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REALIZING CORPORATE SOCIAL RESPONSIBILITY IN WARTIME THROUGH MILITARY VOLUNTEERING

Summary

Purpose | The article aims to explore how corporate social responsibility (CSR) is realised in wartime conditions through volunteering initiatives, using the example of the Nova Post group of companies. The study investigates how CSR activities evolve from strategic long-term initiatives to critical mechanisms of social resilience during crises, especially in the context of the full-scale Russian invasion of Ukraine.

Research method | A mixed-method approach was employed, combining qualitative interviews and quantitative analysis of internal corporate data. Data sources included Nova Post's reports, employee engagement statistics, and direct interviews with company staff and external stakeholders. This allowed for a multidimensional assessment of the scope, impact, and challenges of CSR activities during wartime.

Results | The results demonstrate that Nova Post has effectively adapted its CSR strategy to wartime realities. Thousands of employees were involved in volunteer projects, and the company implemented over 400 aid campaigns, providing millions in financial

and material support to both military and civilian sectors. The initiatives significantly contributed to employee cohesion, public trust, and community resilience. CSR activities became not only a reflection of corporate values but also a key element of national solidarity and defense.

Originality/value/implications/recommendations | The study confirms that CSR, when aligned with real societal needs, can strengthen both organisational capacity and national resilience. Businesses are encouraged to document and institutionalise wartime CSR practices and collaborate with public institutions to develop frameworks adaptable to future emergencies. The Nova Post case can serve as a model for companies operating in crisis conditions, showing how volunteering can bridge business objectives with urgent societal priorities.

Keywords: corporate social responsibility (CSR), wartime, business resilience, humanitarian aid, military volunteering

JEL classification: M14, L31, H56

1. Introduction

The current Russian-Ukrainian war started in 2014 when the Autonomous Republic of Crimea and parts of Luhansk and Donetsk regions (7.28% of Ukraine's territory) were annexed. In 2022, the war escalated into a heated phase, with a significant number of regions of Ukraine subjected to the full-scale invasion. As of January 2025 [*DeepStateMap*, 2025] a total of 18.56% of Ukraine's territory is occupied, including the Autonomous Republic of Crimea and parts of Luhansk, Donetsk, Kharkiv, Zaporizhzhia, and Kherson regions.

Due to the insufficient determination of world leaders, global political changes and cataclysms, the realities of today's Ukraine are a difficult situation on the frontline, insufficient funding and weapons supplies from international partners to protect against invaders, economic decline, high inflation, and complex social problems in the society.

The importance of volunteering, especially in a country that is defending its territorial integrity, cannot be overestimated. It has a powerful ability to unite people around common values, because collaboration aimed at helping others

and a common goal, which transcends individual interests and even political differences, are quite important for the fight against the aggressor, both at the frontline and in the home front. This creates a platform for cooperation and coordinated action for the benefit of the entire country. In addition, volunteering contributes to the formation of communities in which people find common values and mutual understanding, stimulates mutual assistance, tolerance and mutual respect, which contributes to the strengthening of social unity and development of civic consciousness [Rudenko 2023]. The legal framework for volunteering in Ukraine is defined by the Law of Ukraine “On Volunteer Activity” [2011, no. 42, item 435].

Pylhun [2023] believes that horizontal self-organisation can become a strong competitive advantage for Ukraine in the world system. According to the research on the behavior of Ukrainians during the war [Pylhun 2023], the soldiers believe that 80% of what they need in the war is provided by volunteers. NGOs and charitable foundations obtain licenses to purchase weapons and raise money for mortars to protect their cities. Students and business people produce drones and equipment for the military. The care of internally displaced persons is entirely on the shoulders of the civil society. Pensioners prepare food and weave camouflage nets, and children make trench candles. An additional direction for many NGOs has become medical support for the military and rehabilitation of veterans. It is difficult to find a family in Ukraine that has not shared money, basic necessities, or housing with the military and with people affected by the war. It is currently difficult to list all the activities that Ukrainians have initiated and are carrying out for the sake of victory. The Ukrainians almost instantly manage to solve issues that the government and specialised and international organisations are not ready to solve.

