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Management of financial and credit systems and the socio-humanitarian component of their development

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Employee value proposition as the core of HR branding: a strategy of trust, authenticity and talent development

Abstract. The object of the study is the HR branding system of modern organizations, which reflects the interrelation between the Employee Value Proposition (EVP), corporate culture, and managerial practices for personnel development. HR branding is viewed as a multidimensional phenomenon that integrates marketing, psychological, and social components, fostering trust, loyalty, and employee engagement. Its key characteristics include authenticity, strategic orientation, human-centeredness, and alignment with business objectives.

Problem statement. In the modern context of intense competition for talent, business digitalization, and the growing importance of employee engagement, HR branding is transforming from a marketing tool into a strategic system of human capital management. At the core of this system lies the Employee Value Proposition (EVP), which builds trust, loyalty, and a culture of shared responsibility between the company and its people.

Unresolved aspects of the problem. Despite the growing interest in HR branding, the role of an authentic EVP as a driver of organizational competitiveness and its integration into managerial practices remain insufficiently explored.

Purpose of the article. The purpose of the study is to theoretically substantiate the Employee Value Proposition (EVP) as the strategic core of a modern organization's HR brand and to identify its key dimensions that ensure trust, authenticity, and talent development.

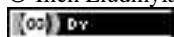
Presentation of the main material. Based on an interdisciplinary approach combining the concepts of management, marketing, and organizational behavior, the study systematizes scientific approaches to HR branding and identifies its main components: EVP, corporate culture, employee experience, reputation, innovation, and corporate social responsibility. The analysis of international and Ukrainian research (2020 – 2025) demonstrates that an effective EVP integrates mission, values, employee experience, and social responsibility into a unified system of mutual commitments. Five key dimensions of modern EVP are highlighted: meaningful work and mission, professional growth, supportive corporate culture, flexibility and work-life balance, and social responsibility.

Conclusions. The results confirm that a strong HR brand enhances organizational attractiveness, reduces staff turnover, and creates long-term competitive advantages. HR branding should be considered a comprehensive system that combines internal management practices with external communications, aligning business goals with employee expectations. Future research should focus on developing a next-generation HR branding model that integrates EVP, leadership culture, employee experience, technological maturity, inclusiveness, and ESG principles into a unified strategic architecture.

Keywords: *HR branding, employee value proposition, brand authenticity, trust, engagement, corporate culture, talent development.*

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JEL Classification: M12, M14, M31, J24, O15



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Introduction. In today's context of turbulence, technological breakthroughs, and the shifting paradigm of work, the concept of “employer” is no longer merely a legal or economic category – it is gaining emotional, value-based, and social dimensions. Talented professionals increasingly choose not just a workplace but a community with which they share values, meaning, and a vision of the future. Therefore, the employer brand is evolving from a marketing shell into a strategic system of interaction centered on trust, authenticity, and human development.

In the era of the “experience economy” and hybrid employment formats, organizations face new challenges: retaining key talents, building a culture of engagement, and overcoming alienation and information overload among employees. Under these conditions, the EVP becomes the central element of HR branding that defines the quality of the relationship between the company and its people. EVP is not merely a promise but rather an “emotional contract” that shapes the organization's reputation, employee engagement, and the willingness of talents to remain part of the corporate story.

Recent global studies (Deloitte, 2023 [4], 2025 [5]; Gartner, 2025 [8; 9; 10]; LinkedIn, 2024 [13; 14; 15]) confirm that companies with a clearly articulated and authentically implemented EVP demonstrate 30–40% higher engagement rates, 25% lower employee turnover, and a more resilient brand of trust in the labor market. The Ukrainian labor market also shows a noticeable shift from material motivation toward non-material factors – values, workplace atmosphere, development opportunities, and the social meaning of work.

Thus, the relevance of this study lies in the need to rethink HR branding as a holistic system centered on an authentic EVP, aligned with the company's mission and employee experience, human-centered, and built on trust and mutual responsibility – transforming the organization into a space of growth and partnership.

