

Donne nei CDA. Il modello italiano

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Statistical annex: Key indicators per Member State



| | Employment rate (in %) for people aged 20-64 | | Difference between male and female employment rates in full-time equivalent * and in percentage points (pp) | Gender Pay Gap (in %) | Proportion of women (in %) | |
|----------------|--|-----|---|-----------------------|----------------------------|-------------------------|
| | Women | Men | | | On boards | In national parliaments |
| | data from 3 rd quarter of 2013 | | | | | |
| EU28 | 63% | 75% | 19 pp | 16% | 18% | 27% |
| Austria | 71% | 81% | 23 pp | 23% | 13% | 33% |
| Belgium | 63% | 72% | 19 pp | 10% | 17% | 40% |
| Bulgaria | 62% | 68% | 6 pp | 15% | 17% | 25% |
| Cyprus | 62% | 73% | 14 pp | 16% | 7% | 14% |
| Czech Republic | 64% | 82% | 19 pp | 22% | 11% | 20% |
| Germany | 73% | 82% | 23 pp | 22% | 21% | 36% |
| Denmark | 73% | 79% | 11 pp | 15% | 23% | 38% |
| Estonia | 70% | 78% | 8 pp | 30% | 7% | 18% |
| Greece | 44% | 63% | 22 pp | 15% | 8% | 21% |
| Spain | 53% | 64% | 15 pp | 18% | 15% | 40% |
| Finland | 72% | 76% | 6 pp | 19% | 30% | 43% |
| France | 66% | 74% | 14 pp | 15% | 30% | 26% |
| Croatia | 51% | 60% | 11 pp | 18% | 15% | 24% |
| Hungary | 57% | 71% | 13 pp | 20% | 11% | 9% |
| Ireland | 61% | 72% | 15 pp | 14% | 11% | 16% |
| Italy | 50% | 70% | 26 pp | 7% | 15% | 31% |
| Lithuania | 69% | 73% | 2 pp | 13% | 16% | 24% |
| Luxembourg | 64% | 79% | 22 pp | 9% | 11% | 23% |
| Latvia | 68% | 73% | 4 pp | 14% | 29% | 25% |
| Malta | 50% | 80% | 36 pp | 6% | 2% | 14% |
| Netherlands | 72% | 81% | 28 pp | 17% | 25% | 38% |
| Poland | 58% | 73% | 17 pp | 6% | 12% | 24% |
| Portugal | 63% | 69% | 9 pp | 16% | 9% | 31% |
| Romania | 57% | 73% | 16 pp | 10% | 8% | 14% |
| Sweden | 78% | 83% | 10 pp | 16% | 26% | 44% |
| Slovenia | 64% | 73% | 9 pp | 3% | 22% | 33% |
| Slovakia | 58% | 72% | 16 pp | 22% | 24% | 19% |
| UK | 69% | 81% | 21 pp | 19% | 21% | 23% |