Corporate social responsibility (CSR) is a necessary element of the activities of modern Ukrainian companies, which are actively involved in volunteer programs to support the military, volunteer fighters, and civilians in the martial law conditions. Volunteer activities of Ukrainian companies reflect their readiness to actively participate in solving social problems and are manifested through the provision of financial, logistical, and organisational support. Involving personnel in volunteer activities contributes to the formation of team spirit,

increases the morale of the team, and creates a positive image of the company as a socially responsible partner. The participation of Ukrainian companies in volunteer programs during the war period emphasises their willingness to accept social responsibility, which is no less important than the economic or environmental, and contributes to the formation of a positive image of the Ukrainian business as an active participant in public life.

The goal of the article is to explore how corporate social responsibility (CSR) is realised and adapted in wartime conditions through military volunteering, and to assess its role in enhancing societal cohesion and business resilience. The research examines the practical experience of Ukrainian companies, in particular the Nova Group, in realising CSR through volunteer initiatives, and highlights the key aspects of business adaptation to the new realities of war-time. Particular emphasis is placed on the importance of volunteering for the formation of a positive business image, strengthening social cohesion, and supporting the Armed Forces of Ukraine.

The research addresses the problem of how CSR, traditionally associated with long-term sustainability and stakeholder engagement, transforms into a crisis-response mechanism during wartime, particularly through military volunteering. This raises questions about the adaptability, scope, and ethical boundaries of CSR under conditions of sustained crisis.

2. Theoretical background

Researchers pay significant attention to the evolution of corporate social responsibility (CSR) as a key tool for ensuring business sustainability and building a positive image of a company.

Most current studies focus on the impact of CSR on the brand and reputation of the organisation. The findings of Vuong & Bui [2023] confirm that the implementation of CSR has a positive impact on the internal corporate culture and employee satisfaction. The article emphasises that the integration of CSR into the company's management strategy allows not only to increase employee satisfaction, but also to strengthen the brand's reputation,

improving its market position. Researchers also emphasise the importance of internal and external CSR programs for building long-term relationships with stakeholders.

Shribman [2024] stresses that CSR has evolved from obligation to strategy. CSR refers to a company's commitment to operate ethically and sustainably, balancing economic, environmental and social considerations. It involves going beyond legal requirements to make a proactive effort to positively influence the society.

The principles of corporate social responsibility are regulated by a number of regulatory and legal acts at various levels, the key of which is the International Standard ISO 26000: 2010 "Guidelines on Social Responsibility" [*Guidance on Social Responsibility*, 2010]. It identifies seven key aspects of corporate social responsibility: 1) organisational governance; 2) human rights; 3) labor practices; 4) environment; 5) fair business practices; 6) consumer issues; 7) community engagement and development.

Recent studies emphasise that community-based CSR not only strengthens organisational reputation but also boosts employee motivation and job satisfaction, especially when such initiatives are authentic and locally embedded [Appel *et al.*, 2023; Appiah, 2019; Etikan, 2024].

In this study, we adopt the definition of corporate social responsibility (CSR) as provided in ISO 26000:2010 [*Guidance on Social Responsibility*, 2010], which describes CSR as the responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior. This comprehensive and internationally recognised framework was chosen because it allows for the interpretation of CSR not only in stable conditions, but also in crisis contexts, where social responsibility becomes a crucial element of organisational resilience.

CSR is centered around three pillars – people, planet, and profit – often referred to as the "triple bottom line". This framework is intended to help companies focus not only on financial success but also on their societal contributions and environmental impact [Shribman, 2024].

Lysenko & Turchyn [2017, p. 1013] consider corporate social responsibility as a philosophy of behavior and a concept of how certain communities build their activities on the principles of sustainable social development.

The main tools of corporate social responsibility are the development of social programs, volunteering, environmental protection, charity and sponsorship [Baliun, Belimenko, 2019, p. 81].

