

#### **FOREWORD**

We are pleased to share with you our 2022 Annual Review, which highlights our achievements and progress over the past year. At CIVITTA, we are committed to providing you with the best possible solutions and services, and we are proud of our accomplishments in 2022.

Our Annual Review focuses on three main topics - the war in Ukraine, digitalisation and start-ups.

While our plans to expand our already strong presence in Ukraine were affected by the full-scale war started by Russia we remained steadfast in our commitment to the Ukrainian people and country. We contributed to relief efforts through fundraising and volunteer work, and we are proud to have played a part in helping to alleviate the impact of the crisis. And we will continue until the war is won by Ukraine.

We believe that digitalisation is essential for businesses to remain competitive and to meet the needs of clients in an ever-changing world. Therefore, we have invested in developing our digital capabilities and digital services to make our services more efficient and convenient for our clients and partners.

We are also excited about our work with start-ups, which are at the forefront of the digitalization revolution. We have had the privilege of working with some of the best start-ups in various locations, which has helped us to stay on top of emerging trends and technologies.

In addition to our work on these important topics, we also continued to demonstrate our commitment to society through various projects. We conducted a deep dive into the startup ecosystem in the Baltics, provided roadmaps for digitalization in the transport sector, and organized a health hackathon. These projects reflect our dedication to making a positive impact on the communities we serve.

At CIVITTA, we believe that our success is intertwined with our clients, which is why we are always striving to improve our services and capabilities. We have opened new offices in strategic locations to better serve our clients and we completed several mergers to expand our expertise. Despite the challenges during the last few years, we have been strong in our financial performance and posted strong revenue growth and profitability. We also continued to invest in our employees, hiring new team members and implementing innovative training and development programs.

Finally, we would like to thank our clients and partners for your trust in us and for your partnership over the past year. We understand that our success is only possible because of your support, and we are committed to continuing to provide you with the highest quality consulting services. We are excited about the future and look forward to exploring new opportunities with you.

#### **Ander Ojandu**

Founder

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# WHY WORK WITH CIVITTA



### WE DELIVER MORE

With an effective management model, we ensure lean processes and low overheads.

## WE ASK THE TOUGH QUESTIONS

We motivate our clients to overcome the challenge themselves.

## WE LIKE UNCONVENTIONAL PROJECTS

We have an entrepreneurial mindset that allows us to be flexible and work with niche or unusual projects.

## WE GET THE JOB DONE

We collect facts, analyze them and deliver fact-based results. We are practical and we aim for impact.

# WE HAVE A UNIQUE CENTRAL AND EASTERN EUROPE & NORDICS FOOTPRINT

We stretch over 18 countries throughout Europe.

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#### **OUR OFFICES**





## OUR WORK

A showcase of our highlighted projects, divided into three streams of our operations



#### INITIATION OF DIGITAL BUSINESS FOR A TRADITIONAL ENGINEERING COMPANY

Our Finnish client is a pioneering company that paves the way in traditional construction engineering and consulting. To be able to better help its clients succeed in their building project, the board had set a target of reaching significant revenue from digital services in five years.

Together with an external industry expert, CIVITTA Finland studied the smart building solution market through a desktop study, conducted 30+ expert interviews, constructed a portfolio of digital services and implemented a pilot version of the base solution of digital services - 'digital twin' - in a real-life office setting. This real-life case enabled the client to collect current data, for example building usage and indoor climate and thus optimize the ventilation and heating in the building. Furthermore, CIVITTA conducted 8 years of business case financial calculations with an indicative pricing model and prices for each digital product as well as a detailed estimation of both fixed and operative costs. The project also included the creation of an operational model and identification of a long- and short-list of smart building solution M&A targets in the Nordic region with business financials and depictions of product offerings.

The comprehensive business case calculations enabled the management to make the decision to move forward with its digital service strategy. Furthermore, the market study, digital twin pilot, new service portfolio and M&A target listings allowed the client to get started with its digital service development and paves the way for future strategic actions. After the successful delivery of the first two projects, CIVITTA continues discussions with the client about its international growth aspirations.

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# THE BALTIC STARTUP SCENE: DEEP DIVE INTO THE STARTUP ECOSYSTEM WITH GOOGLE

The Baltic startup ecosystem represents one of the most vibrant startup ecosystems in the world. Despite its small geographic size, in 2021 alone Baltics is a home for over 3000 startups, 13 unicorns, and more than 1,7B EUR in startup funding. These are high numbers for 3 countries with just around 6 million people combined.

