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**October 7,
2026**

Webinar of the AEB Human Resources Committee

Evolution of outsourcing in Russia: from cost savings to strategic competitive advantage

Zoom

15:00-16:30

Irina Aksenova, Chairman of the AEB Human Resources Committee, Deputy General Director for Key Clients, Coleman Group

15:00

Welcome speech

Irina Aksenova, Chairman of the AEB Human Resources Committee, Deputy General Director for Key Clients, Coleman Group

15:05

Outsourcing 2026: research results

Svetlana Pushkina, Partner, Head of the Accounting and Reporting Group, B1
Dmitry Stapan, Doctor of Economics, Professor of Business Schools of Moscow State University, RANEPA, MGIMO

15:25

Finance as Business Partner: From Accountability to Value Creations

Maria Onishchenko, Estee Lauder CFO for Russia and CIS2

15:40

Outsourcing and the Realities of Russian Labor Law: Risks and Opportunities

Evgeny Reizman, Chairman of the AEB Labor Law Subcommittee, Counsel, Melling, Voitishkin & Partners

16:20

Discussion. Questions and answers

Language: Russian, translation is not provided

Contacts:

Program: Darya Umanchuk, committees coordinator, darya.umanchuk@aebrus.ru
Registration: Polina Skorovarova, event coordinator, polina.skorovarova@aebrus.ru

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Association of European Businesses

127055, Moscow, Butyrsky val, 68/70,
bldg.1, office 63, 6th floor

Tel.: +7 (495) 234 27 64
E-mail: info@aebrus.ru

Telegram: t.me/aebrus_news
Web: www.aebrus.ru