

to HR Related Services



in Russia

2012



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The AEB Guide to HR Related Services

in Russia is registered with Roscomnadzor,
ПИ № ФС 77-43023. Circulation: 3,000 copies.

The opinions and comments expressed
here are those of the authors and do not
necessarily reflect those of the Association of
European Businesses.

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Dear Readers,

Russia is the ninth most populated nation in the world, a country that encompasses all of northern Asia, as well as 40% of the European continent. Today, the Russian population is estimated to be around 142 million and of this, close to 76 million is a part of the country's labour force. The year 2011 saw the tables turn, as the labour market once again became a "job-seekers" market. By January 2012, the unemployment rate in Russia was reported at 6.6 % in, dropping from 7.5% in 2010.

More and more companies both Russian and foreign are realising that focusing first on the technical aspects of their businesses, without factoring in HR aspects such as people management, organisational structure, compensation, training, communication, motivation, and so on, is not enough. There is a need to better understand the current status of HR practices and future trends.

The AEB Human Resources committee was established in 1996 and aims to provide a platform for discussion, exchange of information and lobbying initiatives for human resource decision makers in Russia. In the course of 2011, the HR committee arranged a number of very well attended events that included two major annual conferences. At the May 19th conference in 2011, the number of participants was close to 220, which made the conference one of the largest HR forums not just in Moscow, but Russia as a whole. "Bringing expats to Russia", a HR conference that deals with various aspects of relocating expatriates to the Russian Federation, attracted over 100 people. In 2011, the HR committee was likewise, closely involved in various lobbying activities at the government level and arranged a number of meetings with the Ministry of Healthcare and Social Development, Ministry of Economic Development, State Duma and Strategy 2020 Working groups.

In all, the AEB HR committee is an active and highly committed one; therefore, it is with great pleasure that I once again present to you the 2012 AEB guide to HR related services in Russia. I sincerely hope that this guide will go a long way in resolving many HR related issues faced by companies, and in particular, AEB member companies operating in Russia today.

A handwritten signature in blue ink, appearing to read 'F. Schauff'. The signature is stylized and fluid, written in a cursive-like style.

Dr. Frank Schauff
Chief Executive Officer
The Association of European Businesses



Dear Readers,

The 2010 HR guide enjoyed immense success among all AEB member companies. Therefore, we are once again proud to introduce to you the 2012 AEB guide to HR related services in Russia.

The past year has been a very active one for the HR committee in terms of activities within the committee itself, as well as lobbying on behalf of AEB member companies. We always strive to keep in line with the newest interests of our members: our strategy is aimed at being a platform for networking and communications, sharing practices and latest ideas.

In addition to various events organised and publications released by the committee, we also follow the most recent tendencies and movements in the Russian legislation, always trying to support our members in growing and improving their business in the country.

We'll try to make this year an equally successful one, with new outstanding speakers at our annual HR Conference dedicated to HR efficiency and flexibility, HR issues in mergers and acquisitions, expansion in the regions and other aspects of personnel management in Russia, amongst other activities the committee has planned for 2012 and beyond.

The HR-related service providers' guide is an AEB HR committee publication that gives you all a chance to acquaint yourself with HR service providers successfully operating on the Russian market. Each of the companies featured in this year's guide have been recommended by at least two clients, showing that they mean business, deliver on their promises and are in fact here in Russia to stay and offer quality HR services. We believe this guide will serve as a source of valuable information for all companies interested in setting up and maintaining successful operations in Russia.

A handwritten signature in blue ink, appearing to read 'Olga Bantsekina', written in a cursive style.

Olga Bantsekina
Chairwoman, AEB HR committee and Member, AEB Board
Chief Representative, Coleman Services



AB Services LLC

Recruitment and HR Services

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AB Services, LLC is an American-British owned and managed consulting company established to provide exceptional, customer-focused Recruitment and HR Services in Moscow. Established in 2011, the company is managed by experienced professionals with more than 30 years of management experience in Russia. The company is founded on several principles which are of interest and value to our clients:

- We understand that our clients have many choices when it comes to recruitment providers. Accordingly, we value their business and strive to provide service quality that is exceptional;
- Working with us is easy and convenient. Our contracts are clear and easy to understand. Phone calls are returned promptly and we only send candidates who match the clients' requirements;
- We have highly experienced recruiters and consultants who get results;
- Our fees offer exceptional value for money and are success-based;
- We offer the full range of recruitment services from finding unique specialists and middle management to Executive Search. We specialize in the following sectors:
 - Banking and Investment Banking
 - Financial Services
 - Pharma and FMCG
 - IT and Telecoms
 - Industrial and Engineering.

Our clients are Russian and Multinational companies for which we provide recruitment and HR consulting services. We also offer market entry support to companies entering or newly established in the Russian market.

AB Services also recognizes the benefits that can be provided to clients (both international and

Russian) by seasoned expats who have significant practical experience in the Russian market. Our network includes seasoned expats who have already developed successful careers and enjoy living in Russia and working closely with Russian colleagues. We can help connect seasoned and highly-skilled expatriates with the companies which will benefit from their experience, skills and local knowledge.

AB Services has created a genuine customer service culture throughout our organization. You will experience the difference in attitude and results.

Clients' references:

"We have been very pleased with the recruitment services provided by AB Services, LLC. Their people take the time to listen and clearly understand our needs and our corporate culture. They have recently filled a very important position for us, and we will be turning to them again to assist us in finding high quality professionals as we move forward."

(Andy Verich, General Director Oshkosh Russia, Oshkosh Corporation)

"I am very happy to recommend the recruitment agency AB Services, LLC. We use AB Services ourselves and I have also recommended them to some of our clients – who have also had good results. In my experience they are one of the most competitive in Moscow and have international service standards."

(Alex Medlock, Regional Director (Russia and CIS), TMF Group)

"We can highly recommend AB Services, LLC for recruitment services in Russia. Recently we had two senior level positions that required fast action by our recruitment partners. Though we used several agencies, the best candidates were provided by AB Services, which filled both positions for us."

(Christophe Fort, PNY Technologies Inc.)

Discover perspective



ANCOR is the largest recruitment company in Russia and a few of CIS countries. ANCOR has been operating in the field of recruitment and HR consulting since 1990, and has acquired a deserved reputation as a leader of the business niche.

Our key advantages:

- our client list includes over 1,600 Russian and international companies
- every year over 9,500 people find job with help of ANCOR
- today we employ about 1,200 people — mostly consultants and recruiters
- our network includes more than 40 offices in Russia, Ukraine, Belarus and Kazakhstan
- based on results of 2011 the holding's turnover equaled 180 million dollars

ancor

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Antal Russia

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Our Background

Founded in 1994, Antal Russia specialises in mid to senior level managerial roles across an extensive range of professional disciplines and industry sectors in Russia and the CIS.

Antal Russia has been part of the global recruitment consultancy FiveTen Group since 2008.

Our client portfolio is diverse and ranges from big name multinationals to small start-ups, both local and international.

We provide permanent and full contract employment services and can handle RPO (recruitment project outsourcing) and complex cross border solutions for both our candidates and clients.

Our Expertise

We are quality volume, cross discipline, mid to senior management recruiters.

Our work is matrixed, so our consultants specialise within a discipline, i.e. HR, Finance, Sales, Marketing etc. We have the ability to manage everything from one-off urgent requirement to green field set-ups; local and international assignments. Our consultants manage client relationships and deliver high quality candidates, keeping responsibility for the whole process from start to finish through a single point of contact

Our Aim

We aim to consolidate our market leading position and do all we can to be the brand that

competitors aspire to. We strive to find the right balance between efficient delivery, value for money and customer service.

Our Services

- Executive Recruitment;
- Implant (Onsite) Recruitment;
- Contract Recruitment and Temporary Staffing;
- Outstaffing;
- Outplacement;
- Benchmarking (including salary surveys).

We are proud of our...

Reputation. 1 in 5* clients approach us based on recommendations, and over 90% of our clients would recommend us.

Experience. We have helped hundreds of companies build strong management teams.

Quality of service. 70% of our clients rate the quality of our services as high and above average.

Strong client relationships. 98% of our clients intend to continue working with us.

Quality candidates. 3 out of 10 placed candidates come from referrals and recommendations.

Specialisation. Each of our consultants specialise in particular professional disciplines and industry sectors. We can find the best candidates in a short period of time.

We keep you in the know

- Read our regular salary surveys www.antalrussia.com/salary-survey;
- Sign up for our quarterly Newsletter www.antalrussia.com/newsletter-signup;
- Join us on LinkedIn, Facebook, and Twitter.

Clients' references:

"We were satisfied with the quality of candidates presented by Antal Russia, with the feedback provided by Antal Russia consultants, who always are very attentive in clarifying requirements to candidates to present candidates with the right competence."

*Tatiana Andreeva, HR Director,
Volvo Car Russia*

"Antal Russia has a very professional and operative approach in understanding the needs of the company and matching them to the candidate profile. They are also great at getting candidate feedback".