However, there is still significant potential for growth, and to unlock this potential, Google engaged CIVITTA to conduct the biggest study of such kind to determine the health of the Baltic startup ecosystem versus the biggest international benchmarks like Israel and Singapore, the economic impact startups have on their nations and what can startups, startup associations and policymakers do to help the ecosystem grow even further.

CIVITTA's team embarked on conducting research on several streams. During the period of research, more than 7,500 lines of data were downloaded, 1,798 employees and 108 startup founders were surveyed, and more than 25 interviews were conducted with startup associations, policymakers and Venture Capital fund representatives. As many as 28 people in the whole company spent more than one business day working on this project. The combined effort of these workstreams resulted in a comprehensive report tackling multiple topics such as policies, funding, talent, success factors, business environment and similar.

The results of the study have already been presented at several startup events in the region and received significant attention from both the startup community and the governmental sector. The people were especially interested in stock options as a way of attracting talent, what it takes to attract funding and how can Baltic startup ecosystem be placed on the radar of big Venture Capital funds and accelerators.

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# A QUEST FOR AN ATTRACTIVE AND STABLE BUSINESS LOCATION IN THE UNCERTAIN GLOBAL MARKET ENVIRONMENT

For many years, our client, a manufacturer of smart meters for the energy industry, had successfully divided its operational activities between Europe, Asia and Africa. However, the company's rapid growth and increasingly uncertain business environment in China prompted it to look for a new, stable location for the company's production site in Europe. Such change was expected to serve the following goals:

- creating additional production and delivery capabilities;
- overcoming organizational issues related to production in China;
- moving into alternative supply chains (more predictable, safer) for the key components;
- ensuring the company's continued growth.

CIVITTA was asked to support the relocation process by defining the strategic approach and assisting in setting up operations in the new location. The process started with the assessment of 12 CEE and Balkan countries, initially selected as suitable for the client. To assess the business environment of each country, two perspectives were taken into account: general market favourability (eg. political and economic stability, ease of doing business, tax and currency risks) and strategic fit (eg. real estate market, labour market situation, logistic channels, supply chains).

Based on the initial analysis, the most suitable and attractive country was selected for in-depth assessment and action plan preparation. The second phase of the project involved regional-level analysis. CIVITTA verified in detail the availability and costs of the workforce and real estate as well as logistic options for specific locations in the selected country. The team also prepared a high-level business case (incl. CAPEX and OPEX estimations) and roadmap summarizing all steps that needed to be taken to launch the production plant.

The approach used allowed the team to indicate the advantages and disadvantages of different locations based on market data as well as to recommend the most favourable location for the client. In addition, the CIVITTA team reinforced the implementation phase by organizing on-site visits, looking for local partners and supporting moving into alternative supply chains.



# ROADMAPS FOR DIGITALIZATION IN THE TRANSPORT SECTOR

EBRD is currently focusing on digital "smart" infrastructure and has contracted CIVITTA to develop a digitalisation roadmap for the transport sector outlining a path for development from the early stages to the most advanced in the industry. EBRD plans to use the roadmap with clients during the project planning stage.

During the project, CIVITTA developed digitalisation roadmaps for 14 transport subsectors covering both national and municipal types of infrastructure. Each roadmap includes relevant technologies within the subsector, and identifies five levels of digital maturity: from mostly manual, paper or excel based solutions, to the most progressive solutions on the market that include integrations with different technologies, AI and IoT applications. The roadmaps take the form of an easy-to-use Excel-based self-assessment tool. Based on the inputs provided by the client, such as impact, budget, and enablers, the client gets a range of "dimensions" on which to base their decision about the technology they want to pursue. The client then selects the technologies to put into further development based on which an outline of an action plan is generated.

A digital compendium was the second big deliverable for the project. It consisted of a comprehensive technology overview and aimed to provide EBRD and its future clients with the possibility to quickly become familiar with any technology described in this project instead of the lengthy process of undertaking the research themselves.

As a result, CIVITTA prepared a comprehensive tool for transport organisations in the public sector to build their digitalisation strategic plans. The roadmap also facilitates the communication process between international financial organisations and public sector clients, as the latter have a more clear connection between their digitalisation plans and strategic goals and are more prepared for undertaking funding requests.

