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# APPROACHES TO THE DEVELOPMENT AND IMPLEMENTATION OF PROGRAMS FOR THE REINTEGRATION OF WAR VETERANS INTO CIVILIAN LIFE AND THE BUSINESS ENVIRONMENT AS A CONDITION FOR THE IMPLEMENTATION OF STRATEGIC CHANGES IN THE POST-WAR ECONOMIC RECOVERY OF UKRAINE AND THE FORMATION OF THE ENTREPRENEURIAL ECOSYSTEM

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**Abstract.** *The aim of the article is to develop effective approaches to the development and implementation of reintegration programmes for war veterans into civilian life and the business environment as a condition for implementing strategic changes in the post-war recovery of Ukraine's economy in general and the activities of Ukrainian companies in particular, based on the analysis of the experience of domestic and international companies. The research methodology includes an analysis of scientific literature, regulations and support programs for veterans operating in Ukraine and abroad. The research methodology includes the analysis of scientific literature, regulatory acts, and veteran support programs operating in Ukraine and abroad. **Methods** of comparative analysis, a systematic approach, and expert surveys are used to identify best practices and adapt them to the conditions of the domestic business environment. The research also includes an analysis of successful veteran reintegration programs implemented by Ukrainian and international companies. **The results of the study** showed that successful reintegration of veterans requires a comprehensive approach, which includes professional training, psychological support, social adaptation, and the creation of favorable conditions for employment. It was found that the most effective programs combine training in new professions, mentoring support, and cooperation with businesses. The role of the state in creating a regulatory framework and financial support for such programs is also important. **The practical significance** of the research results lies in the possibility of using the developed approaches to create and implement effective veteran reintegration programs in Ukrainian companies. This will contribute to increasing the employment level of veterans, their social adaptation, and reducing the unemployment rate among this category of the population. In addition, the implementation of such programs will contribute to increasing the social responsibility of businesses and strengthening the positive image of companies.*

**Keywords:** *veteran reintegration, business environment, entrepreneurial ecosystem, support programs, professional training, social adaptation, approaches, strategic changes, psychological support, regulatory framework, corporate social responsibility, post-war economic recovery.*

**General statement of the problem and its connection with the most important scientific or practical tasks.** The return of veterans to civilian life is accompanied by numerous challenges, including domestic, financial, physical, and psychological aspects. The first year after discharge

from service is the most critical, so support from society, the state, the community, non-governmental organizations, businesses, family, and friends is essential to facilitate adaptation and prevent negative consequences. Reintegration is a key element of this process.

International studies show that reintegration is the restoration of roles in the family, community, and workplace, influenced by various environmental factors. It is both a process and a result of returning to civilian life, involving the interaction of the individual and the surrounding environment.

To determine the necessary scope of services and support for veterans, it is essential to outline the concept of reintegration, identify several levels of reintegration into society, and determine the potential problems veterans face at each level.

**Individual Level (Veteran and Personal Condition)** – This level focuses on the veteran themselves. It is important to emphasize that not all veterans face psychological and behavioral problems. However, the percentage of those who need support is significant. At this level, reintegration reveals the physical, psychological, demographic, and cultural aspects of reintegration. The state must regulate and recognize such physical and psychological aspects as post-traumatic stress disorder, depression, anxiety, substance abuse, suicidal tendencies, physical injuries, disabilities, and traumatic brain injuries. All these phenomena, which may arise as a result of war, must be addressed at the legislative level, and veteran reintegration services should be expanded.

**Interpersonal Level (Veteran and Immediate Environment)** – This level includes the veteran and their family, friends, children, close relationships, and religious connections. Although this level of reintegration is little studied and the assistance process is quite complex, support from the state and society is necessary in the context of educating the population and providing psychological support to the veteran's family members. Attention should be focused on helping spouses, families, or relationships with other family members, addressing health problems, stress, and depression. Reintegration at this stage plays an extremely important role in maintaining the psychological stability of veterans and their families.

**Community Level (Veteran and Daily Life)** – At this level, the veteran interacts with the healthcare system, employment, education, the need for legal services, etc. Integrated mental health programs in the community and rehabilitation programs are vital. It is believed that the community of health and social services supports reintegration. At this level, it is also necessary to provide retraining or upskilling programs and job guarantees. Reintegration into various types of communities will help the veteran feel needed and an active member of society.