Literature review. The issue of HR branding and the employer's value proposition has gained new significance in the 2020s, driven by global labor market transformations, digitalization, the rise of artificial intelligence, and the changing expectations of employees. According to *McKinsey: The State of Organizations 2023*, companies must rethink their approaches to attracting and retaining talent by tailoring their value propositions to the individual expectations of employees. This approach helps narrow the gap between what modern professionals seek and what organizations need. A survey conducted in seven countries revealed that 39% of respondents plan to change jobs within the next 3–6 months – a clear signal that EVPs must evolve [17].

As highlighted in *Deloitte Global Human Capital Trends 2025* [6], the era of “human + AI” interaction is radically transforming personnel management: organizations are shifting from control-based models to partnership-based ones, where the EVP serves as the central “emotional contract” between the organization and its people. Through the EVP, employees experience meaning, trust, and belonging – elements that cannot be replicated by technology.

According to *Mercer Global Talent Trends Report 2024–2025* [18], a modern EVP must reflect the principle of *skills, purpose, and belonging* – offering employees not only pay and stability but also opportunities to develop skills, a sense of meaningful work, and an authentic culture of collaboration. Companies that integrate these elements into their HR brand recover engagement levels 35–40% faster after crisis periods.

Gartner's 9 Future of Work Trends 2024–2025 [8] identifies a profound shift in employee priorities: following the pandemic crisis, belonging, flexibility, and well-being have become the main drivers in choosing an employer. The report notes that the traditional return to offices has not produced the expected increase in collaboration – in fact, hybrid workers report higher levels of social satisfaction. This underscores the need for a new EVP architecture that integrates psychological safety, autonomy, and adaptive employment formats.

The *Edelman Trust Barometer 2025* emphasizes the growing importance of trust as a form of social capital: despite declining trust in business elites and public institutions, “my employer”

remains the most credible moral compass for 77% of respondents across 28 countries [7]. This indicates that employers now provide a core sense of stability in a turbulent environment. An authentic EVP – one confirmed by consistent action rather than communication alone – becomes the key condition for maintaining trust within organizations.

LinkedIn Global Talent Trends 2024 [15] and *Future of Recruiting 2025* [13] demonstrate a clear shift in candidate motivation: salary-based priorities are being replaced by preferences for culture, flexibility, and career growth opportunities. According to LinkedIn, 88% of candidates consider an employer's EVP the main argument in choosing where to work. This confirms that the modern HR brand is built not around external image but around internal employee experience (EX), which embodies the company's promised values.

In this context, the concept of EVP extends classical approaches to HR branding defined by Backhaus and Tikoo [1], who conceptualized the employer brand as a dual system – external, aimed at attracting talent, and internal, shaping loyalty and engagement. Subsequent studies, including Knox and Freeman [12], reinforced this view, emphasizing that *employer brand image* is a critical factor in attractiveness, especially within the service industry. This perspective deepened the understanding of the employer brand as a marketing asset that combines reputation, experience, and the emotional perception of an organization by employees and candidates.

Further research by Benraïss-Noailles and Viot [3] shows that the value of the employer brand today is measured not only by its attractiveness but, above all, by the quality of the internal employee experience and the level of trust in the organization.

Thus, EVP is progressively evolving toward the integration of economic, psychological, and social dimensions. An authentic EVP functions as a system of reciprocal exchange in which the organization provides not only compensation but also opportunities for personal growth, learning, and belonging.

Ukrainian researchers Trunina, Pryakhina and Bilyk [20] propose a diagnostic model of strategic employer brand management that integrates mission, vision, HR strategy, and corporate values into a unified brand architecture. Their analysis of Apple, Google, and Microsoft demonstrates that high employee loyalty is achieved through an EVP built on trust, growth, and shared purpose.

