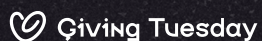


ENGAGED

A GUIDE TO CORPORATE

SOCIAL RESPONSIBILITY



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PREFACE TO THE ENGLISH VERSION

Since the beginning of the full-scale invasion, we have witnessed a surge in citizen engagement in charitable giving from 2022 onward. This can be explained by the existential challenge everyone is facing, including businesses.

Ukrainian businesses are now acting like citizens: participating in fundraising, creating their own charitable foundations, organizing humanitarian missions, launching social and volunteer projects, etc. For convenience, these acts of engagement are referred to as “corporate social responsibility,” though this term does not fully capture the phenomenon. It is not just about decent working conditions and fair salaries, ensuring equality and accessibility — it is about going above and beyond, e.g., the development of veterans’ policies, a veterinary hotline, or grants for rural entrepreneurs.

Ukrainian companies have discovered the potential of social impact and the power of social responsibility, which has greatly contributed to the country’s resilience at a

critical time. Businesses now demonstrate engagement, as this enables sustaining both themselves and the country. What will happen after the war? Will companies continue to drive positive changes? Currently, there is no definitive answer to this question.

In this Guide, we have gathered various practices from Ukrainian companies to systematize their experiences and describe the phenomenon of corporate social responsibility. In the English version, we only provide general experts’ recommendations on creativity in philanthropy, communication, and team engagement, as the context is evolving too rapidly.

We hope this collection of practices will help you gain a deeper understanding of the culture of engagement in Ukraine.

FOREWORD BY



KATERYNA ZAGORIY

Initiator of Giving Tuesday in Ukraine, co-founder of the Zagoriy Foundation and member of the Board of Directors of Darnitsia

Imagine that your company is a stone thrown into the water. Charity is the first ripple on the surface — a sincere and quick response to a need. It demonstrates your willingness to help here and now. Corporate social responsibility (CSR), however, is the ripple that spreads further, creating long-term, sustainable, and systemic impact.

CHARITABLE GIVING IS OFTEN THE FIRST STEP IN REALIZING YOUR POWER TO CHANGE LIVES.

But it is CSR that allows you to integrate this impact into the very DNA of your business, turning one-off actions into a part of a strategy that drives societal change for the better. In our case, the Zagoriy Foundation and Darnitsia are independent entities united by shared values but differing fundamentally in their activities. The Zagoriy Foundation is a social project office that inspires communities, preserves traditions and culture, and spreads engagement and gratitude. Darnitsia, a leader in the Ukrainian pharmaceutical industry, focuses on healthcare development: from providing medicines to training medical professionals in modern treatment methods. These two organizations exemplify how responsibility can take different forms but still serve a common goal — creating positive outcomes for the future.

CHOOSING IMPACT AND RESPONSIBILITY

The role of a business is not only to create a quality product or service but also to be aware of the impact of its actions on society. In the Ukrainian context, companies are increasingly broadening their influence by integrating social initiatives into their operations. This is part of businesses' maturation, when the initial impulse for charity transforms into a systematic approach through CSR. For example, we distinguish between personal responsibility, where our name is attached to an action, and corporate responsibility, where we act on behalf of a market leader. In both cases, we need to understand the value of our contribution. But most importantly, they help us realize that influence can extend far beyond the office or the factory.

CORPORATE MATURITY IN TIMES OF CRISIS

Crises force us to rethink the role of business in history. The war was a defining moment for many Ukrainian businesses. They began searching for the meaning of their existence beyond financial goals. Charity and social responsibility have become not just the tools of aid but simulators for mature interaction between businesses, the public sector, and the state. They are reflective of not just a response to challenges but also a maturing of the business environment, which creates new standards of responsibility.

WHAT IS THIS GUIDE FOR?

This Guide is about how Ukrainian businesses can and should act. We have collected experiences, insights, and real-life stories that will inspire and serve as practical tools for anyone looking to make a difference. The Guide will show that responsibility is not a burden or trend but an opportunity to create change — generate positive transformations, strengthen social capital, and build a new reality. I believe that when you reach the last page, you will see just how big your impact can be and how your business can become a driver of systemic change that will last for years to come.

WHY ARE WE INTERESTED IN BUSINESS?

Ukrainian businesses learned to be flexible and socially responsible during the Orange Revolution of 2004, the Revolution of Dignity in 2013, and the COVID-19 pandemic. However, with the onset of the full-scale invasion, they had to face an existential challenge.

Many business leaders we spoke to while creating this Guide supported the state and built auxiliary institutions. This experience of engagement is unprecedented in our modern history and, as some believe, even exportable.

Currently, corporate social responsibility in Ukraine is not the same as in other countries. Some trends are stronger here, while others

are either ignored or interpreted locally. No one has ever prepared their team for the military, raised funds for equipment, or faced the need to train and retrain people, which Ukrainian businesses are doing right now.

That's why we have decided to gather, systematize, and share the practices of engagement that exist today — to inspire change and ensure that these gains are not lost once the threat recedes.

Further, you will find examples of business social responsibility, as well as opinions of civil society representatives and experts in various fields, which will help you better understand this aspect of civil society.

WHAT'S AT THE CORE OF THE GUIDE?

60 INTERVIEWS

As we focused on experiences and practices, we chose interviews as the primary research method for studying corporate social responsibility.

HOW DID WE STUDY CSR IN BUSINESS?

We got to know businesses: small, medium, and large.

We explored the structure of social enterprises and impact investment projects.

We asked creatives and communication experts about ethics and tools for working with a business' social mission.

We spoke with experts about the role of business in social processes.

We looked at CSR through the eyes of civil society representatives.

WHO DID WE SPEAK WITH?

22 BUSINESSES

2 STATE-OWNED COMPANIES

4 SOCIAL ENTERPRISES

1 GOVERNMENT AGENCY

8 CHARITY AND MILITARY FOUNDATIONS

8 CREATIVES AND COMMUNICATION EXPERTS

5 VOLUNTEER INITIATIVES

4 COMMUNITIES

6 EXPERTS



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

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 Systems as 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.