**Societal Level (Veteran and State)** – At this level of reintegration, the veteran encounters the implementation of the Ministry of Veterans Affairs' policies, as well as the overall economic and cultural level of the population. Here, the state's proactivity in developing a transparent, understandable, and accessible system of interaction between the veteran

and the state is crucial. A clear position of honoring the veteran and supporting their reintegration should be understood by society.

Given all of the above, it is clear that reintegration of veterans is a complex and multilevel concept. Successful reintegration involves the introduction of major strategic changes and the development of strategic approaches to formulate appropriate programmes in the context of involving all participants in the process, obliging them to act in a coordinated and timely manner. The state plays a key role in this process. The result - the return of a veteran to life as an active, productive, mentally and physically stable person - depends on coordinated state action, timely planning and awareness of social needs. However, such a generalised understanding of reintegration should be clearly formulated – the benefits and services that should be systematically prepared and provided by the state.

#### **Analysis of recent research and publications.**

The analysis of recent research and publications on the topic of reintegration of war veterans into civilian life and the business environment shows that this issue is extremely relevant for Ukraine, especially in the context of the war that has been ongoing since 2014 and escalated in 2022. Studies conducted by Ukrainian researchers, including I.V. Shaposhnikov [1] and A. Artemenko, K. Bataeva [2], emphasize the importance of a comprehensive approach to veteran reintegration, which includes legal protection, social assistance, adaptation, and economic support.

An important aspect is also the economic support of veterans, which includes assistance in finding employment, retraining, and starting their own business. Research shows [3, 4] that successful reintegration requires the creation of a complex management structure that includes local government bodies and state institutions. Additionally, it is important to ensure barrier-free access to reintegration services, which includes access to social services and support for veterans' families.

Studies [5; 6] conducted in Ukraine also emphasize the importance of psychological support for veterans, which is an integral part of the reintegration process. Military experience and related traumas can have a significant impact on veterans' mental health, so it is necessary to ensure access to psychological help and support. It is also important to create programs that promote the social adaptation of veterans and their integration into the community.

Overall, the analysis of recent research and publications shows that successful reintegration of veterans requires a comprehensive approach that includes legal protection, social and economic support, psychological help, and social adaptation. It is important to consider both domestic and international experience in developing effective support programs for veterans in Ukraine.

**Formation of the objectives of the article (task statement).** The aim of the research is to develop effective approaches to the reintegration of war veterans into civilian life and the business environment based on the analysis of domestic and international experience to create effective support programs for domestic companies.

**Presentation of the main research material with full justification of the scientific results obtained.**

At the international level, there is no single exclusive list of services and benefits that should be provided to veterans. However, as Ukraine continues to develop its policies and practices regarding veterans' benefits and services, it is useful to examine how different countries within the Organization for Security and Co-operation in Europe (OSCE) approach this important task. By analyzing these diverse models, Ukraine can identify the most suitable ones and adapt them for an optimal and successful path to veteran reintegration.

Among OSCE member states, there is noticeable diversity in the ways of providing assistance to veterans. Many countries offer various types of benefits and services depending on factors such as the nature of service and the acquisition of disabilities during service. This approach ensures that the specific needs of different groups of veterans are met effectively and proportionally.

A critical issue in many countries is the services for veterans who face homelessness. These veterans represent a particularly vulnerable group, and their psychological disorders (such as alcohol and drug addiction, PTSD, depression, etc.) are often the cause of homelessness. Research shows that veterans have a higher risk of homelessness due to factors such as poverty, lack of family support, and insufficient affordable housing. Additionally, issues of domestic violence and suicide among veterans require special attention and assistance.

Another important and necessary right for veterans is the right to a fair trial. Countries such as Canada and the United States have specialized ministries – the Department of Veterans Affairs Canada and the United States Department of Veterans Affairs. These organizations are responsible for a comprehensive approach to rehabilitation and reintegration: from healthcare and benefits to facilitating the transition to civilian life. Sweden assigns the reintegration and rehabilitation of veterans to the Ministry of Social Affairs and Health. By integrating veterans into its general healthcare system, Sweden recognizes their unique psychological needs, offering specialized psychiatric services. Denmark is particularly interesting for Ukraine. Here, veteran care is a shared responsibility of the state, regional and municipal authorities, civil society, and the business community.

In summary, three main categories of benefits and services that should be provided by the state for

reintegration can be identified. First, material support. This includes payments, disability pensions, and subsidized services, ensuring veterans have access to necessary resources such as housing, education, and employment.

Second, non-material support. Restoring health undoubtedly affects the ability to restore participation in social connections and economic capacity. Mental health, especially for veterans with PTSD and other psychological disorders, is vital. Counseling and support help address the psychological consequences of military service.