Consequently, contemporary scientific and analytical literature indicates the transition of HR branding toward a concept of trust, authenticity, and human-centeredness, where EVP serves not merely as an element of HR strategy but as the strategic core of organizational culture – combining humanity and technology in the age of artificial intelligence.

In summary, modern HR management theory and practice conceptualize EVP as a strategic bridge between brand and experience. Its effectiveness is based on five interrelated dimensions:

1. Meaning and mission of work.
2. Opportunities for growth and development.
3. Culture of trust and support.
4. Flexibility and well-being.
5. Social responsibility and impact.

The combination of these elements shapes next-generation HR branding – not as a marketing category but as a strategic system for managing human capital that creates a long-term competitive advantage amid technological turbulence, demographic change, and the rethinking of work itself.

Purpose, objectives and research methods. The purpose of this article is to explore the integration of the EVP into the HR branding system as a strategic instrument for fostering trust, authenticity, and talent development in modern organizations. The study aims to demonstrate how a value-oriented and human-centered EVP transforms HR branding from a marketing tool into a comprehensive system of strategic human capital management.

The methodological framework of the research is based on an interdisciplinary approach that integrates the concepts of strategic management, marketing, and organizational behavior. To ensure

the comprehensiveness and validity of the findings, a combination of general scientific and specialized methods was applied, including:

- a) Systemic and comparative analysis – to generalize theoretical approaches to HR brand and EVP formation across different academic schools.
- b) Content analysis – to review scholarly publications and analytical reports from leading research centers [4–11; 13–16; 20] covering the years 2020–2025.
- c) Case study method – to investigate practical implementations of HR branding strategies based on EVP in international companies and Ukrainian companies.
- d) Inductive-deductive approach – to transition from empirical observations to generalized conclusions and the development of the author’s conceptual model.
- e) Methods of synthesis and systematization – to construct a vision of HR branding as an integrated strategic system that unites internal management practices with external communications.

This methodological design provides a comprehensive understanding of the employer value proposition as a multidimensional phenomenon and a key factor in ensuring sustainable organizational competitiveness in the era of technological transformation and the culture of trust.

Research results.

1. *Evolution of HR Branding: from a marketing tool to a value-oriented system*

An analysis of scholarly literature and practical data confirms that HR branding has undergone a profound transformation – from a primarily communicative function to a value-driven system that integrates business strategy, leadership culture, and employee experience. The evolution of HR branding reflects deep changes in the paradigm of human resource management – shifting from an emphasis on image and external attractiveness toward the cultivation of authentic internal values and trust.

The analysis of academic sources and corporate practices made it possible to identify four key stages in the development of HR branding, illustrating its gradual transition from a marketing tool to a strategic system of human capital management (Table 1).

Table 1. Evolution of HR branding: from a marketing tool to a strategic system

Stage	Period	Key characteristics	Dominant focus
HR Branding 1.0	2000 – 2010	Image and external reputation of the employer	Attraction of candidates
HR Branding 2.0	2010 – 2018	Integration into HRM processes; reputation management	Retention and engagement of personnel
HR Branding 3.0	2019 –2023	Human-centered culture; emotional contract; employee experience	Trust and belonging
HR Branding 4.0	2024 – present	Integration of AI; inclusiveness; ESG orientation; authenticity of EVP	Meaning, sustainability, and employee development

Source: completed by the author

A gradual transition can be observed from the tactical level of HR branding, associated with the employer’s reputational positioning, to the strategic level, where values, trust, and authenticity of interaction with employees play the key role. At the stage of HR Branding 4.0, the employer brand emerges as a dynamic ecosystem centered on the EVP – integrating technological maturity, leadership culture, inclusiveness, and corporate social responsibility. This approach transforms the brand into a strategic resource for human capital development, capable of ensuring the organization’s long-term competitive advantage.