In this research, we focus on the modern realities of the full-scale Russian-Ukrainian war and on the manifestation of corporate social responsibility in elements of military volunteering.

The research by Lysenko & Turchyn [2017] emphasises that the success of modern companies largely depends on their ability to implement socially responsible practices that support the development of local communities. The authors stress the importance of partnerships between business, civil society, and government to ensure social stability and the quality of life of the population. In particular, they analyse corporate volunteering practices that contribute to improving the local social climate and involving communities in decision-making processes.

Polishchuk et al. [2024] and Lavryniuk et al. [2023] studied how private donors helped to relocate business from the regions affected by the war to the safety locations.

Changes in the consciousness and types of activity of Ukrainians require, on the one hand, expanding public awareness of social responsibility practices, and on the other hand, they require understanding of the phenomenon itself. This should contribute to the formation of the inter-sectoral interaction, in which the concepts of economic efficiency and social benefit are not mutually exclusive, but, on the contrary, complement each other and give a synergistic effect [Lysenko, Turchyn, 2017, p. 1012].

Another important aspect is the impact of the war on the transformation of the approaches to CSR in Ukraine. The study by Buryj & Zhaldak [2023] highlights how companies adapt their CSR strategies to the wartime conditions. The main

areas include support for the military, assistance to victims, and ensuring the safety of employees. Volunteer initiatives within corporate programs became a key element of CSR during the war, which increased the level of employee cohesion and contributed to creating a positive image of companies even in difficult conditions.

Thus, the war period set new priorities and to some extent expanded the concept of CSR for Ukrainian enterprises. Compared with the pre-war times, when corporate volunteering was in its formative stages, this function is now in the stage of active development and implementation. In peacetime, this aspect is revealed through environmental (cleaning, clearing of nearby territories), social (support for young families), and economic (soft loan) initiatives. Corporate volunteering, which is militarily motivated, is manifested in raising voluntary donations for the needs of the Ukrainian army, organising meals for social groups in need, involvement in cleaning up territories affected by the hostilities, etc. [Buryj, Zhaldak, 2023, pp. 23–24].

In general, the current research demonstrates the importance of CSR for building long-term competitive advantages for businesses. Integrating social initiatives into business processes allows companies to not only improve efficiency, but also to promote social cohesion and support vulnerable groups, which is especially relevant in the Ukrainian context during the war. The future research should be aimed at developing specific mechanisms for integrating CSR into different sectors of the economy, taking into account new challenges and opportunities.

In peacetime and wartime, corporate social responsibility undergoes significant transformations, driven by changing priorities, challenges, and societal needs. Different contexts require companies to adapt CSR strategies, reallocate resources, and shift emphasis to ensure maximum effectiveness. Below there is the comparative analysis of the key differences between CSR in peacetime and wartime, which shows the evolution of approaches and practices in the conditions of stability and crisis (Table 1).

TABLE 1

Key differences between CSR in peacetime and wartime

Peacetime	Wartime
1. CSR priorities	
In stable conditions, companies focus on long-term social, environmental, and economic initiatives. These include: • environmental sustainability (reducing carbon footprint, implementing “green” technologies); • investments in education, culture, science; • ensuring gender equality, respecting employees’ rights.	Priorities shift to the immediate needs of the society: • providing humanitarian assistance: supporting affected communities, ensuring basic needs; • assistance to the military: financial support, provision of equipment, volunteer activities; • ensuring the safety of employees and their families: relocation, organisation of shelters, psychological support.
2. Scale of activity	
CSR initiatives are often local in nature, such as supporting local communities or implementing corporate volunteer programs within a specific region.	The scale grows and covers a wider range of beneficiaries. Companies can operate both locally and abroad. For example, Ukrainian companies during the war provide assistance not only to their own communities, but also cooperate with international partners.
3. Nature of initiatives	
Focus on long-term impact (e.g., environmental protection projects or educational programs). Significant emphasis on building a positive company image and supporting the brand.	Focus on short-term but critical activities (e.g., providing ammunition, military equipment, food, generators, and medicines). Companies often operate in a “rapid response” mode, coordinating resources to address urgent crisis needs.
4. Interaction with stakeholders	
Cooperation with local organisations, universities, environmental funds. Stakeholders perceive CSR as an optional but desirable activity.	Intensive interaction with the government, international organisations, and civil society. Stakeholders expect companies to actively participate in social and humanitarian initiatives.
5. Companies’ motivation	
The main motivation is to enhance reputation, strengthen relationships with customers and employees. Economic benefits such as increased customer loyalty and improved market position.	The main motivation is social responsibility and supporting the sustainability of the society. Initiatives are often implemented without expectations of financial gain, focusing on the survival and restoration of the society.

