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TABLE OF CONTENTS

Halynskyi D.	LOW DIGITAL BUSINESS INTENSITY AS AN ENTREPRENEURIAL RISK FOR GREEN ENERGY STARTUPS IN THE EU	6
Hryhorenko O., Petrushko M.	BIOBANKING OF GAMETES OF ENDANGERED ANIMAL SPECIES AS A PLATFORM FOR INNOVATION AND INTERNATIONAL COOPERATION IN THE FIELD OF ENVIRONMENTAL PROTECTION	10
Melnyk N.	THE INTERRELATIONSHIP BETWEEN DIGITAL MARKETING AND ENVIRONMENTAL EDUCATION: ECONOMIC ASPECTS AND CHALLENGES	13
Kudlai V., Mitiushkin B.	BIG DATA ANALYTICS FOR MONITORING AND FORECASTING REGIONAL SUSTAINABLE DEVELOPMENT INDICATORS	17
Nechyporenko T.	INVESTMENT MANAGEMENT OF ECO-INNOVATIONS IN THE CONTEXT OF PUBLIC-PRIVATE PARTNERSHIPS	20
Nesterenko I.	THE ARCHITECTURE OF SUSTAINABLE GROWTH IN THE EU: SMART SPECIALIZATION AND ECOSYSTEM GOVERNANCE	23
Podosynnikov S.	ENVIRONMENTAL POLICY STRINGENCY IN THE ENERGY SECTOR AND ITS EFFECT ON GREEN STARTUP DEVELOPMENT	27
Sotnyk I., Kurbatova T., Kubatko O., Kovalenko Y.	THE GREEN ENERGY TRANSITION OF UKRAINE'S RESIDENTIAL SECTOR: MODELING THE IMPACT OF ENERGY EFFICIENCY AND RENEWABLES	30
Yiğit S.	SUSTAINABILITY: A MULTIDIMENSIONAL CONCEPT	33
Savchenko K., Tarasenko S.	ANALYSIS OF NEW SALES MARKETS FOR UKRAINIAN PRODUCTS IN AFRICA, ASIA AND LATIN AMERICA	35
Zavrazhnyi K., Lytvynenko S.	ADAPTIVE ENTERPRISES AND ARTIFICIAL INTELLIGENCE AGENTS IN THE SUSTAINABLE AND INCLUSIVE DEVELOPMENT OF REGIONAL SPACE UNDER POST-WAR RECOVERY	39
Makarchuk O.	UKRAINIAN BIOECONOMY IN THE CONTEXT OF EUROPEAN INTEGRATION	44
Zavdoviev D. Kharchenko M. Zavdovieva Y.	DIGITAL TECHNOLOGIES AS THE INFRASTRUCTURE BASIS OF THE CIRCULAR ECONOMY	46
Kyrylenko M.	ECOSYSTEM-INTEGRATED 10R HIERARCHY: JUSTIFICATION OF THE R10 "REGENERATE"	50

	STRATEGY AS THE APEX OF THE CIRCULAR ECONOMY	
Zavdoviev D. ***Zavdovieva Y.*** ***Derykolenko O.***	THE ROLE OF DIGITAL TECHNOLOGIES IN THE DEVELOPMENT OF CIRCULAR BUSINESS MODELS	53
Petrova A.O., ***Karintseva O.I.,*** ***Tarasenko S.V.***	ECOLOGICAL RHETORIC IN BRAND ADVERTISING COMMUNICATIONS: CONTENT ANALYSIS OF INSTAGRAM ACCOUNTS OF THE COCA-COLA COMPANY AND NESTLÉ	56
Karintseva O.I., ***Kharchenko M.O.*** ***Konovalenko I.***	CIRCULAR TRANSFORMATION OF INDUSTRIAL SYSTEMS: PRACTICAL ASPECTS AND IMPLEMENTATION MECHANISMS	59
Dyachenko A.V., ***Karintseva O.I.,***	INDICATORS OF THE FACTORS DEFINING TRANSACTION COST CATEGORIES IN THE IMPLEMENTATION OF ARTIFICIAL INTELLIGENCE AND INTERNET OF THINGS TECHNOLOGIES	63
Tarasenko S.V. ***Vorontsova A.S.***	SUSTAINING UKRAINIAN HIGHER EDUCATION IN CHALLENGING TIMES	68
Karintseva O. ***Chortok M.***	DEVELOPMENT OF LOGISTICS SYSTEMS IN THE CONTEXT OF DIGITAL TRANSFORMATION OF THE ECONOMY	70
Karintseva O.I. ***Tarasenko S.V.***	BEHAVIOURAL PATTERNS OF POPULATION HEALTH IN UKRAINE UNDER HEALTHCARE DIGITALISATION	72
Karintseva O.I. ***Tarasenko S.V.***	ECONOMIC MECHANISM OF BEHAVIORAL DETERMINANTS OF PUBLIC HEALTH IN UKRAINE UNDER DIGITALIZATION	75
Tarasenko S.V.	METHODOLOGICAL FRAMEWORK FOR ASSESSING STRUCTURAL CHANGES IN INDUSTRY UNDER ARTIFICIAL INTELLIGENCE ADOPTION	79
Bilovol A.V.	METHODICAL FRAMEWORK FOR ASSESSING LOGISTICS READINESS FOR THE TRANSITION TO THE SIXTH TECHNOLOGICAL LRDER: DEVELOPMENT OF THE CASE INDEX	83
Andrukhov D.	BETWEEN FABRICATION AND EXPRESSION: LED TECHNOLOGIES, DIGITAL PRODUCTION, AND THE REORIENTATION OF SUSTAINABLE PRACTICE IN CONTEMPORARY VISUAL CULTURE	85
Aseey A.	RESEARCH AND POLICY AS AGENTS OF CHANGE IN THE GROWTH AND SUSTAINABILITY OF THE INDUSTRY: A CASE OF TELECOMMUNICATIONS INDUSTRY IN KENYA	88
Boon E. K., ***Melnyk L.,*** ***Piven V.***	DIGITAL TWINS FOR SUSTAINABLE BUSINESS: DRIVING ENERGY EFFICIENCY AND GREEN INNOVATION	89

