



AGENCY  
FOR STRATEGIC  
INITIATIVES

# DOING BUSINESS IN RUSSIA:

A TIME OF CHANGES

# Contents

---

<b>A time of changes. Upcoming reforms</b>	<b>3</b>
<b>Sanctions at a glance</b>	<b>5</b>
<b>A look at ourselves. Doing Business in Russia</b>	<b>6</b>
<b>National Business Initiative. Roadmaps</b>	<b>7</b>
<b>Favorable climate change</b>	
Level playing field	16
Competing for investments	18
Best regional practices	19
<b>Investment opportunities. A look at the regions</b>	<b>21</b>
<b>Solving problems on a local level. Municipalities take center stage</b>	<b>29</b>
<b>Expert opinion. Business leaders talk</b>	<b>30</b>
<b>ASI's support. Success stories</b>	<b>36</b>
<b>Social projects. Business for good</b>	<b>38</b>
<b>Looking forward</b>	
WorldSkills	40
Global education	41
New professions	42



---

## ABOUT ASI

Current report was prepared by the Agency for Strategic Initiatives (ASI), a non-commercial organization founded in 2011 by the government of Russia.

---

## THE AGENCY'S MAIN OBJECTIVES:

- Enhancing business climate and eliminating administrative barriers
- Creating means of communication and cooperation between businesses and authorities
- Improving entrepreneurs' influence on state regulation
- Setting the agenda for educational reforms

## STRUCTURE:

<b>NEW BUSINESS</b>	developing roadmaps (p. 7-15), supporting projects (p. 37)
<b>BUSINESS CLIMATE</b>	enhancing conditions for doing business (p. 16-28)
<b>SOCIAL PROJECTS</b>	promoting social business (p. 34)
<b>YOUNG PROFESSIONALS</b>	devising new educational models (p. 38)

### Supervisory board members:

minister of economic development of Russia, aide to the Russian president  
general director of the ASI, heads of several Russian regions, representatives  
of business associations, chairs of state banks.

**Supervisory board chairman:** the president of Russia.



A time of changes

## Upcoming reforms

---

There can be no doubt that a favorable business climate is crucial for achieving sustainable economic growth. Bearing this in mind, the Russian government has been devising many of its recent development policies with an emphasis on business support — focusing chiefly on small and medium-sized enterprises (SMEs). Federal and regional authorities have been gradually simplifying regulation, opening up public procurement for SMEs, offering a growing number of incentives, etc.

Still, much more is needed to be done. According to the latest data available, there were approximately 5,6 million SMEs in Russia as of January 1, 2014<sup>1</sup>. This figure includes micro-enterprises and private entrepreneurs. Although micro- and medium firms grew in number since 2012, SMEs in general became less numerous. It's estimated that they account for approximately 20% of Russia's GDP and 25% of its total employment. The prime-minister of Russia Dmitry Medvedev once noted that in most EU countries the SMEs generate 50% or more of total value added, accounting for roughly the same share in employment. In order to make SMEs a backbone of Russia's economy as well, the federal and regional authorities intend to ensure continued support for small and medium enterprises.

In 2015, for example, the Russian Ministry of economic development will be providing subsidies, microcredits, grants and other forms of financial assistance to first-time entrepreneurs. RUB 17 billion in total are to be distributed among selected regions. Part of this amount will also be spent on infrastructure for business

---

<sup>1</sup> Sources: Federal Statistics Service, Ministry of Economic Development, Federal Tax Service

development, information support and training. This program is expected to trigger the creation of new businesses, facilitate SMEs' access to financial resources and foreign markets — and, ultimately, make Russia's economy more competitive on a global scale.

In addition to government subsidies, certain legal reforms will be implemented this year. They are supposed to make life easier for companies of all sizes. To list just a few:

- Regional authorities will be authorized to provide tax breaks for private entrepreneurs;
- Small firms that had no major violations on record will not be subject to any inspections for 3 years starting from 2016;
- Access of SMEs to public procurement will be guaranteed and regulated;
- Companies with total revenues exceeding RUB 3 billion will get a chance to participate in a new fiscal monitoring program: by providing tax officials with real-time access to the company's records, they will rule out unnecessary inspections, prevent any irregularities in transactions and get unimpeded access to public procurement;
- Also, by the end of 2015, a new federal legislation will be put in place, introducing a risk-based approach in government supervision. It aims to reduce the number of unnecessary checks, create a register of inspections and make the system more transparent.

The list does not encompass all upcoming changes, but it reflects a general attitude towards business regulation — “the simpler, the better”. Further in the bulletin you'll find additional information about recent gains and future challenges in the enhancement of Russia's business climate.



# Sanctions at a glance\*

---

Last year the US, EU, Canada, Australia, Switzerland and Japan introduced sanctions targeting certain Russian and Ukrainian entities and individuals, as a result of the political situation in Ukraine.

## **Sanctions targeting individuals and legal entities**

The US issued a list of “specially-designated nationals” (SDNs) and the EU and other countries established lists of “designated persons” (DPs). The sanctions require the assets of the sanctioned persons to be blocked and that the listed individuals be banned from entering the implementing countries. These measures also affect assets and property that are directly or indirectly controlled by the SDNs and DPs, or 50% or more owned by them.

## **Sectoral sanctions**

Introduced sanctions target finance, energy, defense and other sectors of the Russian economy. They prohibit the provision of debt exceeding 30 or 90 days to maturity, as well as the supply of certain listed products and financial or technical assistance relating to such products. Crimea region has been almost completely isolated from business relations with the implementing countries.

## **How to comply**

Generally, the sanctions are binding for all nationals or legal entities of the implementing countries. Transactions involving Russian counterparties or assets require precautionary measures to be taken, such as screening the ownership structure of the counterparties, including any financial institutions involved and the end-users of the supplied products.

## **Russian response to sanctions**

August, 2014, Russia imposed a 1-year ban on imports of certain agricultural and food products originating from the EU, US, Canada, Australia or Norway. Additionally, Russia introduced entry bans against officials from certain implementing countries and restricted access to its public procurement system for foreign manufacturers.

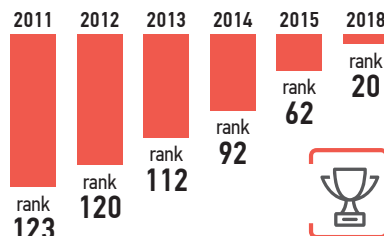
\* This overview was kindly furnished by Baker & McKenzie's Moscow office



A look at ourselves

# Doing Business in Russia

In 2011, the then prime-minister Vladimir Putin declared a goal for the government: to make sure that Russia attains a position amongst the top twenty leaders in the World Bank's Doing Business report by 2018. At that time Russia was in 123-rd place, and despite the continued positive economic trend, was still an unfriendly environment for small and medium business. The coordinated efforts by representatives of the business sector and the government at all levels have contributed to rapid and remarkable results.



**Sylvie Bossoutrot**,  
coordinator of Russia  
Programs for the World  
Bank



Since 2011, Russia has implemented 13 important regulatory reforms which have been referred to in the "Doing Business" study. The reforms include: speedier business registration and ownership rights registration by means of implementing the single window system, reduction in costs and optimisation of the permit procedures in the construction industry and for connections to the electricity power grid, speedier implementation of contracts, improvement to international trade conditions and payment of taxes by means of introducing online services and electronic documentation systems. These reforms have played a vital and positive role in simplifying the procedures for doing business in Russia





## National business initiative

# Roadmaps

### Project progress:

- 49 federal laws, initiated by business community, were enacted;
- 33 draft federal laws under consideration by the State Duma, and one more — by the Executive Office of the Russian government;
- 2 draft federal laws are at the development stage.

