

CEEHR|'06

The Central and Eastern European
Human Capital Summit

- Build contacts
- Network across borders
- Learn from different corporate cultures
- Engage in open exchanges

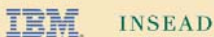
25-27 October, 2006
Hilton Budapest

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Event Focus

Join your colleagues at the most prestigious Human Capital event in Central and Eastern Europe. Secure the latest knowledge and debate vital issues:

- Developing HR Leadership
- Benchmark best practices
- Compensation & Benefits
- Performance Management
- Corporate values and culture
- Quantifying the ROI of HR
- Talent retention & management
- Creating a Learning Organisation
- HR as a strategic partner
- Developing a high performance culture
- Employee engagement
- Approaches to staff leadership experience development

Supporting Organizations



Official Publication



Media Partners



Human Resources directors, and senior executives, from throughout Central and Eastern Europe, are in the vanguard of change, change that is putting Human Capital, and the way it is managed, at the forefront of today's business organisations.

Change has come rapidly in Central and Eastern Europe for HR professionals. Change in political and economic systems. The changes and challenges brought by globalisation. The challenge posed by changing demographics. The need to meet the requirements of EU Accession and the impact it has had on employment practices. The challenge posed by corporate mergers and acquisitions. And, at the same time, HR Executives in the CEE region are dealing with the aspirations of a young dynamic workforce coming to terms with the organisational models and practices of multinational businesses.

HR Professionals in the CEE region continuously face the challenges of "getting the right people in the right seats on the bus, and getting the wrong people off the bus" (Jim Collins: Good to Great). Today's HR executives are charged with putting a motivated and high performance workforce in place, in addition to becoming increasingly accountable, and responsible for, bottom line profit.

For a rapidly growing number of organizations in CEE human resources is viewed as a key driver of competitive advantage. There is a recognition that distinctive competencies are obtained through highly developed employee skills, distinctive organisational cultures, and management processes and systems. Increasingly it is now recognized that competitive advantage can only be leveraged with a high quality workforce; ultimately it is Human Capital that enables organisations to compete on the basis of market responsiveness, product and service quality, differentiated products, and technological innovation. Human Resources globally, internationally and locally, from the CEE perspective, is becoming a strategic partner in the business, influencing bottom line performance.

The Central and Eastern European Human Capital Summit is the only event in the region that brings together Human Resources executives at the highest level.

The 2006 Summit agenda has been designed with the aim of making a major contribution in the transfer, development, and management of Human Capital in the Central and Eastern European region. Attendees will participate in a carefully structured and interactive learning experience that imparts essential tools and techniques, acts as a catalyst for new ideas and approaches to HR, looks at the key challenges and opportunities facing HR executives in the CEE region, presents best practice examples, and is ultimately as thought provoking as it is enjoyable.

We look forward to welcoming you in Budapest to the most prestigious HR event in Central and Eastern Europe.

www.ceehr.com
www.stamfordglobal.com



Thank you very much to you and your team for the great organisation of the conference. It was really a valuable event. Very helpful and useful for the CEE region for sharing practices, improving the HR function and the quality of business life.

Anna Hudakova
VP HR
Slovak Telekom

Another quality event by
stamfordglobal

Budapest is located in the heart of Central and Eastern Europe. This dynamic and culturally rich city lies on the banks of River Danube.

The river, Europe's highway, defines the life of Budapest dividing it into two and yet connecting both sides of the city's unfurling districts.

The Hilton Budapest is located in the heart of the historical Buda Castle District - one of UNESCO's World Heritage sites - next to Hungary's gothic Coronation Church, St. Matthias and the Fisherman's Bastion.

The hotel is a contemporary structure which incorporates 13th century foundations. Rooms offer breathtaking panoramic views over the Danube and the city of Budapest. Major historical sites are within walking distance and the city centre is just a 10-minute drive away.



Testimonials from CEEHR 2005

It has been a good start, definitely such an event is needed in the region.

**HR Manager
SONY Slovakia**

Good organization with good presenters and subjects.

**HR Director
HVB Bank**

Advanced topics in relation to European HR challenges - good experience!

**HR Manager
Coloplast**

The information was useful, practical and specific for companies operating in the CEE region.

**Development Manager
Tenaris**

Very useful, clearly delivered tools for people development management.

