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Геологія  
Розробка родовищ корисних копалин  
Фізика твердого тіла, збагачення корисних копалин  
Геотехнічна і гірнична механіка, машинобудування  
Електротехнічні комплекси та системи  
Технології енергозабезпечення  
Екологічна безпека, охорона праці  
Інформаційні технології, системний аналіз та керування  
Економіка та управління

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## ETHICAL AND SOCIAL INCENTIVES FOR THE TRANSFORMATION OF THE BUSINESS MODEL OF ENTERPRISE MANAGEMENT IN CONDITIONS OF SUSTAINABLE DEVELOPMENT

**Purpose.** Analysis of the theoretical-methodical and practical principles of ensuring the socio-ethical values of the functioning of Ukrainian companies and the development of potential scenarios for the development of events in the conditions of the implementation of corporate social responsibility (CSR).

**Methodology.** The research methodology includes the following methods:

- dialectical and hermeneutic method – to identify changes and connections in the socially oriented approach of companies and their consequences;
- scenario modeling – to determine the consequences of decisions made by company management regarding changes in social and ethical values in the short- and long-term;
- system analysis – to analyze the interrelationships of changes in the socio-ethical values of business and their consequences for the company's management and other interested parties;
- PESTLE analysis – to stratify international documents in the field of CSR and socio-ethical and other factors affecting the functioning of companies;
- grouping – to classify companies according to the observance of social and ethical principles of work within the framework of CSR.

**Findings.** It is noted that in terms of sustainable development, company management should pay attention to the issues of CSR, including social and ethical values. In the international legal field, documents have been developed under the auspices of the UN regarding CSR, some of which have been ratified in Ukraine. This group of documents is optional for use by company management, but affects access to international capital markets, rating and reporting transparency. Companies in the energy sector and metal rolling implement the principles, standards and norms of social and ethical business into their practice, ensuring a positive reputation and image, supporting social infrastructure and welfare of employees and the general population, etc.

**Originality.** The conducted analysis made it possible for the first time to stratify international documents on CSR and factors related to social and ethical values of companies using PESTLE analysis. Potential scenarios for the development of companies in the short- and long-term are developed and described in terms of the implementation of social and ethical incentives within the framework of CSR business.

**Practical value.** The given stratification of international documents for socio-ethical business conduct can be useful for the scientific community and in educational institutions. The developed scenarios of the functioning of companies in the conditions of the implementation of social and ethical incentives within the framework of CSR business will be useful to company managers, specialists and scientists investigating CSR issues.

**Keywords:** *social responsibility of business, corporate social responsibility, business ethics, socio-ethical values, sustainability of development*

**Introduction.** Gradual transition to the reduction of greenhouse gas emissions, environmental pollution, responsible attitude to employees, stakeholders and society as a whole, etc., according to the SDG 2030 and other international documents, requires a paradigm shift regarding ethical and social incentives for transforming the business model of enterprise management. This model of business development is possible under the conditions of using corporate social responsibility (CSR), adapted to the needs of the market. Corporate development primarily concerns large companies, and therefore the practice of transforming the existing concept of social and ethical incentives will be implemented through the prism of existing principles, advanced corporate practices and accepted standards.

The rapid development of CSR in Ukraine lasted six years (2005–2010) and was divided into four stages. SCM, TNK-BP

Ukraine, Tetra Pak Ukraine and other domestic and foreign companies and public organizations became the first and largest participating companies, which resulted in the signing of the Global Compact under the auspices of the United Nations. Today, the Global Compact includes 167 countries and more than 25,000 participants from around the world. The main participants in effective communication with the company are employees, shareholders, stakeholders and other market participants (legal entities and individuals, state and municipal authorities, trade unions, public organizations, etc.). The result of internal and external relations and relationships are assessments that form a positive image of the company as a reliable employer and partner.

Modern Ukrainian business is undergoing a long-term transformation, which is caused not only by global initiatives, but also by the military aggression of the Russian Federation against Ukraine. Therefore, issues of socially responsible business (SRB) are crucial, especially in the oil and gas industry, energy, mining, metal rolling, etc. [1].

**Literature review. Corporate social responsibility.** Scientific circles, specialists and experts approach the interpretation of CSR in different ways. Thus, until 2010, when CSR was still a concept, there were about 80 definitions. As a result, there was a lack of a unified approach to understanding CSR, which constantly expanded its content and boundaries. In order to generalize best practices and knowledge in this area, ISO 26000 was implemented in 2010 and ratified in Ukraine at the end of 2020.

The founders of this concept at different times were Carroll A. B. (1991), Frederick W. C. (1994), Swanson D. L. (1995) and other prominent foreign scientists. Carroll A. B. developed and spread for the first time an understanding of CSR as a whole as a basic model, Frederick W. C. approached this issue from the other side, calling this process corporate social favorability. At the heart of both approaches are relations with society, but in the first case, they are presented broadly and relate to all aspects of business functioning, in the other – through the system of management relations. It is the second option that includes personal views, understanding, worldview, highlighted and developed by Swanson D. L., based on the concept of Frederick W. C.

In the future, other approaches were developed and gained momentum, including those by Ukrainian scientists. For example:

- Kolot A. M. [2] is the developer of the concept of consolidated (joint, communitarian) social responsibility. This concept assumes equality in the responsibility of all participants and partners, instead of giving preference to individual or collective influence;

- Karpenko O. O. and Mandzyuk N. K. [3] suggest using cluster social responsibility for formal and informal associations. This model is based on the principles of mutual responsibility, transparency, ethical behavior, interaction with stakeholders, compliance with legal norms, protection of human rights and greening of activities, etc.