*Olga Osipova, HR Manager,
H&M Hennes & Mauritz*

*Data is based on a recent client survey



Aon Hewitt

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Aon Hewitt is the global leader in human resource consulting and outsourcing solutions. We partner with organizations to solve their most complex benefits, talent, and related financial challenges. Aon Hewitt delivers the strongest team of professionals in the industry who have access to the widest breadth and depth of expertise and services, in more locations, and for more industry segments than any other human resources firm. Our singular focus is on our clients: we deliver distinctive value, top-rated customer service, and measurable business impact. With more than 29,000 professionals in 90 countries, Aon Hewitt makes the world a better place to work for clients and their employees.

AXES Management is an exclusive partner of Aon Hewitt in Russia. AXES Management is a Russian HR-consulting company which offers customers complete and high-quality solutions in the management of human capital. AXES Management in cooperation with Aon Hewitt offers a full range services in the sphere of talent management, employee engagement, HR benchmarking, corporate transformation, business simulations, assessment and development.

One of the major projects of Aon Hewitt in Russia is the **Best Employers Study**, which is conducted for more than 10 years around the globe. This study is the only one in all of Central Eastern Europe that provides a comprehensive view of employee engagement, best human resources practices, and corporate leaders' opinions. In Russia the study has been conducting since 2006. There were more than 70,000 employees surveyed in Russia in 2011.

Clients' references:

"Aon Hewitt since 2009 has supported OBI Russia in the areas of employee engagement survey and post-survey action planning. Results delivered by Aon Hewitt in cooperation with AXES Management, Aon Hewitt business partner in Russia, helped us to achieve our goals in people management and are important basis for our efforts to improve employee engagement. Aon Hewitt methodology and tools are reliable and professional. We do appreciate Aon Hewitt professional approach resulting in improving employee engagement level. We have a pleasure to recommend Aon Hewitt as a consulting business partner".

Ian Strickland, Managing Director OBI Russia

"Our main goal in taking part in the Best Employers Study survey is to benchmark ourselves against key players in the employment market and be clear on what are the areas of our strength to celebrate and opportunities to improve. The reason why we value this partnership is that this is an excellent opportunity for us to tell the external world how it feels being part of Mars family and enjoying our unique culture. The survey methodology allows to measure how the employees feel about working for a company and gives opportunity to share our success story with the wider community. Our main focuses in the people area are employee engagement and talent, and survey helps us to drive these very important agendas both within the company and beyond".

Yana Khaldi, People and Organisation Director – Mars Chocolate Russia



Awara Direct Search

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Awara Direct Search is part of Awara Group, a business administration service provider in Russia and CIS. Specialized in finding the best people for the best firms and the best jobs for the best people in Russia, with us recruitment is always Direct Search.

Through individually tailored search, to meet the challenges of the particular assignment, we identify the unique professionals on the market. Our genuine expertise is the fundament of our successful search. Awara employs and contracts experienced professionals, covering all industries and type of candidates and geographical areas of Russia. Our search starts with identifying experts that bring value to the search process, guaranteeing that our clients are guided by the best professionals in any field of business.

How do we find the best?

Our work is based on solid market research, to gain knowledge of our client's company, its unique corporate culture, requirements and challenges related to the position. This process is followed by analyzing the market and involving network specialists who possess information on the required resources, to identify where potential candidates can be found. In our study we analyze requirements placed on suitable candidates in terms of competencies and skills, experience and behaviors, such as leadership, management and team behavior, persistence and commitment, innovativeness.

Our approach is proactive at every stage, giving added value to the client, by not merely noting expressed requirements but monitoring the expressed requirements against the identified challenges and opportunities. By identifying key competencies, unique combinations of skills, knowledge, abilities and attitudes for the position, we create an Ideal Candidate Profile, which is approved with the client, containing specifications of the position, requirements, company details, role, responsibilities, goals and key chal-

lenges of the position.

Based on the market research and the Ideal Candidate Profile we initiate the active search process.

How else do we support our clients?

In addition to direct search we also assist in other related topics:

- Assistance with elaborating a Russia strategy;
- Adjusting the Russian corporate culture to the group's corporate culture;
- Assistance with integrating a selected candidate in the organization;
- Search of Board Members (independent directors, non-executive directors). Assistance with organizing the Board in Russia, meeting the challenges of the culture, corporate governance rules and compliance issues
- Interim management resources;
- CEO Succession service;
- Advising on incentives and bonus systems;
- Consulting on labor law issues;
- Work permit support.

Clients' references:

"We valued the highly professional approach of the specialists at Awara provided during the search and employment process. We consider your company as a long-term partner and a key to our success."

*Petri Nieminen,
Wipak*

"Awara Direct Search – the name speaks for itself: experienced and highly professional consultants always use only direct search methods which lead to superb results. A real difference at Awara Direct Search is the high quality of communication at all stages of the process. We recommend Awara as reliable and responsible partner!"

*Olga Semenova/Michael Broese,
Duerr Systems.*

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Blackwood Company

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Company profile

Blackwood Company is one of the most experienced players on commercial real estate market and is the leader on elite residential property market. International standards of services and principles of Western management have been at the core of the company's activities since its foundation in 1991. The proper development strategy of the company made it possible to occupy the share of the real estate market and acquire a reputation as a reliable and professional partner.

One of the key directions of Blackwood Company is the rent of residential property. Blackwood company residential property rental department offers various consultations on the rent of apartments in Moscow and countryside cottages as well, broad option of variants, post-contract support, residential property management etc. Blackwood's qualified employees will help its clients to get an insight of the current situation on the real estate market and will offer professional assistance in choosing the right accommodation for rent.

We offer a wide range of services:

Orientation tours/introduction meeting:

- Full planning of the tour and guidance of English/French-speaking agent;
- Providing a car with a personal driver;
- Review of city's infrastructure: visiting apartments and residential complexes, schools, kindergartens, medical centers, fitness-clubs, supermarkets.

Apartment search:

- Presentation of premises including detailed description, photos, floor plans, maps;
- Visiting apartments on Blackwood's transport;
- Tour around the neighborhood.

Conclusion the lease agreement:

- Conducting negotiations with landlords and protecting tenant's interests;

- Legal support.

Transportation and move-in assistance:

- Organization and control of transportation;
- Assistance in purchasing furniture;
- Installation of additional equipment, internet, satellite TV, etc.;
- Assistance in selecting service-staff.

Post-contract services:

- 24/7 Hot-Line service, troubleshooting, English speaking administrator.
- Assistance in prolongation/early termination of the lease agreement.

Clients' references:

"Beiersdorf company is glad that in Blackwood we obtained a reliable and competent partner who is not just rendering services of high quality to their clients but is striving to react to clients' needs and requirements by granting favorable conditions."

Thank you for excellent work and perfect style of doing business!

Expat coordinator, Beiersdorf

"Ericsson company is grateful to Blackwood for professionalism of its consultants and managers, for complex approach to the search of the proper accommodation which becomes a home away from home for our employees. It let us recommend the team of Blackwood rental department as true professionals!"

HR Coordinator, Ericsson

"I want to thank you for huge help you have been doing and also that you have been a gracious friend. I give strong recommendation to all who are planning to move to Moscow to work with you because you are such a capable and reliable agent!"

*Masaki Ishikawa, First secretary,
Political Division, Embassy of Japan*

RENT APARTMENTS >





Brunel

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Who we are

Brunel is a part of Brunel International N.V., a Euronext Amsterdam listed company with more than 8,000 employees at 90 locations in 34 countries.

Brunel Russia is headquartered in Moscow and has representative offices in Novy Urengoy, Yuzhno-Sakhalinsk, Tyumen, Novorossiysk, Irkutsk, as well as legal entities in Elista and Astrakhan. Further offices are planned to be opened in Saint Petersburg, Kaluga and Nizhny Novgorod.

Our services

- Executive Search;
- Permanent Recruitment;
- Secondment & Contract Administration;
- Project, Staffing & Engineering Solutions;
- Implant Office;
- HRM consultancy.

Executive Search

The company doesn't provide only a direct search for top managers, but focuses on a combination of activities in the field of market research including identifying, evaluating and bringing senior level executives on the market to our clients for all industries.

Permanent Recruitment

Brunel's strategy on providing excellent services to our clients and our tailor-made solutions together with short lines of communication enable us to respond quickly and accurately to diverse requests and challenges. Our permanent recruitment services are separated within two major business lines where we serve:

- Oil and Gas Clients;
- Non Oil and Gas Clients.

Secondment & Contract Administration

Our first-class search capabilities draw on a unique combination of talent acquisition and know-how. We can advise on how best to apply your employee resources. Our flexible contract

labour solutions include:

- Project-Based Contract Staffing
- Contract to Permanent Placements
- International Recruitment & Relocation
- Work Permit & Visa Assistance

Project, Staffing & Engineering Solutions

We offer our clients cross-industry project implementation spanning the entire process chain: from development through design, validation, testing and prototyping to quality and project management.

Our consultants focus on industries such as Automotive & Aerospace, Machine & Plant Engineering, Rail Systems & Transport Technologies, as well as Power Plant & Energy Technologies.

Implant Office

We offer a dynamic and safe solution to all problems in regard to all the matters involving visa, migration, recruitment activity and administration support.

HRM consultancy

The service range of HRM consultancy varies from company to company as we customize and design it to meet particular client business needs.

All services you need from a single source: Recruiting, personnel and knowledge planning.

Clients' references:

"Brunel expresses the willingness to supply the project with highly qualified specialists. The Company is committed to the highest standards of ethics and international business conduct.

