



Co-sponsored by the Siemens Integrity Initiative

OECD Russia Corporate Governance Roundtable

22 October 2015
Lotte Hotel, Moscow, Russian Federation

Agenda



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AGENDA OF THE 2015 OECD RUSSIA CORPORATE GOVERNANCE ROUNDTABLE MEETING

- Description:** A one day Roundtable meeting addressing the following issues:
- Presentation of the new G20/OECD Corporate Governance Principles
 - Implementation and monitoring of the 2014 Russian Code of Corporate Governance
 - The corporate governance priorities of investors for the Russian market
 - Corporate governance and business integrity

About the Roundtable: In December 2011, the OECD and the Moscow Exchange launched the OECD Russia Corporate Governance Roundtable to tackle corporate governance challenges in Russia and help develop a robust legal and regulatory framework. Through dialogue, research and access to international expertise, the Roundtable encourages the adoption of best practices of corporate governance and their effective enforcement.

In June of 2015 this commitment was renewed between the Moscow Exchange and the OECD and will take the Roundtable forward until 2017, now also with the support of the Siemens Integrity Initiative who has joined as a co-sponsor of the Roundtable. The main targets of the Roundtable for the next three years are assisting in the implementation, monitoring and enforcement of the 2014 Russian Corporate Governance Code, explore ways to strengthen corporate governance and business integrity among market participants corporations, as well as providing a recognized international forum where the global financial community can be informed about the positive dynamics in Russian corporate governance developments and ongoing efforts.

Building on a longstanding co-operation between Russia and the OECD in corporate governance, it is a long term commitment involving a wide circle of Russian and foreign participants, expert groups, associations, public authorities and private sector participants who want to improve corporate governance among Russian companies.

Date and venue: October 22th 2015 at Lotte Hotel Moscow, 8 bld.2, Novinskiy Blvd., Moscow, RF

AGENDA

9:00 to 9:30 **Registration and welcome coffee**

9:30 to 10:00 **Opening remarks**

- Alexander Afanasiev, Moscow Exchange
- Olga Dergunova, Rosimuschestvo
- Sergey Shvetsov, Bank of Russia
- Mats Isaksson, OECD

10:00 to 10:30 **Presentation of the new G20/OECD Principles of Corporate Governance**

This panel will present the results of the revision of the G20/OECD Principles of Corporate Governance, which were revised during 2014-2015 to ensure their continuing high quality, relevance and usefulness, taking into account recent developments in the corporate sector and capital markets.

Speakers:

- Mats Isaksson, OECD
- Vladimir Gusakov, Moscow Exchange

Materials:

- G20/OECD Principles of Corporate Governance (2015)

10:30 to 13:30 **Implementation and monitoring of the 2014 Russian Code of Corporate Governance**

This panel will address recent developments as Russian issuers and regulators prepare for the full implementation and monitoring of the 2014 Code. It will present preparations to the enter into force of the Code recommendations, as seen by issuers and the Moscow Exchange; progress made in the implementation of the Code by State-Owned Enterprises, as overseen by Rosimuschestvo, and the view of the Bank of Russia on its plans to monitor the Code.

Speakers:

- Andrey Yakushin, Bank of Russia
- Oleg Shvyrkov, Deloitte CIS
- Anna Vasilenko, Moscow Exchange
- Victoria Semerikova, Rosimuschestvo
- Alexey Melyokhin, Aeroflot
- Oleg Tsvetkov, Sberbank
- Andrei Gaidamaka, Lukoil
- Ekaterina Nikitchanova, Russian Institute of Directors
- Mikhail Kuznetsov, The National Association of Corporate Directors

Moderator: Vladimir Gusakov, Moscow Exchange

Materials:

- 2014 Russian Corporate Governance Code

Coffee break
11:45 to 12:15

- Practical implementation of certain recommendations of the Corporate Governance Code by the Russian listed companies: RID research findings
- Corporate governance index as one of the national best practice development instruments

13:30 to 14:30 Buffet lunch

14:30 to 15:45 The corporate governance priorities of investors for the Russian market

This panel will discuss the views of institutional investors of recent corporate governance developments and pending challenges. It will also discuss the findings of recent surveys collecting the views of investors about how to improve corporate governance in Russia.