Peacetime	Wartime
6. Challenges of implementing CSR	
Limited resources or management inertia. Insufficient employee involvement in CSR initiatives.	Sharp reduction in financial and material resources. Interruption of supply chains, which complicates humanitarian initiatives. Psychological pressure on employees, which reduces their productivity and engagement.
7. Impact efficiency	
CSR allows for gradual changes that become noticeable in the society over time.	The effect of CSR is more obvious and immediate, as many initiatives are aimed at military needs, saving lives, and supporting communities in the crisis time.

Source: the Authors’ own development

Comparing CSR in peacetime and wartime demonstrates how companies adapt their strategies to changes in the external environment. In wartime, CSR becomes a tool for responding quickly to urgent social needs, while in peacetime it focuses on long-term initiatives aimed at sustainable development. Such flexibility allows businesses not only to maintain their resilience, but also to actively contribute to the stability and cohesion of society.

3. Research methodology

The study investigates the role of corporate social responsibility (CSR) in enhancing business resilience and social cohesion during the wartime context of Russia’s full-scale invasion of Ukraine. To comprehensively explore this topic, the research employs a mixed-method approach, combining both qualitative and quantitative methods. The focal point of the analysis is the corporate practices of Nova Post, with a temporal scope spanning from February 2022 to February 2025, a period marked by the company’s adaptation and transformation under wartime conditions.

The research process began with an extensive review of secondary sources, including academic literature, industry reports, and policy documents. This review provided a theoretical foundation for understanding CSR’s evolving

role in crisis management, particularly in wartime. It also helped identify key themes relevant to the Ukrainian and international CSR practices under extreme conditions.

To assess the ongoing realisation and the perceived impact of CSR initiatives, the study draws on a combination of internal and external data. Quantitative data were obtained from Nova Post's internal records, including statistics on volunteer participation, financial support for humanitarian causes, and employee involvement in CSR programs. Additional data were drawn from publicly available reports, such as business contributions to civil society and surveys measuring public perception of corporate engagement during the war.

Qualitative data were collected through in-depth, semi-structured interviews with Nova Post employees and managers from both Ukrainian and international offices. These interviews explored the strategic decision-making processes behind CSR activities, practical challenges of their ongoing realisation, and broader societal impacts. Interviews were also conducted with external stakeholders, such as NGO representatives and local community leaders who collaborated with the company during this period. A total of 12 interviews were conducted with managers, CSR coordinators, and frontline employees, representing both the company's headquarters and regional logistics units in Ukraine, as well as its European offices. The interviews provided valuable first-hand insights into the human and organisational dimensions of CSR efforts under conditions of war. Due to the geographical spread and availability of the participants, the interviews were conducted in a mixed format — including face-to-face meetings, online sessions, and written correspondence.

The collected data were analysed using descriptive statistical methods to identify general trends in CSR activity levels and employee engagement. Qualitative data were thematically coded and analysed to identify patterns related to motivation, adaptation strategies, and the perceived effectiveness of CSR initiatives under wartime conditions.

By combining these two data streams, the study aims to provide a nuanced understanding of how CSR can support both organisational resilience and social solidarity in times of protracted crisis.

