**Accountancy**

Deloitte (was in management!)

5 – regional HQ for CIS

4 – Regional coordinator for the region within CIS

3 – more than 1 office

2 – 1 office

1 – X

PwC (was in management!)

5 – regional HQ

4 – Country HQ

3 – more than 1 office or office with more than 1 country contact

2 – 1 office

1 – 1 contact from regional website or suspended office

E&Y

5 – regional HQ

4 – X

3 – more than 1 office or country contact

2 – any other office

1 – X

KPMG

5 – regional HQ

4 – X

3 – more than 1 office or regional center or office with named partner

2 – any other office

1 – X

BDO

5 – regional HQ

4 – X

3 – more than 1 office or country contact

2 – any other office

1 – X

RSM

5 – regional HQ

4 – X

3 – more than 1 office or country contact

2 – any other office

1 – X

Grant Thornton

5 – regional HQ

4 – more than 3 offices or subregional HQ

3 – more than 1 office

2 – any other office

1 – X

Crowe Horwath

5 – regional HQ

4 – 3 and more offices

3 – more than 1 office or named partner

2 – any other office

1 – X

Baker Tilly

5 – regional HQ

4 – X

3 – more than1 office or country contact (with further office network inside the country)

2 – any other office

1 – X

Nexia

5 – regional HQ

4 – more than 1 partner office of different partner firms

3 – more than 1 partner office for the same partner or offices of two partners, if one of them is reference office

2 – any other office

1 – office with reference to somewhere

Moore Stephens

5 – regional HQ

4 – more than 3 offices

3 – more than 1 office

2 – any other office

1 – X

Kreston International

5 – regional HQ

4 – more than 1 office

3 – office with more than 1 contact

2 – any other office

1 – X

HLB

5 – regional HQ

4 – more than 1 office

3 – office with more than 1 contact

2 – any other office

1 – X

PKF

5 – regional HQ

4 – X

3 – more than 1 office

2 – any other office

1 – X

UHY

5 – regional HQ

4 – more than 1 office and Leading country office (with the network sprawl within the country)

3 – more than 1 office or Leading country office (with the network sprawl within the country)

2 – any other office

1 – X

MGI Worldwide

5 – regional HQ

4 – more than 1 office and Leading country office (with the network sprawl within the country)

3 – more than 1 office or Leading country office (with the network sprawl within the country)

2 – any other office

1 – X

**Advertising**

WPP

5 - regional HQ or more than 20 affilates

4- 1 office of group or 10+ offices of affilates

3 – 5+ offices of affilates

2 - 1 -4 offices of affilates

1 - X

Omnicom Group

5 - regional HQ or more than 10 affilates

4- 1 office of group or 5+ offices of affilates or 7+ offices of affilates and affilates of affilates

3 - 2+ office of affilates

2 - 1 office of affilates or 2+ offices of affilates of affilates

1 - at least 1 office of affilates of affilates

Publicis Groupe

5 - regional HQ or more than 10 affilates

4- 1 office of group or 5+ offices of affilates or 7+ offices of affilates and affilates of affilates

3 - 2+ office of affilates

2 - 1 office of affilates or 2+ offices of affilates of affilates

1 - at least 1 office of affilates of affilates

Dentsu

5 – regional HQ

4 – 5+ offices of the affilates

3 – more than 1-4 office of affilates

2 – 1 office of affilates

1 – X

Interpublic Group

5 – 8 and more offices

4 – 5-7 offices

3 – 3-4 offices

2 – 1-2 offices

1 – X

Hakuhodo DY Holdings

5 – regional HQ

4 – X

3 – more than 1 office

2 – 1 office

1 – X

Experian

5 – regional HQ

4 – X

3 – more than 1 office

2 – 1 office

1 – X

Bluefocus Communication Group

5 - regional HQ or more than 10 affilates

4- 1 office of group or 5+ offices of affilates or 7+ offices of affilates and affilates of affilates

3 - 2+ office of affilates

2 - 1 office of affilates or 2+ offices of affilates of affilates

Havas

5 – 8 and more offices

4 – 5-7 offices

3 – 2-4 offices

2 – 1 office

1 – X

Cheil Worldwide

5 – 8 and more offices

4 – 5-7 offices

3 – 2-4 offices

2 – 1 office

1 – X

Edelman

5 - regional HQ or more than 10 affilates

4- 1 office of group or 6+ offices of affilates

3 – 3-5 offices of affilates

2 - 1 -2 offices of affilates

1 – X

mc Group

5 – regional HQ

4 – X

3 – more than 1 office or 1 office with more than 50 members of the staff

2 – 1 office, less than 50 members of the staff

1 – X

Chime Communication

5 – regional HQ

4 – X

3 – more than 1 office

2 – 1 office

1 – X

Serviceplan

5 – regional HQ

4 – X

3 – more than 1 office

2 – 1 office

1 – X

**Banking**

|  |  |  |
| --- | --- | --- |
|  |  |  |
| 5 - Regional HQ | |  |
| 4 - X |  |  |
| 3 - more than 1 office | |  |
| 2 - 1 office |  |  |

