



WHY IS BUSINESS BECOMING SOCIALLY RESPONSIBLE NOW?

Because businesses are striving to do everything they can to survive in difficult economic conditions and to see victory alongside their teams.

For the most part, companies are socially active now, as this has become the new norm, a sign of adequacy, providing the much-needed sense of unity and sustained contribution during the crisis. There are also less common motives, such as charity and social responsibility being a way to demonstrate shared values to partners. While we have seldom heard of these motives, they do exist.

Some trends in Ukraine are more pronounced than in the rest of the world, while others are not. Additionally, local context plays a significant role in shaping social responsibility.

	WORLD	UKRAINE
CLIMATE CRISIS	Transition to renewable energy sources, reducing carbon footprint through sorting and recycling	The most mined country in Europe, with war impacting ecosystems in the South and East and 30% of forests being mined
SUSTAINABLE DEVELOPMENT	Balancing production and consumption, conscious use of resources, improving the quality of life	Restoration and modernization of territories, with losses and damages in the energy sector alone amounting to \$56 billion
INCLUSION	Involving people with physical and mental disabilities in active societal participation	Creating barrier-free spaces for veterans and people with disabilities, adapting workplaces for inclusivity

	WORLD	UKRAINE
MENTAL WELLBEING	Work-life balance, psychological comfort, mindfulness	Stress management and addressing its long-term impact on health, dealing with PTSD in both military and civilian populations
ETHICAL SUPPLY CHAINS, TRANSPARENCY	Avoiding products made under inadequate labor conditions	The culture of boycotting and canceling everything associated with Russia
		And: physical security, extra-financial support, "death to the enemy" mentality

HOW DO UKRAINIAN COMPANIES APPROACH THIS? THEY COMBINE BOTH.

22 BUSINESSES:



4

Have a CSR department as a structural unit

4

Carry out charitable projects exclusively through partnerships with charities or public organizations

On one hand, corporate social responsibility (CSR) is about the integrity of a business, its transparency, investment attractiveness, and European integration. It is about achieving sustainable development goals and self-improvement within the paradigms of corporate social responsibility (CSR) or environmental, social, and governance (ESG) frameworks. A business focuses on internal issues, i.e., what it is and what it wants to become.

On the other hand, there is social responsibility that directs a business' attention outward, beyond its immediate operations. A business may be concerned with the environment, culture, community development, victory, and reconstruction. To distinguish between these two forms of responsibility, within this Guide, we refer to external business activity as **corporate citizenship**.

HOW HAVE CSR STRATEGIES CHANGED?

NATALIYA MOROZOVA, CEO AT HAVAS VILLAGE UKRAINE

«We developed the first CSR strategies 10–15 years ago. The largest and the most influential companies in Ukraine turned to us, willing to systematize their social activities. This meant identifying their priorities, learning to sift through incoming requests from charitable organizations to find those that matched their priorities, and implementing them. There might have been some internal communications to boost employee loyalty, but nothing more.

Since then, business requests have significantly evolved. First, we now have ten times more socially focused requests. Second, businesses often take a proactive position, i.e., they want to independently

partner with foundations or public organizations and create their own social or charitable projects. Of course, the war has had an impact on this strife. Furthermore, businesses have seen the effect of social responsibility on their brand, on their employer brand, on employee loyalty, and on societal well-being. They do not want to lose the opportunity to make a difference.

Even those who are strictly prohibited by their headquarters from getting involved in military fundraising are searching for their niche — humanitarian aid, demining, healthcare, water purification, etc. We are witnessing a significant worldview shift.”

CSR, ESG, AND OTHER ABBREVIATIONS

An increasing number of Ukrainian businesses are facing an operational necessity of having a dedicated role, person, or team that systematizes all the initiatives with a social impact. The catalyst for systematization is most often an internal or external crisis.

The most experienced of our respondents adopted social responsibility before the all-out war, in 2014. The next wave of companies embraced it during the COVID-19 pandemic, while newcomers did so after the full-scale invasion in 2022. This has led to the development of complex and multi-layered ecosystems of CSR

projects, where global, local, partnership, and individual initiatives can coexist.

For example, the group of IT companies focusing on performance marketing, **Netpeak Group**, began by launching social projects aimed at improving life in their hometown. During the full-scale war, they developed four levels of social initiatives: long-term, short-term, individual projects from team members, and support for soldiers and their families. For Ukraine's largest pet food manufacturer, **Kormotech**, animal care has always been part of their worldview, influencing their business strategy. However, during the war, they intensified support for animals in frontline areas and invested in training for animal volunteers.

WHOSE AREA OF INFLUENCE DOES SOCIAL RESPONSIBILITY FALL UNDER?



OWNER

is the initiator of charitable or social development.



MARKETING AND COMMUNICATIONS

is most often responsible for this area and has key performance indicators (KPIs), e.g., reputation ones, within its department's metrics.



HR

is rarely involved in the development of external social responsibility projects but does affect the employer's brand and is responsible for internal policies.



CSR (CORPORATE SOCIAL RESPONSIBILITY)

is not the most common approach but is typical for large and international businesses.

A FOUNDATION OF THEIR OWN

WHY DO BUSINESSES ESTABLISH THEIR OWN FOUNDATIONS?

