

BAKERTILLY



20 YEARS *of*

SHARING INSPIRATION





**DREAM. STRIVE. WIN.
BE INSPIRED**



BakerChef

PREPARE IT
IF YOU CAN

The casting for the largest financial show in the world has begun!

Send your resumé to cv@bakertilly.ua

What is this report about?

Baker Tilly in Ukraine has been operating for twenty years. During this time, the company has been changing and expanding. With every new project and every new team member we have been learning and becoming better at what we do. In this special edition magazine report, we have compiled some advices based on the experiences of our coworkers and partners. Our mission is to deliver people happiness and inspiration! Enjoy with us! This magazine has been created according to the new written Ukrainian language norms. Without change, people become bored of life. At Baker Tilly we are always ready for changes and welcome it.

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Advertising department TopLead toplead.com.ua
Reviews, recommendations and request are to be sent to: facebook.com/bakertillyukraine
To order an audit, an valuation, tax consulting and other services: +380 (44) 284 18 65

THE UKRAINIAN METHOD OF GROWTH HACKING

Keeping youthful energy for 20 years

Baker Tilly has reached a respectable age for a Ukrainian business and has become one of the country's largest auditing and consulting companies.

In 1999, the year Baker Tilly was created, the company consisted of just four employees.

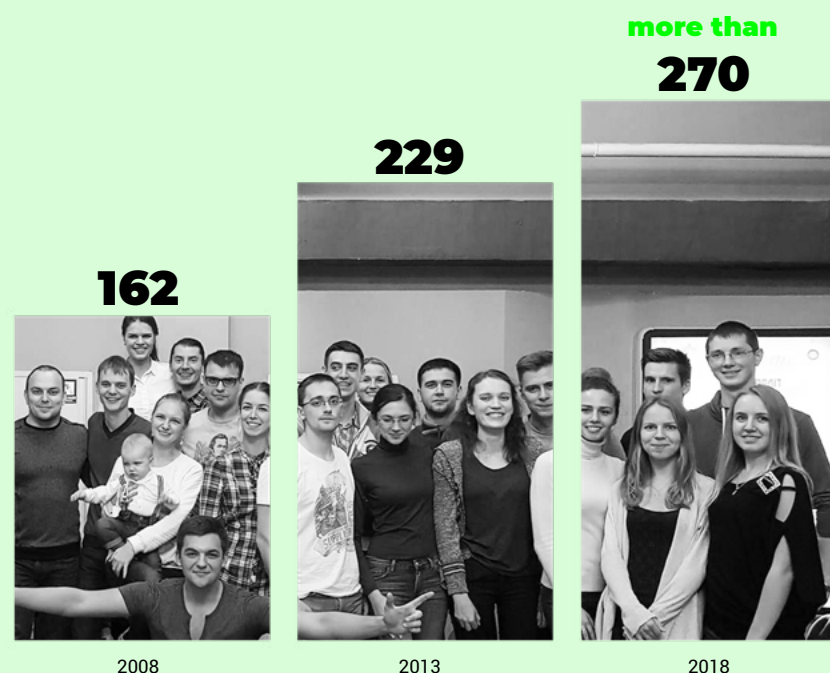
In its first years the company only focused on auditing and personnel searching.

The number of employees increased, and so did the services portfolio. We managed to achieve the trust of our clients, including the leaders of industries. Baker Tilly became the first auditing company that agricultural businesses think of when they need an audit. So, what is our Growth hacking? During all these years, a lot has changed, but one thing has remained constant: what we value most is not our fixed assets, but the people we work with every day. The company invests into its employees' education – the improvement of their hard and soft skills, encourages their participation in social projects and gives the opportunity to try their hand at certain tasks and grow even to those who do not yet have work experience. If you have the desire to work in a driven auditing company and a lot of stamina that allows you to reach your goals, then Baker Tilly is for you!

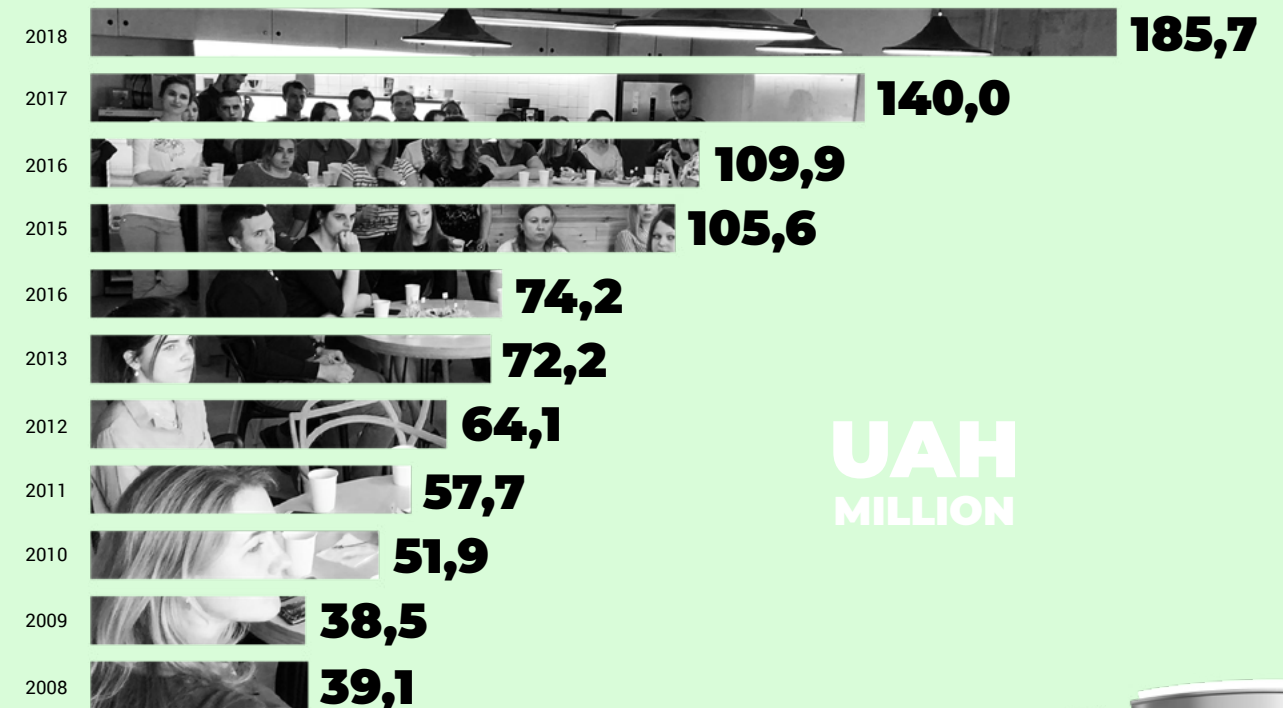
1,1 UAH MILLION
has been invested into our employees' education in 2018

500 UAH THOUSANT
the total expenditure on corporate social responsibility in 2018

The number of employees



Income



UAH MILLION

The awards that Baker Tilly has received

2014

Natalia Bondarenko's (head of the HR department) project "More than just business" has won the second place in the contest "HR -brand Ukraine 2014"

2016

Baker Tilly International has become the "Network of the year" in the 2016 annual awards ceremony from the International Accounting Bulletin (IAB)

2017

Baker Tilly has been included in the top 5 best companies in Ukraine in the spheres of auditing, tax and accounting

2015

2016

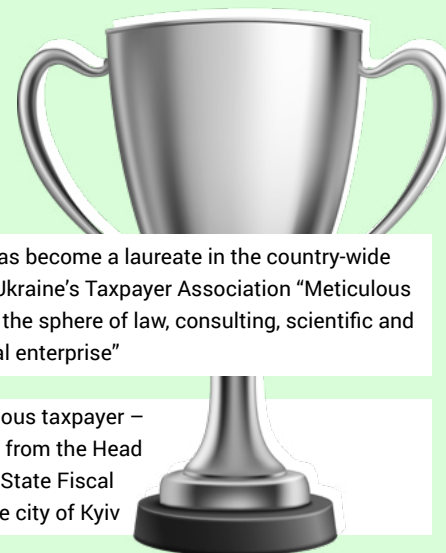
2016

2018

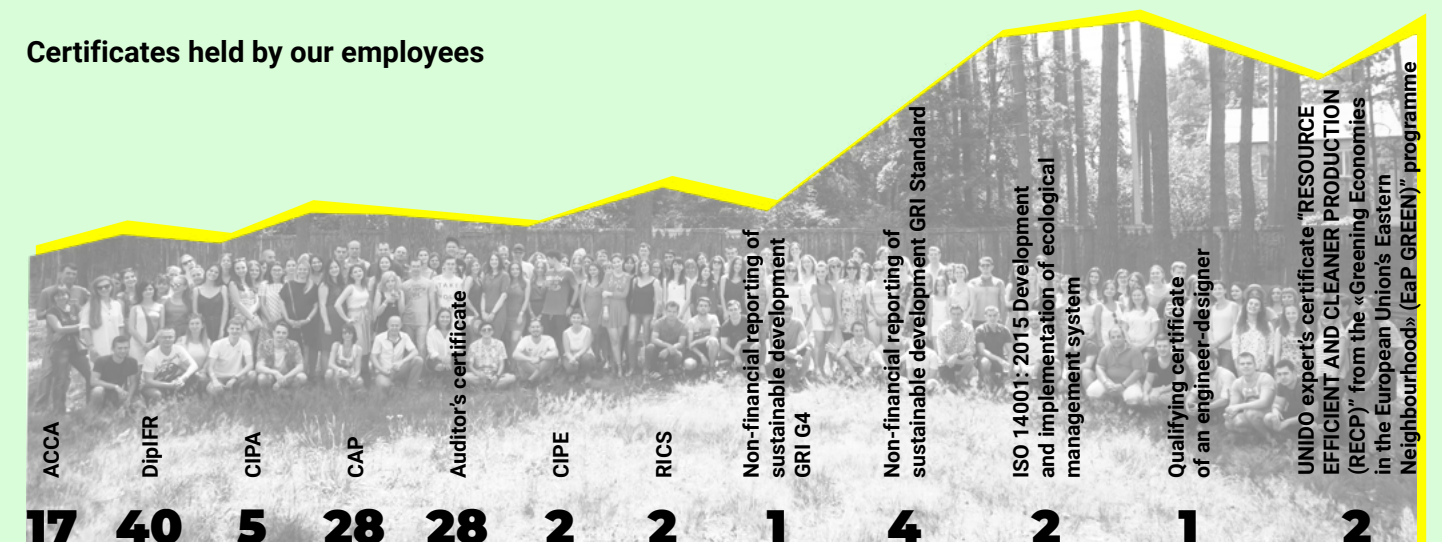
Baker Tilly has become a laureate in the country-wide rating from Ukraine's Taxpayer Association "Meticulous taxpayers in the sphere of law, consulting, scientific and technological enterprise"

The "Meticulous taxpayer – 2015" award from the Head office of the State Fiscal Service in the city of Kyiv

Baker Tilly International has become a finalist of the M&A ATLAS AWARDS in the category Outstanding Global M&A Service Providers: Transactions (Mid-Small-Cap)



Certificates held by our employees



HOW WE'VE BEEN GROWING

1999

29.04.1999 –
the company's birthday

The creation of the company "IGK Ukraine Audit"

2004

IPO of "Ukrproduct"

The first project in partnership with Baker Tilly UK – the audit of the company "Ukrproduct". As a result, the IPO of "Ukrproduct" has attracted 6 million UK pounds

2005

The company joined the Baker Tilly International network

"IGK Ukraine Audit" has become an independent network member

2010

Baker Tilly has successfully completed the ACCA accreditation process and confirmed its status of Trainee Development Gold

This was the official confirmation of the fact that the company meets the highest standards in the educational sphere and supports its employees in their professional growth

2008

The creation of the Odessa branch



2007

"IGK Ukraine Audit" became Baker Tilly Ukraine

The company has started providing auditing services at an international level

The audit of the company "XXI century", which had been planning the IPO, has been conducted. After that, Baker Tilly Ukraine has received offers to audit Aisi Realty Public Limited, Kernel Holding S. A., Landkom International and KDD Group N. V.

The creation of the Donetsk branch

2011

Baker Tilly Ukraine and Grant Thornton Ukraine have announced a merger under the Baker Tilly brand

This was the first in Ukraine merger of two company representatives of worldwide known international auditing networks

2015

Baker Tilly has expanded its services portfolio with consulting support for enterprises and investors of the agricultural sphere



2014

Baker Tilly has launched an internship program for university students in their final years

The best among them have received the opportunity to stay in the company as permanent workers

2013

Baker Tilly has increased its ACCA status

Trainee Development - Platinum

Since December 17th the company officially meets the highest standard of the Association – Trainee Development Platinum

The Education center was opened

The employees got the opportunity to learn in their own workplace, with the help of a mentor, while studying foreign languages and participating in internal workshops



2018

Baker Tilly has signed an agreement with the Association of Certified International Professional Accountants

which gave the company's employees and partners access to the American Institute of Certified Public Accountants (AICPA) online courses and certification

The Zaporizhzhia branch was opened

Rebranding



BAKER TILLY'S

Its 20th year the company has finished with an overall income of UAH 185.7 million.

We continue to invest into our employees.

In 2018 the company spent UAH 4 million on the personnel development and motivation. The total expenditure on corporate social responsibility has reached UAH 500 thousand

The income structure in 2018

TOTAL
185,7 UAH
MILLION

67,1%
AUDIT

10,8%
OUTSOURCING
SERVICES

8,1%
TAX
CONSULTING

10,4%
CORPORATE
SERVICES

3,2%
VALUATION

0,4%
EDUCATION
CENTER

FINANCIAL RESULTS

TOP-3 clients by industries

20,6%

AGRICULTURE

10,8%

PRODUCTION

9,0%

**RETAIL
AND WHOLESALE
TRADE**

ALTERNATIVE ENERGY IS –

AN INDUSTRY THAT IS EXPERIENCING RAPID GROWTH IN UKRAINE.

THE PART OF THIS INDUSTRY'S COMPANIES IN BAKER TILLY'S CLIENT PORTFOLIO IS GROWING FAST.

Taxes

56 UAH
MILLION

PAID
TAXES

35 UAH
MILLION

TAXES
related
to salaries

61.9%

Percentage of taxes
related
to salaries in the
general sum of paid
taxes

**PLAY HARD
DREAM BIG
STAY FIT**



**Get a personal audit fitness training
program and keep your company
in a good financial shape**

Baker Tilly Audit Services

FinanceFit

We are Baker Tilly. This means more

AUDIT / FINANCIAL OVERVIEW / INTERNAL AUDIT / FINANCIAL REPORTING

HOW TO TAKE YOUR BUSINESS TO THE NEXT LEVEL:

4 secrets to keeping your finances in a good shape



Ordering an audit is like going to the gym to a fitness coach. An auditor will find problems and create a “workout plan”, after the completion of which your company will be ready for any tests and any strain.

How does an auditor work? Just like a fitness coach, he collects and processes data, and analyzes what should be improved first – this is the auditor's conclusion. And the workout plan in this case becomes the management letter – a list of issues of critical importance, that were not included in the report and that need to be considered by the management.

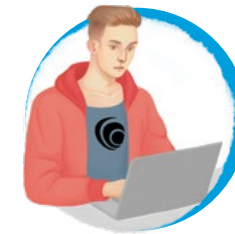
You should contact a fitness trainer when you start gaining extra weight and become breathless easily. But it's best not to wait until that moment, but rather keep yourself in shape constantly. Similarly, audits should not be postponed until the point at which the business is facing some serious problems.

It is always easier to conduct a training course than fight the consequences of inefficient management. And if you know your weaker points, those consequences can be avoided.

What does an auditor do for businesses



CONDUCTS QUESTIONNAIRE OF THE EMPLOYEES



STUDIES REPORTING



FINDS WEAKNESSES



CREATES A TRAINING PLAN



What weaknesses can an auditor find

- An overestimated financial result
- Ineffective credit burden
- Unproductive resource management
- Bribes and fake purchases
- Assets that are not owned by the company
- Failures in the internal control system
- Unreimbursed accounts receivable
- A budget that does not correspond to reality
- Inaccurate assets and liabilities distribution

Opportunities that an audit gives to a business

SEE the real structure of the company

UNDERSTAND the credit burden distribution

IMPROVE the vigilance of your Management

OPTIMIZE the business processes

ENTER the international market

FIND OUT the real profitability of the business

What is the process of an audit




The duration of the audit depends on the size of the company and the type of audit that it requires.

