



CANADA-UKRAINE CHAMBER OF COMMERCE
КАНАДСЬКО-УКРАЇНСЬКА ТОРГОВА ПАЛАТА
CHAMBRE DE COMMERCE CANADA-UKRAINE

July 14th, 2026

CANADA–UKRAINE CORPORATE GOVERNANCE INITIATIVE

A Call to Action

Led by the Canada-Ukraine Chamber of Commerce

Strengthening Institutions. Building Investor Confidence. Supporting Ukraine's Recovery.

Ukraine's reconstruction will require strong, transparent institutions capable of managing public assets responsibly, attracting international investment, and delivering lasting public value.

Corporate governance is therefore not simply a reform priority—it is a critical foundation for Ukraine's long-term recovery and economic resilience.

The Canada-Ukraine Chamber of Commerce is launching the **Canada–Ukraine Corporate Governance Initiative**, a platform bringing together Canadian and Ukrainian leaders to identify practical governance challenges, mobilize Canadian expertise, and develop actionable recommendations for Ukraine's state-owned enterprise sector.

The Initiative will include three expert roundtables in 2026 and culminate in the presentation of a practical roadmap at the **5th Annual Rebuild Ukraine Business Conference** in November.

Our objective is clear: To move from governance reform to governance implementation.

Why Canada?

Canada is uniquely positioned to support this work. Canadian professionals currently serve on the supervisory boards of several of Ukraine's largest state-owned enterprises, providing first-hand experience of governance reform from within these institutions.

Canada also brings internationally recognized expertise in board governance, audit, risk management, compliance, executive education, public administration, and institutional oversight.

The Initiative will harness this expertise through collaboration among governments, development agencies, industry, academia, professional organizations, and civil society.



Key Priorities

The first consultation identified several areas requiring sustained attention:

- strengthening the independence and effectiveness of supervisory boards.
- improving merit-based appointments and executive succession.
- clarifying the roles of shareholders, supervisory boards, and management.
- strengthening internal audit, risk management, compliance, and internal controls.
- improving procurement oversight and transparency.
- expanding access to independent legal and governance expertise.
- supporting professional development for directors, executives, and public officials.
- translating legislative reforms into practical institutional capacity.

Participants emphasized that corporate governance reform is no longer primarily a legislative challenge—it is an implementation challenge.

The Road Ahead

The consultations will lead to a Canadian roadmap outlining:

- practical recommendations and implementation priorities.
- partnership and institutional support models.
- capacity-building initiatives.
- opportunities for Canadian engagement.

A Call to Action

CUCC invites governments, development agencies, professional associations, universities, financial institutions, governance experts, and private sector organizations to contribute expertise, research, training, policy advice, implementation experience, institutional partnerships, and future financial support.

Potential areas of collaboration include supervisory board development, executive education, governance diagnostics, enterprise risk management, audit readiness, digital governance, anti-corruption capacity, institutional modernization, investment readiness, and public sector reform.

Lasting institutional change requires coordinated action and a shared commitment to transparent, accountable, and effective public institutions.



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We invite organizations across Canada to join this Initiative and help shape the next generation of corporate governance reform in Ukraine.

Together, we can strengthen institutions, build investor confidence, restore public trust, and support Ukraine's successful reconstruction.

Sincerely,

Canada-Ukraine Chamber of Commerce