According to a survey held in February among 6,500 Russian entrepreneurs, 438 of 581 Roadmaps are fully implemented and 109 are in the process of implementation.

No one knows more about the problems of doing business than businesspeople themselves. To make use of their experience, the Agency for Strategic Initiatives is implementing the National Business Initiative (NBI). Within this project over thirty thousand entrepreneurs have provided proposals for improving business conditions and removing administrative barriers. These recommendations formed the foundation of 11 NBI Roadmaps — lists of actions aimed at simplifying existing procedures, accelerating them and decreasing their cost. The NBI roadmaps have been accepted by the government and are being implemented throughout the country.

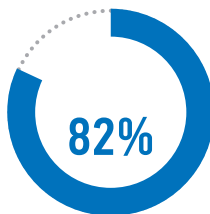
Some of the roadmaps correlate directly with the indicators used in the Doing Business ranking.

Doing Business indicator	NBI roadmap
Getting electricity	Enhancing availability of energy infrastructure
Trading across borders	Improving customs administration
Dealing with construction permits	Improving business climate in the construction industry
Paying taxes	Improving tax administration
Starting a business	Optimization of registration procedures
Registering property	Optimization of property registration procedure



# Getting electricity

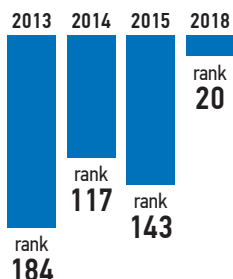
Roadmap "Enhancing availability of energy infrastructure"



Date of approval  
**2012**

Due date  
of implementation  
**2017**

Implementation  
status\*



Since 2015 World Bank survey takes into account the average value of indicators of Moscow and St. Petersburg. Since 2015 World Bank survey takes into account the average value of indicators of Moscow and St. Petersburg.

According to a World Bank survey, company directors in 108 countries consider the presence and reliability of electricity supply to be the second most important condition for the business activities and investments. The first one was the access to finance.

Electricity supply is one of the most regulated areas of economic activity. Companies bear significant expenses while connecting to the energy networks. Today the average cost of getting electricity is five times less than three years ago, and the number of procedures as well as their duration diminished by a half. However, the main improvements are still to be seen – a package of laws which should increase access to the energy infrastructure is already awaiting ratification in the Parliament.

Roadmap implementation aims at making the connection to the electricity grids much more simple, fast, transparent and less costly.

## What to expect in 2015

### Starting October,

- 50% of expenses associated with the construction of transmission lines (<150kW) will be covered by state.

### In two years,

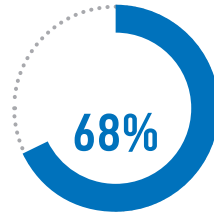
- these costs will be completely excluded from connection fees.

\* Hereinafter the charts indicate the implementation status of measures with an expired due date

## National business initiative

# Trading across borders

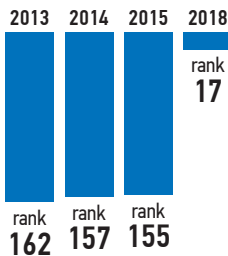
Roadmap “Improving customs administration”



Date of approval  
**2012**

Due date  
of implementation  
**2018**

Implementation  
status



Although Russia per se is one of the biggest markets, we are intent on simplifying cross-border trade in order to help entrepreneurs find and use new opportunities for business development.

Reforms in the customs administration are focused on simplifying the procedure for transiting goods and vehicles through the border of the Customs Union upon import into the Russian Federation and export from the Russian Federation.

### Roadmap implementation aims at:

- Reducing the number of documents required for completing customs formalities and the time needed for their preparation
- Reducing the amount of illegally imported goods getting to the Russian market;
- Implementation of new technologies for customs declaration and processing of goods, which allow to reduce the duration of administrative procedures to a minimum.

### What to expect in 2015

#### Starting May,

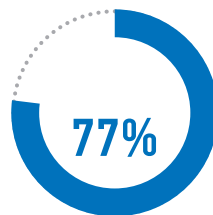
- Administrative sanctions for irregularities in a customs declaration will not be imposed if these violations are detected by the applicant himself.

#### Starting September,

- Tax authorities will be using the Federal Customs Service database of declared goods without duplicating it in hard copy. Data will be used to verificate the payment of VAT on importation and to assign the 0% VAT rate for export;
- Customs authorities will start accepting bank guarantees and collaterals electronically.

# Dealing with construction permits

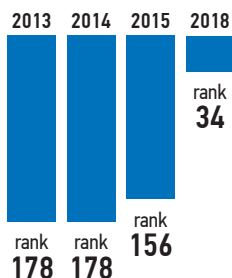
Roadmap “Improving business climate in construction industry”



Date of approval  
**2013**

Due date  
of implementation  
**2018**

Implementation  
status



A transparent and simplified system of obtaining construction permits which guarantees compliance with construction and safety standards is a necessary condition for the effective work of many companies in different sectors. The reforms which have already begun and which will be entirely implemented in 2018 include many more changes than are reflected in the World Bank indicators – from the quality of engineering requirements at the planning stage, to ensuring the infrastructure of the new territories.

The implementation of roadmap measures will allow to simplify the construction processes from the stage of preparing construction documentation to the commencement of site operations and the registration of ownership rights.

## What to expect in 2015

### Starting May,

- The approval of infrastructure development programs during the first 6 months following the approval of master plans will become mandatory;
- Appealing the actions (or inaction) of federal and local authorities in construction domain and land matters will be made possible with the introduction of necessary procedures;
- A set of rules, governing the approval of area planning documents upon the application of individuals and legal entities, will be determined; requirements imposed on the composition and content of necessary engineering surveys will also be clearly specified.

### Starting August,

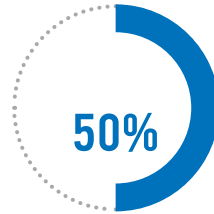
- Certain types of pre-construction activities will be allowed before obtaining a building permit.



## National business initiative

# Paying taxes

Roadmap “Improving tax administration”



Date of approval  
**2014**

Due date  
of implementation  
**2015**

Implementation  
status



Changes to the Russian tax administration comply with the global trend of accountability simplification and transition towards electronic documentation. A competent tax administration is one of the main components of a good business environment. It also helps significantly extend the scope for collecting taxes and increases budget revenue.

Roadmap implementation aims at reducing the administrative burden of excessive regulation during taxes and deductions payment. This implies the following measures:

- Cancelling tax and other regulated forms of records that duplicate accounting;
- Removing outdated forms of documents;
- Prioritizing electronic documentation in accounting and reporting;
- Moving towards regulated accounting in accordance with the International Standards for Financial Reporting accompanied by changes to tax and budget legislation.

Total time for papers preparation and tax payment in Russia is less than average for OECD countries with high income, and substantially less than in the countries of Europe and Central Asia.

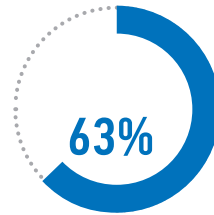
### What to expect in 2015

#### Starting January,

- It will be possible to get a VAT deduction in accordance with invoices submitted after the end of accountable fiscal period, but before the deadline for submission of tax returns for the period;
- The institution of tax consultants and tax advisory services will be introduced.