In general, CSR is understood as a business practice based on an ethical and socially oriented attitude towards employees, people and society as a whole, strengthening environmental focus, improving the company's image, and as a result, investment attractiveness, profitability and cost-effectiveness.

Carroll B. A. (1991) distinguished its ethical or moral component within CSR and investigated ethical approaches to management – amoral and moral. It is the latter that will make it possible to achieve SRB.

Obryza O. and Chernobay L. [4] understand CSR as the practice of conducting business taking into account not only

economic indicators, but also social and environmental factors. Complementing the CSR principles put forward by Carrol B. A. (economic, legal, ethical ones), they expanded them to include cultural, social, political and environmental responsibility.

At the same time, Mazurenko V. P. and Zasenka O. Iu. [5] determine the importance of implementing CSR principles at enterprises, which will increase employee motivation, investor loyalty, effective cooperation with society and state institutions, and reputation. This, in turn, will ensure the effectiveness of the investment policy, incurred costs, optimization of production processes, use of the company's capital, and will increase the profitability and cost-effectiveness of the entire business.

Complementing the above, Dzoba O. and Stavnycha N. [6] indicate the need for a more detailed elaboration and addition of the existing CSR methodology, taking into account national characteristics. Development and approval of CSR standards is a complex, multi-step process. Perevozova I. V. and Shved O. M. [7], sharing this opinion, add that it is impossible to completely copy and translate international documents into the Ukrainian realities of doing business, but it is necessary to adapt them to the needs of domestic business. In addition, during development, it is necessary to take into account the consequences of the image of the company [8], the well-being of employees and the surrounding society [9], the impact on the natural environment [10] and other factors. Based on this, a responsible attitude to the adoption of corporate policy, program and strategy is required.

CSR is often equated with SRB. However, this is not entirely true. The latter concept is broader in its meaning, as it includes other forms of enterprises and organizations in addition to corporate structures. In this study, these categories will be used as identical.

*CSR standards, codes and regulations.* The largest group of international documents is formed, developed and distributed under the leadership of the UN and the International Organization for Standardization. The characteristics of the main ones are given in Table 1.

In addition to the listed international documents, in Ukraine, within the framework of this development vector, the Concept of implementation of state policy in the field of promoting the development of socially responsible business in Ukraine for the period up to 2030 has been adopted [11]. This concept should become a guide, along with international legal norms, in this area. Its main purpose lies in bringing together the goals of the state and business, business and society to create the proper conditions for social and economic development. The main directions of development in the concept are

Table 1

Characteristics of the main international documents adopted by the United Nations and standards of international organizations

Name of the document	Year of acceptance	Ratified by Ukraine	Content
A	1	2	3
United Nations Global Compact (GC)	2000	2013	involvement of entrepreneurs in acceleration of globalization processes, stability of the economy and strengthening of SRB
United Nations Guiding Principles on Business and Human Rights (GPBHR)	2011	2020	introduction of a set of measures by the state for the protection of human rights in entrepreneurship and supervision of business compliance with CSR principles
United Nations Sustainable Development Goals (the part of the 2030 Agenda for Sustainable Development) (SDG)	2015	2020	a vector of actions in the direction of reducing poverty, increasing responsibility for the environment and the well-being of people around the world
Social Accountability 8000 (SA)	1997 (2014)	–	designed to analyze the compliance of the management system with the norms of the standard, the implementation and achievement of sustainable development of the company, the ethical origin of products in the production-supply chain
Guidance on social responsibility (ISO 26000)	2010	2019	integrates all issues related to CSR, including methodology, principles, characteristics and guidance

similar to international documents in their content and include directions for improving the natural environment, employment of the population, and development of labor employment.

Working in this direction, Mints O. Y. and Kamyshnykova E. V. [12] detailed the main criteria for grouping international treaties (22 international documents): 1) general principles regarding CSR; 2) enterprise management and certification; 3) evaluation of the CSR rating; 4) accounting and reporting requirements; 5) requirements for the management of individual areas of CSR.

We stratified the main international documents by principles, goals and other components using PESTLE analysis (Fig. 1). The carried-out division shows that the greatest prominence in the documents is made in the social direction and legal regulation. Sometimes, in our view, some components are related to several groups of factors, which is due to the multi-influence of such components.

The main condition for joining these documents is not to force company managers to act, but to create such an environment that inspires them to increase their responsibility to all active and passive market participants.

*Social and ethical orientation of companies.* Ethical and social issues in the framework of CSR are an integral part of them. This is specifically stated in the works by recognized classics of scientists: Garrett T. M. and Klonoski R. J. (understanding of business ethics) (1985, Business ethics), James W. (ethics of pragmatism) (1907, Pragmatism: A New Name for Some Old Ways of Thinking), Carnegie A. (the idea of philosophical pragmatism as an aspect of the ethics of pragmatism) (1889, The Gospel of Wealth), and others.

For the needs of companies, an appropriate ethical infrastructure must be created, which Mazur V.S. emphasizes [13]. This is connected with the change in ethical values and the work of economic institutions. Also Mazur V.S. continues about the impossibility of opposing economic aspects to ethical ones.

In turn, Obriza O. and Chernobay L. [4] shed light on the importance of implementing ethical work principles in the company's activities. According to their vision, the business should satisfy the needs of customers, improve the image of the company, and implement the principles of honesty, transparency and fairness. This statement is quite logical, so Mazurenko V.P. and Zasenka O. Iu. [5] note that CSR is implemented by companies that value the moral and ethical principles of society and the environment.