**HR Director
Unibanka**

Great! Very comprehensive, good opportunity to challenge myself.

**HR Director
BBHB**

Great Opportunity to share experience, knowledge and to meet colleagues from CEE.

**T&D Specialist
Nafta**

Good opportunity to meet and benchmark CEE HR representatives, excellent forum for the profession in the region.

**HR Director Europe
Elcoteq**

The case studies and the keynotes were particularly useful. Positive experience.

**HR Manager
GSK**

Great event, I am very satisfied.

**HR Director
Delta Insurance**

Very well organized conference, practical presentations and keynotes.

**HR Manager
Jabil Circuit**

The conference clearly exceeded my expectations, useful and practical.

**Head of HR
Raiffeisen Bank**

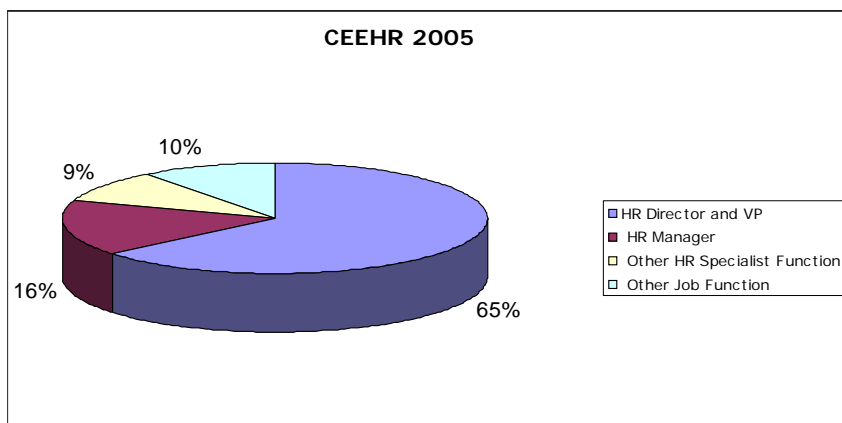
Great initiative, amazing presenters with very relevant and exciting topics. I have learnt a lot, thank you.

**Personnel and Organization Site
Head
Masterfoods**

A snapshot of some of the companies at CEEHR 2005.

Company	Country	Industry Sector
Agrokor	Croatia	Trade, Agriculture
Autocommerce	Slovenia	Holding Company
Avon Cosmetics	Romania	Consumer Goods
Bank BPH Polska	Poland	Banking/Finance
Banca Romaneasca	Romania	Banking/Finance
CEZ - Power Company	Czech	Energy/Utilities
Erste Bank	Austria	Banking/Finance
GlaxoSmithKline	Romania	Pharmaceutical
Hansabank Group	Estonia	Banking/Finance/Leasing
IBM Poland	Poland	Information Technology
Lek Pharmaceuticals	Slovenia	Pharmaceutical/Medical
Masterfoods	Hungary	Food & Drink
MOL Oil & Gas	Hungary	Oil & Gas
Mobitel	Slovenia	Telecom/Communication
Mazeikiu Nafta	Lithuania	Oil & Gas
PKN ORLEN	Poland	Oil & Gas
Provident Financial	Czech R.	Banking/Finance
Samsung Corporation	Slovakia	Trade
SAP	Hungary	IT Solutions
Sony	Slovakia	Electronics
Svyturys-Utenos Alus	Lithuania	Food & Drink
Telekom Slovenija	Slovenia	Telecom/Communication

Delegate breakdown at last year's summit



Conference Chair Advisory Board



Professor Lisbeth Claus
Associate Professor Global HR
Willamette University, Atkinson School of Management
Former President of SHRM Global



David Forman
Chief Learning Officer
The Human Capital Institute



Christine Heyting
Regional HR Director
Ernst & Young



Johan Swarts
Executive Director of Global Human Resources
PLIVA

Keynote and Expert Presenters:

Professor Paul Evans

Professor of Organisational Behavior
The Shell Chaired Professor of Human Resources and Organisational
Development
INSEAD

Robert Cortenraad

Vice President Human Resources - Continental Europe
Oracle Corporation

Shay McConnon

Managing Director
People First Ltd

Brian J. Glade

Vice President, International
Society for Human Resource Management (SHRM)