The EVP serves as the core of the HR brand, as it forms the meaningful axis that connects the organization’s internal identity with its external image in the labor market. While the brand answers the question “*Who are we as an employer?*”, the EVP responds to “*Why do people want to join and stay with us?*” Unlike marketing communications that merely transmit messages, the EVP reflects the essence of mutual value exchange between the company and its employees. It is the EVP that transforms HR branding into a strategic instrument of trust, engagement, and sustainable human capital development.

The studies analyzed in this research demonstrate that a strong employer brand cannot exist without a clearly articulated and authentic EVP that integrates the organization's mission, culture, employee experience, and reputation into a single system. EVP ensures consistency between what the company declares, what employees actually experience, and how this is perceived externally. Such coherence creates an emotional contract between the individual and the organization – a foundation of trust, loyalty, and reputational resilience.

Thus, the EVP is not merely an element of HR branding but its strategic nucleus, defining the authenticity of the brand, the direction of communications, and the degree of value alignment across the entire HR ecosystem. It acts as a connecting link between leadership values, managerial behavior, and employee experience – transforming the brand from an external marker into an internal culture of mutual trust.

2. Structural composition of the employer value proposition

Based on the analysis of academic literature and corporate case studies from 2020–2025, the main structural dimensions of an authentic EVP in modern organizations were systematized (Table 2).

Table 2. Key dimensions of an authentic EVP

Dimension	Core meaning	Manifestation in organizational practice
Purpose and Meaning	The organization provides employees with a clear mission and sense of contribution to something greater than themselves.	Alignment of individual and corporate purpose; social impact projects; meaningful storytelling.
Growth and Development	Continuous learning, career mobility, and skill expansion are integral to the EVP.	Mentorship programs, leadership development, learning ecosystems.
Trust and Well-being Culture	Mutual respect, psychological safety, and emotional inclusion define the internal environment.	Open feedback culture, flexible schedules, well-being and resilience initiatives.
Flexibility and Autonomy	Employees are empowered to choose how, when, and where they work.	Hybrid models, results-oriented management, autonomy in decision-making.
Social Responsibility and Sustainability (ESG)	The company embodies ethical and sustainable business practices, engaging employees in shared responsibility.	ESG strategies, volunteering, transparent governance, ethical leadership.

Source: completed by the author

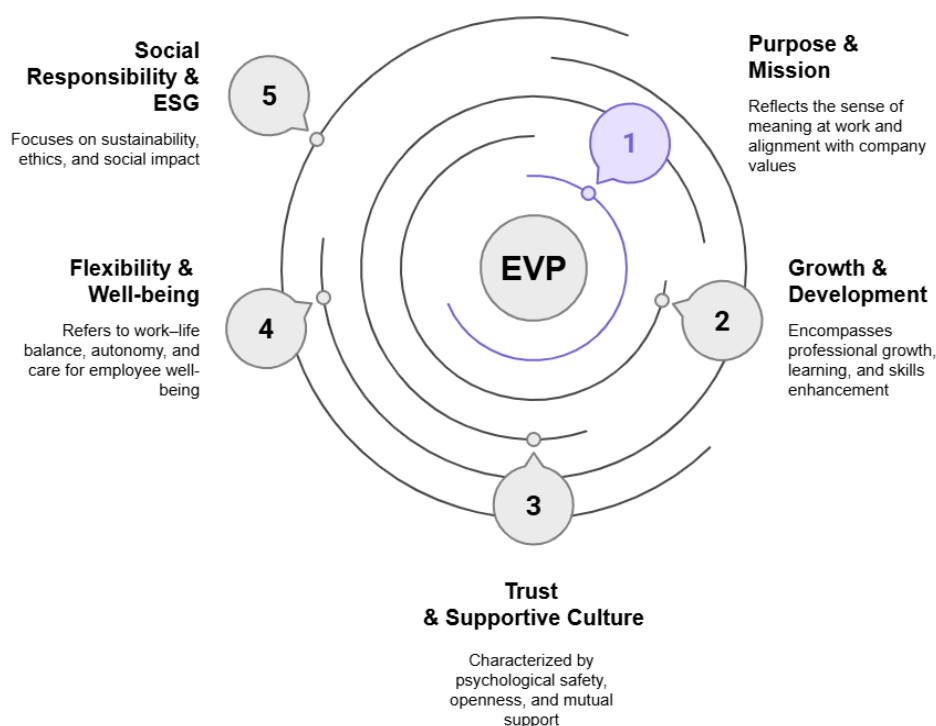
The obtained results confirm that the EVP is not merely a tool for talent attraction but a multidimensional system of mutual value exchange between the organization and its people. The effectiveness of this system is determined by the degree of alignment between the declared brand principles and the actual employee experience (EVP–EX alignment). The coherence of these dimensions creates a foundation for trust, engagement, and sustainable loyalty, transforming the HR brand into a strategic resource for human capital development and the reputational stability of the organization.

