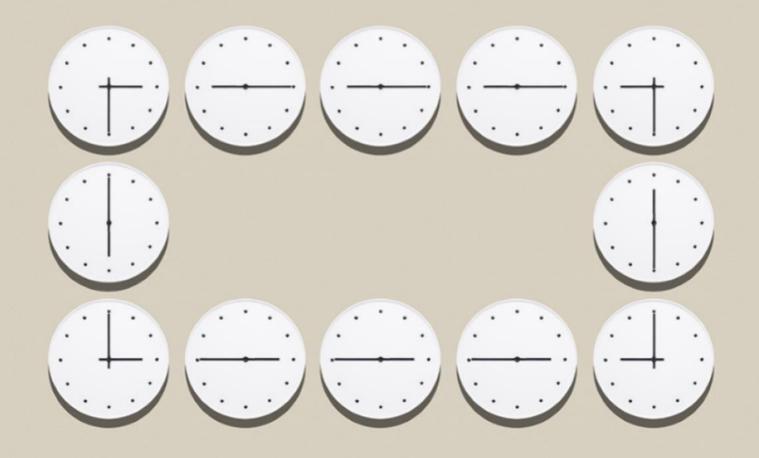


# Humane Entrepreneurship and Sustainability Thinking

# **OBJECTIVES**

- 1. Humane Entrepreneurship
- 2. Humane Resource Management as a way to Humane Entrepreneurship
- 3. Good practices in Humane Entrepreneurship
- 4. The impact of Humane Entrepreneurship on business performance



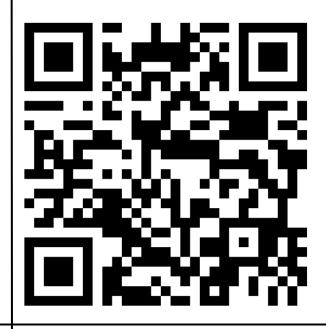
# Humane Entrepreneurship: main concepts

- New Forms of Entrepreneurship
  - Ecopreneurship
    - Environment
    - SDGs 6,7,11,12,13,14,15
  - Humane Entrepreneurship
    - People/workforce
    - SDGs 5,8,9,10
  - Social Entrepreneurship
    - Society
    - SDGs 1-5, 10,16
- Do not address sustainability per se
- · Aspects of it
  - Questions about compatibility (Gawel, 2012)
  - Search for new business models (Schaltegger et al. 2016)



# What is Humane Entrepreneurship?

https://www.menti.com/alt1c7dzajkr





'Why is it that I always get a whole person when all I want is a pair of hands? -Henry Ford'

## 17 Sustainable Development Goals (SDG) (video)







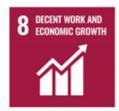
































### Humane entrepreneurship deals with more SDGs in Ukraine

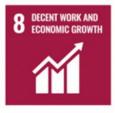






















The concept of humane entrepreneurship (HumEnt) was introduced to better understand organizations' human side of entrepreneurial development. HumEnt explores how effective people management practices affect employee engagement, innovation, and business growth. The new concept of Humane Entrepreneurial Framework outlines the process of creating HumEnt that focuses on the people side of the business, introducing the elements of high-performance work systems (HPWS) to a company's entrepreneurial strategy.

Kim, K. C., Hornsby, J. S., Enriquez, J. L., Bae, Z. T., & El Tarabishy, A. (2021). Humane Entrepreneurial Framework: A model for effective corporate entrepreneurship. *Journal of Small Business Management*, *59*(3), 397–416.

This article explores the practical impact of humane entrepreneurship on small and medium-sized enterprises (SMEs), demonstrating how adopting a humane entrepreneurial orientation (HEO) can significantly enhance financial performance, employee engagement, and environmental sustainability. It provides valuable insights for business leaders and policy makers by showcasing how integrating humancentric approaches into business strategies not only drives profitability but also strengthens organizational commitment and social responsibility.

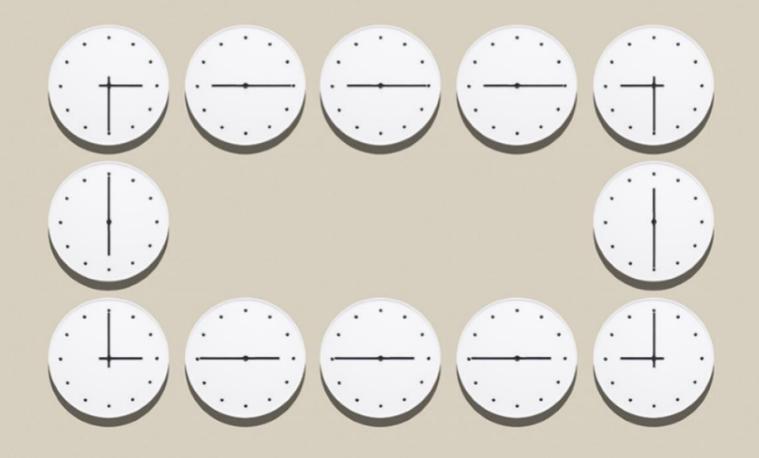
Bjelic, Z., Schmitt, C., Baldegger, R., & Bou Nader, R. (2024). Examining the impact of humane entrepreneurship on overall firm performance: An empirical investigation of SMEs. *Journal of the International Council for Small Business*, 1–14.