Kristin Schreiber

Head of Cabinet to Vladimir Spidla - Commissioner for Employment,
Social Affairs and Equal Opportunities
European Commission

Agnes Roux-Kiener

Independent Expert Consultant
Organization Transformation

Mia Vanstraelen

Director of Learning
IBM EMEA

Ralf Schneider

Partner & Eurofirm L&D Leader and Global Head of Talent Management
PricewaterhouseCoopers

Zsolt Szelecki

Emerging Markets Lead
Hewitt Associates

Catherine Stalker

Partner, HR Services CEE/CIS
PricewaterhouseCoopers

Corporate Presenters

Glaxo Smith Kline

Sarolta Kiss
HR Director -
CEE Consumer Healthcare

Pliva

Blagica Petrovac
Corporate Human Resources Office
Manager

Motorola

Heinrich Korte
Director HR CEE & Germany

Raiffeisen International

Rudolf Vogl
Head of Human Resources

Bank BPH

Katarzyna Niezgoda
Vice President of the Board,
HR Division

Ernst & Young

Margit Farkas
Regional HR Director

BRD - Groupe Societe Generale

Florin Luca
Director of Human Resources

Telekomunikacja Polska

Jacek Kallaur
Member of Board of Management, HR

MOL

Laszlo Szocs
Vice President, Human Resources

Tesco

Andras Dobak
HR Director, Hungary

Microsoft International

Stijn Nauwelaerts
Director of HR, CEE

Slovak Telekom

Anna Hudakova
Executive Vice President, HR

Slovak Telekom

Luba Fabryova
Head of HR Business Partnership

Regarded by the press and media as one of the world's most influential people in the field of international human resource management, an "Outstanding Teacher of the Year" at INSEAD.



Paul Evans, PhD.

Professor of Organisational Behaviour

The Shell Chaired Professor of Human Resources and Organisational Development
INSEAD

Paul Evans has a PhD in Management and Organizational Psychology from MIT, an MBA from INSEAD, and he is a graduate in law from Cambridge University. He is director of INSEAD's executive seminars on Management of People and Human Resource Management in Asia, and former director of Managerial Skills for International Business. He has led for many years INSEAD's activities in the field of international HR management, and he has been coordinator of the Organizational Behavior department for successive periods.

He has acted as a corporate advisor and designed/taught leadership programs with more than 100 international corporations, and he is a frequent keynote speaker at international conferences and conventions. He is the founding board member of a pan-European project network, the European Human Resource Forum (EHRF).

His research focused originally on adult, career and leadership development. His book with Fernando Bartolomé, *Must Success Cost so Much?* (1980) was translated into eight languages, the result of a study of the relationship between the professional and private lives of over 14,000 executives. His research focus then moved on to strategic HRM, and the dualities/paradoxes facing international firms. His most recent book is *The Global Challenge: Frameworks for International Human Resource Management* (McGraw-Hill, 2002).

MANAGING EMPLOYEE ENGAGEMENT IN TIMES OF CHANGE

24th October, 2006 | 13:00-17:00

One of the most fundamental challenges of management is that of work motivation, especially at times of growth, restructuring, and pressures for performance. HR managers earn – or lose – a lot of their credibility in the organization through the advice they give to line managers on delicate issues of employee motivation and engagement, through steering management teams on when and how to engage staff in decision making, and through setting policies and practices that affect employee attraction, retention and loyalty. During the seminar you will be looking at leading edge thinking and the state of the art in terms of practice around the challenges of employee engagement. This will be based on Paul Evans' insightful research and deep experience with companies throughout the world.

The topics to be explored in this Masterclass:

- **Fair Process:** The decisions that have to be taken in a competitive organization are not going to be fair to everyone – there will inevitably be winners and losers. Building on pioneering INSEAD research, we will be examining the role that HR managers should play, focusing on the 5 E's of Engagement, Exploration of options, Explanation, setting Expectations, and Evaluation.
- **Engagement:** How do leading edge organizations engage employees in decision making, and train their managers also to do this?
- **Retention:** Those people one wants to retain invariably have opportunities elsewhere, which gives them a certain power. How do leading organizations tackle this problem?
- **Facing up to the problem performers:** Creating a climate of positive engagement also means confronting the underperformers. Recent award-winning INSEAD research shows that there are subtle self-fulfilling prophecies at work, leading good people to become "satisfactory underperformers". How can HR managers recognize and face up to this vital challenge?
- **Mobility, learning and renewal:** Creating a culture of high engagement means carefully managing mobility and the renewal of people. We will explore the implications for career management.
- **Work-life balance:** People these days want to lead balanced lives, and changes in legislation are reinforcing this. How should the organization respond? Paul Evans will share his pioneering research on work-life, based on a worldwide survey of 50,000 managers.
- **Engaging the older work force:** Motivating and engaging the young tigers is one matter. But a neglected area is that of employees after the age of 40. Demographic changes in Central and Eastern Europe mean that the work force is, as elsewhere, aging. Based on his current work, Paul Evans will share his insights around what has been described as "the major workforce challenge in the first part of the Twenty First Century".

This will be a half-day Masterclass where you are guaranteed to take away provocative insights as well as practical actions for implementation in the months ahead.

25th October, Wednesday

8:30-12:00 Plenary Conference Sessions

- 08:00-08:30 Registration and Welcome Coffee
- 08:30-08:35 Opening of CEEHR
- 08:35-08:45 *Opening Message from the Chair*
Lisbeth Claus
Associate Professor of Global HR
Atkinson School of Management, Willamette University
- 08:45-09:30 *Keynote Address from the European Commission*
Kristin Schreiber
Head of Cabinet to Vladimir Spidla - Commissioner for Employment, Social Affairs & Equal Opportunities, European Commission
- 09:30-10:15 *The Role of HR in Organization Transformation*
Agnes Roux-Kiener
Independent Expert Consultant
Organization Transformation
- 10:15-10:35 Networking Break**
- 10:35-11:15 *Value of Learning Through Professional Development for Every IBMer*
Mia Vanstraelen
Director of Learning
IBM EMEA
- 11:15-12:00 *Ask the Experts – Interactive Discussion Forum*
- 12:00-13:30 Lunch**

13:30-15:15 Elective Parallel Sessions

Session A Talent Management & Succession Planning	Session B Performance Management	Session C Strategic HR Management
<ul style="list-style-type: none"> Talent and Leadership Employee Engagement – Loyalty and the role of corporate values and culture – tactics and practical methods Leadership and Succession Planning – methodology and examples 	<ul style="list-style-type: none"> Develop a PM improvement plan Identify & correct performance gaps Evaluation, motivation & reward strategies Connect PM practices with employee development and deployment 	<ul style="list-style-type: none"> HR as a Strategic Partner Quantifying the ROI of HR Managing change: the role of HR in mergers and acquisitions – practical tools Developing a high performance culture
13:30-13:50 Moderator's Opening Presentation David Forman	13:30-13:50 Moderator's Opening Presentation Catherine Stalker	13:30-13:50 Moderator's Opening Presentation Lisbeth Claus
13:50-14:20 <i>Case Study: Staff Training, Management Development & Engagement</i> Katarzyna Niezgoda Vice Pres. of the Board, HR Division, Bank BPH	13:50-14:20 <i>Case Study: Managing Performance for Rewards & Motivation</i> Rudolf Vogl Head of HR Raiffeisen International	13:50-14:20 <i>Case Study: HR - A Company within a Company</i> Florin Luca Director of Human Resources BRD - Groupe Societe Generale
14:20-14:50 <i>Case Study: Generating Effective Leadership</i> Sarolta Kiss HR Director - CEE Consumer Healthcare GlaxoSmithKline	14:20-14:50 <i>Case Study: Performance Evaluation & Management at Microsoft CEE</i> Stijn Nauwelaerts HR Director - CEE Microsoft International	14:20-14:50 <i>Case Study: The Role of HR as a Strategic Business Partner</i> Anna Hudakova & Luba Fabryova Slovak Telekom
14:50-15:15 Interactive Discussion	14:50-15:15 Interactive Discussion	14:50-15:15 Interactive Discussion

15:15-15:45 Networking Break

- 15:45-16:45 *Developing Leaders and Managing Accelerated Development: Value Creation or Value Destruction?*
Paul Evans
Professor of Human Resources and Organizational Development
INSEAD
- 16:45-17:00 *Summary & Close of Day 1*
Lisbeth Claus