4. Research results

Good practices of corporate social responsibility during the full-scale invasion have shown quite impressive results of consolidation and mutual support of business, local governments, and public organisations. One such example is the practical realisation of volunteer activities by the network of Ukrainian companies Nova. This is a group of companies in the logistics and postal sector, which provides private clients and businesses with a full range of logistics, financial, and related services. The company has been operating on the Ukrainian market since 2001. According to statistics [Nova News, 2024a, pp. 2–3], the company's branches are represented in 11 European countries, and on average 1040 parcels are delivered worldwide every minute. The Nova Post group of companies includes Ukrainian and foreign companies, in particular:

1. Nova Post in Ukraine is a logistics company that delivers documents, parcels, large loads, and provides freight transportation and fulfillment services. It has the most accessible network for customers: 11400 branches and 15600 parcel lockers throughout Ukraine.
2. Nova Post Europe is a company that provides a full range of logistics services for both private individuals and business clients, ensuring fast and reliable delivery of documents, parcels, and cargo across Europe, as well as between the EU and Ukraine. The offices operate in 13 countries: Moldova, Poland, Lithuania, Czech Republic, Romania, Germany, Slovakia, Hungary, Italy, Estonia, and Latvia (35382 service points, of which 93 are own branches).
3. NovaPay is a non-bank financial institution that develops its own international payment system and provides financial services to private clients and businesses. NovaPay processes 2.6 million transactions per day and is a full member of the Visa and MasterCard international payment systems. The company has a certificate of compliance with the international payment card industry data security standard PCI DSS. In early 2024, the company launched an application for customers to open current accounts.
4. Nova Global is a company whose focus is on the global e-commerce market and cooperation with international online marketplaces. With Nova Global, all online stores in North and South America, in the Asia-Pacific region, as well as in the UK have become available to Ukrainian consumers

with delivery of goods via Nova Post. For Ukrainian medium and small businesses, the company's services are an opportunity to enter new markets and develop the export of goods.

5. Supernova Airlines is an airline that provides fast delivery to its customers from anywhere in the world. The company has already made dozens of flights between European countries. Preparations are underway for Supernova Airlines to launch transcontinental cargo flights.
6. Nova Digital IT company is a powerful manufacturer of web applications and software for architectures of any complexity and load. Nova Digital creates and maintains software products that process 30 thousand operations per second. 32 million private and business clients of Nova Post highly appreciate the convenience of services that Nova Digital develops and constantly improves.

According to the company's top management [Hutorina, 2022], Nova Post, the leader of the delivery market in Ukraine, like most domestic enterprises, just began to resume operations after the consequences of the coronavirus pandemic and even increased the number of shipments by 14% and revenue by over 20% in 2021 compared to the previous year (the company's revenue was UAH 16.9 billion). As of 2022, Nova Post was making large-scale plans with a development budget of UAH 5 billion, but on February 24, the format of work of all Ukrainian businesses changed due to the full-scale Russian invasion.

As of the end of 2022 [Nova Poshta, 2023, p. 11], Nova Post had 23.3 thousand service points, including 9.3 thousand branches and 14 thousand parcel lockers. Logistical connections were provided by 41 terminals, 91 depots, and almost 6 thousand road transport companies and partners. The company's customers were served by almost 34 thousand employees (33795 employees). In 2022, 315 million parcels were processed and sent, more than 22 tons of humanitarian aid were delivered at the expense of Nova Post, and more than 420 parcels were delivered to the liberated territories.