CONTINUOUS CONTROL OVER INCOMES AND EXPENSES

LEGAL TRANSPARENCY AND PROTECTION FROM EXCESSIVE SCRUTINY BY FISCAL AUTHORITIES

LACK OF UNDERSTANDING OF CHARITABLE ORGANIZATIONS' WORK PROCESSES

DESIRE TO PARTNER WITH OTHER BUSINESSES IN THE SECTOR

The start of the full-scale Russian invasion emphasized the lack of trust between businesses, the state, and the public sector. The reasons are several, including historical ones. However, two practical factors stand out: imperfect reporting and few platforms for cooperation. As a result, between 2022 and 2024, new

charitable organizations were created, while existing ones resumed operations. Often, these organizations duplicate each other's functions, being unaware of similar initiatives. A significant share of these new organizations has been created by businesses. Why are they doing this?

Most of the businesses we spoke to chose to create their own charitable foundation to oversee external social impact projects. Why don't they turn to existing foundations and organizations then? Businesses often do not fully understand the specifics of these organizations' work and lack universal tools for verifying their integrity. Hence, they prefer to have their own accountable structure.

However, businesses and the public sector are increasingly collaborating today due to the development of horizontal connections and migration of specialists between the commercial and non-profit sectors.

A successful example of systematic work with local communities and local government bodies is the story of the international food

and agritech company **MHP**. Numerous requests from residents of communities where the company's plants are located, along with its internal desire to make rural areas more attractive and livable, led to the creation of a charitable foundation. The latter develops communities in many aspects, from infrastructure building and supporting small businesses to promoting culture. It is not only a financial donor but also a source of expertise.

Another interesting example is the **LUN proptech company**, which created a public organization to improve interaction with local authorities and provide access to its research and data.

HOW IS BUSINESS AND PUBLIC SECTOR COLLABORATION EVOLVING TODAY?

In Ukraine, some companies choose not to create their own foundations but instead, collaborate with existing ones. For example, the Ukrainian international chain **Avrora Multimarket**, working in the format of a dollar store, relies on the expertise of public sector partners in implementing external social projects, while developing internal projects with their own team. When partnering with charitable foundations or NGOs, the company values alignment with its own values and priorities, as well as the opportunity to work together on the project.

Another noticeable trend is partnerships between businesses for charitable purposes. For instance, the **WOG** gas station chain and one of Ukraine's largest banks **PrivatBank** and the **Serhiy Prytula Charity Foundation** teamed up to raise funds for a combat robot squad. Since the beginning of the full-scale Russian invasion, the former has strived to leverage the power of its brand to maximize benefit in fundraising campaigns.

**ALIGNMENT OF THE
PARTNER'S WORK WITH
THE COMPANY'S VALUES**

**CONSISTENCY: COMPANIES
ARE LESS LIKELY TO WORK
WITH ORGANIZATIONS THAT
ARE NEW TO THE MARKET**

**EXISTING
PARTNERSHIPS
WITH OTHER
COMPANIES**

**WHAT DOES A
COMPANY LOOK FOR
WHEN CHOOSING A
PARTNER AMONG
CFS/CSOS?**

**PERSONAL
CONTACT OR
REFERRAL**

**PROJECTS IMPLEMENTED:
THEIR SIZE, IMPACT, AND
MEDIA COVERAGE**

**EFFICIENCY: THE RELATIONSHIP
BETWEEN COST AND VALUE**

Sometimes, large businesses are hindered from collaboration by their market leader status and competition for their audience. Nevertheless, social and charitable projects can be a reason for solidarity both within and outside the industry. We asked a state institution team involving the widest range of partners in its initiatives how it manages to do this.



LESIA VOITYTSKA, HEAD OF THE OFFICE FOR PUBLIC RELATIONS AND FINANCIAL LITERACY, COMMUNICATIONS DEPARTMENT AT THE NATIONAL BANK OF UKRAINE:

“Previously, we focused on developing financial literacy as part of our social responsibility, but since 2019, it has become a legal obligation for us. We implement this in four areas: the Money Museum, informational campaigns for adults, the “Harazd” financial literacy website, and educational projects for children, youth, and teachers based at the NBU’s “Talan” Financial Knowledge Center. To be as effective as possible, we need to unite our efforts with other state institutions, NGOs, entrepreneurs, etc. Among our 80+ partners, we also have businesses for whom we act as social responsibility operators in financial literacy.

We already have a streamlined process for managing informational campaigns with a large number of partners. We prepare everything necessary for them to support

us informatively — we provide them with a complete package of materials. Our partners also have enough creative freedom, which allows them to showcase their brightest features. My team’s task is to ensure that our partners’ actions are not duplicated, that our joint work is effective, and that it brings the desired results.

For social projects, a good recognition level among the population is around 10–15%. According to the sociological survey we conducted this year [2024], more than 20% of Ukrainians are aware of the National Bank’s #ShakhraiGoodbye anti-fraud campaign. This shows that reaching your audience can be more effective when you unite efforts with like-minded partners.”

COMMUNITY EXPERIENCE

An interesting phenomenon relating to social responsibility is community charity. Some businesses choose to unite efforts with market colleagues for a shared goal or even create a foundation, but communities can also be formed around values. Right now, this is an expression of solidarity in the face of danger, but in the future, this may serve to help transform entire industries, develop and adhere to professional standards and ethics, and provide valuable experience in achieving collective success.