1. The request for audit services. Can be requested orally.
2. Preliminary data collection by the auditor and preparation of the offer.
3. Signing an agreement with an audit company.
4. The audit planning: risk identification, the creation and approval of the audit's plan and strategy.
5. The conduction of the audit: the verification of documentation, analytical procedures, control testing, client's personnel interviewing.
6. The discussion of the results and preparation of the report.
7. The final report issuing.

ZAPORIZHZHIA

**In 2018
the Baker Tilly's
family in Ukraine
has grown –
we opened
a new office
in Zaporizhzhia**





Olena Zhadeyko,
Head
of the valuation
department

HOW TO COMMUNICATE

WITH FINANCIAL SHERLOCKS:

survive an evaluation of assets WITHOUT ANY PROBLEMS

Appraisers are like detectives: they will learn everything about your assets, including the materials that were used to build your office. Olena Zhadeyko shares lifehacks for how to prepare for an assets evaluation so that it goes by quickly and without any misunderstandings between the appraisers and the client company's employees.



Why does your company need an evaluation of assets?

An evaluation of the business and assets is necessary during the partial or total sale of the business, when the enterprise is being reorganized or liquidated, when concluding M&A transactions, lending, insurance, conflicts resolution and the compilation of the company's financial statements in compliance with International standards.

In 2017 some essential changes have been made to the Law on accounting, due to which many companies had to apply for the first time the International Financial Reporting Standards (IFRS) for preparation

or consolidation of their financial statements, as well as to conduct for the first time independent valuation of their assets. A fair amount of such companies appeared to be not ready for this procedure, which led to the time and cost increasing.

Before involving appraisers, you really should pay attention to creating comfortable conditions for their work. What does your company have to take into account while preparing for valuation?

1. Plan the time period allocated for the valuation

The stage of data preparation and providing the information to the appraisers seriously increases the work burden on the specialists of the financial and technical departments of an enterprise. Thus it is better to plan the start of the evaluation project in such a way that it does not coincide with the reporting period, high season (if the enterprises activities are seasonal) or the beginning of an audit, since both auditors and appraisers send clients detailed inquiries that is rather complicated to reply both at the same time, and sometimes even impossible.

2. Choose the auditor first, then – the appraiser

If your company prepares financial statements in compliance with the IFRS, the auditors will need the appraiser's results. Thus, it would be best to organize process in the following way: choose the company that will be conducting the audit first, and then – the company that will be conducting valuation. In this case, while the auditors will be occupied by their own preparatory procedures, the appraisers will start conducting their inquiries to the company and receiving the necessary information.

In addition it is better for appraisers to agree the methodology with auditors, because otherwise they may not take into account certain demands, which may complicate the process of reaching an agreement regarding the results and approving the reports on the assets valuation.

3. Appoint a person responsible for the data collection and motivate the specialists that are involved

As I mentioned before, data collection – is a long and hard process, and oftentimes the company's employees do not understand its importance to its full extent. Therefore, this kind of work is seen as an unnecessary burden, and the appraisers may receive false or partial information.

Providing information will be easier and more efficient if there will be a specific working group of technical and financial specialists formed within the enterprise, as well if a person responsible for the data collection and communication with the appraisers will be appointed. The necessity of providing information of the highest quality to the appraisers has to be explained to all participants, and ideally a motivation has to be foreseen for all the people involved in the project. It will be cheaper for your company to give a remuneration to the workers than constantly revise the data.

4. Your specialists have to be prepared for the arrival of appraisers.

When the evaluation experts arrive at an enterprise, their first task is to make an overview of all the assets and to photograph them, and their second task is to consult the employees of the client on the process of providing the data. The company's specialists have to be prepared to the arrival of appraiser: they have to understand why the appraisers are there, what exactly they will do and what they

require to do their job. The evaluators and the client's representatives have to be able to speak the same language.

5. The accuracy and veracity have to be checked constantly

Finally, the last thing that I would like to draw your attention at is the quality of the data that is provided. Unfortunately, the appraisers often find out that the data provided isn't correct and doesn't meet the reality, and often such a case leads to a detective investigation.

You should remember that the data given to the appraisers has to be the same as the data given to the auditors, otherwise it complicates the process of reaching an agreement regarding the results of the valuation and increases the terms of projects performance.

What opportunities does an asset evaluation provide?

1. The ability to make better judgments on the condition of the company's property.
2. The ability to better manage the size and the dynamics of the depreciation fund.
3. The ability to make correct decisions on the efficient use of the assets and to plan the future cash flows.



A STAR IS BORN

VALUATION OF THE COMPANY
ACCORDING TO THE HIGHEST STANDARDS

HOW DOES A JAR OF HONEY HELP YOU FIND THE MEANING OF LIFE



Lilia Pochkun
is a beekeeper
and
an enlightener,
as well as
the founder
of the publisher
“Wise Bee”,
the alternative
school
ELF- school,
the mother
of four sons
and a happy wife



Every person in the world at some point in their life think over its meaning. Everyone tries if not to find an answer, then at least to understand if there is one at all.

Often philosophical studies and spiritual tracts contradict one another. Some say that the meaning of life is in life itself, and others push you towards a search and say that a life was given to you for the sole purpose of finding meaning in it. And thus, the search becomes the driving force of the progress. Researcher starts to develop, try one thing after the other, make mistakes, rise and fall, die and resurrect from the ashes – all this leaves its imprint on the earth in the form of inventions, built houses, corporations or just simple small cafes. And all these results of some people's searches provide a starting point for the development of others.

But the final goal of every single one of us is the sweetness of life. Everyone dreams of happiness. Even those who have not satisfied the most basic in the Maslow's hierarchy of needs, they, too, want to see a light in the end of the tunnel, even through suffering. And there they want to eat well, have satisfying relationships and everything to be covered by honey – a place where everyone is happy and strives to reach someday.

A bee has to fly a distance equivalent to 1.5 tours around the Earth so that someone could eat one single jar of honey. And not just to fly the distance, but to land on an endless number of flowers, gathering nectar and pollen, and afterwards to process all that inside the hive. And the bee does all that entirely for free. And when us humans take that honey away from the bee, it does not start quarrels, doesn't offend or says that the world is unfair. It just continues to do what it has been doing. And does it very well every single time, without fail.

Omar Khayyam once said:

One will not distinguish the smell of a rose,
Another will make honey out of nothing,
Give bread to one – he will remember it forever,
Give your life to another – he won't understand.

Isn't it the meaning of life?

To make a product that makes every meal sweeter, that improves one's health, puts one in a better mood and fixes the bitterness of failures. Remember, not everyone finds life sweet. And if we can help at least one person remove the salt from things done with a fault and add honey to a word, mission or a dream, then the golden wings can get many people to a place where all dreams come true and life becomes full of meaning.



HOW TO BECOME A TRENDSETTER – Baker Tilly's secrets



The best marketing is the
EDUCATION OF THE CLIENT



Today capturing attention is not the main task in marketing, the main task is to keep the attention.

Svitlana Nezhur,
Head
of the department
of external
communications
and brand
development

The biggest deficit that exists in marketing today is the lack of attention from current and potential clients. It always manages to slip away from your grasp, getting lost among thousands of posts and messages on everybody's smartphones. It is even harder for a marketing specialist to work on the market of professional services, as it becomes necessary to fight for the attention of consumers that do not purchase services in a spontaneous manner.

Baker Tilly has faced the task to increase brand awareness and to show their expertise by using innovative approaches. We put our bet onto content marketing: the education of potential and existing clients using useful insider bits of information and the development of unusual content formats.

Giving clients new knowledge

We have started our experiments in 2013. While other companies continued to send out press releases and kept reaching only a miniscule part of the market, we started developing multiple channels of delivering information at the same time. Firstly, we started our own blog on the company's website and started filling it up with useful content that provides answers to relevant questions of clients.

For example, in 2014 we wrote about how to start a business in Europe. In 2016, when the land market was on everyone's minds, we wrote about emphyteusis, in 2018 – about strategical analysis of a business. Now that blog is one of the most popular resources among auditor companies, and by many web searches articles on our blog have become the first in the list of Google autocomplete suggestions.

Secondly, we increased the number of events we held – seminars, trainings, workshops and conferences, where we informed people of changes in the legislation, latest trends, problems and potential risks, as well as provided answers to questions based on practical real-life examples.

Thirdly, we started to actively involve social media – Facebook, LinkedIn, Instagram. We cut our expenses on sponsorships of business events by 90%, that did not lead to any results apart from the growth of overall expenses. We started investing in the creation of valuable content: interesting articles, infographic surveys, reports. Our materials drew the attention of university students, as well as foreign investors. All these materials can be found on our website.

For Baker Tilly the era of paying for being able to provide or obtain interesting and valuable information has ended six years ago. Now our experts are being invited as speakers at different events, to read lectures in universities and schools, and the theme of these topics is not limited by the professional sphere only.

Three ingredients of effective marketing from Baker Tilly:

1. Don't be afraid to experiment
2. Give existing and potential clients new knowledge
3. Redirect a part of marketing activities on outsourcing



Svitlana Nezhur

Visual learning

Since we have a lot of experience in working with representatives of different spheres, we decided not to limit ourselves with just hosting events and writing articles. For those who really do not have the time to read or prefer to look through comics rather than fiction, we created an infographic reference book – a printed or an online publication with an overview of the industry, all in the infographic format, with everything important compiled in one place, without text, without “water”, simple, bright and easy to understand.

One of our first infographic reports was “Ukraine’s Agrobusiness”. It helped confirm our expertise in the agricultural sphere and increase Baker Tilly’s brand recognition. Today it is hard to meet a representative of the agricultural sector who would incredulously ask: “Baker Tilly? Who or what is that?” Every edition of the infographic report, of which today there is five, is being downloaded by around 4000 people, at least half of which work in agricultural industry.

The annual report has become a magazine

Interesting and useful content has also become a must have in our annual reports. We started with the habitual format: reports regarding the financial situation, structure, and the company’s management. But soon we understood that that information is of no use to anyone but ourselves. So, having secured the support of a content marketing agency, we succeeded in finding “our” format and make our dream – a modern corporate magazine – come true. You will not find a boring description of our company’s activities and services in this publication. Every issue contains a lot of useful information, advice, articles that are based on personal experience, our clients’ and our partners’ lifehacks. And the roles of models are taken by members of our incredible team.

While working on this project, we feel year to year like the team of multiple magazines known worldwide: we have an editor, and a photographer, and a copywriter, and models, and even critics :)

This type of projects help establish a synergy between all departments of our company and open a star in every employee.

**THEY’LL
WATCH
YOUR
BACK**

(OFFICE)



**DEVILISH
TEAM**

SEASON 20

Olena Garmay,
Head
of the education
center



Mick Jagger the musician, O. Henry the writer, the inventor of chewing gum Walter Diemer, the creator of the Coca-Cola logo Frank Robinson, the fighter against smoking Allen Carr have all been accountants.

10 QUALITIES OF A CLEVER ACCOUNTANT, that will help him win THE BLACK BELT OF ACCOUNTING

Accounting is a little bit like karate. It demands a clever combination of different skills and qualities: a professional accountant has to have profound knowledge of the trade, think critically and effectively manage his or her time. And that is not all.

You need to orient yourself perfectly within the IFRS

International standards give businesses from all around the world the ability to speak the same language. From time to time this language is improved. Working in a large company without knowledge of the IFRS is simply impossible.

In addition to that, a perfect knowledge of these standards gives an accountant the opportunity to reach a new level of the trade – become a member of the small circle of people who create the internal standards of a company.

It is important to develop managerial skills

Providing the Fiscal Services with a report is just one of many goals of accountants. Another, more important one, is providing managers with the financial information, based on which they make the necessary managerial decisions for the development of the business. An accountant has to go beyond the limits of tax accounting, he or she has to be able to analyze business: its state, the reasons for such a state; and also, to be able to show the management of the company how business processes can be optimized.

Critical thinking is a must for every professional accountant

In the past accountants acted only in compliance with very strict rules and directives. Modern accountants in their work sometimes can use their own professional judgement. But in order to have such a judgement, one has to know how to express it. Therefore, for an accountant the ability to think critically counts as hard skills.

Foreign languages are for being able to orient one's self in modern accounting

Firstly, the process of learning a foreign language has a significant positive impact on intellectual ability.

Secondly, knowledge of English language allows you to read the original IFRS guidelines and professional international publications about accounting and managerial accounting.

One of the main qualities – technical know-how

The knowledge of the instruments that are used by professionals brings you a little bit closer to their level. This concerns professional accounting software, as well as analytical tools, CRM, productivity instruments, time trackers, task management and everything in between.

Communication skills will help you improve business results

Do you see certain problems in the company, but are unable to solve them by yourself? Do you know what is the cause of some unexpected losses? Have you found a way to optimize expenditures? Great! Now this information has to reach your colleagues or your seniors. The time when the accountant communicated only with the tax authorities has passed. Today you have to reach a whole new level of skills and defend your own point of views, perhaps even insisting that you are right or teaching others something that they did not know before.

Time management to improve productivity

An accountant's work includes the continuity of certain processes, their periodical nature, a serious material responsibility, constant planned tasks and working with a large body of information. This is not a position that allows long vacation and turning off your phone. It is hard to work in these conditions for a long period of time, so burning out is a very common diagnosis among accountants.

So, if you don't want to lose your mind at work, you have to manage your priorities well, learn to say "no" to unexpected, but less important tasks, correctly evaluate the time required to complete tasks and switch between them.

The knowledge of programming languages helps overcome your fear of modern technology

A successful business is created when expertise from different areas is combined. The ability to program allows you to get rid of the fear that artificial intelligence will replace accountants, and to herald its arrival – by creating new technologies, using your accounting knowledge.

Legal expertise is a must have for an accountant

During his or her work process every accountant constantly has to deal with certain laws, agreements, reports and other legal documents, and also has to have a knowledge of what all operations consist of, not just their outward appearance. Therefore, without the ability to read documents written in complicated language and without the skill of writing them it is impossible to survive in the profession at all.

Emotional intelligence is a skill of an excellent manager.

Career growth always brings about the growth of responsibility and new duties, including managing other people. An effective manager is not just someone who makes sure that the work goes according to plan. The way the manager does it is in no way less important. You can be a tyrant and keep your juniors in constant fear, but you can also motivate them to work efficiently and help them improve their own skills. In both cases, in the short-term perspective the results will be high, but in the long-term perspective tyranny yields nothing but harm.

Therefore a professional who wants his or her career to develop well has to understand the motives of why people act in different ways; has to be able to understand a point of view that is different from his or her own, to learn to manage his or her own emotions and to influence the emotions of other. A good manager is a person that is simultaneously working on his or her own tasks and is also able to inspire others.

”

English is not a foreign language. Today it is necessary to learn programming languages. Then the appearance of AI will not be an unpleasant surprise.

A company's reputation is an advantage in the competitive market in the eyes of European and American consumers. In Ukraine the fight for this quality is only beginning to take off. Among the main components of a spotless reputation is the compliance with the principles of intolerance towards corruption.



I'M AFRAID THAT MY COMPANY MIGHT BE CORRUPT. WHAT SHOULD I DO?

BREATHE DEEPER, CALM YOURSELF DOWN, WE WILL FIGURE IT OUT.

Olga Davydova,
Manager of corporate services
department

THE FIGHT FOR YOUR REPUTATION: how to minimize THE RISK OF CORRUPTION

11 steps towards the mental health of a business owner

Invest in education

The education of your coworkers is one of the main elements of an effective anti-corruption program. Educational programs have to accompany them during the entirety of their time spent working for your company. From the moment they get hired, the officer of compliance has to acquaint the new employees with the current anti-corruption program. Specific attention has to be paid to high-risk groups of employees – those whose position allows them to be in contact with government agencies, manage all the purchases and sales etc.