3. Correlation between EVP authenticity and organizational competitiveness

Based on the results of theoretical analysis and synthesis of recent HR-branding concepts, the author has developed an authentic EVP Model, which conceptualizes the EVP as the strategic core of employer branding. The model integrates five key dimensions that ensure the authenticity, trust, and sustainability of the HR brand (Figure 1).

The model illustrates five interconnected dimensions of the EVP: *purpose and mission, growth and development, trust and supportive culture, flexibility and well-being, and social responsibility and ESG*. These dimensions jointly form the authentic core of the employer brand, aligning declared corporate values with employee experience. An authentic EVP fosters employee engagement, builds loyalty, and strengthens long-term organizational sustainability.

The systematization of contemporary HR analytics reports [4–11; 13–18; 20] reveals a profound transformation in approaches to developing the EVP. Companies increasingly perceive the EVP not as a marketing element of HR branding, but as a value-oriented system of mutual trust, growth, and support that determines the quality of interaction between the organization and its employees.



Authentic EVP fosters employee engagement, builds loyalty and strengthens organizational sustainability.

Figure 1. The Authentic EVP Model as the Strategic Core of HR branding

Source: completed by the author

A *Gartner* (2024) study shows that organizations that effectively implement EVP can reduce employee turnover by nearly 70% compared to those without a clearly defined value proposition [9]. Analytical data from *Great Place to Work* (2024) confirm that companies with a strong focus on the employee experience demonstrate turnover rates 51% lower than the industry average [11]. According to a Ukrainian *UGEN* (2024) survey, over 60% of young professionals prioritize values, corporate culture, and company reputation when choosing an employer, rather than salary level alone [20].

The *Gartner Employee Value Proposition (EVP): Insights and Guide* (2025) report [9] identifies five key dimensions of an effective EVP: trust, growth, flexibility, culture of support, and shared purpose, which together form the foundation for long-term employee loyalty. Furthermore, *Gartner's The DEI Reset: A Smarter Way to Embed What Matters* [10] emphasizes that diversity, equity, and inclusion (DEI) are now integral to EVP, as they foster psychological safety, engagement, and trust.

The *Deloitte Human Capital Trends Report 2025: Turning Tensions into Triumphs* [6] confirms that 72% of organizations are revising their EVPs by integrating principles of hybrid work, human-centricity, and “human + AI” collaboration. This indicates a transition toward a new paradigm of HR branding, in which values, authenticity, and human experience become the central elements of organizational competitiveness.

Thus, the findings of these reports empirically confirm that an authentic EVP serves as a strategic resource for organizational attractiveness and trust, forming the foundation of modern HR branding that unites culture, experience, and social responsibility into a cohesive system for sustainable human capital development.

Discussion. The conducted research confirms the growing role of the Employee Value Proposition as a system-forming element of HR branding. It was found that modern organizations increasingly view the EVP not merely as a marketing tool for talent attraction, but as a value-driven

system of interaction between employer and employees that fosters trust, engagement, and sustainable growth.

To determine the place of the author's model of an authentic EVP within existing theoretical approaches, a comparative analysis of the most influential EVP concepts was conducted, the results of which are presented in Table 3.