Sikaliuk A. I., Perminova V. A. and Lytvyn S. V. [14] indicate that in today's unstable socio-economic conditions, the manager's work, which should be based on the socio-ethical paradigm of the company's functioning, needs a deeper rethinking. We agree with the opinion of the authors, since the preparation, training and experience of a manager using the principles of CSR will undoubtedly increase both the social and ethical orientation of his/her work.

*Problems and opportunities for improving the social and ethical behavior of business within the framework of CSR.* Many

Ukrainian companies focus exclusively on economic indicators of activity: profit, cost savings on wages, occupational safety, environmental protection, etc. Karavaev I. notes these and other unethical work principles [15]. He singled out the top 10 rules of business ethics inherent in domestic companies: the rule of honesty in doing business, unfair advertising, the rule of employment without discrimination, the rule of being a socially responsible business, the ethics of relations with partners, the rule of respect for legal norms, appearance and manners as components of the image of a business person, conflict of interests, culture of communication on the Internet and mobile etiquette and time management.

The indicated situation is also complicated by other reasons [16]:

- businessmen do not see the need for this;
- company managers do not implement social and ethical approaches due to a lack of funds;
- businessmen believe that this is the prerogative of the government and local authorities, and not their problem.

Solving these problems is possible in the conditions of the transition to the functioning of domestic companies in the conditions of globalization of markets, the spread of advanced CSR practices, the implementation of norms and standards of international organizations in their daily activities.

In order to improve the situation in the ethical direction of business, Slyvotskyi A. [17] suggests adhering to the basic economic principles formed by Sheptytskyi A. He singled out the following postulates: fair trade (sell only quality goods), fair price/fair deal (do not transfer the burden of costs to customers), fair pay (decent remuneration of employees for their work), education is the basis of the economy (good (educated) specialists form a powerful economy and economic development), partnership (cooperation) (unite separate producers into a strong powerful player in the market), to be good employees (instructions for employees to be good owners of their equipment, real estate, business).

In order to have an adequate attitude of stakeholders towards the company, it is possible to involve them in the process of forming and implementing recommendations and determining the impact on interested persons. The involved stakeholders can be classified as follows: reference groups (the main stakeholders on the subject of the evaluation provide their own recommendations and ensure the timeliness, relevance and accuracy of the processes); study groups (formed from stakeholders to provide evaluations, but less important than in reference groups); steering groups (providing some stakeholders with membership in steering groups for consulting and providing recommendations); advisory groups (consisting of individual experts not associated with the company who provide an objective assessment of the subject of assessment) [18].

Thus, a wide range of scientific and practical problems in the direction of the socio-ethical direction of development, which need to be solved by domestic, foreign, international and transnational companies operating in Ukraine, have been formed.

PESTLE-analysis		
<b>Political</b>	<b>Economic</b>	<b>Social</b>
1. GC Principles: 10 2. SDG goals: 9, 11, 12, 17 3. ISO topics26000: 1, 5.1-5.4	1. SDG goals: 8-10, 12 2. Sections of SA: 8 3. ISO topics26000: 1	1. GC Principles: 1-6 2. Principles GPBHR: 11-24, 25-30 3. SDG goals: 1-5, 7, 11, 16 4. Sections of SA: 1-9 5. ISO topics26000: 2.1-2.8, 3.1-3.5, 6.1-6., 7.1-7
<b>Technological</b>	<b>Legal</b>	<b>Environmental</b>
1. SDG goals: 6, 7, 9, 11, 12, 14, 15 2. Sections of SA: 3, 3. ISO topics26000: 1	1. GC Principles: 1-6 2. Principles GPBHR: 1-10, 25-30 3. SDG goals: 1-5, 9, 10-12, 13, 15-17 4. Sections of SA: 1, 2 5. ISO topics26000: 2.1-2.8	1. GC Principles: 7-9 2. SDG goals: 6, 13-15 3. ISO topics26000: 4.1-4.4

Fig. 1. Stratification of the main international documents regarding the social and ethical behavior of companies within the framework of CSR

**The purpose of the article.** The purpose of the article is to provide the theoretical, methodological and practical principles of ensuring the socio-ethical values of the functioning of Ukrainian companies and the development of potential scenarios for the development of events in the context of CSR.

In order to achieve the specified goal, the following tasks are proposed: determination of the range of international documents regulating the order of social and ethical obligations taken by the company and their stratification using the PESTLE analysis; grouping of companies that use social and ethical principles of work within the framework of CSR; development of possible scenarios for the development of events by companies in the short and long term.

**Methods.** To achieve the goals of the article, a number of cognitive methods (general scientific and special) were used, including the following:

- the dialectical method was used to determine changes in the socially oriented approach of companies and the consequences of such changes;

- the hermeneutic method was used for the purpose of researching the connections between international norms and standards regarding socio-ethical and other treatment of companies implemented within the framework of CSR;

- the method of scenario modeling was used to construct the possible consequences of decisions made by company management regarding changes in social and ethical values in the short- and long-term;

- the method of system analysis was used to determine the interrelationships of changes in the SRB and the consequences for the company's management and other interested parties;

- the PESTLE analysis method was used in order to stratify international documents in the field of SRB and social-ethical and other factors affecting the functioning of companies;

- the grouping method was used to classify companies according to the observance of social and ethical principles of work within the framework of CSR.