Examples of such communities include the CEO Club Ukraine, which has its own foundation Soborna Ukraine, charitable foundation of the legal community Lawyer's Move, tech community's foundation KOLO, and musicians' community Musicians Defend Ukraine.

Professional communities' foundations typically have a clear focus: regarding aid formats and segments of the audience they aim to support. However, these foundations often have an additional educational aspect in their work: They share expertise with other communities and launch educational projects. Besides, it is easier to approach the government with proposals when working together.

Another model is forming a charitable community around a specific issue that concerns its members. For example, members of the Spilnyi Spadok (Shared Heritage) community donate and purchase rare Ukrainian antique items for the Ivan Honchar Museum, while volunteers from the reconstruction initiative Repair Together help residents of affected villages and towns repair their homes.





WHEN YOUR SOCIAL RESPONSIBILITY IS YOUR BUSINESS

A social enterprise is a business that addresses a specific social problem through its operations. A vivid example of such a business in Ukraine is the Veterano chain, which has been employing veterans since the ATO (Anti-Terrorist Operation) times, supporting their self-fulfillment. Currently, more such projects are emerging.

The volunteer initiative Kolomiyskyi Borshch, which initially offered fast food for the military, transformed into a social business during the first year of the full-scale war in order to continue its operations. Now, anyone can buy their food, while their profit is spent to support the military. Laska charity

stores, a more established project, previously worked with charitable foundations and promoted conscious consumption. Now, though, they have expanded their activities to provide targeted assistance. People in need of quality clothing for themselves or their children can directly contact the store, and the team will fulfill the request. The idea behind the second-hand bookstore Plekay began as an ecological initiative, but by the time it was launched — during the full-scale invasion — it took on a different approach. Currently, the store accepts used books from people, sells them, and directs profits to a charity foundation.

THUS, BUSINESSES CAN FULFILL THEIR SOCIAL RESPONSIBILITY IN VARIOUS WAYS: INDEPENDENTLY, IN PARTNERSHIP WITH OTHER BUSINESSES, OR WITH PUBLIC AND CHARITABLE ORGANIZATIONS. THE COMMON DESIRE FOR ALL BUSINESSES IS TO ACHIEVE QUICK AND EFFECTIVE CHANGES FOR THE BETTER, AND THEY ARE READY TO INVEST THEIR MONEY, RESOURCES, AND HUMAN CAPITAL INTO THIS.

HOW DO BUSINESSES HELP SOCIETY?

Today, the most common model of business support is financial contributions to its own or trusted foundation. Material support is also popular: collecting humanitarian aid, shipping products, or transferring company property to the military for use. This type of assistance is better defined legally and is easier to account for. However, business engagement is not always about donations.

Some companies choose to engage in corporate volunteering, including intellectual one. For example, the IT company **SoftServe** launched the **Open Tech** project to find pro bono technical solutions for the public sector and government. Meanwhile, **Netpeak**, a group of IT companies focused on performance marketing, helps, among many other projects, nonprofits get advertising grants from **Google**.

At the same time, nonprofits are creating new opportunities for businesses to get involved. The **Repair Together** rebuilding initiative offers volunteer teambuilding

sessions, while **Laska** charity store places collection bins in residential and commercial areas. The **Shields** CF is engaging business partners to cover operating costs, the **Riy** CF can involve a business team in various stages of manufacturing camouflage equipment, and the **Lawyers' Move** and **Projector Institute** are creating an infrastructure of professionals who can provide advice for free or for a donation.

In addition, businesses are creating their own social projects that can grow into a separate business or activity area over time. For example, the **LUN City** initiative spun off into a non-governmental organization, while **Kormotech's Optimeal** veterinary service transformed from a communications project into a social one during the full-scale invasion.

WHY DO BUSINESSES NEED A SOCIAL MISSION?

Today, some of our respondents complement their business mission with a social one. While the mission states what a company wants to change for the better, social responsibility gives it a socially useful sense.

There are several strategies for finding a social mission. It can somehow regard the core business, or it can broaden and deepen the business' influence in related industries. The choice is often one of relevance and sustainability.

YOU CAN START EXPLORING YOUR SOCIAL MISSION IN THE FOLLOWING AREAS:

PRODUCT

Can social good be integrated into the functionality, design, and service structure of a business?

MEGOGO creates its own Ukrainian content, provides dubbing in Ukrainian, offers sign language translation, and supports the podcast market to ensure a strong and accessible product.

LUN has made the real estate purchase process more transparent and changed the rules of construction communication for developers: Permits and photos of construction progress have become mandatory.

CORPORATE VALUES

Can a company's values be reinforced or illustrated through social and charitable projects?

Kormotech runs several projects, some of which influence the culture of interaction with animals.

ULIS develops sites' tourism potential in collaboration with local communities.

BY SECTOR

Can a company create an ecosystem solution for the market, reforming its industry either independently or with the support of other players?

Ajax System has launched the **Ajax Next** educational initiative to train engineers and change attitudes to hardware specialties.

Darnytsia and **Dobrobut** have created internships for young professionals to improve training in the healthcare sector.

DroneUA is introducing robotics across various fields, including agriculture.

BY EMOTIONAL TRIGGER

What would the business team like to change, improve, or fix beyond their work?