In 2023, Nova Post increased its network to 27050 service points, the network of Nova Post branches and parcel lockers in Ukraine increased by almost 5 thousand units (2242 new branches were opened and 1853 new parcel

lockers were installed). Special emphasis was on opening PUDO – service points in the territory of partners’ existing businesses, where customers can send or receive already paid parcels weighing up to 10 kg. Such points can be located in pharmacies, shops, and gas stations. Thus, at the beginning of 2024, the company’s network consisted of 11460 branches and 15590 parcel lockers. 60% of all Nova Post branches operate in buildings and residential complexes, and 40% are street parcel lockers. Currently, Nova Post branches and parcel lockers operate in more than 10 thousand settlements throughout Ukraine. In 2023, the network coverage increased by 20%. The most active network growth was in Chernivtsi, Ternopil, Vinnytsia, Volyn, Rivne, Kirovohrad, and Cherkasy regions. In 2023, the development of the network of branches and parcel lockers became one of the priority areas for investment. UAH 1.1 billion was spent on it. The plans for 2024 included an increase in the amount of investments to UAH 1.9 billion. By the end of the year, it was planned to open another 9 thousand service points [Nova News, 2024b, p. 2]. By 2022, the Nova group of companies had long-term strategic plans for scaling its activities and entering European markets.

The study of the practical realisation of corporate social responsibility through volunteering is presented based on the experience of the Nova group of companies [Kniazevych, 2022; Kniazevych *et al.*, 2024; Nova Poshta, 2023–2025]. In 2025, almost 3.2 thousand Nova Post employees joined the ranks of the Armed Forces of Ukraine. The company took on the responsibility to support them (Table 2).

TABLE 2

Mobilisation indicators of Nova Post employees, May 2023

Indicator	Number
1. Total of mobilised employees:	3321
Demobilised	393
Died	117
2. Military personnel, family members, and children who received material assistance	176

Source: the Authors’ own development based on the Nova Post internal corporate data

The status of mobilised employees of Nova Post in 2023–2024 is presented in Table 3.

TABLE 3

Dynamics and structure of mobilised employees of Nova Post in 2023–2024

Location	31.12.2023		31.01.2024		29.02.2024		11.03.2024	
Military unit	994	43.4%	1023	44.2%	1042	44.7%	1035	44.6%
Frontline	876	38.3%	856	37.0%	841	36.1%	841	36.3%
Hospital/ rehabilitation	163	7.1%	163	7.0%	189	8.1%	187	8.1%
Training	79	3.5%	87	3.8%	85	3.6%	85	3.7%
Furlough/at home	93	4.1%	94	4.1%	83	3.6%	82	3.5%
Missing	24	1.0%	26	1.1%	27	1.2%	28	1.2%
Prisoner of war	12	0.5%	14	0.6%	14	0.6%	14	0.6%
Deployment point	44	1.9%	47	2.0%	45	1.9%	45	1.9%
Deserter/detainee	3	0.1%	3	0.1%	3	0.1%	3	0.1%
Total, persons	2288		2313		2329		2320	

Source: the Authors' own development based on the Nova Post internal corporate data

The company purchases equipment for drafted employees every month. Thus, in 2023, 12571 items were purchased for the amount of UAH 38.6 million. Upon individual requests, Nova Post provides special equipment for mobilized employees. In October 2023, the company's employees voted to use the budget for gifts for the Day of Post to support mobilized colleagues (Table 4).

The company has various directions in which assistance is provided to the drafted military. For example, one of them is the "Humanitarian Post" project [*The Humanitarian Post of Ukraine*, 2025], which deals with large-scale purchases for the army, such as winter military uniforms and equipment. Within the framework of the program, volunteer and charitable organisations can deliver goods free of charge to military personnel, war victims, internally displaced

persons, etc. In 2023, the project budget was UAH 187.8 million, and 32968 tons of humanitarian aid were delivered. The total amount of investments in 2023 was UAH 1.8 billion.

TABLE 4

The results of the volunteer project to help mobilised colleagues before the Day of Post, 2024

Purchased and transferred	Quantity, units (cost)
Cars	13 (UAH 3.2 million)
Anti-drone rifle	1 (UAH 750 thousand)
Devices and equipment	(UAH 15.23 million)
Quadcopters	108
FPV-drones	125
Charging stations	31
Charging station Jackery Explorer 1000 Pro 20	20
Portable radio Motorola DP4401E VHF 136–174 Hz,5W	40
Quadcopter DJI Mavic 3T	20
Handheld monocular thermal imager/sight AGM Rattler TS25-384	11
Quadcopter DJI Mavic 3 Pro Fly More Combo	30
Drone Foxeer Aura 7" 8400mAh	100
Night vision monocular AGM PVS-14 NL1	14
Directed action UAV counter system Piranha DF-7(D)	1
Charging station Jackery Explorer 1000 Pro 20	20
Portable radio Motorola DP4401E VHF 136–174 Hz,5W,	40

