



2014

# THE AEB GUIDE to HR Services in Russia

Guide of the Association of European Businesses



*We are the right move for you!*

# IWM

# IWM

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

### IWM in figures:

- 17 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 (6 000 sq m in Moscow, 2 000 sq m in St. Petersburg, 2 000 sq m in Yuzhno-Sakhalinsk, 1 200 sq m in Baku).
- 93 Russia 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

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«THK-BP Management» LLC has been using transportation services of IWM since 2009. During 4 years of our successful cooperation, IWM team has done a big number of successful projects, related to moving of Company's properties and, also, employees household goods. We value IWM as a provider for readiness to quick and effective service support and effective logistics solutions.

THK-BP Management, 2013

«AstraZeneca Pharma ceuticals» LLC render its honors to IWM Company and thanks for the long-term and effective cooperation and, also, for high-quality services when were provided IWM company's employees in our office. IWM Company has proved itself as a reliable supplier of the logistic and moving services. We are able to realize a lot of office's projects and optimize process of office's space management with IWM's high-quality services and professional employees.

AstraZeneca, 2013



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## Dear Readers,



We are proud to present to you the AEB HR Guide 2014, a reliable publication for human resources professionals operating in Russia!

The profession of human resource management is one of the most complicated in the business world, involving as it does people management, recruitment, dismissal, payment and dispute management. There are many resources for HR professionals, including associations that lobby for them and offer professional development opportunities and resources, publications that feature innovative research articles, blogs from experienced human resources professionals, and conferences dealing with everything from networking to sharing and learning new strategies and ideas. This directory has been designed to allow businesses in the HR and Recruitment field to list their products and services all in one place.

The directory provides you with accurate information on companies offering HR-related services in Moscow as well as in Russia as a whole. These services range from executive recruitment and temporary employment to various types of employee training, to name but a few. The companies employ professionals who are always ready to use their expertise to select the right group of people to run any business—and quite successfully at that! We believe that this publication will help you to access all this information easily and quickly.

So it is with great pleasure that we once again present to you the AEB guide to HR Related Services in Russia. We sincerely hope that it will help resolve many HR-related issues faced by companies and, in particular, AEB member companies operating in Russia today.

Sincerely yours,

Frank Schauff  
Chief Executive Officer  
The Association of European Businesses

## Dear Readers,

Previous editions of our HR-related Service Providers' Guide were of immense interest not only to AEB member companies, but to the wider business community. Unfortunately, due to a high overall workload in 2013, we skipped that year in terms of this publication, giving priority to the preparation of our Anniversary HR Conference.

Now, in 2014, we are proud to present you our next edition. We are also planning to publish yet another book: HR Sector in Russia: Surveys, Analysis, Facts. It will be released in the autumn. You are very welcome to take part in its compilation, if you think it applicable to your business interests.

As always, we are trying to keep in line with our members' interests, serving them as a platform for networking and communicating, sharing best practice and new experience. The most high-profile event of ours, the HR Conference, will this year focus on "Modern Trends in HR". Do not miss this opportunity to meet your colleagues from other companies and listen to interesting discussions and presentations!

Following the strategic interests of our members, we are planning this year to devote our full attention to regional issues and so are looking forward to your propositions with regard to the exact regions your companies are interested in, as well as to the ways and forms of the HR Committee's activities in those regions.

The HR-related Service Providers' Guide is meant to give you all a chance to acquaint yourself with HR service providers successfully operating in the Russian market. It is our rule that each of the companies featured in this guide has references from two clients as a minimum, proving their reliability as service providers and showing the benefits of partnering with them, as well as the quality of their service. 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.

Sincerely yours,

Olga Bantsekina  
Deputy Chair of the AEB Board and HR Committee Chair  
The Association of European Businesses





# Alinga Consulting Group

Accounting & Payroll Services, Audit & Tax, Legal Services

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## Our Mission

Alinga Consulting Group provides clients with practical experience, professional know-how, and confidentiality through reliable and cost-effective business support services and development strategies. By providing a challenging and rewarding work environment, we demand high value and performance from our team, and deliver even higher value in results to our clients.

## Our Background

Alinga Consulting Group was founded in 1999 by a small, international team of professionals that had been working in the Russian market since 1992. Legal services, particularly those related to company start-up, initially served as the core of our business. As the market grew and came to demand accounting & payroll services, we grew and diversified to offer these services as well. Today, as increased foreign investment has increased demand for professional accounting and audit services, and as growing companies now require outstaffing and HR services, Alinga has kept pace with a range of solutions for the smooth financial operation of businesses in Russia.

## Our Philosophy

Alinga views the client-consultant relationship as critical to the success of any project. At the core of this relationship are integrity, partnership, and experience. No less important are creativity and flexibility in arriving at solutions to suit the most unusual and complex of situations, such as those that often arise in Russia's evolving and unique business environment.

## Our Memberships

Alinga Consulting Group is a member of PrimeGlobal – An Association of Auditors, the American Chamber of Commerce in Russia, the Association of European Business, and the Moscow Audit Chamber.

## Clients' References

"We herewith can attest to the fact that Alinga Consulting Group is a solid company with excellent customer service and highly competent staff. Specialists of the Group are aware of particularities of a production company's activities, which is crucial for providing manufactures with efficient and timely services. The results of Alinga Consulting Group's work allowed AKTEX Co., Ltd. to significantly improve its accounting system."  
AKTEX Co, Ltd. (Russia)

"I can recommend Alinga. They are very current on tax laws and changes and have excellent news letters they issue in English with news about changes and pending changes, etc. Alinga has been very valuable in helping us unravel some tax issues and has helped save us money in the long run."  
PetroTel, Inc. (USA)

"We first contacted Alinga Consulting Group for services in 2000 with a request to develop the legal structure to implement an investment project in Russia. In the process of working on this project we noted with satisfaction the high quality of Alinga services, the consultants' deep knowledge of both Russian and foreign markets, and flexible price policy. Subsequently, we worked with Alinga on other projects and recommended them to our former clients."  
Rye, Man & Gor Securities (Russia)

# Antal Russia

## Executive Recruitment



### 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](http://www.antalrussia.com/salary-survey)
- Sign up for our quarterly Newsletter [www.antalrussia.com/newsletter-signup](http://www.antalrussia.com/newsletter-signup)
- Join us on LinkedIn, Facebook, and Twitter

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## Clients' References

"Good selection and pre-screening of candidates. Effective communication throughout the process."

Yuri Skachkov,  
Head of Representative Office,  
Hitachi Data Systems

"Antal Russia differs through its dynamic style of working, quick reaction, willing to work on assignments, the ability to go into detail, attention to clients and an individual approach and the striving to build long-term client relationships. We had quite a difficult vacancy, and Antal Russia were able to get into all the nuances of this complicated position and to find a person who turned out to be the perfect fit for the job".

Natalia Gavrilina, HR Director, The Walt Disney Company CIS LLC



## 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, C&B, 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 176,000 employees surveyed in Russia in 2013.