Years of healthy partnership relations have proved that choosing Brunel as a partner is a justified and reasonable choice".

Verkhnechonskneftegaz

"Lindt & Sprüngli has been partnering for several years with Brunel in the recruiting function for our Russian management team, in Moscow, St. Petersburg and other areas in the Russian Federation. The service provided by Brunel has been always professional, swift and suitable to mastering the high complexity of the personnel recruitment / retention challenges of the Russian market. I can definitely recommend Brunel Russia as a professional and reliable supplier."

*Pierluigi Pecchia, Country Manager Russia,
Lindt & Sprüngli*



BUSINESSLAND Law Firm

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Company description

Since 1998 the **BUSINESSLAND** Law Firm has specialized in **protection of interests of Employers** in the sphere of Employment Law. We help Companies to establish legally irreproachable relations with employees and to keep concentration on the basic goals of their business.

Providing consultancy services in Employment Law we set and achieve the following goals:

1. **Winning by Employers of legal disputes** with employees if they take place.
2. **Passing inspections** of the State bodies **without fines**.
3. **Documentary confirmation of labor record** of Company employees, based on which they will receive full scale social protection including pensions.

The major benefit to our Clients is **minimization of risks** and of material costs for the personnel administration.

Years of work with thousands of employees of our Company-clients has allowed us to accumulate experience in solving complex and unique situations. If you meet one of them – **BUSINESSLAND** already has a solution which is **time-proven** and confirmed by Labor Inspection. As a result of multiple audits passed in Labor Inspection our Clients have not had any fines imposed.

The services we provide:

- **HR-administration**
The quality of work is guaranteed by a double check system and by our huge experience;
- **Consultancy on Labor Law application issues (informational subscription);**
- **Payroll Services;**
- **Expertise (audit) of HR documentation with assessment of Employer risks;**
- **Executive System for Labor Safety**
Set up and implementation including elabo-

ration of the optimal set of necessary documentation on Labor Safety; organization of the compulsory 40-hours education for top-managers under most appropriate schedule; subscriber service for maintenance of the ESLP. We guarantee **absence of fines and penalties** after inspections and **full social compensations to employees;**

- **Out-staffing;**
- **Legal defence in court on Labor disputes.**

Clients' references:

"Our Company highly appreciates the level of professional competence and the benefits of cooperation with **BUSINESSLAND**, which has been working with since 2010. As a result of collaboration with **BUSINESSLAND** a stable system of HR – administration, meeting modern requirements of our company and in accordance with the RF legislation was created. Consultations on labor law are exhaustive and correspond exactly to the questions posed. We would also like to acknowledge the high level of advisers and supervisors professionalism of the company **BUSINESSLAND**, using unique methods of applying the standards of modern business communications. We are confident in the quality of services **BUSINESSLAND** and reliability as a partner."

*Dmitryi Sanikovich, General director,
Dow – Corning, Russia*

"Currently our Company is using constant informational legal assistance of **BUSINESSLAND** in solving complex problems concerning Labor Law and out-sourcing of HR-administration. We receive answers on issues in an on-line mode and appreciate careful treatment of our needs and high quality of services provided, which corresponds to our expectations."

*Irina Shurukhnova, HR Administration, Reporting &
Planning Manager, Sanofi-aventis, Russia*



CBSD

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CBSD is a market leader in developing and providing business training, management development, and specialized HR solutions for Russian and international companies throughout the CIS. At CBSD, we develop comprehensive business solutions today that will take our clients into the future.

Bringing best in class global management education, CBSD/Thunderbird Russia provides localized training and development solutions in Russian and English languages. Our team works with each client to find the solution that best fits their budget and specific needs and interests. Program participants put theory into practice, learning from dedicated instructors and peers through standard, custom, and modified programs.

Our solutions:

- Professional Development programs:
 - Management and Leadership
 - Personal Effectiveness
 - Sales and Marketing
 - Project Management
 - Finance and Managerial Accounting
 - Human Resource Management
- Blanchard Leadership Solutions;
- International Professional certifications for HR (GRP, GPHR);
- Business simulations;
- On-line programs.

Our international partners:

Thunderbird School of Global Management (USA), Blanchard International (USA), Eagle's Flight (Canada), BTS (Sweden), Center for Talent Solutions (USA), World at Work (USA), SHRM (USA), Belbin (Great Britain), SLG Thomas International (Great Britain).

Clients' references:

"Toyota motors wants to express special thanks to CBSD for creating the unique, remote course, "Business Correspondence Toyota Style"! For a long time, we carried out regular trainings with our associates in the Toyota and Lexus dealership network with the help of CBSD, but this attentive approach and tedious work from trainers and specialists regarding the development of courses was simply too much to expect. The uniqueness of this new course lies in the fact that it was created with the right materials, by colleagues with a special knowledge of Toyota Motor Company, and aimed exclusively at writing letters to Toyota's clients. But in this situation Toyota was also treated as a client. On the whole, I was pleased with absolutely everything, including the organization and professionalism present at CBSD, and their team's creative ideas and ability to clearly understand our goals!"

Tatiana Karimova, Consumer Market Studies Specialist, Toyota Motor Company

"I was very pleased with this course. I had already encountered many of the ideas presented in this course at work but never used them. Within the framework of this seminar, however, the material was presented in a way I found interesting and useful. I was happy with the way the instructor built a relationship between the lecture material and practical tasks. There was just the right amount of group work, an activity during which much time is often lost for no reason. The course material was complicated enough that it challenged us, but not so complicated that someone new to this material would not be able to understand. The trainer managed the material very well and went beyond the concrete framework of the seminar. I would say that my first CBSD seminar lived up to expectations."

Natalia Artemeva, Manager, Baltika

A close-up photograph of a woman with dark hair and black-rimmed glasses, looking slightly to the right. She is holding a yellow pencil in her right hand, which is positioned near the bottom of the frame. The background is a soft, out-of-focus light color.

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About Coleman Services

The Coleman Services story in Russia started in March 1998, when the company offered search and selection of permanent personnel. In 1999, it was one of the first to provide outstaffing – a completely new service for Russia. Rapid economic growth and a favorable investment climate in the country allowed foreign and local companies to expand their presence all over Russia and start local production. The demand for industrial personnel grew correspondingly and in 2001, Coleman Services opened a specialized Department that provides industrial enterprises and warehouse complexes with skilled and unskilled personnel.

Following the growing requirements of the clients, Coleman Services entered regional markets and actively invested into the development of the regional network, which is considered to be an important part of Coleman Services' marketing strategy.

Nowadays, the company offers its services in Saint Petersburg, Yuzhno-Sakhalinsk, Yekaterinburg, Omsk, Stupino, Obninsk, Tula and Novosibirsk. Coleman Services also has vast experience in rendering its services on a remote basis.

Today, Coleman Services provides a full range of HR- services:

- General staffing;
- Outplacement;
- Mass recruitment;
- Industrial staffing;
- Remote basis recruitment;
- Staff leasing;

- Outstaffing;
- Temporary staffing;
- On-site structures;
- Payroll outsourcing;
- HR filing outsourcing;
- Outsourcing of administrative functions;
- HR consulting;
- Legal consulting;
- Tax consulting.

The company is dynamically growing and developing. Over the past few years, the numbers of employees at Coleman Services' headquarters in Moscow, as well as business volumes have grown several times.

The list of Coleman Services clients includes leading companies from all areas of business, the majority of which are recognized as top world corporate giants. Having gained the reputation of being a qualified and reliable partner, Coleman Services always sticks to high quality standards and professional approach. Coleman Services possesses profound expertise in the field of labour legislation and stands firm on business ethic principals in its work.

The company is governed by "follow the customer" principle and is always ready to offer flexible and convenient forms of cooperation.

Coleman Services' **advantages** are:

- Customized HR solutions based on profound expertise of client business;
- Professional and general liability insurance;
- On-site – managing projects on Clients' territory;
- Complex HR solutions for start-up projects;
- Industrial staff relocation in case of seasonal rises and falls.

Coleman Services is a stable company with an impressive past, a successful present and a promising future!

Clients' references:

"Thanks to your work on cost optimization and improving services quality in industrial projects we managed to increase our factories production efficiency and our products competitive capacity".

Unilever

"We are pleased with the level of service, customer attitude and responsiveness that Coleman Services demonstrates".

VimpelCom

"Coleman Services provides HR filing outsourcing services to TEVA since 2011... We are ready to recommend Coleman Services as a HR-partner".

Teva

CONCEPT – Training and Development Services

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CONCEPT TRAINING, PART OF SCHOUTEN GLOBAL

Concept is the Russian subsidiary of the global provider of HR solutions **Schouten Global** and is one of the leading companies in training and development in Russia. Since 1996 we have been successfully working in providing result driven, proven and effective training and HR solutions for Russian and multinational companies. Concept has a unique position, being able to offer Western business knowledge, skills and techniques with extensive local experience and know how in the Russian market.

All our professional staff is trained in accordance with our values and quality standards through our Corporate Academy.

MISSION

Our mission is to support our clients in their transformation into world class companies. We do this by energizing and bringing out the best in employees, management and leadership through effective and result driven, measurable training, executive education, coaching, research and advisory. We help people and organizations to function more effectively. We call this 'Results by People' and thus demonstrate our focus on bottom line improvement of results.