Speakers:

- Jaime Gornsztejn, Hermes Investment Management
- Yana Vaziakova, OECD
- Leonid Gryaznov, Horizon Holding
- Alexander Shevchuk, Institutional Investors Association

Materials:

- Results of the 2015 Survey of investors priorities for implementation of Russian Corporate Governance Code
- Results of the 2015 Survey by the Horizon Holding

15:45 to 16:00 Coffee break

16:00 to 17:15 Corporate governance and business integrity

This panel will present the results of recent work exploring the links between corporate governance and business integrity, with a focus on strengthening a company's corporate governance framework to improve its ability to do business with integrity and prevent corporate misconduct. The panel will also discuss the positive experience of some foreign and Russian companies that could be relevant in the Russian market context.

Speakers:

- Héctor Lehuedé, OECD
- Elena Egorova, EY
- Ekaterina Karlova-Ignatieva, Siemens Russia
- Elena Podolko, Office of the President of the Russian Federation on combating corruption

Moderator: Vladimir Gusakov, Moscow Exchange

Closing remarks

17:15 to 17:30

- Vladimir Gusakov, Moscow Exchange
- Mats Isaksson, OECD

17:30 to 18:00 Coffee break

18:00 to 19:30 The award ceremony of XVIII Contest of Annual Reports
(Organizers: Moscow Exchange and RCB)

19:30 to 20:30 Cocktail reception hosted by the Moscow Exchange

BIOGRAPHIES

Alexander Afanasiev

Alexander Afanasiev has been Chairman of the Executive Board and CEO of Moscow Exchange since June 2012. During that time, he oversaw the integration of the MICEX and RTS exchanges, led MoEx's initial public offering, and has been a driving force behind a programme to upgrade the Russian financial markets infrastructure.

Prior to joining Moscow Exchange, Mr Afanasiev spent 13 years at Bank WestLB Vostok, a subsidiary of the German banking group WestLB AG, most recently as a Deputy Chairman of the Executive Board. Prior to his work at WestLB, he was an Executive Board member of Bank Imperial.

From 2005 to 2011 Mr Afanasiev was Chairman of the MICEX FX Market Council. From 2009 to 2013 he co-chaired the National Foreign Exchange Association and from 2011 to 2014 the National Securities Market Association.

Mr Afanasiev has been working in the Russian financial sector since 1991. Earlier in his career he worked at the Bank of Russia, and was among the founders of the Russian Project Finance Bank, the first investment bank with foreign capital in Russia. He subsequently served as Executive Director of this bank.

He graduated from the Moscow Financial Institute with a degree in international economic relations and holds a PhD in economics.

Alexander Shevchuk

Alexander Shevchuk is the Executive Director of the Association of Institutional Investors (API), Russia's leading association of institutional investors, uniting 30 major, highly active funds with over \$29 billion in portfolio investments in Russia. Starting in 2002 as an analyst of independent directors' practice of Russian companies, he now has a broad corporate governance experience as a member of Boards of Directors and Audit Commissions, with over 9 years of service as an independent director at 17 companies.

Alexander has a long track record of representing portfolio investors in major corporate restructuring processes in Russia, interaction with authorities, dispute resolutions and corporate law improvements. He holds a degree in Finance from Financial University under the Government of Russian Federation.

Alexey Melyokhin

Alexey Melyokhin is Director of the Corporate Governance Department of Aeroflot and Executive Secretary to its Board of Directors. Alexey is a graduate of the Institute of Economics and Entrepreneurship and the Russian Academy of Public Administration under the President of the Russian Federation. He also has a PhD in Law.

In his career at Aeroflot Alexey has served as Deputy Director of the Department of Property Management (2013-2015), Deputy Director of the Corporate Governance Department (2010-2013), Deputy Director of the Legal Department (2009-2010), Head of the Corporate and Legal Department (2004-2009), Deputy Head of the Legal Department (2000-2004) and an Expert in the Air Transportation Sales Department for Russia and the CIS.