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Humane entrepreneurship is a business model that integrates the principles of humanism with entrepreneurial activities. It focuses on creating economic value while also promoting social good and respecting the dignity and well-being of all stakeholders involved. This concept emphasizes a balance between profit and purpose, aiming to build sustainable and ethical businesses.

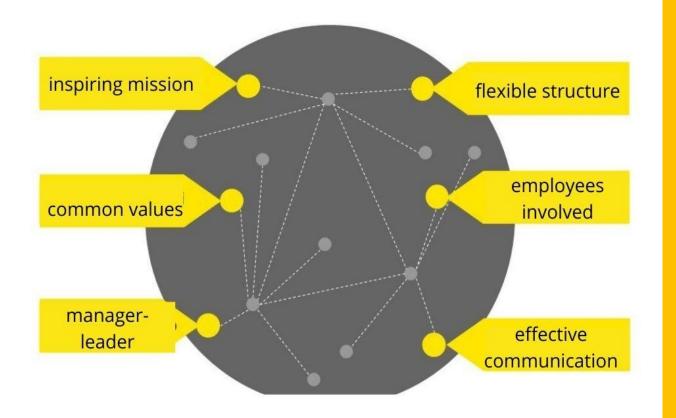
Deloitte Company emphasizes in the context of Social Dimension of SDG on the commitment to workforce management practices that advance <u>inclusion</u>, <u>pay equity</u>, <u>health</u>, <u>safety</u>, <u>and well-being</u>, <u>as well as the advancement of human rights</u>, <u>community impact</u>, and <u>societal impact</u>.



Humane Resource Management as a way to Humane Entrepreneurship

# Organisational culture

## Elements of corporate culture of the future



Organisational culture is the intangible basis of any company. In general, that are those values and norms that shape its spiritual ideology.

elements of the corporate culture of the future



To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.



With our partners, our coffee and our customers at our core, we live these values:

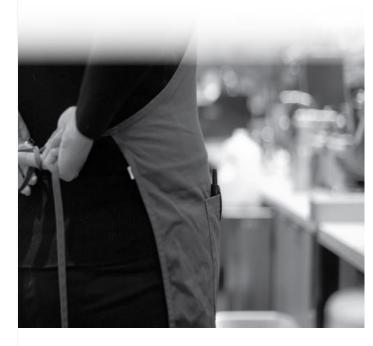
- 1 Creating a culture of warmth and belonging, where everyone is welcome.
- Acting with courage, challenging the status quo and finding new ways to grow our company and each other.
- 3 Being present, connecting with transparency, dignity and respect.
- Delivering our very best in all we do, holding ourselves accountable for results.

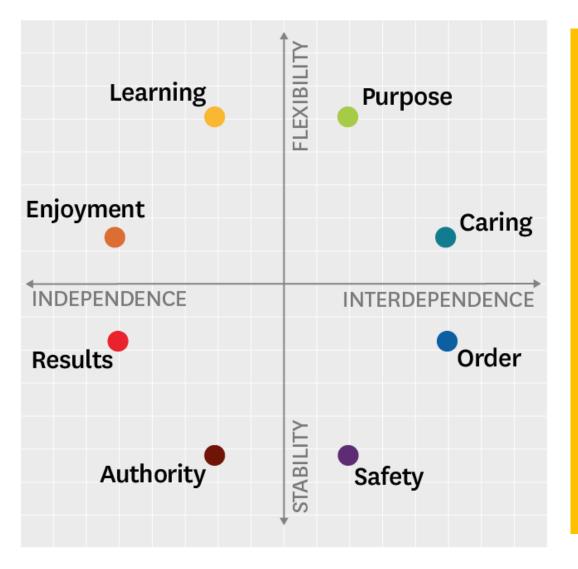
We are performance driven, through the lens of humanity.



2023

NOTICE OF ANNUAL MEETING OF SHAREHOLDERS AND PROXY STATEMENT





# Integrated Culture

FROM "THE LEADER'S GUIDE TO CORPORATE CULTURE," BY BORIS GROYSBERG, JEREMIAH LEE, JESSE PRICE, AND J. YO-JUD CHENG, JANUARY-FEBRUARY 2018

CULTURE STYLE	ADVANTAGES	DISADVANTAGES	RANKED 1ST OR 2ND
CARING Warm, sincere, relational	Improved teamwork, engagement, communication, trust, and sense of belonging	Overemphasis on consensus building may reduce exploration of options, stifle competitiveness, and slow decision making	63%
PURPOSE Purpose driven, idealistic, tolerant	Improved appreciation for diversity, sustainability, and social responsibility	Overemphasis on a long-term purpose and ideals may get in the way of practical and immediate concerns	9%
LEARNING Open, inventive, exploring	Improved innovation, agility, and organizational learning	Overemphasis on exploration may lead to a lack of focus and an inability to exploit existing advantages	<b>7</b> %
ENJOYMENT Playful, instinctive, fun loving	Improved employee morale, engagement, and creativity	Overemphasis on autonomy and engagement may lead to a lack of discipline and create possible compliance or	<b>2</b> %