Create the right structure of corporate management

The system of the structural subdivisions and officials has to be organized in such a way that the company is able efficiently reach its existing goals. This efficiency is maintained by certain safeguards specifically those set against corruption. The company has to have certain bodies or appointed officials whose job is to prevent corruption and to control all the processes regarding their capacity to have the risk of corrupt actions. Such an appointed official may be an officer of compliance.

Make a map of potential hazards

This is a heat map that shows the state of the company and the degree to which certain risks might influence your business. The heat map is created after the conduction of an audit.

What can some corruption risks be linked to? To the current economic situation, in which the business operates, with the jurisdiction, constant personnel changes, consistent failure to reach the company's goals, the lack of the necessary motivation of the workers or to many other factors.

Hire an officer of compliance

In Ukraine in State companies such an officer's presence is required by the law, and in private companies it is strongly advised to establish such a position. This is a very specific kind of employee, who is responsible for the proper functioning of the anti-corruption program, who conducts the examination of messages concerning possible corruption, and, along with other subdivisions, conducts the monitoring of the efficiency of anti-corruption measures.

Due to the specifics of his or her work, an officer of compliance often may get under the influence of certain coworkers that are being investigated, or may face powerful resistance to his or her work. Therefore, this officer's autonomy has to be guaranteed by the relevant company documents and use the support provided by the board of directors and/or the supervisory board.

Adopt a Code of Ethics

This document, recognized by the entire business community exists in every respectable company in the world. This Code demonstrates the business's mission and values. It usually contains the adherence to the just reward for one's work, the maintenance of ecological standards etc. A thesis regarding the fact that the company in its activities does not use corrupt tactics and attempts to combat them is also an organic part of such a Code.

Devise a system of reporting violations...

Every employee, client, counterparty or any other interested person has to have the ability to report potential violations of anti-corruption norms. A system of reporting usually consists of communication channels for contacting the company (email, telephone or others, posted on the company's website and other handouts) and clearly defined procedures of processing such reports and responding to them.

...and a system of Disciplinary penalties

At the time of hiring a new employee each worker has to be acquainted with the system of penalties that is based on the relevant legislation.



Olga Davydova

Conduct regular training

The internal and external audits, the declaration of the presence or absence of a conflict of interest, a built-in programmed control of financial operations and others.

Control all finances

It is crucial for all employees who have a say in financial decisions to have completed the relevant anti-corruption training and to understand the principles of the distribution of duties that anticipates the financial resources cannot be concentrated in the hands of one single employee.

Make sure that your partners and counterparties are honest

The collaboration with companies with tarnished reputation harms your business's reputation and puts it at risk of becoming subject to an investigation. To bring this unfortunate possibility down to zero, all contracts that are signed by your company with other parties have to contain anti-corruption clause. Because of such clauses the other party takes note of your anti-corruption program and takes on the responsibility to abstain from corrupt actions. Otherwise you have the right to terminate the agreement.

It would also be appropriate to conduct a training for a responsible representative of the counterparty who will help clarify your policies pertaining to this question and show how to act if the counterparty's business finds itself in a situation that puts into question its honesty.


Make sure that the company does a background check on every new person that it makes contact with

A reputational due diligence is must have for upholding the reputation of an honest company. It is necessary to conduct a background check, including a reputational one, of all new employees and counterparties. Dark spots on their reputation may tarnish yours too.

Inspiration
cafe

Life inspired
by coffee and
colleagues

Visit Baker Tilly Inspiration Cafe. Free for every employee and guest.

A portrait of Roman Kozyr, a man with short dark hair, wearing a dark suit jacket over a light blue patterned shirt. He is looking directly at the camera with a neutral expression.

Roman Kozyr,
Manager
of audit department

6 PRINCIPLES OF THE AUTOMATIZATION OF THE BUSINESS PROCESSES, that we learned from our own failures

The presence of a large number of systems for the management of different processes slows down the growth of a business. All the needs of management processes have to be satisfied with a single instrument. What does it have to be like?

The simpler the better

A process management system that will become a necessary working instrument for employees has to be easily understood intuitively. It does not have to contain superfluous “clicks”, possibilities to do something wrong and endless work manuals. Then the system will be convenient both for young newbies and more experienced employees that have been working without it for years. Therefore, it will be effective.

The best possible version is a single open window in a web browser or a single application (on a smartphone as well as a desktop!), the interface of which will be different depending on the access levels (the person's position and needs). A CEO has to see the overall picture of the company, a manager – his or her own projects and their stages of completion, the resources involved in these projects, and unoccupied employees. Common employees need those buttons and functions that are necessary for their work and for general processes such as accounting for working hours and analogous ones.

Quality reports during working hours

The automatization of processes improves the quality of management. One of the goals of a process management system is to provide the company's leaders the necessary reports to make managerial decisions. The quality of good reports – they can be easily created, quickly and on time, they are informative, complete and factually correct. To reach this goal it is necessary to create such a system that will allow all departments to effectively exchange data.

Less stress

Sometimes daily issues require a lot of time to be resolved and wear down everyone's nerves. Have you ever attempted to collect a large number of signatures on necessary documents? Sometimes to accomplish this you literally have to chase down managers who are permanently occupied. This makes young employees, that do not have a lot of experience with communicating with the company's top managers, sweat a lot and postpone such meetings until last minute.

Processes that are correctly automatized do not cause negative emotions, minimize the paperwork and meaningless running around the office.

Optimal online proximity

The office of the past is one in which employees had to run to each other's desks every time an issue had to be resolved, while spending unnecessary time. Or, if they didn't run and did not discuss their common tasks, the final quality of their work was incredibly low. The modern office is digital, it exists inside a browser window or inside a smartphone.

We can see from our own experience that if employees are provided with a team communication instrument and the ability to see every participant's work, the efficiency of the team improves. They feel the way their work influences the overall result, and therefore their interest in doing it well increases.

Due to a lack of process automatization a business loses profit. Employees running after their boss who has to sign documents concerning their vacations, a badly set up control system for the working hours and management of projects brakes the company's progress. For its own needs Baker Tilly creates an instrument that fills up the “gaps” in most processes. We have devised some important principles that such an instrument has to be built upon.

A simple process of integrating newbies

The hiring process for a company consists of routine tasks: making an application for fixing up the computer, provide a working space, give the newcomer the company's documents and policies to acquaint him or herself with. The process management system will help involve all the necessary employees, automatically set up all the tasks and send out the necessary reminders.

At the same time, the arrival at a new workplace for an employee is stressful too: many new faces, hurried bosses and an infinite amount of new information.

Therefore, it would be appropriate to provide a guide for the new employee that will tell him or her all about the company, help get the hand of all the processes and provide the answers to all the key questions. One other important thing would be the chapters on information concerning the top management and heads of departments, the internal company documents, as well as a chapter with answers to the most frequent questions: when is the lunch break, how to apply for a vacation, what to do in the case of an illness. A guide can be programmed into the internal process management system, create it in the form of a separate internal website or a chatbot.

The automatization of career growth

In many companies KPIs are devised for every employee individually, the compliance with which his or her career is dependent on. The automatization of the career growth system fulfils multiple crucial tasks at once: an employee can individually track his or her progress and understand what is required for improvement; it also allows for the analysis of the employees' progress.



**Who needs
a “green”
transformation
and how do
the experts who
can help you with
it do their job**



Alexander Baskov,
Head of the department
of sustainable growth

HOW SUSTAINABLE GROWTH PROFESSIONALS CAN HELP YOUR COMPANY

REPEAT THE IPHONE’S SUCCESS

Does your company need sustainable growth?

The implementation of the sustainable growth methods has to be evaluated from the point of view of the company’s activities, its efficiency, profitability and the rationality of implementing such changes. Meaning that you have first to understand if your company needs sustainable growth. Competitors have already started their transformation in the direction of sustainable business? There is a probability of the “green” changes in the regulatory field? The employees deliver messages to the management that such changes would bring benefits to the company? The absence of a “green” approach influences your business through fines or production costs? If you have answered “yes” to at least one of these questions, you probably should consult with the experts. If no, there is probably no reason to rush with the transformation into a sustainable company, and should just be planned (but not postponed for too long).

A “green” business will leave competitors a few years behind

However, even if your business does not receive any of the above signals, there is one case in which there is a point in “going green” right now – if it becomes an advantage in the competition. This often concerns large businesses. Here is an example: iPhone was not the first smartphone on the market, but it became an example for other producers, because it was the first phone to implement the multi-touch technologies in the form that we know today. Similarly, sustainable growth might give a competitive advantage to a business and leave the competition 3-5 years behind or turn the company into the founder of new industry standards, especially if it concerns the manufacturing industry.

Two sources of motivation for changes

Often the push towards change comes from the mid-level employees – technicians, energy workers, ecologists who have a specific problem that needs to be solved. And pretty often they even know the ways that this problem can be solved, and need an independent expert conclusion to receive financing for the project. In this case consulting companies examine their proposition and make a conclusive report, meaning that they act as additional guarantors for creditors or investors. Another way is when the owner or a top manager wants the business to become more innovative and be ready for a new challenges. Then we analyze the condition that the business is in and advise on the best practices that can be implemented in a specific company. This is the hardest and the most creative way to changes, because it does not have anything standardized. That is because this case does not concern a problem that needs to be resolved (for example, the minimization of emissions), but a full evaluation of a business and sometimes even about radical change in the way business is conducted, its revaluation, the reconsideration of the business model.



Alyona Skichko,
Partner of "Baker Tilly
Accounting services"

4 PARTICULARITIES OF WORKING WITH OUTSOURCING PROVIDERS, KNOWING WHICH WILL MAKE YOUR COOPERATION EASIER



For a permanent accounting service that consists of a few people and experiences a lot of changes of staff usually, it is hard to accumulate various knowledge and experience for growth. An additional flexibility is provided by companies that offer outsourcing services for the accounting function. There are many formats of such cooperation, and every customer may find an option that fits their needs.

A provider's reputation means more than the cost of the services

In our country there is no certification for the profession, and there are many competitors on the market – from large companies with good reputation to individuals who offer "remote accounting". If you orient yourself based only on the cost of the services, you may face a situation where the services include only the timely delivery of reports. In this case you might have to pay a second time for the continuation of the accounting in the future.

If you take into consideration the complex Ukrainian legislation and its frequent changes, the outsourcing of accounting services cannot, by definition, cost a small amount of money.

Allow an accountant to just take care of the accounting

A client buys a function or a process, or a part of it, and not the working hours, like in the case of a permanent employee. Therefore, the use of the time allocated to the performance of this function and other tasks, increases the risk of mistakes in the zone of the responsibilities of the partner who takes care of the outsourcing.

This concerns the sphere of education in particular. If an accountant knows how to work with the legislative base, this does not necessarily mean that he or she can or has to foresee all the possible demands from the government that the business has to meet. In other words, do not expect your accountant to meticulously study all the issues concerning labor legislation, fire security, work schedules etc.

It is probably impossible to meet a person who is capable of knowing all the nuances of doing business in Ukraine. And the problem does not only lie in the fact that all of that demands additional time. Such surveys always have to be complete; it is necessary to routinely track all the changes – in other words, this work is systematic. You shouldn't expect the accountant to do it. When you count upon his or her advices on some topics, you should first ask yourself: can this person fully defend his or her recommendations and conclusions during possible inspections and reviews from the supervisory bodies?

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**Outsourcing
of accounting services
simply cannot
be cheap**

Some business functions cannot be handed to outsourcing

The provider of services can and has to take responsibility for the quality of the services that are being provided, based on the contents of the working contract and in compliance with the existing legislation. But in addition to that there are issues that are connected to the business model, the choice of the perfect work scheme, the creation of the cost, the determination of the level of risk that the business can take, as well as many other nuances. These issues cannot be included to the non-core functions, and therefore it is impossible to outsource them. For every single one of these issues a person inside the enterprise has to be appointed, one that would be prepared to take on the responsibility, because otherwise the process of making these decisions will simply drag on, creating additional risks related to uncertainty.

Set realistic deadlines

Sometimes an urgency of a task can be explained, and it cannot become a controlled process because of some specifics of the business or the stage of development that the business is at. Then the willingness of the provider to hold up such a pace is justified and has value for the business, and the risks linked to the rush and the compressed terms for analysis and making a decision, are justified by the benefits for your company.

But more often an accountant receives information concerning a complete agreement, and his or her comments and suggestions only provoke irritation and misunderstanding, as they require the inclusion of the changes while the deadlines are approaching. There is little time for a qualitative analysis. As a result, the business is forced to take on additional risks that could be avoided if the accountant were given a part in the process of making the decisions concerning the start of the work on a project. Experience shows that it helps save resources and decrease some of the risks. Talk to the accountant before, not after.

In a case of emergency:

Out
Source

and have fun

Bookkeeping • Personnel Accounting • Payroll MNGT



5

Tetyana Stretovych, Director
of the tax and legal department

LINES OF DEFENSE

FROM THE FISCAL SERVICE'S

HIGH ATTENTION



Postpone your fight actions against tax service's officials. We can help you reduce fiscal risks, plan the tax payments in an optimal way and save money that could have otherwise been spent onto fines.

The first line – your personnel

For the owner to be sure that the company has minimal tax risks and pays its taxes according to the legislation, he/she should ask the management if the employees that are working on accounting and taxes have the highest qualification.

So, how to hire the professionals of the highest level? Maybe there is a point in outsourcing the process of personnel selection. The companies that find employees professionally have their own methods, operations, criteria and red flags that will help you make the right choice.

However, it is important to not only find the most qualified personnel, but also keep it in your workplace. Therefore, the internal social standards of the company indirectly influence the quality of accounting and tax reporting as well.

The second line – tax planning

It will allow you to avoid tax risks and control tax payments.

Tax planning may be current, long term or it may concern only specific business operations. The function of planning may be fulfilled by the highly qualified workers of your company itself. However, in most cases, for long term and international tax planning independent consultants are usually involved. Nowadays more and more companies conduct strategic planning in the sphere of transfer pricing.

Judging by the results of planned and actual tax payments you can check whether tax planning was effective and professional.

The third line – tax consultants

There are two types of companies: those that deal with the consequences of their own mistakes and those who foresee the results of their actions in advance with surgical precisions, and are able to adjust their plans before implementing them.

If you want your company to be in the second category, you should invite reliable tax consultants for cooperation with your company. The most efficient their involvement will be for planning certain operations or for conducting company reorganization. They will calculate all possible risks, predict which changes may influence tax payments, analyze the existing judicial practice records on the subject of similar cases etc..

Why exactly the external providers should be involved for such an analysis? Usually, internal staff has far too much their own work already and is not able to complete well such a task. In addition, external consultants look at the business more widely and therefore are able to provide more quality estimation.

How to choose a consulting company? First of all, you have to pay attention to its reputation and experience: which projects was it involved in, what were the results, if it has successful projects that are similar to yours in its portfolio. It would also be useful to hold an in-person meeting that will allow you to understand if the company really meets all of your criteria and if it really has the necessary experience.

The fourth line – the analysis of the relationship between your company and the fiscal service

A serious red flag that signals about existing problems should be constant contact of your company with tax service's officials: information requests, inspections and other complaints.

If those are a frequent phenomenon, you should work alongside the responsible persons in order to clear up the situation and understand if it relates to fiscal approach and tax service pressure or if your company really makes systematically mistakes in accounting and determining taxes. In the first case you should strengthen the legal support of your company in all communications with the tax service, in the second – you should make a decision concerning increasing the qualification of the relevant accounting personnel, analyze the gaps in the internal control system and conduct an independent tax audit.

The fifth line – an independent tax audit

An independent tax audit allows you to understand if your taxes were calculated and paid correctly, if account reports were prepared in compliance with the requirements of the Tax Code, and if the existing mistakes are systemic or a one-time occurrence.

Also, following the results of the audit, the specialists will provide a set of recommendations that will allow you to fix the mistakes that had been made in the past, evaluate the qualifications of your accounting department and also strengthen the company's internal control system.

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There are two kind of companies: those that deal with the consequences of their mistakes on their own, and those who foresee the results of their actions in advance with surgical precisions, and adjust their plans before implementing them.

HAVE YOU ALREADY BECOME A TAX GURU?

Taxes are far more interesting than most people think.

1

In the US there is a tax on income from stolen goods. Of course, it is not exactly the same type of tax as others. However, according to the US Bureau of Fiscal Services manual, US citizens have to pay a personal income tax on revenue from stolen property and goods. To avoid being accused of a crime, the thief can classify this income as "Other", without specification.