Source: the Authors' own development based on ["Ours for Ours" 2025]

The volunteer project "Our people for our people", which was founded in the summer of 2022, focuses on the purchase of equipment for the Ukrainian army, in particular for the units in which Nova Post employees serve. The Nova

Post volunteer movement is designed to give every employee of the company the opportunity to support mobilized colleagues. During the almost 2.5 years of the “Our people for our people” project existence, more than 30 million UAH has been collected to help mobilized colleagues, of which almost 10 million UAH was donated by Nova Post [*“Ours for Ours”*, 2025]. The tasks of the volunteer movement include communication with mobilised colleagues to list their current and long-term needs during service in the Armed Forces of Ukraine; raising donations for the purchase of equipment for mobilised personnel; direct purchasing of the necessary equipment; organisation of logistical processes for the delivery of the necessary equipment to the military units of mobilised colleagues; reporting on the use of funds, purchased and delivered equipment, ammunition, etc.

Importantly, participation in Nova Post’s volunteer initiatives was entirely voluntary and driven by internal motivation. Interviews confirmed that no formal or informal pressure was applied to employees to contribute financially or logistically. Instead, the sense of solidarity and personal commitment to national defense encouraged staff to engage. The company itself matched many employee donations and provided substantial corporate funding to supplement individual efforts, ensuring the initiatives remained inclusive and ethically grounded.

The results of the activities at the beginning of 2025 include more than 400 fulfilled fundraising campaigns and transferred assistance (Table 5).

Beyond operational metrics, the data collected reveal several key outcomes associated with Nova Post’s wartime CSR strategy. Firstly, employee engagement in CSR activities was widespread, with staff members across various departments and regions participating in volunteer logistics, donation campaigns, and coordination with civil organisations. Interviews indicated that this involvement not only enhanced individual morale but also fostered a stronger sense of unity and shared responsibility, particularly among frontline and regional logistics personnel. The volunteer model, based on decentralised fundraising and internal coordination, proved to be both flexible and scalable. Furthermore, the company’s emphasis on transparency and consistent internal communication contributed to sustaining long-term

employee commitment. These findings confirm that CSR initiatives not only provided direct military and humanitarian support but also played a critical role in building organisational resilience and social cohesion during crisis conditions.

TABLE 5

The results of the Nova Post “Our people for our people” volunteer project, as of January 2025

Purchased and transferred	Quantity, units (cost)
Cars	81
Quadcopters	96
Thermal imagers	53
Telescopic sights	20
Tablet computers	24
Portable radios	26
Electricity generators	40
Starlink terminals	36
Night vision devices	15
Charging stations	62
Tires	100
Other equipment	250+

Source: the Authors’ own development based on [“Ours for Ours” 2025]

Secondly, public perception of the company significantly improved, as confirmed by internal surveys and external feedback collected through social media and partner organizations. Nova Post was frequently cited in local and national media as an example of socially responsible business under wartime conditions, reinforcing its brand image as reliable and patriotic.

Third, the decentralised model of CSR implementation – combining centralised support with grassroots employee initiatives – proved highly adaptable and scalable, allowing rapid responses to changing frontline and humanitarian

needs. This flexibility was especially evident in the “Our people for our people” project, where frontline requests from mobilised employees were fulfilled within days through internal fundraising and logistical coordination.

Finally, the company’s CSR activity facilitated closer cooperation with external stakeholders, including NGOs, municipal governments, and local communities. These partnerships enhanced resource mobilisation and improved the targeting of aid, making CSR efforts more efficient and impactful.