P	RESULTS Achievement driven, goal focused	Improved execution, external focus, capability building, and goal achievement	Overemphasis on achieving results may lead to communication and collaboration breakdowns and higher levels of stress and anxiety	89%
	AUTHORITY Bold, decisive, dominant	Improved speed of decision making and responsiveness to threats or crises	Overemphasis on strong authority and bold decision making may lead to politics, conflict, and a psychologically unsafe work environment	4%
	SAFETY Realistic, careful, prepared	Improved risk management, stability, and business continuity	Overemphasis on standardization and formalization may lead to bureaucracy, inflexibility, and dehumanization of the work environment	8%
	ORDER Rule abiding, respectful, cooperative	Improved operational efficiency, reduced conflict, and greater civic-mindedness	Overemphasis on rules and traditions may reduce individualism, stifle creativity, and limit organizational agility	15%

# Well-being and welfare

# LONG HISTORY OF WELL-BEING OR WELLFARE

In the 4th century BC, Hippocrates mentions that lead miners and workers tended to suffer from diseases. The phrase 'mad as a hatter' was coined because mercury used in the hat industry caused mental illness. In 1775, Pott reported that chimney sweeps suffered a high incidence of scrotal cancer; in the 1900s, coal miners were found to suffer from lung disorders; by the 1930s asbestos was known to cause asbestosis, a form of lung cancer.

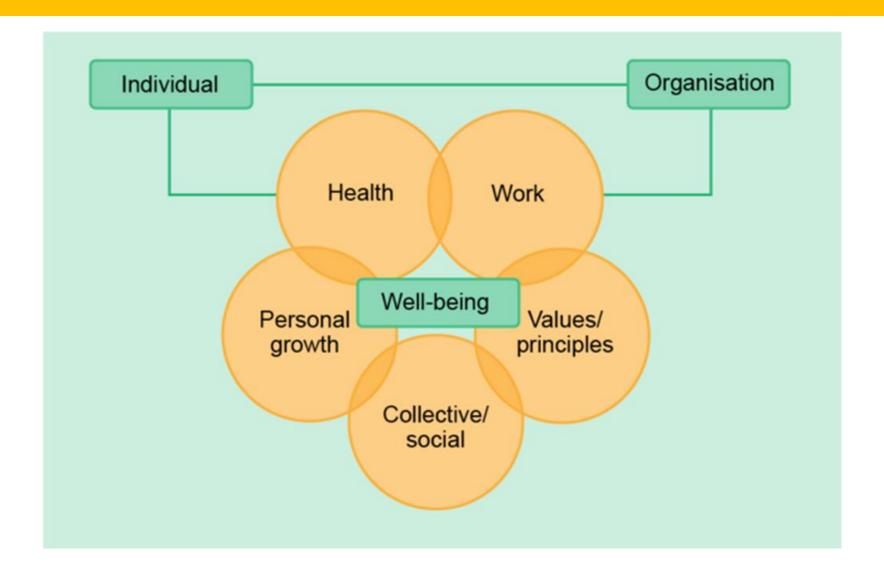
# LONG HISTORY OF WELL-BEING OR WELFARE

Is it important to raise the issue of humane entrepreneurship?

True cost (video) <a href="https://truecostmovie.com/">https://truecostmovie.com/</a>
The shirt on your back <a href="https://www.theguardian.com/world/ng-interactive/2014/apr/bangladesh-shirt-on-your-back">https://www.theguardian.com/world/ng-interactive/2014/apr/bangladesh-shirt-on-your-back</a>



# The UK's Chartered Institute of Personnel and Development sees well-being in terms of five domains.



The UK Health and Safety Executive describes organising health and safety using the four Cs model. The four Cs are competence, control, cooperation and communication.

**Competence:** people can undertake their work safely, backed up by robust recruitment, supervision and advisory support. Competence is the ability of an individual or group to fulfil a role properly and safely. This involves training and refresher training, but also experience too.

**Control:** this is all about making sure that responsibilities are clearly laid out and understood, and securing commitment to safe working practices. Control starts at the top of an organisation, by nominating someone to have overall accountability for health and safety and then allocating responsibilities to line managers, with advice from health and safety specialists. Safety only happens when people accept it as part of the job.

The UK Health and Safety Executive describes organising health and safety using the four Cs model. The four Cs are competence, control, cooperation and communication.

**Cooperation:** this is achieved by everyone supporting and cooperating with one another on health and safety issues. This generates ownership and understanding. Also, it ensures that knowledge and experience is built into finding workable solutions.

**Communication:** as you saw last week, communication is much more than sending out messages and assuming people receive them. Successful communication means that 'receivers' understand messages in the same way as was meant by the 'sender'.

# Improving well-being to boost performance



In 2014 the UK Government's Department of Business, Innovation and Skills published a *Review of evidence on employee wellbeing and its potential impact on workplace performance*. This research suggests that there are 11 key factors for increasing well-being in order to boost performance.

Employees have some **autonomy** over how they do their job and are involved in decision-making. Good communication and consultation is an element of this, as is having a 'voice' at work, whether through unions or more direct forms of involvement.

There is variety in the work employees undertake, which could be addressed through **job design**.

There is a sense that a staff member's job has significance within the workplace, as well as the perceived value of the job to society.

There is **supportive supervision**, through ensuring that linemanagers are properly trained and an environment in which co-workers offer support too.

What is expected of staff is clear, including feedback on performance, which could be addressed through a combination of effective induction, clear terms and conditions and a **regular appraisal process**.

There is **positive interpersonal contact** with other people: managers and co-workers, as well as with customers or the general public (where the job requires it).

There are **opportunities for employees** to use and develop their skills, which could be through training on and off the job, and/or by increasing the variety of work that they undertake.

There is a sense that **physical security is important** for employees, including the safety of work practices, the adequacy of equipment and the pleasantness of the work environment.