**Results.** Energy, oil and gas, ore mining and metal rolling companies operating in Ukraine are going through difficult times of business transformation. In addition to solving economic problems, company management must also solve a number of social and ethical issues. The circle of issues to be resolved by companies lies in two planes: external and internal. If the internal orientation of the management's work forms proper working conditions, sanitation and safety of work, necessary conditions for rest, environmentally safe technologies for manufacturing of products and impact on ecology, decent remuneration for work results, cultural events and development of corporate culture, etc.; then external processes directly affect the work of the company and often do not depend on the will of the management of the company itself.

An important condition for the company's ethical behavior is the formation and submission of transparent non-financial reporting. This document contains non-financial indicators of the company's activity that reflect the declared tasks of social policy, mechanisms for their implementation, indicators related to internal (relations with employees, shareholders, management, occupational safety, environmental activities, etc.) and external processes (relations with clients, suppliers, competitors, etc.). When forming such accountability, they are guided by the requirements of the Framework Standard AA1000AS (AccountAbility 1000 Assurance Standard). This standard is intended for stakeholder engagement management. Companies that care about their own reputation undergo an independent audit of this report. The audit opinion of the verification of the report is a mandatory condition for companies that wish to or already trade securities on the stock exchange. Similarly, compliance with the requirements of other sustainability standards is checked, in particular (GRI, ISO 26000, Social Accountability 8000, Global Compact, etc.). As a result of an independent external audit, the reliability and transparency of the indicators of the company's reports are

confirmed. Investment attractiveness, the degree of trust of interested parties, and the profitability of doing business are increasing. In turn, the international standard ISO 26000 is not mandatory for the company to maintain and is not subject to certification. However, fulfilling its requirements significantly increases the level of transparency, trust and shows the social and ethical commitment of the company. This, in particular, is confirmed by our research on the significant contribution of companies in the energy sector, the oil and gas sector, and metal production and ore mining to the construction of a socially oriented business (Table 2).

In addition to the generally accepted approaches to the formation and implementation of the principles of ethics and social orientation in the context of CSR, companies are also recommended to apply the principles of ESG (environmental, social and corporate governance). This indicator is non-financial in nature, it makes it possible to investigate "business operations through social and ethical relations of the company with the environment and its stakeholders – interested parties (employees, consumers, customers, society in general, public authorities, media, etc.). These are key factors for measuring the sustainability and ethical impact of investments in a company and business" [19]. The highest positions per company from the ESG Transparency Index 2020 (data in Table 2) go to companies in the field of Electricity (59, 58, 55 points), followed by companies in the field of Oil, gas, & coal (57, 41.5, 30, etc.) and Industrial metals and mining companies close the rating (47, 31.5, 28, etc.). The advantages of using ESG principles are the formation of a high-class team of specialists with young, determined, talented, promising and high-quality employees; improvement of financial and investment indicators through improvement of relations with interested parties; implementation of improvements and innovations in operational activities, etc.

Some of the listed companies have approved and adhere to the Compliance Policy. The main goal of the Compliance Policy is compliance with domestic legislation, international norms, rules and standards, as well as ethical principles. Among them: SE "NNEGC "Energoatom", NJSC "Naftogaz of Ukraine", Ukrenergo, DTEK, Gas Transmission System Operator of Ukraine and other well-known companies.

SE "NNEGC "Energoatom" was the top company according to the results of our research. It consistently confirms the reputation of the best socially-oriented (state) company with transparent reporting. The company adheres to the principles of partnership and equality with all interested parties: with the population, contractors, state bodies, bodies of territorial communities, mass media, company employees, scientific and expert community, public institutions (social, environmental, sectoral, anti-corruption) and international non-profit organizations (energy, environmental sector, SRB). Social responsibility is implemented through salary increases compared to competing companies (in 2020 – by almost 6.8 thousand UAH on average), for social development – more than 0.7 billion UAH, which is almost 4 % higher than in the previous period, the costs for professional development, retraining and training of employees amounted to about 19 million hryvnias.

NJSC "Naftogaz of Ukraine" is also considered one of the best companies, whose management has implemented the 10 principles of the Global Compact in its activities and adheres to the 7 Sustainable Development Goals in its daily activities. Naftogaz is the largest taxpayer in Ukraine (in 2021 – 11 % of total revenues to the state budget), and acts as a partner of more than 240 territorial communities in 11 regions. Financial support and donations are an important component of Naftogaz's socially responsible behavior. Thus, in 2017–2021, the company spent more than 1/4 billion hryvnias to support social and infrastructure facilities, to combat the consequences of COVID-19 – 0.7 billion hryvnias, to support the Armed Forces – more than 70 million hryvnias.

Grouping of companies implementing social and ethical values within the framework of CSR

