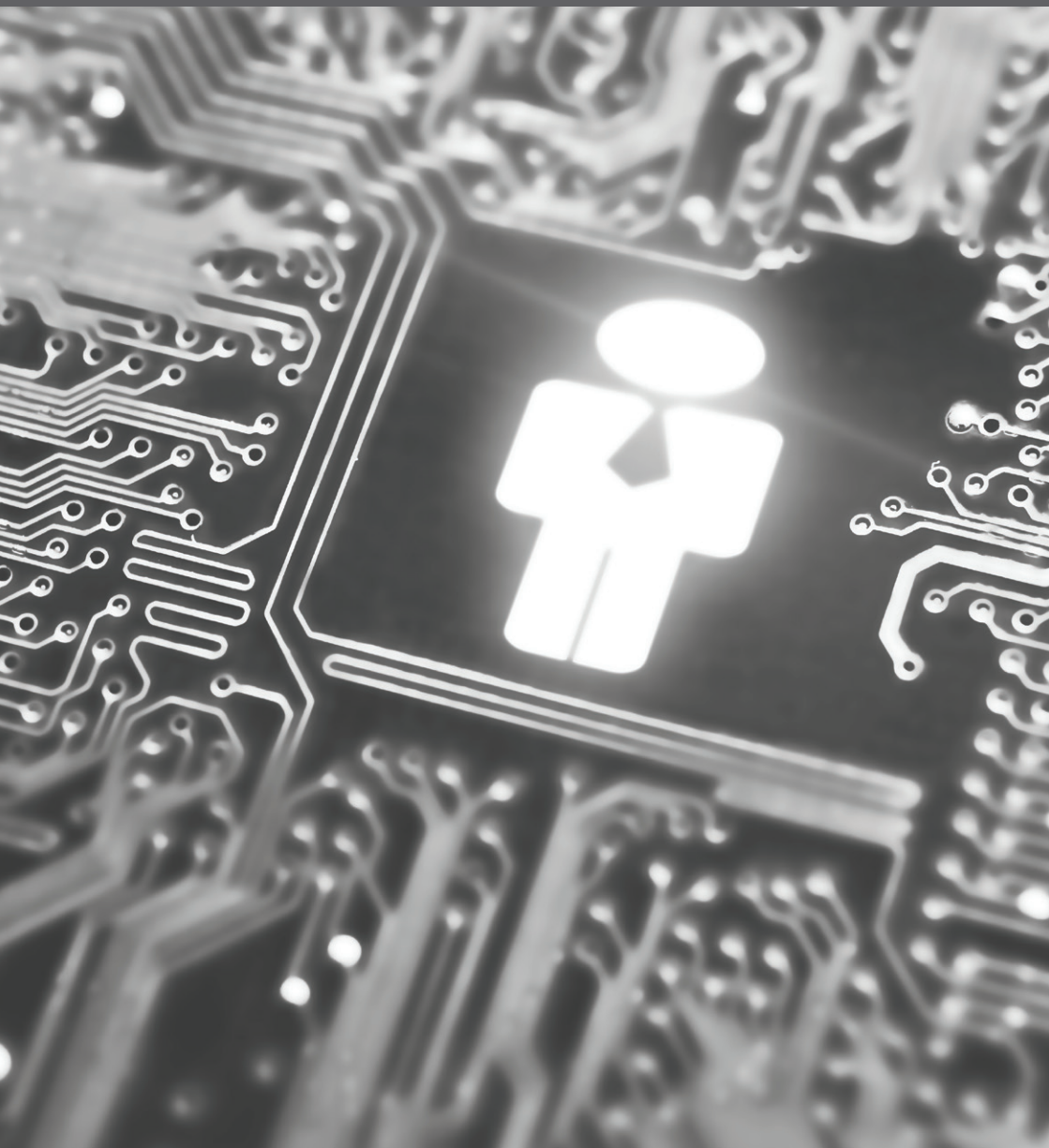




Successful Together

# 2015 *THE AEB GUIDE to HR Services in Russia*

Guide of the Association of European Businesses



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## Dear readers,



The human resources sector is one of the most important and significant ones in the business world. Any company's success in the market depends, not at least, on the way administration manages the staff, recruitment & dismissal issues, finances and other. All tasks mentioned fall upon the shoulders of the HR professionals. There are numerous resources concerning HR sphere, whether companies that offer professional development opportunities and resources or publications that may announce specific innovations in blogs by human resources experts, and anything from networking to sharing and learning new strategies and ideas. This guide is aimed at giving any HR and recruitment related businesses to list their products and services all in one place.

All the companies listed comprise of professionals ready to use their experience to select the right people and make any company in Moscow and Russia wide run successfully. We believe that this information will be applicable and useful for you.

On this note, I would like to say it is a great pleasure to present to you once again the AEB guide to HR Related Services in Russia. I sincerely hope that this guide will go a long way in resolving many HR related issues faced by companies, and in particular, the AEB member companies operating in Russia today.

Sincerely yours,

**Frank Schauff**

Chief Executive Officer

The Association of European Businesses

## Dear readers,



We are pleased to present the new issue of the 2015 AEB HR guide for Human Resources professionals working in Russia. This is an annual publication, which aims to give you a list of reliable suppliers of HR services, among which you can choose a trustworthy partner to reach your HR business objectives.

The past year has brought many challenges to business. Due to significant changes in the economic situation, companies operating in Russia are now forced to make a number of important decisions that will determine their further development. Today it is especially important to choose an appropriate partner to help maintain the stability of the business and to determine the right course.

We believe the AEB HR guide will be a source of valuable information. It is dedicated to all companies interested in setting up and maintaining successful operations in Russia. It is aimed at business owners, entrepreneurs, professionals and managers alike, with the hope that it will help your respective enterprises keep growing and thriving in the current economic situation and beyond.

The AEB HR Committee covers a wide range of topics including recruitment, compensation and benefits, training, relocation and employment law. Our members are leading experts in their individual specialisations. Below you will find an overview of the companies servicing the HR industry in Russia. We sincerely hope that this publication will be helpful for you, and of course we would be very pleased to see you at our forthcoming events.

Sincerely yours,

**Michael Germershausen**

Managing Director, Antal Russia, Eastern Europe FiveTen Group Limited,  
Chairman of the AEB HR Committee



**AGroup** is one of the leaders in human resource management and payroll solutions in Eastern Europe and Central Asia. Our products help streamline processes, reduce complexity and maximise productivity for hundreds of organisations in 24 countries.

**BENEFACTORY (HRB)**, an online cloud-based HR service developed by **AGroup**, is an absolutely FREE one-stop shop for finding and managing employee benefits. It is an ecosystem bringing together best of breed benefit vendors providing employees and their family members with high quality products and services.

**BENEFACTORY** delivers unmatched services that enable employers of any size to:

- expand for FREE the benefits package with the best offerings provided by carefully selected benefit vendors;
- eliminate the paperwork and hassle from the benefits administration process;
- simplify the enrolment of employees in benefits programmes;
- ensure the high quality of benefits provided by **BENEFACTORY** vendors.