2

There is a tax reduction (discount) for expenses on bribes. To get that discount the taxpayer has to disclose the name and the identity of the government official that he or she has bribed.

3

In the Netherlands there are tax holidays for magicians.

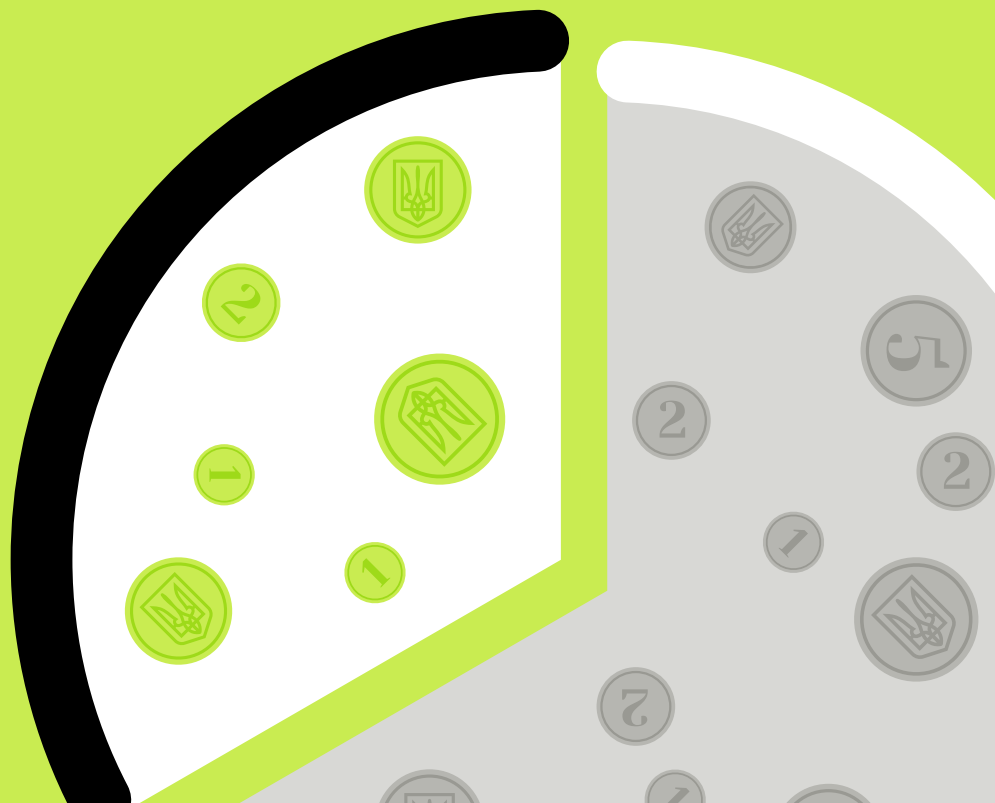
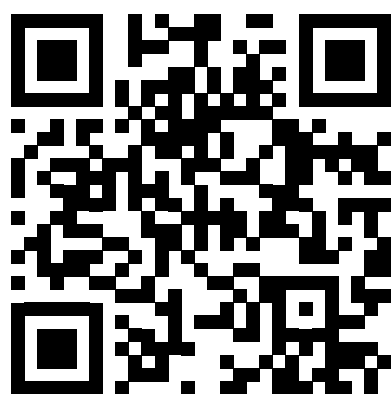
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A "Double Irish with Dutch Sandwich" is not an alcoholic drink from Baker Tilly's Bar, but a tax avoidance technique applied by certain large corporations, such as Google and Apple, that allows companies to reduce their overall corporate tax rates dramatically.

5

There are 16 PhDs, 63 dentists, 59 pharmacists and 97 tax officials per every 100 thousand Ukrainians.

Baker Tilly in collaboration with the content marketing agency Top Lead has created a project for everyone who wants to level up in their knowledge of tax issues. We explain why taxes are important and prove that they are not boring. It can be downloaded by following this link:



BAKER TILLY

RECOMMENDS



Simply objective & brilliant

planning and structuring | tax review | transfer pricing | due diligence | legal support

HOW TO CHOOSE A GREAT WORKPLACE

LIFEHACKS
FROM OUR
EMPLOYEES

What will you learn from working at Baker Tilly?

1. To understand all sectors of the economy
2. To stop being scared of the management
3. To ask right questions
4. To work in a team
5. To sort your waste, to hand your electronic batteries and to think about how much water you spend
6. To have an active and interesting corporate life



Oleg Bobyr, leading consultant
at the department of corporate services

A good job is a job that allows you to fully demonstrate your talents and abilities

The main question that a potential employer is asking him or herself at an interview is “Will you be of any use to our company?” The person that is looking for a job should ask him or herself the same question. What kind of knowledge will you acquire at this workplace? Which of your existing skills will you need? What good will come from combining them?

It is obvious that you will need to acquire new knowledge and new skills at every single workplace. However, for me, personally, the important thing is not just what I will be able to learn, but also how I will use my own experience for the benefit of the company. I want to reinforce the team in which I am working. Then I can feel the value that my work brings.

Speaking of acquiring new skills. I used to have an analytical job, as I used to work in the financial sector. However, my position did not include among its duties a lot of communication with clients. A need for communication has only arrived when I joined Baker Tilly's team. I tried it and I found out that for me it is really enjoyable to work with people. You get the opportunity to work on international projects with people from other countries and with different approaches to their work. In addition to that, the company gives its employees an opportunity to learn foreign languages – this becomes very useful in certain situations.



Andriy Babyn, auditor

Firstly, you should look at companies that invest in you even before hiring you

My first acquaintance with the company was the program “I want to work at Baker Tilly”. I have a degree in economics, I worked in a volunteer subdivision in Eastern Ukraine and in a special police unit. However, after some time I understood that I should take a different path and work in the same field as the one I got my degree in.

Baker Tilly was one of the companies I considered working in, but I was especially attracted by their readiness to invest money into their future employees. Other companies demanded work experience from you, but Baker Tilly selected talented people that had potential and the drive to get new knowledge, spent time and money on them and provided them with the necessary skills.

It is a profitable investment for both parties: the person looking for a job may try out his or her future workplace, and the employer may provide him or her with the skillset that is best suited for that specific company.

Don't be afraid of a big company taking away your individuality and strangling you with corporate rules

I didn't have any experience with working in a large company before coming to Baker Tilly, and I only had some general knowledge of what it will be like. I expected such a job to have strict rules and a lot of limits. However, everything is more humane than I thought it would be. Our employees may easily come to lunch with a director or a partner. Your boss is not a supervisor with a whip, but a person who is always ready to teach, give advice and help with solving a problem. Everyone knows that the people who come to Baker Tilly are ready to work well and do not need someone to control them, as that only creates unnecessary stress.

The company puts a lot of effort into organizing leisure activities for its workers: we have “happy Fridays”, we run marathons, work on social projects together, have the opportunity to learn something new by attending different courses and workshops. This means that you do not just work at your job, you also experience new things and improve your relationships with your colleagues. I worked in structures where the teamwork is important and I can tell that at Baker Tilly everyone really works very hard to make every employee feel as a part of the team.



Kateryna Gromm, consultant
on sustainable development issues

It is important to learn to work in a team

When you come to work every day, you always come in contact with a large amount of people, and every single one of them has his or her own point of view. So the first thing that you need to learn is to forget your own ego, to have a calm attitude towards a large number of opinions and to learn to analyze all of them well.

I have also learned a surprising fact: even those who are younger than you are can teach you something new and do that with a lot of enthusiasm. At Baker Tilly everyone is an expert on something, and if you need advice or even help – you can just ask. Your colleagues are prepared to spend their own free time to help you. We all know that the problems, that one of us is facing, affect overall result.



Dmytro Mysnyk, appraiser

Be prepared for every project you work on to be unique

For anyone who starts working in consulting and audit it is important to be open to new knowledge and new tasks. Every project we work on is unique because all of our clients work in different industries. There are people who enjoy this kind of work, but if you prefer to devote your life to working in one single industry, you should ask yourself if you are comfortable with working at such company.

Initiative does not put a burden onto the initiator, but helps with the job

Being initiative has a lot of aspects. In the work process this concerns doing more and better than what is being asked of you, using your vision and expressing your own opinions.

In self improvement this concerns acquiring new skills. Baker Tilly organizes a lot of different courses for its employees, both for their professional and personal development. And when you learn new things, your value as a specialist on the market increases.

In the social sphere it is the willingness to join projects that make the world better. In our company we help children from orphanages, endangered species of birds, we sort waste and live a “green life”. Our society is starting to understand that it is very important to have a responsible attitude towards the Earth's ecosystem, and that it is large companies in particular that have to become the driving force for that process and be an example for everybody else.

Alexander Pochkun,
Baker Tilly's
managing partner

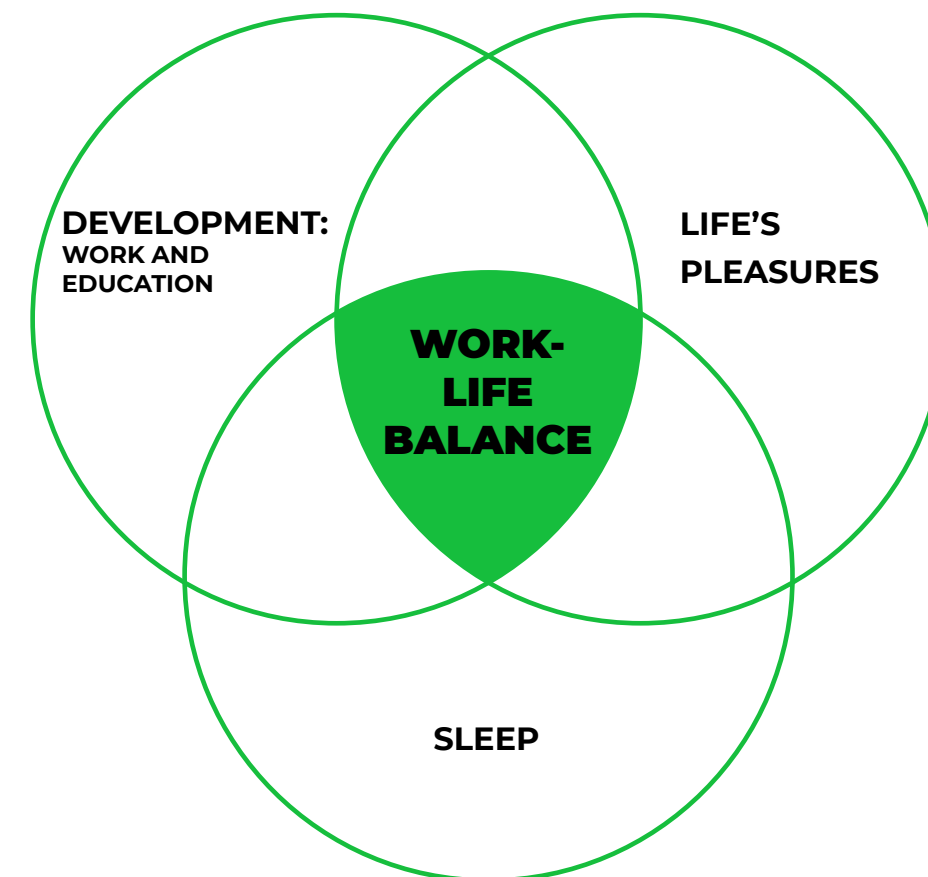


How not to lose your mind at work and find a work-life balance: the method used by the CEO of Baker Tilly

**A harmonious life is a balance
between sleep, life's pleasures
and personal growth.**

Our life is split into three parts

If you examine your life in a critical way, you can see that it consists of three parts. The first and the most integral part of it is sleep. Most people usually sleep for 6-8 hours: it is usually enough for the brain to recover and being ready to function normally the next day. The second part is life's pleasures: the time we spend on our families, our hobbies, wine or other activities that do not strain our brain. The third part is our development: work, education, reading and everything that forces our neurons to rapidly exchange information.



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For me, a harmonious life means that these three parts occupy approximately the same amounts of time and make you feel in a similar way.

These parts have to be balanced, because otherwise one of those parts will be ruined.

If one part of your life outweighs the other ones, usually because of your work and personal growth, then you will slowly start seeing your old friends become distant and conflicts in your family arise more and more often because you spend too little time with them. A disbalance usually makes one side of the “sleep – life’s pleasures – development” suffer. You can sleep too little, but then your productivity will decrease. You can sleep too much, but then you will not have enough time to spend with your family or on productive work. If you work for 12 hours a day, you will quickly burn out.

I think that working for 12 hours a day is nonsense, because if you work a lot, you do not have enough time to actually earn money. Without balance among the different parts of our lives there is no efficiency. There are people who can gather enough willpower to get the best results every time, but they will be double burnt-out afterwards.

So, how to reach the balance?

There is no magical trick that will help you succeed. Balance, or its absence is always a choice that everyone makes individually, based on his or her own needs.

Maybe someone will reproach me by saying something along the lines of “Well, it is easy for you to say, you are a successful adult, of course you can advise people not to work for 12 hours a day. But what should those who aren’t as successful do?”

My answer is to change your life. You really shouldn’t try and adjust the system to your own needs, because it is always much harder to do. You should change the system for one that will suit your needs better.

I think that you should only do things that bring you happiness and that you really enjoy. And if your job does not provide these things, then you are at a wrong place.

Your attitude towards your work is mostly defined not by the work itself, but the things that surround the work: the mood, the feelings and impressions. While creating Baker Tilly, we have decided that this company has to become for its employees not only a workplace, but also a place for personal growth and for having fun. We want our employees to be comfortable here, we want them to walk around our office with a smile on their faces, to have a chance to both earn money here and spend time well, so that the work becomes a part of their home, where everyone has desire to come in the morning.

Ukraine is the country of business opportunities. One of those opportunities is winemaking. Ukraine’s southern regions are the best place for producing wine, the center and the north – for cider and calvados. But this opportunity unfortunately still is not fully realized up to its potential.

I have a respectful attitude towards Ukrainian makers of craft and author’s wine. By buying wine from small businesses we give an opportunity to grow to an industry that can bring large investments to Ukrainian villages, create workplaces and bring in a lot of people who care about the industry’s fate.

A lot of craft winemakers that make amazing wine have emerged in the recent years. They differ from mass-market production because they create an unusual product and make it with the full dedication. Of course, it is not always 100% successful, and their wines vary from year to year – but this variety is exactly what is so great about them. Large producers resemble a wine McDonald’s of sorts – when we buy wine at a supermarket, we know for sure that year to year we will get the same guaranteed taste. But with the wine from craft producers is always an experiment that it is always interesting to take part in.

Some of the largest Ukrainian winemakers are also starting to experiment with the traditional and not the industrial winemaking technologies, and create interesting wines.

But unfortunately, winemaking enthusiasts are, as a general rule, unable to comply the government’s harsh regulations. Ukrainian craft winemaking can only get on its feet after the industry’s deregulation. Currently its being underground – these producers show their products at fairs and festivals, but cannot create the necessary amounts of product to earn a stable income. And they are sometimes forced to work quasi-illegally.

Of course, craft wine is more expensive than the wine produced by the market’s largest players. But to these producers you pay not only for the drink itself, but for a chance to meet the people who are inspired by the work that they do and support the true art of winemaking.

I never miss the chance to talk to craft winemakers and to try their wine. It is one of the things that inspires me day to day.

Alexander and Lilia Pochkun

Baker Tilly’s mission is to sincerely create happiness

Alexander Pochkun,
Baker Tilly’s managing partner

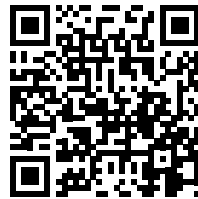
**HOW
TO DRINK
LUXURIOUS
UKRAINIAN
WINE
AND FEEL THE TRUE
ART**



7 INCREDIBLY USEFUL VIDEOS, that will help you with your personal growth

7 habits of an effective person

We invest money into real estate or into market shares when we get a worthy result. But our main resource is not money, but time and effort, that should be soundly invested into your family, job you love, hobby etc.. This video will show you how to do that with the highest effectiveness.