Type of economic activity	Support and implementation		Non-financial reporting and business transparency		
	GC	SDG	ESG Transparency Index 2020, points	ISO 14001	ISO 26000
Oil, gas, & coal	TNK-Ukraine EF; Vanco Prykerchynska Ltd; LLC Drilling Company RUDIS; SYNTERO Limited; Yug-Neftegaz Private Limited; JSC Ukrigasvydobuvannya; NJSC "Naftogaz of Ukraine"	JSC Ukrigasvydobuvannya (4); Concern Galnaftogaz (5, 10, 11, 12); NJSC "Naftogaz of Ukraine" (3, 4, 6, 7, 11, 13, 17)	NJSC "Naftogaz of Ukraine" (57); JSC Ukrigasvydobuvannya (41,5); PJSC "Ukrnafta" (30); LLC "Gas Transmission System Operator of Ukraine" (28,5); JSC "Ukrtransgaz" (26); PJSC "MC "Ukrnaftoburinnia" (21,5); PrJSC "Naftohazvydobuvannya" (17,5); DTEK Pavlohradvuhillia PRJSC (10,5); JSC "Ukratnafta" (10)	NJSC "Naftogaz of Ukraine"; LLC "Gas Transmission System Operator of Ukraine"; PJSC "Ukrnafta"	NJSC "Naftogaz of Ukraine"; JSC Ukrigasvydobuvannya; PJSC "Vinnytsiahaz"
Electricity	NPC "Ukrenergo"; AVGUSTA LLC (Tolk Energy Group); PJSC "Lvivoblenergo"; DTEK	JSC "Prykarpattiaoblenerho" (3, 4, 13, 16); SE "NNEGC "Energoatom" (1, 3-9, 11-13, 15-17); DTEK (4, 12, 17)	SE "NNEGC "Energoatom" (59); PrJSC "Ukrhydroenergo" (58); NPC "Ukrenergo" (55); PJSC "Centrenergo" (23,5)	SE "NNEGC "Energoatom"; NPC "Ukrenergo"; PrJSC "Ukrhydroenergo"; DTEK	SE "NNEGC "Energoatom"; PrJSC "Ukrhydroenergo"; NPC "Ukrenergo"
Industrial metals and mining	LLC "Pobuzhsky Ferronickel Works"; JSC Electrometallurgical Works Dnepropetsstal named after A. N. Kuzmin; Metinvest Holding, LLC; Industrial Union of Donbass; Mykolayiv Alumina Refinery Company Limited of United Company RUSAL; CJSC Mini Steel Mill Istil – Ukraine	Metinvest Holding, LLC (4); PJSC "Zaporizhstal" (11)	PJSC "ArcelorMittal Kryvyi Rih" (47); PJSC "Ferrexpo Poltava Mining" (31,5); PJSC "PIVNMPP" (28); PJSC "Inhuletskyi MPP" (28); JSC "PIVDENNYI HZK" (15,5)		Metinvest Holding, LLC

JSC "Ukrigasvydobuvannya" is another company from the list in Table 2, which has a good position. The company is one of the largest taxpayers in Ukraine, having paid about UAH 4.5 billion in 2021. During the COVID-19 pandemic, it helped hospitals and medical institutions by supplying the necessary equipment, disinfection and personal protective equipment. The company participates in the support of the Armed Forces by transferring money, materials, buying military equipment, and partnerships with KSE and Nova Poshta (Humanitarian Nova Poshta) to help the Armed Forces.

CSR Ukraine [20] first developed a SRB model for companies operating in wartime conditions. The proposed model includes the following elements: business continuity (the company's readiness for crisis times and includes key resources: labor, material, fixed assets, etc.); people's safety (taking care of the moral, psychological and physical safety of the company's employees, financing the relocation of businesses and people, building bomb shelters and shelters); assistance to the army (financing of the key needs of the army, material support of employees serving in the military, receiving treatment, and their families); partnership (interaction with local and state authorities, competitors, tax authorities); local communities (financing of important humanitarian and social projects, support of various charitable organizations, internally displaced persons).

The above data show that the proposed model of CSR Ukraine, perhaps not in this way, is already being implemented at Ukrainian enterprises, as evidenced by the actions of the management of SE "NNEGC "Energoatom", NJSC "Naftogaz of Ukraine", JSC "Ukrigasvydobuvannya", and others.

On the basis of open sources of company information, we conducted a PESTLE analysis of factors (Fig. 2) that have an external and internal influence on the company's activities regarding its implementation of social-ethical and other principles in the conditions of adopting CSR. Although PESTLE analysis as a marketing tool is intended for the analysis of the external influence of factors on the object, we suggest using it to evaluate the influence of internal factors as well. It is not possible to single out a clear influence of factors on some aspect of the company's activity. The social orientation and ethical behavior of the company is influenced by a whole set of factors, some to a greater extent, others to a lesser extent. Thus, a group of political factors reveals the company's ability to meet its obligations. These can be the fight against corruption, transparent reporting, the absence of price discrimination, the absence of conflict situations, principles of ethics towards external stakeholders, etc.

As for economic factors, the company's management is aware of its responsibility to stakeholders and supports the underprivileged, directs investments to support and develop local infrastructure, allocates part of the profit to charity, etc.

The most important group of factors are social ones. Solving these issues is carried out by supporting local social development programs, increasing customer trust, improving the qualifications and retraining of employees who have lost their jobs, creating healthy and safe working conditions at the workplace, providing a package of social guarantees, improving the welfare of employees, etc.

Technological factors create safe working conditions, reducing the level of injuries due to the modernization of the

PESTLE-analysis		
<b>Political</b> 1. Political stability 2. Static legislation 3. Accepted declarations regarding the social and ethical orientation of CSR 4. Corruption	<b>Economic</b> 1. Charity 2. Support for the development of territorial communities 3. Costs for product improvement, increasing the level of its innovativeness 4. Directing part of the profit to improve infrastructure and people's well-being	<b>Social</b> 1. Development of personal abilities of employees and improvement of their qualification level 2. Package of social guarantees 3. Welfare of employees 4. Participation in local social development programs 5. Safe and healthy working conditions 6. Customer trust 7. Support of workers who have lost their jobs and their retraining
<b>Technological</b> 1. Standardization 2. Product safety and quality 3. Circular economy 4. Waste reuse or disposal 5. The latest ecological "green" production technologies	<b>Legal</b> 1. Compliance with ethical and social standards 2. Compliance with accepted standards at different levels of functioning (national, international, global) 3. Consideration and implementation of legislation	<b>Environmental</b> 1. Environmental pollution 2. Reduction of carbon emissions 3. Loss of biodiversity 4. Effective and rational management of resources (water, air, land) 5. Environmental friendliness of materials and their reuse 6. Environmental responsibility

Fig. 2. Socio-ethical and other factors affecting the company's development in terms of CSR

existing main means of production, their renewal, the introduction of green and waste-free technologies in production, the reuse of production waste, passing the stages of standardization regarding compliance with various international and national standards.