### Clients' References

"Aon Hewitt in cooperation with AXES Management since 2009 has supported OBI Russia in the areas of employee engagement survey and post-survey action planning. We consider Aon Hewitt methodology of employee engagement study the most objective and corresponding to our people management goals. We have a pleasure to recommend Aon Hewitt employee engagement survey as reliable internationally recognized analysis, which helps a company to evaluate itself as an employer and to receive feedback from its employees. The results of the analysis allow us to draw conclusions about the quality of our work and comparison with benchmarks helps to develop our reputation as one of the best employers".  
Guzel Garaeva, HR Director OBI Russia

"Takeda Russia (before 2013 - Nycomed) regularly takes part in Best Employers Study conducted by Aon Hewitt. Aon Hewitt is the recognized HR-consulting leader. We consider Aon Hewitt methodology of employee engagement study the most objective and choose it taking into account many years of excellent business reputation of the company. We are pleased to recommend the Best Employers Study as an unbiased global study which allows participating companies to get an independent assessment of them as employers".  
Elena Ignatyeva, HR Director Takeda Russia

## Awara Direct Search



Awara Direct Search is a leading international recruitment and executive search firm in Russia, Ukraine and the rest of the CIS, offering case by case tailored services to multinational large and middle-sized companies and entrepreneurs across industries. As a leader in internet and social media based marketing, we really have a competitive edge in finding the best and most motivated people. We make use of



all available sources in recruitment: wide network of contacts, headhunting, internet, social media, job portals, trade fairs, talent scouts, schools, etc. We reach out to people by actually bringing out our offers, which for example in the case of mass recruiting for restaurants and cafes means that we venture out and chat with the people at points of service and attract the best.

Thanks to our wide network we are ready to fill vacancies quickly. Our method of matching the best professionals with the best jobs is always direct search, and we

rely on the global arena in our searches for this growing and attractive market.

With our international background and superior knowledge of local market practices, we possess the solid experience needed to provide quality services in this part of the world.

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 the selected candidate into 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

Awara Direct Search is the recruitment arm of Awara Group, which offers a wide array of advisory services for strategic business development, establishment and investment, and the implementation and execution of our advice, covering all areas of corporate management, management consulting, law, accounting, audit, financial administration, IT-development, recruitment and executive search, HR services, training, marketing and market research.

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International Law Firm

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www.beitenburkhardt.com

**BEITEN BURKHARDT** is a German law firm with offices in Germany, Russia, China and Brussels.

BEITEN BURKHARDT has worked for many years in CIS countries. We were the first major German law firm to open an office in Moscow in 1992, and in St. Petersburg in 1996. BEITEN BURKHARDT's Moscow team consists of Russian and German lawyers and tax consultants. Our main working languages are Russian, German and English.

We offer comprehensive legal advice to banks, investment companies, large corporations and middle-sized companies, and also the public sector, providing fully-fledged solutions for projects and high-quality consultations on legal issues of consequence for commercial operations. Our legal focus covers Corporate, Commercial, Labor, Real Estate Law, Litigation & Dispute Resolution, Public and Procurement Law, IP/IT/Media, Tax, etc.

**BEITEN BURKHARDT's** Moscow office has an Employment and Migration Law Practice Group. The group consists of experienced lawyers, educated both in Russia and Europe. Andrey Slepov, Senior Associate, heads the practice.

## Our principal services in this area include:

- preparing employment agreements, internal regulations, including on bonuses, job descriptions, implementing

global policies in Russia ;

- representing the interests of employers in courts;
- conducting out-of-court settlements of labor disputes;
- advising on employment and dismissal of top managers, management liability;
- providing legal and tax counsel to international companies on seconding employees, advising on split employment;
- consulting on the establishment of effective HR management structures;
- conducting due diligence on labor and migration law;
- interacting with the state authorities responsible for state control and coordination in respect of labor, migration and related legislation (including the labor inspectorate, migration service, Roskomnadzor, FSB, etc.), providing legal support during state audits;
- advising on Russian migration law, obtaining and extending permits and visas;
- consulting on Russian collective labor law, negotiations with trade unions;
- settling staff issues during corporate restructuring in Russia, including staff redundancies and HR optimization;
- elaboration of employee schooling/training schemes guaranteeing a return on investments for personnel education;
- advising on personal data legislation;
- advising on health and safety, including assessment of work conditions;
- advising on enforcement of compliance policies.

## Clients' References

BEITEN BURKHARDT's employment practice can be evaluated as very strong and reliable. We receive an excellent level of legal advice at a reasonable price. In employment law field we can recommend Andrey Slepov, Senior Associate of the firm, as a reliable client-oriented professional with good experience in employment matters, strong background and brilliant legal skills. Olga Primak, Legal Counsel A.T. Kearney

BEITEN BURKHARDT's Moscow office advised us on labor and migration law. During the work the team demonstrated a professional approach, in-depth knowledge of Russian legislation and practice and a readiness to efficiently handle the matters in question. BEITEN BURKHARDT's lawyers are good professionals and easy to work with. We hereby confirm that BEITEN BURKHARDT is a reliable and competent business partner. Nadezhda Kolomnikova and Alla Savranchuk KraussMaffei Berstorff

## Balashova Bruck & Partners



**Balashova Bruck & Partners** is a partnership between Balashova Legal Consultants and the consultancy firm Bruck Consult offering management services in Russia. Our company provides a wide range of consultancy and outsourcing services to support companies during start-up and accompany them further.

**Balashova Legal Consultants (BLC)** are independent legal advisors specialized in the field of Russian and international labor, migration and corporate law. Managing Partner is Elena Balashova, LL.M, lawyer.

Our clients are international and Russian companies in trade, automotive, construction, service and production, industry, consulting, bank and investment sectors. Our employees are highly qualified specialists with experience in international law firms with international legal education consulting our clients in Russian, German and English.

**Bruck Consult** is an Austrian Consulting firm offering strategic planning, market analysis, company registration and complete go to market model and accompanying for Russia.

Dipl. Ing. Paul Bruck, MBA is the only Export Consultant accredited by Austrian Chamber of Commerce with an office in Moscow. Paul Bruck is most of the time in Russia and on site active for his clients.

The Vienna office is managed by Dipl. Ing. Katharina Bruck, who coordinates all economic, cultural and sport projects, delegations, visa etc. Paul Bruck provides complete business process outsourcing with two companies in Moscow:

**OOO Most Service** offers outsourcing services for accounting, payroll and complete company administration as well as operative company administration, invoicing, payments via online banking. Managing director is tax expert Svetlana Keller, who has many years experience in accounting and tax consulting.

**OOO Most Management** is acting a management company and offers administrative as well as operative management of local Russian company. Managing Director is Paul Bruck, who has worked in with Russia since more than 25 years. In addition OOO Most Management realises the concept of Most Products for sales and marketing development for companies in the early phase of market entry in order to keep the costs at low level and reduce the risk. Most Management employs specialists for the partner company and jointly organizes the optimal sales and marketing strategy. An experienced team of lawyers, tax specialists, consultants and accountants are available to offer a wide spectrum of services.

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## Businessland Services

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 irrefragable relations with employees and to keep concentration on the basic goals of their business.

### Working for Clients 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 it 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 with:

- HR-administration
- Consultancy on Labor Law application issues (informational subscription);
- Payroll Services;
- Expertise (audit) of HR documentation with assessment of Employer risks;
- Health&Safety;
- Out-staffing;
- Legal defence 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 and the Executive System for Labor Safety, 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.  
Anna Gromova, HR Business Partner, Glenmark Impex LLC

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

\*Rated among the TOP-50 Law Firms in Russia

## CBSD

CBSD/Thunderbird Russia is a market leader in developing and providing business training, management development, and specialized HR solutions for Russian, and international companies throughout the CIS. Our comprehensive business solutions bring you the best practices of global business and strengthen your company for a successful 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 individually 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.

We provide our clients with customized training solutions, open enrollment courses, and business games in such areas as: Management and Leadership, Personal Effectiveness, Sales and Marketing, Project Management, Finance, HR, Blanchard Leadership Solutions, International Professional certifications for HR (GRP, GPHR).

### Our key solutions are

- Management and Leadership courses
- Blanchard Leadership solutions (Situational Leadership II, Situational Self Leadership, Situational Team Leadership)
- Business games (more than 10 board and computer games for training solutions, team building, and strategic sessions)
- GRP - International certification program Global Remuneration Professional from Association WorldatWork (Professional association of specialists in the field of total remuneration)
- GPHR (Global Professional in Human Resources) certification prepares and recognizes an HR professional's knowledge of the global HR market and its dynamics
- Project Management (two standards you can choose from - PMI or PRINCE).