Novyi Zir 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

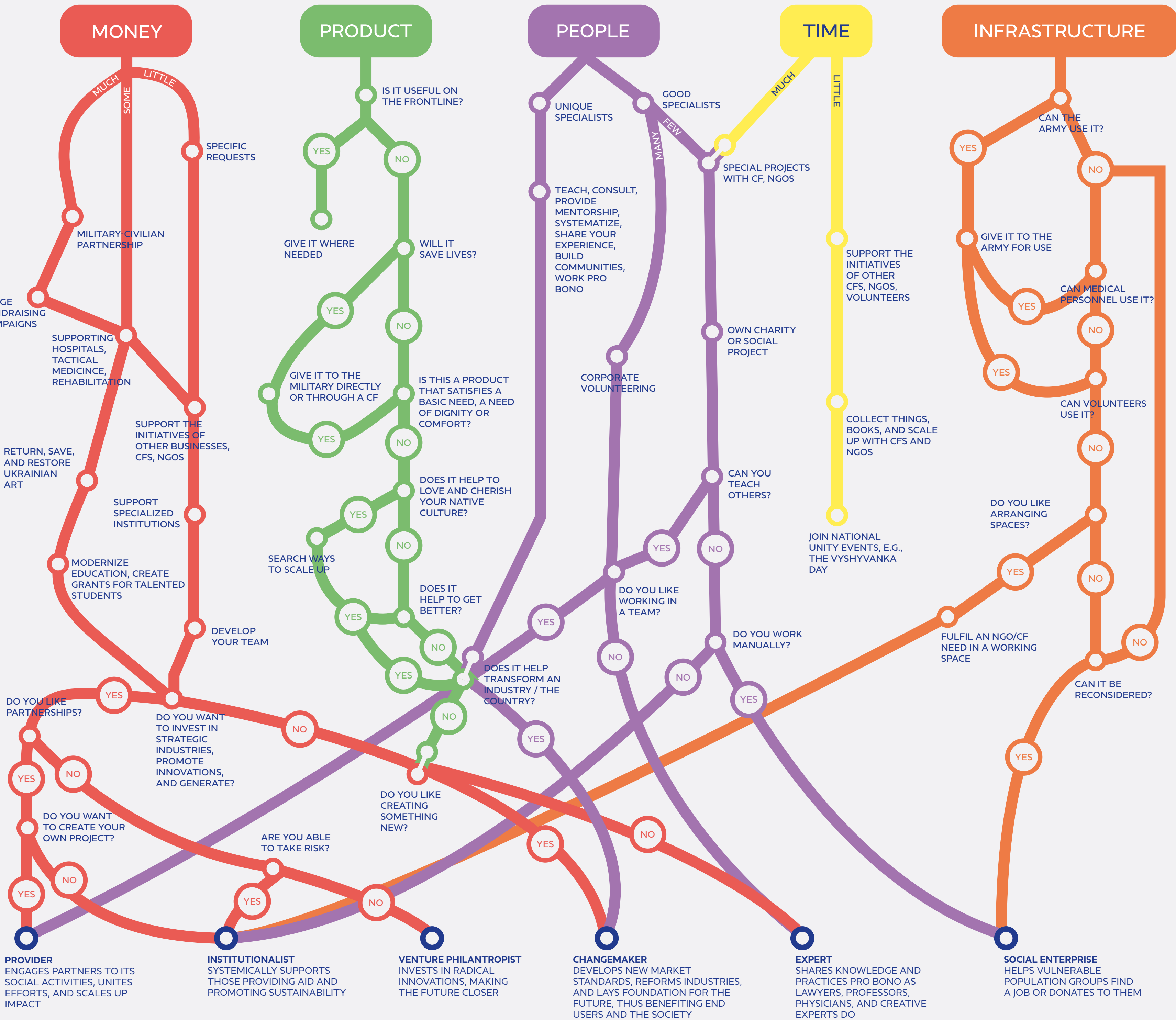
SEARCHING FOR A PATH

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.

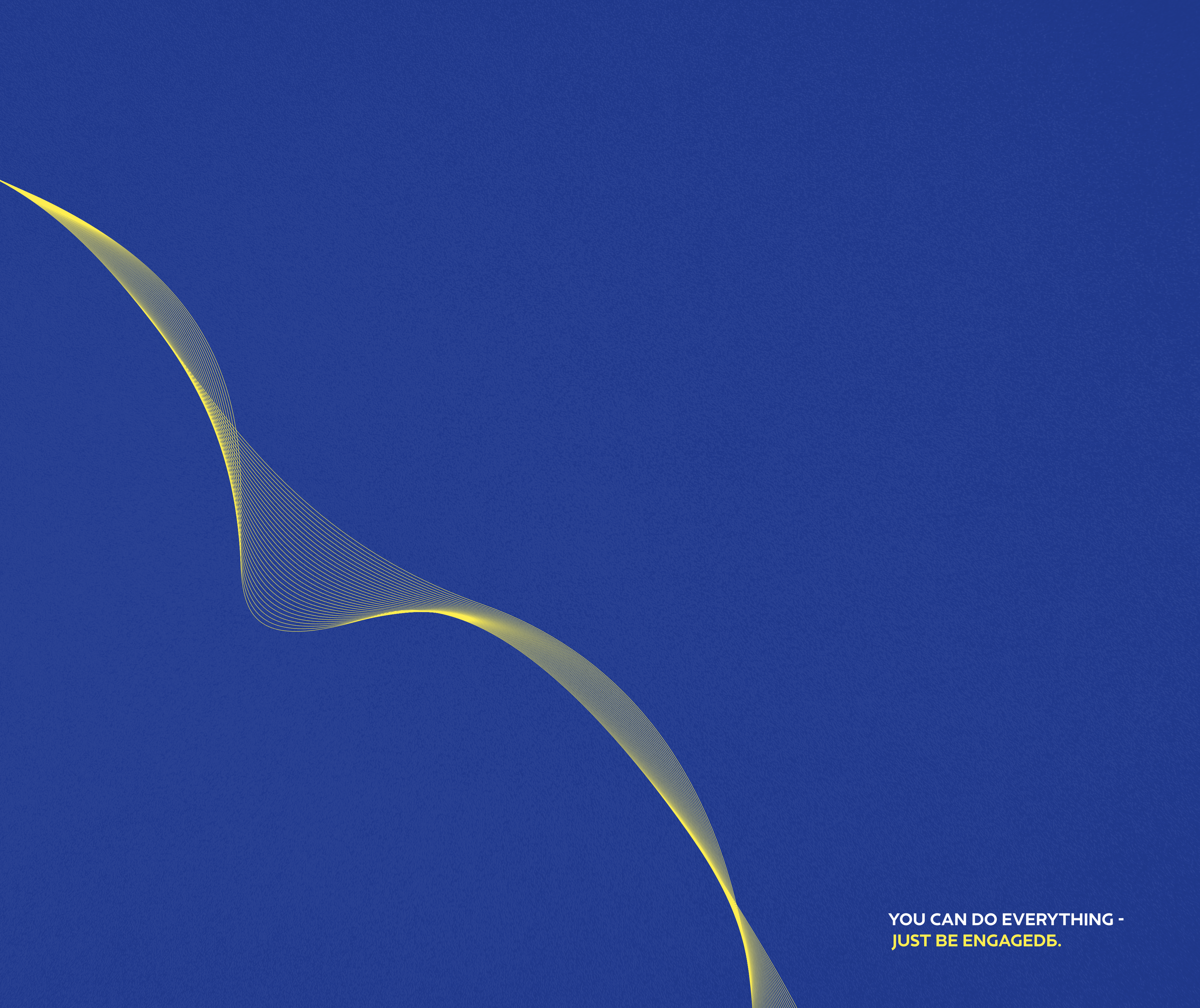
THE BEST PRACTICES: HOW BUSINESSES HELP

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.

AS A BUSINESS YOU HAVE



YOU CAN DO EVERYTHING -
JUST BE ENGAGED



YOU CAN DO EVERYTHING -
JUST BE ENGAGED.

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.

INVESTING AND 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 INVESTING AND 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