17:30-19:30 Cocktail Reception and Entertainment

26th October, Thursday

8:30-12:00 Plenary Conference Sessions

- 08:00-08:30 Registration and Welcome Coffee
- 08:35-08:45 *Opening Message from the Chair*
David Forman
Chief Learning Officer
The Human Capital Institute
- 08:45-09:30 *The HR Professional in 2015*
Brian J. Glade
Chief Member Services Officer
SHRM
- 09:30-10:15 *Is HR ready to change and do we have the capacity?*
Robert Cortenraad
Vice President HR, Continental Europe
Oracle
- 10:15-10:35 Networking Break**
- 10:35-12:00 *Open Leadership Masterclass*
Shay McConnon
Managing Director
People First
- 12:00-13:30 Lunch**

13:30-15:15 Elective Parallel Sessions

Session A Talent Management & Succession Planning	Session B Performance Management	Session C Strategic HR Management
<ul style="list-style-type: none"> Effective Talent Acquisition – tools & strategies Talent retention – practical tools & techniques “Old heads on young shoulders” Putting experience into young talent – methods and practical approaches 	<ul style="list-style-type: none"> Compensation & benefits – financial & non-financial rewards Effective leadership and supervision Career path planning Link Performance management with re-sourcing (internal and external recruitment) 	<ul style="list-style-type: none"> Linking HR Goals to Corporate Objectives How to sell HR internally New approaches to employment outsourcing human capital; flexible/home/project/work Outsourcing – Does it work?
13:30-13:50 Summary of Day One David Forman	13:30-13:50 Summary of Day One Catherine Stalker	13:30-13:50 Summary of Day One Lisbeth Claus
13:50-14:20 <i>Case Study: Talent Recruitment, Retention and Attrition</i> Heinrich Korte Director HR, CEE & Germany, Motorola	13:50-14:20 <i>Case Study: Leadership & Coaching, Learning and Development</i> Margit Farkas Regional HR Director Ernst & Young	13:50-14:20 <i>Case Study: Managing Change at TPSA</i> Jacek Kallaur Member of the Board of Management, HR Telekomunikacja Polska
14:20-14:50 <i>Case Study: Understanding & Managing Talent in a Rapidly Growing International Business</i> Andras Dobak HR Director - Hungary Tesco	14:20-14:50 <i>Case Study: Performance Management at MOL - Reorganization & Renewal</i> Laszlo Szocs Vice President - HR, MOL	14:20-14:50 <i>Case Study: Linking HR Goals to Corporate Strategy</i> Blagica Petrovac Corporate HR Office Manager, Pliva
14:50-15:15 Interactive Discussion	14:50-15:15 Interactive Discussion	14:50-15:15 Interactive Discussion

15:15-15:45 Networking Break

- 15:45-16:45 *Third Generation Leadership*
Ralf Schneider
Partner, Eurofirm Learning and Development Leader, Global Head of Talent Management
PricewaterhouseCoopers
- 16:45-17:00 *Summary & Close of Day 2*
David Forman

27th October, Friday

8:30-12:00 Plenary Conference Sessions

- 08:00-08:30 Registration and Welcome Coffee
- 08:35-08:45 Opening Message from the Chair
David Forman & Lisbeth Claus
- 08:45-09:15 *Good to Great HR*
Zsolt Szelecki
Emerging Markets
Lead Hewitt Associates
- 09:15-10:15 *Interactive Senior Business Practitioners panel & discussion session led by Hewitt*
- 10:15-10:45 Networking Break**

10:45-12:30 Interactive, Parallel Masterclasses

Seminar A Work Life Balance Facilitator: Lisbeth Claus

There is an apparent paradox between the simultaneous focus of organizations on the quest for increased productivity and the desire for work life balance of employees.

This session explores the factors that influence an organization's position on the work-to-live versus live-to-work continuum and the corresponding managerial actions.

Specific objectives of the session are to:

- Describe the well-established relationship between stress & employee productivity
- Sketch the diversity of work life balance foci in organizations around the world
- Share and discuss work life balance issues among conference delegates
- Explore best practice work life balance initiatives of multinational enterprises

An outcome of this session is for HR practitioners to gain a better understanding of how to structure work life balance initiatives in their organizations.