**BENEFACTORY** contains a wide set of goods and services offered to employees and their families as benefits:

- medical and life insurance, property insurance, car insurance, travellers insurance;
- bank loans, credit cards, mortgages, deposit accounts;
- fitness and sports centre membership;

- travel and recreation special offers;
- online education and training courses;
- restaurant and shopping discounts, take-out food discounts;
- medical and health programmes, online medical assistance.

Also, the **HRB** product suite includes the following HR software applications:

- payroll;
- workforce management;
- time & labour;
- performance evaluation;
- recruitment, hiring and on-boarding;
- employee and manager self-service.

Based on the company's product suite, **AGroup** continues to satisfy its broad customer base. We understand that an organisation's ability to effectively hire the best professionals, flawlessly manage the workforce and minimise employee turnover is their most important competitive advantage. Our solutions are flexible, highly scalable, can be run on various platforms, and delivered as an on-premises application or an SaaS cloud-based solution.

Our customer community includes over 550 organisations, including multinationals such as DHL, AIG, British Petroleum, Philips, Sony, Citi Group and many others. We serve a broad spectrum of industries, such as the federal government, hospitality, financial, manufacturing, distribution, retail and corporate services. Our products are used to manage organisations with from 20 to 10,000 employees.

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## Clients' References

"Our original objective was to reduce costs associated with the administration of employee benefits. After its swift implementation, **BENEFACTORY** not only achieved this, but also boosted the value of the corporate benefits provided by the company in the eyes of our employees."

**Anton Kushner**, General Director, Russian Standard Insurance

"We are one of the leading HR services providers in the Russian Federation with more than 15,000 employees leased to our customers nationwide. We manage diversified packages of employee benefits provided by multiple benefit vendors, which is a complex task that requires manual operation and is prone to human error. The implementation of **BENEFACTORY** helped us to decrease the cost of the administration of benefits by almost 90% and provide all our employees with an unmatched set of additional benefits for free."

**Marina Simonova**, General Director, Ventra Employment



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Accounting & Payroll Services, Audit & Tax, Legal Services, IT Consulting

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### Our mission

Alinga Consulting Group provides its 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 to our clients in terms of performance results.

### 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 the company start-up, initially served as the core of our business. As the market has grown and the demand for accounting & payroll services has increased, we have expanded and diversified to offer these services as well. Today foreign investment has increased the demand for profes-

sional 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 is integrity, partnership, and experience. Creativity and flexibility are no less important when finding solutions to 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 Businesses, and the Moscow Audit Chamber.

### Clients' References

"We first contacted Alinga Consulting Group in 2000 with a request to develop the legal framework to implement an investment project in Russia. In the process of working on this project we noted with satisfaction the high quality of Alinga's services, the consultants' deep knowledge of both Russian and foreign markets, and the flexible pricing policy. Subsequently, we worked with Alinga on other projects and recommended them to our foreign clients."

Rye, Man & Gor Securities (Russia)

"I can recommend Alinga. They are completely up-to-date on tax laws and changes to the laws, and they issue an excellent English language newsletter about changes and pending changes, etc. Alinga has been very valuable in helping us unravel some tax issues and has helped us save money in the long run."

PetroTel, Inc. (USA)

"I want to confirm that I am happy with the services provided by your team and especially by Elena and Yulia. They are excellent communicators and my requests are always responded to professionally and quickly. Thank you!"

Hilton Hotels (USA)

## Antal Russia



Antal Russia is a leading management recruitment company in Russia and the CIS. It was founded in 1994 as part of Antal International. In 2008 it joined the global FiveTen Group, one of the fastest-growing recruitment consultancies in the world, operating across 23 cities, 13 countries and four continents. Antal Russia has offices in Moscow, Kazan, Almaty and Astana. In 2014 we launched a new sub-brand, Antal Russia Staffing Solutions, which will concentrate on specialist recruitment and outstaffing.

### Our services:

- executive recruitment;
- management selection;
- specialist recruitment;
- candidate mapping;
- personality analysis;
- outplacement;
- outstaffing.

**Our consultants** expertly manage client relationships and deliver high quality candidates, taking responsibility for the whole process and acting as a single point of contact from start to finish.

**Our client base** covers almost all industry sectors, including FMCG, IT, telecom, retail, pharma, construction and real estate, financial services, heavy equipment and machinery, natural resources, automotive, logistics and transportation, agriculture, chemical

and ingredients. We help candidates find their ideal job in a broad range of disciplines such as finance and accounting, sales, marketing and PR, human resources, IT, supply chain, eCommerce, administration and many more.

### Our achievements:

*Reputation.* 15% of our existing clients have worked with us every year since 2005.

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

*Quality of service.* 98% of our placements pass their probation period, whether three months or the extended six months for C-suite management hires.

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

*Candidates.* We have built a network of over 130,000 mid to senior level professional candidates over 20 years, which is rare.

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

**Our annual Job Market Overview and Salary Survey**, which we have conducted since 2010, has already won market acclaim for its valuable insight on current salary rates and recent trends across all professional disciplines and industry sectors in Russia and the CIS.

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## Clients' References

"We have been clients of Antal Russia since 2007. Whilst working with Antal Russia we have received comprehensive advice and support regarding the labour market in Russia. Antal Russia has highly experienced consultants, focusing on client needs and providing a high level of service."

Sales Director, Gabriel-Chemie Russia

"We are very pleased to partner with Antal Russia. They have a professional approach in understanding the needs of the company according to candidate profile, search, communication and getting feedback for the candidates."

HR Manager, H&M Hennes & Mauritz



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**Aon Hewitt** is the global leader in human resource consulting and outsourcing solutions. We partner with organisations 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, founded

in 2005, offering customers complete and high-quality solutions in the management of human capital. AXES Management in cooperation with Aon Hewitt offers a full range of services in the sphere of talent management, employee engagement, HR benchmarking, corporate transformation, C&B, assessment and development.

One of Aon Hewitt's major projects in Russia is the **Best Employers Study**, which has been conducted for more than 10 years around the globe. This study is the only one in all of Central and Eastern Europe that provides a comprehensive view of employee engagement, best human resources practices, and the opinions of corporate leaders. In Russia the study has been conducted since 2006. There were more than 250,000 employees surveyed in Russia in 2014.

### Clients' References

"Aon Hewitt in cooperation with AXES Management has supported OBI Russia in our employee engagement survey and post-survey action planning since 2009. We consider the Aon Hewitt employee engagement study methodology to be the most objective and the one that most corresponds to our people management goals. It is our pleasure to recommend the Aon Hewitt employee engagement survey as a reliable internationally recognised analysis, which helps companies to evaluate themselves as employers and get feedback from their employees. The results of the analysis enable us to draw conclusions about the quality of our work and comparison to 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 the Best Employers Study conducted by Aon Hewitt. Aon Hewitt is the recognised leader in HR-consulting. We consider the Aon Hewitt employee engagement study methodology to be the most objective and selected it in view of Aon Hewitt's long-standing and impeccable reputation. We are pleased to recommend the Best Employers Study as an unbiased global study which allows participating companies to get an independent assessment of themselves as employers".