There is a **sense of job security** and clear career prospects. There is a perception of fairness in the workplace, in terms of how staff are treated. Negative behaviours such as bullying can be damaging to wellbeing. Effective use of procedures for responding to bullying coupled with disciplinary and grievance procedures where needed would be one way for employers to address this.

**Higher pay** can be a strong positive motivator, but this depends not only on the absolute level of pay, but how this compares with the pay of other workers.

# Appraisal system: performance management

# **Performance Management Revolution**

Accountability

Development

 A hybrid "third way" (The Performance Management Revolution)

# Performance Management Process

# **Deloitte.**





...the traditional PM process often consists of long hours spent completing forms, holding meetings, and creating ratings. An internal Deloitte case study, in fact, found that the time devoted to PM equated to two million hours a year.3

# Performance management:

Does your process serve your strategy?

# Performance Management Process

### **Deloitte.**



Performance management:

Does your process serve your strategy?

Little wonder that many companies, including Deloitte (see sidebar, "How Deloitte does it"), have reinvented their PM process—and moved to more real-time approaches that focus on coaching and developing people on both the individual and team level. The desired result? A PM process that takes individuals and the entire business to a higher level.

Questions to consider include: •
How much do we spend on our PM
process annually? • Could higher
levels of engagement/team
performance translate into
improved company financial
performance?

# TRAINING AND DEVELOPMENTAL GOALS

# Global Skills Report

To illustrate the mapping among domains, competencies, and skills, here is a snapshot of a subsection of Coursera's Skills Taxonomy:

### Level 1

Level 2

Level 3

Level 3 ...



coursera

This sample of the Coursera Skill Taxonomy includes all Level 1 and Level 2 covered in the Global Skills Report but only a small selection of the Level 3 skills covered in the report.

### **Business**

Accounting

Auditing

Communication

People skills

Enterpreneurship

Adaptability

Finance

Blockchain

**Human Resources** 

Benefits

Leadership & Management

People management

Marketing

Digital marketing

Sales

Cross-selling

Strategy & Operations

Operations management

### **Technology**

**Cloud Computing** 

Software as a Service

Computer Networking

Cloud computing

**Computer Programming** 

JavaScript

**Databases** 

Relational database

**Mobile Development** 

Android development

Operating Systems

Mobile app development

Security Engineering

Cybersecurity

**Software Engineering** 

Software architecture

**Theoretical Computer Science** 

Algorithms

**Web Development** 

Angular

### **Data Science**

**Data Analysis** 

Exploratory data analysis

Data Management

Cloud APIs

**Data Vizualization** 

Tableau

**Machine Learning** 

Multi-task learning

Mathematics

Calculus

accutus

Probability & Statistics

Regression

**Statistical Programming** 

Python

# Skills, capabilities, and resources for sustainable entrepreneurship in the information age

### Business acumen and entrepreneurial skills

 Sustainable entrepreneurship requires a strong understanding of business fundamentals, such as finance, marketing, and strategy. Successful entrepreneurs need the ability to identify and capitalise on market opportunities for sustainable products and services.

The Better Meat Co., a company that develops plant-based protein products, leverages its business acumen to create products that are both sustainable and profitable.

# **Technical skills**

The information age has brought with it a new wave of sustainable entrepreneurship, as entrepreneurs leverage technology to create innovative solutions that address social and environmental challenges.

Sustainable entrepreneurs need to have a deep understanding of the technologies and trends that are shaping the information age. This includes understanding of sustainable technologies, products, and services and how they can be integrated into various industries.

 For example, Tesla CEO Elon Musk leverages his knowledge of renewable energy and electric cars to create innovative products that reduce emissions and promote sustainability.

# **Creativity and innovation**

Sustainable entrepreneurship requires a creative and innovative mindset to identify and address social and environmental challenges. Encouraging experimentation and innovation can be important in developing new, sustainable products, services and business models.

 An example of this is The Ocean Cleanup, a project led by Boyan Slat, which uses innovative technology to remove plastic from the ocean.

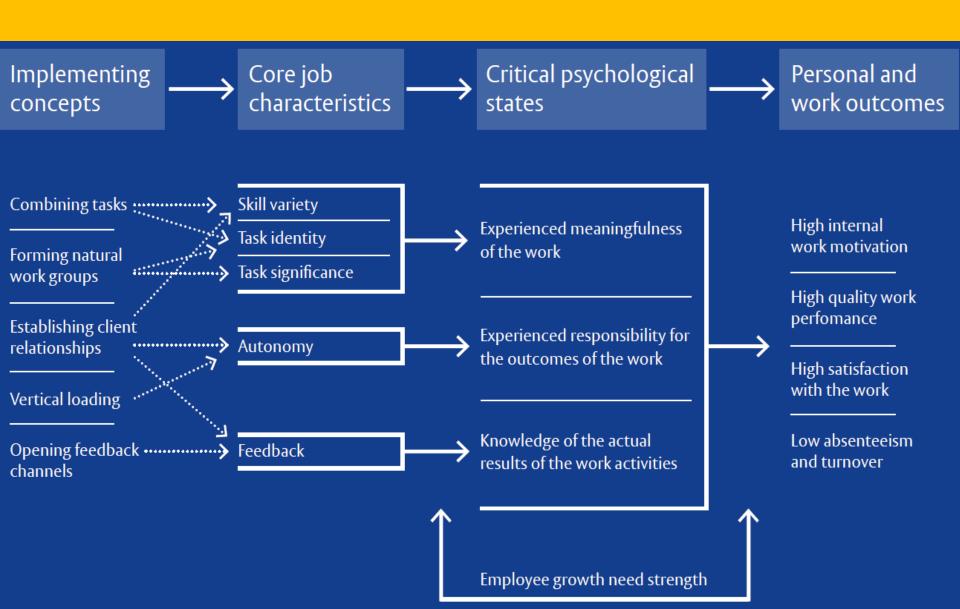
# Communication and collaboration skills