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## Clients' References

Trainer: Julia Yakovleva  
Course: «People Leadership»

I would like to thank my Company for recommending me CBSD Managing People training.

All my expectations were met - how to be effective while giving feedback to direct reports and team members, how to delegate, how to set Smart targets and tasks.

I had it just in time to correct my behaviours with regard to my direct report.

I was very impressed by the trainer Julia Yakovleva who was very knowledgeable and gave good examples.

Anzheika Vasilyeva, Shell

Trainer: A. Mizitova  
Course: GR 17

This course pleased me very much, especially the practical portion. I have gained enormous benefit from participating in it and now have a great desire to use the knowledge and habits I have gained here in my workplace. I also like that this training was based on international models.

Olga Voik

Leader, Personnel Instruction and Development Division of the privately held company Pharmaceutical Network 36.6.



## SHL Is Now CEB

Creating a Uniquely Powerful Source of Best Practice Research and Predictive Analytics

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shl@shl.kz

SHL Russia&CIS is the leading Talent measurement and assessment provider in Russia. The Russian office of SHL was opened in 1992.

For more than 20 years we've been helping our clients, leading multinational and Russian companies, get impressive business results through their people.

### Apply Talent Measurement for Demonstrable Business Results

CEB's SHL Talent Measurement Solutions include proven science-based assessments, benchmark data, technologies and consultancy services that help organisations assess, select and develop the right people for the right roles. In fact, clients using our solutions see outcomes such as better employee performance, increased sales and improved staff retention, which all lead to higher revenue and profit.

Our talent measurement capability builds on more than 30 years of technology innovation and expertise; our insight is based on the 30 million talent assessments we deliver every year. As the market leader in talent measurement, we serve more than 10,000 organisations worldwide, deploy-

ing solutions in more than 110 countries and 30 languages across 40 industry sectors. Our clients include more than 94% of the Fortune 100, 50% of the Global Fortune 500, over 87% of the Fortune 500, more than 80% of the Financial Times Stock Exchange (FTSE), and over 50% of the Australian Stock Exchange.

### SHL Talent Measurement Solutions

#### Our services and solutions include:

- Tools that support smart people decisions throughout the employment lifecycle, from Talent Acquisition (Volume Recruitment, Graduate Recruitment, and Managerial and Professional Hire) to Talent Mobility (Talent Audit, Employee Development and Succession Planning)
- The largest portfolio of 500+ off-the-shelf assessments that precisely measure skills, behaviour and performance, and accurately predict potential for all major job categories and levels in every sector.
- World-class Consulting Services.
- A sophisticated, yet easy-to-use technology platform for online assessment.

For more information, please visit [www.shl.ru](http://www.shl.ru)

### Clients' References

"Mondelēz International has accomplished several huge assessment projects together with SHL. And we keep working with SHL Consultants using SHL Tools system and SHL Consultants' advisory for questions related with assessment centers. We would like to provide positive recommendations regarding the quality and professionalism of SHL Consultants, who provide their expertise in a timely manner and demonstrate flexibility towards our needs."

Elena Yarygina  
Talent Management & Employer Branding Specialist  
Mon'delez Rus LLC

"With the help of SHL team and its tools we have achieved our desired level of self-sufficiency in our Talent Acquisition and Development processes. We have invested time and money in the project, but we have gained control and quality in our HR processes."

Kashirina Nadezhda/  
Talent manager  
Trainings and recruitment department  
OBI

# Upcoming Training Programmes for HR Professionals



**31** March - **01** April Conflict Management (provided by CBSD)

**3-4** April Change management:  
Search for Solutions under Constraints  
(provided by PwC)

**14** April Social package - how to extend and save  
(provided by Nord Outsourcing)

**18** April EMOTIONAL LEADERSHIP  
(EXECT Business Training)

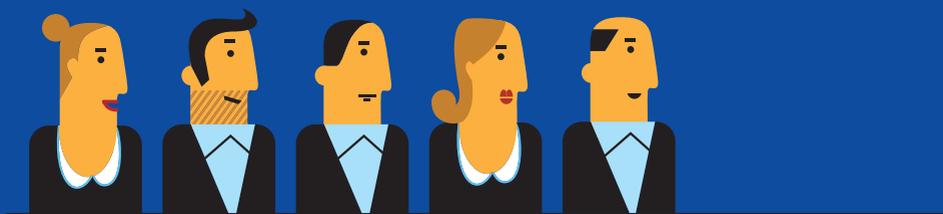
**24** April KPI in Business Management  
(provided by Awara Eduhouse Training)

**29-30** May Talent management  
(provided by SHL)

**3-4** June HR Management  
(provided by Raytheon  
Professional Services)

**17** June Time & Stress Management  
(provided by Awara Eduhouse Training)

**26-27** June Project Management  
(provided by CBSD)



For more information please visit

**WWW.AEB-TRAINING.RU**

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## Coleman Services

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www.coleman.ru

Coleman Services is a leading consulting company offering complex HR solutions.

The Russian branch of Coleman Services UK opened in Moscow in March 1998. Initially the company's services focused on identifying and recruiting personnel for permanent staff positions. In 1999 Coleman Services was among the first companies to introduce staff leasing and outstaffing services, previously unavailable in Russia. Seeking to meet the clients' growing needs, in 2001 Coleman Services opened a specialized department aimed at identifying and recruiting qualified and unqualified personnel for industrial and warehouse complexes. The company's regional chain has been developing dynamically since 2002.

At present the company has offices operating in Saint Petersburg, Yuzhno-Sakhalinsk, Ekaterinburg, Novosibirsk, Stupino, Obninsk and Tula.

Today Coleman Services provides a full range of HR services:

- Permanent staffing
- Personnel leasing
- Outstaffing
- Temporary staffing
- Industrial staffing
- HR-filing and Payroll outsourcing
- HR-audit and consulting
- Outplacement

Coleman Services boasts extensive experience of implementing complex HR solutions for startup projects.

Coleman Services' client list includes representatives of various business fields, many of whom are among the world's largest corporations and widely recognized market leaders. Coleman Services is a client-oriented company that's always willing to offer flexible and convenient forms of partnership.

### Clients' References

#### Metro Cash&Carry

«We highly appreciate Coleman Services' team and want to mention their expertise in client's business area, their ability to suggest optimal solutions and to tackle tasks on the fly».

#### Schlumberger

«We are quite pleased with a good level of service, customer attitude and responsiveness that Coleman Services demonstrates».

#### Deloitte

«We have been always completely satisfied with the quality of services provided by Coleman Services as well as their professionalism and commitment demonstrated throughout our cooperation».

# Case study: Salary Survey & Market Overview

## About the client company

A large international company operating in more than 120 countries, providing services in the field of management consulting, technology and outsourcing.

## Problem description

- The Company recorded an increase in turnover of highly-qualified personnel
- Measures implemented to reduce the turnover of personnel did not yield significant results
- As a result, the Company lost a number of core employees, which negatively impacted their financial performance

## Project execution

- Analyzed the Client Company's current employee compensation levels and benefits packages filled per position level
  - Researched the Client Company's competitive environment vis-à-vis compensation levels and benefits packages, including year-end bonuses
  - Presented a comparative analysis which enabled the Client to create competitive compensation packages for their employees
- The project was fully completed within the span of one week.

## Practical results for the client

- Identified the primary cause of high personnel turnover
- Based on the carried out analyses, developed competitive compensation packages and implemented changes in the budget
- As a result, the turnover of personnel was significantly reduced

**COLEMAN**  
SERVICES



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# DIALOGUE IN THE DARK BUSINESS WORKSHOPS in Moscow

Leadership, Team Building, Communication

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www.russia-consulting.eu

RUSSIA CONSULTING  
Business Workshops  
Tobias Reisner  
Ekaterina Vilenkina  
Katharina Barthel

## Our Background:

Dialogue in The Dark is an international training concept that was developed by Prof. Dr. Andreas Heinecke, CEO & Founder of "Dialogue Social Enterprise".