Clients' references:

"We have kept partner relationships with Concept for a long time. We find it most important to emphasize the long-term partnership we have developed, because Concept trainer-consultants are professionals and our partners in everyday business processes. It is the client-oriented approach, individual and multilevel approach to training and development of personnel that makes business solutions provided by Concept a highly effective instrument. We appreciate the partnership we have and consider it a guarantee of successful cooperation in future."

Natalya Filippova, Recruitment & Learning Manager, Henkel Russia

"We chose Concept for a number of reasons but the most important is the way that Concept operates with its clients.

First of all, I would like to say that Concept is not a regular provider of professional training services. This company operates more like a strategy consultant and business partner and we value this very highly. We have never received any proposal without a custom-tailored solution. Sometimes it seems that Concept understands and predicts our needs so well, that each proposal is a pleasant surprise in terms of how creative the offered solutions are for the price. Second, I should mention the high level of responsiveness to client needs. Whenever we have urgent requests or need flexibility, Concept is able to do their best to meet our deadlines or timelines. Third, but no less important is the great pool of trainers available with different areas of expertise. Each trainer is highly qualified and can be chosen for any specific training as a perfect fit.

Therefore, we would like to thank Concept for all the excellent services which were provided to our company this year and we hope for further long-term cooperation!"

*Best regards Irina Savinykh, MBA
Learning and Development Manager Russia and
CIS Eli Lilly Vostok S.A.*



DIALOGUE IN THE DARK BUSINESS WORKSHOPS in Moscow

Leadership, Team Building, Communication, Diversity

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Web-site: www.dialogue-workshops.ru,

www.dialogue-in-the-dark.com/business-seminars

Tobias Reisner, General Director OOO

Marketkompas

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Our Background:

Dialogue in The Dark is an international training concept developed by Prof. Dr. Andreas Heinecke, CEO & Founder of »Dialogue Social Enterprise«. Andreas holds the DANONE Chair for Social Business at EBS Business School with focus on Strategy, Organization & Leadership.

He won various awards, became Ashoka's first fellow in Western Europe in 2005, Outstanding Social Entrepreneur of the Schwab Foundation in 2007 and a member of the World Economic Forum's Global Agenda Council on Social Entrepreneurship in 2008.

The business workshops in the dark were held at high prestigious summits as the World Economic Forum in Davos and leverage social and human capital for global corporations.

14 permanent training hubs are currently established in Europe, the Middle East, USA and Asia. More than 400 blind professional trainers have found employment within the global frame of DIALOGUE IN THE DARK BUSINESS WORKSHOPS.

Our Concept:

Participants spend several hours in the dark going through a series of team and leadership challenges with the assistance of blind trainers. Participants experience themselves and others in complete darkness where they are challenged by solving different tasks within groups.

The participants learn to dare, share and care, and will work out strategies to solve common tasks together. Communication and cooperation

are the essential tools for success.

The benefits are re-enforced by professional debriefing sessions (in light) allowing the reflection and the consolidation of learning. Participants learn to use hidden senses more effectively and come to think twice about abilities and disabilities.

The trainings are especially focused on skills to improve communication, leadership, team building and diversity.

Clients' references:

"Managerial staff without a personal identity often fail to get across fundamental concepts for decisions. A few hours in darkness helps sharpen the identity of any manager"

Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, 2007

"The learning effect is achieved by really listening to each other and by thinking together in a challenging environment. Both of these things found direct application at work"

Herald Sun, Australia, 2007

"The half-day training session for our European Junior Managers met even our highest expectations. Afterwards, the impressions and the exercises in the dark were discussed, giving our colleagues a chance to analyse their leadership skills from a completely new perspective. The feedback of all 16 participants was very positive, and for the future we have decided to offer this training to our own colleagues"

Heino Ploeger, Manager Personnel Development – Olympus Europa GmbH

"This was really a very special experience, not just for our group, but as a feedback from other colleagues"

After seminar at Allianz Global Investors in Munich, 2009

DIALOGUE IN THE DARK Moscow is a joint project of "Dialogue Social Enterprise", "Marketkompas" and "Russia Consulting"



**DIALOGUE
IN THE
DARK**®
MOSCOW



**DIALOGUE IN THE DARK
BUSINESS WORKSHOPS**

Fernando H. F. Botelho South America

Blind Trainer from the international
Dialogue in The Dark team.

«For the first time even my blindness has
become a strength»

«Managerial staff without a personal identity
often fail to get across fundamental concepts
for decisions. A few hours in darkness helps
sharpen the identity of any manager.»

(Klaus Schwab, Founder and Executive
Chairman of the World Economic Forum, 2007)

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Dialogue in The Dark is a brand
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ECOPSY Consulting

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Company description

ECOPSY Consulting helps leading Russian and international companies to find best solutions in the area of human resources management: personnel assessment, people development, performance management and organizational efficiency.

Since 1989 we have been assessing people in different organizations helping them to develop their potential, build up skills and knowledge, improve teamwork, streamline administrative organization and procedure – and, ultimately, raise their performance and efficiency of entire organization.

We have completed more than thousand consulting projects for hundreds of Russian and international companies in Russia, Kazakhstan, Ukraine and other countries.

For more information, please visit www.ecopsy.ru

Clients' references:

Salym Petroleum Development N.V.

"I was presented with an opportunity to make closer acquaintance with the ECOPSY Consulting within the framework of reinforcing the Salym Petroleum HR brand. I would especially like to note not only high professionalism of its consultants (what is expected), but the flexibility and transparency allowing to form particular trust-based relations and promote mutual productive work as well."

Anastasia Karnaukh, HR Business Partner, Salym Petroleum Development N.V

Sberbank of Russia

"Sberbank of Russia has a long-term fruitful experience of working with the ECOPSY Consulting. During our cooperation there have been implemented a lot of projects, including the ones

connected with assessing management in the Sberbank's regional branches.

The ECOPSY team is notable for professionalism, high quality of work, willingness to quickly adapt to the specific character of work of its client company. We recommend the ECOPSY Consulting as a reliable and skilful partner."

Andrew Vladimirovich Lysukho, Assessment, Recruitment, and Career Development Head, Sberbank of Russia



it's better to be understood

Elan Languages

Your partner in languages: language and communication training, cross cultural, translations

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www.elanlanguages.ru
www.mylan.net

With more than 250 language combinations, more than 1000 tailored language training programmes per year and interpreting work at national and international conferences, **Elan Languages** has grown into the preferred language partner of many small, medium, and multinational businesses.

Elan Languages was established in Belgium in 1990. From the beginning, the objectives were clear:

To offer companies a complete, high-quality, tailored language service. Our cornerstones are customized language and communication training and translations.

- **CORPORATE LANGUAGE TRAINING:** After carrying out a thorough analysis of the requirements of your company and individual testing of the participants, Elan will put together a **tailored and flexible corporate language programme**. **ClassicPro** is a customised face-to-face lesson. **BabblePro** is held on our specialised **MyElan** training portal by webcam, microphone and chat. **MX Pro** are group sessions completed with private web lessons. All these programmes are integrated with our **ScribblPro** online exercises. Focusing on what participants really need avoids the usual fatigue people may experience during "regular courses".

HR-managers can consult 24/7 training reports **online**. This is a unique and transparent quality control instrument in our business.

- **INTENSIVE LANGUAGE DRILLS** on f.e. financial, legal or sales topics. This will help you gain confidence in sales meetings, contract negotiations, presenting results to shareholders,

making a budget presentation, making product presentations, international meetings, etc.

- **BUSINESS SKILLS:** We organize customized communication seminars and workshops: **presentation skills, business correspondence and reporting techniques**. These are skills everybody needs on every level in your company. We can help people understand the general framework or fine-tune to an individual educational level. Ideally these workshops are organised during a language programme.
- **FOR EXPATS: "A TASTE OF RUSSIA":** a lively workshop to introduce work and life in Russia to new **expats**.
- **TRANSLATION and INTERPRETING:** Elan's personal approach, technical know-how, quality procedures and worldwide network of native speakers, have allowed the company to obtain a EU Quality Certification (**EN 15038**). Elan Languages was one of the first European translation agencies to do so (in 2008).

Clients' references:

"We want to thank Elan for organizing the cross cultural introduction day for our expats and their families. Having been through one of Elan's cross cultural business programmes before, I appreciated the way the trainer Jeroen Ketting tailored his seminar to the needs of a wider (non-business) audience. The seminar combined practical tips on how to enjoy Russia with a profound and fresh analysis of Russia and the Russian people, presented in an entertaining way."

*Erling Brevik, Head of HR and Administration
Russia, Statoil*

"Since 3 years OOO SWIFT is outsourcing all its translations, interpreting jobs and language training to Elan. We appreciate the professionalism and high level of their translators and trainers, the quality control and flexibility."

*Steven Palstermans, General Director, SWIFT
Moscow*

"Elan's seminar on Business Correspondence proved to be very useful even for team members who already have a good command of English. The workshop helped us eliminate the typical Russian mistakes in communicating in English and enriched our business vocabulary"

Olga Kruglyak, Training Manager, Swissotel



Ernst & Young

Contact information

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Ernst & Young Human Capital Performance & Reward Group in Russia and CIS is offering customized human resource management solutions to clients interested in increasing effectiveness of their investment in people and mitigating personnel-related risks and costs.