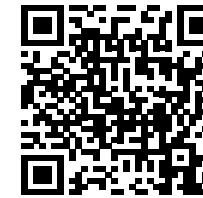


How to start your day to make it nice

The morning has to be inspiring, and we have the power to make the start of each day to be like that. We wake up and what awaits us is the mass media with bad news and the kitchen with the routine preparation of our breakfast, but it can be different. The morning's settings can be changed in much the same way as the alarm on your smartphone.



20 signs that you are an adult



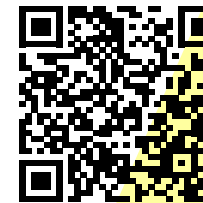
People become adults not after they finish their university, put on their first tie or stop playing with their toy soldiers. The main trait of mature person is their emotional intelligence. See how close you are to being someone you really wanted to be as a kid – an adult.

Jim Carrey on the meaning of life



Numerous videos, hundreds of books and thousands of messages on social media can make less of an impression than a truly sincere speech someone has made in 4 minutes. Especially if that person has gotten the highest results in what he/she does and what considers to be his/her vocation.

How not to become enslaved to your own brain



To be angry and upset is very human, but also very pointless. Think about whether you will remember this grudge after 10 days or after a year. If you don't, is there really a sense in spending effort and emotions now? Watch this video that will teach you to control your own brain and its reactions.

How to improve your self-awareness

The people who are able to look at themselves in a critical manner have more integrity, are more creative, build stronger relationships and are less inclined to lie. The people with high self-awareness reach greater heights in their careers and businesses, they are better leaders, and the companies that they manage have greater incomes. They make up about 10-15% of the population. How to find out the truth about yourself and take the first steps towards true self-awareness – see in this video.



First 20 hours. How to learn anything



Playing a guitar, speaking German, growing flowers – all of that is easy if you find the best approach to learning how to do it. Of course, you will not become an expert after just 20 hours, but it is enough to achieve unexpectedly high results.

Roman Puchko,
co-founder of ReThink

What is the economic model “take – create and do – throw away”, what harm does it cause to our planet and what can be the alternative.

Команда ReThink



In a year 5 trillion of plastic bags are used up. Such an amount can cover Ukraine's territory twice.

We use a plastic bag for 20 minutes, but it takes more than a hundred years for it to decompose.

Only 1% of plastic bags are recycled, the rest pollute the ecosystem. 1 million birds and 100 thousand animals die each year because they think that the plastic bags are food.

In Germany there are so many plastic cups that are used each month that CO2 emissions from producing them are equivalent to the emissions of 1000 Volkswagen Golf diesel cars that each drove 90 000 km.

83% of all tap water in the world contains plastic particles.

30% of all farmland and 25% of fresh water are used for the production of food that will never be consumed.

On average we lose about 45% of all fruit and vegetables, 35% of fish and seafood, 30% of grains, 20% of meat and milk products.

The amount of food that is thrown away in Europe could feed 200 million hungry people.

If everyone consumed as much as a US or Australia citizen does on average, we would need 4 planets to renew all the resources.

A capitalist society often does not care about what happens to the products that we consume after we throw them away. But after we get rid of our old smartphone, put a used-up bag or an ice cream wrapper into the trash, they do not magically disappear – all this waste accumulates in dumps that surround our cities. Our modern consumption model that leads to the pollution of our planet can be called “take – do – throw away”.

Circular economics is an alternative and a more responsible model. It is an approach to consumption that decreases the depletion of the planet's resources and its pollution. This model is based on the renewal of resources, recycling and using clean sources of energy.

There is no universal recipe how business has to implement a circular economics business model, since the specific steps depend on the industry that the company operates in. But there are certain steps that most businesses can start with.

should understand its environmental footprint. Based on that, you can develop a list of steps that you can take to making the business more ecological that will be relevant to your company in particular.

3. Implement a people-oriented approach

Even the very best of measures cannot be enforced, because otherwise they will not be accepted. They should be encouraged instead. In the context of circular economics implementation this should be seen in the way that all the measures concerning the improvement of the company's ecological impact should be planned in such a way that they can be easily taken by employees, without any pressure.

Here is an easy example: if you set separate trash containers for different kinds of waste ten meters further than the usual trash containers, your workers will not walk the additional ten meters because they have a lot of work and not enough time. Even if the employees all personally support the idea of sorting waste. Instead the containers for different types of waste should be set around the entire office in a way it will be convenient to use by everyone.

For the second year Baker Tilly will support the Circular Economy Hackathon that is held by ReThink. The Hackathon's goal is to encourage the development of innovative solutions based on the principles of circular economics, to create products and services that slow down the production of new waste and decrease the use of fossil resources, and form a symbiosis between young Ukrainian inventors and environmentally responsible businesses.

1. Inspire your employees for changes

Effective change starts from everyday habits of each employee. A company could move to an office with a modern energy conservation system, but if the workers will act the same as though they are in a Soviet building, no real change will take place. And vice versa, even in a 19th century building you can follow resource-effective approaches.

Even before implementing circular economy principles in your company you should explain the existing company rules to everyone and demonstrate their importance. To do that you can organize circular economics workshops, with the participation of specialized organizations or having prepared them by yourself – you can find enough of the necessary information on the Internet.

2. Conduct an audit of the impact your company has on the environment

There is no one single compilation of advice for businesses that want to become eco-friendlier. In addition to that, every company depends on some external conditions. For example, if the owner of a business center prohibits changes in the communication systems, it is irresponsible to advise someone to install a dishwasher.

Before making tangible decisions concerning the best measures for saving energy or decreasing the amount of waste that the company should implement, you

3 STEPS
TOWARDS A BUSINESS
that cares and respects
OUR PLANET

FINE.

AMBITIOUS.

GREEN.

How to build a business that does not harm nature – Baker Tilly's example.

What is "A green office"?

It is an approach to business management that allows a company to consciously decrease its negative impact on the environment.

It evaluates the current impact and implements steps for saving energy and water, generating less waste etc.. This approach also creates a healthy and comfortable work environment for the employees.

"Green" steps often do not require large expenses, the reequipment of the office spaces or other large-scale changes. The main change that needs to take place is the change within the minds of the owners, the management and the employees.

Waste

Handed in 3 tons of used paper for recycling

Collected and handed in for proper disposal
100 kg of batteries

We only use multi-use utensils in our kitchen

We have published the booklets "Ecological and social risk management. Eurointegrational factors" and "The ecological aspects of enterprise business activities"

If the papers that were handed in for disposal were stacked one on top of the other, it would be the same height as I am – 60 meters.

Water

We have equipped all bathrooms with a system of separate water drainage

All taps are equipped with aerators that allow water to be used up sparingly

Twice a month, specialists examine the condition of the taps

We also have bought 830 pieces of phosphate-free household maintenance chemicals

Energy

The office is equipped with LED lights lamps

All the heaters are equipped with controls that allow all employees to set the temperature based on their needs

Purchases

We only purchase paper that is certified by the FSC and the EU Ecolabel

We demand the necessary certificates from our suppliers

We bought 695 bio trash bags

**BAKER TILLY'S
SUSTAINABLE DEVELOPMENT TEAM**



YES WE CAN

**REFRESH YOUR BUSINESS. IMPRESS STAKEHOLDERS.
IMPROVE YOUR BOTTOM LINE**

BEST.

UNITED.

OURS.

Those who work at Baker Tilly, what they do in their spare time, what kind of music they listen to, what pets do they have and other facts about our employees.

Half of our “chanson” music lovers are from the Kyiv region

Almost every 8th employee listens to “chanson” music, every 4th – to folk/ethnic music.

Every 15th employee sings and every 15th plays a musical instrument

The majority of the people who work at Baker Tilly have brown eyes, the minority – blue eyes.



More than a half of Baker Tilly's employees listen to rock music

43%

of our employees are of a relatively small height – from 160 cm to 170 cm



Every 7th employee likes to draw



A quarter of respondents enjoy watching cartoons. Around the same amount prefer action movies

The most popular movie genre among our employees is the psychological thriller

76% of all horror movie lovers are women

Only girls dreamed of being an actress when they were kids



70% of **Libras** have the height of 160 to 170 cm

All **Libras** have a degree in economics and finances

65% of **Gemini** like the sea, the sun and the beach the most

No **Aquarian** listens to “chanson” music

More than half of all **Scorpios** have blue eyes

There are no blue-eyed **Sagittarians**

Half of all **Capricorns** wanted to be a business owner when they were kids

Virgos only keep cats as pets

Only one **Pisces** **prefers** the sea, the sun and the beach



Those who dreamed to be a sea captain (three guys) prefer Ukrainian food and do not keep any pets

89%

of all employees have a degree in economics and finances

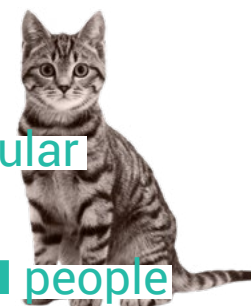
Every 4th visits gym

Those who dreamed of becoming an astronaut or a scientist all listen to rock

43%

of all employees keep pets

The most popular pet is – It is kept by **41** people



Dogs are owned by half as many people – **21** people

A young woman who dreamed of being a tiger tamer now works in the corporate services department, her Zodiac sign is a Leo and she owns a cat

Those who have a degree in psychology all drink 1,5 liters of water per day and do not keep any pets

Every 5th employee dreamed to be a business owner, and every 11th wanted to become a veterinarian

Every 2nd employee likes the sea, the sun and the beach the most, every 5th – exotic travel destinations and just every 10th employee prefers skiing and the mountains

Only **3** people are taller than 190 cm and all of them are **guys**

All those who dreamed of becoming a police officer love Italian food

Only 4% enjoy **fast food** more than anything else

People from Zaporizhzhya enjoy **Ukrainian** or **Asian** food the most

enjoy spending their leisure by doing sports



78%

A LEADING COMPANY/
STABLE PAYING JOB/
A CONVENIENT OFFICE/
FULL SOCIAL SUPPORT/
PAID VACATION/
COMFORTABLE WORK
CONDITIONS/MOTIVATIONAL
PROGRAMS/TRUST/
RESPECT/EDUCATION

HOW TO ATTRACT THE BEST SPECIALISTS TO JOIN YOUR COMPANY IN THE ERA OF WORKFORCE SHORTAGES

Help them grow, and not just professionally

According to our philosophy, a person's life consists of three parts: sleep, development (both work and self-improvement) and leisure. Meaning that the improvement of the existing skills and the acquisition of new ones is inseparable from professional duties. That is why we have a library with more than 700 books and both professional and general directions.

Help your employees become a part of something greater

Studies show that the modern-day youth is not interested in just receiving a salary, no matter how high it is. The new generation wants to see that their job or the things they do outside of it are useful to society. So, if your business lacks of a social component, it can be included additionally. For example, your company can become the proponent of a healthy lifestyle: support marathons and encourage the participation of employees, or it can organize and support a football team. Or you could encourage the implementation of "green" initiatives among your employees and in the society: sorting waste, going out with your employees to clean up natural parks, forests etc., switch from the single-use utensils to those that can be used multiple times. There is an infinite number of initiatives that could definitely change the world for the better.

Define your corporate culture

In our experience, many people who are searching for a job are even ready to decline a job with a higher salary in the favor of a company that appears to be more "humane". Every company has its own corporate culture, even if most people do not give that fact too much thought. It is the final sum of all approaches that the company has towards work, its communications in the non-working time, its standards and rules, the values shared by its employees, methods of working with its clients etc. Basically, it is the company's overall atmosphere.

One of the biggest trends today is copying the corporate culture that the market leaders (mostly in the West) have in their companies. Somebody offers their employees free breakfasts – maybe we should implement them too? A competitor arranged a bicycle parking stand near the office and a shower on every floor – why have we not done that yet? The owner read an article in a serious business publication concerning American approaches to client communications and started implementing them in Ukraine.

All of these initiatives resemble trying to plant a rose bush on the vegetable patch in your garden – it seems as though there is work being done to implement a corporate culture, but nothing can ever come out of it. You should ask yourself instead: what is the ground for your company? What is important for you? Who are your employees and what values do they share? What is the image the company wants to have in the eyes of its employees and its clients? And, of course, all the employees should be involved in this process.

**4 Baker Tilly's
secrets that
allowed our
employees
to become
a unified
professional team
and that helped
them showcase
their strengths.**

Give more freedom to your employees

We do not treat our people like robots: we do not control the time that everyone comes to work, how many times a day do they smoke and how much time they spend sitting in a café. The only thing that matters to us is the final result, and if for achieving the best results our employee needs two hours to meditate in a café, let him meditate.

In audit and consulting you often have to work longer than a standard workday. We consider our employees to be ambitious adults who come to work every day to do their job, who do not need to be supervised and under tough control, who are capable to distribute their time on their own and know better than their managers what do they require to achieve the best results.

HOW TO ADD DRIVE

to your corporate life

1 Happy Friday — help your employees forget about work for a while

It's Friday, 17:00. Even the most responsible employees are starting to think about the time to go home soon. It is the best opportunity to end the working week on a bright note.

Every week you could organize events that will help the entire team to relax and chill, improve the workers' relationships with each other, meet new people or learn something new.

Where to get some ideas? Here is a few: a chocolate making master-class, a wine and cheese degustation, Twister, darts tournament, a lecture on setting and achieving your goals, speaking club, discussion of the books that you read most recently or the movies that you recently saw.

You could organize a series of classes where some of your employees will teach the others something new. Let them choose a subject that they know best on their own. Some can talk about green energy, some can teach the others how to make ice cream at home.

Organize a sports tournament, volunteer at orphanages and a couple of other ideas that will diversify the time spent at work.

A fruitful and interesting corporate life is the magnet that can attract new employees and set a balance between work and fun at the workplace. We have prepared these ideas, based on what we do ourselves at Baker Tilly and what some other companies we know do as well.

2 Do useful for society things

To the generation of millennials, the things that are important are not limited by just their salary or the work environment. They also care about what is happening in the world around them. In corporate terms this is called social responsibility, but in simpler words it just means doing something useful to the people around you. There are many ways that this responsibility can be expressed: sorting waste, volunteering, organizing company visits to orphanages, cleaning up trash on the bank of a river, planting trees in a park...

Just simple emailing your employees a quick message saying "Our company just donated money to orphanages" will not motivate people. Personal participation is key here: when employees themselves choose presents for kids, come to visit them and just are present in those children's lives.



3 Make your office resemble a home more

What would you not expect to see in most office spaces? A library, a gym, a fridge stocked with beer, a room to sleep, a pool table, a massage chair, a therapist's office.

4 Organize sports competitions and intellectual battles

There are many options you could choose: taking part in a marathon, football match between the company's subdivisions, playing board games and "Who? What? Where?" – the choice is yours. It will be best if you simply ask your coworkers what activities they would like to take part in.

And if the team really needs to split out their emotions, you can organize paintball game.

By the way, Baker Tilly's team in the recent years consistently takes first places in running competitions among companies that work in consulting and audit. We are very proud of it :)



5 Right before New Year's Eve organize a "Secret Santa"

Each employee randomly chooses a colleague that he or she will give a present to. And the "Santa" is going to be a secret because nobody knows from whom they received a present. This secret could only be revealed afterwards, but only if the Santa wants to.

6 Help a newbie adapt to the new work environment

It is easier for people whose communication skills are more advanced to meet their new colleagues or to ask their managers questions that will inevitably arise as soon as they start their new job. However, many people feel too shy or embarrassed, as they are afraid that they will be seen as intrusive ones.

How can you help someone to adapt better in a new workplace? First, you can organize a general team meeting by the end of the workday, open a bottle of champagne and introduce the new person to everybody. Second, the answers to the most common questions such as "What time is the lunch break and where is the kitchen?", "Whom should I contact concerning other aspects of my job?", "Is there a bicycle parking and a shower at the office?" and "What is management's attitude to lateness?" can be provided via a messenger bot.

ODESA

**We are
social.
We are
environmentally
friendly.
We are
responsible.**

BE LIKE US!