# Starting a business

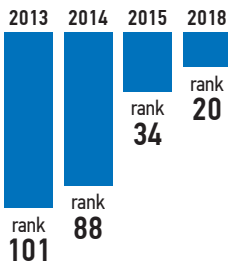
Roadmap "Optimization of business registration procedures"



Date of approval  
**2013**

Due date  
of implementation  
**2015**

Implementation  
status



Company registration is the first stage of turning an idea into a working business. The reforms which took place in Russia in 2013 and 2014 allow this step to be taken quickly and with minimum expense.

Roadmap implementation aims at optimising state registration of limited liability companies as the primary organizational and legal form of medium and small businesses — by means of reducing the number of procedures, their cost and time they take.

In 2014 Russia simplified starting a business by eliminating the requirement to deposit the charter capital before company registration as well as the requirement to notify tax authorities of the opening of a bank account (went 54 positions up from 88 to 34 in the World Bank Doing Business 2015 ranking).

## What to expect in 2015

### Starting March,

- A dedicated call-center will be offering consultations on business registration and advising individual entrepreneurs.

### Starting April,

- Compulsory use of stamps for business entities will be abolished.

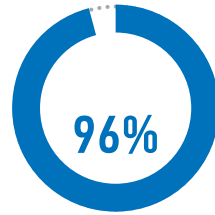
### Starting November,

- Limited Liability Companies will be allowed to use standard charters.

## National business initiative

# Registering property

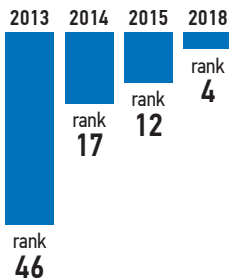
Roadmap "Optimization of property registration procedure"



Date of approval  
**2012**

Due date  
of implementation  
**2018**

Implementation  
status



Registration of property rights is one of the most appraised indicators of Russian business environment. Current system is based upon the world's best practices.

### What to expect in 2015

#### Starting January,

- The exact boundaries of land parcels and the locations of buildings and structures will be available at the State Realty Cadastre.

#### Starting February,

- The information about areas of cultural heritage will be available at the State Realty Cadastre.

#### Starting March,

- Frequency will be set for the regular updates of cartographic basis at the State Realty Cadastre at public expense;
- Time needed to obtain cadastral registration will be limited to 10 days;
- Rules governing how the boundaries of water bodies are determined will be clarified; the information is to be added to the water registry, and subsequently included in the State Realty Cadastre.

#### Starting April,

- Insurance and credit institutions, as well as notaries will no longer be allowed to request information from the Uniform State Register of Real Property Rights and Transactions;
- Criminal sanctions will be introduced for entering misleading information in the documents describing the location and the survey of a land plot.

#### Starting May,

- An integrated network will be providing a coordinate and geodetic basis for cadastral engineers;
- An information resource will be available, describing points of geodetic networks at all levels.



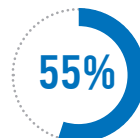
# Regulatory environment

Road map "Enhancing business regulatory environment quality"

Date  
of approval  
**2013**

Due date  
of implementation  
**2015**

Implementation  
status



**Starting January, 2015**, there will be no restrictions on the use of electronic documents when interacting with federal and local authorities.

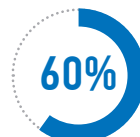
# Export support

Road map «Supporting access to foreign markets and supporting export»

Date  
of approval  
**2013**

Due date  
of implementation  
**2015**

Implementation  
status



**Starting February, 2015**, the government will be entitled to authorize equivalent compensation of all goods complying with the customs procedure of reprocessing within the state's territory.

**Starting May**, fines for minor violations of currency legislation will be reduced.

**Starting June**, exporters will be provided access to financing using international factoring.

**Starting September**, confirming the 0% VAT rate will be easier.

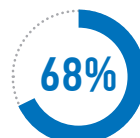
# Evaluation

Road map «Improving evaluation activities»

Date  
of approval  
**2013**

Due date  
of implementation  
**2015**

Implementation  
status



**Starting July, 2015**, the scope and types of expert reviews of reports on the evaluation by self-regulatory organizations will be clarified.

## National business initiative

# Promoting competition

Road map «Promoting competition and improving antimonopoly policy»

Date  
of approval  
**2012**

Due date  
of implementation  
**2015**

Implementation  
status



**Starting January, 2015**, procedures of creating and keeping the list of interchangeable drugs will be regulated; specific registration rules regarding certain groups of pharmaceuticals will be enacted.

# Access to public procurement

Road map «Opening up public procurement to small and medium-sized enterprises»

Date  
of approval  
**2013**

Due date  
of implementation  
**2018**

Implementation  
status



**Starting July, 2015**, in case of procurement only from SMEs, large public companies will be obliged to enter into a contract within 20 business days since deciding to award a contract; these companies will have to pay for the goods supplied or services provided within 30 calendar days after all obligations under the contract were fulfilled. They also will have to make a list of goods and services, meant to be procured from SMEs.

**Roadmap implementation is anticipated to assist the following initiatives:**

- Establishing the priority of goods and services of Russian origin in public procurement;
- Adopting and implementing pilot programs of partnership between SMEs and large companies partially or fully owned by state (Avtodor, Russian Railways, Rosseti, Gazprom).

## Level playing field

---

Investing in a country as big as Russia requires careful and detailed research. The experience of investors varies greatly across the vast territory because of differences in economic development, personnel availability and resources endow. That's why doing business in every of Russia's 85 regions has its own specifics. Today things are changing for the better, it's getting easier to understand the set of rules. For the last three years every region was gradually implementing a package of 15 reforms to standardize investors' experience. These reforms were devised by the Agency for Strategic Initiatives in partnership with the non-governmental organization "Business Russia". They were based on successful practices we've found in the regions performing best in terms of investment attraction. The whole project of promoting the reforms elsewhere was named The regional investment standard, and it's now compulsory for every local government.

**The package of reforms includes, among others, the following:**

- adopting the investment strategy
- elaborating the schedule of investment infrastructure development
- creating a legal framework to protect investors' rights
- establishing a consultancy coordinating body and a specialized agency for investment attraction
- evaluating the effects of regulatory changes

As of March 2015, 56 of 85 regions have completed the implementation of the Standard (see map). The reforms are already producing results: the framework of doing business got more transparent, and it helps attracting growing amounts of investments, implement new projects and create jobs. But the most important result doesn't concern money; the Standard helped raise the level of trust and create efficient means of communication between business and local authorities. All the reforms carried out in the regions are being evaluated by the business community. Even after the implementation is completed the monitoring continues.

---

**Alexander Galushka,**  
Minister for Development  
of Russian Far East



The intent behind the Standard is to make sure that the best business and public interaction practices observed in some regions are commonplace and country-wide, rather than one-off incidents





■ Regions that have implemented the Standard, March 2014

The Investment Standard is set to be implemented by every regional government in Russia. Entrepreneurs and local business leaders monitor and evaluate the adopted policies.