**Elena Ignatyeva**, HR Director, Takeda Russia



# Awara Group LLC

Recruitment and Executive Search, and HR Services



## Your success is our success

Awara is a leading recruitment and executive search and HR services provider in Russia and the CIS, and additionally we offer a complete portfolio of business administration services. Our searches are always case-by-case and tailored to multinational large and mid-sized companies and entrepreneurs across all industry sectors. Our method is always direct search. We have a special competitive edge in finding the best and most motivated people. As a leading social media and internet recruitment company, we have the largest pool of available candidates in terms of quality, quantity, and speed of candidate placement. We also make use of all available sources in our recruitment process: our wide network of contacts, headhunting, the internet, social media, job portals, trade fairs, talent scouts, schools, etc.



Our secret formula is the large amount of applications we receive from active job hunters combined with our direct search approach, which means that we apply headhunting methods to each recruitment assignment. We are ready to fill vacancies quickly.

We invoice our clients only upon successful hiring, and charge no advance or retainer fees.

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

- assistance with elaborating a strategy for Russia;

- adjusting the Russian corporate culture to the Group's corporate culture;
- assistance with integrating the selected candidate into the organisation;
- search of Board Members (independent directors, non-executive directors). Assistance with organising the board in Russia, meeting the challenges of culture, corporate governance rules and compliance issues;
- interim management resources;
- CEO succession service;
- advising on incentives and bonus systems;
- consulting on labour law issues;
- work permit support.

No other recruitment or executive firm can boast a staff presence covering a geographical area that includes nine time zones and 300 million people. In the last two decades, Awara has developed a wide network and flexible working methods by which we are able to fulfil our client's business needs over this vast geographic area.

We would be happy to provide your company with a tailored salary survey to fit your needs. Please order one, or get in touch to discuss how we can help your business grow.

## Awara's full service portfolio

We offer a wide array of advisory services for strategic business development, establishment and investment, and the implementation of our advice, covering all areas of corporate management, management consulting, law, accounting, audit, financial administration, IT-solutions, recruitment and executive search, HR services, training and development, marketing and market research.

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

HEADHUNTING AND RECRUITMENT WITH SUCCESS FEES ONLY!

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## Awara Eduhouse Training/Awara Group

operates in partnership with the Finnish-owned Eduhouse Ltd. and offers customised corporate training and wide ranging open seminars in Russia. Our advantages over others in the industry include our international background and our superior knowledge of local Russian practices combined with Eduhouse's proven track record in corporate training. This gives Awara Eduhouse Training its competitive advantage.

## Coprorate training

We understand that every business and organisation is different and pre-packaged training programmes do not work for everyone. Our client-focused approach allows us to design training programmes that are customised to deliver the results you need.

We approach each engagement with our long-term goal in mind; a lasting, beneficial relationship with our clients.

We know that in order to achieve that goal, we need to meet and exceed your expectations. We do that by spending time up front to understand the challenges your business faces and the uniqueness of your organisation so that we can help you get the best return on your investment. One size rarely fits all, which is why we deliver the training you need in the style that suits your business. In the classroom, the boardroom or online, our professional staff will analyse your needs and develop training in the format that works best for you.

## Our competency areas

HR/LEGAL/FINANCIAL AND MANAGEMENT ACCOUNTING/LEADERSHIP AND MANAGEMENT

- From talent to manager. New manager's toolkit.

- Difficult situations in staff management.
- From manager to leader. How to become a real leader?

## SALES

- Professional telephone selling skills.
- Advanced sales training – 7 sales rules for guaranteed sales success.
- Key account management, integrating sales and total customer satisfaction.

## MARKETING

- Telemarketing skills.
- Marketing and competition law and unfair competition.
- Media relations in Russia.

## Open seminars

We keep our eyes open and we know what is important for you professionally. Business and legislation change quickly, and professionals need to continually update their skills. Awara Eduhouse Training knows what you will need to know in the future. At our hands-on training sessions professionals in fields such as business, sales, marketing, HR, finance and law enhance their skills and abilities to solve the problems of tomorrow.

## We conduct open seminars on the following topics:

- leadership and management;
- sales;
- marketing;
- customer service development;
- business communication;
- project management;
- management accounting;
- financial accounting;
- controlling and risk management;
- legal training International law;
- corporate awareness;
- personal development.

# BEITEN BURKHARDT


**BEITEN BURKHARDT**

Competence with personality.

## International Law Firm

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

BEITEN BURKHARDT has worked for many years in the 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 medium-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 law, compliance, M&A, commercial law, employment and migration law, real estate law, litigation & dispute resolution, public and procurement law, IP/IT/media, tax law, 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:

- advising on staff redundancies, dismissals, salary reductions and other measures for reducing personnel costs;
- preparing employment agreements, internal regulations, job descriptions, implementing global policies in Russia;
- representing the interests of employers in courts;
- conducting out-of-court settlements of labour 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;
- conducting due diligence on labour and migration law;
- interacting with the state authorities responsible for state control and coordination in respect of labour, migration and related legislation (including the labour inspectorate, prosecutor's office, 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 labour law, negotiations with trade unions;
- elaboration of employee schooling/training schemes guaranteeing a return on investments in personnel education;
- advising on personal data legislation;
- advising on health and safety, including special assessment of work conditions;
- advising on enforcement of compliance policies.

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## Clients' References

"Brose Togliatti and BEITEN BURKHARDT Moscow have been working together successfully for many years. The incorporation of new companies as well as sensitive labour and contract law topics were always completed competently, quickly and in a very clear way."

**Jörg Krämer**, Head of Human Resources Europe of the Brose Group




"You always provide comprehensive and detailed responses and recommendations on how to minimise the risks for the company".

**Galina Polyanskaya**, Head of HR Department, VEKA Rus LLC

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Borenius Russia is a full-service practice in Russia's North-West with a Finnish origin. The firm provides legal services to Russian and foreign clients from various industries throughout Russia. We are one of the regional leaders in mergers and acquisitions, corporate and commercial law; real estate; construction and development; intellectual property and information technology; dispute resolution. In addition, our team has extensive experience in competition, tax and customs, bankruptcy, strategic and boardroom advice.

We provide advice on a large variety of employment law matters, including hiring and dismissal of personnel, outsourcing of employees, stock options and other incentive plans, handling individual and collective labour disputes, including negotiations with trade unions.

**Our work includes, among other things:**

- providing advice on a broad range of employment law matters, including preparation of employment agreements and job descriptions, shaping relations with employees and trade unions, assisting with negotiations of collective bargaining agreements;
- advising on termination of employment, including drafting and negotiating agreements on the termination of employment upon mutual consent, handling redundancies, dismissal of top managers and implementation of various arrangements to reduce personnel costs and retain qualified employees;
- due diligence review of company compliance with the applicable employment,

immigration and occupational health and safety requirements;

- advising on protection of commercial secrets and assistance in connection with the implementation of a confidentiality regime;
- assistance in connection with personal data protection issues;
- advising on liability of top managers;
- developing internal regulations and reconciling them with the client's global corporate policies;
- liaising with state authorities and assisting clients with the protection of their interests during state audits;
- advising on issues concerning labour regulations for people working in the Far North and similar areas;
- assistance with employment of foreign employees on the territory of Russia, including, among other things, obtaining visas, invitation letters, hiring permits for employers and work permits for foreign employees and follow-up advice; and
- handling labour disputes and assisting with out-of-court settlements.

