

**Webinar**  
**Working language: RU**

**20 November 2025**  
**15:00 – 17:00**

**Zoom**

**OPEN EVENT ORGANISED BY LABOUR LAW SUBCOMMITTEE**

# **HR STRATEGY AND TACTICS OF HR OPERATIONS: FINE-TUNING TAKING INTO ACCOUNT CURRENT JUDICIAL PRACTICE**

## **PROGRAM**

**Moderator:** **Evgeny REYZMAN**, AEB Labour Law Subcommittee Chairperson

**15:00 – 15:10** **Welcome remarks**  
**Irina AKSENOVA**, Chairperson of the AEB Human Resources Committee

**15:10 – 15:40** **RISKS OF REQUALIFICATION AND ILLEGAL PROVISION OF STAFF ("OUTSTAFFING")**  
*1. Characteristics of an employment relationship: performance in person, subordination to internal regulations, employer control, etc. (Article 15 of the Labour Code of the Russian Federation).*  
*2. Reclassification of a civil-law contract into an employment one: upon the contractor's application, labor inspectorate's prescription, or court decision; the relationship is considered to have arisen from the date of actual admission; any unresolved doubts are interpreted in favor of an employment relationship (Article 19.1 of the Labour Code of the Russian Federation).*  
**Margarita EGIAROVA**, Partner, ALRUD Law Firm

**15:40 – 16:20** **REMUNERATION: BONUSES, AVERAGE EARNINGS, MINIMUM WAGE, AND ANTI-CRISIS MECHANISMS. AMENDMENTS TO ARTICLE 135 OF THE LABOUR CODE OF THE RUSSIAN FEDERATION**  
*1. Average earnings and bonuses.*  
*2. Special pay cases: additional payment for weekend work upon dismissal, interdepartmental commissions for wage arrears, and other cases*  
**Margarita EGIAROVA**, Partner, ALRUD Law Firm  
**Vitaliya KUZNETSOVA**, Head of Labor and Migration Law Practice, Pepeliaev Group

**16:20 – 16:50** **SEVERANCE PAY FOR MANAGERS – WHEN YOU HAVE TO PAY AND WHEN YOU MAY NOT PAY**  
**Vladislav MAZUR**, Counsel, Head of Labor Law Practice, Denuo

**16:50 – 17:00** **QUESTIONS & ANSWERS**

**Working language:** **Russian**, no interpretation will be provided

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