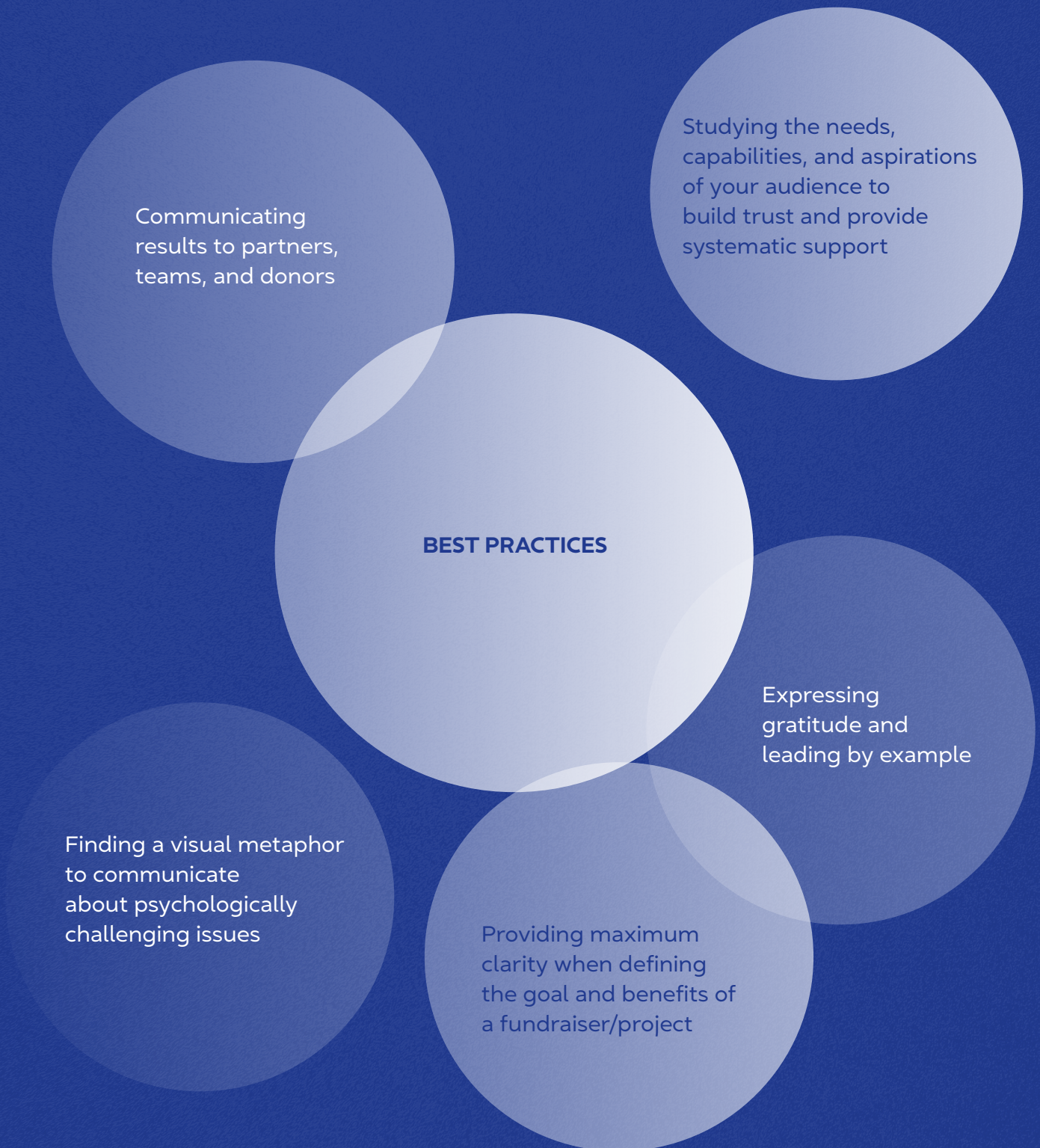
CHARITABLE SALE OF GOODS OR SERVICES

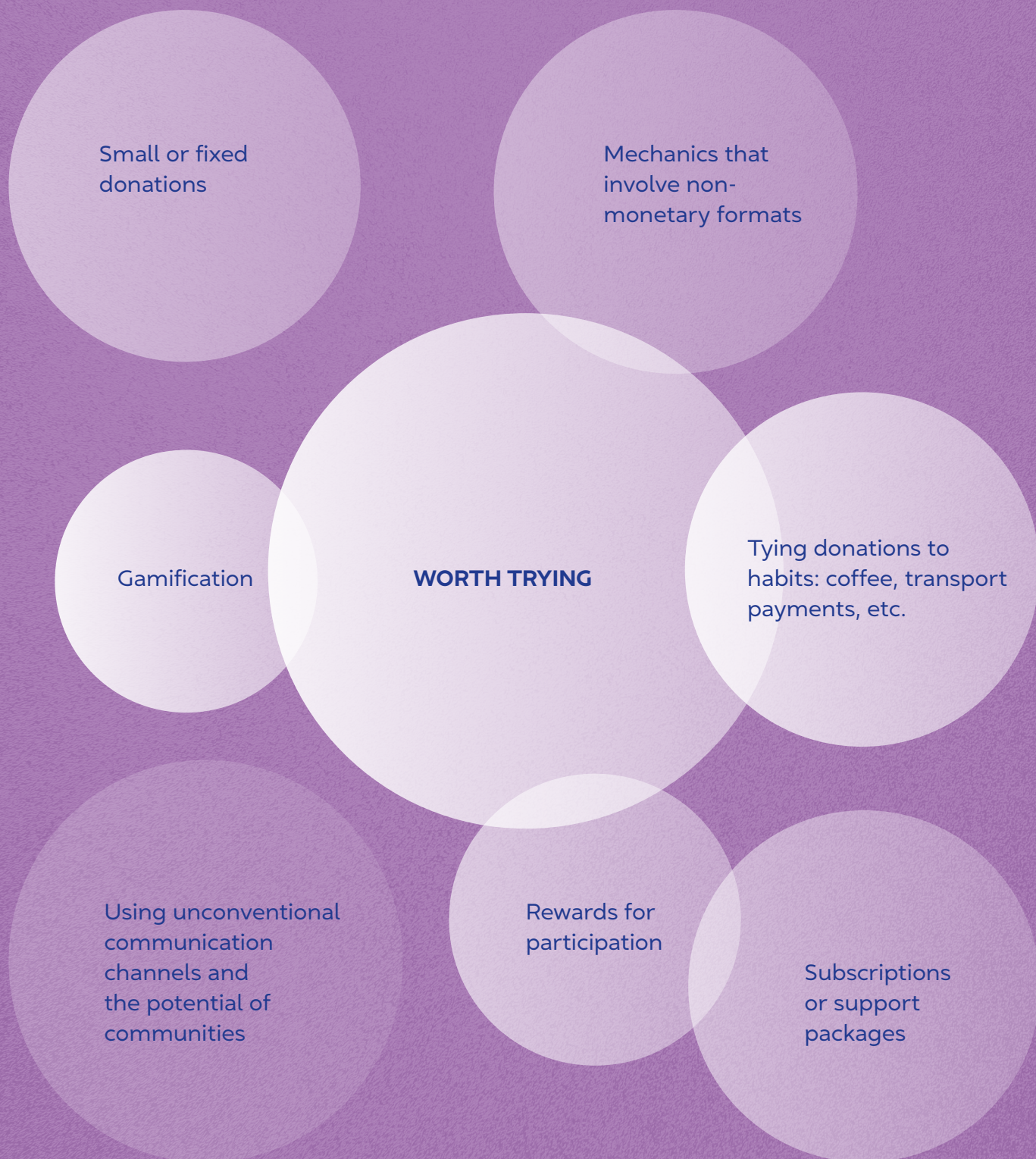
MIXED BUDGET

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.





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.»



WORLDVIEW. WHY THE SITUATION IS LIKE IT IS AND WHERE WE ARE HEADING



**YEVHEN
HLIBOVYTSKYI**

Director of the
Frontier Institute

HEALTHY BUSINESS IN UKRAINE IS PART OF CIVIL SOCIETY

THE LACK OF RELIABLE STATE INSTITUTIONS FORCES SOCIETY TO CREATE PARALLEL ONES, WITH BUSINESSES ACTIVELY ENGAGING IN THIS PROCESS.

In almost all areas, parallel institutions work more efficiently, taking over functions that the state cannot adequately provide. Private tutors appear where there are no good public schools, security firms are in demand where the police do not provide a sense of security, and commercial medicine appears where the quality of services in public hospitals is inadequate. It is very difficult to draw a line between business and social activities. I remember the case of a shipping company where the job description of a distributor, in addition to the main task of delivering goods, included collecting donations from boxes for the Armed Forces. The line between volunteer work and direct duties is blurred, and I think it will remain so until the security issue is resolved. When that happens, such duplication will disappear because everyone will be able to do their own thing. Probably, such civil activities of companies are not the same as corporate social responsibility.

AFTER ALL, CAN THERE BE CORPORATE SOCIAL RESPONSIBILITY IN A COUNTRY WHERE THERE ARE NO CORPORATIONS AND NO STOCK MARKET? In the U.S., the U.K., or Germany, it serves as a safeguard against companies becoming too concerned with financial performance to the detriment of everything else. But this form of corporate social responsibility simply does not exist in Ukraine. There is another question as well: What do we mean by the word «business»? Microbusiness is actually more a form of self-employment and self-sufficiency. Small businesses are sometimes really like that and sometimes not, while medium and large ones depend not only on the will of the owner but also on certain internal rules. Medium businesses are most vulnerable. They have no place at the political table, which means they are more influenced by external factors, such as consumer behavior. We remember it being demonstrated — Ukrainians are good at boycotting goods. Therefore, it is necessary to be accountable to the public, which encourages responsibility.