Until now, it has developed as a franchise system and is offered in more than 30 countries.

In Russia, the concept has successfully been on the market since February 2012.

## Our Concept:

Participants spend several hours in the dark going through a series of challenges where they have to solve different tasks within their groups under the assistance of blind trainers.

The participants learn to dare, share and care, and to work out strategies to solve common tasks together. Communication and cooperation are essential tools for success.

The benefits are reinforced at the end by professional debriefing sessions (in light) which allow the participants to reflect and consolidate their learning. Participants learn to use their 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.

## Our benefits:

The learning process in complete darkness has an enormous impact because the participants quickly gain insight into their behavior and communication patterns. Here, teamwork is strengthened because the participants feel closer to each other and quickly develop a "we" attitude which allows them to succeed in a challenging environment. Communication without seeing, requires more precision and thought, and therefore the communication process becomes clearer.

Very often, the key points of a seminar are forgotten by the time you return to your desk. But when challenged to perform tasks in complete darkness, you develop new strengths which are likely to be well remembered for quite some time due to the unique environment in which they were acquired.

## Clients' References

"Managerial staff without a personal identity often fails to get across fundamental concepts for decisions. A few hours in darkness helps to 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 have a direct application in the workplace."

Herald Sun, Australia, 2007

"The half-day training session for our European Junior Managers met our highest expectations. Afterwards, the impressions and 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

The concept of "Dialogue in the Dark" and its related trademarks are the intellectual property of Dialogue Social Enterprise GmbH

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of European  
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Construction Equipment

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## ETS Global

### Contact Information:

For all questions and information regarding the TOEIC® tests in Russia please contact:

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Email: [contact@novit.su](mailto:contact@novit.su)  
[www.novit.su/toEIC](http://www.novit.su/toEIC)

For questions regarding other ETS products, please contact ETS Global at:  
[contact-emea@etsglobal.org](mailto:contact-emea@etsglobal.org)  
or call us at  
+33 140 75-95-20

Educational Testing Service (ETS) was established in 1947. ETS develops, administers and scores more than 50 million assessment tests annually in more than 180 countries, at more than 9,000 locations worldwide. In addition to assessments, ETS conducts educational research, analysis and policy studies and develops a variety of customized services and products for teacher certification, English language learning and elementary, secondary and post-secondary education. ETS is a creator and administrator of international assessments including the TOEFL®, TOEFL Junior®, TOEIC® and GRE® tests.

For more than 30 years, the TOEIC test has set the global standard for assessing English-language skills used in the workplace. Today TOEIC test scores are used by over 14,000 companies, government agencies and English Language Learning programmes in 150 countries. More than 7 million TOEIC tests were administered last year. 7 of the 10 world's largest companies rely on the TOEIC test when making HR decisions.

TOEIC test questions simulate real-life situations that are relevant to the global workplace. Score reports provide accurate, meaningful feedback about a test-taker's strengths and weaknesses, along with a description of the English-language strengths typical of test-takers performing at various score levels. This allows employers to:

- Relate test scores to the tasks employees may perform on the job
- Use the descriptions to inform critical hiring and placement decisions
- Select the employee with the English-language abilities the job requires

TOEIC test scores provide accurate, reliable measurements of English proficiency skills— they can be compared regardless of where or when the test is administered. For example, last year's scores of a test taker in Russia can be compared with this year's scores of a test taker in France. Because test takers of any background can be compared fairly, companies can use the TOEIC tests to make the most informed decisions and build a more diverse workforce.

## EY

EY 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 EY network of offices in 150 locations around the globe. Our global expertise is combined with detailed knowledge of the Russian and CIS markets.

### Our services include:

#### HR transactions & risk management

We provide support at all stages of corporate transactions. We help our clients uncover and evaluate employment related financial, legal and reputational risks, which may impact the final purchase price in the course of transaction. Upon successful completion of the transaction, we assist companies in the process of change management and HRM systems integration.

#### Compensation & benefits surveys and Benchmarking

EY Compensation & Benefits surveys provide our clients with market data on HR policies and practices, as well as fixed and variable pay levels. Annually we conduct General Industry Compensation & Benefits Survey and a wide range of customized surveys. Our State Corporations' and Top-Management surveys are focused on a specific range of participants and level of positions respectively. Based on the surveys' data, we conduct various benchmarking analyses, tailored to specific needs of our clients, including Company vs. Market remuneration-level analysis.

### Clients' References

"We are satisfied with the quality of work, technical expertise, depth of analysis and professionalism, demonstrated by the EY consultants".  
Yulia Burtseva, Executive Director, Vice President, Mosenergo OJSC

#### HR transformation and performance improvement

We have broad experience in HR operational efficiency improvement including HR processes structuring, reengineering, optimization and IT integration. We assist in optimization of HR-related costs and streamlining of HR processes. We help our clients to develop HR-management KPIs, optimize the HR-unit structure and enhance HR-management system effectiveness. We provide customized turn-key solutions and support their further practical implementation.

#### Talent management

We assist our clients in identifying, developing and retaining employees with key competencies, managing talents and high-potentials. We design employee competencies models and career ladders, as well as, develop succession planning and management systems.

#### Performance management

We provide a wide range of services aimed to ensure the company's achievement of its short- and long-term goals, performance objectives and operational efficiency. We design and implement performance management approach 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.

#### We also assist our clients with:

- HR strategy
- HR brand development
- Employee evaluation
- Job evaluation and grading
- HR Academy



Building a better working world

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"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 EY CIS showed invaluable for us qualities: reliability and stability".  
Antipov E.A., General Director, Vysota Investment Company



## Four Squares

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Four Squares - the leading provider of Serviced Apartments and Apartment Rentals in Moscow since 1993.

### 70 Serviced Apartments in central Moscow:

- Modern furnished apartments with fully-fitted kitchens
- Free WiFi internet and Satellite-TV
- 24/7 telephone support line, English speaking consultants
- Flexible check-in and check-out times
- Registration, Airport pick-up and drop off
- Corporate credit cards and bank payment accepted

### Apartment rentals:

- 000's of properties to lease in Moscow
- Apartments, town-houses and houses in the best locations
- English, French, German speaking consultants

- Comprehensive support package: selection, viewing, negotiations, due-diligence, legal advisory
- Free expat-to-expat consultancy

### Settling-in services:

- Look-See tours
- Schools programs
- Spouse support programs
- Language training
- Cultural training

All services are provided directly by Four Squares Group – we do not sub-contract work – which allows us to deliver the high quality service that our Clients expect. Four Squares Group employs a mix of Expatriates and Russians, to ensure the ideal mix of professional experience, quality of service and local expertise. Visit our website or call us to see for yourself.

We are proud members of the AEB, EuRA, CCIFR, AHK

## Clients' References

The Embassy of Switzerland in the Russian Federation:  
The Embassy of Switzerland in the Russian Federation has been actively using Four Squares Serviced Apartments in Moscow since 2010.

Four Squares personnel are professional and highly qualified. We were particularly pleased with the individual approach and the proactive customer service. The company's employees respond quickly and efficiently to the needs of the client, taking into consideration the individual requirements of each guest. Our employees are more than satisfied with the service and the quality of the apartments, furniture and equipment provided by the company. Therefore, I have no hesitation to recommend Four Squares as a reliable partner in residential real estate services.

Peugeot Citroen Rus:

OOO Peugeot Citroen Rus has worked with Four Squares for a long period of time and recommends Four Squares as a trustworthy and responsible supplier.