# **EVALUATION OF THE INTERREG BALTIC SEA REGION 2014-2020 PROGRAMME**

The main objective of the Interreg Baltic Sea Region 2014-2020 Programme was to strengthen integrated territorial development and cooperation for a more innovative, accessible and sustainable Baltic Sea Region. CIVITTA had the honour to evaluate how the Interreg Baltic Sea Region programme achieved its aims and established impact. Impact in the context of the programme was defined as the increased institutional capacity of the programme's target groups. The client was Investitionsbank Schleswig-Holstein.

The evaluation team involved partners and analysts from four offices from Estonia, Romania, Latvia, and Georgia. The evaluation team had previous experience with complex projects on the topic of impact evaluation, including the Impact Evaluation of the Interreg Central Europe programme, which was one of the guarantees of a successful implementation. Despite the complexity of the evaluation, the team managed to maintain smooth cooperation and most importantly, positively enhance the environment where many of us work and live.

The final evaluation had two main tasks. First, to monitor and update the results indicator values, which aimed to identify regional progress in achieving the expected results. There was general satisfaction with the state of institutional capacity, but a further increase in capacity was seen as difficult. The second task was to evaluate the Programme's impact and the ways how projects achieved their aims. Overall, the projects successfully managed to accomplish their objectives.

As a result, the evaluation team made 12 recommendations to the managing authorities of the programme. These recommendations will help to implement the activities of the programme even better and more efficiently in the future. The findings complement the wider context of the programme and as the final evaluation is part of the legal requirement by the European Commission, it provides insight and evidence to the European Commission when planning future policies for European territorial cooperation.



# DIGITAL TRANSFORMATION OF IGNITIS GROUP

Ignitis Group is an international energy company and one of the largest energy groups in the Baltic region. The group's core activities include power and heat production and supply, power and natural gas trading and distribution, and power system maintenance and development. This summer CIVITTA, together with partners Alna Business Solutions and Blue Solutions, after more than a year and a half, finished the project of implementing the Microsoft enterprise resource planning system (ERP) Dynamics 365 F&O in the Ignitis Group companies.

The project's main goal was to find a solution that would allow the digitalisation of the processes of the Ignitis Group companies, i.e., reduce manual work, increase the number of automated and robotic processes, and expand reporting and data analysis capabilities. In addition, the company used different versions of the systems, which made their development and maintenance difficult. Therefore, another important goal of the project was to transfer operations and data management to one common ERP.

Two ERP implementation companies, Alna Business Solutions and Blue Solutions, and CIVITTA joined forces to find and implement the best solution. It is important to emphasize that in such large-scale projects, not only technical implementation is important, but also proper management of interested parties is a key step to achieving significant results. Therefore, CIVITTA's main role was project management, which included client relationship management, identifying and managing risks, managing the schedule, anticipating and solving problems, and ensuring effective communication. The project was full of challenges, but a strong supplier consortium and active client engagement led to successful project outcomes. The project was finished on time and on budget. The result of the project is an innovative and unified ERP implemented for the companies of the Ignitis group. As a result of digital transformation, the company will be able to save employees' time and costs for system maintenance and development.

In practice, there are not many cases where ERP is implemented by several supplier partners, but this project can become an excellent example for future large projects, where different companies can work together as a team and achieve great results.



#### INNOVATION STREAM

# AJUJAHT – AN ACCELERATION PROGRAM WITH A UNIQUE TWIST

Ajujaht is an annual non-equity acceleration program, which just celebrated its 15th anniversary in 2022. When it was started in 2007, the idea behind the program was to promote entrepreneurship and put innovative business ideas to the test in the format of a business idea competition.

CIVITTA started to run the program in 2012 - more than 10 years ago - and rebuilt the whole program into an accelerator. In the beginning, it was a pre-accelerator which over the years has simultaneously matured with the startup ecosystem in Estonia. Today Ajujaht is a strong founder2founder driven full-scale accelerator program with 12 intensive weeks filled with workshops, mentoring, networking and partnerships with other ecosystem players in Estonia and abroad.

What makes it especially unique? Instead of Demo Day, Ajujaht has 8 episodes on national TV, ending with a live finale where the winner of the season will be announced. The best teams take their piece from a more than 300 000 euro prize pool, and dedicated business angels syndicate invests into most investable startups. Over the years there have been 5 522 business ideas presented, almost 16 000 team members behind the ideas, 415 teams have gone through the acceleration program with more than 1 100 team members involved, and roughly 2 billion euros as investments were raised.