Netpeak has initially created **My City** as a platform for civic initiatives and projects while striving to develop Odesa.

WHAT'S MOST RELEVANT

Where and in which area could the company's efforts be most needed and have the greatest impact?

MacPaw has temporarily paused 10 charitable initiatives led by its team members to focus on supporting the military. It is gradually reintroducing those that have become relevant again.

BGV Group head office has shifted its focus to volunteering and humanitarian aid since the start of the invasion.

New Sight has launched a mobile ophthalmology project for the military and civilians in frontline areas.

All of the companies we spoke to mentioned helping the army and caring for employees and their families as a default action rather than a demonstration of their social responsibility.

12 COMPANIES HAVE EDUCATIONAL PROJECTS OR PROGRAMS THAT PROMOTE ACCESS TO EDUCATION FOR CHILDREN, YOUNG PROFESSIONALS, WOMEN, VETERANS, AND THEIR FAMILIES

6 ARE PRIMARILY CONCERNED WITH LOCAL (COMMUNITY) WELL-BEING

6 STUDY AND IMPLEMENT THE PRINCIPLES OF ACCESSIBLE AND INCLUSIVE EDUCATION

6 HAVE PRO BONO PROJECTS

8 STATED THAT THE COMPANY PAYS FOR ADDITIONAL EQUIPMENT AND TAKES CARE OF SOLDIERS' FAMILIES

SEARCHING FOR A PATH

One important conclusion that businesses reach through their work is that visible changes require systematic work rather than one-off actions. Public sector organizations that have developed expertise in a particular niche have enough knowledge for such systemic work but lack sustainable support. Systemic support is the most common request from charitable and military foundations to businesses. Donations for institutional activities and various forms of monthly subscriptions allow for planning and sustainability, as well as working on efficiency and scaling rather than urgent requests. All participants are to ensure a deeper understanding of this cycle of resources and change.

THE BEST PRACTICES: HOW BUSINESSES HELP

Ukrainian businesses experiment, combining several philanthropic practices. The bigger a company is, the more likely it is to have social responsibility projects at different levels: from strategic measures of top managers to individual initiatives of employees. We have systematized this experience and invite you to read on.

PRACTICE NO. 1

DEVELOPING REGIONS AND ACTING LOCALLY

EXAMPLES OF IMPLEMENTATION

MULTIMARKET CHAIN **AVRORA** EMPLOYS LOCAL PEOPLE AND PAYS TAXES TO LOCAL COMMUNITIES, IMPROVING THE QUALITY OF LIFE NOT ONLY IN CITIES BUT ALSO IN SMALL VILLAGES.

FOOD AND AGRITECH AND RETAIL COMPANY **MHP** CO-FINANCES AND RAISES FUNDS TO IMPLEMENT COMMUNITY CHANGES TOGETHER WITH LOCAL GOVERNMENTS AND ACTIVE LOCAL RESIDENTS.

A COMPLEX OF SUBURBAN HOUSES **ULIS** CONTRIBUTES TAXES TO THE LOCAL COMMUNITY, CREATES JOBS FOR LOCAL PEOPLE, AND STRIVES TO DEVELOP TOURIST ATTRACTIVENESS IN THE KYIV REGION AND CARPATHIANS.

MINING COMPANY **BGV GROUP** HELPS IMPLEMENT INFRASTRUCTURE PROJECTS IN COMMUNITIES WHERE ITS OPERATIONS ARE LOCATED.

PRACTICE NO. 2

DONATIONS, PROFIT SHARING, AND SPECIAL CHARITY DROPS

EXAMPLES OF IMPLEMENTATION:

RETAIL COMPANY **WINE BUREAU | GOODWINE** OFFERS SEASONAL CHARITY PRODUCTS, DONATING THE PROFITS FROM THEM TO CHARITABLE FOUNDATIONS.

UKRZALIZNYTSIA IN COOPERATION WITH GEMINI, INTRODUCED SPECIAL «COMBAT» AND «INTELLIGENCE» TEA BLENDS ON ALL ITS ROUTES TO RAISE FUNDS FOR THE PURCHASE OF OFF-ROAD VEHICLES FOR THE UKRAINIAN ARMED FORCES.

WITHIN THE CLOTHING AND ACCESSORIES BRAND **BY ME**, THE COST OF EACH ITEM IN THE CHARITY COLLECTION IS COVERED BY THE COMPANY, WHILE THE ADDED VALUE IS PAID BY THE BUYER, BEING THEN 100% DONATED.

PRACTICE NO. 3

PRO BONO PROJECTS

EXAMPLES OF IMPLEMENTATION:

AT **DOBROBUT** MEDICAL CHAIN, WHEN IT COMES TO TREATING PATIENTS OF THE COMPANY'S OWN FOUNDATION, ALL SPECIALISTS RECEIVE A REGULAR SALARY, ALSO HAVING THE OPTION TO REFUSE REMUNERATION.

MOKO DIGITAL AGENCY SELECTS PRO BONO SOCIAL PROJECTS THAT INSPIRE AND INTEREST THE TEAM.

PRACTICE NO. 4

MODERNIZING EDUCATION AND RAISING AWARENESS

EXAMPLES OF IMPLEMENTATION:

ONLINE INSTITUTE PROJECTOR HAS ESTABLISHED ITS OWN FOUNDATION AND LAUNCHED SCHOLARSHIPS FOR UKRAINIAN WOMEN.