Legal factors regulate the company's compliance with national legislation and international standards, norms and rules, its own (internal corporate) developed and approved codes, policies and standards.

And the last group of factors – the surrounding natural environment, shows how the company adheres to its commitments to environmental protection. Implementation of measures for the introduction of green technologies (solar energy, reduction of carbon emissions, ecological packaging, etc.), reduction of emissions of pollutants and rejection of such technologies in the future, costs for preserving the biodiversity of the company's location and territory, reduction of the volume of natural resources involved in production (water, land) and their preservation, etc. This group has a direct influence on the population of the communities where people live, on the sanitary condition of the territories, etc.

We note that the listed negative ethical traits characteristic of Ukrainian businessmen and advice on their correction can significantly improve the company's image and rating in the long term. As part of this study, we suggest using business development scenarios of companies taking into account social and ethical values in their short- and long-term (strategic) development (Table 3).

Each of the above scenarios has different starting conditions that have developed at the enterprise and their possible consequences in the long-term horizon. Let us consider them in more detail.

*Scenario 1.* The company, neglecting social and ethical norms in its practice, receives a positive financial result in the short term. The company is focused exclusively on profit, does not use standards and norms of moral and ethical behavior and does not develop or plan to implement CSR in its activities. Environmental impact is not the natural environment and human health is negative. The following actions are characteristic of such companies: underpayment of the full amount of wages, its delay, sending employees on unpaid leave, disrespecting the cultural and religious beliefs of employees, selling cheap low-quality goods to customers, lack of proper service, non-compliance with current legislation, manifestations of corruption, etc. The lack of opportunity to find other work in the location of people's residence, price inaccessibility of similar goods to buyers, etc. gives advantages to such companies in their behavior. However, in a strategic vision, with a change in the situation in the region

of operation, the management of the company with an unchanged approach to its activities will have the following problems: a high level of personnel turnover, a shortage of employees, dissatisfaction with the quality and service of consumers, problems with state bodies, corruption, etc., which will lead to disappointing financial consequences. Conclusion: if the company does not change its business philosophy, does not implement social and ethical values as part of the development of the CSR program, it will face bankruptcy and possible liquidation.

*Scenario 2.* The company, as in the previous case, neglects social and ethical norms. In the long term, management gradually implements CSR, but only with an orientation towards achieving ethical work principles. Partially highlights assumed obligations in non-financial reporting. As a result, the relation-

Table 3

Scenarios of the functioning of companies in the conditions of the implementation of social and ethical incentives within the framework of CSR business

Development strategy	Business ethics		Social responsibility		Business profitability	Socially beneficial effect of the company's activity
	Used*	Not used*	Used	Not used		
Scenario 1						
short term	-	-1	-	-1	+1	-1
long-term	-	-1	-	-1	-1	-3
Scenario 2						
short term	-	-1	-	-1	+1	-1
long-term	+1	-	-	-1	-1/+1	-1/+1
Scenario 3						
short term	+1	-	-	-1	+1	+1
long-term	+1	-	+1	-	+1	+3
...						
Scenario n						
short term	+1	-	+1	-	+1	+3
long-term	+1	-	+1	-	+1	+3

\* Used – principles, standards or norms are used in the company; Not used – principles, standards or norms are not used in the company

ship of customers, suppliers, authorities, stakeholders, etc. is improved, with the same attitude towards the company's personnel. The company does not (plan) to enter the stock market. Conclusion: the company changes its business philosophy, but neglects social responsibility within the company, which can cause the spread of unwanted information from lawyers and a gradual decrease in the trust of external stakeholders, and as a result, financial indicators deteriorate.

**Scenario 3.** The company, as in previous cases, neglects social and ethical norms. However, the company's management begins to understand the negative effects of the created image of the company on its performance and decides to introduce the necessary changes in the company. Necessary domestic and international norms, standards and rules are taken into account in all areas of the company's activities. The company has conducted or is conducting an IPO on the domestic or international stock market, plans investments in improving social and living conditions, working conditions, increasing the level of safety equipment at work, improving existing types of products and services, implementing modernization and updating of the existing production and technological base, greening of production etc. Conclusion: the positive effect is reflected not only on the economic performance indicators, but also on the social and ethical values implemented by the company's management.

**Scenario n.** From the very beginning, the company's management chose a course not only for profitable business, but also for creating the image of a socially responsible company. This scenario assumes that all interested internal and external participants are necessarily satisfied with the company's work. A developed and implemented CSR program, including ethical and social orientation, will ensure the sustainability of the company in the long term. Transparent management and publication of financial and non-financial statements is a measure of openness and honesty of the company. The principles of CSR stated in the company's development strategy are fully implemented. All interested internal and external parties are satisfied with the company's activities. The company, together with territorial communities, educational centers, charitable foundations and organizations, public formations, state authorities, makes a great contribution to solving problematic issues. The company has already issued securities, is conducting an additional issue or is planning to issue it for the first time. Interest from investors is very high. The stock quotes and the company's position on the stock exchange are high. Conclusion: a company that is concerned about social-ethical, moral-psychological, sanitary-epidemiological, environmental and other issues has higher ratings and is positioned as a company with stable views on SRB.