Ajujaht has helped support companies like <u>Click&Grow</u>, <u>Bolt</u>, <u>Timbeter</u>, <u>GoWorkaBit</u>, <u>FoodDocs</u>, <u>BiKeep</u>, <u>Askly</u>, <u>Others</u> and many more. There are also teams who have been in Ajujaht with one idea, have returned with another one and made it happen. Teams have also started a company on their own - just a few examples are <u>MindTitan</u>, <u>Singleton</u>, <u>Single.Earth</u> and <u>Montonio</u>.

This brings us to the main point of Ajujaht - promoting entrepreneurship, putting the idea to every person's mind - others have done it, so why not me? We believe that Ajujaht is one of the impactful reasons why Estonia has such a vibrant startup ecosystem. Many countries promote their tourism, why shouldn't you promote entrepreneurship?tourism, why shouldn't you promote entrepreneurship?

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#### TETRA PROJECT – A BUSINESS ACCELERATOR FOR NGI FUNDING BENEFICIARIES

TETRA project provided custom-tailored support services to ten European Commission-funded Next Generation Internet (NGI) Research and Innovation projects and their beneficiaries. The NGI Innovators were European researchers and teams developing services and technologies to create a new Internet for Humans. NGI TETRA project aimed at accelerating these safer, more open, inclusive and transparent internet ideas from the "R&D stage" to the "Go-To-Market stage". CIVITTA Estonia coordinated the project and led eight other consortium partners in an exemplary implementation.

TETRA services followed a growth path structured into three main blocks:

**BUILD** - training on the fundamentals of start-ups that tackle intellectual property rights and management, the importance of the team and good leadership.

**SELL** - training and mentoring to support entering new markets and developing a marketing and sales strategy.

**SCALE** - connecting start-ups with investors and corporates to establish connections, raise investments, and skyrocket the business.

The consortium connected researchers with investors, built an extensive mentor pool, and organised experience sharing and learning via events, boot camps and webinars to change the mindset about entrepreneurship, business models, marketing, and sales.

Over the course of three years, TETRA hosted four boot camps, over fifty events and webinars attended by over 1,500 individuals. In addition, 46 teams participated in TETRA boot camps and subsequently received 20 hours of individual mentorship, tailored insights and recommendations, and a master plan for continuing to grow and improve their business ideas. Over 600 hours of individual mentorship were provided in total.

To build additional value for European startups and the Commission, the TETRA project also mapped innovation ecosystems across Europe, led multiple masterclasses on attracting public funding, and jointly developed an NGI business model report to support the Commission and the next generation of innovators in making future-proof choices.

Ultimately, the innovators, the consortium, and the commission were satisfied with the outcomes, and the project received exceptional feedback.

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# WHO'S FIRST-EVER HEALTH HACKATHON FOR DIGITAL HEALTH SOLUTIONS IN UKRAINE

More than 560 people registered for the first-ever Health Hackathon held by the World Health Organization (WHO) and organized by CIVITTA, Radar Tech and YEP in the European region. 40 chosen teams of innovators were gathered in Lviv, Ukraine, to offer solutions to the 5 challenges faced by patients and doctors:

- Healthy Lifestyle
- Early detection and prevention of diseases
- Mental health support
- Convenient and safe interaction between doctor and patient
- Effective interaction for doctors.

Digitalisation is an essential step forward in strengthening health systems and public health functions. Demonstrating an urgent need for practical digital tools, the COVID-19 pandemic and the impact of the Russian war in Ukraine have led to an increased need for digital solutions in health.

Students, doctors and health specialists, marketers, IT specialists, and activists spent 48 hours, both offline and online, developing people-centred digital solutions that can contribute to the Ukrainian national healthcare strategy and meet the needs of patients, doctors and professional unions. The teams generated and presented digital solutions for five health challenges, with mentoring support from more than 30 experts from the health, tech and business sectors.

As a result of the Hackathon, several ideas received financial backing, invitations to support programs from incubators and accelerators, and offers of mentorship for further development. Scally, the software for the support of cancer patient's caregivers, was named a top solution and received US \$3000 in prize money and an invitation to Challenger AI, a landmark acceleration program for AI/ML & digital startups run by CIVITTA. Other winning solutions included software that monitors and analyses patient data to recommend further diagnostics to doctors, and artificial intelligence (AI)-based diagnosis of symptoms according to international clinical standards. Ten teams received three months of mentoring support from business mentors and WHO field experts to advance and finalize their products.