**Recent investment projects facilitated by the Standard's implementation:**

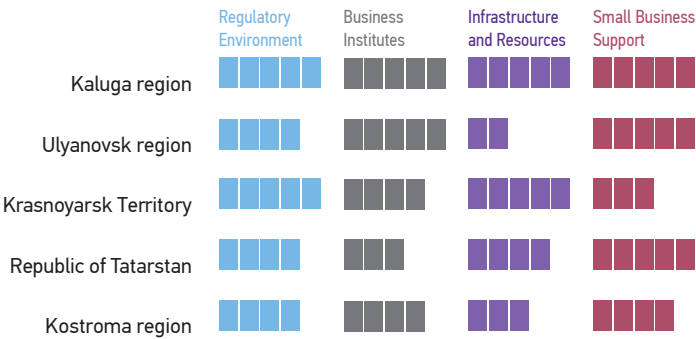
1. **Marble meat production complex in the Voronezh region**  
10 bn RUB invested  
152 new jobs
2. **Mineral water filling plant in the Republic of Chechnya**  
1 bn RUB invested  
80 new jobs
3. **Pharmaceutical production meeting GMP standards in the Tomsk region**  
150 mln RUB invested  
165 jobs created
4. **Paper manufacture plant in the Yaroslavl region**  
3 bn RUB invested  
400 new jobs



# Competing for investments

Ranking economies by the ease of doing business, according to the World Bank, proved to be a great way of generating interest in reform worldwide. In 2014 Russia launched a project to benchmark regional policies of investment attraction. The main objective was to reveal the best practices in this area, promote them and thus create a competitive environment. The pilot project involved the evaluation of 21 regions and was implemented by the Agency for Strategic Initiatives in close cooperation with all the main business associations.

## RUSSIAN REGIONAL INVESTMENT CLIMATE INDEX. FIRST RESULTS



Data sources: annual statistics of federal and regional authorities, business surveys (over 500 respondents in each region); expert assessments (more than 20 per region). More details available at [investinregions.ru](http://investinregions.ru)

Overall ranking consists of four component indicators, taking into account the efficiency of regulatory environment and the quality of business institutions, the level of infrastructure development and the adequacy of government incentives provided by the government. 50 basic measurements in total were taken. These indicators help compare the regions regardless of geographic, climatic and other conditions.

Ultimately, this project should result in an increased inflow of investment and an accelerated development of domestic business.

# Best regional practices

---

This year the national rating will include all 85 regions, and we have already made a list of best practices for them to implement — ready solutions aimed at improving the business climate.

01

## MOSCOW

### ATTRACTING INVESTMENT AND WORKING WITH INVESTORS

**Problem:** inefficient cooperation of authorities in work with investment projects; lack of information for investors about measures of government support.

**What's done:** in order to increase transparency and efficiency in attracting investment, two development institutes were created — the City Agency for Investment and the Center for Innovative Development. Each of them carries out certain investor tasks and bears personal responsibility for its performance.

**Result:** beginning March 2014, the direct request line has been working. It has already processed 24 investment projects.

02

## ULYANOVSK REGION

### GETTING ELECTRICITY

**Problem:** electric companies had no clear regulations for connecting to the grid and constantly violated deadlines.

**What's done:** the unified order with strict deadlines for providing connecting to the grid service was made obligatory for the companies of the sphere.

**Result:** reducing the period for delivering the technical conditions for connection by up to 15 days and shortening the period for connecting objects with power capacity under 150 kW by up to 83 days.





# 03

## KRASNOYARSK TERRITORY

### OBTAINING CONSTRUCTION PERMITS

**Problem:** significant differences in procedures at the municipal level; lack of transparency and control over procedures implementation.

**What's done:** the unified regional regulation has been developed; the number of necessary procedures has been cut and an electronic system for project documents adjustment and for verification of request status has been introduced.

**Result:** reducing the examination period from 60 days to 21–45 days; introducing the opportunity for documents adjustment at the examination stage.



Investment opportunities

# A look at the regions

---

---

Russia is not just Moscow and St. Petersburg:  
over two thirds of the overall direct foreign  
investment in 2013 went to other  
regions of Russia\*.

---

The infrastructural and administrative reforms of recent years have made Russian regions attractive investment destinations.

The diversity of natural, ethnic, cultural and economic conditions lets you find a perfect place for your business and use the specific characteristics of a region to your advantage.

In this section of Doing Business in Russia, you'll find a showcase of five regions. Each of them offers a great investment opportunity from warehouses construction and stock-rearing to manufacturing vehicle parts and pharmaceutical products.

Find detailed information about business environment in the Russian regions at [investinregions.ru](http://investinregions.ru)

\*according to the National Rating Agency (NRA) report "Direct Foreign Investments in Russia: Regional Aspects", April 2014



## Investment opportunities

# Republic of Bashkortostan

## 01

### REGION IN FIGURES

Population	4 mln
Adjacent regions' population	15.7 mln
Average lease rate for class A office premises	12,000 RUB/m <sup>2</sup> /year
Average lease rate for class A production and storage premises	6000 RUB/m <sup>2</sup> /year
Average sale price of industrial land lots	4,500,000 RUB/ha
Average monthly pay	RUB 24,711

The republic has a favorable transport and geographic location near the developed regions of the Urals and Volga region. One of the main advantages of Bashkortostan is the availability of natural resources including oil, non-ferrous and precious metals, as well as agricultural areas.

## 02

### BEST INVESTMENT OPTIONS

№1 Advanced Processing of Crop Production		№2: Advanced Petroleum Products Refining and Polymer Production Support	
Key facts			
Gross Yield of Core Raw Crops in 2014	6878 thousand tonnes	Oil refining in 2013 (country total)	278.2 mln tonnes
Annual market capacity	RUB 10 bn	Polymer production in 2013 (country total)	6 mln tonnes
		Polymer imports in 2013 год (country overall)	2.52 mln tonnes
		Annual market capacity (including import substitution):	RUB 13.2 bn

## 03

### BUSINESS INCENTIVES PROVIDED BY THE REGIONAL GOVERNMENT

- Profit tax decreased from 18 to 13.5% for 1 to 10 tax periods;
- Property tax exemption for 1 to 10 tax periods;
- Subsidies reimbursing costs of electric grid utility connection services, up to RUB 30 million.

Find out more about the region here:

<http://investinregions.ru/regions/bashkortostan/>

#### CONTACTS

**Artem Kireyev**

CEO, Corporation of the Development of the Republic of Bashkortostan OJSC

+7 917 808 04 57, [kireev.a@bashkortostan.ru](mailto:kireev.a@bashkortostan.ru)



## Investment opportunities

## Vladimir region

## 01

## REGION IN FIGURES

Population	1.4 mln
Adjacent regions' population	13.9 mln
Average lease rate for class A office premises	9000 RUB/m <sup>2</sup> /year
Average lease rate for class A production and storage premises	3600 RUB/m <sup>2</sup> /year
Average sale price of industrial land lots	3,000,000 RUB/ha
Average monthly pay	RUB 20,418

The region is located near Moscow, in the center of Russia's European part. Traffic flows from Central Russia to the Urals and Siberia, as well as the international transport corridor «East-West» pass through Vladimir region. It has a rich R&D infrastructure and a developed agriculture.

## 02

## BEST INVESTMENT OPTIONS

№1 Major Logistical Hubs for Food and Industrial Goods Industries		№2: Production of Multipurpose High-Precision Machines for Machine-Building Industry	
Key facts			
Total Regional Cargo Turnover	1.78 mln tonnes	Annual Machinery Production Demand for Import Substitution Purposes	36 thousand
Potentially required warehousing space	58,000 m²	Annual Production in Value Terms	RUB 210 bn
Potential annual market capacity	RUB 1.2 bn		

## 03

## BUSINESS INCENTIVES PROVIDED BY THE REGIONAL GOVERNMENT

- Profit tax decreased from 18 to 13.5% for the actual project pay-off period;
- Property tax exemption for the actual project pay-off period;
- Subsidies reimbursing costs of electric grid utility connection services, up to RUB 30 million.