From 2004 to 2009, Alexey was a member of the Board of Directors of Aeroflot subsidiaries Donavia, Terminaland and Partner of Aeroflot.

**Andrei
Gaidamaka**

Andrei Gaidamaka has been working at LUKOIL since 2001. His responsibilities included analysis and evaluation of the company's large investment projects, as well as the formulation of LUKOIL's long term investment and business development strategy.

In the past decade that Mr. Gaidamaka has been with LUKOIL, he has administered a number of high profile value-enhancing asset acquisitions.

Mr. Gaidamaka has taken an active role in improvement of corporate governance systems, in investment analysis, capital allocation decisions in his position of Deputy Vice-President for Strategic Development.

In September 2013 Mr. Gaidamaka was appointed Vice President of Investor Relations LUKOIL. He was also elected Chairman of the Issuers' Committee of Moscow Exchange, that besides LUKOIL consists of Gazprom, Novatek, Sberbank, Aeroflot, MTS as well as other top 20 Russian issuers.

Andrey Yakushin

Born on 8 October 1964, Andrei holds a degree in physico-mathematical and natural science from the Peoples' Friendship University of Russia. He also completed postgraduate studies in Business Analysis and Valuation at the Financial Academy under the Government of the Russian Federation, and the Bank Executive programme at the Russian Presidential Academy of National Economy and Public Administration.

In 2001, Andrey was appointed adviser to the not-for-profit Stock Market Development Center Foundation (founded by the Russian Federal Commission for the Securities Market (FCSM)/ Federal Financial Markets Service (FFMS)), in which capacity he provided advisory services to FCSM/FFMS on a broad range of issues relating to the development of the Russian capital market. Specifically, he contributed to proposals on amendments to the regulatory and legal framework which established rules of disclosure for corporate issuers and on a new draft of the Corporate Governance Code.

In early 2013, Andrei was appointed Acting Head of the Monitoring and Analysis division of the Bank of Russia's Financial Markets service. In March 2014, he was appointed Head of the Non-bank Financial Institutions' Statements Processing Division of the Bank of Russia's Non-bank Financial Institutions' Statements Collection and Processing Department .

In February 2015, he was appointed Head of the Corporate Relations and Disclosure Division of the Bank of Russia's Financial Market Access Department.

Anna Vasilenko

Anna graduated from Lomonosov Moscow State University, where she studied Economics. She holds an MBA from Skolkovo Moscow School of Management.

Anna Vasilenko has been working at leading international investment banks such as Credit Suisse and Renaissance Capital for many years. In 2001, she was a co-creator of the first ever 'delivery versus payment' system on the Russian stock market. She specialised in structuring large deals in Russian securities and fundraising for companies from various sectors.

Anna joined Renaissance Capital in 2006 as Director of Structured Products. Prior to this, she was Deputy Head of the Securities Division at Lukoil, Russia's largest oil company, where she was responsible for IR and corporate governance, and participated in structuring share capital deals.

She joined Moscow Exchange in 2013 as Director of the Primary Market Department.

**Ekaterina
Karlova-
Ignatieva**

Ekaterina Karlova-Ignatieva is a Lead Country Compliance Officer in OOO Siemens (Russia). Ekaterina is responsible for the proper operation of Compliance Department and pays particular attention for constant cooperation with business in order to ensure effective application of compliance rules and high level of

partnership between business and compliance colleagues.

Ekaterina started her career working for international law firms specializing in litigation and arbitration, business protection and compliance issues. After joining Siemens she dealt with general compliance topics, local case clarifications, case tracking and remediation before taking the position of Regional Sector Compliance Officer for Healthcare and since February, 2015 - Lead Country Compliance Officer (Siemens Russia & Central Asia).

Ekaterina has legal background as she has received her law degree from Moscow State Law Academy and her Master of Laws degree from University of London.