"That was a truly fantastic event with a lot of bright people around who challenged innovative ideas in an energizing atmosphere with the unpresidential opportunity to get support and guidance from prominent experts, both national and international."

Nataliia Piven, medical doctor and lawyer, expert on public health at WHO Ukraine.



# OUR SERVICES



#### **STRATEGY**

We work side-by-side with our clients on strategic planning, commercial developments, international expansion, M&A transactions and transformations to create meaningful changes in their business, organization and society. In our work, we offer the best practices and experience gained across many countries and industries.

#### **INNOVATION**

We help start-ups to grow and scale, universities to connect research with business and commercialize R&D, corporates to build and accelerate innovation inside the company, and governments to build innovation communities and ecosystems.

#### **FUNDING**

We help clients identify funding opportunities, develop the project and follow through the implementation process. We provide advisory services in national EU program funding, EU-level program funding (Horizon 2020), equity investment attraction and private sector lending.

#### RESEARCH

We gather and analyze external and internal data in order to deliver valuable insights for decision-making of our clients. We perform internal data analysis, consumer and B2B market research, product market research, attitude market research, public policy research, evaluations of projects, public policies and programs, as well as impact assessments.

#### **DIGITAL**

We help clients to build custom products and services to become more competitive. Our services include digital strategy, customer journey and base analysis, UI/UX, web and mobile development, testing and support. We also support our clients with social media marketing and communication.

#### **IMPLEMENTATION**

We offer assistance at any stage of the project implementation, by setting up and running project management office (PMO), helping with business development and filling temporary capacity and competency gaps with on-hire consultants, as well as building outsourcing teams.

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# OUR COMMITMENT TO SOCIETY



# CONTRIBUTION TOWARDS UKRAINE'S EFFORT OF DEFENCE AGAINST THE UNPROVOKED RUSSIAN AGGRESSION

Right after the outbreak of the Russian war against the freedom and democratic choice of Ukraine, many CIVITTA employees across all 18 countries couldn't simply stand aside and initiated different activities to support Ukraine's integrity and freedom.

#### **CIVITTA'S RESPONSE**

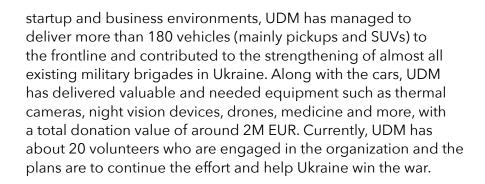
On the 24th of February 2022, the Ukrainian CIVITTA team woke up early due to the sounds of explosions and missiles. Our colleagues spent the first half of the day relocating to the safest available short-term locations, and the same evening a company town hall meeting was held regarding all possible actions from our side to help the country and the team. After some discussions, a relocation plan was prepared and by the 10th of March, everyone who wanted to leave the city was able to relocate to a safer place in West Ukraine or abroad. In total, we relocated 35 employees and 15 of their family members. In addition to the relocation help, CIVITTA immediately ceased all operations in Russia and with Russian entities and introduced the Sanctions Policy that sets out our approach to ensuring full compliance with all sanctions applicable to our business activities imposed by multiple government authorities.

## UNITED DELIVERY MISSION

Following the outbreak of the Russian war against Ukraine, CIVITTA employees founded an NGO called United Delivery Mission UDM. The original idea was to deliver what was needed to the front (equipment, cars, clothes) as soon and as effectively as possible. Due to the extensive network in local communities,



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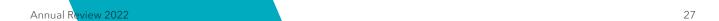
# VOLUNTEERING DURING THE ANNUAL RETREAT

Each year, CIVITTA has an annual retreat where all employees gather for team building and professional trainings. This year, we had our retreat in the Przemysl area in Poland where we dedicated a full day towards volunteering for the Ukrainian military. The employees were divided into two groups, with one group travelling to Ukraine and the other staying in Poland. In total, around 100 employees travelled to Ukraine, where they met military and local volunteers and helped them prepare camouflage nets, and long-lasting food as well as assemble military first aid kits. The rest of the employees who stayed in Poland were also involved in preparing camouflage nets and other necessary materials.