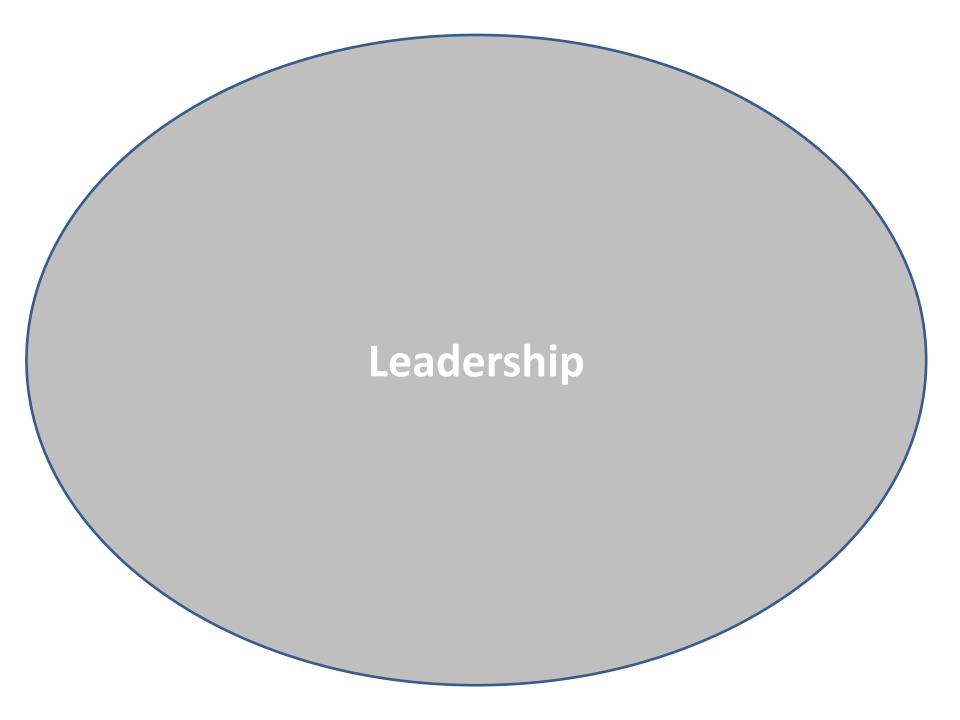
Sustainable entrepreneurs must have strong communication and collaboration skills to effectively engage stakeholders across sectors. Creating a culture of collaboration, both within and outside the organization, can be important in fostering sustainable entrepreneurship by sharing knowledge, resources, and best practices. Creating awareness of sustainable practices and encouraging sustainable entrepreneurship education and training can also be important in encouraging sustainable entrepreneurship.

Strong connections with stakeholders such as investors, customers, and suppliers, as well as government and non-government organizations, can be crucial in creating a supportive environment for sustainable entrepreneurship. Government policies that promote sustainable practices, such as tax incentives and regulations, can play a crucial role in creating a supportive environment for sustainable entrepreneurship.

For instance, the Danish baby clothes subscription service Vigga engages customers through its online information and support channel on sustainable parenting practices. This includes advice on reducing waste, promoting sustainable consumption, and supporting a healthy and active lifestyle for children.

# The job enrichment model





# The research on Leadership styles (HBR)

The study used a random sample of nearly 4,000 executives. It found that the most effective leaders choose from six distinctive leadership styles. The research investigated how each of the six leadership styles correlated with the key components of the organisation's culture.

## HBR identified these cultural components as:

Flexibility – employees' ability to innovate without excessive rules and regulations
Responsibility – how responsible employees feel towards the organisation
Standards – the level of standards expected in the organisation
Rewards – the accuracy of performance feedback and its link to rewards
Clarity – how clear employees are about the mission, vision and core value
Commitment – employees' commitment to a common purpose

### 1. Coercive

This is a leader who demands immediate compliance. The phrase most descriptive of this leader is: "Do what I tell you!"

This style can destroy an organisation's culture. This is because the downside is far greater than the upside. Therefore, a coercive style should only be used with extreme caution. It is useful in an emergency and may work in a crisis. In addition, it can help in a turnaround situation or as a last resort with a problem employee.

## 2. Pacesetting

This is a leader who sets extremely high standards for performance. The phrase most descriptive of this leader is: "Do as I do, now!"

A pacesetting style can destroy a good culture. It only works with a highly motivated and competent team who are able to, essentially, read the leader's mind. Others will feel overwhelmed and give up. This is because they cannot see themselves meeting the leader's standards

# 3. Coaching

The coach is a leader who focuses on developing people for the future. The phrase most descriptive of this leader is: "Try this."

Coaching leaders are great delegators. They are also willing to put up with short-term failures, provided they lead to long-term development. This style works best when you want to help employees improve their performance or develop their long-term strengths.

