

# Report on the Results of the State Statistics Service of Ukraine's Activities

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## Ukrstat

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AI Assistant

How did the Ukrstat work in 2025?







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# FOREWORD BY THE CHAIR OF THE STATE STATISTICS SERVICE OF UKRAINE

The year 2025 marked the beginning of recovery and systemic transformation for the State Statistics Service of Ukraine.

First and foremost, after nearly four years of a forced shutdown, **we resumed statistical production and the publication of key indicators.**

This became possible due to legislative amendments that reinstated the obligation for businesses to submit statistical and financial reports even under martial law. For official statistics, this represents a critically important source of data.



In the second half of the year, we resumed the publication of data for the period 2022–2025, including indicators on GDP, average wages, household expenditures on housing and utilities, agricultural production, energy, and other core indicators.

At the same time, **we returned to sample household surveys.** In December 2025, the Household Budget Survey was launched – the first survey conducted after the interruption – based on updated methodology and aligned with European standards. In 2026, three additional surveys are planned: the Labour Force Survey, the Survey on Income and Living Conditions (EU-SILC), and a survey on household agricultural activities. These data are of fundamental importance as they provide an up-to-date picture of people’s lives and serve as the basis for social policy, support programmes, and the justification of international assistance.

Another important step was **the launch of the new Official Statistics Portal** – a single access point to statistical data through a data bank, dashboards, APIs and an AI assistant. We deliberately opened this product to a broad audience already at the development stage, recognising that genuine improvement is possible only through practical use and continuous user interaction. Feedback and suggestions have already become an integral part of our service development process.

In 2025, we also approved the first comprehensive **Development Strategy of the State Statistics Service** in many years. It is based on two key priorities: **a user-oriented approach and strengthening the Service’s institutional capacity.**

We are rethinking internal processes, system architecture, and management approaches to build a resilient, digital, and open statistical service. This concerns restoring the agency of national statistics – its role as a full-fledged foundation for government decision-making. We refer to this transformation course as Ukrstat 2.0.

A separate focus is European integration. The State Statistics Service systematically fulfils its obligations under Chapter 18 “Statistics” of Cluster 1 “Fundamentals” within the negotiations on Ukraine’s accession to the European Union. We are updating methodologies, implementing European standards and providing data to international partners. We are steadily moving toward integration into the European Statistical System and appreciate the support of our colleagues.

This year consisted of both large and small steps forward. Some of them are visible to everyone, while others are primarily significant for the professional community. More details about the results of our work can be found on the pages of this report.

Thanks to users, partners and everyone who works with and for data.

Special thanks go to the employees of the state statistics authorities for their resilience, professionalism, and daily work under extremely challenging conditions.

We continue to restore the country’s statistics – step by step.

**Data matter.**

Chair of the State Statistics Service of Ukraine

## KEY STATISTICAL INDICATORS

**+3,0%**

real GDP (flash estimate) Q4 2025 compared with Q4 2024

**30 926 UAH**

average monthly wage 12.2025

**+8,0%**

consumer price index December 2025 compared with December 2024

**+8,2%**

industrial producer price index December 2025 compared with December 2024

**-3,5%**

industrial production volume December 2025 compared with December 2024

**+9,6%**

construction output December 2025 compared with December 2024

**-6,8%**

agricultural production volume 2025 compared with 2024

**+8,1%**

retail trade turnover 2025 compared with 2024

## KEY RESULTS

**654 K**  
website visitors

**450 K**  
respondents submitted  
statistical reports

**70**  
dashboards available  
on the website

**228 K**  
accounts created  
in the Respondent's  
Cabinet

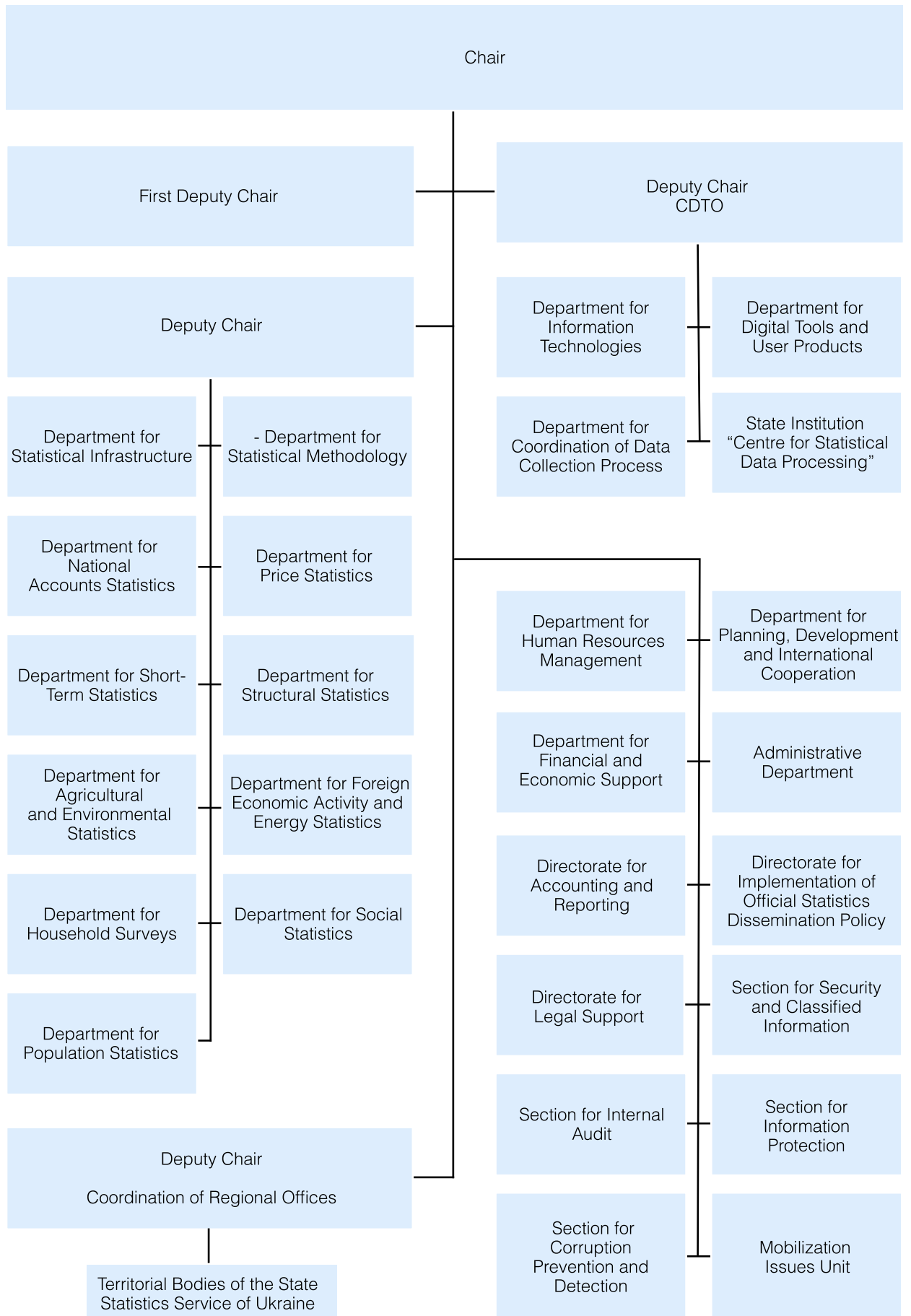
**107**  
datasets published  
on the website