Table 3. Comparative Characteristics of EVP Models

Author / Model	Conceptual approach to EVP	Key elements	Limitations and potential development
Backhaus & Tikoo (2004) [1]	EVP as a dual system: external (employer image) + internal (employee experience)	Attraction, retention, engagement	Oriented mainly toward recruitment; limited focus on internal experience
Barrow & Mosley (2005) [2]	EVP as a set of economic, psychological, and social benefits for employees	Compensation, development, brand reputation	Linear model, does not account for emotional and social dimensions
Benraïss-Noailles & Viot (2020) [3]	EVP as a component of Employer Brand Equity, linking trust and employee experience	Emotional connection, trust, employee advocacy	Limited empirical validation; need for cross-sectoral research
Deloitte (2025) [4–6]	EVP as part of the Human Sustainability paradigm	Belonging, Purpose, Growth, Safety, Fairness	Need for harmonization with AI transformation and ESG strategy
Mercer (2025) [18–19]	EVP as a platform for skill-based talent development (skills, purpose, belonging)	Skills, Purpose, Belonging	Lack of detailed mechanisms for integrating employee experience
Gartner (2025) [8–10]	EVP as a system of authenticity, inclusiveness, and trust-based leadership	Trust, Flexibility, Leadership, Development	Requires technological integration and psychological safety framework
Edelman (2025) [7]	EVP as a moral–ethical core of the HR brand, centered on trust	Integrity, Stability, Reputation, Trust	Not universal; depends on the organization's level of internal trust
LinkedIn (2024–2025) [14–16]	EVP as a partnership model based on human and technological synergy	Culture, Inclusiveness, Career Growth, Transparency	Dependent on digital platform maturity and employer transparency

Source: completed by the author [1-10; 14-16; 18-19].

The comparative analysis demonstrates that the evolution of EVP models reflects a gradual shift from marketing and communication approaches toward human-centered and value-driven concepts. Early models (Backhaus & Tikoo [1]; Barrow & Mosley [2]) focused primarily on the external image of the employer brand and the attraction of candidates, while recent frameworks (Deloitte, Gartner, Mercer) increasingly emphasize trust, well-being, supportive culture, and social responsibility.

However, even modern models remain fragmented, as they tend to view the EVP either as a tool of external positioning or as an element of internal corporate culture –without integrating these aspects into a holistic system. These limitations provided the foundation for developing the author's model of an authentic EVP, which offers a systemic, multidimensional approach to building the HR brand.

The proposed EVP model overcomes the constraints of previous frameworks through several conceptual advantages:

1. EVP as the strategic core of the HR brand – ensuring alignment among organizational mission, culture, and employee experience.
2. Trust as the system-forming category – positioning psychological safety, empathic leadership, and authenticity as fundamental conditions for sustainable employee engagement.

3. Integration of ESG, inclusiveness, and technological maturity – reflecting the realities of hybrid work, digital transformation, and “human + AI” collaboration.
4. Balance of internal and external focus – simultaneously creating value for employees and strengthening the employer’s reputational capital.

Thus, the author’s concept of an authentic EVP offers a new level of understanding of HR branding – as an integrated ecosystem of trust, development, and sustainable human capital management in the era of technological and social transformation.

Conclusions. The conducted study deepened the theoretical and methodological understanding of the EVP as a key element of human resource management and a strategic resource for HR brand development. Based on an interdisciplinary analysis, it was proven that modern HR branding is transforming from a tool of external positioning into a value-oriented ecosystem of trust, authenticity, and partnership between organizations and their employees.

A synthesis of international analytical studies (Deloitte, Gartner, Mercer, Great Place to Work, UGEN) confirmed that companies integrating an authentic EVP into their strategies demonstrate higher employee engagement, lower turnover, and greater organizational resilience. This emphasizes the strategic role of EVP in shaping the competitive advantages of next-generation organizations.