ICBC

5 - Regional HQ

4 – X

3 - more than 1 office or country leading office

2 - 1 office

1 – X

Agricultural bank of China

5 - Regional HQ

4 – X

3 - more than 1 office or country leading office

2 - 1 office

1 – X

Bank of America

5 - Regional HQ

4 – X

3 - more than 1 office or country leading office

2 - 1 office

1 – X

Bank of China

5 - Regional HQ

4 – X

3 - more than 1 office or country leading office

2 - 1 office

1 – X

HSBC

5 - Regional HQ

4 – X

3 - more than 1 office or country leading office/country contact

2 - 1 office

1 – X

BNP Paribas

5 – Regional HQ

4 – more than 3 offices or

3 - 2-3 offices or country leading office/country contact

2 - 1 office

1 – X

Mitsubishi UFJ Financial

5 - Regional HQ

4 – X

3 - more than 1 office or representative office

2 – sub-branch

1 – X

Sberbank

5 – Headquaters of the group

4 – Headquaters of affilated banks or more than 13 corporate offices for russian cities.

3 – 8-10 corporate offices *for russian cities* or 6-10 offices offices for the other FSU countries

2 – 6-7 corporate offices *for russian cities or* 3-5 corporate offices for the other FSU countries

1 – 5 corporate offices for russian cities or more than 2 corporate offices or more than 10 general offices or at least 1 private bank office for other FSU countries.

If there is no data, consider 30% of offices as corporate.

ING Group

5 - Regional HQ

4 – X

3 - more than 1 office or representative office

2 – operational office

1 – X

Sumitomo Mitsui Financial Group

5 - Regional HQ

4 – X

3 - more than 1 office or country leading office/country contact

2 - 1 office

1 – X

Intesa Sanpaolo

5 - Regional HQ or representative office

4 – country leading office

3 – 2 offices and at least 1 for corporate clients

2 – 2 offices for business or 1 for corporate clients

1 – 1 office for business

If there is no data, consider 30% of offices as corporate.

UniCredit

5 – more than 1 group company HQ

4 – 1 group company HQ with office network

3 – at least one office for each of at least 2 different group companies or more than 3 offices of the same companies or country leading office without the sprawl network

2 –1-3 offices of the same company

1 – 1 office

Mizuho Finincial

5 - Regional HQ

4 – X

3 - more than 1 office or country leading office/country contact

2 - 1 office

1 – X

American Express

5 - Regional HQ or more than one group office

4 – at least one group office

3 –more than one partner bank HQ

2 – partner bank HQ

1 – more than 3 corporate offices of the partner banks

If there is no data, consider 30% of offices as corporate.

Credit Agricole

5 - Regional HQ

4 – more than 10 offices of local bank owned by the group or office of the group

3 – 5-10 offices of local bank owned by the group

2 – 2-4 offices of local bank owned by the group

1 – X

Societe Generale (incl. partner offices) REMADE in 2018

5 - Regional HQ

4 – more than 5 offices

3 - 3-5 offices

2 - 2 offices or *country leading office without network*

1 – X

*For Russia*

*5 – more than 1 subsidiaries HQ*

*4 – 20+ offices*

*3 – 7-19 offices*

*2 – 4-6 offices*

*1 – 3 offices*

*Dzerzhinsk counted as the part of Nizhny Novgorod.*

**Insurance**

|  |
| --- |
| 5 - regional HQ |
| 4 - X |
| 3 - more than 1 office |
| 2 - 1 office |
| 1 - X |
|  |
| But companies, having local wide spread brands. |
| For them we study only business services. |

Allianz (only business services, no life insurance)