Lisbeth Claus
Associate Professor Global HR
Willamette University, Atkinson School
of Management

Lisbeth Claus will be a Summit Moderator and leader of the masterclass on Work-Life Balance. Lisbeth is Associate Professor of Global HR at the Atkinson School of Management, Willamette University.

Prior to that, Lisbeth held faculty and administrative positions at the Monterey Institute of International studies and managerial positions at Safeway Inc. and Maritz Inc.

Lisbeth has published widely in academic and professional journals on subjects related to international human resource management issues. In 2003 she was President of SHRM Global, the international division of the Society for Human Resource Management.

Seminar B High Performance Organizations Facilitator: David Forman

High performance organizations have strong talent cultures, are representative of many different industry segments and consistently outperform companies in their competitive arenas.

A synthesis of research, thought leadership and best practices has identified the different aspects of high performance, key processes and a set of twenty key characteristics of these organizations.

Among the critical characteristics are:

- holding people accountable to a high standard
- identifying most critical jobs, sharing what works
- coaching everyday
- being flexible in assignments and projects
- supporting individual development & retention plans

An assessment instrument is presented which enables companies to gauge their extent of high performance on these 20 characteristics and examples are presented from Best Places to Work research.



David Forman
Chief Learning Officer
The Human Capital Institute

David Forman will be a Summit Moderator and leader of the masterclass on High Performance Organizations. David currently serves as executive director and Chief Learning Officer for the Human Capital Institute.

In this capacity, David is responsible for designing the HCI Certificate and Designation programs, as well as serving as a liaison to HCI's academic and learning communities throughout the world.

David has written "Principles of Human Capital Management" and the six volume set on Global Human Resource Management. David is also the founder and president of Sage Learning Systems.

12:30 Closure of 2006 Summit



Brian J. Glade is Vice President, International, for SHRM and is responsible for defining the international strategy of the Society; educating the Society's constituents on global human resource management issues; providing guidance in the internationalization of SHRM's members, products, and services; representing the Society and the profession abroad. Brian is overseeing the opening of SHRM offices in Beijing, PRC, and Mumbai, India. Prior to joining SHRM, Brian was involved in lobbying on international labor policy at the U.S. Council for International Business, and also worked in International Human Resources for Texaco Inc.



Robert Cortenraad will draw on his experiences at Oracle to address the issue of whether HR is ready and able to change. Based at Oracle's European HQ in Geneva, Switzerland Robert is responsible for all operational HR activities in a large part of Continental Europe, as well as HR strategy and planning for the Oracle EMEA License Division and the Oracle EMEA Consulting Division. Robert has a Masters Degree from the University of Wageningen, Netherlands and has worked in various HR roles for the Dutch Government, Philips Corporation, Lucent technologies, AT&T in both Europe and the US, before joining Oracle in 1997.



Ralf Schneider will address third generation leadership based on his innovative approach to leadership training at PwC. Ralf currently leads the PwC Eurofirm School of Business, is Chief Learning Officer for PwC within the Eurofirm, and is Head of Global Talent Management. He has held different leadership positions within PwC at European and Global level including Chief Knowledge Officer, Head of Strategic HR Management and HR Development. Before joining PwC Ralf was Managing Director of an independent German training and HRD consultancy, specialised in international management development with a network in Europe, USA, Asia.



Shay McConnon will lead a practical open leadership masterclass for HR professionals. Shay is a leading authority on sales management, business development and client relationship issues. He is the founder of People First Ltd, an international Training and Consultancy group that specialises in creating winning relationships in the workplace. Shay has developed successful and long term business relationships with clients such as Barclays Bank PLC, BAE Systems, Sony Corporation, PepsiCo Foods, Siemens, WWF International. He is the author of 17 books on personal development as successful selling techniques.



Kristin Schreiber will give a Keynote Address on behalf of the European Commission.



Mia Vanstraelen will focus on approaches to organizational learning and leadership development. Mia is responsible for learning, education & training services in IBM Europe. She leads a European team of learning professionals. The training domains covered are all capabilities required in IBM: from leadership, sales and marketing, professional development to more IT specific training. Mia is also a member of the IBM Learning Team, responsible for defining the Learning and Knowledge strategy for IBM, the strategic learning plans with the business units and driving advanced Learning Architectures and Designs.