## 4. Democratic

The democratic leader achieves consensus through participation. The phrase most descriptive of this leader is: "What do you think?"

This style builds trust, as well as respect and commitment. Furthermore, it works best when you want to receive input or get employees to "buy-in" or achieve consensus. It doesn't work under severe time constraints or if employees are confused or uninformed.

## 5. Affiliative

An affiliative leader wants to creating harmony and build emotional bonds with employees. The phrase most descriptive of this leader is: "People come first." This style works best when you want to motivate employees. This is especially true when they face stressful situations. In addition, this style works well when you want build team harmony, improve communication, increase morale or repair broken trust

## 6. Authoritative

- The authoritative leader mobilises people with enthusiasm and a clear vision. This is a visionary leader. This leader gives people leeway to innovate and take calculated risks, provided that they move in the direction of the stated vision. The phrase most descriptive of this leader is: "Come with me."
- This style works best when change requires a new vision or when employees are looking for a new direction. However, this style fails when employees are more knowledgeable or experienced than the leader, or if the authoritative style becomes overbearing.
- Provided that it is used with finesse, this style has the most positive impact (0.54) on the overall organisational culture.
- The research found that **the best leaders master four or more styles**, especially the authoritative, affiliative, democratic and coaching styles. Leaders who can move seamlessly from one to the other, depending on the situation, produce the most positive organisational cultures and enjoy the greatest business successes.

# Leadership strategy and impact on an organisational culture

	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
Flexibility	-0,28	0,32	0,27	0,28	-0,07	0,17
Responsibili ty	-0,37	0,21	0,16	0,23	0,04	0,08
Standards	0,02	0,38	0,31	0,22	-0,27	0,39
Rewards	-0,18	0,54	0,48	0,42	-0,29	0,43
Clarity	-0,11	0,44	0,37	0,35	-0,28	0,38
Commitme nt	-0,13	0,35	0,34	0,26	-0,20	0,27
General influence	-0,26	0,54	0,46	0,43	-0,25	0,42

# Why it is important to be good leader? Jack Zenger is the CEO of Zenger/Folkman Joseph Folkman is the president of Zenger/Folkman

- if you're a good leader, do you make the people around you more likely to become good leaders as well? And which behaviors are most readily "caught"?
- To answer this question, "we examined 360-degree assessments of high-level managers and of their direct reports who were mid-level managers. Matching 265 pairs of high-level managers (HL) and their mid-level manager direct reports (ML), we found highly significant correlations on a variety of behaviors".

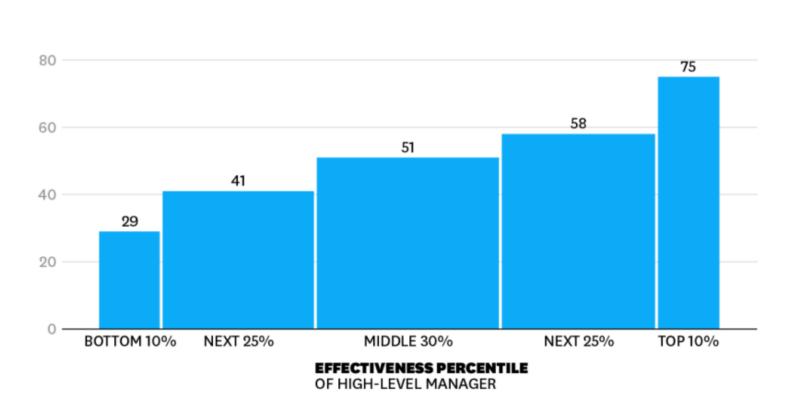
# Good Leadership Is Contagious - HBR Video

## If You're a Good Boss, You Probably Work for a Good Boss

#### **EFFECTIVENESS SCORE**

100

OF MID-LEVEL MANAGER (0-100 SCALE)



SOURCE ZENGER/FOLKMAN © HBR.ORG

# Good Leadership Is Contagious - HBR Video

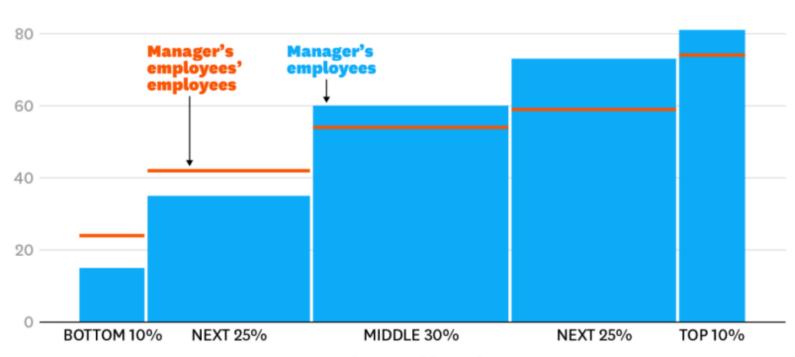
## Good Leaders Increase Engagement for Their Employees

And their employees' employees, too.