Find out more about the region here:

<http://investinregions.ru/regions/vladimir/>

## CONTACTS

**Roman Rusanov**

Director of Investments and International Trade Department

9157711000@mail.ru, +7 915 771 10 00



## Investment opportunities

# Leningrad region

## 01

### REGION IN FIGURES

Population	1.8 mln
Adjacent regions' population	8.2 mln
Average lease rate for class A office premises	12,000 RUB /m <sup>2</sup> /year
Average lease rate for class A production and storage premises	5400 RUB /m <sup>2</sup> /year
Average sale price of industrial land lots	20,000,000 RUB /ha
Average monthly pay	RUB 32,105 py6.

Leningrad region shares a border with the European Union and has access to the Baltic Sea. The region is located at the crossing of two trade routes: Pan-European transport corridor and the «North — South» one. It possesses a developed system of thoroughfares: sea, river, rail, automotive, air and pipeline.

## 02

### BEST INVESTMENT OPTIONS

№1 Ship Building and Maritime Equipment Production for Development of the Arctic and Northern Sea Route		№2: Creating New Motorcar Assembly Capacities and Developing Production of Motorcar Components	
<b>Key facts</b>			
OJSC Rosatom's order for construction of two 60 MW commercial universal icebreakers under project 22220	RUB 77.5 bn	Total import of passenger motorcars	703.3 thousand units
Construction of a 4 MW Multifunc- tional Search and Rescue Vessel	RUB 2.79 bn	Total import in 2014 in Russia:	\$13.1 bn
Demand for icebreaker construction	10 pcs.	Total sales of new motorcars in 2014 in Russia	2.5 mln pcs.
Free space at the icebreaker construction market	RUB 430.53 bn		

## 03

### BUSINESS INCENTIVES PROVIDED BY THE REGIONAL GOVERNMENT

- Profit tax decreased from 18 to 13.5% for 4 to 8 tax periods, property tax exemption;
- Tax breaks and exemptions from the lease for the company implementing a project to create an industrial park in the region
- Subsidies reimbursing costs of electric grid utility connection services, up to RUB 30 million.

Find out more about the region here:

<http://investinregions.ru/regions/leningrad/>

#### CONTACTS

**Dmitry Yalov**

Deputy Governor and Head of Economic Development and Investment Committee

yalovd@yandex.ru, +7 921 943 99 85



## Investment opportunities

## Sverdlovsk region

## 01

## REGION IN FIGURES

Population	4.3 mln
Adjacent regions' population	15 mln
Average lease rate for class A office premises	12,000 RUB /m <sup>2</sup> /year
Average lease rate for class A production and storage premises	4500 RUB /m <sup>2</sup> /year
Average sale price of industrial land lots	6,000,000 RUB /ha
Average monthly pay	RUB 29,743

Sverdlovsk region is located at the border of Europe and Asia, being the third largest transport hub in Russia. The region possesses an advanced research infrastructure, vast reserves of mineral resources and well developed industrial production.

## 02

## BEST INVESTMENT OPTIONS

№1 Equipment Production for Mining and Oil and Gas		№2: Multimodal Transport and Logistics Hub	
Key facts			
Investments into Oil Production and Mining Industries in 2013	RUB 1997.4 bn	Total Regional Cargo Turnover in 2013	209 mln tonnes
Deliveries of Imported Equipment for Oil Production and Mining Industries in 2013	RUB 391 bn	Total Demand for Cargo Turnover Capacities of Logistical Hubs	60 mln tonnes per year
Potential annual market capacity	RUB 600 bn	Potentially required warehousing space	3.9 mln m²
		Potential annual market capacity	RUB 80 bn

## 03

## BUSINESS INCENTIVES PROVIDED BY THE REGIONAL GOVERNMENT

- Profit tax decreased from 18 to 13.5% for 5 tax periods;
- Subsidies reimbursing costs of electric grid utility connection services, up to RUB 30 million;
- Attractive administrative, tax, customs and land privileges for the residents of the special economic zone "Titanium valley".

Find out more about the region here:

<http://investinregions.ru/regions/sverdlovsk/>

## CONTACTS

## Alexey Orlov

First Deputy Prime Minister of Sverdlovsk Region and Investment and Development Minister of Sverdlovsk Region

pr\_orlova@gov66.ru, +7 906 811 14 59



## Investment opportunities

# Republic of Tatarstan

## 01

### REGION IN FIGURES

Population	3.8 mln
Adjacent regions' population	29.7 mln
Average lease rate for class A office premises	8400 RUB /m <sup>2</sup> /year
Average lease rate for class A production and storage premises	3600 RUB /m <sup>2</sup> /year
Average sale price of industrial land lots	3,000,000 RUB /ha
Average monthly pay	RUB 28,352

Republic of Tatarstan is situated on the border of Europe and Asia, in the international transport corridor "West – East". The region has developed infrastructure of investment and business support, as well as reduced administrative barriers. Together with high quality of R&D infrastructure and developed industrial production, these result in special investment attractiveness of Tatarstan.

## 02

### BEST INVESTMENT OPTIONS

№1 Deep Processing of Petroleum Products and Polymer Production		№2: IT Products Development	
Key facts			
The share of imports in chemical industry (2013)	35.8%	Gross Income of IT Companies in 2014	RUB 48.7 bn
Import volume of chemical products by region's companies	40 thousand tonnes	Growth Rate of IT Companies' Gross Income in 2014	104.5%
Main demanded products	Polyamides, Maleic anhydride, Isocyanates, Cyclopentane	Total Investments into Capex in IT Sector in 2014	RUB 5.2 bn

## 03

### BUSINESS INCENTIVES PROVIDED BY THE REGIONAL GOVERNMENT

- Profit tax decreased from 18 to 13.5%, property tax of 0.1% for newly created property or property acquired for project implementation purposes;
- Subsidies reimbursing equipment acquisition costs;
- Engineering services provision;
- Attractive administrative, tax, customs and land benefits for the residents of the special economic zones "Alabuga" and "Innopolis".

Find out more about the region here:

<http://investinregions.ru/regions/tatarstan>

#### CONTACTS

**Bulat Khaziakhmetov**

Tatarstan Republic's Deputy Minister of Economy

Bulat.Haziahmetov@tatar.ru, +7 927 440 56 52



Investment opportunities

# Tomsk region

01

## REGION IN FIGURES

Population	1 mln
Adjacent regions' population	13.3 mln
Average lease rate for class A office premises	6792 RUB /m <sup>2</sup> /year
Average lease rate for class A production and storage premises	6144 RUB /m <sup>2</sup> /year
Average sale price of industrial land lots	9,000,000 RUB /ha
Average monthly pay	RUB 32,502

Tomsk region is located in Western Siberia, possessing a wide range of mineral resources. Thanks to its high level of scientific and education development, Tomsk region has no shortage of specialists with higher education and skilled employees.

02

## BEST INVESTMENT OPTIONS

№1 Expanding the Range of Import-Substituting Drugs		№2: Lumber and Chipboard Production for Retail Purposes	
Key facts			
Estimated Average Annual Drug Production in Tomsk Region	RUB 4.3 bn	Average Forest Products Production in Tomsk Region	1 mcm p.a.
Average drug consumption in Tomsk Region and adjacent regions	RUB 66.1 bn	Potential Forest Products Production in Tomsk Region	3.8 mcm
		Potential market capacity	RUB 35 bn

03

## BUSINESS INCENTIVES PROVIDED BY THE REGIONAL GOVERNMENT

- Profit tax decreased from 18 to 13.5%;
- Property tax exemption in 50% amount of the tax rate;
- Subsidies reimbursing interest rates (within 8%), lease payments, costs of electric grid utility connection services (50%);
- Subsidies for major projects (worth more than RUB 1 bn) in 2/3 amount of investment costs.