**Ekaterina
Nikitchanova**

Ekaterina has been working at the Russian Institute of Directors since 2002, and currently holds the position of Deputy Director and Head of Expert Centre. She has extensive experience in corporate governance consultancy, including corporate governance evaluation, assigning National Corporate Governance Rating to companies, board performance evaluation, assistance with drafting annual reports and internal documents for the leading Russian companies, etc.

She has been actively involved in various research projects of the Russian Institute of Directors including those implemented in cooperation with the National Research University Higher School of Economics, the New Economic School, the Moscow School of Management SKOLKOVO.

Ekaterina is one of the text writers of the textbook Corporate Secretary in a Company's Corporate Governance System, she has published widely on corporate governance issues.

She has practical experience in governance being a Board Chair of OJSC "Vysshaya Shkola Publishers" and a Board Member (Head of the Strategic Development Committee) of OJSC "Gorky Film Studio".

Ekaterina has been included in the Management Personnel Reserve of the RF President. She is a laureate in the "Professional Director of State Owned Company" nomination of the "Director of the Year 2014" prize.

Elena Egorova

Elena Egorova is Partner in EY Services in the field of business risks.

Elena has over 15 years of experience in the field of corporate governance, internal audit, risk management and internal control. She also has 10 years of experience in the field of business consulting.

Elena implemented more than 50 large projects for companies in various sectors of economy, including the assessment of the internal audit function, assessment of risk management and internal control systems, assessment of corporate governance of companies, organization and improvement of the internal audit function, development of systems of risk management and internal control, conducting of internal audit in terms of outsourcing and co-sourcing.

Elena took part in the development of the Corporate Governance Code, in particular, Chapter V "Risk management and internal control". As a member of the group of developers of the Code in 2014 she became the winner of the Ninth National Award "Director of the Year" in the category "Contribution to the development of the Institute of Independent Directors".

Elena is Head of the Risk Management and Internal Control Committee of the Expert-Consulting Council of the Federal Agency for State Property Management (Rosimushchestvo).

She is also a member of the Editorial Board of the Journal "Economic theory. Analysis. Practice". Since 2003, she is a member of the Institute of Internal Auditors. Elena holds a PhD in Economics.

Héctor Lehuedé

Héctor Lehuedé is Senior Policy Analyst at the OECD Corporate Affairs Division, which is responsible for the corporate governance work of the OECD. He is in charge of the bilateral work with the Russian Federation, of research on comparative international corporate governance and of peer reviews of the implementation of the OECD Principles of Corporate Governance and the OECD Guidelines on Corporate

Governance of State-owned enterprises. Mr. Lehedé is also the manager of the OECD Russia Corporate Governance Roundtable. Before joining the organization, he was a Senior Advisor to the Chilean Minister of Finance. He started his career in the legal field and practiced law for over a decade at some of the largest legal and auditing firms in Chile, specialising in tax, corporate and financial affairs. Mr. Lehedé holds a law Juris Doctor Degree from Universidad de Chile and a Masters Degree from Stanford University.

Jaime Gornsztejn Jaime Gornsztejn works for Hermes Investment Management, the London-based institutional asset manager, where he is responsible for engagements with corporate boards on relevant strategic, governance, social and environmental issues, in order to foster long-term value creation.

Prior to joining Hermes, he worked for the Brazilian Development Bank (BNDES), where he held executive positions in Brazil and the UK as Banker in the Telecommunications Department, as Portfolio Manager in the Venture Capital Division and as Project Finance Manager at the Renewable Energy Department. More recently, he was Managing Director of BNDES UK, responsible for setting up the Bank's subsidiary in London.

Jaime has also held executive positions as Portfolio Manager at Nortel Networks UK and as Adviser to private finance initiative (PFI) projects at KPMG Corporate Finance UK. Jaime holds a B.Sc. in Electronics Engineering (IME – Military Institute of Engineering – Rio de Janeiro), MSc in Telecommunications Engineering (PUC-Rio – Catholic University of Rio de Janeiro) and MSc in Finance (Cass Business School - London).