MUCH ALSO DEPENDS ON THE WILL OF THE OWNER, WHOSE JOB IS, FOR EXAMPLE, TO ENSURE THE LONGEVITY OF CAPITAL. To do this, one must look at the broader context and take into account a number of factors: political, social, demographic, and cultural ones. In particular, inherited capital requires such attention, even though it is very small in Ukraine. When an entrepreneur has

built and directly manages a business, they look inward rather than outward: at product lines, customers, employees, and partners. This determines their position regarding context and interaction with society. The situation and perspective are different when the owner hires a manager to run the business but limits the latter in decision-making. In which of these scenarios will there be greater social responsibility and how will it manifest itself?

IT IS IMPORTANT TO CONSIDER HOW THE RELATIONSHIP BETWEEN THE BUSINESS AND THE STATE DEVELOPS IN UKRAINE. From the point of view of foreign companies, Ukrainian state institutions fulfill their functions by default. Ukrainian companies, on the other hand, have a completely different experience and perception. For example, Suspilne Ukraine states in its mission that it protects freedoms in Ukraine. Such a formulation would not be possible in any Western country.

BUSINESSES IN UKRAINE FEEL THEY HAVE MORE DUTIES THAN BUSINESSES ELSEWHERE. Moreover, a healthy Ukrainian business is part of civil society, i.e., another way in which citizens exercise their agency and protect their rights, including political ones.

IN MY EXPERIENCE, UKRAINIAN BUSINESS IS NOT VERY COMPETENT IN NON-BUSINESS MATTERS.

Owners and managers are generally unaware how the political system, public sector, or public sphere work. They do not understand what delegated authority is and do not distinguish between political philosophies. In other words, they do not have the skills that are inherent to actors. Civic infantilism can successfully hide behind an attractive setting that covers rather stereotypical and simplistic ideas about how reality works. Society often fails to fully understand whether business really knows what it is doing when it makes decisions regarding civil society. And the answer is that it most likely does not. When companies engage in philanthropy, they are not necessarily contributing to change for the better, and sometimes they are propping up a system that is flawed. I've worked with a number of business owners supporting orphanages rather than contributing to their disappearance as a phenomenon. Such situations occur because business owners and managers are not always conscious citizens, lacking an understanding of their own values and the ability to reflect on the social significance of their efforts. A business built without a foundation will collapse as soon as the institutional environment changes. For example, if Ukraine joins the EU.

WE HAVE AN IMPERFECT BUSINESS WITH IMPERFECT PEOPLE IN AN IMPERFECT COUNTRY. Fortunately, we have a rapid

learning curve and are able to quickly acquire the skills necessary for effective change. But a much more difficult problem persists: changing the culture.

MISTRUST BETWEEN THE BUSINESS, CIVIL SOCIETY, AND THE STATE IS A CONSEQUENCE OF THE CONSTANT LACK OF SECURITY.

In such context, business associations are mainly engaged in the protection of rights and freedoms, as for Ukrainian business, the world consists of threats, and it is better not to trust anyone than to trust and lose everything. Business does not trust civil society because the latter sees it mostly as a "purse" and someone who «is obliged» rather than as an actor who can want and strive for something.

MISTRUST CAN BE OVERCOME BY INTEGRATING COMPETENCIES, WHEN BUSINESS GETS MORE SOCIAL SKILLS AND «NON-BUSINESS» GETS MANAGERIAL ONES.

It is important to be part of a security bubble where no institutions intimidate the business and business does not intimidate them. This safety bubble can become an environment for building partnerships and trust, and a prerequisite for deeper cooperation. I believe the interaction between business and civil society is even more important than interaction with the state.

PARTNERSHIP SHOULD NOT BE A TRANSACTIONAL RELATIONSHIP WHERE SOMEONE GIVES AND SOMEONE TAKES.

It should be about finding and implementing a joint solution to create the future we want to live in. Today, few entrepreneurs think this way. Most of them are determinists: They believe in the existence of a certain future to which they can adapt, and this is good, as this demonstrates their adaptability. However, they lack proactivity. In my opinion, the Ukrainian business scene is still very young, still forming, and needs time to develop, which can be facilitated by education and platforms for interaction. Organizations that can benefit from international experience will play a particular role in the post-war growth and maturation of civil society. Instead, some actors are now convinced that no one has ever been in conditions like Ukraine, and, therefore, we do not need international experience. Others think we should «sit and cry» because we have nothing of our own. And what is missing in this situation is a healthy dialogue, not only in terms of accountability but also in terms of horizontal interaction. Learning to understand each other is a complex and long process. No matter how much we try to jump over a few steps, it is primarily a matter of generational change.



NATALIIA KRYVDA

PhD, Chair of the UCF
Board of Trustees

ON CULTURAL PRACTICES AND GRATITUDE

In order to better understand the phenomenon of what we call corporate social responsibility, I would like to mention a few things about the cultural practices that have brought us to this point.

THE FIRST PRACTICE IS HORIZONTAL RELATIONSHIPS. For some time, we were a stateless nation, and so power is something foreign, imposed to us. We buy off or distance ourselves from it as much as possible. For many years, Russian, Polish, and Soviet authorities betrayed us and failed to fulfill their obligations, causing a crisis of trust. We are very distrustful of each other, of institutions, and of the state. This also applies to charitable organizations, which discredited themselves in the 2010s and now have to work as transparently as no one else does. When we want to achieve a synergistic effect, we apply the principle of «birds of a feather flock together.» In the spring of 2022, the prominent military analyst Ackerman wrote an article for **The Atlantic**, in which he quoted Andrii Zahorodniuk, former defense minister. They also discussed the concept of «mission warfare,» i.e., a war that affects everyone personally — me, a school principal, a businessman, everybody. And the mission of each of us is to win. It is not about an abstract historical mission.

It is about the inner sense that you are defending what is yours, your country, your home, your dignity, and your right to live according to your own rules. So you don't need instructions from above — you take responsibility and act. This prompted me to explore more deeply the circumstances in which we resort to horizontal relations, and the practice turned out to be much older than we tend to think. For example, a Kyivan prince gathered a troop, armed it, provided for it, and paid it, while a voivode of each city gathered warriors — the territorial defense of the time — which armed itself and provided itself with everything it needed. Next, look at monasteries, which had practices of pilgrimage and exchange of chronicles, icons, books, and knowledge. Or take the networked fraternal movement of the 16th and 17th centuries and the establishment of schools, first teaching the children of townspeople and wealthy peasants and since the 17th century also involving the children of aristocratic families (the Kyiv Brotherhood School). The Prosvita Society movement in the west of the country and the Hromada movement in 19th-century Ukraine, being under the Russian Empire then, were also networked movements with their own centers, often funded by local patrons, priests, entrepreneurs, and intellectuals. The Cossack, partisan, and insurgent movements were networks as well. This horizontalism was practiced all the time and was effective. We almost never ask the government for anything; neither do we hope for it. We act. And we resorted to this practice again at the beginning of the full-scale invasion.

THE SECOND PRACTICE IS CONSENSUAL LAW ABIDANCE. This is a distorted belief that it is only worth obeying the law and following the rules if everyone around does. We would pay our taxes in full if everyone else did, and we would park according to the rules if everyone around did. Paradoxically, Ukrainians are quite capable of following these rules while on vacation in Europe, but not at home. When we see that the laws do not apply equally to everyone, we do not consider it necessary to follow them strictly. This is a sign of distrust in the state discussed earlier. Do we try to reform the state to improve it? There are some brave souls who are trying to. The state as a structure is very slow, and making changes often means overcoming enormous resistance. And the latter is so strong that there is a temptation to create a new structure on one's own, using horizontal bonds, without systemic changes. For example, let's look at how combat medics Maria Nazarova and Rina Reznik convinced the Ministry of Health and the Medical Forces Command to allow blood transfusions in the field. This is a successful example — they managed to change the system. But in practice, much still depends on local commanders.