The developed model of an authentic EVP represents a systemic approach to HR branding, centered on the human being – their mission, growth, well-being, trust, and the social significance of work. Unlike previous frameworks, the model proposes to:

- view EVP not as a separate brand tool but as its strategic core, ensuring alignment between the company’s mission and employee experience;
- integrate emotional and social factors – trust, psychological safety, and empathic leadership – into the EVP structure;
- include ESG principles, inclusiveness, and technological maturity as new vectors for HR brand evolution.

The practical significance of the study lies in the applicability of the proposed model for: diagnosing the strengths and weaknesses of EVP across industries; developing strategies for talent attraction and retention; shaping a corporate culture based on trust, mutual responsibility, and sustainable development.

Future research should focus on the empirical verification of the authentic EVP model across different types of organizations and on identifying correlations between the level of EVP authenticity, employee emotional engagement, and overall business performance.

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Ціннісна пропозиція роботодавця як ядро HR-бренду: стратегія довіри, автентичності та розвитку талантів

Анотація. Об'єктом дослідження є система HR-брендингу сучасних організацій, що відображає взаємозв'язок між ціннісною пропозицією роботодавця (Employee Value Proposition, EVP), корпоративною культурою та управлінськими практиками розвитку персоналу. HR-бренд розглядається як багатовимірне явище, яке поєднує маркетингову, психологічну й соціальну складові, забезпечуючи формування довіри, лояльності та залученості працівників. Його ключовими характеристиками виступають автентичність, стратегічна спрямованість, людиноцентричність та інтеграція з бізнес-цілями.

Постановка проблеми. У сучасних умовах високої конкуренції за таланти, цифровізації бізнесу та зростання значущості емоційного залучення працівників, HR-брендинг трансформується із маркетингового інструмента в стратегічну систему управління людським капіталом. Головним ядром цієї системи стає EVP, що формує довіру, лояльність і культуру взаємної відповідальності між компанією та її людьми.

Невирішені аспекти проблеми. Попри активний розвиток концепції HR-брендингу, залишається недостатньо дослідженою роль автентичної EVP як чинника стратегічної конкурентоспроможності організацій та її інтеграція в систему управлінських практик.

Мета статті. Метою дослідження є теоретичне обґрунтування EVP як стратегічного ядра HR-бренду сучасної організації та визначення її ключових вимірів, що забезпечують довіру, автентичність і розвиток талантів.

Виклад основного матеріалу. На основі міждисциплінарного підходу, що поєднує концепції менеджменту, маркетингу та організаційної поведінки, узагальнено наукові підходи до визначення сутності HR-брендингу та виокремлено його компоненти: EVP, корпоративну культуру, досвід співробітників, репутацію, інноваційність і соціальну відповідальність бізнесу. Проведено аналіз міжнародних і українських досліджень 2020–2025 років, який довів, що ефективна EVP інтегрує місію, цінності, досвід співробітників і соціальну відповідальність у єдину систему взаємних зобов'язань. Виокремлено п'ять ключових вимірів сучасної EVP: місія та значущість роботи, професійний розвиток, підтримувальна корпоративна культура, гнучкість і баланс між роботою та життям, соціальна відповідальність бізнесу.

Висновки. Результати дослідження підтверджують, що сильний HR-бренд підвищує привабливість організації, знижує плинність кадрів і формує довгострокові конкурентні переваги. Запропоновано розглядати HR-брендинг як комплексну систему, що поєднує внутрішні управлінські практики та зовнішні комунікації, гармонізуючи цілі бізнесу з очікуваннями працівників. Перспективи подальших досліджень пов'язані з розробленням концептуальної моделі HR-брендингу нового покоління, яка інтегрує EVP, культуру лідерства, досвід співробітників, технологічну зрілість, інклюзивність та ESG-принципи в єдину стратегічну архітектуру.

Ключові слова: HR-брендинг, ціннісна пропозиція роботодавця, автентичність бренду, довіра, залученість, корпоративна культура, розвиток талантів.

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