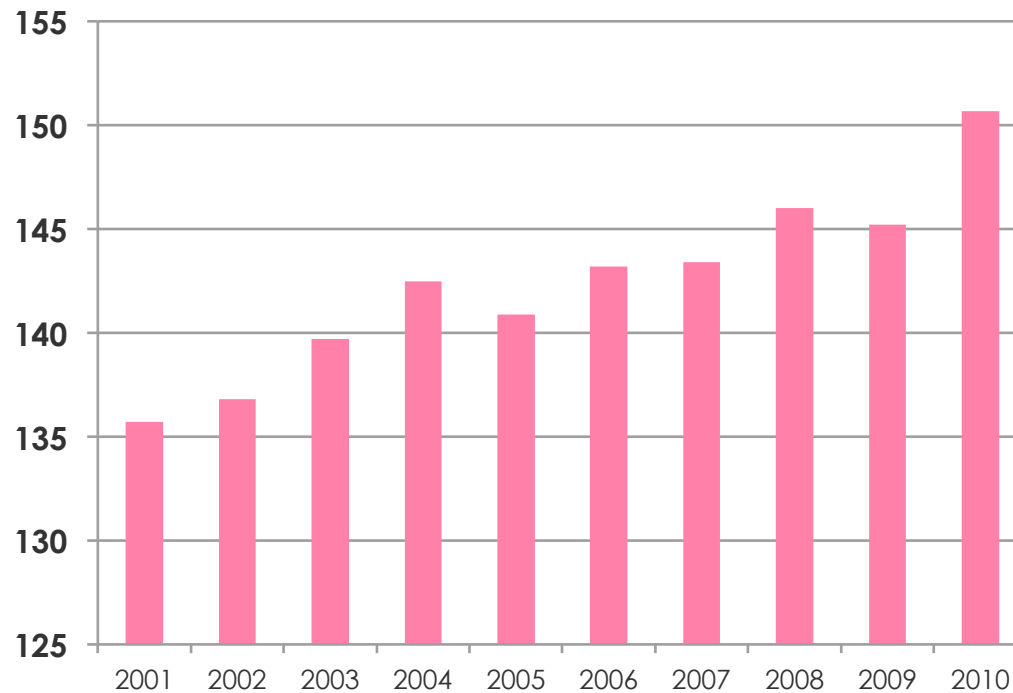
Source: Eurostat and European Commission's data base on women and men in decision-making

Note: ■ The best five performing countries are marked in orange. ■ The five least performing counties are marked in grey.

* The Full Time Equivalent (FTE) rate measures employed persons in a way that makes them comparable although they may work a different number of hours per week. A full-time person is therefore counted as one FTE, while a part-time worker gets a score in proportion to the hours he or she works. For example, a part-time worker employed for 20 hours a week where full-time work consists of 40 hours, is counted as 0.5 FTE