Third, commemorative and social events to recognize and foster respect for veterans in society. This may include maintaining cemeteries, organizing and supporting commemorative events on national memorial days, educational projects, and a national policy of recognizing veterans' contributions to state security.

As Ukraine seeks to improve its veteran policy, international examples can serve as valuable experiences in building a system of benefits and services. Adapting a model that combines specialized services for unique physical and psychological needs with comprehensive societal support would be very beneficial. Paying attention to mental health care, especially for conditions such as post-traumatic stress disorder, can significantly improve the reintegration process for Ukrainian veterans.

By considering these international models, Ukraine has the opportunity to build a system of services and benefits for veterans that is both effective and takes into account the unique experiences of veterans. Such a system should ensure and guarantee care and respect for those who have served the nation and deserve the support of the state and society.

Thus, the reintegration of veterans into civilian life is one of the most pressing issues for our country. As of July 2024, there are 1.3 million veterans in Ukraine, and this number continues to grow. Returning to public life, they face various domestic, financial, physical, and psychological challenges. During this period, quality support is crucial for our defenders. Reintegration is a complex task that requires a comprehensive approach and depends on the coordinated actions of government bodies, timely planning, and the ability to consider societal needs. The state, together with communities, plays a key role in this process, and the first steps should be taken today.

America has extensive experience in reintegrating veterans into civilian life and has been successfully working on this issue for decades. The system of assistance for war heroes in the USA is built on the joint activities of the Department of Defense, the Department of Veterans Affairs, and the Department of Labor. It is one of the most developed and comprehensive systems in the

world, containing a range of institutions, programs, and initiatives to support military personnel in the areas of health, education, employment, and social adaptation. In particular, regarding the employment of defenders, ensuring their job placement, engaging them in cooperation, and helping them rediscover themselves. Programs for retraining, internships, education, and mentoring are essential parts of returning military personnel to full life. Professional retraining will also help improve the unemployment situation in the future.

We must understand that the issue of veterans is the responsibility of every region, regardless of whether there are hostilities or not. It is very important to create a system of cities with good communication for effective assistance, as it is difficult for one city to cope with the challenges that have arisen since the beginning of the war. Veterans know well what they need help with, but at the same time, they can be the best helpers to each other. They need to work with their comrades, and society should help them in this – receiving support for themselves and being useful to others.

We believe that businesses should be socially responsible in the issue of veteran reintegration. Communities in the USA work with entrepreneurs regarding the employment of war heroes – encouraging them to hire veterans, as this is one of the main aspects of successful and rapid reintegration into public life.

Of course, the USA has many problems and challenges similar to those Ukraine is currently facing. For example, how to activate society in helping veterans, engage businesses and companies in employing heroes, etc. However, some experience has already been gained, and it is important for us to adopt this knowledge.

Therefore, we will use the experience of US companies and outline the main directions and components of a Veteran Program for domestic companies.

Our research [7] has identified the most popular approaches among the TOP-100 veteran-friendly American companies:

- Presence of a public commitment to support veteran employment;
- Presence of a specialized policy/strategy or project to support veterans;
- Use of the Employee Resource Group approach;
- Adapted health support programs, including specialized psychological services;
- Educational projects – retraining, upskilling of their employees, and educational courses/projects on business-related topics for veterans who are not company employees;
- Implemented proactive veteran recruitment systems;

– Presence of corporate monitoring systems – the number of employed veterans at management levels, employment targets;

– Systems to support veterans in procurement, business projects, and partnerships;

– Corporate and public social, marketing, and charitable campaigns to support veterans;

– Flexible employment conditions for reservists.

Therefore, when developing a Veteran Program for domestic business models, it is worth:

1. Defining approaches to hiring veterans, principles of sensitive interviewing, prohibiting discrimination against people with combat experience and their family members in the selection process. Establish interaction with veteran communities to expand the pool of potential candidates.

2. Developing principles for accompanying and adapting veterans returning to work: coordination process, recommendations for managers and teams, the right to a flexible work schedule in the first months, additional leave, mentorship.

3. Ensuring access to corporate or partner educational programs for updating knowledge, developing new skills, and changing professions.

4. Ensuring access to corporate or specialized health support, rehabilitation, and psychological support services, including extended insurance programs.

5. Describing corporate benefits for mobilized employees and their family members: recreation programs, gym memberships, informal education, corporate discounts.