**100**  
datasets transmitted  
to Eurostat

**1,6 K**  
requests processed

Most requested  
statistical information:  
**GDP, inflation  
and wages**

# ORGANISATIONAL STRUCTURE







# 1 KEY DEVELOPMENT PRIORITIES OF UKRSTAT

### 1.1. Mission, Vision and Values

The State Statistics Service of Ukraine (Ukrstat) is a central executive authority responsible for implementing state policy in the field of statistics. It also coordinates the activities of producers of official statistics that form the national statistical system in matters related to the production and dissemination of official statistical information.

**Mission of Ukrstat:** To provide users with high-quality statistical information.

**Vision of Ukrstat:** Ukraine's national statistics serve as a benchmark for international partners, enjoy the full trust of users, and become an indispensable foundation for building the country's future.

In its activities, Ukrstat is guided by the following values:

*Professional development.*

We possess a sufficient level of knowledge and the ability to apply it effectively. We continuously improve and enhance our professional competencies.

*Responsibility.* We conscientiously fulfil our duties and adhere to established norms and values. We demonstrate self-discipline and accountability.

*Proactiveness.* We are flexible, open to change and innovation. We are creative and initiative-driven. We cooperate effectively both vertically and horizontally within the organisation and support one another.

*Customer orientation.* We produce

information that is relevant and valuable for users. The user remains at the centre of our work and decision-making.

*Teamwork.* We operate as a unified team. We collaborate effectively, support one another and achieve shared results.

### 1.2. Strategic Development Priorities

The main task of Ukrstat is to provide users with high-quality official statistical information on mass phenomena and processes in the economic, social, demographic, environmental and other spheres of public life in Ukraine and its regions.

Statistical information is produced and disseminated in accordance with international standards, ensuring methodological soundness and data comparability. An important component of Ukrstat's activities is international statistical cooperation and the integration of Ukrainian statistics into the European and global systems of official statistics.

The result of these activities is relevant, accurate, reliable, consistent, comparable, and accessible statistical data that support decision-making at both the national and the household levels.

In the context of the growing number of alternative data sources, Ukrstat is developing with a strong focus on user needs, maintaining high competitiveness in the data landscape and ensuring a realistic

assessment of its institutional capacity.

### Ukrstat's **Strategic Objectives:**

1. Providing users with high-quality statistical products.
2. Strengthening institutional capacity to better meet users' needs.

**Focus of the first objective:** the development of modern statistical products and digital data dissemination channels, the integration of European standards, the reduction of the reporting burden, and a broader use of administrative and alternative data sources.

**Focus of the second objective:** improving statistical production processes, digitalising all stages of data management while ensuring security and continuity, developing professional competencies, and strengthening the public presence and institutional brand.

To achieve these strategic objectives, Ukrstat is implementing a comprehensive transformation across the following interconnected **strategic directions:**

1. *Digitalisation* – development of the statistical production information system that ensures the full data lifecycle.
2. *European integration* – harmonisation of Ukrainian statistics with EU standards and ensuring the comparability of data.
3. *Recovery and restart of statistical production* – restoring the completeness and systematic

nature of statistical data and introducing new data sources.

4. *Institutional capacity* – strengthening human resources, optimising processes, and developing partnerships.

5. *Brand development and new communications* – building a coherent public image and maintaining an open and transparent dialogue with users and partners.

6. *A new role for Ukrstat* – transition to the role of a data steward and a guarantor of quality and trust within the national statistical ecosystem.

### 1.3. Program Documents, Plans and Legal Framework

The activities of the State Statistics Service of Ukraine are based on the Law of Ukraine “On Official Statistics”, which implements Ukraine’s commitments under the Association Agreement with the European Union. The Law defines the mandate of the State Statistics Service, the principles of the production of official statistics, and guarantees its methodological independence in accordance with European standards.

The key strategic development document is the **Programme for the Development of Official Statistics until 2028**, approved by Resolution of the Cabinet of Ministers of Ukraine No. 989 of 15 September 2023. It sets the framework for the transformation of Ukrainian statistics and aims to ensure that society is provided with objective, reliable and

impartial data in line with the European Statistics Code of Practice and the Fundamental Principles of Official Statistics. The Programme for the Development of Official Statistics until 2028 defines three priority directions of change:

- harmonisation of the national statistical system with international and European norms and standards;
- digital transformation;
- openness and accessibility of statistical information.

In accordance with Article 22 of the Law of Ukraine “On Official Statistics,” the State Statistics Service of Ukraine, together with other producers of official statistics, annually develops the Plan of State Statistical Observations to provide the state and society with official statistical information.

In 2025, producers of official statistics carried out their activities in accordance with the Plan of State Statistical Observations for 2025, approved by the Resolution of the Cabinet of Ministers of Ukraine No. 1003-p of 15 October 2024.

The Plan of State Statistical Observations for 2026 was also developed and approved by the Resolution of the Cabinet of Ministers of Ukraine No. 1488-p of 24 December 2025.





# 2 DIGITAL TRANSFORMATION

### 2.1. Modernisation of Statistical Production

In 2025, Ukrstat continued the modernisation of the Information System for Statistical Production of the State Statistics Authorities (hereinafter – ISSP SSA).