There are over 20 lawyers in our team, including 8 highly-ranked individuals. We have extensive experience and a thorough understanding of the Russian legal system and business environment. We offer a hands-on approach and efficient business solutions.

Borenius Russia belongs to the Borenius Group, providing clients with easy access to over 200 Russian, Finnish, Estonian, Latvian, Lithuanian and US professionals.

# Brainpower CIS



Brainpower CIS, BPI Group, is a market-leading multicultural Executive Search, Management Selection, and HR Consulting company operating in Russia and the CIS since 1993.

In 2009 Brainpower joined the BPI Group, a leading global Management and HR Consulting group of companies with 2000 consultants in 40 countries around the globe.

Brainpower specialises in top and middle management roles in numerous industries including FMCG, retail, luxury, lifestyle, heavy industry, healthcare, banking, finance, high tech, agriculture, production, and more.

Over the years, Brainpower has gained an expert understanding of the market and its

key players, placed thousands of professionals in the largest foreign and Russian companies across all sectors, and built long term partnerships with their clients and candidates guided by the highest ethical and professional principles.

A combination of a unique approach supported by the highest western management standards, a multinational team of industry-specialised consultants who successfully leverage previous work experience in their areas of expertise, and the most efficient tools and search strategies enable Brainpower to find tailored and cost-effective solutions to meet its clients' human capital needs.

Brainpower's offices are located in Moscow, Saint Petersburg, Yekaterinburg, and Novosibirsk.

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## Clients' References

"As Vice President of Human Resources for Alstom Transport in Russia and the CIS, I have used Brainpower's services for several recruitments in different functions... I am very satisfied with the ability of the consultants involved to understand our needs and find candidates within deadlines, and with the quality of the candidates presented, who have all been recruited."

**Claudine Deumie**, VP HR, Alstom Transport in Russia and the CIS

"Brainpower provides recruitment services on a highly professional level and successfully cooperates in various aspects of recruitment services... I will always recommend BRAINPOWER as a client-oriented company, which is pleasant to work with thanks to its team of highly qualified consultants. I do hope that we will continue to work together in the future and that Brainpower will help us to meet our business goals."

**Liliya Trushina**, Sr. Sales Manager, EF Corporate Language Learning Solutions

"I would like to express our gratitude and confirm that Brainpower Moscow helped us to identify quality profiles for our Russian branch office in Moscow. I would like to stress the high quality of the candidates proposed, the excellent understanding of our business environment and needs, and the efficiency of the process roll out..."

**Sebastien Botin**, VP HR, SNC-Lavalin in Europe, Africa, Middle-East, Asia & Pacific

"Brainpower's professionalism was demonstrated and proven via the recruitment of some of our employees and we highly appreciated your service-oriented mind-set, your reactivity and flexibility throughout the process as well as the quality of the selected profiles. You were also available and generous in sharing with us the specifics of your country and culture, which was of great value to our company. I am really pleased to have you as a highly reliable partner and I am sure that our business relationship will become stronger with every new project."

**Philomene Surun**, HR Director, New Markets Europe and Africa, Club Med



## Brunel Moscow Representative Office

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🌐 [www.brunel.net](http://www.brunel.net)  
[www.brunelinternational.com](http://www.brunelinternational.com)

### Who we are

Brunel belongs to Brunel International N.V., a Euronext Amsterdam listed company with more than 14,000 contract employees at more than 100 locations in 40 countries.

Brunel is an international service provider specialising in the flexible deployment of knowledge and capacity in the form of project management, secondment, recruitment and consultancy.

Brunel entered the Russian market in 1994 and is now a leading provider specialising in contracting & recruitment, project management & engineering solutions. Brunel Russia is headquartered in Moscow and has representative offices in Astrakhan, Irkutsk, Norvossiysk, Novy Urengoy, Saint Petersburg, Tyumen and Yuzhno-Sakhalinsk, as well as legal entities in Elista and Stavropol. Brunel is also represented in Kazakhstan.

### Our goal – access to excellence

We strive for operational excellence, first-rate service and an in-depth knowledge of the relevant market and industry sectors.

### Our services

#### Direct hire (executive search & permanent recruitment)

Our direct hire unit delivers both local and expatriate recruitment assignments. Our objective is to source exceptional candidates in a timely manner, who match the requirements and culture of our clients. Our services are divided into three major business areas:

- oil & gas clients specialising in upstream/downstream, petrochemical, power generation and construction fields;
- engineering clients specialising in automotive, aerospace, machine & plant engineering, chemistry, metallurgy and mining;

- non-engineering clients for whom we provide permanent recruitment services to all industries.

#### Secondment & contract administration

We provide the right people for the right job. We achieve this by adopting a flexible approach and by finding solutions that meet the needs of both our clients and our candidates. Brunel is able to draw on a database of candidates which contains over 800,000 potential contractors, enabling Brunel to cover a variety of customer requirements, supporting the life cycle of projects from beginning to completion.

#### Project staffing & engineering solutions

This business unit offers our clients cross-industry project implementation spanning the entire process chain: from development through design, validation, testing and prototyping to quality and project management. Our account managers, in cooperation with our Germany-based competence centres focus on industries such as automotive & aerospace, machine & plant engineering, rail systems & transport technologies, and power plant & energy technologies.

#### Implant Office

Brunel offers top quality account management and recruitment management, with dedicated local teams, meeting stringent compliance & safety standards in every location in which our clients operate.

#### HRM consultancy

The range of services offered by HRM consultancy varies from company to company as we customise and design them to meet the particular needs of our client's business.

# CEB SHL Russia & CIS



SHL is now CEB

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

CEB 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 have been providing assistance to our clients, leading multinational and Russian companies, and achieving impressive business results through their people.

### 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 revenues and profit.

Our talent measurement capability is based on more than 30 years of technology innovations and expertise; our insight is created by the 30 million talent assessments we deliver

every year. As the market leader in talent measurement, we serve more than 10,000 organisations worldwide, deploying 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.

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### Clients' References

"Mondelēz International has accomplished several huge assessment projects together with SHL. And we are continuing to work with SHL consultants using the SHL tools system and benefiting from the advice of SHL consultants for questions related to assessment centres.

We would highly recommend this company. The quality and professionalism of SHL consultants is second to none, and they provide their expertise in a timely manner whilst demonstrating flexibility towards our needs."

**Elena Yarygina**, Talent Management & Employer Branding Specialist, Mondelēz Rus LLC

"With the help of the 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."