**Conclusions.** International organizations, including the UN, implemented documents containing principles, norms and rules of social and ethical behavior for the company, and are intended to increase the level of trust and consequences of decisions made by the management of such companies. Currently, the Global Compact, Guiding Principles on Business and Human Rights, Sustainable Development Goals, Social Accountability 8000, Guidance on social responsibility ISO 26000, etc. have spread in the international field. Most of the above documents were ratified in Ukraine.

Despite the consequences of the COVID-19 pandemic and military actions on the territory of Ukraine, domestic companies are transforming their business processes in the direction of implementing socially oriented values. The conducted research showed that in Ukraine the situation in the socio-ethical direction of the work of companies is at different stages of development. Companies in the fields of Oil, gas, & coal, Electricity and Industrial metals and mining implement CSR practices in order to increase the trust of external stakeholders, especially state authorities, territorial communities, suppliers and contractors, investors, banking institutions, customers, stock exchanges, etc.; and internal stakeholders – employees, managers, shareholders, etc. According to the results of the stratification, the heads of the Electricity companies (SE “NNEGC “Energoatom”; PrJSC

“Ukrhydroenergo”; NPC “Ukrenergo”) took the highest positions, having the highest ESG Transparency Index 2020 indicators, voluntarily accepting the principles of the Global Compact and Sustainable Development Goals, conducting an activity assessment non-financial indicators of ISO 14001 and ISO 26000 standards, which do not require audit and assessment. Despite the achievements of companies in this field of work, Ukrainian business has many complaints about corruption, the lack of transparency of doing business, the lack of sense of investing in the welfare and infrastructure of communities (if the company does not plan to enter the stock market), shifting the burden of responsibility to state and local authorities, unethical treatment of the environment, society as a whole, etc.

Solving problems in the socio-ethical plane is possible through compliance with the principles of A. Sheptytskyi, based on which the company should not sell low-quality goods, not raise prices, pay decent remuneration to employees, direct part of the funds to improve the level of education of employees, and effectively use available resources. Another option for increasing the company's rating is the involvement of stakeholders in the development and implementation of recommendations and influence on the company's stakeholders. All these aspects should form the basis of the established CSR program and become part of the company's strategic development plan.

In today's unstable and turbulent conditions, there has appeared a need to develop (modify) the SRB model for companies operating in wartime conditions. The proposed model will contain the following elements: business continuity; people's safety; army assistance; partnership and local communities.

Ensuring the implementation of this model and solving the above-mentioned problems are possible by the method of scenario modeling. Hypothetical scenarios for the development of companies in the short- and long-term are developed and described in the work, aimed at increasing the social and ethical orientation of the company's management.

In the future, it is necessary to focus on more in-depth object-wise analysis and development of scenarios directly for individual market participants.

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## Етичні й соціальні стимули трансформації бізнес-моделі управління підприємством в умовах сталого розвитку

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**Мета.** Аналіз теоретико-методичних і практичних засад забезпечення соціально-етичних цінностей функціонування українських компаній і розробка потенційних сценаріїв розвитку подій в умовах реалізації корпоративної соціальної відповідальності (КСВ).

**Методика.** Методика дослідження включає наступні методи:

- діалектичний і герменевтичний – для виявлення змін і зв'язків у соціально-орієнтованому підході компанії та їх наслідками;

- сценарного моделювання – визначення наслідків рішень, що приймаються керівництвом компанії щодо зміни соціально-етичних цінностей у коротко- й довгостроковому періоді;

- системного аналізу – аналізу взаємозв'язків змін у соціально-етичних цінностях бізнесу та їх наслідків для керівництва компанії та інших зацікавлених сторін;

- PESTLE-аналізу – для стратифікації міжнародних документів у полі СВБ і соціально-етичними та іншими чинниками, що впливають на функціонування компанії;

- групування – для класифікації компаній за дотриманням соціально-етичних принципів роботи в рамках КСВ.

**Результати.** Зазначено, що в умовах сталого розвитку керівництво компаній має звертати увагу на питання СВБ, у т.ч. на соціально-етичні цінності. У міжнародному правовому полі розроблені документи під егідою ООН щодо СВБ, частина яких ратифікована в Україні. Дана група документів є необов'язковою для використання менеджментом компаній, але впливає на доступ до ринків міжнародних капіталів, рейтинг і прозорість звітності. Компанії енергетичного сектору та прокату металу впроваджують у свою практику принципи, стандарти й норми щодо соціально-етичного бізнесу, забезпечуючи позитивну репутацію та імідж, підтримуючи соціальну інфраструктуру й добробут працівників і населення в цілому тощо.

**Наукова новизна.** Проведений аналіз дозволив уперше стратифікувати міжнародні документи з СВБ і чинників щодо соціально-етичних цінностей компаній з використанням PESTLE-аналізу. Розроблені та описані потенційні сценарії розвитку компаній у коротко- й довгостроковому періоді в умовах реалізації соціально-етичних стимулів у рамках КСВ бізнесу.

**Практична значимість.** Приведена стратифікація міжнародних документів для соціально-етичного ведення бізнесу може бути корисною для наукової спільноти та в освітніх закладах. Розроблені сценарії функціонування компаній в умовах реалізації соціально-етичних стимулів у рамках КСВ бізнесу стануть у нагоді менеджерам компаній, фахівцям і вченим, що досліджують питання КСВ.