We work with Four Squares on a regular basis and are always happy with the quality of work, cooperation and responsiveness. We value their client-friendly approach and ability to find a solution even in non-standard situations. Based on our experiences we recommend Four Square as a proven and professional partner, and are happy to work with them again in the future.

# FutureToday



## WHO WE ARE?

We are employer brand experts with a truly global expertise. We are the Russian affiliates of TMP Worldwide and OneAgent Global. Our London office is always at your service to coordinate international projects. In Russia, besides our main Moscow office, we have representatives in Saint-Petersburg, Novosibirsk and Yekaterinburg, with all other cities covered by our mobile teams.

## WHAT WE DO?

We make your positioning clear and help you develop your employer brand. We can adapt your global employer brand to Russian reality or develop one from the ground up. We have extensive experience in research – both quantitative and qualitative. We make you exceptionally attractive for the best talent. We have a unique blend of HR, marketing and project management expertise that allows us to deliver you the best results. We have a unique experience in design and production. We have huge expertise in buying the best advertising

with the enormous discounts. We can create a beautiful HR website for you. We know all about running great events. We ran city quests, in-house and five stars hotels receptions, full score of University events. We also run the largest case competition in Russia – FutureToday Cup.

We make sure that your candidate pipeline is treated the best possible way. We manage all incoming CVs and questions, design and run the selection funnel, create and manage selection instruments. We can work with our own tools or with third-party instruments or with your own systems.

We make your recruitment system stronger and more effective. We can design your referral system to cut down recruitment costs and tap into the power of social networks and mobile recruitment. We can set up source-of-hire analytics to manage your advertising costs. We can create a program you need: stipend, ambassador or the whole graduate program. Whatever complex or unusual question you might have – ask us.

## Contact Information:

We are always happy to talk to you – please, contact us

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**by phone:**  
+7 (495) 664-4643

**online:**  
<http://client.fut.ru>

or join our professional community for employer brand professionals at <http://www.facebook.com/EmployerBrandExperts>

## Clients' References

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«We want to emphasize that FutureToday's team is very qualified, competent and responsible, it has an excellent knowledge of the market. The team is aiming to achieve the perfect result and it solves problems very accurately and effectively»

Anna Florentseva, Head of Human Resources department, Johnson&Johnson

«We have been working with FutureToday for several years. During this time FT has become our reliable partner, always ready to come up with an innovative project and carry it out»,  
Elena Alekhina, Human resources specialist,  
«Bacardi Rus».

Our clients include: Bacardi, Bain & Company, Beeline, British American Tobacco, Castrol, Coca-Cola Hellenic, Credit Suisse, Danone, Deloitte, Diageo, EY, Ferrero, IHG, IKEA, InBev, John Deere, Johnson & Johnson, JTI, KPMG, L'Oréal, LVMH, Mars, Microsoft, MTS, Nestle, Nielsen, Pernod Ricard, Philip Morris International, Procter&Gamble, PwC, SAP, Promsvyazbank, Rosatom, Sberbank, Severstal, Sibur, Tele2, Unilever, Uniqlo, Volvo and many others. Ask us for best practice cases!

## goFLUENT

### English as a Business Communication Tool

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goFLUENT offers distance business English training solutions combining eLearning, written coaching and live trainers. Each year, goFLUENT assists over 100 000 business executives in more than 2 000 international corporations to become more efficient and profitable when doing business globally and managing intercultural situations. Our award-winning learning solutions are trusted by 60% of the world's 20 largest corporations.

With more than 14 years of experience worldwide, goFLUENT has been working in Russia since 2007 helping 250 leading Russian and international companies to get the best Return on Investment in English training and reduce costs related to training.

By providing effective English language learning we rely on our Blended Learning approach. It is designed around tailor-made, consistent and structured learning path with live coaching via telephone fully combining the advantages of self-paced learning, written communication practice and the use of mobile devices (smart-phones and tablets).

goFLUENT currently employs over 430 professional native-speaking trainers who are based in the US, Canada, the UK and Asia. To meet the requirement of our customers in Russia we also provide lessons with Russian bilingual trainers for low-level learners.

We provide over 2000 business-oriented videos and articles, and hundreds of how to guides and other learning resources on our online platform. It is our priority to provide our customers with relevant business materials, which are taken from real-world situations, making information immediately applicable to the workplace. Our learning resources are based on the authentic content from our partners: Harvard Business Review, The New York Times and AFP.

goFLUENT's solutions allow our clients to deploy our training very easily, anywhere in any region in Russia and worldwide. Our local support is an important service we offer to our customers and assist local HR teams.

#### Clients' References

"Sanofi highly appreciates the level of goFLUENT customer attitude, professionalism of its managers and complex approach to language learning in our company."

Andrey Karapetyan, Head of Organizational Development, Sanofi Russia

"goFLUENT is a Business English learning solutions provider, which we have been successfully cooperating with thanks to the unique combination of good management and high-quality service. I would like to note goFLUENT's up-to-date learning resources available on the online portal and professionalism of their trainers and learning consultants. It makes daily learning interesting and keeps our employees very motivated."

Maria Pavlova, English Learning Project Manager,  
Rosatom Corporate Academy

# Human Search

# Human Search®

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## Challenging markets demands the strongest headhunters

Human Search has helped many Western companies in the CIS with recruitments of Key Personnel such as different types of Directors, Managers and Specialists. We have successfully adapted our rewarded Swedish head hunting process to the CIS market. Human Search has branch offices in Moscow, St. Petersburg, Helsinki, Tallinn and works all over the CIS area, Baltic States and Northern Europe. Our company is one of the very few real headhunters and one of the fastest growing recruitment companies in the region. 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 the client's company, profile and market

in combination with a pro-active search method guarantees the highest possible quality in all assignments and that the client gets the best candidates that the market can offer. The search method developed by Human Search is never limited to passive resources as existing networks, databases or advertising. Instead, Human Search makes a unique market analysis and active headhunting of the most relevant candidates in the target market in every project. Human Search works with positions of most levels and industries. By using the Human Search Process companies employ more relevant candidates to their organizations. For more information please go to [www.humansearch.com](http://www.humansearch.com).

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Finland and CIS

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**INTERDEAN**  
RELOCATION SERVICES

## Interdean

**Interdean offers award winning destination and moving services around the world**

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**E-mail:**

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www.interdean.com,

www.interdean.ru

Interdean was named Relocation Management Company of the Year for the second time in three years by the The Forum for Expatriate Management (FEM); and it's no surprise because we relocate 110,000 people annually to the highest service standards in the industry. Since 1959 we have moved and relocated more than one million people around the world and today, Interdean Relocation Services is the company of choice for 500 of the world's most recognised brands. With 123 offices in 56 countries, Interdean leads the market across Europe, offering moving and relocation services to corporate clients, expatriates, families, assignees, transferees, relocating employees and their multi-national employers and our Global Network ensures the broadest coverage in the industry.

Our services are completely flexible to cover what your business needs and our team provides highly personalised services. Our aim is to provide peace of mind and "we make it easy" on every relocation.

Interdean was the first international moving company to bridge the gap between Eastern and Western Europe in 1971, being the only Western-owned company to have an office in the former Soviet Union.

### Today, our services include:

#### Relocation Management:

Conducts needs analysis, Program counselling, Policy administration, Ongoing assignment support, Travel coordination, Repatriation

#### Visa & Immigration

Visa application, Work permit processing, Re-entry permit, Notarisation of documents, Local required registration, Translations, Renewal tracking

#### Destination Services

Area orientation, preview trip, Temporary housing, Home finding, School search and registration

#### Settling In Services

Utility connection, Banking, Driving license and registration, Auto purchase/ lease, Assistance in locating doctors, shopping centres, etc.