THE THIRD PRACTICE IS SHORT-TERM PLANNING. It is very difficult for us to work for the benefit of community while focusing on the long-term perspective. Strategic long-term planning is extremely important and effective, but we as a society often cannot afford it — we need change and success right now. Generally, both people and organizations create short-

term plans, do not institutionalize changes, and do not incorporate them into the organizational culture. Hence, the institutional memory in government (and civil society) structures is quite short. Probably, the American Dream does not work in Ukraine, because in our society, it is more important to be successful and famous in a close circle, among one's own people, than on a national scale. Perhaps, the predominance of short-term planning has something to do with the fact that we are a national culture that lived for some time in the shadow of a great empire. This makes us similar to Scotland, for example. It may also have something to do with the fact that we only lived without war for two generations, while the rest of the time Ukraine was the «bloodland.» Add the experience of living under Soviet totalitarianism, when the initiative to do something good could be punished, as well as «good deeds should be silent,» and you get the Ukrainian society as it is today. I am sure that the value system and social practices are changing now, and something has already got different. I hope that the new social contract that is slowly germinating in communities will include the values inscribed during the long struggle for existence.

CAN WE WORK WITH THE NEGATIVE ASPECTS OF INSCRIBED PRACTICES? YES, WE CAN.

For example, we can develop a practice of gratitude, of glorifying actors, those who do something for the good of our society. Again, if you look back, such practices have already been invented. Our ancestors managed to

adapt the established church canon to include in church paintings or icons the names of ktetors — people who gave money to build and decorate churches, supported parishes, published books, or defended the country. During the Hetmanate, wealthy people took pride in the amount of money they gave to charity, and now this is coming back. However, in addition to gratitude, we should not forget that our laws on patronage and volunteerism have been under discussion for some time, as they need to be finalized. Just remember the discussion about Victor Pinchuk's Ukrainian History Global Initiative project, which no single institution can fund on such a scale. Or look at the establishment of the Museum of the Avant-Garde, which will include not only exhibits from public funds but also works from private collections of businessmen, artists, and collectors. Should we thank them for Malevych, Narbut, or Boichuk? Yes, we should. Ukraine gave the world the avant-garde, Russia stole it, and now we need money to overcome assimilation and misappropriation of names and works, as well as to return the former to its rightful place. The state does not have such resources now, and much depends on the goodwill of people who care. Should we acknowledge their contribution? Of course we should. Are we doing enough to show our gratitude? No.

**IRYNA RUBAN**

Co-founder of Social Value Ukraine and Ruban Litvinova Social Impact Advisory

**OLGA ROYENKO**

Co-founder of Social Value Ukraine and voice of space, impact spaces development agency

SOCIAL ROI: ON THE SOCIAL IMPACT OF BUSINESSES AND ITS ASSESSMENT

THOSE WHO RUN BUSINESSES SHOULD NOW REALIZE THAT EVERY ACTION HAS A SOCIAL IMPACT, WHETHER WE PLANNED IT OR NOT. Our management actions can have a wider impact, especially when we manage a large system: not only on employees, their families, community, and customers, but also on less obvious aspects. For example, you can legally register a company in a community or reduce the carbon footprint of your production, and this will have a social impact. The question is, how can we reduce the negative impact, increase the positive one, and how can we measure that?

DURING A LECTURE AT THE KYIV-MOHYLA BUSINESS SCHOOL, WE HEARD A GREAT CASE STUDY. One of the participants working for a large charity organization told us that they had purchased expensive equipment to improve health care in communities and prevent premature deaths. They delivered the equipment, reported on it, and later discovered that it was still unpacked. Why? First, the roads in the area are so bad that it is difficult for patients to get to the hospital, and second,

none of the local specialists know how to use the equipment. Instead, the doctors would like to have a bicycle so that they can get to the patients themselves and help them on the spot. In other words, donating a bicycle can have a real positive social impact on the community, with the equipment in this case having not. In early 2023, together with our partners, we founded the Social Value Ukraine community to develop social value measurement and social impact management practices in Ukraine. Our community is an associate member of Social Value International, a global network whose members share a common goal of changing the way society perceives value. Developed in the United Kingdom, the network was initially used at the government level, but now spread globally, being also used by businesses and public organizations.

SOCIAL VALUE IS A NEW DECISION-MAKING PHILOSOPHY THAT PUTS HUMAN WELL-BEING AT THE CENTER AND REGARDS VALUE BEYOND PURELY ECONOMIC

CONSIDERATIONS. Measuring social value is a source of insights for continuously improving an organization's impact on the well-being of people and the planet, i.e., for managing its social impact. A shared understanding of social value also contributes to transparent and clear communication with partners, donors, and the public. For businesses, this is the evolution of corporate social responsibility, its next step. You are probably aware of the UN Sustainable Development Goals, which many companies

rely on in their corporate social responsibility. A few years ago, the UN recognized that these efforts were insufficient. Hence, they worked to synchronize the approaches of different organizations, including Social Value International, to develop the SDG Impact Standards. In short, these standards are not just about WHAT a company or its investors do regarding sustainable development, but also HOW they do that. The SDG Impact Standards are designed to help companies and investors integrate social impact management into their operations end-to-end and at all levels — from strategy and operations to evaluation and communication. First and foremost, social impact assessment and application of social impact management approaches are important for organizations that want to have a real impact on social development. They enable entities to use CSR budgets more efficiently, maximize their positive impact, and provide a more informative and in-depth content for external communications.

KEY SOCIAL IMPACT INDICATORS CAN VARY DEPENDING ON THE PROJECT. Small projects may have a simple dashboard of five indicators. For more ambitious projects that involve scaling and/or partnering, assessing social value using the SROI methodology can be very effective. SROI, or Social ROI (social return on investment), is an approach to social impact assessment that allows taking into account the value created beyond economic considerations (e.g., social and environmental effects),

translate it into monetary terms using specific financial proxies, and compare it to project investment. The understanding and application of social impact assessment and management methods by government, business, and civil society sector representatives can help build trust between them — in particular, through a common understanding of what is valuable and the ability to assess the effectiveness (or ineffectiveness) of social change projects and development of Ukraine. In addition, the dissemination of these practices can enhance trust of international partners. For our part, we at Social Value Ukraine are making efforts to not only spread this philosophy and methodology among the interested representatives of business, government, and NGOs, but also promote successful Ukrainian social impact cases globally to help build trust.

IN OUR OPINION, BUSINESS HAS THE HIGHEST POTENTIAL TO INFLUENCE THE WELFARE AND SUSTAINABILITY OF UKRAINE AND ITS PEOPLE. The transition from classical social responsibility to systemic creation and management of social impact can become an important driver of the country's social transformation.



IRYNA SOLOVEY

Community development strategist, president of the Garage Gang NGO, and co-founder of the Big Idea social innovation platform

ON THE CONSEQUENCES OF BUSINESS INVOLVEMENT IN PUBLIC ACTIVITIES

ONE OF THE STEREOTYPES THAT NEED TO BE overcome, with the war helping to do that, is that business is something autonomous within the body of a society. I'm using this biological metaphor, because it is important to think of society as an ecosystem in which everything is interconnected. And if we accept this view, it will be easier for businesses to develop social responsibility strategies that are linked to their business strategy and are not limited to public relations. Nowadays, it is easier to spot publicity projects: If a company spends disproportionately more on communication around a project than on its actual benefits, it is not about charity or change. In this case, social appeal is used as a new style of marketing. But is it because this is how international practice is interpreted, or because managers cannot think of any other way to create value than through publicity? I have no clear answer. Obviously, businesses will continue to want to work with reputation, create their own image, and increase their political weight. Still, I suggest distinguishing these actions from those that a company takes as an integral part of the social system.