**Nadezhda Kashirina**, Talent Manager, Trainings and Recruitment Department, OBI



## Coleman Services

Coleman Services is a leading consulting company offering complex HR solutions

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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 specialised department aimed at identifying and recruiting qualified and unqualified personnel for industrial and warehouse complexes. The company's regional chain has been developing fast since 2002.

At present, the company has offices 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;
- reception outsourcing.

Coleman Services boasts extensive experience implementing complex HR solutions for start-up projects.

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

### Clients' References

"We have worked together for many years and in that time we have never had any conflicts or complicated situations, and the company has provided us high quality and timely services."

Cameron Services Russia Ltd.

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

Schlumberger

"We have been always completely satisfied with the quality of services provided by Coleman Services as well as the professionalism and commitment the company has demonstrated throughout our time working together."

Deloitte



# Business case: Outplacement

## About the client company

A large Russian company operating in Oil & Gas sector since 1994.

## Problem description

- Sale of the Client-company.
- Necessity of staff reduction.
- Necessity of the reduced staff supporting and providing them with effective job search instruments.
- Need for maintain Company positive image and reputation.

## Project execution

- 1<sup>st</sup> stage: task force forming (Coleman Services experts and specialists).
- 2<sup>nd</sup> stage: one day before consultation: resume analysis; HR market evaluation of Moscow and Moskovskaya Oblast; job search recommendations creation.
- 3<sup>rd</sup> stage: tutorial meetings (on the Client's territory, duration 1.15): evaluative interview with a Client's staff, vocational evaluation, resume discussion and corrections, HR market counseling, determination of career opportunities, advice on effective job interview, Q&A session.

## Practical results for the client

- Within a short span (12 working days), all the tutorial meetings were held (78 employees).
- The employees got professional recommendations and effective job search instruments.
- The Client kept the positive image of reliable employer.

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SERVICES



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EY's Human Capital Talent & Reward Group in Russia and the CIS offers customised human resource management solutions for clients interested in both increasing the effectiveness of their investment in their people and mitigating personnel-related risks and costs. As a truly global company, EY is able to provide integrated services on a worldwide scale, leveraging the necessary resources from across its network of offices in 150 locations across the globe. We combine our global expertise with a detailed knowledge of the Russian and CIS markets.

### Our services

**HR risk management.** We assist our clients in a wide variety of projects aimed at mitigating risks in labour law and immigration compliance, employment, tax structuring and compliance, and payroll reporting and compliance. We provide our clients with full support in managing risks arising in turbulent economic conditions related to personnel optimisation, cost-saving strategies and the revision of remuneration portfolios.

**Salary surveys, labour markets monitoring, benchmarking.** EY Salary Surveys provide our clients with market data on HR policies, practices, metrics and salary levels – including monthly and total annual pay – from all over Russia. We conduct the General Industry Compensation & Benefits Survey and a wide range of industrial and regional surveys on an annual basis. Our regional surveys provide our clients with detailed information on salary levels for jobs in different regions of Russia. We use the survey data to conduct various benchmarking analyses that are tailored to the specific needs of our clients, including a Company vs. Market remuneration level analysis.

### HR transformation and performance improvement.

We have broad experience in HR operational efficiency improvement, including HR process structuring, reengineering, optimisation and IT integration. We assist in optimising HR-related costs and streamlining HR processes. We help our clients develop HR-management KPIs, optimise the HR-unit structure, and enhance HR-management system effectiveness. We provide customised turnkey solutions and support their further practical implementation.

**Talent management.** We assist our clients in identifying, developing and retaining employees with key competencies, management skills and high potential. We design employee competency models and career ladders in addition to developing succession planning and management systems.

**Performance management.** We provide a wide range of services aimed at ensuring the company's achievement of its short- and long-term goals, performance objectives and operational efficiency. We design and implement a performance management approach to strengthen employees' interest in achieving the company's short- and long-term business goals, as well as to improve employee retention and better align pay and performance.

### We also assist our clients with:

- HR strategy;
- HR brand development;
- employee evaluation;
- job evaluation and grading;
- HR Academy.

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## Clients' References

"We are satisfied with the quality of work, technical expertise, depth of analysis and professionalism demonstrated by EY consultants. We have completed several projects in HR and Compensation & Benefits and the EY consultants have demonstrated undeniable quality in everything they do."

**Ekaterina Davydova**, HR Business Partner, MSD Pharmaceuticals

"We are truly satisfied with the quality of service, technical expertise and professionalism demonstrated by EY consultants throughout the implementation of the project."

**Natalia Volodina**, Human Resources Director, Otto Group Russia

# Human Search

**Human Search®**  
STOCKHOLM SCANDINAVIA RUSSIA EUROPE | WWW.HUMANSEARCH.SE

## Company Profile:

- Human Search (est. 2002) is an internationally operating, Swedish headhunting company headquartered in Stockholm;
- offices in St. Petersburg, Moscow, Helsinki;
- the company is working with a unique headhunting approach for all branches and all challenging positions.

## Headhunting reinvented

Human Search covers Northern and Eastern Europe as well as all the CIS countries. We guarantee that we will find you the right candidates in your local market or across borders in 20–30 working days, whether you are looking for top specialists or experienced executives. Furthermore, our search fees are fixed and remain below the industry average. Our consultants are experienced professionals who have the ability to find and motivate the right candidates both locally and internationally.

## How do we find the best candidates for you?

We work in a very target-oriented manner and achieve the highest success rate via a radically different approach to research. We do not limit our mapping to our network or databases but we pick up the phone and map all companies of interest in order to reach all relevant candidates. The final candidates always meet the client's profile in full.

## Why Human Search?

- proactive headhunting process without using databases or advertising;
- mapping of all relevant companies and candidates (complete market analysis of 50–500 individuals for each assignment);
- the best candidates in the market are targeted and recruited;
- each project has a fixed price;
- free replacement guaranteed.

## WE DO REAL HEADHUNTING!

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## Clients' References

"In Russia it is always a challenge to find industry specialists, and it is not getting any easier. That is why it is important for us to have Human Search by our side. They help us to find skilled people in all areas, especially in production and sales, who fit our requirements. Human Search is very client-oriented and I am pleased to have a long-term agreement with them."

**Yuriy Hudziy**, General Director, Metsä Tissue, Russia

"Scania Peter has worked with Human Search since 2008. During this time we have closed different positions with candidates searched and pre-selected by Human Search from specialist to management level positions. The Human Search team is very experienced and talented. They are able to search candidates in particular industries with unique experience and job profiles."

**Elena Gubar**, Human Resources Manager, Scania Peter, Russia

"Ruukki Rus OOO (a daughter company of (formerly) Rautaruukki Oyj and currently belonging to Ruukki Construction Oy and SSAB), has used the services of Human Search in Russia in the past few years. The company offers a good level of service, and a high level of professionalism and commitment to the searches of key employees. We are continuing to work with Human Search to secure our further success. We would highly recommend Human Search."

**Jussi Tuisku**, General Director, Ruukki, Russia



## Intermark Relocation

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Intermark Relocation is a British relocation consultancy. We provide a full range of Immigration & Relocation services to major international companies. Our key focus is Russia (more than 30 cities). We also operate in Kazakhstan, Azerbaijan, Georgia and Belarus.