** except for Greece (2010)

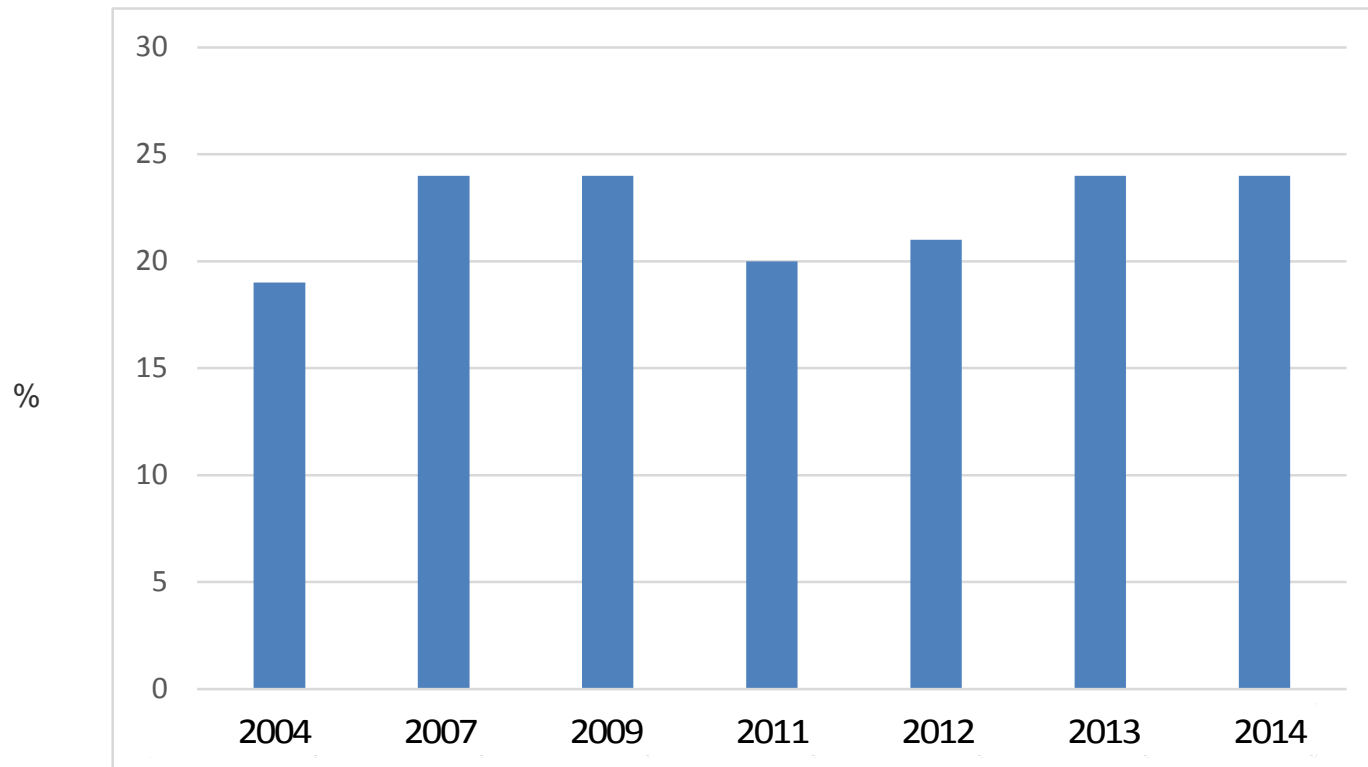
Donne laureate in Europa



Women per 100 men graduating from ISCED levels 5-6 (tertiary education)

