



SUPPORTING RETURNING HEROES

Metinvest's Veteran Reintegration Ecosystem is a comprehensive programme developed in response to the challenges posed by the full-scale war in Ukraine. It is based on the principles of managerial responsibility and fairness in employment practices.

The programme involves both current and newly hired employees returning to their jobs and civilian life after demobilisation. Progressive adaptation of all business processes across the Group supports consistency of the veteran reintegration process.

At the end of 2024, around 8,000 employees of Metinvest and its JVs were serving in Ukraine's defence forces. Throughout mobilisation, the Group stays in contact with service members and their families, offering support, timely updates and an open path back to work.

At the end of the reporting period, Metinvest had 598 veteran employees, of whom 556 were returning colleagues and 42 external recruits. The JVs employed a further 372 former service personnel, comprising 336 returnees and 36 new hires.

The established ecosystem combines medical and psychological screening and rehabilitation, professional and social adaptation, retraining opportunities, as well as legal and financial assistance. The Group also offers veterans extensive training, certification and upskilling programmes through Metinvest Polytechnic.

As part of the Metinvest Together! initiative, veterans receive dedicated mental health and wellness support. This includes weekly group sessions focused on stress relief and emotional resilience. To reinforce social inclusion, Metinvest collaborates with NGO-led veterans' hubs that provide group therapy and ongoing counselling to support trauma recovery and community integration.

Other aspects of the ecosystem help to prepare staff teams and managers for the reintegration of veterans. By the year-end, more than 12,500 employees of the Group and its JVs had completed Heroes Among Us, an in-house e-course. This seven-module programme focuses on understanding combat experience and offering practical communication tools. Additionally, over 1,100 managers of different levels at Metinvest and its JVs had finished the Wartime Leadership course to support veterans returning to the workplace.

In 2024, Metinvest's veteran reintegration programme was named one of the eight finalists worldwide in the "Diversity, Equity & Inclusion" category at the [Reuters Global Sustainability Awards](#). It also won the 2024 [HR Brand Ukraine](#) national award in the "Reintegration of Veterans into Civilian Life" category.



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