With more than 20 years' experience of relocating families to Russia, we have gained a high level of expertise and offer comprehensive services that allow foreign employees to seamlessly adapt to the new environment and life in Russia.

On average, we assist with the relocation of over 60 families per month to Russia.

### We provide

#### Immigration services:

- work permits & visas;
- temporary & permanent residence permits;
- legalisation of documents.

#### Relocation services:

- temporary housing;
- orientation & home-finding package;
- legal due diligence;
- settling in & help-desk;
- departure support;
- spousal support & coaching.

#### Moving services:

- household goods;
- office relocation.

#### And more:

- office/retail search;
- furniture rental;
- car leasing & insurance;
- language training.

#### Anti-crisis services

*Sublease.* Project Sublease links Intermark with our corporate clients and landlords. We offer our clients a sublease agreement directly with Intermark. After that our company concludes the agreement with the landlord. Consequently we assume the obligations both of the tenant and of the landlord and are responsible for every client.

*Rent negotiations.* Intermark constantly monitors the real estate market and predicts changes in rental costs. If rental rates begin to drop or if even the prerequisites for this arise, we can negotiate with the landlord and fix a rental rate in accordance with the current market rate. When rents dropped (1998, 2008, the end of 2014), the employees of Intermark conducted several hundred successful negotiations, which led to significant savings for our clients.

Any other services you require.

#### We work in

- Russia;
- Kazakhstan;
- Azerbaijan;
- Georgia;
- Belarus.

# The International School of Moscow



The International  
School of Moscow

The International School of Moscow was established in 2007 with the mission to provide world class education for the expatriate and Russian community in this city. It is a part of The British Schools Foundation, a UK based non-profit organisation that aims to promote quality British-style education worldwide, with 10 schools in 9 countries.

With two sites located in the most exclusive areas of Moscow, ISM Krylatskoe and ISM Rosinka follow the English National Curriculum, a standardised curriculum that is offered in the UK and followed by hundreds of British and International schools around the world. With a student body representing approximately 50 different nationalities, the curriculum is taught with a distinct international perspective and is enriched by a range of stimulating subjects, sports and creative arts events, a wide range of after-school activities and educational trips. Older students have the opportunity to complete their studies with (I)GCSE and A Level examinations in preparation for entry into top universities worldwide.

The year groups are divided into five:

- early years: age 2–5;
- primary: years 1 to 6 (age 5–11);
- secondary: years 7 to 9 (age 11–14);
- (I) GCSE: years 10 and 11 (age 14–16);
- A levels (sixth form): years 12 and 13 (age 16–18).

## Clients' References

ISM is recognised as an excellent school by the UK Independent School Inspectorate, which said that:

"The school fully meets its aims of providing pupils of all its nationalities with the motivation to explore the extent of their capabilities in a happy, secure environment surrounding by a strong moral framework. Pupils receive an excellent educational experience. They are well educated and make strong progress."

"The school is of excellent quality."

The ISM Krylatskoe School is located in the west of the city, in the heart of a protected national park and surrounded by sports facilities. It is a short drive from well-known expatriate residential compounds and is easy to reach from most areas of the city centre. It consists of two adjacent campuses; Krylatskoe Lower Campus and Krylatskoe Upper Campus, providing education for children aged 3 to 18 (nursery to year 13).

ISM Rosinka school is located in the International Residential Complex Rosinka in the Krasnagorskiy region. The complex hosts a community of families from many different countries and is an ideal, safe environment for children. ISM Rosinka also consists of two adjacent campuses, the Early Years Foundation Stage (EYFS) campus and the Primary School Campus, providing education for children aged 2 to 11 (pre-nursery to year 6).

At the International School of Moscow we are committed to creating a vibrant, happy and secure environment where children thrive. Should you want to learn more about our school or take a guided tour, our admissions team would be delighted to welcome you at our school.

## Contact Information:

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## MAI Insurance Brokers

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The multinational company MAI Insurance Brokers provides its clients with comprehensive support in placing or following-up employee benefits insurance contracts.

#### Company record:

- founded in 1990, Budapest, Hungary;
- operates in Russia since 2003;
- operates in Central & Eastern Europe;
- over 1,600 global clients;
- over 200 associate insurance brokers from USA and Western Europe;
- over 3,000 local corporate clients;
- represented in 25 countries, CIS states included.

#### Types of employee benefits insurance:

- voluntary medical insurance;
- personal accident insurance;

- critical illnesses insurance;
- travel insurance/travel insurance for Russia;
- life & pension programmes.

#### Scope of services:

- free of charge study of client insurance coverage to improve its financial or/and medical efficiency;
- comprehensive tender process to place an insurance contract with the best quote;
- personal manager for each client to solve all everyday issues;
- regular control of the contract follow-up process and monitoring of client satisfaction;
- effective resolution of any disputes and clients' interests maintenance.

### Clients' References

"At every stage of the tender procedure as well as the contract follow-up process our managers from MAI have always been competent and efficient. We are glad to recommend MAI Insurance brokers to our partners and clients."

**Tatiana Zankovskaya**, Kuehne + Nagel LLC

"Since we partnered with MAI Insurance Brokers, all the necessary information has been provided in time, every problem has been settled effectively and all the documents have been processed thoroughly. I am sure that we will continue to work together into the future."

**Vladimir Vedulov**, Meiller Vostok

# ManpowerGroup

ManpowerGroup has been the world's workforce expert for more than 65 years, creating innovative workforce solutions. ManpowerGroup was established in Milwaukee, Wisconsin, USA, in 1948 and now has 3,100 offices in 80 countries. We help more than 400,000 clients address their critical talent needs, providing comprehensive solutions to resource, manage and develop talents.

As workforce experts, we connect more than 600,000 men and women to meaningful work across a wide range of skills and industries every day.

The corporation's revenue in 2014 was USD 20 billion. ManpowerGroup is listed in the New York Stock Exchange.

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

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

More than 11 million people have received training and development services from ManpowerGroup.

## Clients' References

"It is a great pleasure to work with ManpowerGroup's competent, reliable and responsible consultants. They always demonstrate a high level of professionalism to 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

"In several years working with ManpowerGroup, we have found that all aspects of our partnership are enjoyable, and they have resulted in solutions to business requirements which are both practical and cost effective."

**Darya Koganova**, Head of Administrative Group, Coca Cola HBC Eurasia



ManpowerGroup™

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### We provide

#### Services:

- professional search and selection;
- executive search;
- mass search and selection;
- search and selection for the 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, optimisation, audit organisational modelling, planning;
- headcount optimisation;
- employee loyalty/engagement/satisfaction survey;
- assessment centre;
- development centre;
- career management consulting.



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Employees are your company's greatest asset – your people are the key to business success.

Now that most companies have embraced this truth, there is a full-on employee benefit race and everyone is out to get the best talent, retain them and keep them satisfied to gain the reputation of "employer of choice". Benefits themselves are getting more sophisticated and so complicated that managing them has become quite a challenge.