The Odesa branch Baker Tilly team

10

EXTRAORDINARY UKRAINIAN MOVIES, that you will definitely fall in love with

**A multi-genre
compilation of the
most iconic films
made in Ukraine that
will inspire you to see
exactly a Ukrainian
movie next time you
go to the cinema.**

1. King Danylo

This Ukrainian historical action movie tells you about the events that took place in the XIII century: a secret order, the Batu Khan, the Pope, the path to greatness of the ruler and history lessons. Daniel of Galicia is an iconic figure in Ukrainian history, the time of his rule is the Golden age of The Kingdom of Galicia–Volhynia. This is a great film for those who like history and battle scenes.

2. City where money doesn't circulate

The disappointed in life main hero buys a train ticket and leaves. She is quite alike Alice in Wonderland, except that instead of wonders she finds herself surrounded by a fantastic world, a closed territory with its own laws and where money doesn't circulate. The drama is shot based on Kuzma Skriabin's novel.

3. The adventures of S. Nicholas

A festive, slightly criminal, family friendly film about a schoolkid of the second grade named Artem and his friends who fought off the thief dressed up as Saint Nicholas. The part of the main criminal was given to the kind strongman Vasyl Virastyuk, and this adds charm to this film – it is really unusual to see Virastyuk in this role and same time so interesting. It is a very sweet and festive film that you will definitely would like to watch during the winter holidays along with your family. The film will get back to cinema theaters in November 2019.

4. Ivan Sylva

A film about the world's strongest person of the XX century, the man from Zakarpattia – Ivan Firtsak. At 18 he became a circus performer in Czechoslovakia and visited 64 countries, surprising everyone with his victories, and at the peak of his fame he came back to his homeland. Now there is a memorial for Ivan in his home village, Bilky.

5. The Forest Song

This film is based on the well-known drama by Lesya Ukrainka "The Forest Song". It is a combination of fantasy, comedy and a melodrama about love of Mavka and a boy from a village, Lukash. The heroes will have to join forces in order to defeat the forces of evil, save the ancient Forest and their own love.

The film is coming out in 2020, but it has already become a major event in Ukrainian cinema: it will not only be shown in Ukraine, but also in more than 10 countries in Europe and America.

6. The Stronghold

This is a fantasy film about Ukrainian schoolboy named Vitko who goes back a thousand years into the past through a magical portal.

For this film the first time in Ukraine cinematography a powerful marketing campaign was used: the "Ukrpost" issued 130 thousand post stamps with pictures of scenes from the movie.

7. On our Land

This is a very sincere story about people who are forced to struggle for survival, for whom war is their daily reality that they have to live with. Explosions are a routine background for their day to day lives. But it is our land, which gives you strength and hope for the better. The film's leitmotif – "I am not going anywhere!"

8. Firecrosser

This is a movie by the well-known director Mykhailo Illienko about a guy from the Poltava region, the Soviet pilot Ivan Dodoka who became the leader of one of Indigenous peoples of the Americas tribes in Canada. The inspiration for Dodoka was the military pilot Ivan Datsenko who possibly became the leader after moving into the territory of the Mohawk tribe. History confirms the existence of a Mohawk leader named Firecrosser. But was it really Datsenko? We will never know for sure, and there are some reasons to doubt the existence of a Ukrainian Mohawk leader.

9. The Wild Field

This is a film based on Serhiy Zhadan's work. The main character returns to his hometown in Donbass and has to defend his family business – an old gas station. While protecting his belongings, Herman, has to defend both his childhood friends and love. Who could be interested in the land of corn fields and a railroad that leads nowhere?

10. Cyborgs: Heroes Never Die

The dramatic defense of the Donetsk airport in 2014 lasted for four months. At that time its defenders got the nickname of "cyborgs" – for their stamina and perseverance. The film tells the story of six fighters that start their military service duty at the airport and shows their day to day lives. The real defenders of the airport were consulting during the movie's production. The year that the film came out it became the box office leader.

Ukrainian cinematography is developing: our films are successfully shown in both Ukrainian and international markets, and take prizes at prestigious film festivals. We have a generation of outstanding actors and create films for the international market.

One of the wonderful projects with a goal to support Ukrainian cinematography and

improve the quality of Ukrainian social communications is "Watch Ukrainian". As a part of the project there is the annual competition "YOUR OWN CINEMA", Ukrainian short films producing and events for the festivals films distribution. By the beginning of 2018 the project's films have received 18 awards. Baker Tilly has become one of the partners of the "Watch Ukrainian" project.

THREE UKRAINIAN VILLAGES, that are worth of being visited by escaping from the cities

Each Ukrainian village is extraordinary. The history of some stretches back for hundreds of years, others stun you with their untouched natural beauty or unique landmarks. And each has its own crown jewel.

The Hoscha village –
a sweet paradise in
the Rivne region

Grounds to visit it:
the factory that produces
delicious sweets

The Hoscha village has been known since the XVI century as a powerful hub for science and education – its Socinian collegium used to be one of the best educational institutions of the Polish-Lithuanian Commonwealth. But today this village is recognized by its candies of the trade mark “PryHOSCHAYsia” («ПриГОЩАйся») that are made at the local factory “Medovyi Kray” that is among the top 10 candy exporters in Ukraine. Apart from candy, in Hoscha you can also get a taste of some marmalade, juices and some preserved goods, as well as the unique local delight – a mixture of honey and amaranth flour.

Apart from the sweets, come to Hoscha for the festival of live music and theater “Dobre poruch” and the newly developed Creative Hub – a pilot project aimed at the creative and entrepreneurial youth. Tourists will be interested in visiting the Saint Michael’s church built in the XVII century and the Sviato-Pokrovskyi monastery, as well the remains of the Bronze age village settlement that has barely suffered any damage over the ages.

**Local candy is known
everywhere
in Ukraine**



Krylos –
the former capital
of Galicia and Volynia

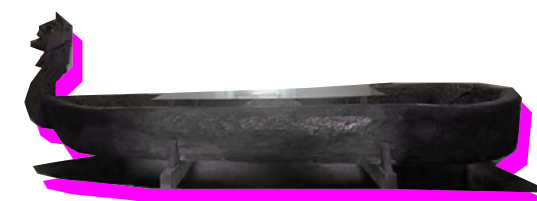
Why you should go:
to see the beauty of nature
and Christian holies

Historians and tourists will be interested in seeing the mound – the picturesque fabled Galicia grave known from the XIII century. Mykhailo Hrushevskyi asserted that in that exact place the founder of Halych is buried, as the modern-day Krylos used to be the capital of Galicia and Volynia in the Middle Ages, the city named Halych. This is supported by the exhibition in the Museum of the History of Ancient Halych.

In the ruins of the old cathedral of the Dormition of the Mother of God a sarcophagus was found with the remains of the Prince Yaroslav Osmomysl, who fortified and expanded the Halych Rus (Galicia). In the XII century this used to be one of the largest Christian temples in Europe, and in the Kievan Rus’ it was 3rd bigger after the Saint Sofia Cathedral and the Church of the Tithes. There is also the Krylos Icon of the Mother of God, which was brought to Ukraine in the Middle Ages from Constantinople.

The village also has a national natural park with a center for the rehabilitation of wild animals and with an ethnographic museum and a real smithy called “The Figoli Brothers”.

**The remains of an old Kievan
Rus’ boat that warriors used
to be buried in**



**The Trinity Church
from the time
of the Kievan Rus’**



Ilovytsya –
the village that did
not surrender to
Batu Khan

Why you should go:
to see the church from the time
of the Kievan Rus’

The Trinity Church that is located on the Danylo Hill is the only stone building that remained from the time of the Kievan Rus’ in the Ternopil region. And the Danyliv Grad in the year 1240 became one of just three Volyn’ cities that Batu Khan could not conquer.

Four years ago, the contest “The incredible villages of Ukraine” was launched, the main aim of which is supporting Ukrainian villages. Baker Tilly has been supporting it for two years now.

According to the 2018 competition rules, the villages had to create a business plan for their development. The three villages that won that competition – Hoscha, Krylos and Ilovytsya – received grants for bringing their projects to life.

6 FANTASTIC

social initiative ideas for your everyday life

There are two types of businesses: the first kind of companies receives profit while heartlessly exploiting the planet's natural resources and sometimes even people, and the second kind takes care of our society and the environment that they live in. If your company is a part of the second group, but you do not yet know how you can make the world better, here are a couple of suggestions from Baker Tilly.

Prevent the destruction of natural life in the Tuzly Lagoons

A chain of 13 lagoons between the Danube and the Dniester rivers have long been a home for thousands of animals and birds. There are small islands where the birds weave their nests, and water bodies that are rich in fish, and certain locations where birds take refuge during their seasonal migrations. There are currently about 300 endangered species of animals and plants that are living in this region. A program for the conservation of any of those species will help conserve "Tuzly Amazon".

Save the birds of prey in the Chornobyl exclusion zone

The Chornobyl exclusion zone is slowly becoming a comfortable habitat for more than 300 species of animals, many of which are currently endangered. In this place which hasn't been inhabited by people for a very long time, nature has overtaken everything and the wildlife now lives there very comfortably. Now the task, that we as people are faced with is to protect, conserve and observe this wildlife by monitoring procedures in the region.

Support environmental initiatives and eco-innovation

Creative youth today is trying to solve the issues of environment preservation, waste disposal and rational use of the natural resources as part of the Circular Economy Hackathon program. The development and implementation of sustainable ecological innovation is a step that can save everyone in the near future.

Some people complain, but some create initiatives. Some people give up, but some help: with money, with their time spent on volunteering, with ideas etc. The world is being changed by the people who care.

Support a family-type children's home

In Ukraine 100 000 children live in orphanages. But every child dreams of a family that has a mother and a father. Children's homes of the Hopes & Homes project could help children who were left without a family care.

Help children overcome emotional trauma

A summer camp "Living like Indians" is for children from low-income, large families and children of single parents. The unique method called "The pedagogy of adventures" that is used in this summer camp helps children overcome their past negative traumatic experiences by filling their life with positive emotions and new positive experiences.

Form a leadership culture among children

A summer camp for the talented children from orphanages and schools is not just charity. It is an opportunity to prepare these children for their adult lives and form among them a leadership culture, teach them teamwork and the skills required for effective communication – everything that could help them achieve lasting success in their future.

In Baker Tilly we believe that businesses have to be socially responsible, meaning that they have to take on not just the responsibility before their clients and employees, but also society. Therefore, a part of its income the company directs at the realization of social projects: support of children, support of the environment, production of Ukrainian films, creation of opportunities for development of village communities, encouragement of a proactive stance in life among the youth. In 2018 the company has supported all the aforementioned projects. We encourage everybody to be socially and environmentally responsible to build together a country of successful and caring people.





In Ukrainian universities students are taught to become a chemist or a linguist. But no one explains to students how to differentiate the reality from fake, how to plan their own time efficiently and definitely not how to deal with stress well. What should we teach children to help them become responsible adults?

Young people who will have the following skills will be free of stereotypes, set the highest demands for themselves and those who surround them, be creative and productive.

The ability to evaluate their own abilities

Sometimes parents tell their children to “Go and get a degree in programming, because it will be paid well” or something alike. But what if the child does not have any talents that would help them in that sphere? It is clear that nothing good will come out of the child listening to that kind of advice.

A young person first and foremost has to know that there are no universal recipes for success. Second – that he/she will have to make decisions by him or herself and be responsible for them. In order to make the choices that you will not complain about later in your day to day life, you have to be able to evaluate your talents, abilities and wishes well.

Critical thinking

In this time when post-truth has become a sad reality for most people, and fake news influence the results of elections all around the world, the commonly used argument “that’s what I read on the Internet” is a reason to think about teaching your child how to differentiate between the reality and manipulation. Thankfully, nowadays there are enough of articles and courses that could be useful. Maybe during preparation for the conversation concerning the ability to analyze information it will turn out that you yourself lacked of some knowledge on the issue.

Creativity

Most experts usually agree that creative professions will be harder to automatize, therefore even if artificial intelligence will take them away from people, they will be the last ones to go. Meaning that in the future people will be able to be the most helpful by working in creative fields and earn money for the longest amount of time.

On the other hand, learning to be creative is harder than learning something like chemistry. Yet creativity can still be trained – just like a muscle.

Financial awareness

Being illiterate financially is simply not profitable, risky and even irresponsible, as our entire lives are linked to economics. Which mortgage deal is the most advantageous? Where should you invest not to lose money by inflation? Which government decisions influence your own wallet? An average person probably does not need a deep understanding of finances, but you should make sure that your teenage child has at least some basic knowledge about personal finances and about how the financial system works, even before he or she graduates from high school.

Time management

A teenager that does not know how to set priorities and how to plan his or her own time will face problems by their last years in school, when they have to simultaneously work on a large amount of homework and prepare for their External Independent Valuation. And an adult who does not know anything about time management surely cannot reach their full potential in business. Actually, the skills of most adults require some improvement too.

Foreign languages

The process of learning a foreign language itself improves your brain capabilities, and the ability to speak a foreign language allows you to understand different cultures better. In the century of globalization and trips that cost 20 euros this is an essential skill for a person who wants to get rid of old patterns and get unique new experiences. For your professional life – if you know the basics of at least one foreign language, your international partners and clients will consider it to be an additional advantage.

And take notice of the fact that English is no longer a foreign language. The most promising foreign language to learn today is Chinese.

The ability to structure and express your thoughts well

In the West, and in the US specifically, starting from middle school students can participate in a very popular activity – debates. At the debates they learn to defend their own point of view and to provide efficient counterarguments to objection. And, most importantly, they learn to respect their opponents, even if it is clear that they are wrong or that no agreement can be reached. Even though the debate “infrastructure” is less developed in Ukraine, we still have debate contests, a National youth debate organization of Ukraine and even a National debate contest.

Baker Tilly’s team throughout 2017 and 2018 has held a series of workshops for high school students on the subjects of communication, stress management, critical thinking and time management.

10 of the most interesting Ukrainian startups

iBlazr — a flash device for your selfies.

SolarGaps — blinds that produce energy from sunlight. In 2016 the startup has attracted 1 million dollars of investments.

Cardiomo — a portable device for monitoring indicators of the most important body functions. It can inform your relatives and your doctors about the condition of your health and alerts you in the case of any deviations.

Senstone — a pendant equipped with AI that can transcribe your recorded notes into text. The project became the half finalist of the NASA Innovation Competition. It has raised 302 thousand dollars on Kickstarter.

Petcube — a device for communicating and playing with your pets. It has raised 251 thousand dollars in fundraising. It has been named the best hardware startup in Europe according to The Europas.

Picolor — a marker that can change the color of its ink. It can generate around a million different shades. The project has raised 40 thousand dollars on Kickstarter.

Ugears — a wooden 3D puzzle sold in Disney shops. The startup has raised 400 thousand dollars while having set only 20 thousand as a goal.

Effa — an eco-friendly tooth brush. It is made from recycled paper and covered with gloss made from corn starch. The hairs on the toothbrush are made from nylon — a material that decomposes very quickly.

A hidden tax reform has been implemented in Ukraine

Recently, having concentrated mostly on the discussions concerning the tax on withdrawn capital as a sort of a universal cure for most problems in Ukrainian tax system, not everybody has understood the fact that for large- and medium-sized enterprises a hidden tax reform has already been implemented.

Combining the two articles of the Law of Ukraine “On introducing changes to the Law of Ukraine “On accounting and financial reporting in Ukraine concerning the improvement of certain articles”” № 2164-VIII dated 05.10.2017 and the Law of Ukraine “On the audit of financial reporting and auditing” № 2258-VIII dated 21.12.2017 has led to the indirect participation of auditors in the process of tax administration. Starting from 2018 for certain companies that are of social interest and starting from 2019 for all other large and medium enterprises financial statements will have to be released to the public along with an auditor’s conclusion. In addition to that, submission of financial statements in compliance with the IFRS will be required for large companies and it will be optional for medium-sized companies.

This means the end of the era of diminishing the importance of accounting and separated from it tax accounting. It will be less and less common to hear about financial reporting “just for statistics” and the “fair value” and “impairment of assets” are entering into the terminology used by all accountants. And even though the switch to the IFRS or to the correct usage of rules and standards of accounting will not be painless, taking into the account also the tax consequences, we can already observe the rise to a new level of accounting quality inside companies, a significant increase in the importance of accounting policies and a general improvement in the reliability of reporting for the users.