## ACTIVITIES OF THE UKRAINIAN OFFICE

Since the first day of the war we have decided to analyze the losses of Russia in terms of money value per equipment piece lost, sanctions policy impact as well as the impact of the war on the economy of Ukraine. Our employees who relocated abroad have been active in providing interviews and informing the local government about the situation in Ukraine and the needed support for the country. Another part of our Ukrainian team was active in volunteering. Everything started with the local Forces of Territorial Defense helping to bring food and beverages and helping with making barricades or Molotov cocktails. Moreover, two employees of CIVITTA joined the Military Forces of Ukraine and took an active part in defending the East of Ukraine as well as in liberating Kherson.

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# ORGANIZING AN OFFSITE IN CRITICAL TIMES

As the world turns to remote and flexible working, offsites became the much-needed opportunity for fostering corporate culture and team building.

Despite the limitations posed by war for our Ukrainian colleagues, we managed to find a solution for all colleagues to meet in person. In September 2022, we gathered in the Przemysl mountain area in Poland. There, we enjoyed some quality time together by having team-building activities and an Olympics day but most importantly, we dedicated a full day to volunteering for the Ukrainian military. Read an interview with four of our coworkers to get an insight into this year's event.





#### **GRETA LAPINSKAITE**

#### 1. What was the greatest challenge organizing the offsite in 2022?

Buying tickets for everybody (I bought around 250 tickets) and hoping that everybody would reach the offsite destination without any issues. My journey to Arlamow could have been smoother too: my first train was late, therefore I missed my second train to Rzeszow, so I needed to wait a few hours late in the evening at the train station for the last train. It was a five-hour drive, and in the middle of the journey, the train stopped out of nowhere because something had broken. In the end, the journey that should have taken 7 hours took 12. But it was all worth it!

#### 2. What's a memory you will cherish from this year's event?

All the moments from this year's Offsite were memorable and dear to me. However, no one could disagree that the trip was different from all the last years due to its mission, which made it so important and unforgettable. The memory that I cherish the most is the ability to volunteer in Ukraine, after the occurring tragedy that has affected all of us deeply. It has been great to see everyone being so united. This last day of the Offsite gave a completely new and valuable meaning and highlighted the value of making an impact that we cherish.



#### 1. How would you describe your first-time experience at the offsite?

It was during my recruiting process when I first heard about the CIVITTA offsite. Since then, I have been eager to be a part of that tradition. I was expecting something great, but honestly, it went beyond my expectations. Seeing how more than 300 people from different countries and cultures can be united as one big family with shared values strengthened my belief that joining CIVITTA was the right life decision. Each day we collected special memories that will stay with me for my entire life. I can't wait to meet with this great team again and create more unforgettable memories during the next offsites.

#### 2. What's your best memory from this year's event?

The whole Ukraine Day was the most exciting and remarkable memory not only from the offsite but also from my entire lifetime. From the very first moment we crossed the Ukrainian border, I felt much closer to the Ukrainian people, started to understand their feelings in depth and realized how brave they are. Integrity is one of the key values of our company culture, and celebrating offsite together with the Ukrainian team when they can't leave their country was the highest standard of integrity CIVITTA could have shown. I feel very grateful to be given a chance to express our support and find ourselves in the place we are today as CIVITTA.



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#### **SALVIS SKLADOVS**

#### 1. Can you tell us a bit about the volunteering activities at the offsite?

Russia's unprovoked and senseless aggression on Ukraine gave us a harsh reality check about the fragile security landscape in which we are now living. Ukrainian heroism has ensured that we can still enjoy our peace and freedom which, at some point, we have taken for granted. Therefore, it comes without saying that we have to support them the same way we would support our own people and army. I am very proud of my colleagues from the Latvian office, together with whom we collected funds to procure more than 1000 units of food for the Ukrainian army and delivered them together with UDM cars. The food delivery campaign really showed how little spark can ignite a fire. In CIVITTA, we focus a lot on impact when working on our daily projects, but volunteering activities at the offsite, especially the opportunity to visit Ukraine, really showed how much our support matters.



This offsite was very different from all the previous years and rightfully so. What stuck with me the most, is the overall sense of community which I got to experience at the offsite and on our journey there. Having the opportunity to meet with colleagues from most of our offices strengthened the feeling that we are very like-minded people and share the same values. The ability for us to come together and consolidate our efforts for the greater good and the ability to inspire and support each other is something what this offsite was about.