Being a truly global company, we are able to provide integrated services on a world-wide scale, leveraging necessary resources from across the Ernst & Young network of offices in 140 locations around the globe. Our global expertise is combined with a detailed knowledge of the Russian and CIS markets.

Our services include:

HR strategy development

We assist our clients with developing a comprehensive HR strategy which aligns company's HR goals with its business strategy. Having an articulated HR strategy allows companies to effectively plan their personnel-related needs and costs to support their strategic objectives.

Remuneration system improvement

We help our clients to structure and harmonize their pay systems. Our flexible job grading methodology allows us to offer our clients the job grading systems meeting fully in line with their business requirements and forming basis for effective functioning of other HRM processes. Development of pay bands on the basis of job grades makes it possible to structure the remuneration system and establish a strong connection between employee's pay level and the complexity and importance of the work he/she does.

Employee incentive programs

We assist our clients in developing short – as well as long-term incentive plans (including equity-based incentives) designed to strengthen

employees interest in achievement of the company's short- and long-term business goals, to improve employee retention and align pay and performance.

HR transaction services

We support our clients at all stages of corporate transactions. We help discover and evaluate financial, legal and reputational risks related to employment relations, which may impact the final purchase price in the course of transaction. We assist companies with change management process after successful completion of transaction, helping integrate HRM systems, harmonize different corporate cultures and create healthy environment for successful development of the new organization.

We also assist our clients with:

- HR transformation and processes improvement;
- Employee performance management;
- HR compliance health checks;
- Compensation and benefits surveys;
- Employee satisfaction surveys;
- Trainings and seminars on HR management topics.

Clients' references:

"We are satisfied with the quality of work, technical expertise, depth of analysis and professionalism, demonstrated by the Ernst & Young consultants".

*Yulia Burtseva, Executive Director,
Vice President, Mosenergo OJSC*

"We are very satisfied with the quality of services provided, technical expertise, strict compliance with the agreement provisions and determination to long-term partnership relations. In the course of our cooperation Ernst & Young CIS showed invaluable for us qualities: reliability and stability".

*Antipov E.A., General Director,
Vysota Investment Company*



Hays plc

Recruiting experts worldwide

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Hays plc is a leading global professional recruiting group. We are experts at recruiting qualified, professional and skilled people worldwide, being the market leader in the UK and Asia Pacific and one of the market leaders in Continental Europe and Latin America. Established in Russia in 2009, we cover 11 specialist areas: Accountancy & Finance, Construction & Property, HR, Legal, Sales & Marketing, IT & Telecoms, Life Sciences, Industry, Supply Chain, Oil & Gas, and Administration.

Clients' references:

"Hays Russia has already become one of our key partners. Our successful cooperation is the result of the team's professionalism, their expert understanding of the current labor market situation, timely and informative feedback, and their overall dedication to the process of recruiting at every stage. As the result of this partnership, our company gained several professional specialists, who contribute to successful development of our business."

Irina Boriskina,

Recruitment manager, AstraZeneca

"Hays Russia consultants have proved to have a very positive attitude, which is based on their unique willingness to understand our recruitment needs thoroughly, in terms of job specifications and in terms of soft skills. Hays Russia is always pleasant to work with both for clients and candidates.

I could recommend Hays to the one, who is looking for a job or needs help finding the right people."

Tatiana Smirnova,

Recruitment Manager GSK Russia

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ZAO Human Search

Pioneers in real headhunting

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Company description

Human Search is a Swedish headhunting company founded in Stockholm 2002 by Lena Nobel (Chairman of the board) and Eva Jacobson Weinefalk (Managing Director). Through its offices in Moscow, St. Petersburg, Tallinn and Stockholm it works all over the CIS area, Baltic States and Northern Europe.

The company is one of the very few real headhunters in this part of the world. Not only employers, but even other recruitment companies turn to Human Search for assistance when they cannot cope with the task themselves. Human Search always finds the best candidates for any position – should it be a skilled line specialist or a top-manager. Human Search provides the most suitable candidates within 20 working days for a fixed fee lower than the average in the industry. Detailed understanding of client company, profile and market in combination with a pro-active search method guarantees that the client gets the best candidates that the market can offer. The pro-active search method of Human Search is never limited to passive resources as existing networks, databases or advertising. Instead, Human Search starts every recruitment project with a unique market analysis and active headhunting of the most relevant candidates in the target market. With this type of search, Human Search ensures the highest possible quality in all assignments. Human Search works in most industries and some of its clients are Gigaset, Kesko, Metsä Tissue and Scania Trucks. For more information please go to www.humansearch.ru or contact Country Manager of Human Search in Russia, Henric Nilsson.

Clients' references:

"I hired Human Search to help us to recruit some sales persons. They gave me three candidates to interview and I wanted to hire all of them. So I didn't have to waste time to interview the wrong candidates. Human Search is different from other headhunters, they are not looking for people who is looking for new job, they look for people who is suitable for us. I'm very satisfied with their work and I am using them again for new missions. And will use them for headhunting for those recruitments that are critical for our business. I even recommend Human Search to all my partners!"

*Konstantin Smirnov, CEO Russia & CIS Region,
Gigaset*

"In Russia there is always a challenge in finding specialists for the industry, and it is not getting easier. That is why it is important for us to have Human Search by our side. They are helping us to find good skilled people in all functions, especially in production and sales, to fit the requirements. Human Search are very client oriented and I am pleased that we have a long time agreement with them."

Yuriy Hudziy, General Director Metsä Tissue, Russia

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Intercomp Global Services

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About Intercomp Global Services:

Intercomp Global Services is the leading BPO provider in Russia and the CIS. Clients from many industries have relied on Intercomp since 1994 for non-core business processes outsourcing in the HR and F&A areas. Intercomp delivers services to more than 650 clients, varying from 1 to 14 000 employees. Every 5th company in Fortune Global 500 list is Intercomp's client.

Intercomp Global Services is ranked 1st in the rating of largest Business Process Outsourcing companies in Russia published by Rating Agency Expert.

Services and Solutions:

Intercomp Global Services provides a wide range of BPO services:

- Payroll;
- HR Administration;
- Financial and Tax Accounting;
- Legal and Migration services;
- Personnel search and selection, Outstaffing.

Intercomp's flagship solutions in the HR sphere include:

- Payroll and HR Administration based on the SaaS model

The Payroll and HRA solution combines the traditional payroll outsourcing function with an innovative SaaS (software as a service) model that ensures remote access to the HR administration system. The solution helps optimize the HR department operations through centralization of all the functions connected with payroll and HR documents processing. The key advantage of the SaaS model is that the company does not have to purchase, implement and

support any specialized HR software.

- HR documents review and restoration
Full or spot-check audit allows to understand the condition of HR documentation in the company, to detect violations and to determine corrective actions. As a result a company will be confident that all HR documents are in order and in compliance with the labor law requirements.
- Recruitment and Outstaffing
Administrative and finance personnel search and selection. Intercomp can act as the legal employer of personnel seconded to a company, providing HR administration, payroll processing, tax calculations and payments for outstaffed specialists.

Clients' references:

"We value our long-term cooperation with Intercomp. During 8 years of working together we built established close trusted partner relations and we hope they will be developing further on".

Marina Guseva, Head of operational division of HR department, DuPont

"During more than 10 years of cooperation we have constantly witnessed the highest quality, efficiency and timeliness of services provided by Intercomp. I especially appreciate the professional approach and amicable attitude of Intercomp specialists to us as a client".

Tamara Kuznetsova, Labour and remuneration manager, Linde Gas

"Intercomp experts monitor all changes in Russian legislation and are ready at any time to provide information and technical support to us along with advice on accounting and taxation".

Tatyana Melnik, Head of Staff Administration and Statistics Division, HR Department, Banca Intesa

We are the right move for you!



IWM

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Company Description

Worldwide moving and relocation services; offices and apartment moves; moving and relocation in Russian regions; fine arts shipping; pets moving.

IWM in figures:

- 15 years of experience in Moving and Relocation services in Russia;
- 4 own operating offices: Moscow (HQ), St. Petersburg, Yuzhno-Sakhalinsk, Baku (Azerbaijan);
- Over 11 000 sq m warehouse facilities (6000 sq m in Moscow, 2000 sq m in St. Petersburg, 2000 sq m in Yuzhno-Sakhalinsk, 1200 sq m in Baku);
- 93 Russian cities coverage via own offices and approved agents network;
- 115 specialists – the biggest qualified crew in Russia: export packers, crew leaders, customs brokers, drivers and operational personal;
- 4 lingual team: Russian, English, French, Arabic.

IWM is following to the “Green office” principals and aspiring to diminish negative effect on the environment, by saving resources, material recycling, reducing the wastes. IWM offers ECO utilization of the furniture, office equipment and documentation.

Clients' references:

"IWM Company has made excellent service for the very difficult office move within Moscow, using its rich experience and possibilities in the field of transportation/storage of the office furniture, equipment, files and personal belongings of Company's employers."

TNK – BP Management 21.06.2011

"I am very glad to recommend the IWM Company to all potential Clients as reliable, executive and professional carrier."

Caterpillar 2011



est. 1992

LIDEN & DENZ
ST. PETERSBURG · MOSCOW

Liden & Denz

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Liden & Denz is a fully licensed award winning* language training provider, founded in 1992 by two Swiss nationals who had moved to Russia to engage in Russian and foreign language teaching with a professional set-up and a personal, client-orientated atmosphere.