Find out more about the region here:

<http://investinregions.ru/regions/tomsk/>

### CONTACTS

**Alexander Fedchenko**

Head of Investment Department,

fedchenko@tomsk.gov.ru, +7 983 232 61 70





## Investment opportunities

# Tula region

## 01

### REGION IN FIGURES

Population	1.5 mln
Adjacent regions' population	23.4 mln
Average lease rate for class A office premises	8400 RUB /m <sup>2</sup> /year
Average lease rate for class A production and storage premises	4800 RUB /m <sup>2</sup> /year
Average sale price of industrial land lots	2,000,000 RUB /ha
Average monthly pay	RUB 25,747

Tula region is located near Moscow, in the center of Russia's European part. A wide range of industries has already developed production in the region.

## 02

### BEST INVESTMENT OPTIONS

№1 Establishing Machine-Building and Tool-Making Enterprises for Defense Industry Complex and Motorcar-Building		№2: Petrochemical complex establishment	
Key facts			
Annual Machinery Production Demand for Import Substitution Purposes	500 pcs.	Potential output	10 million tonnes p.a.
Annual Production in Value Terms	RUB 2.5 bn	Free Polymer Production Market Capacity (for Import Substitution)	RUB 18 bn

## 03

### BUSINESS INCENTIVES PROVIDED BY THE REGIONAL GOVERNMENT

- Profit tax decreased from 18 to 13.5% for the project pay-off period but not more than for four tax periods;
- Property tax decreased to 0% for the project pay-off period but not more than for four tax periods;
- Property tax decreased to 0% for the project pay-off period but not more than for four tax periods;

Find out more about the region here:

<http://investinregions.ru/regions/tula/>

#### CONTACTS

**Grigory Lavrukhin**

Tula Region's Minister of Economic Development

Grigoriy.Lavruhin@tularegion.ru, + 7 980 589 90 39

## Solving problems on a local level

# Municipalities take center stage

---

Rules of play laid down in a specific city are no less important than the business environment in a whole country. In order to introduce positive changes into every part of Russia, the Agency for Strategic Initiative has cooperated with two of the most influential business associations to compile a set of best practices that can be implemented by every municipality. To mention just a few:

— **A transparent system of selecting investment projects financed from the municipal funds.** Local budgets are small, so it is important to select priority projects.

**Best practice found in:**

Novoulyanovks, Ulyanovsk region, Cherdaklinsky region, Ulyanovsk region, Krasnoyarsk region, Astrakhan region.

These regions have a clear procedure of assessing the projects' future economic performance, the sector they fall into and the necessary amount of financing.

— **Municipal internet resource about investment activity.**

Specialised sites allow for the prompt publication of information (frequently in a number of languages) referring the investment opportunities in the region, state business incentives and legal basis.

**Best practice found in:**

Krasnodar, Krasnodar region — [investment.krd.ru](http://investment.krd.ru)

Petrozavodsk Municipal District, Republic of Karelia — [ptzinvest.ru](http://ptzinvest.ru)

Bratsk, Irkutsk region — [invest.bratsk-city.ru](http://invest.bratsk-city.ru)

Perm, Perm region — [invest.gorodperm.ru](http://invest.gorodperm.ru)



Expert opinion

## Business leaders talk

---



Vice President  
of Siemens in Russia

**Sergey  
Krylov**

### **How did the company choose which Russian regions to invest in?**

Since 2009, Siemens has been implementing a large-scale localization program in Russia, which is based around creating and expanding our production in the country. As of today, our Ural Locomotives plant in the Yekaterinburg area is fully functional. We've created an industrial cluster in Voronezh to produce equipment for electricity grids, and in 2015, we'll be opening a plant for the production and maintenance of gas turbines in the St. Petersburg area.

When choosing a particular region to open a plant in, we take into account conditions such as the presence of logistical networks, access routes, electricity supply systems and other infrastructure. We also have to take into account the presence of plants able to manufacture the components we need. And of course, our relations with the local administration: their willingness to help us obtain the documents we need to start doing business as quickly as possible. Another important factor is the availability of qualified personnel in the region.



**What kinds of business incentives do you consider most effective?**

An important factor for us is how much the regional administration can assist the plant's further development after its construction. I'm not just referring to potential orders here, but also to the help in selecting the personnel we need, providing additional necessary infrastructure and so forth. It's also important for there to be equal conditions for all the market participants in the region, i.e. all legally allowed tax deductions should be made available to the plant.

**How do you approach the question of personnel?**

We work with specialized regional educational institutions and have our own professional training programs.

**What are the three main things that help to do business successfully in Russia, in your opinion?**

Among the main ones, I've noticed the following three things: a desire to do business in Russia and invest in this market; knowledge of the local conditions — legislation, tax, a clear understanding of local customers' needs; and support from the regional and federal administrations in the form of transparency in tendering procedures and providing equal conditions for all market participants.



General Director  
of "Continental Kaluga" LLC

**Georgy Rotov**



---

Kaluga region provides an attractive package of financial incentives, and the whole team around the Governor really is configured so as to help investors and to facilitate the implementation of its project in the region.

---

**How did Continental decide which region of Russia to invest in?**

When choosing a site for the Continental tyre factory, we focused on three main criteria: financial indicators (the availability of concessions, land values), the location of the region with regard to the main markets (for us these are the Moscow and St. Petersburg markets) and infrastructure. In terms of infrastructure, we needed to take into account the technical infrastructure, which is essential for meeting project deadlines, and the social infrastructure, which make the region attractive for company employees.

**Have you had any problems finding qualified personnel?**

There is always a lack of well qualified personnel, so we need to fight for them. The most important aspect for us is that over the past 6–7 years, the Kaluga region has become a very attractive labour market for specialists. This is because a number of major investment projects and modern factories have begun to develop actively within the region. We are a foreign company and we need not just highly qualified and motivated employees, but people who speak English well. We have to search the entire country for such specialists. Kaluga is now one of the regions where they are keen to come.





General Director  
of "Antipinsky Refinery" JSC

## Gennady Lisovichenko



### **Can you tell us briefly about how the company started production in Russia: How did you choose the region?**

Most of Russia's oil and natural gas resources are concentrated in the Tyumen region. However, the region did not refine any of its oil products and light oil products had to be imported from other regions. Therefore, the idea of building an oil refinery in the region was completely logical.

### **What support have the region given in the initial stages? What forms of cooperation between the regional authorities and representatives of the company have been the most productive?**

We have received complete support from the regional authorities. When Sergei Sobyenin was the governor of the Tyumen region, he visited the site personally. His successor, Vladimir Yakushev, is

now overseeing the construction of the factory and supervising its modernisation. We actually opened the first stage of the factory together with him — he personally pressed the button to fill the first petrol tanker. I would in particular like to mention the concessions the authorities provided us in terms of property tax. They reduced it from 2% to 0.5%.

### **How have you dealt with the matter of personnel? Do you have any programs to attract employees?**

The labour market in Tyumen doesn't always allow us to find the best employees, so we train our own specialists based on the company's needs. In May, 2013, we were granted an education license and a number of professional training programmes have been approved by Ros-technadzor. We have also been working actively with a number

of educational institutes. We have implemented a grant programme named after Antipinsky Refinery. This gives students the possibility of practical placements in our factory with the possibility of subsequent employment.

### **What three things, in your opinion, are important for successfully doing business in Russia?**

The application of leading technology, control and feedback at all stages of project implementation and, of course, financial resources. We have a dependable financial partner in Sberbank Russia, who have refinanced our credit portfolio and provided us with \$1.75 billion resources for a period of 10 years.