6. Establishing norms of veteran-friendly communication, prohibiting discrimination, and removing architectural and cultural accessibility barriers.

7. Developing practices for preserving and honoring the memory of fallen colleagues, as well as describing principles and opportunities for supporting the families of deceased employees, which may include: financial payments, formation of corporate funds for children's education, payment for psychological services.

Various aspects of interaction with veterans need to be reviewed: from recruitment to the adaptation of corporate culture. Therefore, a company can create a unified corporate policy or program, or integrate individual elements into existing company policies or programs. For example, norms regarding ethical communication and the prohibition of discrimination can be integrated into the business's communication or marketing policies.

We have studied examples of veteran programs developed by various companies in Ukraine [8–12] and, based on this, we propose an adapted Veteran Program for Ukrainian companies (Table 1).

Table 1

**Veteran Program for Domestic Companies**

Objective	Direction	Measures
1	2	3
Sensitivity in Communication, Management, and Quality of Support	Recruitment	<p>Changing the Approach to Job Information and Employment:</p> <ul style="list-style-type: none"> <li>• Create a dedicated section on the corporate website alongside job vacancies, focusing on veteran employment (including the company’s position, approved support programs, and benefits).</li> <li>• Include a short video guide on how veterans can become company employees.</li> <li>• Work on a list of adaptive/military-related civilian specialties within the company.</li> <li>• Highlight the experiences of veterans working in the company.</li> <li>• Inform about the company’s actions to support the army and national defense.</li> <li>• Include the company’s commitment to hiring veterans in all job descriptions.</li> </ul> <p>Expanding the Talent Pool:</p> <ul style="list-style-type: none"> <li>• Participate in all relevant job fairs/conferences/meetings with veterans.</li> <li>• Collaborate with relevant non-governmental organizations that support and adapt veterans.</li> <li>• Involve veteran employees in informing about employment opportunities within the company.</li> </ul> <p>Sensitive Interviews:</p> <ul style="list-style-type: none"> <li>• Train the HR team to better understand the benefits of hiring veterans, their needs, and experiences.</li> <li>• Create principles for veteran-friendly interviews.</li> </ul>
	Veteran Employee Adaptation	<p>Upon Completion of Service:</p> <ul style="list-style-type: none"> <li>• Information support from HR/lawyers regarding the processing of relevant benefits/status.</li> <li>• The possibility to use the right to a flexible schedule (number of working hours/time/type of work) for 3 months after returning.</li> <li>• A manager-mentor to update knowledge and immerse in changes that have occurred in the company/project/department.</li> <li>• Check-up with HRBP regarding new career goals, interests, and experiences.</li> <li>• Information about all available educational programs, upskilling opportunities in the company.</li> <li>• Information about all available support programs, benefits, and additional opportunities.</li> <li>• Develop a specialized form for evaluating the adaptation experience.</li> </ul>
	Future Veteran Employee Adaptation	<p>Upon Completion of Service:</p> <ul style="list-style-type: none"> <li>• Veterans in the company as mentors for workplace adaptation.</li> <li>• The possibility to use the right to a flexible schedule (number of working hours/time/type of work) for 3 months after returning.</li> <li>• Information about all available educational programs and upskilling opportunities in the company.</li> <li>• Information about all available support programs, benefits, and additional opportunities.</li> <li>• Develop a specialized form for evaluating the adaptation experience.</li> </ul>
	Corporate Culture	<p>Company Leaders are required to attend a webinar dedicated to veteran experiences and interactions to:</p> <ul style="list-style-type: none"> <li>• Gain a deeper understanding of the benefits of integrating veterans into the team;</li> <li>• Understand the challenges veterans face and the support opportunities available in the workplace;</li> <li>• Acquire sensitive communication skills;</li> <li>• Understand the principles of veteran recruitment and adaptation;</li> <li>• Be informed about the company’s existing programs/policies regarding veterans;</li> <li>• Understand the available internal and external partners for addressing potential problems and crisis situations;</li> </ul> <p>All team members are invited to attend relevant training sessions on a voluntary basis.</p>