**Ключові слова:** соціальна відповідальність бізнесу, корпоративна соціальна відповідальність, ділова етика, соціально-етичні цінності, сталість розвитку

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# CONTENTS

<b>Geology</b> .....	5
<b>M. E. Sanatbekov, G. Zholtaev, N. Tileuberdi, E. S. Auelkhan, Z. B. Imansakipova.</b> Study of geodynamic and hydrogeological criteria for assessing the hydrocarbon potential of the Alakol depression .....	5
<b>A. D. Maussymbaeva, V. S. Portnov, S. B. Imanbayeva, M. Rabatuly, G. M. Rakhimova.</b> Influence of rock shear processes on the methane content of longwall faces .....	11
<b>K. A. Bezruchko, O. V. Burchak, L. I. Pymonenko, V. V. Chelkan.</b> Sorption capacity and natural gas content of coal beds of Donbas .....	18
<b>Mining</b> .....	27
<b>B. T. Ratov, V. A. Mechnik, V. L. Khomenko, A. O. Ihnatov, A. B. Kalzhanova.</b> Influence of disperse-hardening additive chrome diboride on the structure of carbide matrixes of PDC drill bits .....	27
<b>S. P. Miniciev, L. A. Novikov, O. S. Yanzhula, O. Y. Belousov, R. V. Makarenko.</b> Assessment of the contamination degree of gas pipeline branches during mined-out space degasification .....	35
<b>P. Shcherbakov, S. Tymchenko, S. Moldabayev, N. Sarybayev, D. Klymenko, N. Ulanova.</b> Implementation of a mathematical component in the device development for operational control of the dump truck .....	41
<b>D. Zh. Abdeli, A. S. Yskak, B. A. Shilanbayev, B. A. Baluanov.</b> Enhanced oil recovery of deposits by maintaining a rational reservoir pressure .....	48
<b>Solid State Physics, Mineral Processing</b> .....	55
<b>I. Ammour, N. Sabba, I. Zeriri, A. Bouslama, E. Sakher.</b> Combined roasting and leaching treatment for reducing phosphorus, aluminum and silicon in oolitic iron ore .....	55
<b>I. V. Novytskyi, Y. O. Shevchenko.</b> Justification of the criterion for optimal control of the self-grinding process of ores in drum mills .....	61
<b>Geotechnical and Mining Mechanical Engineering, Machine Building</b> .....	67
<b>O. V. Fomin, P. M. Prokopenko, A. M. Fomina, A. O. Klymash, S. V. Kuzmenko.</b> Strength analysis of the model 918 wagon under non-typical bulk loads .....	67
<b>I. Taran, B. Zhamanbayev, I. Klymenko, Y. Beketov.</b> Application of modern mathematical apparatus for determining the dynamic properties of vehicles .....	73
<b>Environmental Safety, Labour Protection</b> .....	80
<b>F. Hamrani, A. Boutaleb, M. Ould Hamou, A. Merchichi, A. Bouras, A. Babczynska.</b> Environmental toxicity assessment of mining waste from an abandoned Zn-Pb mine .....	80
<b>V. I. Golinko, V. A. Zabelina.</b> Features of the assessment of occupational risks under hazardous working conditions .....	86
<b>L. Cherniak, O. Shevchenko, T. Maniecki, O. Mikhieiev, O. Shtyka, R. Ciesielski.</b> The effect of petroleum products pollution on environmental soil condition at airport adjacent territory .....	92
<b>V. V. Popovych, P. V. Bosak, T. K. Skyba, N. P. Popovych.</b> Floristic and ecological structure of the landfill vegetation in the Western Forest Steppe of Ukraine .....	99
<b>L. Yarmol, O. Baik, O. Bernaziuk, N. Stetsyuk, N. Ilkiv.</b> The right to a safe environment: economic and legal guarantees of provision in Ukraine .....	106
<b>Information Technologies, Systems Analysis and Administration</b> .....	114
<b>Yu. Golovko, O. Sdvyzhkova.</b> Cumulative triangle for visual analysis of empirical data .....	114
<b>I. S. Konokh, N. M. Istomina, A. I. Lomonos.</b> Designing the predictive control of a drum dryer using multi-agent technology .....	121
<b>O. O. Aziukovskiy, V. Z. Gryshchak, K. A. Ziborov, S. O. Fedoriachenko, D. V. Harkavenko.</b> On the issue of load's external ballistics under low-speed transportation .....	128
<b>V. V. Sidanchenko, O. Yu. Gusev.</b> Research on stochastic properties of time series data on chemical analysis of cast iron .....	135

<b>Economy and Management</b> .....	141
<b>H. Y. Ostrovska, B. G. Shelestovskiy, O. M. Pietukhova, I. A. Yasinetska, L. S. Tarayevska.</b> Intellectual potential assessing methodology of an innovation-oriented enterprise .....	141
<b>I. I. Nikolina, N. M. Makhnachova, V. A. Kuzinska.</b> Ukraine’s policy on brain drain in the wartime and post-war periods .....	149
<b>M. Yastrubskyy, Zh. Wang, Q. Zhang, S. Pavlovskiy.</b> The model of economic cooperation systems in the context of implementation of the “One Belt One Road” initiative .....	157
<b>T. V. Alyoshina, N. O. Fisunencko, A. O. Kyselov, S. O. Kiselov, O. V. Karnauhov.</b> Innovative approaches to personnel security under the conditions of martial law .....	164
<b>V. Nitsenko, A. Dankevych, O. Dzoba, A. Ustenko, Yu. Bashynska.</b> Ethical and social incentives for the transformation of the business model of enterprise management in conditions of sustainable development .....	172
<b>Yu. Herasymenko, N. Ryzhikova, V. Antoshchenkova, N. Birchenko, V. Chertov.</b> The labor market as a component of the economic security system of Ukraine .....	180