Winner
World Language School 2011

Liden & Denz is the only language training provider in Russia holding two prestigious accreditations: IALC and EAQUALS. Independent and regular inspections assure our clients that the quality of our training is at a very high level. We are proud to be the first choice for language training for many international corporations and institutions.



Accredited by
EAQUALS
EXCELLENCE IN LANGUAGE EDUCATION

We specialize in tailor-made one-to-one and mini-group courses, mostly designed for professional purposes and adjusted to each client's needs. Training can be provided either

- in company;
- in our classrooms;
- as online training over the internet.

Our centres have convenient central locations and offer modern facilities.

Clients' references:

"In the seven months that I have been studying Russian at Liden and Denz Language Centre, I have been impressed by the high quality of the teaching, as well as by the flexibility and the support provided by the school's administration. Every effort has been made to tailor a program to meet my professional needs. The teaching methods and materials used have helped me to develop both the solid grammatical base and the specialized vocabulary my job requires, as well as the confidence to use actively what I have learned."

Ursula Holland, Embassy of Canada in Russian Federation, Moscow

"Open, clear and constructive approach was the main value in our conversations with Liden & Denz before the training started. All the classes (4 months) were held at the Park Inn Pulkovskaya Hotel. My teacher did her job as a natural talent, with understanding of teamwork, and with a swing that was both education and fun. From the onset I found my teacher to be very efficient and professional. During my communications with the Liden & Denz Language Centre in St Petersburg, all employees were highly qualified and with a positive attitude."

Hans A Prins, Director of Food and Beverage, Park Inn Pulkovskaya, St. Petersburg

"I was very impressed with the quality, service and professionalism of Liden & Denz and its instructors. The teacher's individualized approach was just what I needed to help me move past a plateau and start making noticeable progress in Russian."

Robert Beddies, Lufthansa Technik AG, Moscow

* In September 2011 The Liden & Denz Language Centres Russia won the coveted LTM Star Award for World Languages for the fourth consecutive time!

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- has over 400, 000 clients worldwide
- total revenue - USD 19 billion worldwide in 2010
- in Russia since 1994

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Company description

Mazars is an international independent and integrated organization specialized in audit, accounting, tax and advisory services. Mazars can rely on the skills of its 13,000 professionals in 69 countries. Mazars has been operating in Russia since 1995. Today, Mazars employs more than 140 multilingual professionals in its 2 offices in Moscow and Saint-Petersburg and is organized in 4 business lines: **Audit, Outsourcing, Tax and Legal services and Financial Advisory services.**

During its 17 years of constant willingness to accompany its clients, Mazars in Russia has developed services focused on Human Resources:

- Outsourcing of payroll and all associated HR management services:
 - Payroll calculations and assistance in HR workflow organization,
 - HR documentation,
 - Review and internal consulting procedures.
 - HR services focused on finance and administrative professionals:
 - Supporting clients and recruitment agencies with the assessment of candidates in accountancy and finance in 2 possible areas: technical knowledge and potential of soft skills development (motivation, personality, leadership, management),
 - Counseling in team functional organization through a mapping of individual abilities,
 - Trainings: introduction to Russian Accounting and Tax environment for new comers, technical accounting issues for Russian professionals and other tailor-made trainings upon request.
 - HR legal aspects:
 - Agreement drafting and review,
 - Foreign employees' visa and work permit,
 - Personal Income Tax declaration,
 - Labor regulations advisory.
- They have already trusted Mazars for one or

several of the above services: Staffwell, Brainpower, Antal Russia, Fives, EDF, TNT, Biocodex, Mattel, Hermes, Tag Heuer, Boiron, Promod, Orco, Kiabi, La Redoute, Goodyear and many others.

The Mazars teams remain at your disposal for complementary information.

Clients' references:

"I would like to take this opportunity to thank Mazars for the high level of service rendered to our organization over the period from April 2008. Our payroll process has been well administered, managed and organized. I appreciate both the speed our requests have been addressed, and dedication and personal input from Mazars' employees"

*Alevtina Strakhjova,
Finance Director, i3 Research, Russia*

"I would like to express my gratitude to Mazars for the high level of services in the field of audit and IAS reporting. I would particularly like to stress the efficient documents exchange processes, clear understanding of the client's needs, commentaries and recommendations on the subject of the matter, high professionalism of all Mazars team, not only limited by the auditors, but including the support staff, accuracy with the time limitations – all those things allow us to say with confidence that we would like to continue using Mazars for this type of services."

*Natalia Vorobiova,
Finance Manager, BRAINPOWER, BPI Group*

AEB Training

Association of European Businesses

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and
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Michael Page INTERNATIONAL

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Michael Page International Group is the world's most respected professional recruitment consultancy. Founded in 1976, Group has built a cast-iron reputation on its consultative approach. Our understanding of the market, the business and the individuals within these markets enables us to facilitate the perfect match between all parties. Michael Page International has more than 35 years of expertise, over this period company has grown organically spanning 5 continents and increasing our global database to more than 2 million candidates. Michael Page International guarantees:

- a tailor-made service;
- a comprehensive knowledge of the specific sector and market of our clients and candidates;
- an in-depth understanding of each position's demands on both the technical and competency aspects of the role;
- a genuine comprehension of our partners cultures and specific requirements.

All Michael Page International consultants have previous professional experience within the sectors for which they recruit.

Michael Page Russia was launched in August 2006 and is specialised in the middle to senior management professional market recruitment. Professional recruitment for us is not just about hard skills but people as a whole, with their values and goals. We believe these are the most important key to success for any business. Our operations in Russia centre around the following independent business divisions:

- Michael Page Finance & Accounting;
- Michael Page Banking & Financial Services;
- Michael Page Sales & Marketing;
- Michael Page Human Resources;
- Michael Page Procurement & Supply Chain;
- Michael Page Property & Construction.

Clients' references:

"Our company is in a period of active growth on a Russian market, which makes the recruitment process strategically important in reaching our targets. Michael Page consultants are competent in the approach of assessing both professional skills and as company's corporate culture fit. We are very thankful to the individual approach and the deep understanding of our needs Michael Page shows."

Nana Gasparyan, HR Manager, Hill's Pet Nutrition

"Michael Page International has a unique insight into the financial recruitment market, especially as many of their specialists are from the sector themselves so they know exactly what you are looking for and where to find them. Also their company culture is open and communicative so they are a pleasure to deal with. Due to this culture even when you cannot get in touch with the person you want someone from the same team seems always immediately up to date."

Vasilina Pentegova, HR, Philip Morris

Michael Page, recruitment from A to Z



		A Advice	B Benchmark	C Career
D Delivery	E Ethics	F Flexibility	G Global	H Human
I International	J Jobs	K Knowledge	L Leader	M Methodology
N Network	O Open	P Partnership	Q Quality	R Resources
S Specialists	T Talent	U Unique	V Values	W Welcome
X Xpertise	Y You	Z Zeal		

Page Personnel

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Page Personnel is a leading agency specialised in permanent and temporary recruitment. Page Personnel is a brand of the Michael Page Group. Founded in 1994, company has faced a strong development of its activities. Agency is specialised in entry to middle management recruitment for temporary, permanent and contract positions. Today, the brand operates in 20 countries.

Experienced and specialized in the fields for which they recruit, Page Personnel's consultants have an excellent knowledge of their market.

In 2010 Michael Page has opened in Russia its branch Page Personnel providing a tailored solution for each client's specific needs. Our specialised consultants recruit from junior profiles to candidates who have from 1 to 5 years of experience in the following areas:

- Finance & Accounting;
- Office & Management Support;
- Junior Logistics & Customer Service;
- Sales & Marketing.

Clients' references:

"GlaxoSmithKline cooperate with the Page Personnel company for several years at row. We would like to express our appreciation by the services and the best people they provide to our business. Customer oriented approach, high standard of service and the team of open-minded professionals are key competitive advantages of the Page Personnel."

Ekaterina Kovaleva, Head of Recruitment Russia & CIS, GlaxoSmithKline

"Hereby we confirm, that our company PepsiCo Russia have been using the services of Page Personnel for recruitment purposes in Finance & Accounting and Secretarial spheres. The general business approach, attentiveness to details, reactivity during the process – these are concrete features of the operational work, performed by Page Personnel's consultants. We are planning to continue using their services in the future and highly recommend it to the rest of business society."

Olga Volkova, PepsiCo HR Business Partner

Page Personnel



Page Personnel is a leading recruitment agency specialised in permanent and temporary recruitment. The company is specialised in entry to middle management and interim/temporary recruitment.



Founded in 1994 in France, **Page Personnel** operates in 20 countries and more than 50 offices worldwide.



Page Personnel is a young and dynamic organisation, which offers quick and effective services for our clients and candidates. Thanks to specialization by discipline and tailor made approach, our consultants become your partners who you can rely upon in any situation.



Pepeliaev Group

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Business Center, 191015

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Pepeliaev Group

Pepeliaev Group is the leading Russian law firm. The firm has more than 160 attorneys based in offices in Moscow and St. Petersburg. Pepeliaev Group provides legal services in Russia and CIS and also internationally. Over 60% of the firm's clients are multinational corporations implementing long-term investment projects in the Russian Federation.