Hens L., ***Kubatko O.,*** ***Konovalenko I.***	ENERGY EFFICIENCY AS A WAY TO ENSURING UKRAINE'S ENERGY SECURITY	92
Kubatko O., ***Piven V.,*** ***Barsuk V.***	STARTUP ECOSYSTEM IN TIMES OF WAR: CHALLENGES, TRENDS, AND DEVELOPMENT PROSPECTS	94
Kubatko O., ***Mozhovyy M.***	DIGITAL DEVELOPMENT OF UKRAINE IN THE LIGHT OF THE GLOBAL INNOVATION INDEX	97
Melnyk L., ***Kubatko O.,*** ***Parkhomenko D.***	UKRAINE'S TRANSITION TO "GREEN" ENERGY IN THE CONDITIONS OF MARTIAL LAW	99
Tambovceva T., ***Piven V.***	DISRUPTIVE TECHNOLOGIES AS DRIVERS OF GREEN TRANSITION: EVIDENCE FROM THE EU	101
Kubatko O., ***Dudka M.***	DIGITAL TRANSFORMATIONS FOR THE SAFETY OF INDUSTRIAL PERSONAL	103
Hens L., ***Kubatko O.,*** ***Mishchenko Y.***	ENERGY SECURITY OF UKRAINE IN THE CONTEXT OF MODERN CHALLENGES	105
Kubatko O., ***Stognieva A.***	LEADERSHIP SKILLS DEVELOPMENT IN RESPONSE TO CURRENT GLOBAL AND LOCAL CHALLENGES	107
Mordvinov N., ***Voronenko V.***	FACTORS INFLUENCING THE COST OF STEEL PRODUCTION IN UKRAINE	109
Salenko K., ***Voronenko V.***	THE EU TRANSITION TO A SUSTAINABLE INNOVATION POLICY	111
Piven V.	SUSTAINABLE BUSINESS MODELS IN ENERGY SECTOR	113
Balahurovska I.	HUMAN RESOURCES OR HUMAN CAPITAL? RETHINKING THE ROLE OF PEOPLE IN CONTEMPORARY ORGANIZATIONS	115
Kharchenko M., ***Starchenko L.,*** ***Oleksich Z.***	NON-FINANCIAL REPORTING AS A TOOL FOR HUMAN CAPITAL ASSESSMENT	119

NON-FINANCIAL REPORTING AS A TOOL FOR HUMAN CAPITAL ASSESSMENT

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Introduction. In the contemporary knowledge-based economy, human capital is increasingly recognized as an important source of organizational value and competitive advantage. The growing importance of knowledge, skills, competencies, and experience of employees has changed the perception of people in organizations from a traditional labor resource toward a strategic source of value creation. Human capital resources include characteristics embodied in employees that can contribute to organizational outcomes and therefore require appropriate approaches to their identification and measurement (Ray et al., 2022; Zhang et al., 2023).

At the same time, traditional financial reporting provides limited information about the qualitative characteristics of employees. Personnel-related expenditures are generally reflected as costs, whereas knowledge, competencies, experience, commitment, and development potential are not directly recognized as organizational assets. This creates a need for complementary information that enables stakeholders to understand how organizations develop and utilize their human potential.

Non-financial reporting provides an opportunity to disclose information about employees and their development that cannot be adequately represented through financial indicators alone. Such information can include workforce characteristics, employee development, training, competencies, commitment, and other characteristics related to the organization's human capital. The importance of employee commitment as a characteristic connected with human capital resources is also emphasized in recent research (Andersén & Jansson, 2024).