The development of the ISSP SSA is supported by the Swiss-Ukrainian Programme “The E-Governance for Accountability and Participation Program (EGAP)”, implemented by the East Europe Foundation in cooperation with the Ministry of Digital Transformation of Ukraine. In 2025, the modules for data collection, processing and dissemination were expanded, and the system’s industrial operation was launched, strengthening the integrity and consistency of all stages of data management.

Partnerships in the field of digitalisation were also further developed. In October 2025, a Memorandum of Cooperation with Microsoft Ukraine was signed to support the development of statistical infrastructure, the implementation of cloud and hybrid solutions, the use of artificial intelligence tools, and the strengthening of cybersecurity. An important component of this partnership is the development of staff digital competencies and the creation of convenient services for users of statistical information.

### 2.2. Digital Services for Users

On 5 November 2025, the State Statistics Service of Ukraine

launched the Official Statistics Portal [stat.gov.ua](http://stat.gov.ua), a single access point to data for various audiences: public authorities, businesses, researchers, journalists, and citizens.

The portal provides users with the following functionality:

- a data bank with flexible filtering of indicators and the ability to download datasets in various formats (including Excel and CSV);
- interactive dashboards with filters for creating customised data selections;
- machine-readable formats and APIs for integrating data into external systems;
- an AI assistant for search, navigation, and working with data.

During the launch, the content from the previous website [ukrstat.gov.ua](http://ukrstat.gov.ua) was migrated. In addition,

**70**  
interactive  
dashboards

were created covering key statistical topics: macroeconomics, business statistics, population and social statistics, environment and energy.

In 2025,

**654 K**  
visits

were recorded on the official web

resources of the State Statistics Service of Ukraine ([ukrstat.gov.ua](http://ukrstat.gov.ua) until 5 November 2025 and [stat.gov.ua](http://stat.gov.ua) from 5 November 2025). The web resources of the State Statistics Service and its territorial offices remain the main channel for the initial publication of statistical data and their open access.

### 2.3. Cybersecurity and Data Protection

Cybersecurity is a fundamental condition for the reliability of digital services and trust in official statistics. In 2025, Ukrstat focused on strengthening the resilience of its information infrastructure and ensuring the secure operation of critical systems, particularly amid cyberattacks by the Russian Federation.

To protect information resources from destruction, damage, blocking, or data leakage, a set of technical and organisational measures was implemented, including antivirus and antispam protection, as well as the maintenance of cryptographic information protection tools.

Another important step was the confirmation of compliance with information technical protection requirements and the approval of cybersecurity plans for the information systems of the State Statistics Service, which laid the foundation for systematic cyber risk management.



# 3 EUROPEAN INTEGRATION AND INTERNATIONAL COOPERATION



### 3.1. Integration into the European Statistical System

The main focus of activities in 2025 was the implementation of EU statistical requirements, the harmonisation of methodologies, and the adaptation of the national statistical system to European standards.

The State Statistics Service of Ukraine played a key role in preparing Ukraine's negotiating position under Chapter 18 "Statistics" within the framework of the EU accession preparation process. The prepared and agreed draft National Programme for the Adaptation of Ukrainian Legislation to EU Law in the Field of Statistics was submitted to the Cabinet of Ministers of Ukraine, which had a positive impact on the negotiation process.

An important area of European integration work was the updating and harmonisation of statistical methodology. In 2025, the Commission on the Improvement of Methodology and Reporting Documentation approved 63 methodological documents covering key areas of social, economic and business statistics, as well as household statistics.

Significant progress was also achieved in the field of statistical classifications. In 2025, a new Classification of Types of Economic Activities NACE 2.1-UA was approved, harmonised with the European classification NACE Rev. 2.1, the conceptual compliance of which was confirmed by Eurostat. Transitional tables were prepared to

ensure a correct transition between classifications, and work on explanatory notes for the new version of the classifier was initiated.

Within the framework of harmonising regional statistics, a new version of the Statistical Classification of Territorial Units of Ukraine (NUTS-UA) was developed and approved in agreement with Eurostat.

This provides a basis to produce regional data comparable to European territorial breakdowns and supports the needs of the state regional policy.

The European metadata standard SIMS was implemented, according to which quality reports were prepared and published for 95% of state statistical observations. In addition, a quality assessment of the administrative data used in 36 statistical surveys was introduced in accordance with the approved methodological approaches.

Overall, in 2025, significant progress was achieved in aligning the national statistical system with EU standards.

Ukrstat set a strategic goal to ensure the full integration of Ukrainian statistics into the European Statistical System by 2028, establishing the necessary institutional, methodological, and digital foundation for Ukraine's sustainable progress on its path to EU membership.

### 3.2. Cooperation with Eurostat and Partner Institutions

#### Regular Data Exchange with Eurostat

During the year, the State Statistics Service of Ukraine transmitted

**100**  
datasets

to Eurostat in accordance with the Statistical Requirements Compendium. The transmission was carried out through the EDAMIS platform within the established deadlines and covered key areas of statistics, including:

- national accounts;
- business statistics and business registers;
- short-term statistics and business demography;
- external trade in goods;
- energy statistics, including data on electricity and natural gas prices;
- statistics on science and innovation.

A notable achievement of the year was the establishment of regular data transmission: for certain statistical domains, annual or quarterly exchanges of data and metadata were introduced in line with Eurostat requirements. A significant share of the datasets received positive validation reports, confirming improvements in the quality of Ukrainian statistics and

their compliance with European standards.

#### Strategic Dialogue with Eurostat

Alongside the technical exchange of data, strategic dialogue with Eurostat significantly intensified in 2025. The leadership of the State Statistics Service participated in consultations, high-level meetings and international events dedicated to:

- EU enlargement and the role of official statistics in the negotiation process with candidate countries;
- institutional independence of statistical authorities;
- implementation of specific EU regulations;
- requirements for the quality, comparability and accessibility of statistical data.

In particular, Ukrstat was represented at Eurostat events dedicated to the 20th anniversary of the European Statistics Code of Practice, as well as at the Conference of European Statisticians and meetings of the Partnership Group on Statistical Cooperation (PGSC), which serves as a key platform for dialogue between Eurostat and EU candidate countries.