WHY DO BUSINESSES CREATE THEIR OWN CHARITY PROGRAMS AND PROJECTS? This is partly due to our generally weak management school. Looking deeper, performance evaluation and developing criteria for working with other organizations are all about data work and culture of data-driven decision making. Since we are a post-colonial country, our development strategies were for some time developed by others. And until the strategy is developed independently, the value of data is low. Therefore, we have an underdeveloped, almost atrophied analytics sector. (To be fair, it is now starting to emerge due to business needs). And when you lack analytics, you are forced to speculate on perception, and whoever explains something in the simplest and most accessible way wins in that game. Thus, the business sector has no analytics on its direct activities, while the civil society sector has no analytics on its influence. Consequently, partnerships are built on personal contacts and ability to persuade. That's better than nothing, of course. Over the past decade, the non-profit sector, thanks to commercial experts coming there at the call of the heart, has developed a competent approach that the business could rely on to implement social responsibility programs. Prior to this, the goal often compensated for the quality of execution, and management skills were lacking to ensure a systemic, sustainable, and structural approach and partnership capacity. It is therefore not surprising that companies now want to create their own projects that work in a way that they understand. They believe there is no system for them to rely on in the civil society sector. Still, it should be invented.

I SUPPOSE THAT BUSINESS INVOLVEMENT IN THE CIVIL SOCIETY SECTOR WILL AFFECT CIVIL SOCIETY DEVELOPMENT, INCREASING CITIZEN AWARENESS. We should understand that those companies that have implemented some kind of corporate social responsibility programs relating to climate change, gender equality, or anything else provided for by EU legislation, have done so not necessarily because they are sincerely concerned about these issues — they needed to enter the European market. Now, due to the full-scale war, they have tried to do something else that affects life inside the country. Once the existential threat recedes, the challenges for business will not disappear — they will just change. For example, they will relate to the restructuring of global economy, changes in human capital structure, etc. Businesses will then have to worry about not only external impact and reputation but also internal programs. For instance, charity programs can provide value to employees in companies where their work result is much delayed. This helps to maintain people's identity and civic competence, so that they feel that they can change and decide on something not only during elections every four years but daily. Another point is that one can influence environment in different ways: through cultural, educational, and volunteer projects. This creates a kind of relationship where a company can attract a person with more than money, since material rewards no longer work so well.

SUPPORTING EMPLOYEES' PROJECTS WITH FUNDS or matching funds from employees and the company for something useful are potentially effective corporate social responsibility practices. For example, a company might give each employee a certain amount of money to invest in a project they consider important and then double that person's contribution. This matching funds strategy provides flexibility that works for both business strategy and building trust within the team. It also overcomes the problem of many hermetic programs, where all aid-related decisions are made by top managers, while the team is not involved. It may also be nice for a business to have dedicated money, e.g., via its own foundation, to support charitable or community projects that people in the team are interested in. Of course, this means that the company has to develop competencies in other, unrelated areas, which is unprofitable for any business. At the same time, there is room for partnerships with the civil society sector — we can't do without expertise.

IT IS NOW IMPORTANT FOR BUSINESSES TO COMMUNICATE WITH PUBLIC AND CHARITABLE ORGANIZATIONS AND BUILD PARTNERSHIPS. As a result, a pool of 4–5 permanent joint initiatives can be formed, which is good for both businesses and nonprofits, as they will feel systemic support. Another important aspect is that the team needs to communicate about the outcomes and changes resulting from cooperation.

IN THE CULTURE OF GIVING, GRATITUDE COMPLETES THE CYCLE AND FOSTERS TRUST AND EQUALITY. At its time, the launch of Big Idea was aimed at developing the culture of giving in Ukraine. Crowdfunding was often perceived as a fundraising tool that creates transactional relationships. Instead, its importance has always been in building peer-to-peer relationships: Someone delegates funds, and someone implements an idea. Let me illustrate this with a simple example. When I go to a coffee shop, pay, and get a cup of coffee, that is a transactional relationship. We have no reciprocity, only monetary relations. If I say, «What a great coffee you have, you support my productivity,» and the barista says something nice in response, this is a reciprocal exchange. Only now, in 2023–2024, did we reach the point where the culture of giving took root. Now, even those who raise money for the army, something so obvious and necessary, think about what they can give back to their donors. After all, when one gives and the other takes, it is an unequal relationship that experiences certain pressures and collapses instead of stitching society's fabric together. Let's look at the fundraising campaigns of the largest foundations at the beginning of the invasion. At that time, they talked about victory as the key value, which sounded rather abstract. It got soon clear that such fundraisers were difficult to close because they lacked specifics. Now think about current campaigns: They always have information about who they are for, what they are for, and what they can change. What is more, it is no longer, say, «Prytula raised UAH 1,000,000,» but more and more often «We raised UAH

1,000,000 together.» That is, the contribution has begun to be appreciated and gratitude expressed. This creates trust, involvement, and even a psychotherapeutic effect.

CHARITABLE ORGANIZATIONS SHOULD MAKE SURE THAT THEIR DONORS RECEIVE GRATITUDE.

The question is in which way. In charity, it is often assumed that a donor is transferring a resource and must use their mind to understand what will change for the better. As the cycle is incomplete, such a donor feels abandoned and must somehow maintain their motivation on their own. This is extremely difficult to do over the long run. I once counseled an organization that received UAH 100,000 from its largest donor, which was a lot of money at the time. The team of this organization could not figure out how to thank that person. A simple «thank you» was not enough — they needed to make a gift. We talked with them about what this donor had done before making his decision. It turned out that he had calculated how much money could have a significant impact on the organization's work. So, they prepared a detailed report on what they had been able to change using the money, and this was an appropriate form of gratitude that the donor gladly accepted. Furthermore, this enabled the organization to engage him again, because he saw how much they had grown operationally using his contribution. Ideally, a nonprofit should find and use the best form of gratitude for its partners.

ANOTHER CONSEQUENCE OF THE CHALLENGES OF WAR MAY BE A CHANGE IN THE BUSINESS-STATE RELATIONSHIPS.

Their shared experience can lead to the social responsibility or charity of a company no longer signaling of the need to check its taxes. Business in Ukraine was formed in the conditions of a newly opened market, rapid growth that exhausted our human capital, and then the effects of war. Now, we are facing a shortage of qualified specialists — physically. Why is this happening now? Let's go back to the competency of managers: They look at cash gaps rather than analytics. Therefore, the business and the state will likely have to work together methodically in the field of education, without expecting swift results, because transparent conditions have not yet been created. This can change, though, for the business is interested in competent employees able to create innovations, while the state is interested in these innovations and in keeping people in Ukraine with its economy growing. I do not think that our challenges will ever allow the state and the business to separate and do their own thing. On the contrary, a space for interaction and cooperation will emerge — we can already see this in communities. So, we all need each other as parts of a single organism.

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ON COOPERATION WITH THE STATE, THE ROLE OF ANALYTICS, AND SLOW PROCESSES

From the point of view of the global world, Ukraine is a postmodern hero-destroyer, showing that the existing system of justice, security, and other things does not work. Meanwhile, inside the country, we feel that we are in a perfect metamodern world, where there are no apparently good heroes and bad villains.

20 YEARS AGO WE WERE THE ONES TO BRING THE UN GLOBAL COMPACT AND THE CONCEPT OF CSR TO UKRAINE. At that time, it was superficially understood as a business behaving as it pleased most of the time but putting on a baseball cap with a CSR emblem in its spare time and going to do good deeds. Historically, the next concept was ESG, assuming that a company bases everything it does on certain values. The «E» stands for environment, which is currently important for Ukraine, but not paramount. Instead, «S» (social) and «G» (governance) are important, but not equally so. Taking care of the education and well-being of your team, building appropriate relationships with communities, and working with the needs of society in a broad sense — this is actually the basic social layer. Beneath, there is a

much larger and denser one, i.e., relations with the state. When it comes to «G,» a company must be transparent, accountable, sustainable, and institutionalized. Human capital that grows up in the G paradigm learns to be responsible, to predict the consequences of its actions, to understand that rights come with responsibilities, and that decisions need to be discussed. This means doing things that have not been typical for many people in Ukraine.