The aim of the study is to substantiate the role of non-financial reporting in human capital assessment and to identify the main groups of indicators that can be used to characterize human capital.

Data and Methods. The study is based on a review of recent academic literature on human capital resources and their measurement. The theoretical basis is formed by the studies of Ray et al. (2022), Zhang et al. (2023), and Andersén and Jansson (2024), which examine the conceptualization, measurement, and characteristics of human capital resources.

A systematic literature review and comparative analysis were used to identify the main characteristics of human capital and to determine their potential representation through non-financial reporting. The analysis focused on three dimensions: the characteristics embodied in employees, approaches to human capital measurement,

and organizational factors associated with the development and utilization of human capital.

Results. The analysis demonstrates that human capital should be considered as a multidimensional concept that cannot be adequately assessed through a single quantitative indicator. Zhang et al. (2023) emphasize the importance of clearly defining and measuring human capital resources and demonstrate that the concept includes a range of employee characteristics relevant to organizational performance. Ray et al. (2022) similarly conceptualize human capital resources as employee characteristics that may contribute to organizational outcomes.

Based on these approaches, the information relevant to human capital assessment through non-financial reporting can be grouped into several dimensions.

Table 1. Main dimensions of human capital assessment through non-financial reporting

Dimension	Examples of indicators	Human capital characteristic
Workforce characteristics	Number and structure of employees, occupational composition	Human capital base
Knowledge and education	Education level, qualifications, professional knowledge	Knowledge
Skills and competencies	Professional and organizational competencies, skill development	Productive capabilities
Employee development	Training, professional development, career development	Human capital accumulation
Experience	Length of service, professional experience	Accumulated knowledge
Commitment and engagement	Employee commitment, engagement, retention	Relational and motivational characteristics

Source: developed by the author based on Ray et al. (2022), Zhang et al. (2023), Andersén & Jansson (2024).

The first important dimension concerns the characteristics of the workforce. Information about the number and structure of employees provides a basic description of the organization's human resources. However, such quantitative characteristics alone cannot represent human capital. Human capital assessment requires consideration of the knowledge, skills, competencies, and other characteristics embodied in employees (Ray et al., 2022; Zhang et al., 2023).

Knowledge and skills represent core components of human capital. The measurement of these characteristics is important because employees with different levels and combinations of knowledge and competencies may have substantially different productive potential. Consequently, non-financial reporting can provide information about employee education, professional qualifications, competencies, and opportunities for their further development.

Employee development is another important dimension. Investments in training and professional development can contribute to the accumulation and renewal of

human capital. From this perspective, information about employee development is relevant not only as an indicator of organizational expenditure but also as evidence of the organization's efforts to strengthen the productive potential of its workforce.

An additional dimension is employee commitment. Andersén and Jansson (2024) emphasize the relationship between organizational commitment and human capital resources and introduce the concept of commitment capital as a way of connecting these dimensions. This suggests that employee commitment may be considered an important characteristic when assessing the capacity of human capital to contribute to organizational outcomes.

The analysis therefore indicates that non-financial reporting can provide information about both the **quantity** and **quality** of human capital. Quantitative indicators describe the size and structure of the workforce, while qualitative indicators provide information about knowledge, skills, competencies, experience, development, and commitment. The combination of these dimensions provides a more comprehensive understanding of the organization's human capital.

However, the assessment of human capital through non-financial reporting remains methodologically challenging. Human capital is multidimensional, and different organizations may use different indicators and measurement approaches. Zhang et al. (2023) emphasize the importance of conceptual clarity and appropriate measurement of human capital resources, which is particularly relevant for ensuring comparability between organizations.

Another challenge is establishing the relationship between human capital indicators and organizational outcomes. The presence of highly qualified employees does not automatically guarantee higher performance. The value of human capital depends on how employees' characteristics are utilized within organizational processes. Therefore, non-financial reporting should ideally provide not only information about the characteristics of employees but also information that allows stakeholders to understand how these characteristics are developed and utilized.

Conclusion. The study confirms that non-financial reporting can serve as an important source of information for human capital assessment. Its main advantage is the possibility of complementing financial information with qualitative characteristics of employees that are not directly reflected in traditional financial statements.

Human capital assessment should combine indicators describing workforce characteristics with information about knowledge, skills, competencies, experience, employee development, and commitment. Such an approach corresponds to contemporary research, which considers human capital resources as employee characteristics that can contribute to organizational outcomes (Ray et al., 2022; Zhang et al., 2023).

Therefore, non-financial reporting can contribute to a more comprehensive understanding of the organization's human capital and its potential for value creation. Further research should focus on developing an integrated system of indicators that would improve the comparability of human capital information and

strengthen the connection between human capital characteristics and organizational performance.

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