Key services include: legal support for investment projects; tax advice and tax litigation; corporate; commercial/M&A; real estate and construction; dispute resolution and mediation; anti-monopoly regulation; customs and foreign trade regulation; employment and migration; intellectual property and trademarks; administrative and criminal defence for business; restructuring and insolvency; natural resources and environmental protection; pharmaceuticals and healthcare; telecommunications; FMCG, etc.

Employment & Migration Law Practice

The leading attorneys of our employment practice are experts in employment law who have substantial experience of providing comprehensive support for major Russian and international projects. When resolving complex tasks, we engage specialists in tax matters and accounting as well as lawyers from the corporate, IP and other practices of our firm. We apply this approach to assess projects comprehensively and provide the requisite support, as well as to make sure that we adhere to our principle of offering consistently professional services to our clients.

We do not only advise our clients on how to apply labour / employment and migration legislation: we also help them select the most effective and safest mechanisms and solutions that comply with the specifics of company operations and the business objectives that they have set. In these endeavours we apply our comprehensive knowledge of Russian legal realities and understanding of the fundamentals of doing business in Russia.

Our services

- Advising on a wide range of day-to-day issues of employment law;
- Providing legal and strategic advice on how to develop and implement anti-crisis measures relating to employee restructuring issues;
- Representing clients in the resolution of employment disputes;
- Representing clients and providing assistance in relations with the state authorities;
- Advising on the employment of foreigners;
- Advising on labour and corporate law issues arising during corporate restructuring and the reorganisation of a company and also at different stages of M&A transactions;
- Developing and implementing compensation and private pension programmes for company management and other employees;
- Advising on a wide range of tax issues relating to employment relations;
- Advising on the protection of information.

Clients' references:

According to the Pravo.RU – 300, 2011 ratings, Pepeliaev Group is the best firm in labour law in Russia.

"...dynamic, well-resourced team"

Chambers Europe, 2010

"...professional, competent and reliable"

The Legal 500 EMEA, 2011

"We are grateful for your reasoned and thorough response, and for the highly professional way you approached this problem."

Eldorado



Qoveo

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Company description

Qoveo is an international software development company, specialized in Human Capital Management focused on:

- Talent Management Platform Qopilot;
- Training digital solutions: e-learning, M-learning, Serious Games and Blended Learning.

Our Talent Management Platform consists of: Assessment Center, LMS (Learning Management System), Talent and Competence Management system and Corporate Social Network. Our clients use our solution to develop employees throughout their careers, engage all employees effectively, improve business execution, cultivate future leaders and integrate with their external networks of customers, vendors and distributors.

Training digital solutions

Every company has unique goals, plans, challenges and culture as it relates to making people successful. We offer the training digital solutions to help you to develop your human resources: e-learning, Serious Games, M-learning, blended learning and simulations. We adapt our solutions to your business!

Qoveo was found in 2007, since then one of the main goals is to enable companies to maximize the productivity of their human capital. With more than 5 years of experience in the world in software development and IT technologies, now we successfully are servicing our clients: international corporations, mid-market companies, and state sectors. Qoveo is based in France, Russia, Tunisia and Canada.

Clients' references:

"Qoveo developed and proposed very effective solutions for our company- Online Corporate Portal/ University. Thanks to these solutions we could improve management skills, save time and have a full monitoring of our trainings."

Sergey Natalukha, Director of Online Corporate University, SNSR

"We recommend Qoveo as a reliable and serious partner, who respect the delivery time and quality of their services."

Irina Pronina, Head of HR Department, Sberbank



Raiffeisen Pension Fund

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Why bother

Today a corporate pension plan makes the company that has it one of the few, an employer of choice. It makes a difference for the job-seeker and helps attract and retain talent. Tomorrow, when corporate pensions become part and parcel of the Comp & Ben package, you won't surprise anyone with it. So you will have to have it anyway, sooner or later: the difference is, if you do it today, you do it because you choose to and garner all the reputational benefits; if you do it tomorrow, you do it because you have to, and nobody takes notice.

Who we are

Raiffeisen Pension Fund has been in the market for over 18 years now. The Fund holds an AA rating from the National Rating Agency and an A+ rating from the Expert RA Rating Agency. It ranks among top-30 pension funds by a range of metrics from asset and customer base to yield rates. The Fund is the industry leader by the average balance of the mandatory pension insurance account.

What we do

Holding a full licence from the state financial markets authority, the Fund offers the complete range of pension products for both corporate and private customers: corporate pension programs, mandatory pension insurance and individual pension plans.

What we offer

- tailor-made corporate pension plans;
- the whole range of pension products for your employees;
- impeccable servicing including on-line access to pension accounts.

Why us

- Raiffeisen Group as the ultimate parent of NPF Raiffeisen ensures its financial stability and capital preservation;
- the Western origin of the Fund warrants deployment of cutting-edge technologies and best practices;
- the wide regional network of ZAO Raiffeisenbank, the Fund's agent, makes our products and services available at multiple convenient locations throughout the country;
- the vast experience and the firm commitment of the staff stand behind the operational excellence and the top-notch service the Fund delivers.

Who we service

Currently NPF Raiffeisen manages over 75 k 2nd pillar accounts and over 42 k 3rd pillar accounts; over one hundred Russian and multinational companies, big and small, from all sectors of the economy, are our corporate clients.

Us and the industry

The Fund is a member of Association of European Business in Russia (AEB), chairing the Insurance & Pensions Committee, and American Chamber of Commerce in Russia (AmCham). We represent the sector at FIAC (Foreign Investors Advisory Committee). The Fund actively interfaces with the federal ministries and regulatory authorities, including the State Duma and the Ministry of Finance. Being an industry activist, we remain up-to-date vis-à-vis the on-going and upcoming legislative and policy changes, which enables us to better protect interests of our customers.

Clients' references:

"We know Raiffeisen Pension Fund not only as a sister company within Raiffeisen Group, but also as a reliable provider of pension services to the Bank's employees – fast, efficient and customer-focused. We would recommend the Fund to any company about to set up a corporate pension plan as one of the best options available in the market."

Raiffeisenbank ZAO

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RH PARTNERS Russia

Executive search, Career Management, Outstaffing

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Why RH PARTNERS?

RH PARTNERS is a leading global network in HR consulting, supported by highly professional English, French, German, Spanish, Russian speaking consultants, with years of international and Russian consulting practice.

Key figures:

Founded in 1984, RH PARTNERS is a network composed of:

- 31 agencies: 23 in France and 8 other offices worldwide;
- Nearly 10-year presence in Russia, acting in all CIS countries;
- Database of more than 90 000 Candidates including the widest range of foreign language / Russian-speaking candidates with western management experience;
- About 3 000 closed vacancies per year.

We ensure:

- Selection with high quality and long-term employment target;
- Customized approach to our clients and partners as well as unbiased attitude to candidates;
- Market lowest candidates' turnover.

We offer:

- Exclusive ISO 9004.2 Qualiforma and AFNOR certified technology;
- Deep knowledge of Western management standards and requirements;
- Staff assessment services and career management programs;
- Staff coaching (career, business, executive) and consultancy;

- Expat families support in integration and job search;
- Outstaffing, interim and transition management.

We perform exclusive services in recruitment:

- Presentation booklet based on full analysis of the job and the company environment;
- Candidates' motivation and recommendation check;
- Customized candidates' assessment;
- Candidates' integration analysis.

Clients' references:

"Auchan has been successfully cooperating with RH PARTNERS in Moscow for years for all types of middle and top management positions. The time of our collaboration has proved that RH PARTNERS is a reliable provider of recruitment and executive search services, always able to accompany Auchan in our every-day HR needs. Their recruitment method guarantees us the lowest candidates' turnover which gives us a secure result and a strategic advantage on a long-term basis.

We can always trust their experience and expertise in finding the right people for our company on the Russian market who are motivated and fit our corporate culture. Thus, we highly recommend RH PARTNERS to all the companies willing to bring the real added value to their business."

Valerie Marchadour, HR Director Russia, Auchan

"Poclairn Hydraulics is pleased to express gratitude to RH PARTNERS for their efficient work in the frame of outstaffing services and personnel selection. The high level of professionalism and competencies of the consultants who demonstrated excellent customer-oriented approach, flexibility and availability, helped us to deal with non-standard tasks and challenges in a timely manner.

Without any hesitation, I recommend RH PARTNERS as reliable and trustworthy partner in Russia. With their support we can today fully concentrate on our core business and entirely rely on RH PARTNERS for staffing as well as for search and selection of our developing team.

RH PARTNERS is definitely a key factor for our success. They supported us to establish our sales forces in Russia and daily contribute to achieve our strategic goals."

Gianni Bonesi, Commercial Director S-E Europe, Poclairn Hydraulics

RUSSIA CONSULTING

Interim Management • Accounting • Tax • HR • Office • IT



RUSSIA CONSULTING

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RUSSIA CONSULTING's expert recruiting services

Recruiting concept

for almost 10 years RUSSIA CONSULTING has been advising international companies on business set up in Russia and the CIS.

Most companies with expatriate management rely on their local Chief Accountant when it comes to issues of Russian bookkeeping and tax regulations. However, a Chief Accountant who lacks professional competence could present a high risk exposure to the company.