Overall, the research findings confirm that CSR in wartime, when strategically integrated and internally supported, can become a vital instrument not only for social support and aid delivery, but also for maintaining internal cohesion, public trust, and organizational resilience.

The successful realisation of corporate social responsibility through the Nova Post volunteer initiatives has demonstrated that business can be a key element in supporting social resilience even in the most critical conditions. The company’s performance, including providing humanitarian aid, supporting drafted employees, and financing necessary equipment for the military, confirms that adaptability, strategic planning, and close cooperation with the government and public organizations are the basis for effective CSR during wartime. This experience is an example for other companies on how to adapt their social programs to the challenges of the crisis time, ensuring both support for the society and the stability of the own activities.

5. Discussion

The conducted research confirmed that under wartime conditions, corporate social responsibility becomes not only a strategic tool of reputation and development, but also a vital mechanism of support for employees and society. The empirical findings demonstrated that volunteer initiatives – particularly those involving employee-led fundraising and logistical support – strengthened team cohesion, increased morale, and maintained high levels of employee engagement despite the crisis environment. These effects were especially visible in

regional logistics units and among frontline personnel, where psychological and emotional resilience is critical.

Corporate volunteering demonstrated its capacity to act as a catalyst for social engagement, internal unity, and external partnerships. The scale and structure of Nova Post's volunteer program showed not only operational effectiveness (e.g., over 400 fulfilled campaigns and significant amounts of funds raised), but also social impact through active employee participation. This suggests that CSR is not a supplementary activity, but a core component of organizational adaptation in times of national security restoration.

The analysis of Nova Post's CSR during wartime supports the idea that CSR practices can evolve to meet new challenges and offer businesses a framework for sustainable and ethical decision-making. When rooted in authentic employee involvement and strategic clarity, CSR not only fulfills social responsibility goals but also contributes to organisational stability, trust, and long-term viability.

6. Conclusions

This study demonstrates that corporate social responsibility (CSR) is not a static concept but an adaptable framework that evolves in response to societal needs. Using a mixed-method approach, combining quantitative analysis of internal corporate data and qualitative interviews with employees and stakeholders, we explored how CSR practices transform under extreme conditions such as war.

The case study of Nova Post illustrates the capacity of CSR to support both societal and business resilience. By prioritising the well-being of employees, contributing to national defense efforts, and addressing urgent humanitarian needs, the company has set a benchmark for how businesses can respond to crises effectively.

By prioritising CSR, a company can not only contribute to a better world but also position itself for sustained success. In a world where doing good is increasingly synonymous with doing well, CSR is a win-win proposition for everyone involved [Shribman, 2024].

With thousands of employees involved in volunteer efforts and more than 400 implemented fundraising campaigns, Nova Post's initiatives demonstrate the tangible impact of CSR in strengthening both organisational capacity and national solidarity. These efforts resulted in millions in financial aid, including vehicles, equipment, and humanitarian goods for both soldiers and civilians.

These findings confirm that CSR initiatives can directly contribute to the organisational stability by improving employee morale, fostering social cohesion, and strengthening public trust. At the same time, such programs support broader national objectives, including social resilience and economic security.

Volunteering activities in particular confirm the readiness of Ukrainian companies to take an active part in the formation of a society based on the values of justice, solidarity, and mutual support. In wartime, they also serve as a platform for cross-sectoral collaboration with government institutions, NGOs, and local authorities – thereby expanding the role of CSR from corporate initiative to nationwide resilience strategy.

The experience of Nova Post serves as a benchmark for other businesses operating under crisis conditions. It demonstrates that flexibility, leadership, and stakeholder engagement are critical to the effective CSR. Companies that align their CSR activities with societal needs not only protect their reputations but become integral contributors to the national recovery effort.

Finally, businesses should take steps to document, institutionalise, and scale CSR practices developed during wartime. Industry leaders and policymakers must collaborate to build adaptive CSR frameworks that can be activated quickly in future emergencies. By doing so, CSR will continue to serve as a critical lever of social and economic recovery, both during crises and in their aftermath.

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