Agnes Roux-Kiener will discuss organization transformation and the role of HR. Agnes will use her experience gained at IBM, and Unilever where she was an internal consultant supporting leaders to change organizations. She has developed simple tools and frameworks that can be used for process, change, and project management. Agnes was appointed IBM EMEA Director of Executive Programs in 1981 and EMEA Director of Organization in 1986. In 1993 Agnes joined Unilever as Head of Organization Effectiveness where she worked until April 2006. Agnes has been a member of the Conference Board's Organization and HR Councils.



Zsolt Szelecki is the Hewitt Emerging Europe Consulting Leader. A member of the European Leadership Team, Zsolt is in charge of the business growth of the consulting business in 16 markets. Working with Hewitt since 1999, he was in charge of the Hungarian Market, then CEE before getting his current appointment in November 2005. Before Hewitt he had a number of HR related enterprises built, served as Director of Administration for a US Automation firm and worked as Knowledge Manager for a large energy company.



Catherine Stalker is a partner in PricewaterhouseCoopers CEE/CIS Human Resource Services practice and leads the Reward and HR Management groups for the region. Catherine has extensive experience of designing performance management and compensation plans for executives and employees in companies in a range of sectors including banking, insurance, mining, metals, energy, retail and telecommunications. She also has wide experience in advising companies on board compensation, organisational restructuring, increasing the efficiency of human resource policies and processes. She is fluent in Russian and French.



Hewitt Associates

Our comprehensive, flexible solutions make the world a better place to work

Put simply, our business is people. Our 2,500 clients understand that people are their most important asset—and they count on us to maximize their human resources (HR) investment. The bottom line: we're the world's largest provider of multi-service HR business process outsourcing (BPO), and the only firm fully integrating HR outsourcing and consulting.

Our client roster and long client relationships prove our acumen in helping organizations maximize their HR investment and solve important HR issues. Our clients include more than half the *FORTUNE* 500® and more than a third of the *FORTUNE* Global 500®.

They depend on us to:

- Create, manage retirement programs that extract maximum value from their benefit investment
- Design and deliver health plans that protect their bottom line and their employees
- Help them attract, engage, and reward talent
- Discover ways to reduce their HR costs
- Process millions of HR customer interactions, freeing them to focus on their core business
- Develop comprehensive, single-source solutions that improve their bottom line

They trust us with the issues that affect the performance and lives of their employees. And we succeed, in large part, because we start with a comprehensive and flexible solution. We're the only company capable of integrating the full range of benefits, payroll, recruitment, learning, and other HR services with deep, time-tested HR consulting expertise.

Smart companies have turned to Hewitt for more than 65 years because we provide solutions recognizing each company's unique—and evolving—requirements. Today, we have approximately 22,000 employees in 35 countries who understand the necessity of delivering measurable results that help clients reach their business objectives.

Our clients know they can depend on us: Nearly 90% of our largest clients have worked with us for at least five years. Our leadership, reputation, capabilities, and relationships remain Human Resource benchmarks, giving clients real value in the face of increasingly complex human capital management challenges.

Our Mission

To make the world a better place to work.

Our organization is guided by three fundamental objectives:

1. To serve our clients exceptionally well
2. To enhance associate engagement
3. To strengthen our business



PricewaterhouseCoopers Human Resource Services

PricewaterhouseCoopers has the largest Human Resource Services network in the CEE/CIS. Our specialists are present in 23 countries in the region, assisting a range of leading companies to develop tailor-made HR strategies and policies both locally and globally.

Your issues

- You are embarking on a corporate transaction and need a clear picture of the people issues that can make or break the deal.
- Your strategy requires improved performance from people, but you need to know how to achieve and sustain this.
- You feel your HR function and processes could achieve more, but want to know how you compare to similar companies and what can be improved.
- You have a clear timeline towards initial public offering (IPO), but you need to align the executive team with shareholders and motivate them to transform the company and maximise the share price both pre and post-IPO.
- You need to ensure that your international assignment policies and delivery structure are streamlined, tax-efficient, legally compliant and aligned with the needs of your business.
- Your turnover rates are rising and you are struggling to find new employees - you need to know where the problems lie and how to address them.
- As labour markets in CEE/CIS tighten, you need to know how much you need to pay, how to structure remuneration to attract the right people and how to maintain margins.