#### International Partnerships and Technical Cooperation

The European integration vector was complemented by active cooperation with international and donor organisations. In 2025, the State Statistics Service of Ukraine:

- continued implementing the requirements of the IMF Special Data Dissemination Standard (SDDS), which Ukraine has adhered to for more than 20 years;
- cooperated with the United Nations, OECD, World Bank, UNICEF, UNFPA, UN Women, GIZ, and other partners on issues related to methodology, population surveys, migration statistics, and the use of alternative data sources;
- within this cooperation, further expanded project activities, particularly in the areas of population estimation, modernisation of household survey samples, development of gender statistics, and integration of statistical surveys into digital data production systems

#### **Global Context and the Sustainable Development Goals**

The State Statistics Service of Ukraine ensured the representation of Ukraine's data in international statistical databases and publications, responding to questionnaires from international organisations on economic, social, demographic, energy and environmental statistics. A separate area of work remained the monitoring of the Sustainable Development Goals (SDGs). In 2025, data and metadata for SDG indicators were updated in both national and international formats, and the modernisation of the National SDG Reporting Platform was initiated with the support of UNDP.

#### **3.3. Donor Programmes and Development Aid**

In 2025, cooperation with international partners focused on strengthening the institutional capacity of the State Statistics Service of Ukraine, digital transformation, and improving the quality of official statistics.

Bilateral cooperation with the statistical offices of EU/EEA countries continued. The implementation of a project with Statistics Norway was prolonged, aimed at strengthening the institutional capacity of the State Statistics Service. The project focuses on improving the planning of statistical activities, optimising the use of resources, increasing the accessibility of statistical data for users, and developing modern approaches to the production of official statistics.

Advisory support from Statistics Netherlands focused on the implementation of the EU acquis in the field of statistics, the adaptation of the national statistical system to EU requirements, as well as on practical aspects of preparing and transmitting datasets and metadata to Eurostat.

Within the UNFPA technical assistance project, the State Statistics Service of Ukraine initiated work to estimate Ukraine's population using modern modelling models techniques and mobile operator data. The cooperation aims to improve approaches to population estimation in the absence of

up-to-date administrative data and a population census.

In the area of digital transformation, the State Statistics Service remained a recipient of international technical assistance under the EGAP programme, implemented by the East Europe Foundation with the support of the Swiss Agency for Development and Cooperation. The EGAP programme support aimed to develop digital services, modernise information systems, and improve the transparency and user-friendliness of interaction with statistical data.

In 2025, donor programmes and international technical assistance became instruments for deep transformations in the State Statistics Service's activities. They ensured the transfer of expertise, methodologies and management solutions, enabling the modernisation of statistical processes, improvement of data quality, and strengthening the Service's institutional capacity.





# 4

## RESTORATION AND RESTART OF STATISTICAL PRODUCTION

### 4.1. Resumption of Statistical Reporting

In 2025, the submission of statistical reporting to the state statistics authorities was resumed in Ukraine. As of 5 July 2025, legislative amendments entered into force that restored the obligation for respondents to submit statistical and financial reports during the period of martial law. This made it possible to restore the completeness of official data and the regular production of statistics.

To support this process, from July to October 2025, the State Statistics Service implemented a nationwide information and motivation campaign titled “Return to Reporting – Restoring Trust, Data and Development.” The campaign aimed to explain to respondents the importance of official statistics and the role of reporting in decision-making and economic recovery. In total, the campaign involved more than 200 partner institutions and became the first large-scale communication initiative to restore reporting at the national level.

In 2025, statistical and financial reports were submitted exclusively in electronic form across 84 forms of state statistical observations. In total, reports were submitted by nearly 450 thousand respondents.

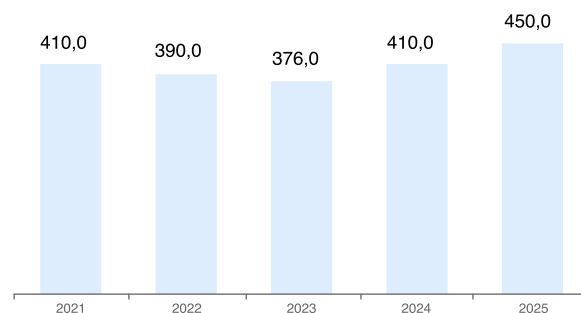


Chart 1. Number of respondents who submitted statistical reports in 2021–2025, thousand units

According to the 2025 results, the reporting rate (reports accepted for processing) reached

# 84,6%

indicating the gradual restoration of regular reporting discipline.

An important role in this process was played by the “Respondent’s Cabinet” – a free online service of the State Statistics Service for submitting reports. As of the end of 2025, more than

# 228 K

## electronic accounts

electronic accounts had been registered in the system.

At the same time, the State Statistics Service worked to reduce the reporting burden on businesses. At the end of 2025, the population of respondents for conducting state statistical observations in 2026 was formed, according to which 96% of micro-enterprises are required to report using no more than three

reporting forms. This is part of a systematic effort to create a more balanced, user-oriented data collection model.

The resumption of reporting enabled a gradual return to the regular publication of statistical information. In 2025,

**107**  
datasets

6 statistical publications, 34 express releases, and 4 flash estimates of gross domestic product were published or updated. The publications were accompanied by visualisations and infographics, which contributed to better data perception and increased their presence in the media.

In addition, in accordance with current legislation, the State Statistics Service published around 400 datasets on the Unified State Web Portal of Open Data in 2025.

#### 4.2 New and Alternative Data Sources

In 2025, producers of official statistics conducted 90 state statistical observations, of which 85 were carried out by the State Statistics Service of Ukraine, as provided for in the Plan of State Statistical Observations. For this purpose, the State Statistics Service systematically used administrative data: 86 agreements on the exchange of information resources were in force (45 with central

executive authorities, 24 with regional state administrations, and 17 with other legal entities). Administrative data were used in approximately 60% of state statistical observations.

#### Development of Experimental Approaches

In 2025, several experimental calculations and pilot studies were carried out aimed at introducing modern statistical methods, in particular:

- experimental calculations of seasonally adjusted indicators in construction were carried out (floor area of residential and non-residential buildings, number of dwellings at the start of construction);
- a methodology for selecting enterprises for calculating import price indices was approved, and a new state statistical observation form on import prices was introduced;
- pilot surveys on changes in import prices and prices in the primary and secondary housing markets based on offer prices were conducted;
- experimental calculations of producer price indices for services in the information technology sector and housing price indices were carried out using hedonic regression (time-dummy hedonic method) based on administrative data.

These approaches are consistent with modern practices in the European Statistical System and lay the foundation for the further

transition from traditional sample surveys to combined data sources.