#### Household Goods Moving

Packing and shipping, Insurance, Customs clearance, Claims resolution, Storage, Tenancy management, Property management, Home sale, Home purchase

#### Expense Management & Reporting

Audit of expenses for compliance, Cost of living analysis, Expense processing and reimbursement, Reporting

We also offer records management and archive storage, special antique transport services, "turnkey" office moves and door-to-door apartment moves in Moscow and within Russia, even on short notice.

Interdean International Relocation Russia is an internationally qualified mover.

### International Qualifications:

FIDI-FAIM Plus – Independent global organisation representing fully qualified professional international moving companies. Are systems are unpinning with:

- ISO 9001 Quality Management System
- OHSAS 18001 Health & Safety Management System
- ISO 14001 Environmental Management System
- ISO 27001 Data Security And Management System

### Clients' References

"You are to be congratulated on the efficiency and very professional way your teams worked. Without exception, they were friendly and polite." (JAS)

"We would like to sincerely thank you from all of us for all your help, support, consulting, speeding up the customs clearance, and especially for the outstanding customer service." (Alcon Laboratories)

# ManpowerGroup



ManpowerGroup™

ManpowerGroup is a world leader in innovative workforce solutions.

ManpowerGroup was established in Milwaukee, Wisconsin, USA, in 1948. In over 65 years, ManpowerGroup has opened 3,500 offices in 80 countries. The corporation's revenue in 2012 was USD 21 billion. ManpowerGroup is listed in New York Stock Exchange. ManpowerGroup has been active in CIS since 1994. In 2005, ManpowerGroup opened its offices in Ukraine, and in Kazakhstan and Belarus in 2006.

In 2004, ManpowerGroup was awarded a diploma of Chamber of Commerce and Industry of the Russian Federation for robustness and productivity on the Russian market, and in 2005 it received a diploma of the Russian Foundation for Customer Rights for its active participation in shaping the Russian consumer market.

ManpowerGroup has over 400,000 clients worldwide, many of which are in the Fortune's top corporations list.

ManpowerGroup is a member of the Chamber of Commerce and Industry of the Russian Federation, a member of the Association of European Businesses in the Russian Federation, the American Chamber of Commerce in the Russian Federation, the Chamber of Commerce and Industry of the Republic of Belarus and the Chamber of Commerce and Industry of Ukraine.

ManpowerGroup annually places over 3,5 million people in jobs all over the world.

## Clients' References

«It is a great pleasure to work with competent, reliable and responsible consultants of ManpowerGroup. They always demonstrate high professionalism towards their work and strong commitment to their clients. Focusing on providing quality services within tight deadlines is one of the distinguishing features of ManpowerGroup.»

Elena Nedyalkova, Facilities Manager, British American Tobacco Russia

ManpowerGroup provides a wide range of services with a focus on:

### Services

- Professional Search and Selection
- Executive Search
- Mass Search and Selection
- Search and Selection for Industrial Sector
- Temporary Staffing
- Contract Staffing
- Outplacement
- Salary Survey
- Testing of Hard and Soft Skills

### Solutions

- Talent Based Outsourcing (Talent driven Outcome based business process outsourcing)
- Borderless Talent Solutions (Cross-Border Search and Selection with further Relocation to the Country of the Client)
- Recruitment Process Outsourcing
- Managed Service Provider
- HR/Employer Brand Management

### Consulting

- HR Administration: Consulting, Audit and Outsourcing
- Health and Safety: Consulting and Audit
- Internal Recruitment System: Analysis, Optimization, Audit Organizational Modeling, Planning
- Headcount Optimization
- Employee Loyalty/ Engagement/ Satisfaction Survey
- Assessment Center
- Development Center
- Career Management Consulting

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www.manpower.ru



pepeliaev group®

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# Pepeliaev Group

Pepeliaev Group is the leading Russian law firm providing legal services in Russia, CIS and internationally. Over 60% of the firm's clients are multinational corporations implementing long-term investment projects in Russia. In 2012, Pepeliaev Group won The Lawyer's Best Law Firm: Russia and the CIS award. Currently, the firm is listed as a top ranked firm for Russia by Chambers Europe and Chambers Global. In 2013, Pepeliaev Group was nominated for Legal Week's European Law Firm of the Year Award, The Lawyer's Best Law Firm: Russia and the CIS award and in 5 categories at the European Tax Awards and for the Chambers Europe Excellence Award. In 2013 Chambers Global, Europe and The Legal 500 recommended Pepeliaev Group as a legal adviser for companies doing business in Russia.

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

We strive to maintain the high level of legal culture of our clients, keeping them up

to date with developments in labour and employment legislation. Julia Borozdna heads the Practice.

## Our services

- GENERAL EMPLOYMENT AND MIGRATION LAW ISSUES
- FOREIGN EMPLOYEES
- EMPLOYMENT DISPUTES
- REPRESENTING EMPLOYERS IN RELATIONS WITH TRADE UNIONS
- REPRESENTING CLIENTS IN RELATIONS WITH THE STATE AUTHORITIES
- COMPLEX ISSUES OF EMPLOYMENT AND CORPORATE LAW
- COMPENSATION AND PRIVATE PENSION PROGRAMMES
- DATA PROTECTION
- DOWNSIZING AND HUMAN RESOURCES RESTRUCTURING
- TAX ISSUES

## International ratings

"Julia Borozdna possesses more than ten years of experience in labour law, during which she has advised numerous local and international companies on employment and migration questions. She is praised for both her excellent contentious work and business understanding". - Chambers Europe, 2013

"Julia Borozdna's team also has an impressive recent track record in employment litigation, with recent successes including two wins in a regional court for a 'Big Four' accountancy firm." - The Legal 500, 2013

## Clients' References

"We began working with Pepeliaev Group in 2003. Over all these years, the lawyers have remained highly qualified and consummately professional, attentive to the client's needs and able to deliver results in their work."

Lucine Ovumyan, Legal Vice President, Group of JTI Companies Russia

"Our company values highly the work we do with Pepeliaev Group. The firm's managing partner, partners and lawyers not only exemplify top rate professional skills, but also the highest level of ethics, which is vital for international corporations doing business in Russia. I particularly would like to note that Pepeliaev Group is making a notable contribution to the formation of a high-quality Russian legal market, and this is of high importance to the whole legal community."

Lucine Ovumyan, Legal Vice President, Group of JTI Companies Russia

# PWC

## Creating value through people

The world of work is changing. In a global economy, people are more and more a valuable and sustainable competitive advantage. Organisations need to transform so that they can attract, inspire, motivate, manage, develop and reward their people to create value. Our Human Resource Consulting team helps forward-looking businesses do this and addresses personnel issues, thus ensuring lasting change.

## People strategy

We can help you to identify, design and implement key personnel initiatives to support your business strategy and optimise the value of human capital in your organisation.

## Performance management

We support you in designing and implementing a corporate performance framework, including cascading business indicators to individual levels, identifying necessary competencies necessary for achieving objectives, designing the performance appraisal process and recognising the link between performance appraisal and reward.

## Leadership and talent management

We can work with you to develop approaches and tools that can provide leaders and top management with the skills to build personnel capacity.

## Employee engagement

We can support you in investigating areas such as job satisfaction, motivational issues, development, career planning, remuneration, performance management, management style, work environment and cooperation.

## Reward

We offer advice on the design of compensation and benefits structures at both the executive and employee level so as to ensure performance alignment and employee engagement.

## HR effectiveness

We assess your HR function and processes

by measuring and benchmarking key performance indicators, and designing improved delivery models based on best practices.

## HR transaction

We help to identify financial liabilities with respect to HR and personnel, measure operational risks and issues around HR and personnel during due diligence, gauge strategic objectives and existing cultural differences prior to a deal and support leadership and HR during a transitional period.

Change management and communication  
We work in partnership with you to ensure cultural transformation and business modification through on-going project management and multichannel organisational communication.

