



Association
of European
Businesses



October 7, 2026

Webinar of the AEB Human Resources Committee

AEBRUS.RU

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

Zoom

15:00-16:30

Moderator

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 HR Committee, Deputy General Director for Key Clients, Coleman Group

15: 10

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

15:30

How to create effective business partnerships: difficulties and challenges

Oksana Maksimova, Business Psychologist, Executive Coach, Organizational Consultant, ex. CFO, Head of the LAMP Community at the National Research University Higher School of Economics
Maria Onishchenko, Estee Lauder CFO for Russia and CIS

15:50

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: 10

Discussion. Questions and answers

Language

Russian, translation is not provided

Contacts

Registration: Polina Skorovarova, координатор event coordinator, polina.skorovarova@aebrus.ru

Program: Anna Tsiulina, Senior Coordinator of the Committees, anna.tsiulina@aebrus.ru

Elizaveta Tronevskaya, Special Projects Coordinator, elizaveta.tronevskaya@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