### Population Estimation and the Use of Mobile Operator Data

A separate strategic area of activity for the State Statistics Service of Ukraine was the use of alternative data sources to estimate the population size in the absence of up-to-date census data. In 2025:

- an interagency working group was established to develop a methodology for estimating the population of Ukraine;
- experimental monthly estimates of the population size based on mobile network operator data were carried out and submitted for consideration to the Cabinet of Ministers of Ukraine;
- cooperation with mobile network operators was expanded within the framework of international technical assistance projects of the United Nations Population Fund (UNFPA).

The State Statistics Service of Ukraine also participated in international technical missions and projects involving experts from the International Monetary Fund (IMF) and other international organisations aimed at improving the methodology for using administrative, digital and web data in price and population statistics.

This represents another step toward a more flexible, modern and resilient model of official statistics, focused on quality, comparability and the timely provision of data to users.

### 4.3. Launch of Household Surveys

In 2025, the State Statistics Service of Ukraine began the phased resumption of sample surveys of the population (households). This became possible after legislative amendments entered into force on 5 July 2025, restoring the legal basis for conducting such surveys under martial law. The launch of household surveys is a key element in the restoration of social statistics and the generation of data necessary for public policy-making and international support for Ukraine.

The first practical steps were pilot surveys conducted in August–September 2025 in the Ternopil region: the Labour Force Survey and the Income and Living Conditions Survey (EU-SILC). During the pilot phase, modern data collection methods were used, including face-to-face interviews using tablets (CAPI), telephone interviews (CATI), and online questionnaires (CAWI). The pilot enabled testing of result processing within the Information System for Statistical Production of the State Statistics Authorities (ISSP SSA).

Cooperation with the World Bank was initiated to develop a new sampling design for household surveys. The approach, based on the use of mobile network operator data, aims to ensure a gradual transition to telephone and online surveys without physical visits to households, in line with modern European practices and current security conditions.

In December 2025, the field phase of the Household Budget Survey and the European Health Interview Survey of household members was launched. The sample included around 11,000 households in 22 regions of Ukraine (excluding temporarily occupied territories and areas of active hostilities). These surveys provide the basis for analysing living standards, social vulnerability, and access to services.

At the same time, in 2025, the Multiple Indicator Cluster Survey (MICS) – one of the largest international social surveys – was launched in Ukraine. The survey covers 24,000 households in areas controlled by Ukraine and includes 114 standardised indicators, particularly on maternal and child health, education and early childhood development, access to healthcare, gender equality, living conditions, access to water and sanitation, and information technologies.

The survey is implemented by the State Statistics Service of Ukraine in partnership with UNICEF Ukraine, the Institute for Demography and Social Studies of the National Academy of Sciences of Ukraine, and civil society expert organisations, with the support of international donors.





# 5 INSTITUTIONAL CAPACITY

## 5.1. Team and Competency Development

### Staff Profile

As of 1 January 2026, the staffing schedules of the state statistics authorities provided for 4,856 positions, of which 3,797 were actually filled. Under the budget programme “Leadership and Management in the Field of Statistics,” the staffing of the State Statistics Service of Ukraine and its territorial offices included 4,520 positions, of which 3,566 were actually occupied.

2,811 employees (78.8% of the staff) hold civil servants' status, of whom 1,108 hold managerial positions and 1,703 hold specialist positions.

A high share of female personnel characterises the state statistics authorities: women account for 87.4% of the total number of employees and 90.6% among civil servants. They occupy 85.1% of managerial positions and 92.0% of specialist positions.

A significant level of institutional memory characterises the staff composition:

- 79.0% of employees have more than 10 years of experience in the system;
- 67.4% of managers and 44.5% of specialists have more than 20 years of experience in the system.

At the same time, the age structure indicates the need for gradual staff renewal: the largest group consists of employees

aged 46–55 years (32.9%), while the share of employees under 35 years old is only 6.1%. The share of employees of retirement age is 15.8%.

In 2025, the overall staff turnover rate amounted to 13.4%, which is 3.3 percentage points higher than in 2024. Among civil servants, this indicator increased to 9.5%. In the central office of the State Statistics Service, staff turnover among civil servants reached 12.6%.

These indicators highlight human resource challenges typical for the public sector in wartime conditions: a limited inflow of young professionals, competition for digital and analytical competencies, and a gap between budgetary remuneration levels and market salaries. In response to these challenges, a systematic approach to staff development was strengthened in 2025.

### Management Decisions and Competency Development

Professional development of civil servants was ensured, including through English language improvement programmes. In the reporting year, 96 employees received certificates.

The digital capacity of the team was significantly strengthened: the share of employees who completed digital literacy training increased from 25% to 51%. Attention was given to developing skills in the use of modern digital tools and project management.

At the same time, the modernisation of recruitment approaches and organisational culture was initiated.

Within the central office of the State Statistics Service, a systematic recruitment process was established, key documents and stages were standardised, recruitment channels were expanded (DOU, Djinni, LinkedIn), and hiring priorities were defined in line with the organisation's strategic needs.

As part of the development of organisational culture, interregional working groups were formed, and three facilitation sessions were held. As a result, seven strategic semi-annual goals were defined to establish shared rules of interaction, strengthen interregional cooperation, and improve the organisation's overall governance and coordination.

Another element of implementing corporate culture was organising of a Donor Day for employees of the State Statistics Service and their families. The event's concept was to unite the team around a social initiative, strengthen the culture of responsibility, and encourage awareness of everyone's contribution to a common cause.

A separate area of work was the search for and attraction of young professionals. In 2025, the State Statistics Service launched cooperation with leading higher education institutions, particularly those specialising in economics, mathematics and IT (Taras

Shevchenko National University of Kyiv, KMBS, KSE). Plans include engaging students and graduates through fixed-term contracts and internship programmes, with the possibility of further employment.

At the same time, cooperation with universities was expanded through guest lectures and joint educational events. This forms part of a systematic effort to build an open institution that is professionally attractive to young people and to develop the future human capital of the national statistical system.

In 2025, the State Statistics Service focused on maintaining and strengthening human resource capacity amid ongoing transformation and limited resources. The groundwork was laid for updating competencies, the gradual modernisation of management practices, and the development of a team capable of delivering high-quality, independent and modern official statistics.

### 5.2. Governance, Processes and OKR

In the second half of the year, the State Statistics Service introduced a modern approach to strategic and operational management based on the Objectives and Key Results (OKR) framework. This made it possible to move from fragmented planning to a unified institutional development logic, in which strategic goals, team priorities and daily operational activities are interconnected and

clearly understood across the entire organisation.