PET FOOD PRODUCER KORMOTECH OFFERS TRAINING FOR PET VOLUNTEERS AND IMPLEMENTS COMMUNICATION AND EDUCATION PROJECTS ON PETS AND RELATIONSHIPS WITH THEM.

PRACTICE NO. 5

SUPPORTING CULTURAL INITIATIVES

EXAMPLES OF IMPLEMENTATION:

HAVAS VILLAGE ADVERTISING AND COMMUNICATIONS AGENCY
IN UKRAINE FINANCIALLY SUPPORTS UKRAINIAN ARTISTS
AND THEIR ART PROJECTS, INCLUDING THOSE ABROAD.

STREAMING PLATFORM **MEGOGO** CREATES ITS OWN SOCIAL
CONTENT AND AWARDS THE BEST UKRAINIAN PODCASTS.

PRACTICE NO. 6

CORPORATE VOLUNTEERING

EXAMPLES OF IMPLEMENTATION:

AT THE IT COMPANY **SOFTSERVE**, SPECIALISTS CAN IMPLEMENT PROJECTS FOR CHARITIES, PUBLIC ORGANIZATIONS, AND THE STATE ON THEIR OWN WILL AS PART OF THE OPEN TECH CORPORATE VOLUNTEERING PROJECT.

AT THE CHAIN OF OPHTHALMOLOGY CENTERS **NOVYI ZIR** (NEW EYESIGHT), DOCTORS DECIDE ON THEIR OWN WHETHER TO GO ON A MISSION TO THE FRONTLINES.

PRACTICE NO. 7

SOCIAL PROJECTS

EXAMPLES OF IMPLEMENTATION:

AT THE GROUP OF IT COMPANIES FOCUSING ON PERFORMANCE MARKETING **NETPEAK**, THE CROWDFUNDING PLATFORM “MY CITY,” THE FUNDRAISING PLATFORM “DOPOVIDAI,” AND THE ONLINE PET SEARCH SERVICE “GLADPET” ORIGINATED AS THE COMPANY’S SOCIAL PROJECTS AND ARE NOW ASSIGNED TO CSR.

AT **LUN PROPTECH COMPANY**, THE BUSINESS TEAM VOLUNTARILY PARTICIPATES IN THE DEVELOPMENT OF PROJECTS OF THE PUBLIC ORGANIZATION CREATED BY THE COMPANY.

AJAX SYSTEMS DEVELOPED THE AIR ALERT APP, WHICH IS NOW A SOCIAL PROJECT SUPPORTED BY THE TEAM.

PRACTICE NO. 8

FOSTERING EMPLOYEE INITIATIVES

EXAMPLES OF IMPLEMENTATION:

AT THE RETAIL COMPANY **WINE BUREAU | GOODWINE**, ANY EMPLOYEE CAN START A CHARITABLE INITIATIVE, AND IF THEY NEED SUPPORT, A DEPARTMENT MANAGER CAN PROVIDE IT.

MACPAW IT COMPANY'S SOCIAL INITIATIVES HAVE BEEN CREATED AND LED BY ACTIVE TEAM MEMBERS.

PRACTICE NO. 9

DONATING PRODUCTS

EXAMPLES OF IMPLEMENTATION:

DRONE.UA, A COMPANY IMPLEMENTING UNMANNED AND ROBOTIC SOLUTIONS PROVIDES CHARGING STATIONS FOR CHILDREN'S AND MEDICAL FACILITIES.

PHARMACEUTICAL COMPANY **DARNYTSIA** PROVIDES MEDICINES TO HOSPITALS AND CLINICS.

MEGOGO STREAMING PLATFORM OFFERS FREE SUBSCRIPTION TO NON-PROFIT ORGANIZATIONS.

PRACTICE NO. 10

DESIGNING AND IMPROVING OWN SPACES

EXAMPLES OF IMPLEMENTATION:

AVRORA MULTIMARKET CHAIN HAS DESIGNED ITS STORES, LOGISTICS CENTERS, AND OFFICE IN ACCORDANCE WITH ACCESSIBILITY REQUIREMENTS.

PRIVATBANK HAS REDESIGNED ITS BRANCHES TO MEET ACCESSIBILITY REQUIREMENTS.

PHARMACEUTICAL COMPANY **DARNYTSIA** HAS DESIGNED AN ENERGY-EFFICIENT GREEN OFFICE

PRACTICE NO. 11

PROVIDING OPEN ACCESS TO DATA AND RESEARCH

EXAMPLES OF IMPLEMENTATION:

**LUN PROPTech COMPANY SHARES RESEARCH
RESULTS AND DATA ON URBAN LIFE, REAL ESTATE
PRICES, AND AIR QUALITY WITH THE PUBLIC.**

PRACTICE NO. 12

CREATING INFRASTRUCTURE SOLUTIONS AND CHARITABLE OPPORTUNITIES FOR OTHERS

EXAMPLES OF IMPLEMENTATION:

PROJECTOR ONLINE INSTITUTE HAS CREATED A MENTORING PLATFORM WHERE EXPERTS CAN PROVIDE ADVICE FOR A DONATION.