Source: European Union Employment Statistics, 2012

Presenza femminile nel senior management/1 dato globale



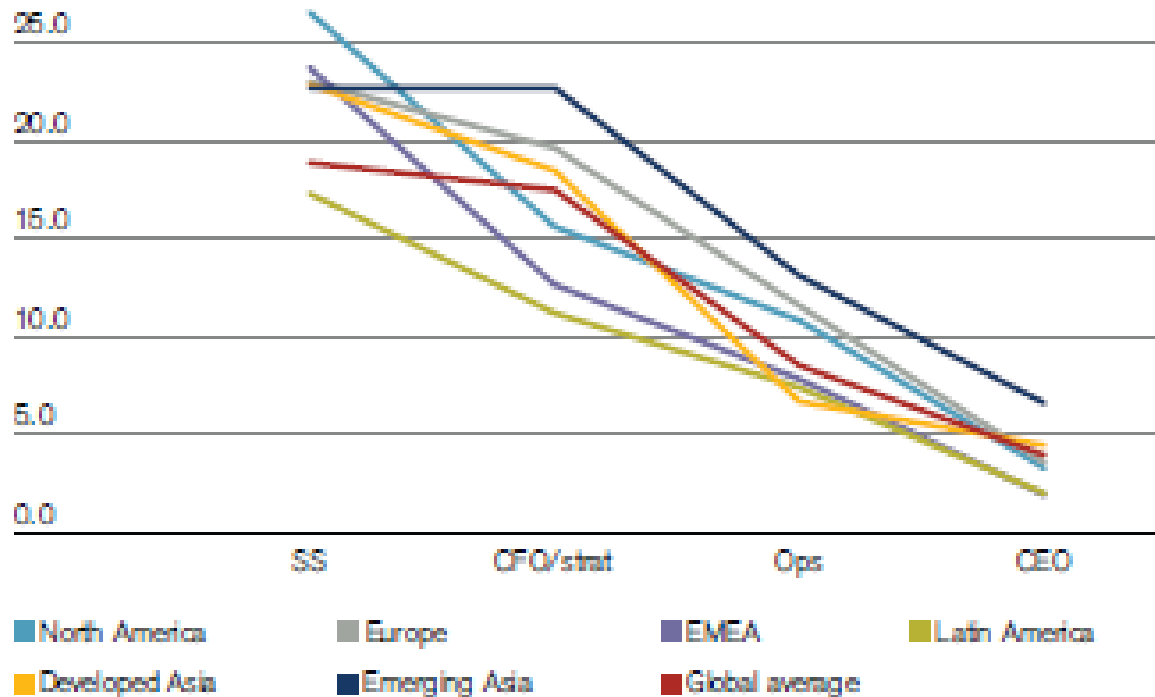
Source: Grant Thornton IBR 2014

Presenza femminile nel senior management/2 dato globale

Women in senior management positions by function and by region

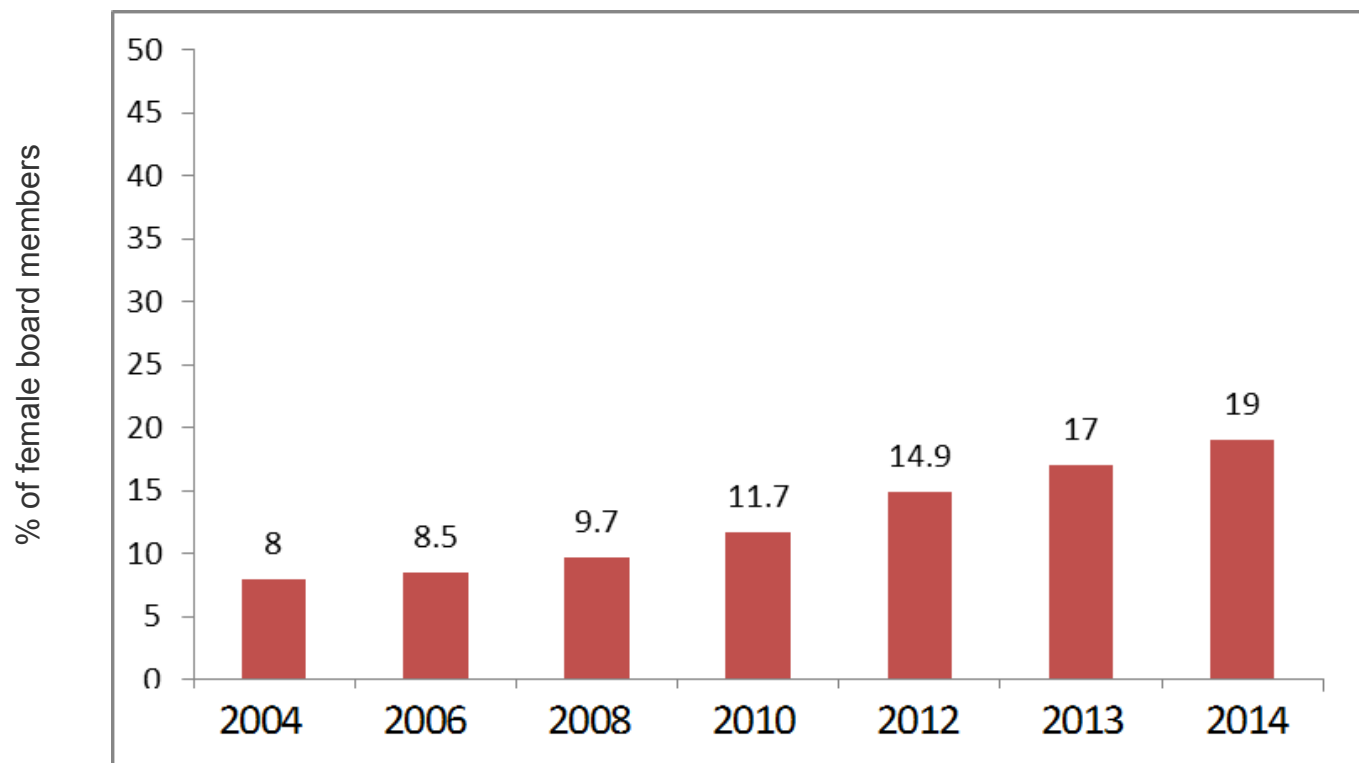
Source: Credit Suisse Research – CSG 3000