As a result of the implementation, a stable management rhythm was established: setting objectives, regularly monitoring progress, discussing results, and adjusting priorities. The OKR framework complemented operational activities by enhancing the transparency in management decisions and improving coordination among organisational units.

An important component of updating management processes within the framework of building a systemic dialogue on the strategic development of the State Statistics Service was the introduction of regular events called “The Big Team Meeting.” The event brought together more than 600 employees from the central office and territorial authorities. The main focus was on development priorities, the new logic of strategic planning, and the alignment of changes across the entire organisation. At the same time, this initiative forms part of the development of a new management culture – a culture of open communication between leadership and the team, which contributes to shaping a shared vision for the institution’s development and increases employee engagement in transformation processes.

### 5.3. Partnerships and Cooperation with Stakeholders

In 2025, the State Statistics Service of Ukraine significantly strengthened its work with stakeholders, building

a systematic dialogue, joint decision-making processes, and engaging users in the transformation of the statistical system.

### Partnership with Business and Analytical Communities

An important step in developing cooperation with the private sector was the signing of a tripartite Memorandum of Cooperation between the State Statistics Service of Ukraine, the company YouControl, and the NGO “Association of Open Data” (ASVIDA). The partnership aims to combine official statistics with analytical tools, develop open data skills, organise joint educational and communication activities, and counter disinformation and manipulation.

Dialogue with key business associations was also relaunched, including the European Business Association (EBA), the American Chamber of Commerce in Ukraine (ACC), and the Union of Ukrainian Entrepreneurs (SUP). The discussions focused on the resumption of statistical reporting, reducing the reporting burden on businesses, the use of administrative and alternative data sources, as well as business demand for more detailed, up-to-date, and EU-comparable data.

These meetings became a platform for:

- discussing practical issues faced by businesses in the process of statistical reporting;
- exploring ways to optimise state statistical

- observation forms;
- shaping demand for new statistical products for businesses, investors, and international partners;
- developing ideas for joint research and the advancement of experimental statistics in specific sectors.

### **Dialogue with the Expert and Academic Community**

Interaction with the expert community – including researchers, analysts, economic journalists, and IT specialists – was resumed and expanded. The first offline meeting with the expert community was held, during which the vision for the transformation of the State Statistics Service was presented, including the resumption of reporting, the introduction of new data sources, digital services, and alignment with European standards.

Attention was given to engaging experts in testing the new Official Statistics Portal. Based on the discussions, a list of priority improvements (usability, navigation, API, dashboards) was compiled, and the first consolidated report with user proposals was prepared ahead of the portal's official launch.

Cooperation with the Kyiv School of Economics (KSE) and the Kyiv-Mohyla Business School (KMBS) was further developed. During the initial meetings, discussions focused on expert participation in the development and implementation of the State Statistics Service's strategy, expanding analytical cooperation, organising joint

educational programmes, student internships, and promoting statistical literacy.

### **The Importance of Partnerships**

Partnerships and interaction with stakeholders in 2025 became an important factor in the transformation and development of the State Statistics Service:

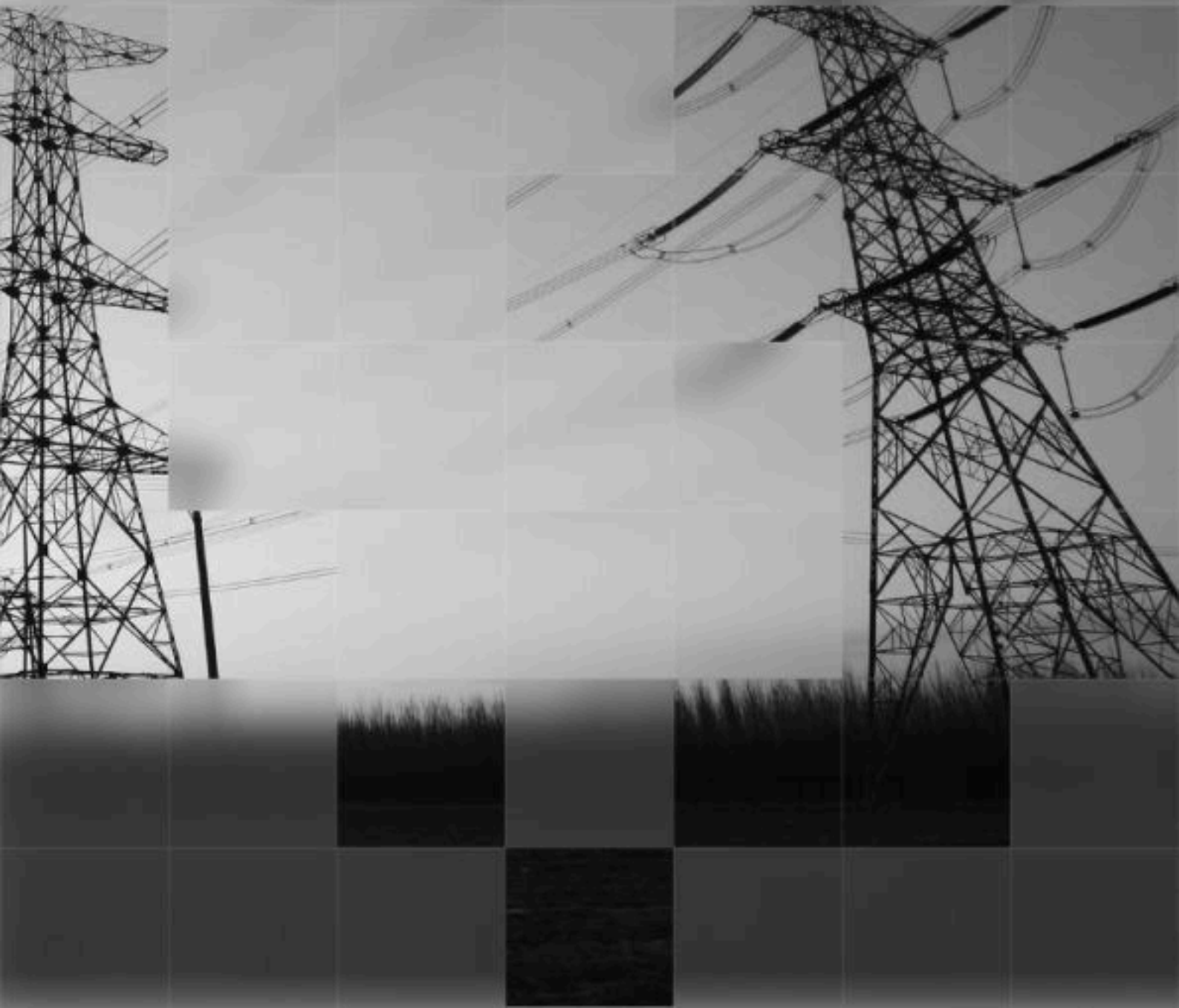
- increasing the relevance of statistical products;
- strengthening trust in official statistics;
- developing user-oriented services;
- engaging users in the co-creation of data and solutions.