## Corporate governance/compliance

We support you in reviewing and designing relevant tools and procedures that sustain business growth, ranging from organisational charts and job roles to operating procedures, as well as procedures required by current legislation.

## Surveys

We can help you to assess HR effectiveness, as well as your employees' remuneration packages and compare it with other market players through benchmarking.

## Events

We organise regular seminars, roundtables, conferences and webinars for you to be aware of the current HR trends, as well as offer you opportunities for networking.

## About PwC Russia

PwC Russia provides industry-focused assurance, advisory, tax and legal services.

Over 2, 400 professionals working in PwC offices in Moscow, St Petersburg, Kazan, Ekaterinburg, Novosibirsk, Krasnodar, Voronezh, Yuzhno-Sakhalinsk and Vladikavkaz share their thinking, experience and solutions to develop fresh perspectives and practical advice for our clients.

The Global PwC network includes over 184,000 employees in 157 countries



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## RH PARTNERS Russia & CIS

Executive search, Career Management, Out-staffing

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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:

- 32 agencies: 21 in France and 11 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

Poclair 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, Poclair Hydraulics

# RUSSIA CONSULTING

**RUSSIA CONSULTING**   
Accounting • Tax • HR • Office • IT

We support companies from all over the world on matters concerning doing business in Russia, irrespective of their size and industry sector. Our team of over 400 experts advises on market entry structure, accounting and reporting, IT/ERP-connection and tax consulting in Russia.

Longstanding professional experience combined with local know-how enables us to help and assist foreign companies safely and reliably on the issues affecting Russian market entry.

RUSSIA CONSULTING expanded its service range to meet its clients diversifying requirements. The client base consists of both companies that are already established on the Russian market and of companies that are looking to set up their business in Russia.

RUSSIA CONSULTING offers services in following areas:

- Import and customs handling, certification
- Business set up consulting
- Sublease of fully equipped and serviced office units
- Use of a legal address
- IT / ERP Systems (1C, SAP, Navision)
- Expert recruiting in accounting, tax and IT
- Accounting outsourcing, monthly closing, international reporting (IFRS, US GAAP)
- Tax consulting
- Tax & financial due diligence

- Internal audit
- Assumption of the General Director role
- Business Workshops (STAR-S Academy, Dialogue in the Dark)

## Our recruiting services

We offer services in staff recruitment in those spheres where we have our own long-term experience. We specialize in the area of accounting and financing and have developed professional methods of assessment and testing of candidates for the corresponding positions.

For this reason many companies entrust RUSSIA CONSULTING in search, evaluation and preliminary selection of candidates for the positions in the sphere of accounting, controlling and taxation, such as:

- Chief Accountant
- Accountant
- Finance Controller
- Finance Director
- Tax Expert
- Expert in the finance and IT spheres

In order to provide our clients with professionally qualified candidates in accounting, we have developed an integrated expert recruitment concept:

- Department analysis
- Job description
- Search and selection
- Professional testing
- Labor agreement
- Training

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spb@russia-consulting.eu

**Dr. Michael Spaeth**  
Director Business Development  
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## Clients' References

### Recruiting Accountants in Russia for CGGVeritas:

In time of unforeseen change, an interim accountant from RUSSIA CONSULTING helped us manage the annual audit and provided stability while RUSSIA CONSULTING searched for two new accounting experts, who we then successfully employed.

CGGVeritas is the world's leading international geophysical company delivering a wide range of technologies, services and equipment through Sercel, to its broad base of customers mainly throughout the global oil and gas industry.

# STAFFWELL

Placing Great People

## Staffwell

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Staffwell is a leading recruitment and executive search company operating in Russia since 2000. Staffwell has offices in Moscow and Saint Petersburg and employs approximately 50 highly trained and experienced recruitment leaders and consultants, many whom have been with the company from 8 to 14 years.

The company's CEO and Founder, Teri Lindeberg, has an extensive international recruitment background and is the Author of the top-selling business book on Employee Engagement and Business Transformation: Making Perfect. In 2012, Staffwell won 2nd prize at Russia's Company of the Year Awards for Best Business Services Company in Russia.

Staffwell's client base consists of International and Russian companies of varying sizes, operating in most main industry sector categories. Staffwell placements range from Executives to Management to highly skilled Professionals, operating in most main occupational role categories.

Staffwell's main industry specialization areas are in Oil & Gas, Industrial, Mining, Real Estate, Banking & Investment, Con-

sulting, FMCG, Retail, IT, Logistics, Leasing, Media, and Agribusiness.

Staffwell's main placement expertise is with high value roles in Finance, Legal, Executive Management, Technical, Sales, Marketing, HR, Procurement, Leasing, Logistics, Engineering, IT, PR and Accounting.

Staffwell's mission is providing its clients with the best service on the market. We achieve this by having a high caliber, well-liked and respected team, who understanding our clients and their needs, give sound feedback and advice, and work smart and diligently to produce the exact hiring results our clients require in the shortest possible time.

In addition to executive search and recruitment services, Staffwell provides consulting services on employee engagement, business transformation, recruitment, induction/on-boarding, local labor issues, outplacement, employee monitoring and assessments, and Staffwell also provides outsourced services in finance and payroll.

### Clients' References

Staffwell has been our reliable recruitment partner in Russia for a number of years. We are pleased with the company's constructive approach and their understanding of customer needs. Our Staffwell consultant is an experienced professional with strong market knowledge and advanced negotiation skills. Edwin Kornelius, CEO, Danske Bank

"The quality UBS looks for when working with an employment agency is whether or not someone is listening to us. STAFFWELL not only listens, but also asks professional questions, and comes to have a true understanding not only for banking business in general, but of the vision we have for our Moscow office. We know we can expect from STAFFWELL only qualified candidates and will never have to listen to the usual agency speak (i.e., "you will love her, she's just a star"). Because we know it will be successful, we look forward to another year of working with STAFFWELL."  
 Natalia Wood, HR Director, UBS Ltd.

## Support Partners



Support Partners is a private Executive Search & Recruitment company, established in 2009, by a successful group of executive recruiters from the search and consulting sectors.

Our specialization is to perform Executive Search and Management Selection assignments for major Russian and international organisations, as well as State corporations. We work in partnership with a wide range of clients, operating in diverse industry sectors including Industry & Manufacturing, FMCG/Retail, Oil & Gas/Power and ICT/Technology.

Support Partners is the exclusive Russian representative of IRC Global Executive Search Partners [www.ircsearchpartners.com](http://www.ircsearchpartners.com) — a leading international network of search firms. This alliance allows us to better and faster attract the best of world-class talent available on the market.

### Mission:

Our mission is to deliver the most qualified and talented candidates for our clients, in a timely and professional manner. We partner with our clients in order to solve their business needs and reach their targets and goals.

Our core values and principles are complete dedication and concentration towards our clients, reliability and tenacity; backed up with in-depth industry knowledge and connections.

### Our recruiting services:

#### Executive search

We successfully deliver professional Executive Search assignments in the following industry sectors:

- FMCG/Retail
- Industry/Manufacturing
- Oil & Gas/Power
- ICT/Telecoms and Technology
- Banking & Finance
- Professional Services

Our approach includes: direct search using extensive industry research, utilisation of our powerful and deep networks, and the considerable tenacity and dedication of our team.

All of our consultants possess more than 10 years in the Executive Search and Recruitment business, and work in partnership with our clients to deliver the best talent for their assignments. We are mature, dedicated and understand the crucial importance of working in a professional, discreet and ethical way at all times.

Our strict adherence to international search standards has enabled Support Partners to be accepted as the exclusive Russian office of the global professional alliance of independent Executive Search firms – IRC Global Executive Search Partners.