30.0% of women in senior management positions



Source: Credit Suisse, 2014, The CS Gender 3000: women in senior management

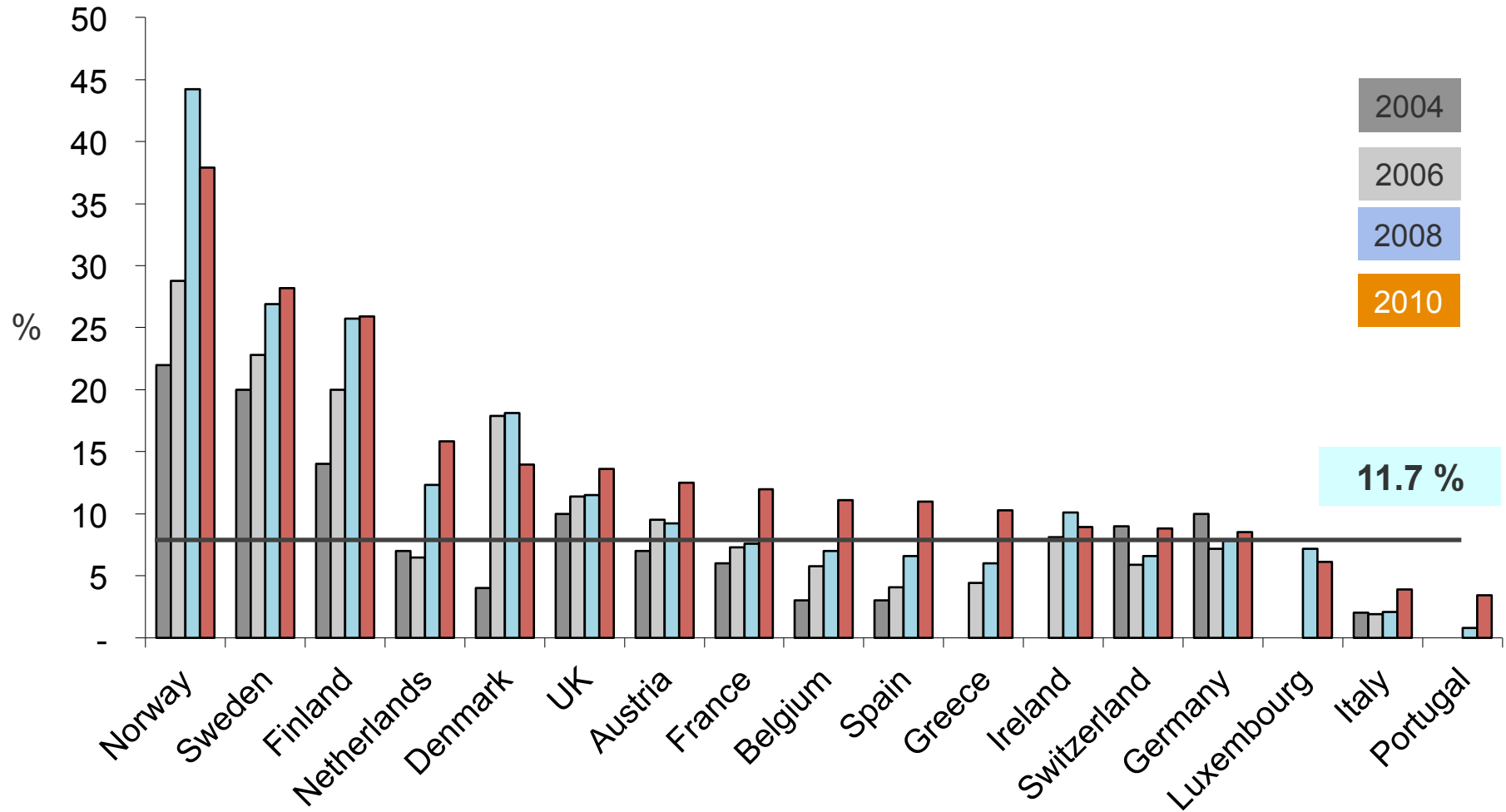
CDA: trend presenza di donne in EU



Source: EuropeanPWN Board Women Monitor 2004, 2006, 2008, 2010, EU data for 2012 13 14