#### **ENGAGEMENT SCORE**

100

OF EMPLOYEES (0-100 SCALE)



**EFFECTIVENESS PERCENTILE**OF HIGH-LEVEL MANAGER













**Starbucks case**: humane-oriented business mean to support employees growth, development and long-term success, partners, farmers and communities in the face of global climate change, take responsibility to care for the people who are part of the coffee journey

In their last Global Impact Report 2023 there were outlined the following goals:

- -To bridge to a better future for our **partners (employees).**
- To uplift the everyday for our <u>customers</u>.
- To help ensure the future of coffee for all <u>our farmers</u> (because of rare resources of coffee).
- To contribute positively to each of our **communities**.
- To generate enduring **long-term returns for our shareholders**

<u>Source^ https://stories.starbucks.com/uploads/2024/02/2023-Starbucks-Global-Impact-Report.pdf</u>



# partner experience

INVESTING IN OUR PARTNERS

At Starbucks, we like to say that we are not in the coffee business serving people, but in the people business serving coffee. Here, our employees — who we call partners — are the heart of the Starbucks experience. Starbucks took significant action in FY22 to improve our partner experience through increased wages, additional training, equipment upgrades and expanded benefits. Our wage increases, training program expansion and equipment upgrades for U.S. retail partners in FY22 totaled \$1 billion. Starbucks effort to improve our partners' experience is founded on a deep commitment to advance inclusion, diversity and equity—and the belief that we are at our best when we create inclusive and welcoming environments.

MMXXII



# People OPPORTUNITY

#### **Our Commitment to Partners**



#### Innovative, Inclusive Healthcare

- Comprehensive and affordable choices in health insurance coverage with personalized support
- Health insurance coverage that is inclusive of transgender medical needs
- · Fertility services including IVF
- 20 free mental health sessions each year



#### **Total Compensation & Retirement**

- · Competitive wages
- Added pay for tenure at 2+ and 5+ years
- Opportunity to grow your career Barista Trainer, Shift Supervior and beyond
- · A robust 401(k) plan with match
- "Bean Stock" partners share in our financial success through grants of Starbucks stock



#### 100% College Tuition Coverage

- The Starbucks College
   Achievement Plan provides 100% tuition coverage for a bachelor's degree through a partnership with Arizona State University
- Starbucks also extends this benefit to a spouse or child of partners who are current members of the U.S. Armed Forces and Veterans
- Starbucks Global Academy offers access to courses for personal and professional development at no cost
- · Partners can apply on day one



#### **Partner & Family Support**

- A welcoming and inclusive place to work
- Flexible hours to match partner needs
- Professional networking and career development through Partner Networks
- Paid Parental Leave for birth and non-birth parents
- · Partner and Family Sick Time
- · Family Expansion Reimbursement
- Childcare benefits
- · Vacation and other time off



#### **More Partner Perks**

- · A pound of coffee each week
- Discounts
- · Free food and beverages on shift
- · Free Spotify Premium
- Free Headspace Premium
- · Plus more

#### PROUDLY SERVING THE BEST BENEFITS IN THE U.S. FOR HOURLY RETAIL WORK

Starbucks is proud to offer a wide range of benefits that allow our partners to choose the plans and programs that best support their individual needs and goals. In the U.S., benefits provided to all eligible part– and full–time partners include comprehensive health coverage, annual Bean Stock grants, retirement savings matching, Lyra for mental health, commuter benefits, Spotify Premium, paid time–off, paid parental leave, fertility benefits – and more.





#### **FUTURE ROAST 401(K)**

Starbucks matches 100% of the first 5% contributed each pay period (regardless of whether the contribution is 401(k) pre-tax, Roth after-tax or a combination of both)



#### STARBUCKS COLLEGE ACHIEVEMENT PLAN

Partners can earn their first bachelor's degree online with 100% tuition and fees covered upfront through Arizona State University's online degree programs



## FAMILY EXPANSION REIMBURSEMENT

Financial assistance for partners who are growing their families through adoption, surrogacy or intrauterine insemination (IUI), up to \$40,000 per partner



#### MEDICAL, DENTAL AND VISION

Comprehensive medical, dental and vision coverage with choices for partners, their spouse or domestic partner and children



#### **BEAN STOCK**

Yearly grant of restricted stock units, which vest over two years



#### STUDENT LOAN MANAGEMENT

Access to resources to help better manage student debt



#### PAID PARENTAL LEAVE

Paid leave for birth and non-birth parents



#### MENTAL HEALTH BENEFIT

Free mental health therapy for partners, their spouse or domestic partner and children



#### GIVING MATCH

Starbucks matches up to \$1,000 per year per partner in volunteer hours and financial donations to qualified non-profit organizations



#### INCENTIVIZED SAVINGS PROGRAM

Incentivized savings plan for short-term goals and unplanned financial challenges



#### DACA FEE REIMBURSEMENT

Reimbursement for governmentmandated DACA renewal fees



### PARTNER AND FAMILY SICK TIME

Paid sick time for partners to care for themselves and their families

# STARBUCKS CORPORATION CONSOLIDATED STATEMENTS OF EARNINGS

(in millions, except per share data)