This approach lays the foundation for a sustainable ecosystem of official statistics, in which the State Statistics Service acts not only as a producer of data, but also as an open partner for business, experts, the academic community, and society.



6

BUILDING THE  
BRAND AND  
COMMUNICATIONS



### 6.1 Interaction with Users

In 2025, the State Statistics Service of Ukraine strengthened its interaction with users, focusing not only on the dissemination of data but also on how the data are used and which products and services are most in demand.

During the year, 11 events for users of statistical information (focus groups, webinars, seminars, and conferences) were held with participation of public authorities and local governments, businesses, research and educational institutions, the media, and civil society. These formats combined the presentation of statistical data with professional discussions on methodology and emerging user information needs.

To ensure systematic collection of feedback, four user surveys were conducted in specific statistical areas, including agriculture, forestry and fisheries, as well as producer price statistics for industrial products. In total, 259 questionnaires were received and processed. The results were published on the official website of the State Statistics Service and used to improve statistical products and communication practices further.

User satisfaction is measured through the User Satisfaction Index. According to the 2025 results, the index reached 67.6%, serving as a benchmark for further improving the quality of data, services, and users interaction.

підвищення якості даних, сервісів і взаємодії з користувачами.

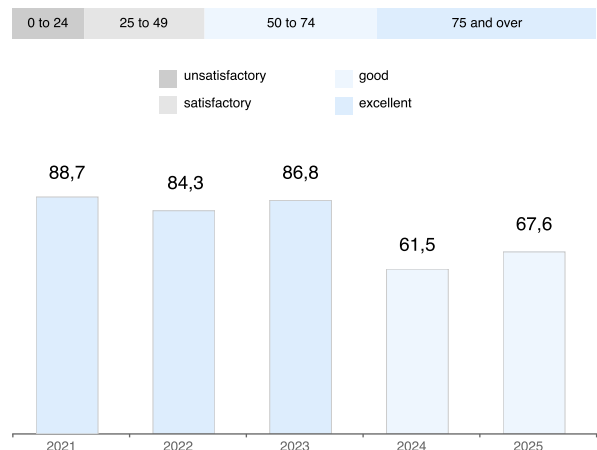
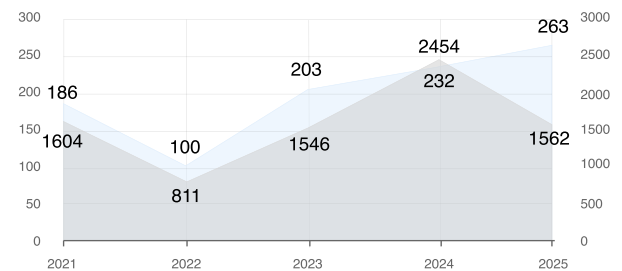


Chart 2. User Satisfaction Index in 2021–2025, %

Ensuring access to public information and responding to individual requests remain an important components of user interaction. In 2025, the State Statistics Service responded to 1,562 requests for public information, while its territorial authorities handled 859 requests. In addition, 1,183 citizens’ appeals were processed during the year (263 of them received by the State Statistics Service). The main issues raised concerned access to statistical data, the application of classifications and methodology, as well as labour and social policy matters. All requests were considered in accordance with current legislation.



Графік 3. Кількість розглянутих запитів на публічну інформацію та звернень громадян у 2021–2025 рр., од.

Attention was paid to improving users’ statistical literacy and explaining complex indicators. In

April 2025, a thematic webinar “GDP of Ukraine 2024: Latest Data, Methodology, Questions and Answers” was held. During the event, the methodological approaches to GDP calculation, data sources, and key structural changes in the economy under the conditions of the full-scale war were presented, and users’ questions were addressed.

Consistent engagement with users, openness to feedback, and a focus on the clarity of data form the basis of the State Statistics Service’s transition to a more user-oriented model of official statistics, in which users play an active role in shaping statistical products and services.

## 6.2. Visual Identity and Brand Recognition

One of the goals of the year was the development of a coherent visual identity for the State Statistics Service brand. The objective was to increase the recognisability of statistical products, ensure a consistent presentation of data across different communication channels, and create a clear public image of the State Statistics Service.

The official presentation of the updated State Statistics Service brand took place during a public event marking the launch of the new Official Statistics Portal. At this event, the key elements of the new visual language were officially introduced for the first time: the QuadTree concept, the updated logo, and the principles of a unified

style for presenting statistical products.



The visual brand is based on the idea of structuring data, inspired by the QuadTree principle: an approach used for hierarchically organising large volumes of information. Within this logic, each element represents a separate unit of data, while together they form a clear and coherent system. Conceptually, this principle reflects the way how official statistics operate: individual indicators form to create a comprehensive picture of socio-economic processes.

This principle conceptually reflects the way official statistics operate: individual indicators combine to form a comprehensive picture of socio-economic processes.

Throughout the year, the State Statistics Service worked on adapting statistical products, digital services, and communication materials to the new branding. The new portal, interactive dashboards, visualisations, presentations, and public materials are gradually being aligned with a unified visual style, shaping a coherent and recognisable public image of the Service.

At the end of 2025, the State Statistics Service initiated the process of state registration of the new visual identity.

### 6.3. Media Communications and Public Engagement

In 2025, the media communications of the State Statistics Service were focused on explaining statistical information, protecting the correct interpretation of official statistics, and strengthening trust in it in the context of the war and the high public sensitivity to data.

#### Presence in the media and public space

During the year, the State Statistics Service significantly strengthened its information presence, particularly due to the resumption of statistical production. The total number of mentions in the media and social networks exceeded 30 thousand.