WE ARE CHEESE LOVERS



The wave of craft cheesemaking has finally reached Ukraine and now we can observe a rapid growth in this sphere. In the last couple of years many new cheesemakers have joined the market, all of whom create their own unique products. How to choose a cheese?

#WEMAKECHEESE

Usually a personal cheese business starts with the preparation of cheese in a pan at your own kitchen. That is the way we started: we used to make cheese for ourselves, then for all of our friends and later — for the friends of all our friends. Soon our kitchen has become too small for our ambitious plans, so we opened our own small, but very homely, cheese creamery.



#HOWTOCHOOSEYOURCHEESE

What is the best way to choose cheese? It is enough just to taste it! Honestly! In Europe there are very specific standards set for the cheeses with an authenticity certificate. For example, the only cheese that has the right to be called “Brie” is the cheese that was made of non-pasteurized milk in the region of France that bears the same name and that has to have a very specific size (a 30 or 60 cm diameter and 3-5 cm in height) and certain taste characteristics. Similarly, a wheel of Parmesan cheese (or, more specifically, Parmigiano Reggiano) has to weigh around 38 to 40 kilograms and aged for at least a year. It takes around 500 liters of milk to produce one such wheel of Parmesan.

#WHERETOBUYCHEESE

Today in Ukraine you can try wonderful craft cheeses of almost every group: cheeses from goat’s milk, cow’s milk, sheep’s milk and even buffalo’s milk! Of course, these cheeses have different names than in Europe. Since the milk is different — the taste is different, and so, the cheese is different too. There are also many author’s cheeses, invented by our cheesemakers themselves. The best way to try craft cheeses is at one of the markets and festivals that are being held in Ukraine today, in Kyiv specifically. You can both try and compare cheeses there, but the most important is to ask the cheesemakers themselves about their cheeses.



Tetyana Sydyak,
The creator of wonderful cheeses, and an experienced cheesemaker. Tetyana joined Baker Tilly’s team in 2002. Today she is developing her own business under the “Syroman” trademark. Tetiana conducted a cheese degustation workshop at one of Baker Tilly’s “happy Fridays”



#HOWTOCHOOSEWINE

Cheese is traditionally eaten with wine, fruits and fresh bread. Here it is important to remember that the more bright the taste of the cheese is, the more complex the bouquet of the flavors in the wine has to be. It’s better to choose wine from the region where the cheese has been made. Here are a few simple rules to choose your wine: aged tough cheeses taste best with red wine; blue cheeses are best paired with sweet fortified wines; and cheeses with white mold are usually served with brut. Apples, pears and figs will all taste great alongside with cheese. You can also add English walnuts or almonds; and if you cover a blue cheese with honey — its taste will become more bright.

Once again, you should trust your own instincts. You are the biggest gourmet, and your taste buds and preferences are the best experts. You can choose the best combination of cheese with wine, fruit and sauces that will be unique and your own. Experiment more.

Website: www.syroman.com.ua

FB @Syroman.CraftCheese





Alexander Krynitsin,
the audit department

4

winning

LIFEHACKS

for the participants of
the Corporate marathon

Why you should run
a marathon with your
colleagues?

1. It's a great opportunity for some informal socializing.
2. You will definitely bond with your colleagues better than over a regular workday
3. You will be able to see how they behave in unusual circumstances
4. You will be able to practice setting goals and distributing responsibilities



Running a marathon with your colleagues is a lot like completing an important project, but much more fun

A company, that you want to work for, gives its employees both the opportunity to grow professionally and to try themselves at things they would never expect. A marathon is one of the unique activities that allows you to do that.

While planning your run, choose your strategy well

Same as it is in business, the result of the marathon depends on the team's strategy and correct allocation of its strengths. Having the right strategy means that you chose your team well and split certain parts of the distance among them, depending on the specific abilities of each member. For example, say someone has a better cardio – that person will run uphill the best, and someone whose cardio is weaker will show him or herself better on a long stretch of the distance.

You should prepare your work in a similar way: while planning, you should take into account everyone's personal and professional skills and allocate responsibilities accordingly.

Run (and work) with people you trust

A marathon is really a good test on trust, and not only on the day of the competition. If you see that a runner in your team trains responsibly, uses up his or her strengths well on the day of the run and is prepared to give their best when it is required, there is a high possibility of that person being the same in the workplace.

That person will probably take every task with the same level of responsibility, show his or her ability to plan his or her own time and the eagerness to help others when help is required.

Follow your colleagues' running live on your smartphone

The ability to share your location can be very useful when you run a marathon. That way the team members who start later will know for sure when to start warming up and taking up the running themselves.

Prepare for marathon in advance

On the day before the marathon it's better to abstain from drinking alcohol and smoking (it's best not to do that at all), and in the morning you should fuel yourself with energy bars, fruits and coffee.

Baker Tilly's team regularly runs marathons organized by Nova Poshta and by Wizz Air, and a few times took first places in the "Consulting and audit companies" category.

HOW TO COMBINE YOUR WORK AND FAMILY LIFE:

THE SECRETS OF BAKER TILLY'S EMPLOYEES

*Allyona Skichko,
partner at Baker Tilly
Accounting Services*

I am a working mother of two children with almost twenty years of work experience and a cumulative net year of maternity leave. My children have a great childhood and every year they study better and better, they have a lot of hobbies, that are pretty substantial. Here is what helps me the most:

1. Attitude. Of course, combining your family and your work is hard, and I get tired a lot. But I do not see it as a problem or a tragedy. I am not a hero nor a victim of my circumstances. I am a working mother who has an interesting, full, vibrant and stimulating life (even if sometimes it can be really stressful and demanding). I never doubted that it is possible to combine a career and a family. I am glad that my belief has been confirmed in my real life. So, the first takeaway is this: don't worry, you can do everything. It's not rocket science.

2. Support. I have a three-way agreement with my colleagues and my family concerning support. My family does not deny me the right to work and grow in any way, and my colleagues respect my family time and space. Without this support, combining work and family life would be really complicated.

3. Role models. In my family women have always worked a lot, dutifully, while managing their family life very well and have always worked on growing as people. I want to be such a role model for my daughters. I want them to know for sure that a woman can combine family life with personal development.

4. Growth. I want my family, my company, my country and the world to become better and better. I want to contribute into all of the improvements that are being made.

5. Fuel. Both my family and my work give me a lot of drive and energy. My team's professional achievements, victories in sports or concerts of my children's, all make me very proud and inspire me. This is the fuel that allows me to move forward.

I am convinced that if the mother is happy, the child will be healthy and emotionally happy too. So, if her work brings her joy through self-realization, then the mother has to work. In my experience, this will be beneficial for everyone. Even though working while having two babies is sometimes rather difficult.

The kindergarten is a lifesaver. Another one is loyal management – if a child gets sick and you have the ability to work from home, it is always a great advantage.

Another advantage is the opportunity to finish your maternity leave step by step, not working full time, but for as many hours as the new mother can at first. Since there is little time available, this motivates to organize schedule well.

The biggest change, that impacted my work, happened after the birth of my child – the amount of time I had for socializing among my colleagues decreased. But the amount of work I had to do, did not, so in order to be able to do everything in time I try to finish my work as soon as possible and leave the office on time – since no one will be waiting for me in the kindergarten.

When I started working, my child was 6 months old. At first, I worked from home and put on cartoons on the TV to entertain my kid. Sometimes funny things happened – like when I had a phone call with a client and had cartoons playing in the background :) Of course, in such cases I went into a different room, but that trick does not work for long – the child starts worrying about where the mother had gone.

I think that the attitude my managers have to me and my work is incredibly loyal – I have never been in a situation in which my bosses are not interested in my circumstances and insist upon me finishing the job at any cost. And that is the way it should be, since real success can only be achieved if both your work and everyday life are well-organized. And all my colleagues even worry too much about my kid: they even ask which kindergarten I chose for her.

How do I have the time to “combine work and family so well, while taking care of my family and spending time with the people I love?” I'll tell you a secret: I don't.

Do you want to know a real story from my life? Here is the school acceptance interview with my 6-year-old daughter:

- And what is your mother's job?
- She is an auditor.
- And what does she do?
- I don't know. I just know what she does on Mondays.
- What is it?
- She says that she drinks coffee and relaxes after her weekend with kids.

My child is my main motivator for learning quickly, working effectively and coming home on time. Being inefficient with a small child is simply impossible.

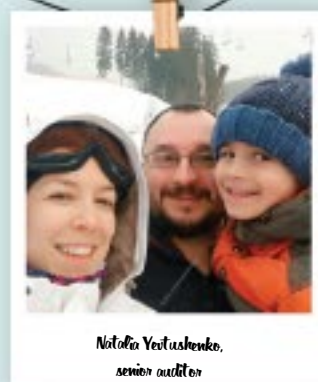
Here is a funny story: I remember how my kid understood that if to press the “Power” button on mother's laptop, she starts running around and worrying :) So the child started to do that as often as possible – just right when mother starts working.



*Inna Tsvetkov, director of quality control at
Baker Tilly Accounting Services*



*Yulia Gumenyuk,
manager of audit department*



*Natalia Yevushenko,
senior auditor*



*Tatiana Stetsenko,
director of the legal and tax department*



*Marina Moroz,
senior auditor*



*Yevgenia & Anna,
Allyona Skichko's daughters*

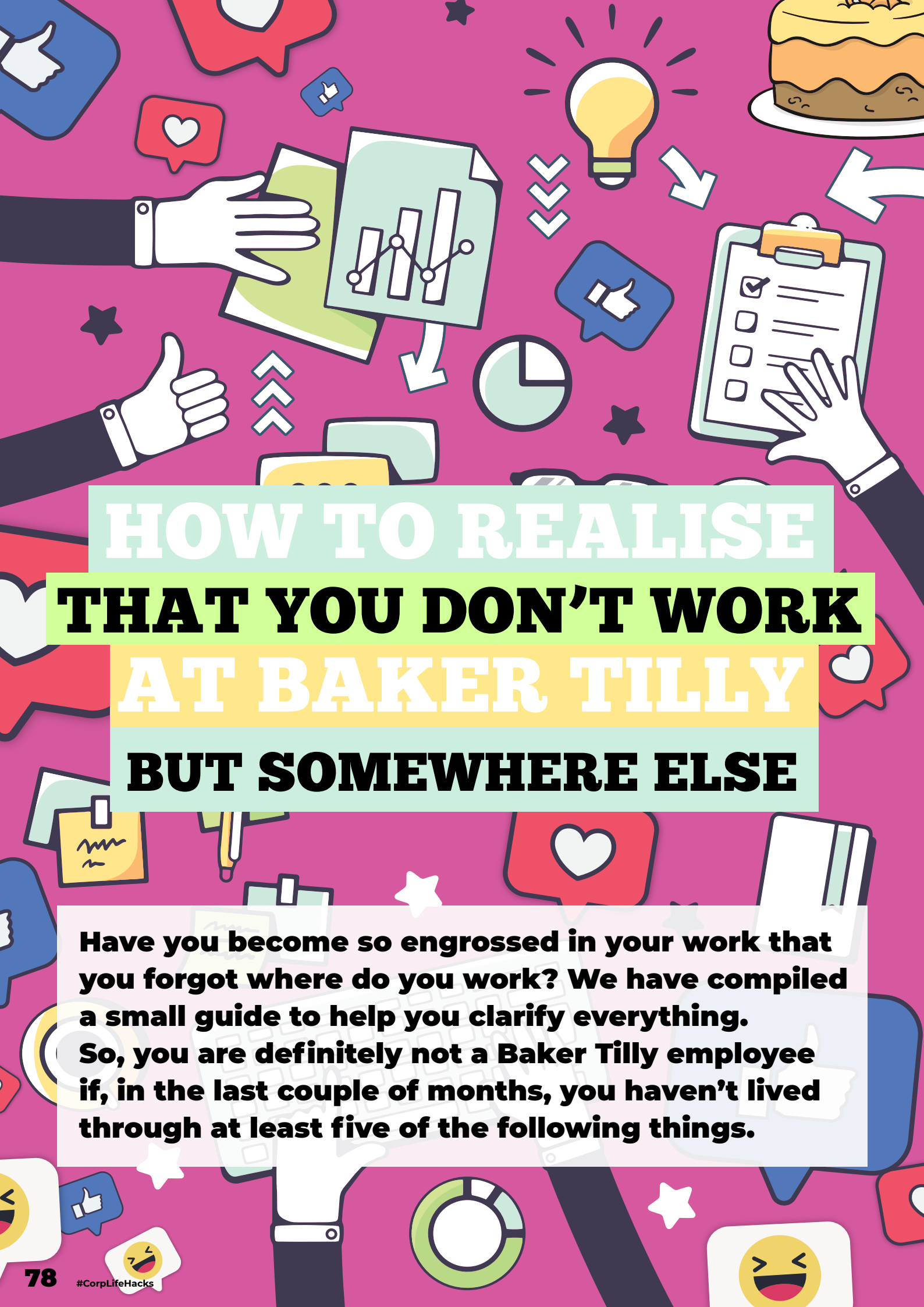
*Andriy Zinchuk,
chief of the administrative department*

I have two children, a boy and a girl, and combining work and child care is not too hard for me. At first my wife became the primary caregiver for the children. She really loves children and gets inspiration from them. But when the kids grew up a little bit and started kindergarten, caring for them became really simple.

My children grew up at Baker Tilly – I have often brought them with me to work, corporate parties and celebrations, therefore, the entire company took part in raising the children. And now, when I think about that time, I understand that by doing that I want to show them what working in a large company is like. I often see that university graduates, that come to interviews at Baker Tilly for their first job, are full of stereotypes and are very surprised to hear about our approaches – our friendly team, understanding managers, our places for entertainment etc. I would like my children to get used to these things from a very early age, so that they understand that it is normal and that it is the way a modern company should operate. I would like them to ask their employers the right questions once they start working themselves – not only about the salary, but about the relationships within the team, social projects and celebrations etc. A job has to be not just a place where you earn money, but something more than that – a place that you are happy to come to every morning.

Even though this sounds overused, my life's credo is “work-life-balance” :) This became very relevant as soon as a little angel that demands attention 24/7 has become a part of our family. Since I barely took any maternity leave, I had to adjust the rhythm of my life and the life of my entire family fairly quickly, as a complicated business season was ahead.

I think that the secret to combining your work and family life lies in the full involvement of all team members of that “project” – both in the family and in the workplace. You should inspire people and realize their hidden potential. If you are interested and motivated, you always forget about everything and start moving towards your goal. Soon all material motivation becomes secondary and you get such a good result from the person that even that person did not expect that from him or himself. That is the secret to success – flexibility, organization and drive to reach the goals that you set.



HOW TO REALISE THAT YOU DON'T WORK AT BAKER TILLY BUT SOMEWHERE ELSE

Have you become so engrossed in your work that you forgot where do you work? We have compiled a small guide to help you clarify everything. So, you are definitely not a Baker Tilly employee if, in the last couple of months, you haven't lived through at least five of the following things.