RUSSIA CONSULTING provides recruiting services in various fields where we ourselves have expertise, but our particular focus is on accounting and financial positions – where we have developed rigorous candidate evaluation procedures.

That is why many companies choose RUSSIA CONSULTING to identify, examine and pre-select suitably qualified and experienced candidates in the fields of accounting, controlling, and finance, such as:

- Chief Accountant;
- Accountant;
- Financial Controller;
- Finance Director;
- Tax Expert.

3-Stage-assessment

1. Verbal interview with a recruiting expert.
2. Professional competence test developed by RUSSIA CONSULTING and tailored to individual customer's needs, followed by a second interview with an in-house accounting or finance senior expert.
3. Final approval interview with one of our Directors/Partners.

Summary candidate profile

we provide our client with an objective comprehensive assessment of each candidate's professional competence, theoretical base and practical skills. We also provide a detailed assessment of the candidate's personal characteristics.

Clients' references:

"We have been cooperating with RUSSIA CONSULTING on Human Resources services since 2009. Our requirements have included mostly Financial positions, however, we have also closed with RUSSIA CONSULTING positions in Marketing, Service and Sales. I would like to thank RUSSIA CONSULTING Recruiting Department for excellent job in finding, interviewing, testing and appraising Financial Specialists. We have experienced a high quality business relationship with RUSSIA CONSULTING and we would use their services for future recruitment requirements. As a General Manager of a Commercial company, I would definitely recommend RUSSIA CONSULTING for HR services."

*Gennady German, General Manager,
Sangfei CEC Electronics Rus OOO*

"RUSSIA CONSULTING provides us with payroll as a part of HR services. We receive a very professional service with a level of quality. Moreover, RUSSIA CONSULTING gives a strong input on organizational ideas and improvements for the efficiency of the work. They are very flexible and always ready to help with any difficulty. With respect to increasing competences in the fields of payroll, taxes, IT & legal they are able to provide very professional project teams."

*Tatiana Nefedova,
Chief of accountant, Pharmanet OOO*



Talent Q

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Should you wish to know more about the services we offer, please go to www.talent-q.ru or www.talentqgroup.com.

Company description

Talent Q provides innovative online psychometric assessments, training and assessment consulting, addressing talent management challenges throughout the employee lifecycle.

Supported by robust psychometrics and technology, available in over 30 languages, we offer a great candidate experience and unbeatable value for our clients. We deliver solutions all over the world, tailored to client needs, combining online technology, blended learning and consulting capabilities.

In Russia we're glad to be offering our top-notch solutions to: Sberbank, 3M, MTC, Abbott, Bacardi Rus, BAT, Sanofi Aventis, Merck Serono, Ingosstrakh, Saint-Gobain, Rosatom and many others.

Worldwide, our clients include such companies as Royal Mail, National Australia Bank, Citibank, Vodafone, Lenovo, Lafarge etc etc.

Our growing network of integration partners means we are able to work with some of the most innovative organizations, collaborating together to provide best of breed talent management solutions.

If you want to find out more about our innovative psychometric online tools, need tailor-made talent management solutions or want a bit of external help with top management assessment – let us know, there's a lot we can offer.

Clients' references:

Bacardi

"Bacardi team is very pleased to state that we have managed to make Talent Q our new partner, a partner providing highly professional products and quality services up to the level required in the business world of today. I can say with certainty that

we're planning to continue working together with Talent Q Russia"

Natalia Baturina, Bacardi Rus

3M:

"Talent Q system are really easy and convenient to use. Thank you, Talent Q!"

Victoria Burlakova, 3M Russia

Troika-Dialog:

"Our collaboration with Talent Q started when we have used Talent Q products to select candidates for annual summer internship program. Working with the system proved to be convenient and quick. We've had full support from Talent Q all the way. Thanks, Talent Q and we're glad to work with you again in the future!"

Violetta Rogozhina, Troika-Dialog



TPA/AXIS

Executive recruitment

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Our background

TPA/AXIS is a French Human Resources consulting firm that specialises in Executive Search for top and middle management positions in Russia and the CIS. Created in 1978 in Paris, the firm opened a subsidiary branch in Moscow as early as 1992, and was one of the first foreign HR consulting firms to work in Russia. Building on this pioneering experience, TPA/AXIS has since successfully worked with leading international companies and has started to develop rapidly in Ukraine over the last several years.

Our executives have been working in Russia since 1992; this unique and precious 20 years of experience has not only enabled them to develop an acute understanding of the specific needs of the Russian market, but also to build an unprecedented database of candidates and a powerful network in key industry sectors. Tpa/Axis operates in all professional sectors and covers all skilled positions. Our success relies on a team of proficient consultants with extensive international experience, who are fluent in several languages and dedicated to providing our clients with tailored expertise and quality service.

Our HR services:

- Search Executive;
- Management Selection;
- Assessment (our consultants have been developing and improving a unique and innovative set of assessment tools since 1978, in order to achieve highly reliable conclusions for all types of profiles);
- Outplacement;
- Our approach to work is based on ethics and putting a premium on quality over quantity, which makes us a trustworthy, long-term partner. This is the reason why many leading international clients have given us their trust.

Clients' references:

"TPA/AXIS has always been a great recruiting partner and has provided excellent service, great follow-up and conducted itself with utmost professional integrity. I am happy to recommend TPA/AXIS."

*Michel PASCALIS, Chief Executive Officer,
Multinational Logistics Partnership.*

"Accor has worked with TPA/AXIS, when searching for candidates, on a number of occasions over the last few years. We have found them to be a highly professional and hard working partner. Their style is tenacious and highly results oriented. It was a pleasure to work with consultants who understand their market and who are passionate about what they do."

*Alexis DELAROFF, Managing Director, Accor
Russia-CIS.*

"I can warmly recommend TPA/AXIS as a trustworthy recruitment partner. They have always filled our vacancies quickly and efficiently. Their prompt and complete understanding of our requirements, no matter how difficult or ambitious they may be, enables them to complete their assignments within the given time. Furthermore, their ethical and friendly approach makes it a pleasure to work with them."

*Richard SERRET, Head of Representative Office,
FIVE Russia/CIS.*

"We have been working with the company TPA/AXIS when recruiting staff in Moscow, for more than three years. We have always been satisfied with the services provided by TPA/AXIS in the field of head hunting. Accordingly, Axens Vostok may recommend the services of TPA/AXIS in this sector."

Axens Vostok.

ABOUT THE AEB

Founded in 1995, the AEB is an independent non-commercial association with a membership of companies from across the European Union and the Russian Federation. Our members range from large multi-national corporations to small and medium enterprises (SME's) and are united by their commitment to forging stronger economic ties between the European Union and the Russian Federation, as well as improving the business environment here in Russia.

AEB MISSION

The Association of European Businesses represents and promotes the interests of European companies conducting business in and with the Russian Federation. The AEB promotes economic integration and partnership between the Russian Federation, European Nations and the European Union.

POLICY

The AEB is a significant voice in policy making in the Russian Federation and is a forum for dialogue between international businesses and the Russian Government, which participates in lobbying on behalf of its members. For over a decade, the AEB's lobbying initiatives have included a wide range of issues of importance to all sectoral and industrial areas covered by the Committees. Furthermore, the AEB participates in the dialogue with European and Russian administrative bodies, to promote AEB Member interests.

ABOUT THE AEB HR COMMITTEE

The AEB HR committee was set up in 1996 and this year, celebrates its 16th anniversary. The Committee was established to provide a platform for discussion, exchange of information and lobbying initiatives for human resources decision makers in Russia. For eight years running the committee has been organising the annual HR conference, which has become one of the major HR forums in Moscow. Each year, we collect up to 200 professionals at our annual conference.

USEFUL INFORMATION ABOUT THE COMMITTEE

HR committee structure and events

The committee is chaired by Olga Bantsekina, Chief representative of Coleman Services. Deputy Chair of the committee is Anne Ramsay, HR Director of United Bakers (Kellogg's Group). It is made up of four subcommittees:

Recruitment (chaired by Michael Germeshausen, General Director of Antal Russia)

Compensation and benefits (chaired by Ruxandra Stoian, Partner, PricewaterhouseCoopers)

Assessment, training and development (chaired by Derk Jan Koole, General Director, Hay Group)

Relocation (chaired by David Gilmartin, General Director of Troika Relocations).

These subcommittees hold meetings on a regular basis. Traditionally, we arrange the following events (tentatively, by months):

- September 2012– Recruiter's Day.
- October 2012 – Relocation conference.
- October 2012– Advise of experienced lawyers.
- October/November 2012– Labour Inspection meeting.
- October/November 2012– Salary Survey overview.
- May 2013 – Annual HR conference.

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BSH Group
Cargill Enterprises Inc.
Clifford Chance
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Deloitte
DHL
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Enel OGK 5
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Pirelli Tyre Russia
PwC
Procter & Gamble
Raiffeisenbank ZAO
ROCA
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Shell Exploration & Production
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Statoil ASA
Telenor Russia AS
TMF Russia
Total E&P Russie
Volkswagen Group Rus OOO
Volvo Cars LLC
VSK
YIT Rakennus Representative Office
YOKOHAMA RUSSIA LLC
Zurich Insurance Company

Your candidates are **online.**



Are you?
We can help.*

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