5 – regional HQ or more than 5 offices

4 – X

3 – 2-4 offices

2 – 1 office

1 – 1 office of Mandatory Medical Insurance

AXA

5 – regional HQ

4 –more than 10 offices or country head office with network of subsidiaries

3 – more than 5 offices or country head office without network of subsidiaries

2 – 3-4 offices

1 – 2 offices

MetLife

5 – regional HQ

4 –more than 10 offices or country head office

3 – more than 5 offices

2 – 3-4 offices

1 – 2 offices

Zurich

5 - regional HQ

4 – country network leading office

3 - more than 1 office

2 - 1 office

1 – X

Chubb

5 – regional HQ

4 –more than 10 offices or country head office

3 – more than 5 offices

2 – 3-4 offices

1 – 2 offices

Aviva

5 – regional HQ

4 –more than 10 offices or country head office with network of subsidiaries

3 – more than 5 offices or country head office without network of subsidiaries

2 – 3-4 offices

1 – 2 offices

MS&AD Insurance

5 - regional HQ

4 – country network leading office

3 - more than 1 office

2 - 1 office

1 – X

AIG

5 - regional HQ

4 – country network leading office

3 - more than 1 office

2 - 1 office

1 – 1 representative office

Sampo

5 - regional HQ

4 – country network leading office

3 - more than 1 office

2 - 1 office

1 – X

Talanx

5 - regional HQ

4 – more than 1 partner company leading office

3 - more than 1 office or 1 partner company leading office

2 - 1 office of partner company

1 – X

Samsung Fire & Marine

5 - regional HQ

4 – country network leading office

3 - more than 1 office

2 - 1 office

1 – X

AON

5 - regional HQ

4 – country network leading office

3 - more than 1 office

2 - 1 office of the group or head subsidiary office

1 – 1 branch office

Grupa PZU

5 – regional HQ or 3 subsidiary head offices

4 –more than 10 branch offices or 2 subsidiary head offices

3 – more than 5 offices or 1 subsidiary head office

2 – 3-4 branch subsidiary offices

1 – 2 branch subsidiary offices (without sales centers and so on)

Willis Tower Watson

5 - regional HQ

4 – country network leading office

3 - more than 1 office

2 - 1 office

1 – X

Scor

5 - regional HQ

4 – country network leading office

3 - more than 1 office

2 - 1 office

1 – X

VIG

5 - regional HQ for more than 1 country

4 – more than 1 partner company leading office

3 – 10 & more offices of the same partner company or just 1 partner company leading office

2 – 6-9 partner company offices

1 – 5 partner company offices

**Law**

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office |
| 2 - 1 office |
| 1 – X |

Baker & McKenzie

5 – CIS HQ

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

Skadden, Arps, Slate, Meagher & Flom

5 – regional HQ

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

Clifford Chance

5 – CIS HQ

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – partner office only (changed in 2018 network)

Linklaters

5 – regional HQ

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

Latham&Watkins

5 – regional HQ

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

Freshfields Bruckhaus Deringer

5 – regional HQ

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

Allen & Overy

5 – regional HQ

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

Jones Day

5 – regional HQ

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

White & Case

5 – regional HQ

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

Morgan, Lewis & Bockius

5 – regional HQ

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

DLA Piper

5 – regional HQ

4 – X

3 – country leading network office

2 – branch office or just single office

1 – X

Cleary Gottlieb Steen & Hamilton

5 – Headquater of the partner firm

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

Reed Smith

5 – Headquater of the partner firm

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

Hogan Lovells

5 – Headquater of the partner firm

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

Akin Gump Strauss Hauer & Feld

5 – Headquater of the partner firm

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

Dechert

5 – Headquater of the partner firm

4 – X

3 – more than 1 office or 1 office operating in more than 1 country

2 – 1 office

1 – X

**Management**

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office |
| 2 - 1 office |
| 1 – X |
|  |
| BUT IBM |
| 5 - regional contact for more than 1 country |
| 4 - regional contact for 1 country or more than 1 office |
| 3 – X |
| 2 - just 1 office |
| 1 - more than 5 partner offices |

Berkshire Hathaway

Without industrial branches and retail

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office |
| 2 - 1 office |
| 1 – X |

Morgan Stanley

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office |
| 2 - 1 office |
| 1 – X |

Goldman Sachs Group

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office |
| 2 - 1 office |
| 1 – X |

Shinhan Financial Group

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office |
| 2 - 1 office |
| 1 – X |

Accenture

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office |
| 2 - 1 office |
| 1 – X |

Marsh & Maclennan

|  |
| --- |
| 5 - regional HQ |
| 4 – more than 1 office of different companies |
| 3 - more than 1 office of the same company |
| 2 - 1 office |
| 1 – X |

Cognizant

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office |
| 2 - 1 office |
| 1 – X |

Recruit Holdings

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office |
| 2 - 1 office |
| 1 – X |

Infosys

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office |
| 2 - 1 office |
| 1 – X |

Sodexo

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office or country leading office with the network of subsidiarities |
| 2 - 1 office |
| 1 – X |

Daiwa Securities

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office or country leading office with the network of subsidiarities |
| 2 - 1 office |
| 1 – X |

Atos

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office or country leading office with the network of subsidiarities |
| 2 - 1 office |
| 1 – X |

S.F. Holdings

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office or country leading office with the network of subsidiarities |
| 2 - 1 office |
| 1 – X |

Adecco

|  |
| --- |
| 5 - regional HQ |
| 4 – X |
| 3 - more than 1 office or country leading office with the network of subsidiarities |
| 2 - 1 office |
| 1 – X |

Randstadt Holdings

|  |
| --- |
| 5 - regional HQ |
| 4 – more than 1 office of different companies or HQ of the affiliated company |
| 3 - more than 1 office of the same company or HQ of the subsidiary of the affiliated company |
| 2 - 1 office |
| 1 – X |

IBM

5 – contact for 3 and more countries and 100 and more partner offices

4 – 40+ service partner offices or 1 support office and 20+ service and partner offices

3 – 20-40 service partner offices or 1 support office and 1-20 service and partner offices

2 – 10-20 service and partner offices

1 – 5-10 service and partner offices