Continuation of table 1

1	2	3
Reflection of Interests and Attention	Corporate Culture	<p>Internal Communications:</p> <ul style="list-style-type: none"> <li>All corporate communications reflect principles of respect and sensitivity towards the combat and veteran experiences of employees.</li> <li>News concerning legislative/tax/other changes related to veterans is reflected in the group’s internal communications.</li> <li>Regular information dissemination about relevant organizations/hotlines/state institutions that provide support to veterans.</li> </ul> <p>Special Projects:</p> <ul style="list-style-type: none"> <li>Internal communication projects reflect gratitude to Ukrainian military personnel and veterans, highlighting their contributions in the workplace upon return.</li> </ul>
Sense of Community	Corporate Culture	<p>Creating a Corporate Community of Veterans and Their Families:</p> <ul style="list-style-type: none"> <li>Establish a voluntary group that brings together people with similar experiences and allies who seek to support them in the workplace.</li> <li>The group meets and communicates for mutual support and to implement joint projects to improve the veteran experience in the workplace.</li> <li>Develop specialized social projects and more.</li> </ul>
Importance of Experience and Sense of Gratitude	Corporate Culture	<p>Corporate Days Dedicated to Veterans:</p> <ul style="list-style-type: none"> <li>We corporately celebrate important dates such as Defender and Defendress Day, Armed Forces Day, and establish a culture of celebrating Veteran’s Day.</li> <li>We do this not only internally but also aim to form a national tradition – to recognize their contributions, show gratitude, and discuss the role of society/business/the state in supporting veterans.</li> </ul>
Maintaining a High Social Role	Corporate Culture	<p>Company Sustainability Projects:</p> <ul style="list-style-type: none"> <li>Engage veteran employees as experts, leaders, and partners for social responsibility projects, including patriotic projects, army assistance projects, and country sustainability support initiatives.</li> </ul>
Changes at the Corporate Policy Level	Corporate Culture	<p>Changing Corporate Programs, Policies, and HR Projects with a Veteran Focus:</p> <ul style="list-style-type: none"> <li>Define the support for veteran employment and ensure their equal rights and opportunities as part of the company’s code of ethics.</li> <li>Establish a prohibition against any manifestations of discrimination against veterans in the employment process and during work.</li> <li>Review corporate policies on diversity and inclusion, parenting support, and domestic violence prevention with an understanding of the focus on veterans.</li> </ul>
Veteran Support Ecosystem	Support Programs and Benefits	<p>With the understanding that the company lacks the full range of expertise and tools for the treatment and quality psychological support of veterans, we establish a system of specialized partnerships covering areas such as:</p> <ul style="list-style-type: none"> <li>Medical and mental health assistance;</li> <li>Psychological support and adaptation assistance;</li> <li>Legal support;</li> <li>Education (formal and informal).</li> </ul>
Psychological Support	Support Programs and Benefits	<p>Psychological Support:</p> <ul style="list-style-type: none"> <li>Expand the number of psychologist sessions covered by the employer (the company’s psychological support service is extended through a partnership with a specialized organization focused on veteran psychological support).</li> <li>Conduct group meetings with psychotherapists (experienced in working with veterans) for our veterans and their families.</li> <li>At the corporate level, military correspondents are also included in the veteran group for psychological and medical support.</li> </ul>
Educational Opportunities	Support Programs and Benefits	<p>Educational Support:</p> <ul style="list-style-type: none"> <li>We launch a series of educational training sessions on management, digital skills, change management, and financial literacy for veteran employees.</li> <li>We establish a system of professional mentoring for veteran employees who want to change positions/professions within the company.</li> <li>We organize open meetings with our department heads about career opportunities for veterans aspiring to work in new fields (future candidates).</li> </ul> <p>In the future:</p> <ul style="list-style-type: none"> <li>We launch online courses and internship programs in the Company for veterans who want to work in the media.</li> </ul>