Jaime Gornsztejn also serves as Chairman of the Board of the Brazilian Chamber of Commerce in Great Britain and on the Senior Advisory Council of King's College London Brazil Institute.

Leonid Gryaznov Leonid graduated from the Department of Economics and Material and Technical Supply Planning of the Plekhanov Russian Academy of Economics. His background also includes postgraduate foreign language training at the Ministry of Foreign Trade and advanced training at the All-Union Academy of Foreign Trade, the Department of Numerical Analysis at the University of Scientific and Technical Progress, and at the Philosophy Department of the University of Marxism-Leninism under the Moscow City Communist Party Committee.

Leonid was then President of finance company Intrast. In 1996, he was appointed Deputy Director General of investment company Horizon before being made Director General of the Horizon Holding in 2008.

In his career, Leonid has contributed to defining the legal and regulatory framework of the domestic stock market and the Government of the Russian Federation's anti-crisis package; drafting the prospectus and providing consultation with regard to the AvtoVaz's bond issuance; advising the Russian Federal Property Fund on the privatisation of Lukoil shares; drafting prospectuses and advising energy companies on bond issuance as part of the reorganisation of RAO UES; the liberalisation of Gazprom shares; advising Gazprom on investor relations and corporate governance. Leonid has been a State Property Committee's expert, Adviser to the Ministry of Fuel and Energy, and a member of the Expert Council under the State Duma's Committee for Financial Markets.

At present, Leonid is a member of the Issuers Committee of the Moscow Exchange and the National Association of Corporate Directors. In 2006, Leonid was named in the Top 2000 Russian professional financial executives.

Mats Isaksson Mats Isaksson is Head of the Corporate Affairs division at the Organisation for Economic Co-operation and Development (OECD). His responsibilities include corporate governance, state-owned enterprises, equity markets, company law, privatisation, dispute resolution and other policy areas of importance to a sound and dynamic business environment. Mr. Isaksson participated in the development of the

OECD Principles of Corporate Governance and was in charge of the comprehensive revision of the Principles in 2004. He also led the work to develop the OECD Guidelines for Corporate Governance of State Owned Enterprises and initiated the OECD's work on The State in the Market Place. Mr. Isaksson has extensive experience from working with both OECD and Key Partner countries. Recently, his work has focused on corporate governance and the financial crisis and a new OECD initiative on Corporate Governance, Value Creation and Growth. The aim is to ensure that equity markets can serve the needs of the real economy and provide access to capital for innovations and growth companies. Mr. Isaksson serves on the Advisory Board of the Centre for Global Markets and Corporate Ownership at Columbia University and is Senior Visiting Fellow at the Stockholm Centre for Commercial Law. He is a founding Director of the Swedish Corporate Governance Forum and a member of the European Corporate Governance Institute.

**Mikhail
Kuznetsov**

Mikhail was born on June 20, 1979 in Samara (Russia).

He has significant experience in corporate governance: more than 8 years of professional experience on the boards of directors and committees of big Russian companies operating in the financial, energy and food-production sectors. More than 10 years of professional experience working in the investment and management consulting fields.

At various times, Mr. Kuznetsov held managerial positions in Aviacor, Lukoil-Volga, Promsviaz and International Finance Corporation (IFC). He also has board experience with such companies as SG-TRANS, IDGC, Russian Meat Products and United Metallurgical Company.

Currently, Mr. Kuznetsov serves as an Independent Director on the boards of OJSC Moscow credit bank, OJSC Energosetproject and OJSC EHO (Roskosmos); he is the Chairman of the Audit Panel of OJSC Sovkomflot and he serves on the board of LLP Eastcomtrans (Kazakhstan). He is also the CEO and managing partner of Corporate Development Advisers, and an Executive Director of Corporate directors association. Mr. Kuznetsov participates in various corporate governance round tables, is an MBA program tutor of RANEPa (Corporate governance, Strategic Management), member of the Russian National Council for Sustainable Development reporting at RSPP and a member of National Register of Independent Directors of RSPP.