Marsh in Russia represents Mercer Marsh Benefits (MMB), which helps businesses of all sizes provide health and other benefits programmes that are designed to fit their business goals while improving employee satisfaction and overall health and welfare.

We help you determine which benefits are most valuable to your particular employees and how the options specified in your insurance programmes meet current market practices.

Our benefits experts have extensive experience in the development of employee insurance programmes, as well as in tailoring and the improvement of existing benefits.

With the Mercer Marsh Benefits team you get a customised incentive solution for your employees under the best terms and conditions!

Working side by side with you, we offer comprehensive yet tailored support throughout all stages of the benefit cycle – from planning to placement and quality control.

### Some of our business areas are as follows:

- Health Insurance.
- Life and Personal Accident Insurance.
- Critical Illnesses Coverage.
- Inbound and Outbound Travel Insurance.
- Pension and Savings Plans.
- Global Medical Solutions.
- Health Management Programmes.
- Other employee benefits programmes.

### A wide selection of our analytic tools and solutions is at your disposal, including:

- benefits audit of employee benefits programmes;
- comparative analysis of corporate insurance practices (benchmarking reports);
- online employee satisfaction survey;
- scoring of insurance companies;
- claims analysis.

Working with our colleagues from our worldwide network, Mercer Marsh Benefits in Russia provides clients with optimised benefits, global reach with local expertise, global solutions, seamless advice and implementation, and a proactive client focus.

## Clients' References

"The Marsh EH&B team has performed efficiently and provided a high level of service to our company. The Marsh professionals provide timely and professional advice regarding our benefits programmes and help us in handling disputes with our insurance carrier, provide information and advice with respect to new services and products. We would like to thank the Marsh team for their support."

**Svetlana Ihnatova**, Reward Manager, Talent department



# Mazars



Audit, Accountancy, Tax, Legal, Advisory Services

**Mazars** is an international, integrated and independent organisation, specialising in audit, accountancy, tax, legal and advisory services.

**Mazars** has been present in Russia since 1995 and is a key player in the Russian audit and consulting services market. Today our 200 professionals operate in 3 offices in Moscow, Saint Petersburg and Bishkek.

**Mazars Russia** is proud to announce the launch of its new service: **HR consulting and HR audit**, among its other HR related services.

## HR audit & organisation of HR function:

- review of HR procedures: assessment of compliance and efficiency;
- preparation for external labour inspections, corrective procedures and restoration services;
- test-interviewing by HR department employees;
- implementation of an HR documentation system and consistent procedures;
- preparation of internal regulations, job descriptions;
- development of motivation, grading and efficiency systems (KPI, BSC);
- organisation of seminars, training on practical aspects of labour legislation.

## Business reorganisation:

- assistance in the reorganisation of business, departments, structural subdivisions;
- creation of SSC (shared service centre), drawing up of regulations and rules on interaction;

- consultations and training of staff at corporate SSC;
- severance procedures;
- litigations.

## Expat desk:

- agreement drafting and review;
- foreign employee work permits and visas;
- personal income tax declaration;
- confidential payroll for top managers.

## HR services focused on finance and administrative professionals:

- assessment of candidates for accounting and finance positions;
- assessment of candidates for positions in HR support;
- technical training for local staff (legal requirements, set-up of procedures);
- technical training for foreign managers (Russian accounting rules, tax and legal specifics).

## Outsourcing of payroll and associated HR administration services:

- payroll calculations and assistance in HR workflow organisation;
- HR documentation.

## HR legal aspects:

- agreement drafting and review;
- analysis and review of legislative changes;
- consulting on complex aspects of RF labour legislation and HR management.

At all stages of your company's development, we can bring you solutions tailored to your needs.

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## Raiffeisen Pension Fund (ZAO NPF Raiffeisen)

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### Why is this important?

Today a corporate pension plan makes your company stand out as an employer of choice. It makes a difference for the job-seeker and helps attract and retain talent. Tomorrow, when corporate pensions become part and parcel of the Comp & Ben package, you will not surprise anyone with it. So you will have to have it anyway, sooner or later: the difference is, if you do it today, you do it because you choose to and you will gain all the reputational benefits. However, if you do it tomorrow, you will do it because you have to, and nobody will take notice.

### Who are we?

ZAO NPF Raiffeisen has been in the market for over 20 years. The fund has an A++ rating from the Expert RA Rating Agency. It ranks among the top-25 pension funds by a range of metrics from asset and customer base to yield rates. The fund is the industry leader by the average balance of the mandatory pension insurance account.

### What do we do?

We hold a full licence from the Central Bank, and the fund offers a complete range of pen-

sion products under the mandatory pension insurance and non-state (voluntary) pension provision.

### What do we offer our corporate clients?

- tailor-made corporate pension plans;
- impeccable services including online access to pension accounts.

### Why us?

- the western origin of the fund warrants the deployment of cutting-edge technologies and best practices;
- the wide regional network of AO Raiffeisen-bank, the fund's agent, means that our products and services are available at multiple convenient locations throughout the country;
- the vast experience and firm commitment of the staff stand behind the operational excellence and top-notch service the fund delivers.

### Who are our clients?

Currently ZAO NPF Raiffeisen manages over 128.5 thousand 2nd pillar accounts and over 45 thousand 3rd pillar accounts; over 135 Russian and multinational companies, big and small, from all sectors.

### Clients' References

"Our company CJSC JTI Marketing & Sales was very selective in choosing a partner for the provision of pension services. We have worked with ZAO NPF Raiffeisen since 2007. During this time the ZAO NPF Raiffeisen team has demonstrated that they are professionals who carefully monitor the quality of their services and always do their very best to meet client expectations."

**Elena Yugova**, IA & Compensations Manager Human Resources

"LLC Khokhland Russland was very selective in choosing a partner for the provision of pension services. We have worked with ZAO NPF Raiffeisen since 2007. During this time ZAO NPF Raiffeisen has proved to be a reliable partner and its team of professionals carefully monitor the quality of their services and always does its very best to satisfy client expectations."

**Irina Yakovleva**, Head of HR and Administration LLC Khokhland Russland

# RH PARTNERS Russia & CIS

Executive search, Career Management, Outstaffing



## Why RH PARTNERS?

RH PARTNERS is a leading global network in HR consulting, supported by highly professional English, French, German, Spanish, and 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;
- 10-year presence in Russia, working in all of the 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;
- customised approach to our clients and partners as well as unbiased attitude to candidates;
- the market's lowest candidate 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 programmes;
- staff coaching (career, business, executive) and consultancy;
- expat family support - integration and job search;
- outstaffing, interim and transition management.

## We offer exclusive services in recruitment:

- presentation booklet based on full analysis of the job and the company environment;
- candidate motivation and recommendation check;
- customised candidate assessment;
- candidate integration analysis.