#### **ANA BISHEVA**

#### 1. Can you tell us more about your experience at the Olympics day?

It was truly great! First, I would like to give kudos to the organizers who provided us with numerous activities to choose from, tailored for individuals with different interests. As I am a sports aficionado, I was eager to get involved in many of them. What motivated me, even more, was the team spirit and the opportunity to work on our team skills. This, later on, has contributed to better communication on projects with colleagues from different countries and smoother execution of tasks.

#### 2. What's a memory you will cherish from this year's event?

It was a fantastic opportunity for everyone to bond and build stronger relationships, both professionally and personally. I was really happy when our team of "Seniors" won third place in basketball, but even happier that we won first place in the "Team spirit" category. We definitely had a great time and still feel the team spirit even months after.



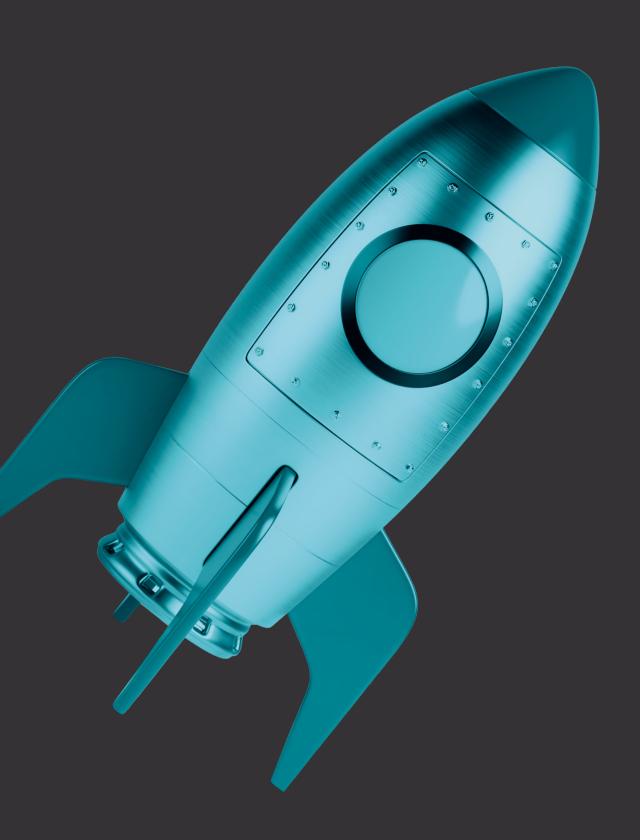


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# OUR VALUES





#### **IMPACT / ROMAN KHLIBUN**

The impact you make today, no matter how small it may seem, has a powerful rippling effect on every tomorrow. Personally, I have been fortunate to work with like-minded people this year and lead the United Delivery Mission initiative aimed at supporting Ukrainian Armed Forces in a fight against the Russian invasion. We started small and later found out how numerous small things can become a game changer for an ordinary soldier on the battlefield and save lives. CIVITTA is truly a company where you have all the tools to make a difference in society.



#### **GROWTH / AGE LAINE**

CIVITTA has allowed me to follow my passions, develop and grow a service line around international R&D funding and grow myself from project delivery to management roles. I started 15 years ago in CIVITTA as a Consultant, grew into a Senior Consultant and Project Manager roles over the years and created International Projects Team in Estonia as Team Lead. I continued the journey in Associate Partner and Partner positions and from this year have accepted the challenge to lead the whole international Innovation Stream of 100 people as Managing Partner.



#### **ADVENTURE / KAMILA JABŁONOWSKA**

Few of us associate work with adventure. When we think of adventure, our eyes tend to see ourselves backpacking in far-flung corners of the world or on board a yacht or, in the extreme case, just before skydiving. Meanwhile, in my case, the year 2022 has turned out to be such an adventure in my career, when, after 17 years of project work in the EU consultancy sector, I decided to take a completely new course and moved from an AP role to an HR BP position. Today, from the perspective of a few months, I can say that I do not regret this step. Evoking the image of adventure as a parachute jump - I jumped, my parachute unfolded beautifully and now I am just looking forward to where it will carry me in the coming year.



#### **INTEGRITY / YULIYA SHAVERDA**

When someone asks me what keeps me at CIVITTA, the answer immediately comes to my mind – it is a strong commitment to integrity. Throughout ups and downs, highs and lows, we always live up to our principles and values. Being honest and staying true to who we are, doing everything with a strong sense of accountability and fulfilment, and demonstrating enormous respect for the people around us and the job being done is at the core of everything we do at work and beyond. At CIVITTA integrity may begin on a personal level, but it never ends there.

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