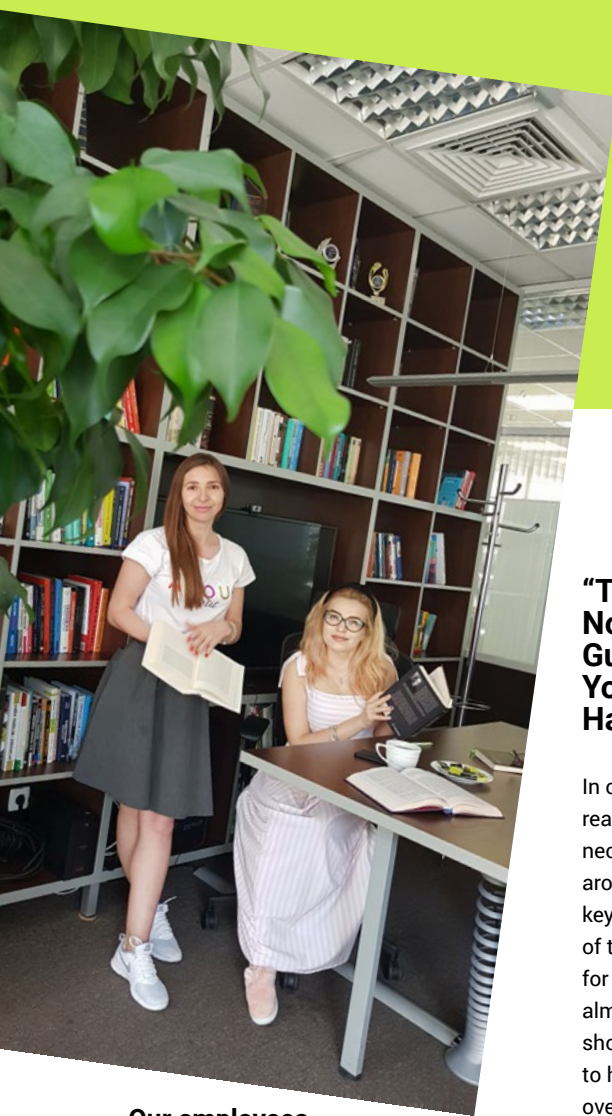
YOU DO NOT WORK AT BAKER TILLY IF YOU:

- 1 Eat less than 15 slices of cake every month.
- 2 Haven't drunk at least one bottle of beer at one of our Happy Friday parties.
- 3 Do not like marathons.
- 4 Haven't taken part in any volunteer, social or environmental project.
- 5 Haven't drunk at least one delicious latte during the day in our wonderful Inspiration café.
- 6 Haven't gone on at least one business trip in a village or a town that you have never heard of before.
- 7 Haven't celebrated the ending of a project with your entire team.
- 8 Haven't danced at one of the four annual corporate parties.
- 9 Haven't accidentally sent an email to the group of all coworkers.
- 10 Haven't received an email alerting you of a business trip that was starting in an hour while you didn't even have your passport with you.
- 11 Haven't swum in a pool fully clothed at our company's summer party.
- 12 Haven't at least once spilled coffee onto your laptop.
- 13 Haven't at least once visited our IT department.
- 14 Haven't laughed so hard that your laughter could be heard from the eighth floor to the first floor.
- 15 Haven't put on somebody's coat that was similar to yours in a wardrobe for 200 people.
- 16 Do not know your colleagues' names after two weeks of working together.
- 17 Do not remember any corporate celebration.
- 18 Haven't come to work wearing casual clothes on the specific day that you had an unplanned meeting with a client or a partner.
- 19 You still wear your suit on Fridays.
- 20 You haven't at least once come by taxi at night home after work.
- 21 Haven't at least once used the opportunity to study offered by the company.
- 22 You haven't found good friends in your workplace.
- 23 You haven't postponed a vacation at the last minute due to an urgent project that came up.
- 24 Haven't ridden a chair in the long office corridor.
- 25 Haven't spilled tea or coffee over the carpet in the conference room.
- 26 Do not know how to combine work and fun.
- 27 Haven't at least once tried the breakfast in our office.
- 28 Haven't at least once visited a workshop, an intellectual game or a cool educational lecture after work hours at office.

10 BOOKS WITH A UKRAINIAN TRANSLATION

that will help keep your
brain in its best working
condition:

**motivate you,
inspire you
and help you
grow as a person**



Our employees
in the Baker Tilly
library

“The Miracle Morning: The Not-So-Obvious Secret Guaranteed to Transform Your Life (Before 8AM)”, Hal Elrod

In order to become a better person and reach new heights in your life, you do not necessarily have to change everything around you, you just have to change a few key aspects of your own life. The author of this book thinks that the right start for your day can help anyone improve almost any aspect of his or her life. You should probably hear him out – thanks to his methods Hal Elrod succeeded in overcoming the consequences of a terrible accident, as well as financial troubles.

“Chicken Soup for the Soul: True Love: 101 Heartwarming and Humorous Stories...”, Jack Canfield, L. Amy Newmark, and Mark Victor Hansen

“Do this and this, then look around – everything is done now!” – is a wonderful manual for assembling furniture, but sometimes the authors of self-help books give such universal guidance to their readers that it seems that they have forgotten that life is much more complex than a clothing rack. This book is a compilation of stories that does not contain any assertions or instructions, but will be able to see a situation and think “This is just like me.”

“Wishcraft: How To Get What You Really Want”, Barbara Sher, Annie Gottlieb

The authors of this book attempt to equip the readers with an instrument for transforming their phantom wishes into tangible results. It is important to listen to your dreams and to work hard in order to bring them to life, not staying isolated and finding external support. The choice is yours – will you slowly crawl into a grave or to fall into it with a sense of fulfillment, full of endorphins?

“Mistakes I Made at Work. 25 Influential Women Reflect on What They Got out of Getting It Wrong”, Jessica Bacal

This book contains 25 interviews with women who have achieved real success in their lives and careers. But instead of a “universal recipe for success” that does not exist, these women tell the stories of their own mistakes and reflect on what these mistakes have taught them. The goal of this book is to prove to the reader that there is no reason to fear mistakes. Fear is the main obstacle on our path to success. Make mistakes – they do not mean that you failed, they just give you experience.

“The Code of the Extraordinary Mind: 10 Unconventional Laws to Redefine Your Life and Succeed On Your Own Terms”, Vishen Lakhiani

The author encourages his readers to live their lives by their own rules and tries to provide them an instrument that allows them to create their own reality instead of adapting themselves to somebody else's.

“The Little Book of Hygge: Danish Secrets to Happy Living”, Meik Wiking

Denmark is the land of bad weather, high taxes and the happiest people in the world. They are so happy that journalists and researchers come there from all over the world with the goal of understanding the secret that the Danes have. And they reveal it, happily. One of their ingredients for a happy life is the philosophy of Hygge. Read all about it in the book by the Head of The Happiness Institute in Copenhagen – Meik Wiking.

“Eat That Frog!: 21 Great Ways to Stop Procrastinating and Get More Done in Less Time”, Brian Tracy

We often hear or say it ourselves: “Not now. I don't have time!” Doing everything that you plan to do is almost impossible, especially if you postpone things or spend time doing secondary or useless things. Brian Tracy insists that the key to success lies in concentrating on the most important task of the day and doing your best while working on it.

“Decisive: How to Make Better Choices in Life and Work”, Chip Heath, Dan Heath

This book tells you how to avoid being stuck in the trap of indecisiveness. Looking for the right choice takes time and effort, and if it takes too much, it might diminish its positive effects, so the authors suggest you to make the process of making decisions more intelligent.

“Rework. Change the way you work forever”, David Heinemeier Hansson and Jason Fried

You can read thousands of books about successful managers and successful companies, but your company is not Apple, and you really aren't the Lee Iacocca, the president of Ford. Therefore, the books about notorious successes are mostly entertainment rather than a user's manual. The authors of this book tell you about their own experiences that helped their small company stay afloat despite multiple financial crises and apocalyptic predictions made by analysts.

“Emotional Intelligence”, Daniel Goleman

Logic and calculation are something that we are taught starting in our childhoods, but even the people with the highest IQs can face some unpleasant situation due to their emotions – anger, resentment, fear etc. Emotions, just like academic knowledge, can be used to reach lasting success in life, and you do not have to go to a prestigious university to learn how to do that.



Nelya Grinchuk,
manager of the project “The Baker Tilly library – always improve and be inspired”, assistant to the CEO

**All of these books are a part
of Baker Tilly's library that is open
to every employee and visitor**

HOW TO REAR great specialists inside your company

The main client for the Ukrainian education system is the government, not business. That is why most institutions do not provide a guarantee that the knowledge of their graduates will meet the requirements of the job market. To change that, private companies have to take the education of the students into their own hands.

A university graduate has to be fully prepared for a future job. An early start of a career can provide that level of education – when the student starts working while still studying and acquires the necessary practical skills.

Businesses have to take education into their own hands

The four years of university is the time when young people have the minimum responsibilities before others – their worldview and their vision of their futures are being formed, and it is also the time to experiment with everything, including career. Therefore, it is the best time for a business to direct their education the way that it requires. We want to become a laboratory for such experiments and prepare young people for what's waiting for them after they graduate university.

In 2019 Baker Tilly in collaboration with the Kyiv National Economic University (KNEU) and other partner companies is planning to launch a dual education project “Work and Study”

The project is aimed at high school graduates. They will simultaneously study at KNEU and work. Baker Tilly and the other partners will receive the participants of the program, pay them a salary and fully finance their education at KNEU.

During their four years at KNEU (before finishing their bachelor's degrees) they will participate in real work on certain projects, by working on the same tasks as all other employees, and will have the opportunity to receive a promotion – from a junior specialist to a leading specialist. They will acquire a lot of various skills and real work experience. After that period is over, they will also receive a bachelor's degree from KNEU.

These four years are enough to make a self-sufficient professional from a student that wants to learn but does not yet have any experience. That person will learn all the aspects of audit and will acquire experience with working in different industries. Such a

specialist will be in demand for many different employers – unlike most of the people of that age, who have only studied at a university.

We synchronize our own educational programs with KNEU

A part of the educational course that is usually provided by the university we teach ourselves, and the work counts towards the student's degree. 70% of the time the young people will spend in the office, both working and learning, and 30% – at the university.

An early start of a career is necessary for financial success

This educational model allows you to begin your career 3 to 4 years earlier and try yourself at working in this field at the same time that all other students will just have started learning accounting. We have already had a chance to make sure that such an approach is a guarantee for a better career. Baker Tilly's experience demonstrates that young employees who have come to work for our company during their second year at a university and started building a career earlier than most of their classmates, took up positions of the financial directors at a lot of great companies at 25-27 and became financially independent much earlier than most people their age did.

Of course, by launching this project we are counting upon the chance that at least a small part of its participants will remain working for our company even after receiving their diplomas. But if our young employee will prefer another company – we will just genuinely be happy for him or her. Our mission is not just to find new employees, but also to improve the quality of higher education in Ukraine.

OF BAKER TILLY

Predicting challenges, providing better experience, creating values

When a person or a business is faced with a challenge, they might respond in one of the following ways: look for opportunities or give up. Baker Tilly always looks for opportunities and tries to make the best of them.

The challenge of our profession lies in the fact that many services that are common today will simply cease to exist in the observable future. Now we are experiencing a change from horizontal competition with companies that provide similar services, to vertical competition with other industries. In accounting services, we compete with banks, in auditing we compete with artificial intelligence. Many of the processes that we conduct today still haven't gone into the hands of robots due to the regulatory environment, and not because people are indispensable. It is only a matter of time until regulators will define the space that robots can fill on “our” market. Is there no way out? No! These challenges only provide new opportunities for our company.

First of all, we understand that we cannot resist automatization. That is why we want to become a part of this process. Therefore, Baker Tilly is now developing products that help the automatization of the processes. We test the ways that they can be adapted in the companies of our clients and how our clients can adapt their own business processes to these products.

We already cooperate with our colleagues within the Baker Tilly network, we analyze the ways that the market is evolving, we understand what challenges similar businesses under other jurisdictions are faced with, and we are working on our preparedness to face these challenges even before they will become relevant in Ukraine.

Second of all, in order to find how we will fit into this new reality, our company will continue developing and expanding in the direction of its non-audit services. We will concentrate our activities in those spheres in which machines will not be able to replace humans for a significant amount of time, in which human communication is important.

Even though audit services have always been a key part of the company's operations, and the opportunities for their development are not yet exhausted, we understand that the company has to become more stable in all other spheres – consulting, financial sector services etc. Since information concerning the past is more susceptible to automatization, we need to work more with the information concerning the future: calculate and analyze trends, help our clients build their own business models, create new concepts. Basing our work on our knowledge about the past and our own experience, we can build a new future for our clients. Baker Tilly has to become a strong support for our clients who do business in a dynamic environment in order to help them move forward.

Our business will consist of us helping our clients understand the challenges that they face and transform their companies accordingly. This kind of activity will be very hard to automatize in the future.

Alexander Pochkun,
Baker Tilly's
managing
partner

3 COMPULSORY TASKS

for business in 2019

1

Investing into the education of young employees

At Baker Tilly we involve young daring specialists as much as we can – those who aren't afraid to take risks, those who understand what they want from life and how they see their career, those who want to move fast towards achieving their career goals.

Therefore, for the second year in a row, we are conducting the program "I want to work at Baker Tilly". Its participants are students in the final years of university, who pass internship in our company. The company does not just become their first workplace, but it also provides a kind of young officer's training – the newbies at our companies follow an extreme educational course which prepares them fully to work for our company after they complete it. In 2019 we are continuing this program and expanding the list of educational courses that we provide.

2

Make the life of newbies easier

It is hard for some employees to adapt to a new work environment. In order to become more friendly to such people, our company in 2019 has launched a chatbot on Telegram that will make the adaptation process easier. It will contain tips about who does what in the company, what everybody's responsibilities are, who can help with certain issues etc.

3

Conduct a large social project

Baker Tilly currently takes care of two orphanages, and in 2019 we plan to organize a therapist's office in a third one. In that office the children who have suffered psychological abuse will always be able to get help. In addition to that, not just the company will take part in this initiative, but each employee will have opportunity to contribute individually. Last year we have also involved our employees in similar projects and saw how actively and responsibly they took up the task of choosing presents for the children of orphanages and we want to repeat that experience now.



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THE SINGLE MOST IMPORTANT STEP everyone has to take TO HAVE A BRILLIANT CAREER

Alexander Pochkun,
Baker Tilly's
managing director



The most efficient algorithm for solving every problem is: if you see a problem, try to resolve it by yourself; if you can't – tell your team leader about it. Communication is the best way to achieve your goals: explaining your managers the problems in the company gives them a chance to notice you, and promote you.

What does “earning money” mean in today's world? First of all, it means “communicating”: interact with people and express your own thoughts to them. If your ideas resonate with the thoughts that they have, consider that you have hit your goal and you do not need to “sell” anything to those people – you are now on the same wavelength. Then solving any issue will be easy for you: changing your old laptop for a newer one, getting a new microwave installed in the office's kitchen or getting a promotion.

To communicate, you have to overcome your own fears

Fears constrain people. Why do you fear discussing your career with your boss? Most people are afraid to seem stupid: “I might say something really dumb, and then it will be remembered forever”. Trust me, I used to be afraid to express myself in meetings too, for the same exact reason.

But when you receive feedback from your managers, this fear will pass and you will understand that you should just start the conversation and your thoughts will be taken into account. So, let the fear of your boss go – it harms your career.

time: either too late or too early. If a person leaves too early, he or she may not have taken everything that the company could provide. If it's too late – that person has missed the best time for career growth. And that line between “too early”, “on time” and “too late” is very thin.

Imagine that you missed the right time to get promotion, and you think to yourself: “I wasn't noticed”, “My boss did not appreciate my work”, “These stuck-up managers are just using my work for their own gain”. This is the time when it is very important to use your communication skills: talk to your manager about your feelings, perspectives, express your wishes and ask: “What are the company's plans?”, “How can I get a raise?”, “What else can I help with?”. People tend to take decisions in their careers by themselves, without consulting with those upon whom their careers depend on, and create myths about why they “weren't noticed”. But even the best managers are incapable of reading their employees' minds and understanding what they expect to achieve.

For career growth the most important thing apart from professional skills is the ability to communicate with those who can influence your career

At Baker Tilly we treat the colleagues, who want to leave their jobs, with understanding. Yet sometimes they leave at inappropriate

The ingredients for a successful career from Alexander Pochkun:

1. The conscious wish to grow professionally and personally
2. The ability to communicate
3. The ability to overcome fear

**You should be talking
all the time, not just
when you want to get
a new position**

If you have been working for a company for a while, you probably have things that you like and that you don't like about it. Both topics of conversations are very good. A conversation about what you like will give your manager an understanding of what initiatives improve the employee's lives. And the one about what you don't like – will allow him or her to understand how to improve. If you liked the barbecue trip – tell all about it. If you need to buy the newest version of work software, since the old one is outdated, - share this problem.

Most often an employee knows what he or she doesn't like in the company, but stays silent. And the manager remains unaware of existence of these problems – as he is not doing the same job of that employee. They are like parallel lines that will never intersect. The timely communication helps those lines intersect.

You could even talk about things unrelated to work: if you meet your boss in the elevator – ask about his mood, sat near him or her at lunch – ask how his or her weekend went. This lets your boss notice you and see that you care about the things that are happening inside the company, as well as some personal qualities of yours. The people who get promoted are the ones who combine great work with the best personal qualities. And how should your boss find out about your personal qualities if you stay silent?



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