PRIVATBANK HAS LAUNCHED THE ENVELOPE TOOL, WHICH HAS BECOME ONE OF THE WAYS TO RAISE FUNDS FOR CHARITY.

PRACTICE NO. 13

GRANTS

EXAMPLES OF IMPLEMENTATION:

FOOD AND AGRIBUSINESS TECHNOLOGY AND RETAIL COMPANY **MHP** PROVIDES GRANTS TO SMALL LOCAL BUSINESSES IN THE REGIONS WHERE IT OPERATES.

THE CHAIN OF GAS STATIONS **WOG** PROVIDES GRANTS FOR VETERANS TO START THEIR OWN BUSINESSES.

PRACTICE NO. 14

HUMANITARIAN MISSIONS

EXAMPLES OF IMPLEMENTATION:

AT THE MINING COMPANY **BGV GROUP**, THE COMPANY'S FOUNDATION TEAM ATTRACTS AND COORDINATES HUMANITARIAN AID FROM OTHER COUNTRIES.

PET FOOD COMPANY **KORMOTECH** PROVIDES FOOD AND MEDICINES FOR ANIMALS IN FRONTLINE AREAS AND HAS SET UP A VETERINARY HOTLINE.

PRACTICE NO. 15

PARTNERING WITH CHARITIES AND NGOS AND HELPING TO RAISE FUNDS

EXAMPLES OF IMPLEMENTATION:

IT COMPANY **MACPAW** ASSISTS WITH FUNDRAISING FOR PARTNER FOUNDATIONS.

STREAMING PLATFORM **MEGOGO** SUPPORTS PARTNER FUNDRAISERS, INCLUDING INFORMATIONALLY.

WOG PETROL STATION CHAIN SUPPORTS FUNDRAISING FOR LARGE CHARITABLE AND MILITARY FOUNDATIONS, EXPERIMENTING WITH THE DONATION FORMAT AND OFTEN DOUBLING THE AMOUNT RAISED BY CUSTOMERS.

HOW DO BUSINESSES RAISE FUNDS FOR CHARITABLE AND SOCIAL PROJECTS?

ONLY OWN FUNDS

ONLY FUNDRAISING: INTERNATIONAL, UKRAINIAN, COMBINED

FUNDRAISING WITHIN THE COMPANY OR COMMUNITY

CHARITABLE SALE OF GOODS OR SERVICES

MIXED BUDGET

HOW TO COMMUNICATE ABOUT IMPORTANT THINGS?

The full-scale invasion forced the state and the public sector to search for an effective language of communication. At the same time, companies found new and creative ways to demonstrate their position and social mission. Partnerships and collaborations became more vibrant and multilateral, demonstrating unity for the sake of victory.

However, it is difficult to keep potential donors and supporters enthusiastic for a long time, so creativity in charity arose from «competition» for attention. Currently, the ethics of communicating about socially important issues are being actively developed and updated. This process is particularly obvious in communication campaigns of military fundraisers and volunteer recruitment campaigns.

Communicating results to partners, teams, and donors

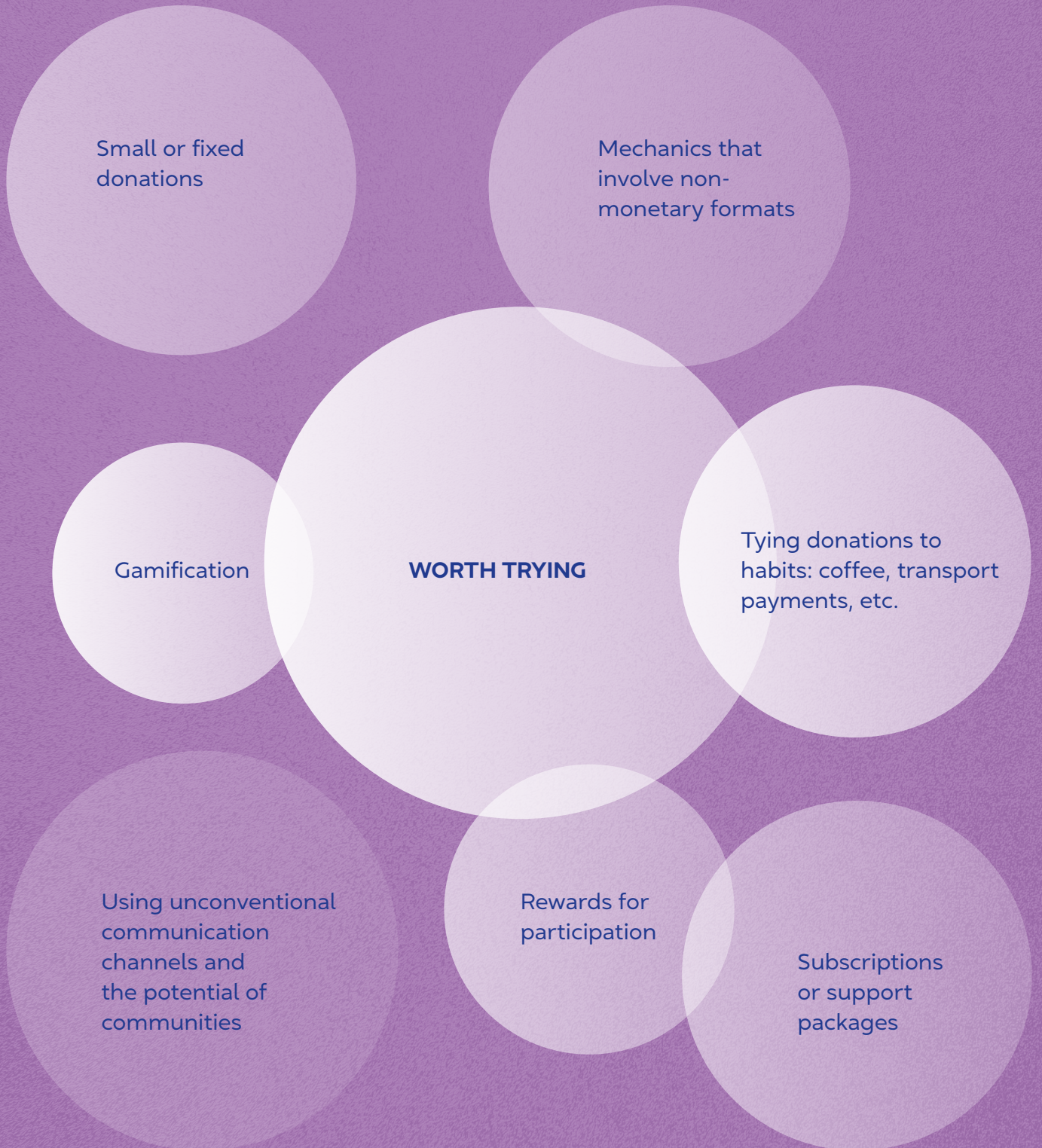
Studying the needs, capabilities, and aspirations of your audience to build trust and provide systematic support