Oleg Shvyrkov

Oleg Shvyrkov, Ph.D. is Director for Corporate Governance, CIS at Deloitte CIS. Oleg has over 10 years of practical experience in the area of Corporate Governance in emerging markets. In 2013 Oleg was invited to serve on the team of drafters for update of the Russian Corporate Governance Code, led by the Bank of Russia's Financial Markets Service, the Moscow Exchange, and the European Bank for Reconstruction and Development. Oleg served as a consultant to the OECD Corporate Governance Roundtable in Russia. He also worked for Standard & Poor's in Russia, where he was an analytical director at the Governance Services group. Oleg also participates in several professional associations and working groups, including the Expert Council on Corporate Governance of the Bank of Russia and the Taskforce for Development of the International Financial Center in Moscow. Oleg has published extensively in the area of corporate governance. In June 2014, Oleg received the Rising Star of Corporate Governance Award by Columbia Law School's Millstein Center for Global Markets and Corporate Ownership.

Oleg Tsvetkov

Born in the town of Sokol (Vologda region) in 1973. Oleg Tsvetkov graduated in foreign languages from Vologda State Pedagogical University in 1996 before going on to obtain a PhD in linguistics from the same university in 2002. In 2000, he also graduated in law from the Moscow State Academy of Law, and in 2008 obtained an MBA from Northumbria Business School (Newcastle upon Tyne, England).

Between 2000 and 2014, Oleg held various positions in the legal department of Severstal. In 2006, he was appointed Corporate Secretary and, subsequently, Head of Corporate Relations. In early 2014, Oleg joined Sberbank of Russia as Head of the

Corporate Secretary Service. In September 2014, the Bank's Supervisory Board appointed him Corporate Secretary – Head of the Corporate Secretary Service. Oleg is Chair the all-Russian public organisation “The National Association of Corporate Secretaries” and a member of the Supervisory Board of the Association of Independent Directors.

Olga Dergunova

Born in Moscow on 15 May 1965, Olga graduated with honours from the Faculty of cybernetics of the Plekhanov Russian Academy of Economics. In 1991 she completed postgraduate studies in computer science and programming at the same institution. For twenty years, she was actively involved in the rise and development of the information technology industry in Russia. Between 1994 and 2007 she was Head of the Representative Office, Director General and Chairperson of Microsoft in Russia and the CIS.

In 2007, Olga joined the Board of VTB Bank and over the next three years was responsible for relations with large corporate clients in Russia in sectors including oil and coal-mining, non-ferrous and ferrous metallurgy, construction, trade and agribusiness, forestry, food production, and information technology and communications.

In 2010, she was in charge of the business development of VTB subsidiaries and in accordance with the Group's new strategy, responsible for promoting its position as a global player on each market, improving the internal management system, and ensuring the profitable and efficient performance of the subsidiaries.

In 2004, Olga was nominated to the Forum of Young Global Leaders at the World Economic Forum.

In accordance with instruction of the Chairman of the Government of the Russian Federation dated June 29, 2012 No. 1127-r, and the order of the Ministry of Economic Development of the Russian Federation dated June 29, 2012 No. 1607-l Olga Konstantinovna Dergunova has been appointed as the Deputy Minister of Economic Development of the Russian Federation — Head of the Federal Agency for State Property Administration.

Sergey Shvetsov

Sergey Anatolievich Shvetsov was born on 27 December 1970 in Moscow. In 1993 he graduated from Lomonosov Moscow State University in economics-mathematics. He also speaks fluent English.

From 1993 to 1996, he served as an Economist of the 2nd category, Senior Economist, and Head of the International Finance Division of the Bank of Russia Foreign Operations Department. In 1996, he was appointed Deputy Head, then Head of the Ost West Handelsbank AG representative office in Moscow. For 2 years, as of 2001, Sergey served as Director of the Bank of Russia Open Market Operations Department, and from 2003 to 2011 he was Director of the Bank of Russia Market Operations Department.

