new clients bringing their projects to Ukraine. The number of vacancies in Ukraine grew each quarter,” SoftServe says. “Throughout the year, we hired 700 specialists, many of whom were at the Trainee/Junior level. We also saw a significant increase in the proportion of AI-related projects in our portfolio this year.”

As for future predictions, SoftServe looks at 2025 “with cautious optimism,” as the situation for Ukraine’s IT industry could only improve after the war ends.

GlobalLogic also cites the full-scale war and its associated risks as the primary reasons why the IT sector has not been growing. Potential macroeconomic challenges will impact the state of Ukraine’s IT sector.

“Resolving these issues is crucial for the growth of the service and export IT sector in Ukraine,” the company adds. They further note that the challenges of attracting new clients and retaining teams will remain relevant in 2025.

Among the measures that could help right now, GlobalLogic lists further improvements to the booking mechanism and temporary exit for IT specialists.

“The prospects for the development of the IT industry in 2025 will depend on the security situation in Ukraine and the security guarantees that the state may potentially receive,” Ciklum notes. “The best-case scenario we can count on this year involves maintaining the current export level and retaining specialists, as people are the key asset of the industry. Of course, implementing the transparent and effective booking process with an economic component, which would provide additional guarantees for specialists and strengthen client trust, will also positively impact the industry.”

Olena Samborska from DXC Luxoft also mentions the lack of growth forecasts for the market until the end of the war. At the same time, she emphasizes that Ukraine will remain an important player in the international IT market: “In 2025, the IT industry in Ukraine will remain one of the most promising, flexible, and dynamic sectors of the economy. Highly skilled IT specialists will be in demand both in the domestic and international markets.”

Genesis does not expect 2025 to be easier than 2024, but they see some positive signs. “For example, the entry of Endeavor, a respected international community of technology entrepreneurs, into the Ukrainian market. This indicates growing trust in our industry.” Among the positive developments, they note the gradual revival of the market, while also acknowledging long-term challenges — global economic instability, talent shortages due to the outflow of professionals abroad, and mobilization.

Vitalii Sedler, CEO and co-founder of Intellias, speaks about the intense competition for Ukrainian IT on international markets. According to him, last year's economic slowdown in developed markets like the US, UK, and Germany forced companies to reallocate budgets and postpone new projects. However, in the first half of 2025, they expect an improvement in the situation, which will create a demand for unique solutions and offerings that will help Ukraine stand out from other countries.

"The focus for Ukrainian IT companies in 2025 is the continued globalization and establishment of development centers abroad," Sedler says. "This allows for the diversification of risks related to the war in Ukraine. Specifically, it enables us to offer clients mixed teams, some of which are located in Ukraine, and others abroad, thus attracting business to Ukraine."

He also adds that some legislative decisions, or the lack thereof, will impact the industry. This includes the effective system of specialist reservation and the opportunities for short-term business trips abroad to meet with clients.

ZONE3000 hopes that, given the ongoing globalization and the continued trend towards outsourcing, demand for Ukrainian IT services, especially in software development, will continue to grow.

"The prospects for the IT industry are largely positive, but, of course, there are challenges," the company says, mentioning political and economic instability, as well as the potential continued outflow of IT talent abroad.

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