

Webinar
Working language: RU

20 November 2025
15:00 – 17:00

Zoom

OPEN EVENT ORGANISED BY LABOUR LAW SUBCOMMITTEE

HR STRATEGY AND TACTICS: FINE-TUNING BASED ON CURRENT COURT 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**

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