Deputy Governor of Tyumen region,  
Director of the regional Department  
of Investment Policy and State Support  
for Business

## Vadim Shumkov



### **Which organizations work to attract investment to the region and what are the main principles of your work with investors?**

The government itself works to attract investment through a duly authorized official. The Tyumen region Investment Agency also works to this end. We base our work on comprehensiveness and a sincere desire to develop the region. By comprehensiveness, we mean providing full administrative support, investment site with infrastructure, tax relief and direct financial support.

### **What kinds of support exist for investors when they enter the region?**

The most important kind is administrative support, but there are also state guarantees and exemptions from taxes on assets, income, land and transport, subsidies to aid in obtaining new equipment through hire purchas-

ing and 7% investment loans for 5 years. We offer this as part of a complete package and give investors the effect they need.

### **How do regional representatives interact with investors? What qualities do employees have to have in order for them to work to attract investment?**

Investors aren't just bank balances to us, we base our interaction with them on the principles of simple human discussion. The main premise is to be constantly available to talk and readily able to handle any incoming queries. As for our employees, apart from professionalism and efficiency, we also expect patriotism from them. It's a lot easier to be a patriot today than it was 100 years ago, when you had to fight on the front and risk your life. Right now, being a patriot means not taking money out of the country, building beautiful and solid infra-

structure and working towards developing the country with all your strength – from financial participation to working with your own two hands.

### **How do you stimulate development in investment activities and business in the region?**

It's easy and hard at the same time. Easy because there's a logical set of actions which inspire people to invest their funds. Hard because the conditions are changing all the time. The government's main task in the near future is to work with internal investors, create profitable conditions for them and convince them to invest their funds in their own economy instead of investing money in offshore companies. And to encourage people to stop talking and get down to business, each in their own way.



Director of Knauf Insulation  
factory in Tyumen

**Svetlana  
Shuvalova**



**Why did you choose the Tyumen region to start production? What criteria did you focus on?**

The “KNAUF Insulation” factory in Tyumen is our second factory in Russia. We chose this region for its high level of energy autonomy and for its per capita GRP indicators. The local government also pays particular attention to effective management, which is also important.

**What regional support measures have been most effective?**

The investment policy of the Tyumen region is based on careful attention not only to the volume of investments, but their quality as well. The administration has actively supported investors who are capable in the long term of strengthening regional leadership in the area of energy efficiency, nature conservation and the growth in social comfort.

**How have you dealt with the matter of personnel? Do you have any programmes to attract employees?**

The kernel of the factory’s personnel, 70 persons, was transferred from the for-

mer “Tisma” factory. We developed a training programme for them including visits to Knauf group factories in Europe. At the moment we also have 2 highly qualified foreign specialists from Europe working at the factory.

**What three things, in your opinion, are important for successfully doing business in Russia?**

A strategic view of the company’s future, highly qualified personnel and support from the regional government.





## ASI's support Success stories

---

The relations between the business community and the authorities in Russia are evolving in order to create an environment within which the state can receive a feedback from entrepreneurs and react quickly to their proposals. This process manifests itself in many forms — for example in a way the ASI supports unique business projects and talented entrepreneurs. The Agency does it free of charge, as with every other form of support it provides. But there is an important criterion in the process of selecting the projects: the existence of a systemic problem — by solving it, we create a precedent that would accelerate the development of the entire sector.

Entrepreneurs who turn to the ASI can count on three types of support:

- **Administrative** — help in communication with the authorities.
- **Methodological** — access to the Agency's expert council, consultations about getting business incentives and about attracting investment.
- **Informational** — promotion of projects in the mass media and at the ASI events.

An indicative example is the construction of a factory for new generation high-voltage conductors in Yaroslavl region by the Russian-Belgian company SimRoss-Lamifil. Investors faced a problem: despite the interest in their future products within the energy sector, the lack of standards governing production and usage of such conductors placed serious limits on their marketing. ASI helped the company cooperate with Rosstandart, introduce new standards and obtain approval and backing of the Ministry of Industry and Trade, the Ministry of Energy and the Ministry of Economic Development — as well as attract external financing.

Support for the SimRoss-Lamifil project allowed to create the legal basis for an emerging market niche and facilitated the introduction of new technologies throughout the country.

---

Since its creation the Agency for Strategic Initiatives has been providing support in different forms to more than 340 projects in the areas of business, education and social sphere.

---



Administrative support



Methodological support



Informational support

## New business projects which received support:

Ufa. Construction of the O. F. Tverдовskii ice centre.

Project cost — RUB 303.5 mln.



Altai region. Construction of the skiing and hotel complex.

Project cost — RUB 5831 mln.



Saint-Petersburg. Integrated solution for rental and service of municipal passenger transport.

Project cost — RUB 780 mln.



Moscow. Software and hardware complex "Universal Switching node".

Project expansion cost — RUB 100 mln.



Tomsk. Expansion of production of orthopaedic and dental implants.

Project cost — RUB 169.3 mln.



Krasnodar. Bio-technology for cleansing heating systems and heating equipment.

Project expansion cost — RUB 16 mln.



Moscow region. Creation of medical centre and doctors "school" based on own neuro-rehabilitation technology. Project cost — RUB 3 260 mln.



Voronezh. Production of innovative anaesthesia and respiratory equipment.

Project expansion cost — RUB 261 mln.



Novosibirsk. Thermoland — innovative system for insulating facades.

Project expansion cost — RUB 80 mln.



Moscow. Organization of production of microchips for determining blood immunoglobulins.

Project expansion cost — RUB 232 mln.



Moscow. Development of technology for the plasma treatment of metals.

Project cost — RUB 165 mln.



Nizhny Novgorod.

Construction of dairy farm.

Project cost — RUB 813 mln.





Social projects

## Business for good

---

A social business is known to share the traits of an NGO and a firm. It's created as a non dividend company solving specific social problems. But it has to generate revenues, cover costs and in the long run — grow and expand. At least this is how things are supposed to be. But de facto such businesses are often in need of external support. The ASI helps socially-oriented projects overcome administrative barriers, provides methodological and informational support and does a lot more to further social business development in Russia.

Dealing with a problem often starts with a request from a project leader, outlining specific difficulties.

---

### IDENTIFYING GIFTED CHILDREN AT AN EARLY AGE (INCLUDING GIFTED CHILDREN WITH DISABILITIES).

---

Since its inception the Agency has supported more than a hundred social projects.

---

**What is the problem:** lack of early development programs in pre-school education.

**What was done:** when such program was introduced the ASI helped it get an approval of the Russian government. The Agency also engaged the experts who assisted in putting an educational program together. As a result the project was successfully tried in several Russian regions, with more than 400 institutions taking part.

## PREVENTING MOTHERS FROM ABANDONING NEWBORNS IN CRISIS SITUATIONS

**What is the problem:** up to 13 000 infants are being left in maternity homes or get abandoned in the first 6 month after birth.

**What was done:** the ASI provided support to the charity fund trying to introduce a model program of preventing abandonment of newborns. Close cooperation helped promote the cause in 28 regions, keeping nearly 500 infants in their families.

## CREATING CONDITIONS FOR DEVELOPMENT OF PRIVATE RETIREMENT RESIDENCES

**What is the problem:** state homes for seniors can't cope with the growing numbers of people in need of decent care after retirement.

**What was done:** a private initiative aimed at creating a number of premium retirement homes is being supported by the ASI. Attaining project expansion requires an implementation of several measures, including changes in laws governing the social services sector. Such amendments were prepared, but are yet to be approved. In the meantime 3 private senior centers were built in the project's framework and their model is ready to be replicated elsewhere.