BEST PRACTICES

Expressing gratitude and leading by example

Finding a visual metaphor to communicate about psychologically challenging issues

Providing maximum clarity when defining the goal and benefits of a fundraiser/project



HOW CAN WE MEASURE SOCIAL IMPACT?

CHAPTER 3



Currently, businesses feel the impact of social responsibility on their reputation and social capital, employer brand, team climate, and media relations, while less so on consumer choice, market, and customer and partner loyalty. Under these conditions, companies tend to use emotional measures of success to support their teams. For example, LUN proptech company collects selfies with mayors of cities that have joined its air quality monitoring network. Medical businesses share stories of recovery to inspire both the team and donors. Others track cultural shifts or the dynamics of international donations.

WHAT DO BUSINESSES WANT TO INFLUENCE IN UKRAINE?

When we look at what businesses want to change for the better, we can find a lot of overlap with the public sector. When we asked our respondents how they envisioned their foundation or corporate social responsibility department working after the war, the most popular answer was, «We will continue to work, but we will focus on other areas.»

Interestingly, each business has its own version of the future and vision of post-war development, in which it must play an important role. For example, if a company is involved in technology, it sees its role as strengthening and developing the miltech industry.

CONSIDERING THE AREA OF THEIR SOCIAL RESPONSIBILITY, THIS IS WHAT BUSINESSES WANT TO INFLUENCE:

SHAPING THE FUTURE

MY PRODUCT, MY ACTIONS=
RECOVERY FACTORS

RECONSTRUCTING THE COUNTRY

REBUILDING, INFRASTRUCTURE,
ENERGY INDEPENDENCE

OVERCOMING THE DEMOGRAPHIC CRISIS

MY BUSINESS CREATES CONDITIONS
THAT ENCOURAGE PEOPLE TO
RETURN AND COME TO UKRAINE

REFORMS AND RADICAL INNOVATIONS

MY COMPANY CAN UNITE OTHER COMPANIES IN THE MARKET, AND TOGETHER WE WILL TRANSFORM THE INDUSTRY

LOVE AND RESPECT FOR WHAT WE DO

MAKING EVERYTHING UKRAINIAN A BRAND ADMIRER BOTH IN UKRAINE AND ABROAD

INTERNATIONAL TRUST IN UKRAINE

FOSTERING STRONG INDUSTRY AND INTER-INSTITUTIONAL PARTNERSHIPS BASED ON VALUES AND COMMON GOALS

EDUCATION

DEVELOPING TRAINING PROGRAMS FOR CURRENT AND FUTURE PROFESSIONS

MILTECH AND CYBERSECURITY

STRENGTHENING AND BUILDING DEFENSE CAPABILITIES

PUBLIC HEALTH

ADDRESSING THE EFFECTS OF LONG-TERM STRESS, REHABILITATION, AND MENTAL WELL-BEING

INCLUSION AND ACCESSIBILITY

CREATING COMFORTABLE CONDITIONS AND SPACES FOR ALL VULNERABLE GROUPS, INCLUDING MIGRANTS AND VETERANS

Clearly, there is no single vision of life after the war, and the dialogue between the key influencers on this issue has not yet gained momentum. However, the main focus areas have already been identified: reconstruction, overcoming the demographic crisis, and modernizing education. How can these activities be projected and the speed and quality of movement toward respective goals be calculated? Few people are currently able to systematically track quantitative KPIs, but we can focus on the volume of aid, increase in the number of requests, or growth in the funds raised. Still, how can we measure social impact and value of our contribution? This requires time and resources. However, there are communities that teach this, i.e., CSR Ukraine and Social Value Ukraine.