BUSINESS PAYS TAXES AND IS ACCOUNTABLE TO THE STATE — ISN'T THIS ABOUT INTERACTION WITH THE LATTER?

It turns out that business is the most sustainable, resourceful, and institutionalized sector in Ukraine. Sometimes, it is viewed as an activist that should demand some improvements and actions from the state. But this is a utopia: Activism should be performed by specially trained people, while business should primarily make money and pay taxes. Companies can also cooperate with the state to promote progress, but, as always, there is a nuance. Let me share several examples. In 2015, we created a protocol for dealing with post-traumatic stress disorder, invested in it, trained more than 500 specialists, and handed it over to the Ministry of Social Policy. After that, the Ministry's team faced several changes, and in 2022, we were asked to reissue these materials because they had been overlooked despite already having a seal on them. Next, we brought the practice

of professional passports to Ukraine, so that educational programs correlate with what future professionals really need to know in order to apply for a job. The person who introduced this practice at the state level is still working and is a key expert in the Ministry of Education. At the Heart of Azovstal, we have now developed protocols for working with military personnel and their families, including difficult cases, such as returning from captivity. We would like to share this with others, but our experience shows that this is not a trivial task, since Ukrainian government institutions have no institutional memory. On the one hand, testing, implementing, and handing over to the state for scaling is a good business position. On the other hand, this lack of continuity makes it difficult to find internal motivation. So far, we have been condemned to return to this problem: No continuity means no sustainable development. This is where, I believe, the civil society sector has a considerable untapped potential and is able to become a guardian of change.

BUSINESSES NOW NEED A LICENSE TO OPERATE, BOTH LEGAL AND MORAL

ONES. In reputation management, there is a concept of legitimacy to which I refer when talking to crisis managers. Legitimacy is about legality and trust. While this concept is clear, to build trust, one should look at what is currently licensed in society: What is expected of businesses and what

is approved. For example, is it possible to support the Ukrainian army and do business in Russia at the same time? No, it is not. One should live by the truth. This does not mean that businesses should only meet expectations instead of doing what they believe in. Sometimes, business interests coincide with what licenses are issued for, and sometimes they do not. Anyway, companies need to first deal with the area where public attention is greatest. Otherwise, their legitimacy and trust in them begin to be questioned.

ANALYTICAL SKILLS ARE NOT THE CHARITY SECTOR STRENGTH. You can do a lot, but it's not common to look back and evaluate your effectiveness. This specificity makes it difficult for the business to understand the nonprofit sector. The latter has expertise but little idea of efficiency and working for results. In other words, activities are perceived as a process for which money must be found — usually, in the business sector. But companies do not understand why they should fund an inefficient process with an abstract result.

WE INVEST A LOT IN BASING OUR DECISIONS ON DATA. When it comes to SCM's corporate social responsibility, this approach works for us. But our charitable foundation has a shareholder, a personality with their own ideas about right and

wrong, and looking solely at analytics and indicators is not enough. We failed badly in this aspect, and we had to reorganize and synchronize the foundation's projects with what our boss believes in. Now, we are studying the needs of society, but only within its own interests, and developing our projects based on these findings. We have also revised what we research and what indicators we track. While in 2010–2012 we studied our activities through the Economic and Social Impact Study (a thorough and expensive methodology that gave us an understanding of our place and impact but had little operational effect), we now conduct annual sociological surveys that do not go deeper than revealing behavioral changes. It is ineffective for us to study something for a long time now, since the situation can change every day.

GOOD MUST BE HONEST, VISIBLE, AND VIRAL. Businesses should do good deeds while ensuring that society knows what they are doing and why. This is the basis for gratitude. This is crucial, as for some time, business used to be ideologically «guilty» and the one that would never be truly forgiven, no matter how much it tried to make amends. What this leads to is the lack of trust in society, which our enemy benefits from. Therefore, we must build trust in every way possible. This is not fate or weather but a task that must be worked on, including learning to talk a lot and explain clearly.

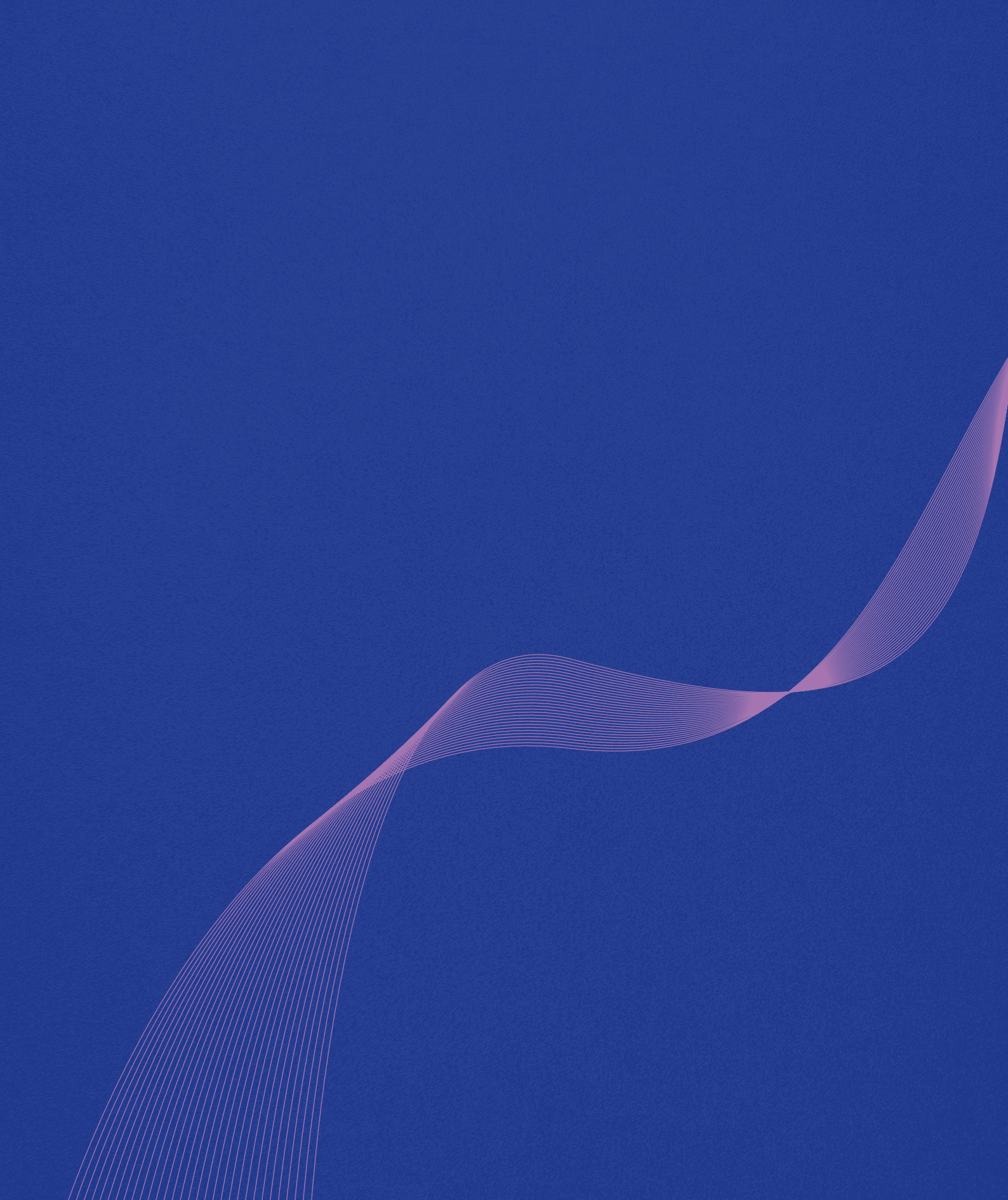
IN MY OPINION, IT WOULD BE GREAT TO TEACH NGOS TO RESPECT THE BUSINESS, AS THAT WOULD SIGNIFICANTLY HELP IN BUILDING PARTNERSHIPS. For some reason, the intellectual elite and representatives of the civil society sector have formed a prejudice against the intellectual capacity of business. It is completely unfounded and we have to work with it. The second thing we need to learn is cooperation. I think there is a misconception regarding partnerships assuming that you have to either be a leader in it or be out of it. I would really like to see more cooperation between large partners because this could change the landscape. Imagine MHP and Kernel doing something together. Twenty such cases and the point of no return would be passed. We have the American Warrior Partnership partner, an organization that is a big, in particular fundraising, hub between veteran NGOs, the government, business, and universities. They hire other NGOs to run their programs, they raise money to do this, and all these organizations work together to do one thing. This is the kind of shared infrastructure, an ecosystem, that could result from large partnerships.