The Chair of the State Statistics Service gave six interviews to leading Ukrainian media outlets, including Interfax-Ukraine, Channel 24, and LIGA.net. The main topics covered included:

- strategic directions for the development of the State Statistics Service;
- digital transformation;
- the launch and development of the Official Statistics Portal;
- the resumption of state statistical observations;
- population size issues and the use of alternative data sources.

During working visits to the regions, the Chair of the State Statistics Service also communicated with regional media on issues related to the resumption of

reporting, regional statistics, and the role of official data in decision-making at the local level.

#### Media Monitoring and Information Risk Management

Throughout the year, daily monitoring of the State Statistics Service's information presence in the media and social networks was carried out:

Since November 2025, a regular analytical monitoring system based on Semantrum has been introduced, which made it possible to:

- systematically analyse the number, topics and sentiment of mentions;
- identify potential reputational risks for the State Statistics Service;
- prepare analytical briefs to support management decisions and communication adjustments.

According to calculations of the Semantrum system for the period from November to December 2025:

- number of mentions: 5.1 thousand;
- number of audience contacts (GRP): 31 million;
- media favourability index (MFI): 3.62;
- share of negative mentions: less than 1%;

#### Social Media as a Tool for Statistical Literacy

The State Statistics Service used social media (Facebook, X (Twitter), YouTube, LinkedIn) as a channel to inform users about data updates on the official website, and to

promote statistical literacy and provide accessible explanations of official statistics to a wide audience.

Through social media platforms:

- key statistical indicators were published;
- infographics and visualisations adapted for a broad audience were disseminated;
- brief explanations of methodology and data sources were provided;
- major news about the activities of the State Statistics Service was communicated, including the launch of new digital services, methodological changes, and key stages of the Service's transformation and European integration.

Considering changes in user behaviour, in 2025, the State Statistics Service introduced a short video format (Reels/Shorts) on its Facebook page and YouTube channel. These videos made it possible to explain statistical indicators in a simple, visual way and to reach new audiences. The average reach of one video ranged from 3 to 5 thousand views.





# 7

LOOKING AHEAD:  
NEW ROLE,  
FOCUS AND  
PRIORITIES

2025 was a year of recovery, dialogue and laying the foundation for systemic development for the State Statistics Service of Ukraine. In the coming year, the focus will shift toward sustainability, quality and the long-term value of changes, while maintaining the ability to adapt and operate under constant challenges.

The main development vectors for the coming year remain:

*Restoration of statistical production and digitalisation* – the transition to stable, regular and comprehensive data production, supported by the end-to-end digitalisation of processes.

*Transformation and an institutionally capable organisation* – building an institution with clear and transparent processes, modern management approaches, and a strengthened institutional status.

*European integration* – harmonising the national statistical system with EU standards and ensuring reliable and comparable data to support the European integration process.

Together, these vectors define the focus and priorities for the further work of the State Statistics Service, including:

1. The New Role of the State Statistics Service: Data Architect

The State Statistics Service is steadily moving towards the role of a data steward – an institution that shapes and maintains a coherent national ecosystem of official statistics. This includes:

consolidating and structuring data from various producers of official statistics in Ukraine;

strengthening methodological unity, consistency and comparability of statistical indicators;

ensuring the professional independence of statistical authorities;

developing partnership-based interaction between producers, users and the analytical community, thereby strengthening trust in official statistics.

2. Better Statistical Products: the development of high-quality, modern and relevant statistical products that meet the real needs of users.

At the core of this approach are: deepening the international integration of statistical products; the launch and modernisation of state statistical observations; the use of new data sources; the development of municipal statistics; and the development of applied and analytical products that transform data into a tool for decision-making.

3. Digital infrastructure: all statistics are collected, processed and disseminated on a single digital platform, which improves the quality, speed and transparency of statistical production.

4. Institutional capacity and internal resilience – the development of the State Statistics Service as an organisation capable of ensuring sustainable change and fulfilling its mandate in the long term.



8

FINANCE  
AND ASSET  
MANAGEMENT



## 8. FINANCE AND ASSET MANAGEMENT

	General Fund, million UAH	Special Fund, million UAH	Total, million UAH
<b>State Budget Expenditures for the State Statistics Authorities (budgetary allocations)</b>	1 432,0	94,0	1 526,0
<b>Cash Expenditures</b>	1 407,1	86,8	1 493,9
of which under budget programmes:			
<b>Budget Programme Code 0414010 “Leadership and Management in the Field of Statistics”</b>	1 369,9	86,7	1 456,6
- emuneration of employees and related payroll charges	1 313,9		
- payment for energy resources	42,1		
- informatisation projects	9,4		
- maintenance of the state statistics authorities	4,5		
- use of funds received as revenues from fees for services provided by budgetary institutions in accordance with legislation		8,7	
- expenditures financed from other sources of own revenues of budgetary institutions		78,0	
<b>Budget Programme Code 0414020 “Statistical Observations”</b>			
expenditures for the implementation of centralised measures (ensuring the exchange of information via communication channels during the automated processing of statistical and administrative data between regional and national levels)	31,1	0,1	31,2
operation of the State Institution “Statistical Data Processing Center”	22,6		
State Institution “Statistical Data Processing Center” – expenditures financed from other sources of own revenues of budgetary institutions		0,1	
<b>Budget Programme Code 0414090 “Training of Specialists in the Field of Statistics by a Higher Education Institution of the IV Level of Accreditation and Ensuring the Operation of Its Practical Training Facilities.”</b>	6,1		6,1

### Maintenance of Property

According to the Unified Register of State Property, as of 1 January 2026, 152 real estate properties with a total area of 188,700.13 m<sup>2</sup> were recorded on the balance sheets of the state statistics authorities, of which 44 properties with a total area of 34,382.97 m<sup>2</sup> are located in the temporarily occupied territories of Ukraine.

For their operational activities, the state statistics authorities directly use 73 properties with a total area of 143,513.56 m<sup>2</sup>.

In order to ensure the efficient use of state property held on the balance sheets of the state statistics authorities, during 2025, in accordance with the agreed proposals of the State Statistics Service of Ukraine and other bodies authorised to manage state property, 7 real estate properties with a total area of 1,153.7 m<sup>2</sup> were transferred or privatised. In particular, one property with a total area of 423.9 m<sup>2</sup> was transferred to municipal ownership (Rokytno Settlement Council, Bila Tserkva District, Kyiv Region), and the privatisation of six properties with a total area of 729.8 m<sup>2</sup> was completed (the sale price amounted to UAH 1,527.0 thousand including VAT).