



Current expatriate agenda and trends in Russia

Association of European Businesses

HR Conference

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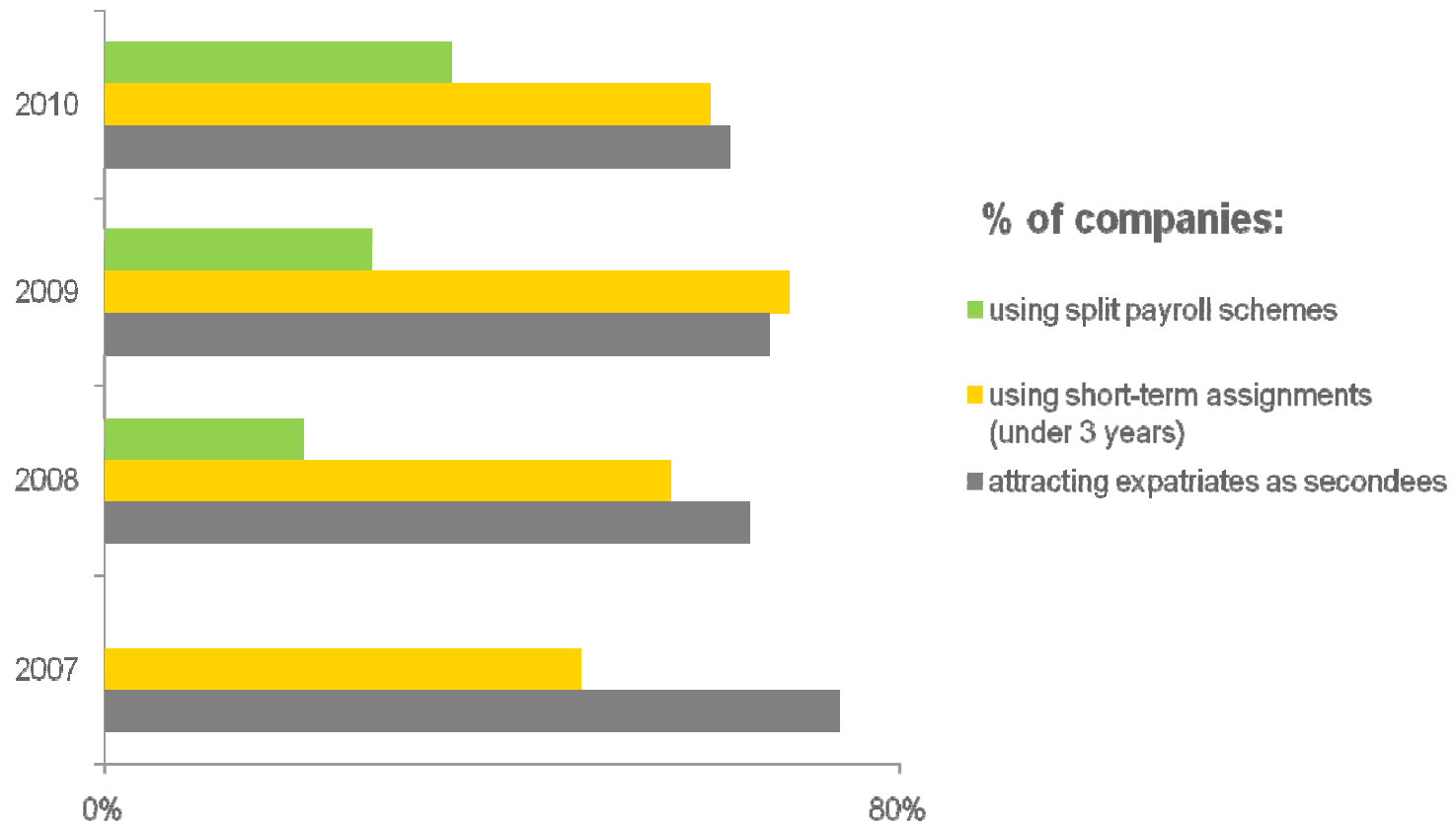
Recent global trends

- ▶ Increased number of international assignments over the past decade
- ▶ Decrease in cost of international assignments
- ▶ Decrease of length of international assignments
 - ▶ Pressure to cut cost
 - ▶ Family concerns
- ▶ Post-assignment retention challenges

Cost-cutting initiatives

- ▶ Localization of expatriates and / or related benefits
- ▶ Local “plus”
- ▶ Increased efforts to hire locally
- ▶ Use of short-term / commuter assignments
- ▶ Consolidation of benefits for domestic and international employees
- ▶ Assignment management centers

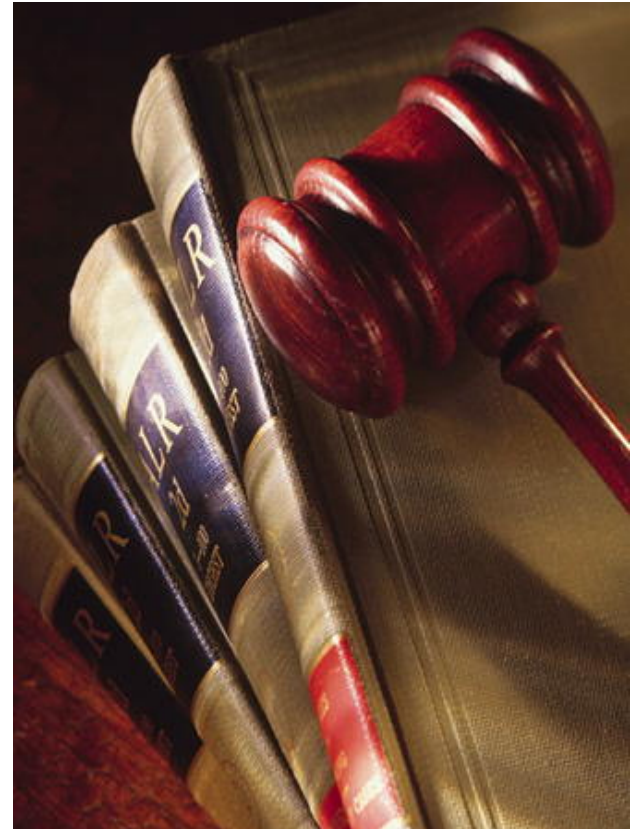
Assignment cost cutting measures in the Russian market



Based on the data from Ernst & Young Expatriate Benefits Surveys 2007-10


Legislative environment

- ▶ Migration rules
- ▶ Labour law issues
- ▶ Tax rules
- ▶ Greater cross-border sharing of information
 - ▶ Germany
 - ▶ Finland



Localization risks

- ▶ Continuity of employment
- ▶ Maintenance of long-term benefit participation (home country pension and social security)
- ▶ Participation in equity compensation plans
- ▶ Post-assignment team integration



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