---

**Dmitry Medvedev,**  
the Prime Minister  
of Russia



There are many examples of socially responsible business initiatives in Russia. The best practices of cooperation between the state and the business deserve support and proliferation. Russian government will continue to pay a lot of attention to this issue.





## Looking forward WorldSkills



An attractive business climate is unthinkable without suitably qualified personnel. Three years ago, aimed at raising the prestige of blue-collar occupations, the ASI's supervisory board approved the organisation of the WorldSkills national championship. It is an international movement that ensures the dissemination of high professional standards in different countries. In 2012 Russia became part of the WorldSkills International association.

Since then Russia has been conducting WorldSkills championships every year. This allowed to attract not only Russian but global partners such as Rostec, United Aircraft Corporation, Russian Helicopters, Cisco, Siemens, BMW, FES TO, BASF, LincolnElectric and others. In November 2014 a championship was conducted in compliance with WorldSkills procedure that included the employees of 85 high-tech companies only.

Since 2012 60 organizations from the Russian Federation have applied to take part in WorldSkills Russia (WSR). As the local authorities note, the progress achieved with the WSR is more than apparent. The participating colleges have noted an increase in applications. For example, applications for the Pervouralski Metalurgical College have risen from 1 to 6 persons per place.

In addition to popularising the professions, the movement also enables the application of international professional standards throughout the country. Without these standards it will be impossible to create a competitive economy.

# Global education

In the summer of 2014, the “Global Education” program began in Russia — managed by the Ministry of Education and Science and the ASI. This initiative’s purpose is to expand the pool of highly qualified personnel in engineering, social, medical, scientific and high tech industries. The program is about giving financial support to the Russian citizens studying abroad and requiring them to work in one of the selected Russian companies for three years afterwards.

The list of higher education institutes includes 225 colleges and universities in 27 countries.

As a result of this programme, the leading Russian institutes, scientific organisations, medical academies, high tech and industrial companies would be able to employ over 1500 specialists who have received world class education and earned degrees from the world’s most highly-regarded universities.

Among educational institutions taking part in the project are the following:



**USA**  
**Boston**  
university



**Singapore**  
**National**  
**University**  
of Singapore



**Germany**  
**Goethe University**  
Frankfurt am Main



**Sweden**  
**KTH Royal**  
**Institute**  
of Technology



**France**  
**École Normale**  
**Supérieure**



**China**  
**Peking**  
**University**



**Korea**  
**Seoul National**  
**University**



**Ireland**  
**Trinity College**  
**Dublin**



**Australia**  
**University**  
of Melbourne



**Belgium**  
**Bruxelles**  
**Free University**



**Israel**  
**Tel Aviv**  
**University**



**Switzerland**  
**University**  
of Geneva



**UK**  
**University**  
of Oxford



**Brazil**  
**University**  
of San Paulo



**Japan**  
**Tokyo Institute**  
of Technology





## Looking forward

# New professions

---

In just a few years' time the labour market will witness the appearance of professions about which no one suspects at the moment. The ASI has compiled an almanac of occupations that would either emerge or disappear in the coming 15–20 years. It will help define which spheres will develop actively, what new technology, products, management practices will appear, and what specialists will be needed by employers in the future — so that the students of today would be choose their dream job of tomorrow.

## New professions atlas

The Atlas presents 19 spheres  
and 140 possible future professions.  
Here are just some of them.





## Contact info

---



**AGENCY  
FOR STRATEGIC  
INITIATIVES**

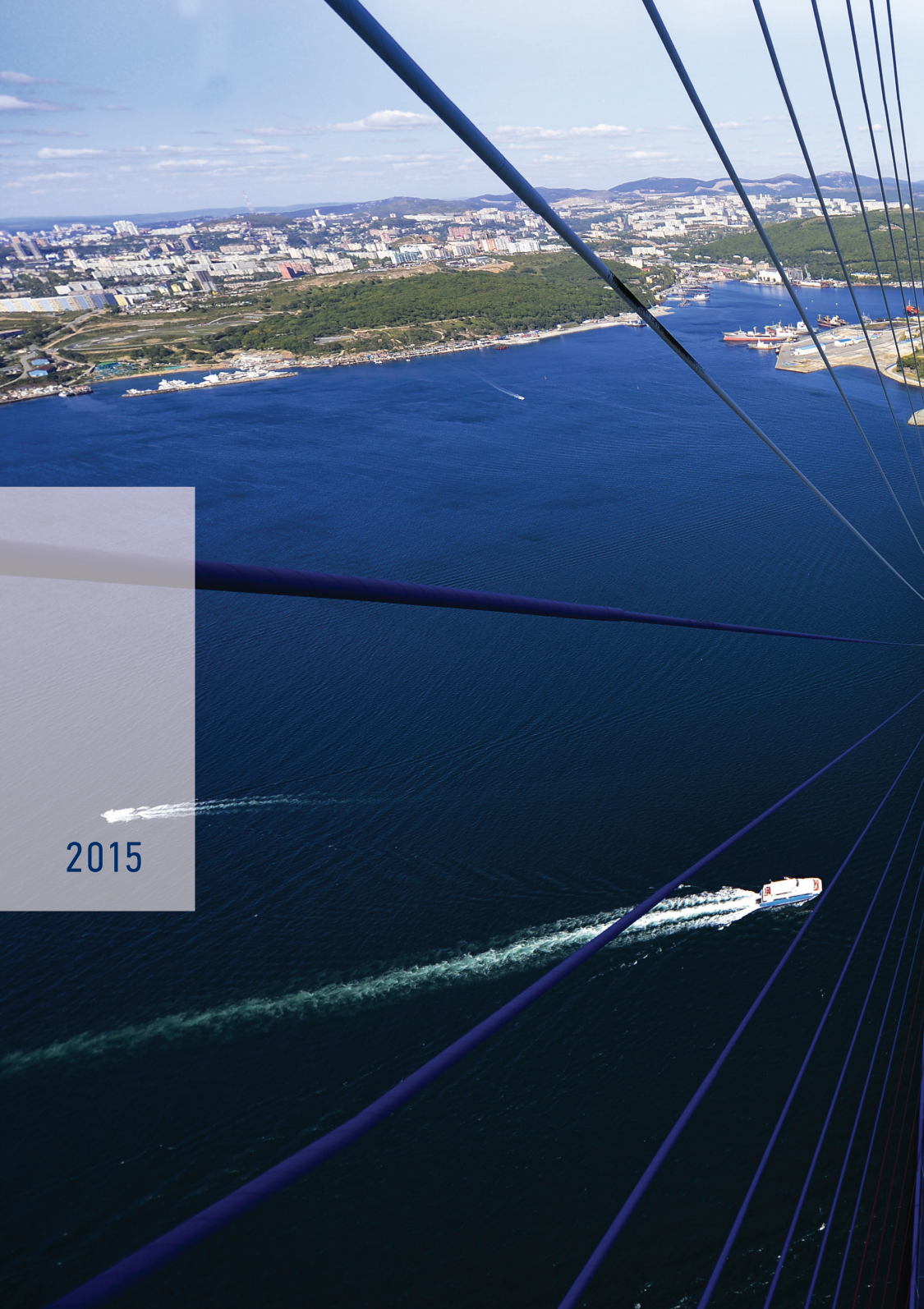
36/9 Novy Arbat Street,  
Moscow, Russia, 121099  
+7 495 6909129

int@asi.ru  
asi.ru/en



**INVEST IN RUSSIAN REGIONS**  
[investinregions.com](https://investinregions.com)





2015