### HR consulting

We support our clients with a wide range of HR related services and support - our consultants are highly experienced in this area and have successfully delivered the following types of assignment:

- Conducting of HR due diligence within major industrial organisations
- Performing targeted salary and market mapping surveys in defined industry sectors and regions
- Management assessment of top management teams using Assessment Centers and methodologies.

### Our clients:

Kellogg`s, Knauf, Avon, Bacardi, Rusagro, Gazprombank, Tatneft, Michelin, Skolkovo and other leading Russian and international firms, including all major Private Equity funds.

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Should you wish to know more about the services we offer, please visit [www.talent-q.ru](http://www.talent-q.ru) or [www.talentqgroup.com](http://www.talentqgroup.com).

**Address:** Europe Square, 2, Radisson Slavyanskaya business center, South entrance, office 4E

## Who we are

At Talent Q, we design and deliver innovative online psychometric assessments, training and consultancy, to help organisations make better, more informed decisions about their people.

## The Talent Q way

We believe we have a refreshingly different approach to working with clients – open, committed and passionate – and whilst we have a strong technical and psychometric pedigree, we're pragmatic and practical in our solutions.

We have an elegantly simple portfolio of assessments, which delivers valuable insight into the skills and behaviours, abilities and motivation of people at work. All our psychometric assessments are constructed with a commitment to scientific rigour, practicality and flexibility.

We have a wide range of training programmes aimed at equipping HR professionals with the necessary skills to use and implement objective assessment effectively in the workplace.

Our consultancy services provide practical, expert and flexible talent management solutions. Our expertise lies in transforming psychological theory into an applied, practical business context.

## Where we are

With a network of partners in over 50 countries and assessments in over 40 languages, we're able to deliver assessment and consultancy solutions to clients across the globe. Meet our consultants in Moscow and St Petersburg, or let us fly out to where you are to meet your needs – our clients across Russia, Ukraine, Kazakhstan, Belorussia and Uzbekistan are but a short flight away.

## Who we work with globally

Our talent management solutions are used by organisations such as: RBS, Virgin Atlantic, Royal Mail Group, JT Global, Lloyds Banking Group, Ford, B&Q, Citigroup, AstraZeneca and many more. Who we work with locally

## Who we work with locally

We're proud to be an HR consulting partner and services provider to clients such as Sberbank, BAT, Rostelecom, PepsiCo, Sibur, Sanofi, Bacardi, VTB Group, Abbott, Diageo, Merck Serono, AFK-Sistema, 3M, Kimberley-Clark, Boehringer-Ingelheim, Total, Coca-Cola, IBS, Skolkovo and many others.

## Clients' References

"Sanofi partners with Talent Q in different areas: we use their tailor-made assessment center cases to evaluate development needs of our staff as well as benefitting from Elements capability testing to assess candidates as a selection tool. We recommend Talent Q as a reliable and expert partner"  
 Greta Talvet, Head of Recruitment, Sanofi Russia

"SOGAZ HR team would like to thank Talent Q consulting experts for a series of trainings they carried out for us in 2013. We have received all the necessary tools to manage internal competency modeling project effectively and independently"  
 Olga Isaeva, Head of Assessment and Development Department, SOGAZ

# TPA/AXIS

## Executive recruitment



### 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.

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## 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.

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.

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.

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.



Association  
of European  
Businesses

## About the AEB HR Committee

The committee on Human Resources (HR) was established in 1995. At the present, there are five Sub-Committees- on Assessment, Training and Development, on Compensation and Benefits, on Labour Law, on Recruitment, and on Relocation. The Labour Law Sub-Committee was established in September, 2012.

We are committed to developing Russia's HR market; lobbying for the Members' interests with all necessary governmental and legislative bodies; keeping business circles and government institutions in Russia informed about the state of affairs in this sphere; developing solutions to HR-related issues faced by foreign companies; promoting the exchange of experiences between foreign and Russian HR specialists; assisting AEB members in widening their contacts' databases and helping companies adapt, in general, to the Russian business environment.

The committee keeps abreast of the changes in the Russian labour market, including those influenced by the global economic situation, demographic trends, and amendments and additions to the country's legislation. Furthermore, the committee strives to contribute to the establishment and further application of the best international HR practices and standards in Russia.

## HR Committee structure

The Committee is chaired by Olga Bantsekina, Member of the AEB Board, Chief Representative, Coleman Services UK.

The Committee is made up of five Sub-Committees:

- Sub-Committee on Assessment, Training and Development (chaired by Tatiana Khvatinina, Managing Director, SHL Russia & CIS);
- Sub-Committee on Compensation and Benefits (chaired by Ekaterina Ukhova, Partner, Human Capital, EY);
- Sub-Committee on Labour Law (chaired by Evgeny Reyzman, Counsel, Baker & McKenzie – CIS, Limited and Julia Borozdna, Head of Employment and Migration Law Practice, Pepeliaev Group)
- Sub-Committee on Recruitment (chaired by Michael Germershausen, Managing Director, Antal Russia);
- Sub-Committee on Relocation (chaired by David Gilmartin, General Director, Troika Relocations).

# HR Committee's events planned in 2014

## March 2014

27 March 2014 – AEB HR Conference "Modern Trends in HR" (Marriott Grand Hotel Moscow)

## April 2014

24 April 2014 – Debates "General Manager at the Age of 30. Is This the Future?" (AEB Conference Center)

Open event organized by the Assessment, Training & Development Sub-Committee "Talent & Key Employee Identification" (date & topic tbc)

## May 2014

22 May 2014 - 5th HR Conference "HR Trends" organized by the AEB South Regional Committee in Krasnodar (supported by the AEB HR Committee)

Career Day for Hotel Industry co-organised with the AEB Hotels & Tourism Committee (date & topic tbc)

## June 2014

Open event organized by the Assessment, Training & Development Sub-Committee "Leadership in Assessment & Development" (date & topic TBC)

## September 2014

HR Committee General Meeting (date tbc)

Open event organized by the Labour Law Sub-Committee (date tbc)

## October 2014

Business meeting organized by the Compensation & Benefits Sub-Committee "Overview of Salary Surveys in Russia" (date tbc)

## November 2014

Annual Meeting of the AEB HR Committee with the Labour Inspection organised by the Labour Law Sub-Committee (date tbc)



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of European  
Businesses

## The Association of European Businesses (AEB)

- was created in 1995 by a number of companies operating in the Russian market, ambassadors of EU member countries and the head of the European Commission's Representative Office in the Russian Federation;
- includes over 600 European companies active in Russia, from small-size newcomers to major multinational corporations from all countries of Europe. The Association also includes a number of key Russian, American, Japanese and other companies;
- is a unique organization developing cooperation between Russian and European business circles. The AEB mission is to improve the business and investment climate in Russia in the interests of its member companies and promote a favorable image of Russia abroad to improve the business development conditions inside the country and attract foreign investors;
- annually organizes some 120 conferences, seminars, briefings and round-table discussions dedicated to vital aspects of running a business in Russia.

**Lobbying.** The Association promotes its members' interests by closely cooperating with the EU authorities and holding regular consultations with relevant officials. The European Commission is regularly consulted with the Association in connection about financial and commercial relations with the Russian Federation. The multi-level structure of the bilateral relations strengthens the role of the European business community. AEB's lobbying is based on the maximum transparency, high professionalism and a mechanism of reacting to new challenges which has been adjusted over many years.

**Consulting.** The Association engages European and Russian experts to consult Russian officials and its member companies in legal, financial and economic matters. In particular, practical support is offered in safe and transparent investment, and issues of human resources and corporate management are discussed.

The AEB has two regional branches, in Saint Petersburg and Krasnodar.

**Committees.** Committees are the backbone of the AEB. Members of the Association promote their interests via participation in various committees. There are currently over 40 committees and working groups representing companies from various industries.

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