UKRAINE LACKS SLOW PROCESSES. One of the Americans told me that in Ukraine, we live at the pace of war. It is different from the pace of peace. We often pay attention to urgent things, but we hardly think about long-term important processes. For changes to take place, slow processes

are necessary. For example, I'm part of a group that is reconsidering the concept of the Kyiv-Pechersk Lavra. Its new director, Maxym Ostapenko, has been gathering participants every week for a year and a half. We arrange discussions, thus coming to a single concept. All of this requires discipline and management but produces a quality result. It is hard to say who should be in charge of initiating and maintaining such processes, but they are necessary for us not to get lost in this volatile reality.

WE NEED TO RECOGNIZE THAT BEHAVIORAL CHANGE IS PART OF OUR CITIZENSHIP, ALONG WITH VOLUNTEERISM AND CHARITABLE GIVING. However, if we look at the government's communication on this issue, it may seem that behavioral changes should occur as a result of taking some kind of a magic pill. In reality, though, this is a long process involving small steps. For example, how are we going to work with the Ukrainians' attitude toward corruption? By putting officials behind bars? Yes, that may help to some extent. But Ukrainians get their first experience of corruption at an early age, perhaps at school, when their mother or father arranges for their child to retake a test. This is not the experience of corruption that a person has at the age of 40 during a trial — this one is different. This is a situation that is formative at the age when a person still lacks clear guidelines for what is right and wrong. Behavioral change is a huge collective task that we as citizens need to undertake. DTEK is

now working with the government to educate people about energy. On the one hand, this is purely a business interest, but on the other hand, this is also about social responsibility. How well people understand the state of the energy system and the way it works determines their willingness to invest in it. Will they pay their bills? Or will they succumb to the PSYOP and blame the authorities for the lack of electricity? The state is not used to educating and changing people's behavior in this way. Therefore, if a business wants to change patterns, it needs to educate both the state and the people. That takes time and inspiration. I once worked on a major project to bring the issue of non-professional adult sports into the broader discourse. In fact, it started with the urban landscape changing and new venues being opened. People who had never been involved in sports before visited them. They turned into amateur athletes, then ambassadors, and later created small sports clubs. A culture of traveling abroad with their coaches and friends from the club emerged. Now, all this is an inescapable part of our urban culture. If only the state had the resources to consider amateur sports as an element of state policy, which is about not just physical health but also responsibility. After all, if a person is not able to take responsibility for their body and physical condition, how can they take on any other responsibility? In short, such projects are a path of progress where, I believe, we can do a lot together.



AFTERWORD

WHEN WE STARTED THIS RESEARCH, OUR FOCUS WAS QUITE PRAGMATIC.

We expected to find practices, life hacks, and know-how that could make corporate social responsibility and charitable giving more streamlined and effective. We expected to find even more reasons to be proud of other people's engagement. But the more we searched, the more questions remained unanswered. At the same time, in the chaotic and diverse manifestations of social responsibility, we saw much experimentation, cooperation, and desire to evolve. This gives us much hope.

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[https://givingtuesday.ua/en/
the-engaged-a-guide-to-csr/](https://givingtuesday.ua/en/the-engaged-a-guide-to-csr/)

USEFUL CONTACTS

You can donate, become a partner, or support these organizations by choosing their products if you share their values.

AGENCIES

Havas Village Ukraine — A group of agencies combining marketing and communications.
Website

AIDA Foundation — A charitable organization of Havas Village Ukraine focused on humanitarian aid in response to today's challenges.
Website

MANUFACTURERS

Kormotech — Ukraine's largest pet food manufacturer, selling products in 40 countries.
Website
More about its social projects

MHP — An international food and agritech company headquartered in Kyiv; one of the world's top 10 poultry exporters.
Website

MHP-Gromadi Foundation — Supports community development in rural Ukraine.

™ BY ME — A Ukrainian clothing and accessories brand that creates collections and charity drops based on research into Ukrainian identity.
Instagram

INDUSTRY

BGV Group — An investment company focused on innovative mining and rare mineral resource development.
Website

BGV Charity Fund — Provides humanitarian aid.
More about the foundation

IT COMPANIES

LUN — A proptech company creating services for buying and renting housing in Ukraine and abroad. It works extensively with urban data and has established a civil organization to systematically influence urban development in collaboration with local authorities.
Website

LUN Misto — Civic initiatives for urban development.
More about its projects

Netpeak Group — A group of 24 businesses and three nonprofit organizations focusing on performance marketing, SaaS platforms, mobile apps, and digital innovations.
Website

SOCIAL PROJECTS:

My City — A crowdfunding platform for community initiatives. Website

Glad Pet — An online platform for pet adoption. Website

SoftServe — A software development and consulting company actively involved in corporate technical volunteering, developing pro bono products for nonprofits, organizing blood donation drives, etc.
Website

Open Eyes Charity Fund — Supports humanitarian initiatives in Ukraine.
More about the foundation

MacPaw — A software development company known for CleanMyMac and its extensive corporate volunteering programs.
Website

MacPaw Foundation — Supports Ukraine through various charity projects.
More about the foundation

COMMUNITIES

CEO Club Ukraine — A community of top executives and business owners with its own Soborna Ukraina foundation.
Website

Lawyers' Move Charity — A legal professionals' charity providing pro bono legal support to other volunteers and nonprofit organizations.
Website

KOLO — A charity foundation of Ukraine's tech community specializing in technical military support and innovation.
Website

Musicians Defend Ukraine — A foundation created by music industry professionals to support colleagues who joined the military, alongside initiatives supporting the music industry.
Website

Repair Together — A volunteer rebuilding community helping residents of de-occupied territories repair their homes and return.
Instagram

EDUCATIONAL & INNOVATION HUBS

Promprylad — An impact-driven community platform with its own charity foundation.
Website

Projector Institute — A creative industries educational platform supporting and empowering women through its foundation. Website

SOCIAL ENTERPRISES

Laska — A social and charitable project promoting conscious consumption by redistributing clothing to nonprofits. Website

Kolomiyskyi Borshch — A volunteer initiative that turned into a social business producing freeze-dried food for the military and civilians. Website

Plekay — A second-hand bookstore that donates proceeds to charity. Instagram

HEALTHCARE

Dobrobut — A private medical network with a foundation providing complex medical treatment for war-affected individuals. Website

See the Victory Foundation — Founded by Novyi Zir and Eximer ophthalmology clinics; provides vision restoration for military personnel and diagnostic missions in frontline areas. Website

MULTIMEDIA

Megogo — A streaming platform producing Ukrainian content, sharing world premieres, and offering social projects, e.g., charitable subscriptions. Website

SECURITY

Ajax Systems — A wireless security systems developer and co-creator of the Air Alert app. Website
Air Alert App

DELIVERY & LOGISTICS

Nova Poshta — An international logistics company and Ukraine's leading express delivery service. Website

Humanitarian Post — A 10-year project providing free humanitarian cargo delivery for nonprofits. Website

MILITARY CHARITY FOUNDATIONS

Come Back Alive — Website
Serhiy Prytula Charity Foundation — Website
Shields Fund — Website
Riy Foundation — Website