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🌐 [www.rh-partners.ru](http://www.rh-partners.ru)

## Clients' References

"Auchan has worked with RH PARTNERS in Moscow for years in the recruitment of all types of middle and top management positions. RH PARTNERS has proved itself to be a reliable provider of recruitment and executive search services, accompanying Auchan in its everyday HR needs. Their recruitment method guarantees us the lowest candidate turnover which brings us security and a strategic advantage on a long-term basis.

They have the experience and expertise to find the right people for our company in the Russian market; people who are motivated and fit into our corporate culture. We highly recommend RH PARTNERS to any company that is looking to bring real added value to their business."

**Valerie Marchadour**, HR Director Russia, Auchan

"Poclain Hydraulics is pleased to express its gratitude to RH PARTNERS for its efficient outstaffing and personnel selection services. The high level of professionalism and competencies of the consultants, who have demonstrated a first-rate customer-oriented approach, flexibility and availability, has helped us to deal with complex tasks and challenges in a timely manner. Without any hesitation, I would recommend RH PARTNERS as a 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 and search and selection of our developing team. RH PARTNERS has definitely been a key factor in our success. It has supported us as we have established our sales force in Russia and has contributed on a daily basis to the achievement of our strategic goals."

**Gianni Bonesi**, Commercial Director S-E Europe, Poclain Hydraulics

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We support companies on matters concerning doing business in Russia, Kazakhstan, Belarus, Ukraine, Poland and Germany irrespective of their size and industry sector. Our team of 500 experts advises on market entry structure, accounting and reporting, IT/ERP-connection, tax consulting and importation. Our longstanding professional experience combined with local know-how enables us to help foreign companies manage the issues involved when entering the Russian market.

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

RUSSIA CONSULTING offers the following services:

- market analysis;
- import, customs clearance and certification;
- outstaffing;
- company registration;
- general director function;
- legal and business address;
- fully equipped office premises;
- accounting/reporting/IFRS/US GAAP;
- tax advice and filling;
- IT/ERP solutions;
- expert recruiting (accounting/tax/IT);
- internal audit/finance & tax due diligence;
- business workshops (DIALOGUE IN THE DARK /STAR-S ACADEMY).

### Our recruiting services

We offer staff recruitment services in the business in which we ourselves have long-term experience. We specialise in accounting and financing and have developed effective methods for the assessment and testing of candidates for the corresponding position.

For this reason, many companies trust RUSSIA CONSULTING with the search, evaluation and preliminary selection of candidates for accounting, control and taxation positions, such as chief accountant, accountant, finance controller, finance director, tax expert, finance and IT expert.

In order to provide our clients with professionally qualified candidates for accounting positions we have developed an integrated expert recruitment concept. From conducting department analyses and writing job descriptions to the selection and testing of candidates, the preparation of labour agreements and the organisation of training, we take care of all the steps involved in the recruitment process.

### Our training services and business workshops: STAR-S Academy and DIALOGUE IN THE DARK

With STAR-S Academy, our corporate training institute, we provide training and seminars with a focus on hard and technical skills in accounting, taxation, IT, HR, internal controls and importation. Our experts provide training on specific, professional topics, and put together a tailor-made workshop specifically for your company's needs.

In addition to training, RUSSIA CONSULTING also offers DIALOGUE IN THE DARK Business Workshops. These workshops are aimed at developing soft skills using a unique concept; they are conducted completely in the dark, providing a more effective training format. To improve these essential soft skills, RUSSIA CONSULTING provides workshops on several specific topics, including:

- training to increase efficiency and optimise processes;
- leadership workshops for CEOs and top management;
- efficient communication;
- conflict management.

## Clients' References

Recruiting Accountants in Russia for CGGVeritas:

"After an unforeseen change, an interim accountant from RUSSIA CONSULTING helped us to 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."

## Talent Q

### Who we are

We design and deliver innovative online psychometric assessments, training and consultancy, to help organisations make better, more informed decisions about their people. We work with national and international organisations across all sectors. With offices covering over 50 countries and assessments in over 40 languages, we are able to deliver assessment, training and consultancy solutions to clients across the world.

### Our key activities

**Assessment.** Our approach to assessment design is simple: we use the best techniques and the latest testing developments in the field of psychometrics and apply them practically to develop high quality valuable and user-friendly tests.

Ability tests measure a person's ability to perform or carry out different tasks, and they have been found to be the strongest predictor of future job performance.

Personality questionnaires are used to assess a person's workplace behavioural style and preferences. They are designed to measure those particular aspects of personality that determine, or are predictive of, successful performance at work; how the person handles relationships at work, their thinking style and how they manage tasks.

Motivation assessments: self-performance of an individual at work depends on more than just his/her capability. Possessing the requisite abilities, skills and behaviours is

not enough – it is an individual's motivation and engagement in combination with his/her abilities that produces optimal performance.

Competency based feedback questionnaires can be used to identify strengths and development needs in order to facilitate performance improvement. This may be part of a 360-degree feedback process.

**Consultancy.** We can help your organisation in situations where independence is key, or where the knowledge and skills cannot be sourced in-house.

The hallmark of the service we provide is a sustainable partnership with clients, through which we develop a deep understanding of your talent management issues and challenges. With this knowledge we provide flexible solutions of measurable and enduring benefit.

Our innovative and customer-focused approach has resulted in long-lasting client relationships with organisations.

**Training.** We have a range of learning and development solutions designed to support your use of assessments within your organisation.

Using assessments professionally within your organisation isn't just about learning the basics of administration and interpretation. It also means extending and expanding this understanding through on-going training and development.



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🌐 [www.talent-q.ru](http://www.talent-q.ru)

## Clients' References

"Talent Q assessment solutions help us to evaluate candidate ability levels. Using the assessments is easy, with the simple and user-friendly interface, comprehensive reports as well as the professional client support service. After introducing the assessments we have noticed an improvement in the standard of hire. A regular interview might not provide a full understanding of a candidate's ability level but Talent Q tests allow the candidate to demonstrate his/her potential. For us this is decision-making information for continuing dialog with the candidate. I would recommend Talent Q to any company for which the level of the candidate's ability is important."

**Elena Kharlamova**, Senior Manager Talent Acquisition, Abbott



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 Michael Germershausen, Managing Director, Antal Russia, Eastern Europe FiveTen Group Limited.

The Committee consists of five Sub-Committees:

- Sub-Committee on Assessment, Training and Development (chaired by Irina Zarina, Managing Director, CEB SHL Talent Measurement Solutions);
- Sub-Committee on Compensation and Benefits (chaired by Ekaterina Kibis, Manager, Tax and Law Department, Human Capital Group, EY);
- Sub-Committee on Labour Law (chaired by Julia Borozdna, Partner, Pepeliaev Group, and Evgeny Reyzman, Counsel, Baker & McKenzie);
- Sub-Committee on Recruitment (chaired by Dennis Kaminsky, Partner, FutureToday);
- Sub-Committee on Relocation (chaired by Marina Semenova, Managing Partner, Intermark Relocation).

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**Connective.**

**Effective.**

**Informative.**

Small and Medium-Sized Enterprises

WE HAVE BEEN SUPPORTING  
EUROPEAN COMPANIES IN RUSSIA SINCE 1995