SPIILLOVER EFFECTS: THE EXPERIENCE OF LARGE BUSINESSES

Some companies create social impacts both intentionally and unintentionally. First, there are large corporations, state-owned enterprises, and banks, whose every action affects a large number of people. They manage to change the perception of the rules of game in the industry or the public perception of professions, thus having a positive impact. They also take into account possible negative consequences and try to minimize them.

Since the beginning of the full-scale invasion, the state-owned company **Ukrzaliznytsia** has been revitalizing the railway profession. The experience of evacuation from the frontline areas made the occupation somewhat heroic, on the one hand, while on the other hand, railway employees' contribution got visible to the public. Simultaneously, the company studied clients' new needs to introduce service innovations and encourage people to return to and visit Ukraine.

Nova Poshta, a part of **Nova Group**, not only supports its clients during crises and takes pride in the volunteer movement

within the company, but also plays an important role as a logistics partner for charitable and public organizations. For the past 10 years, the Humanitarian Nova Poshta program has enabled more than 2,000 charitable organizations to deliver parcels free of charge. With the outbreak of the full-scale war, the role of logistics partner has taken on a new meaning: The company continues to work in the frontline areas and opens new offices around the world to keep Ukrainians connected.

With the beginning of the all-out invasion, the "jar" financial instrument for accumulating funds in monobank has turned into the main crowdfunding tool in the country. It can be used by both volunteers and ordinary people raising funds for a charitable purpose. The project is being continuously improved, e.g., "jar" statistics visualize progress, raffles and rewards motivate donors, "Friendly Jars" expand the audience, and IBAN for "jars" simplifies business involvement. All this helps volunteers be effective. In two years, these "jars" accumulated over UAH 50 billion.

OPINIONS OF CHARITABLE FOUNDATIONS: IS IT POSSIBLE TO MEASURE BUSINESS CONTRIBUTION?

On a national scale, social impact can be measured through sociological studies. However, there is a risk that the situation in some areas may change faster than the results can be obtained. But what if we come from the other side? Since the most common form of business support is providing finance, we asked charitable foundations to assess the size of these contributions.

OLEKSANDRA HAIVORONSKA, HEAD OF PARTNERSHIPS AT THE COME BACK ALIVE FOUNDATION:



«In 2022, we had a 70/30 ratio of individual and business contributions. In 2023, it changed to 60/40. Now, we see it at 50/50. It is worth noting, though, that deviation is possible due to individual entrepreneurs who can donate from their personal accounts and we thus won't identify them as businesses. We much appreciate that companies recognize the importance of systemic support for the Foundation. Still, we realize that if one of the major donors faces a different financial situation and doesn't make the donation, we will lose a significant amount of money we were counting on. So, next year we plan to work systemically to increase the share of donations from individuals. We conducted a study on the triggers for charitable giving and found that rational and emotional motives require different communication approaches.

Businesses have these motivations too — they are not always rational. However, it is businesses that we rely on to support our administrative activities, and we are grateful to them for that. Indeed, businesses' own foundations may not comprehend what the military actually need on the frontline, may have a vague understanding of a particular nomenclature, and may be unable to bring a batch large enough to get a good price. But large foundations can do all that. Meanwhile, corporate foundations have other advantages. They are fast, flexible, and can provide supplies specifically to their mobilized employees. So, our job is to meet the complex needs of the army and influence the course of the war, while theirs is to support their own people on an ad hoc basis. Sometimes, they turn to us for expertise and procurement support, and we do provide them at times.”



ANDRIY SHUVALOV, DIRECTOR OF THE SERHIY PRYTULA CHARITY FOUNDATION:

«I'll tell you about a real case of business involvement. Our foundation received many requests for boats from the military. We made a market research, studied manufacturers' capabilities, and started buying affordable boats. Then, we worked with one of the manufacturers and the 73rd Naval Special Operations Center to develop a T-8 boat that would meet the military's needs. To fund this project, we partnered with other companies. For more than a year, until 2023, all Ukrainians saw how these boats contributed to the work of the military, while businesses received nothing of what they usually expect from such cooperation. There was no media coverage and no reputational benefits. It was only in 2023 that the Foundation started communicating about this program. So, businesses have a true desire and ability to invest in victory. And they don't always want to do this publicly. This is their right.»

TANYA KAMENEVA, DIRECTOR OF THE SHIELDS FOUNDATION:



«We help businesses make effective use of the money they want to donate to some cause, and we help the military do its job efficiently. While businesses are vital in the structure of our donations, it is important to understand their profile. They are mostly small and medium-sized businesses that do some charitable activities on their own and donate money to us. We report to them, and I think this is important not only for legal transparency, but also to keep them motivated.»



DIANA ILNYTSKA, CEO OF THE RIY CHARITABLE FOUNDATION:

«Military foundations operate differently from traditional charitable and corporate foundations. We have to react faster, keep up with the pace of war, and not just do good, but work to change the inefficient system and promote reform in the army. Foundations set up by businesses often lack the in-depth internal expertise, choosing to provide the army with something popular rather than assessing the effectiveness of a particular type of aid. It is the public sector that carries out the mission of social change, and businesses must learn to control foundations and perceive them as an entity able to make changes. We need to move together, not separately. We must learn to communicate as partners and work effectively for the same purpose — to protect the country.»