Fiscal Year Ended		Oct 2, 2022	Oct 3, 2021	Sep 27, 2020
Net revenues:				
Company-operated stores	\$	26,576.1	\$ 24,607.0	\$ 19,164.6
Licensed stores		3,655.5	2,683.6	2,327.1
Other		2,018.7	1,770.0	2,026.3
Total net revenues		32,250.3	29,060.6	23,518.0
Product and distribution costs		10,317.4	8,738.7	7,694.9
Store operating expenses		13,561.8	11,930.9	10,764.0
Other operating expenses		461.5	359.5	430.3
Depreciation and amortization expenses		1,447.9	1,441.7	1,431.3
General and administrative expenses		2,032.0	1,932.6	1,679.6
Restructuring and impairments		46.0	170.4	278.7
Total operating expenses		27,866.6	24,573.8	22,278.8
Income from equity investees		234.1	385.3	322.5
Operating income		4,617.8	4,872.1	1,561.7
Net gain resulting from divestiture of certain operations		_	864.5	_
Interest income and other, net		97.0	90.1	39.7
Interest expense		(482.9)	(469.8)	(437.0)
Earnings before income taxes		4,231.9	5,356.9	1,164.4
Income tax expense		948.5	1,156.6	239.7
Net earnings including noncontrolling interests		3,283.4	4,200.3	924.7
Net earnings/(loss) attributable to noncontrolling interests		1.8	1.0	(3.6)
Net earnings attributable to Starbucks	\$	3,281.6	\$ 4,199.3	\$ 928.3
Earnings per share — basic		2.85	\$ 3.57	\$ 0.79
Earnings per share — diluted		2.83	\$ 3.54	\$ 0.79
Walahtad ayang a ahang aytatandina				

Other	1,905.2	2,000.6
Total net revenues	36,176.2	35,975.6
Product and distribution costs	11,180.6	11,409.1
Store operating expenses	15,286.5	14,720.3
Other operating expenses	565.6	539.4
Depreciation and amortization expenses	1,512.6	1,362.6
General and administrative expenses	2,523.3	2,441.3
Restructuring and impairments	-	21.8
Total operating expenses	31,068.6	30,494.5
Income from equity investees	301.2	298.4
Gain from sale of assets	_	91.3
Operating income	5,408.8	5,870.8
Interest income and other, net	122.8	81.2
https://investor.starbucks.com/news/financial-releas	es/news-details/202	4/Starbucks-

Reports-Q4-and-Full-Fiscal-Year-2024-Results/default.aspx

Net revenues:

Licensed stores

Company-operated stores

Sep 29,

2024

29,765.9

4,505.1

\$

Oct 1,

2023

29,462.3

4,512.7

## Pharmaceutical company-leader in Ukraine "Farmak"

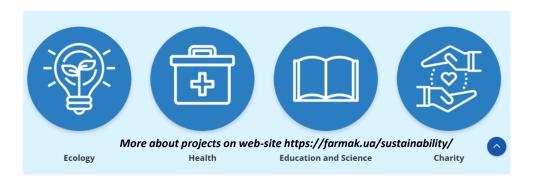
Projects of this company are aimed at improving the quality of people's lives, promotion of healthy lifestyle, raising the level of ecological culture, safe work performance, supporting social activity among "Farmak" employees.

The salary is higher for employees than average in the pharmaceutical industry in Ukraine. It was best employer in 2023 in the industry in Ukraine (Forbes).

Company has employees that are highly qualified (25% with PhD degrees out of 160 specialist with high qualification). Totally – 3000 employees.

The company reinvests up to 90% of income in development. Annual investment in research and development is about 15 million US dollars.

Research and Development is very important for this company (20 new products are launched annually)



# Public Restaurant: a case of middle-sized company from Ukraine (Urban Space 100)

- Urban Space 100 was initiated by the Teple Misto (Warm City, Ivano-Frankivsk) platform, which focuses on fostering urban development and social initiatives.
- The project is distinctive in that it was funded by 100 philanthropists who each contributed \$1,000 to create the space. These 100 co-founders do not receive financial returns on their investments; instead, they reinvest all profits from the business into local community projects.
- Urban Space 100 operates as a restaurant and café that serves as a community hub. The venue offers a variety of food and beverages, with an emphasis on quality and locally-sourced ingredients.

# Public Restaurant: a case of middle-sized company from Ukraine (Urban Space 100)

The official site demonstrates the main investors for the projects that can get a grant to be implemented in Ukraine.

There are the requirements to the application procedure that is placed on seb-site. The projects that get the support are aimed at solving social problems (many projects are connected with veterans after the war)

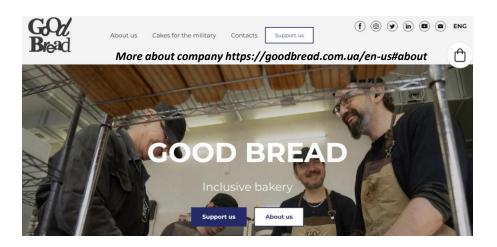
The restaurant get the profit from the hospitality industry. One of the most innovative aspects of Urban Space 100 is its profit reinvestment model. All profits generated by the restaurant are allocated to fund local community projects.



Source: https://www.urbanspace.if.ua/en#idea

# Good Bread: a case of small company from Ukraine

- Good Bread from Good People (often referred to as Good Bread or Good Bread Company) is a unique social enterprise in Ukraine, known for its inclusive employment practices and social impact.
- The company is recognized for providing meaningful employment opportunities to people with intellectual disabilities, contributing to both their personal development and social inclusion.
- The bakery organizes events and participates in community activities to showcase the talents of its employees and foster a more inclusive society.



# Good Bread: a case of small company from Ukraine

 Good Bread specializes in producing a variety of high-quality baked goods, including bread, pastries, cookies, and cakes. The focus is on using natural and locally-sourced ingredients.
 Ukraine ranked sixth among the largest exporters of wheat worldwide.

Good Bread collaborates with other social enterprises, NGOs, and local businesses to create a network of support and shared resources. These partnerships help to amplify their impact and reach.