In 2011, Sergey was appointed Deputy Governor of the Bank of Russia, a position he held until 2013. From 1 September 2013 to 2 March 2014 he was First Deputy Governor of the Bank of Russia — Head of the Bank of Russia Financial Markets Service. Since the 3rd of March 2014 Sergey has been the First Deputy Governor of the Bank of Russia.

Sergey is a member of the Board of Directors of the Bank of Russia and a member of the Supervisory Board of Sberbank. Until 2011, Sergey was also a member of the board of the Moscow Interbank Currency Exchange (MICEX) and, until 2013, Chairman of the Supervisory Board of Moscow Exchange.

Victoria Semerikova

Victoria Semerikova is the Head of the Department of Corporate Technologies of the Federal Agency on the Management of State Property (Rosimuschestvo). Since February 2013 she performed functions of the Advisor to the Head of the Rosimuschestvo. From 2006 till 2013 she occupied leading positions in the Department of corporate strategy and development of the VTB Bank. Later she moved to the position of the Director of the Department of affiliated banks. Her area

of responsibility included start-up projects to expand VTB Group presence, projects on assets acquisition, as well as special management effectiveness projects in the countries of VTB Group presence. She was a member of the Audit Committee of the VTB Branch in Armenia. From 2005 to 2006 she was employed at Ernst&Young audit company in the department of auditing telecom industry. In 2004 she received a Bachelor with distinction from the Russian Academy of Economy named after Plekhanov, and in 2006 she got Master of Management at the same Academy.

**Vladimir
Gusakov**

Vladimir Gusakov has been Managing Director of Government Relations at the Moscow Exchange since October 2013 (in 2009-2013, as Vice-President and managing director for corporate development he led the corporate reform of the MICEX group of companies). Between 2004 and 2007, he was Deputy head of the Federal Service for Financial Markets. He held executive positions at a number of government authorities: Russian Federal Property Fund; Ministry of Finance; Agency for Restructuring Credit Organizations. He also used to work at commercial institutions serving as a Deputy head at Bank Imperial and National Reserve Bank; State Investment Corporation and at the Moscow Interbank Currency Exchange. Since 2008, Vladimir Gusakov has continuously served on the boards of directors at a number of SOEs: Russian Railways (2008 – June 2014), Agency for Housing Mortgage Lending (since 2008) and Rosagro-leasing (since 2009; since July 2012, as Chair of the Board).

He has served as elected member of the Board of the National Stock Market Association since its inception in 1996. Vladimir Gusakov is chairman of the Advisory Council on Investment Legislation at the Financial Market Committee of the State Duma; member of the Board of the National Register of Professional Corporate Directors; Committee for the maintenance of the National register of independent directors at the Russian Union of Industrialists and Entrepreneurs; Advisory Council on Corporate Governance at the Bank of Russia.

He is a laureate of the "Director of the Year - 2011" award in the nomination "Independent Director", and was recognized as the "Best Independent Director" by the "ARISTOS - 2012" award. In the TOP-1000 Russian Managers 2012 ranking Vladimir Gusakov took the 1st place in the ranking of Directors on corporate governance in the financial sector. He is a laureate of All-Russian financiers "Reputation 2014" Award. He is the winner of the All-Russian contest "Best Director in a SOE-2014" in the nomination "Best Chairman of the Audit Committee."

Yana Vaziakova

Yana Vaziakova is Policy Analyst at the OECD. She joined the organisation in 2011 and since then she was responsible for bilateral communication with the Russian Federation in Economics, Public Governance and Financial and Enterprise Affairs Departments. She also prepared OECD Economic Surveys 2011 and 2013 as well as the reports for the OECD Public Governance and Regulatory Policy Committees. Before joining the OECD, Yana worked as an analyst in the Centre for Cooperation with the OECD in Moscow, where she was involved in preparation of the initial Memorandum on the position of the Russian Federation on OECD legal acts. Yana holds MAs in Economics from Paris School of Economics and Higher School of Economics and Bachelor's Degree in Economics from Higher School of Economics.

**Contact and
information**

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