Continuation of table 1

1	2	3
Insurance Opportunities	Support Programs and Benefits	<p>Insurance Support:</p> <ul style="list-style-type: none"> <li>• Veteran employees become participants in the extended insurance program.</li> <li>• We negotiate with partner clinics to expand the availability of free medical services for veterans and their families.</li> <li>• We specifically address cases of disability acquisition and the need for veterans to find new housing as circumstances covered by the company's corporate fund.</li> </ul>
Preferential Opportunities	Support Programs and Benefits	<p>Preferential Support:</p> <ul style="list-style-type: none"> <li>• We expand the list of well-being benefits (gyms, yoga, massages) for veterans.</li> <li>• We provide veterans with priority access to corporate discounts for children's leisure activities.</li> <li>• We compile a list of existing benefits for company employees and specifically inform veteran employees about them.</li> </ul>
Inclusivity	Intersectionality	<p>Veterans may belong to several groups within the company's diversity and inclusion strategy:</p> <ul style="list-style-type: none"> <li>• Their care is reflected in areas such as inclusivity, people with disabilities, women, and members of the LGBTQ+ community.</li> </ul>
Understanding Status and Potential Requests	Risks	<p>In the event of a new war or other defense-related risks, employees with combat experience may be called back to the military. As an employer, we must ensure compliance with the law and our commitments by:</p> <ul style="list-style-type: none"> <li>• Maintaining the employment positions of such employees;</li> <li>• Continuing salary payments;</li> <li>• Not changing the amount of leave;</li> <li>• Not reducing the list of benefits, access to medical, and psychological support programs during their service.</li> </ul>
Monitoring and Research	Veteran Reintegration Measurement Tools	<p>Monitoring and Control:</p> <ul style="list-style-type: none"> <li>• We develop a toolkit for measuring veteran reintegration and a guide for its use.</li> <li>• We monitor the number of employed veterans.</li> <li>• We track the number of our veteran employees returning to work with us.</li> <li>• We monitor the number of medical service requests.</li> <li>• We assess the engagement in existing educational programs.</li> <li>• We track the number of sick leaves and dismissals.</li> <li>• In the future, we establish a target percentage of people with combat experience within the company's team</li> </ul>

Source: original development

Summing Up, Ukrainian business today is becoming a driver for the reintegration of veterans into civilian life. This is not just about isolated social initiatives but about systematic changes in recruitment approaches and teamwork.

**Conclusions from these problems and prospects for further research in this area.** The reintegration of war veterans into civilian life and the business environment is a complex and multifaceted process that requires a comprehensive approach, but it is one of the conditions for implementing strategic changes in the post-war economic recovery of Ukraine. An analysis of domestic and international experience has shown that successful reintegration requires a combination of vocational training, psychological support, social adaptation and the creation of favourable conditions for employment.

Key points, the role of the state: The state plays a crucial role in creating the legal framework and providing financial support for such programmes. Active participation of business: The active

participation of business in the implementation of veterans' support programmes is extremely important.

Prospects for further research: Further research in this area involves the development and implementation of new methods and approaches to reintegrating veterans, including the use of modern technologies and innovative solutions. It is also important to study the effectiveness of various support and adaptation programmes implemented in different countries in order to adapt them to the domestic business environment and implement strategic changes in the economy of both the country as a whole and individual enterprises.

Areas of focus, impact on social and economic development: Further research could focus on the impact of reintegration programmes on the socio-economic development of regions and the country as a whole. Recommendations for improvement: It is important to develop recommendations for government agencies and businesses to improve the conditions for veterans' reintegration.

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**Анотація.** Мета статті полягає у формуванні ефективних підходів до розробки та впровадження програм реінтеграції ветеранів війни в цивільне життя та бізнес-середовище як умови реалізації стратегічних змін у післявоєнному відновленні економіки України в цілому та діяльності українських компаній зокрема на основі аналізу досвіду вітчизняних та міжнародних компаній. **Методика дослідження** включає аналіз наукової літератури, нормативно-правових актів та програм підтримки ветеранів, що діють в Україні та за кордоном. Використовуються методи порівняльного аналізу, системного підходу та експертного опитування для виявлення найкращих практик та їх адаптації до умов вітчизняного бізнес-середовища. Дослідження також включає аналіз кейсів успішних програм реінтеграції ветеранів, що реалізуються українськими та міжнародними компаніями. **Результати дослідження** показали, що успішна реінтеграція ветеранів вимагає комплексного підходу, який включає професійну підготовку, психологічну підтримку, соціальну адаптацію та створення сприятливих умов для працевлаштування. Виявлено, що найефективнішими є програми, які поєднують навчання новим професіям, менторську підтримку та співпрацю з бізнесом. Також важливою є роль держави у створенні нормативно-правової бази та фінансової підтримки таких програм. **Практична значущість результатів** дослідження полягає у можливості використання розроблених підходів для створення та впровадження ефективних програм реінтеграції ветеранів в українських компаніях. Це сприятиме підвищенню рівня зайнятості ветеранів, їх соціальній адаптації та зниженню рівня безробіття серед цієї категорії населення. Крім того, впровадження таких програм сприятиме підвищенню соціальної відповідальності бізнесу та зміцненню позитивного іміджу компанії.

**Ключові слова:** реінтеграція ветеранів, бізнес-середовище, підприємницька екосистема, програми підтримки, професійна підготовка, соціальна адаптація, підходи, стратегічні зміни, психологічна підтримка, нормативно-правова база, соціальна відповідальність бізнесу, повоєнне відновлення економіки України.