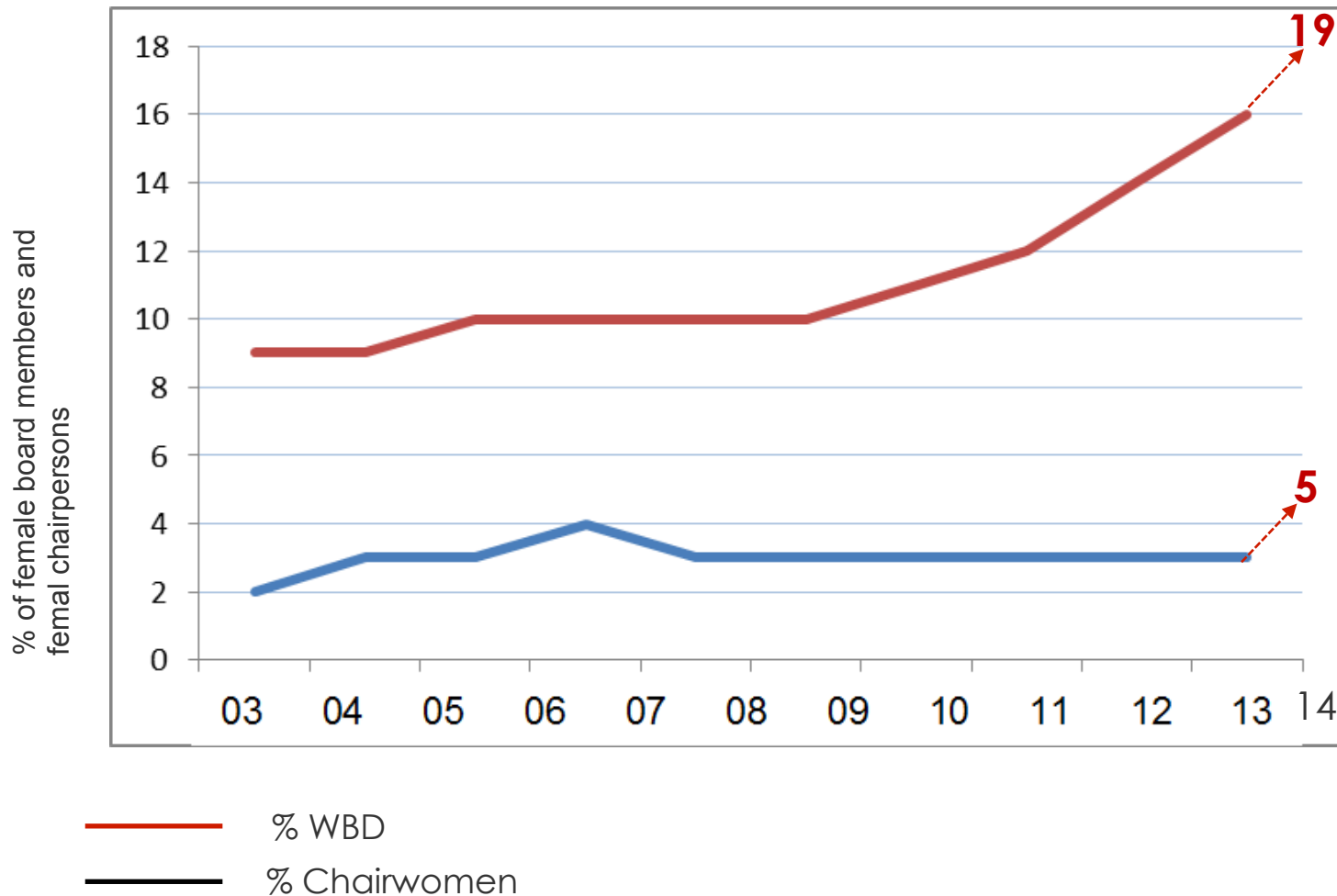
http://ec.europa.eu/justice/gender-equality/gender-decision-making/database/business-finance/supervisory-board-board-directors/index_en.htm

CDA: trend % presenza di donne per Paese



Source: EuropeanPWN Board Women Monitor 2004, 2006, 2008, 2010

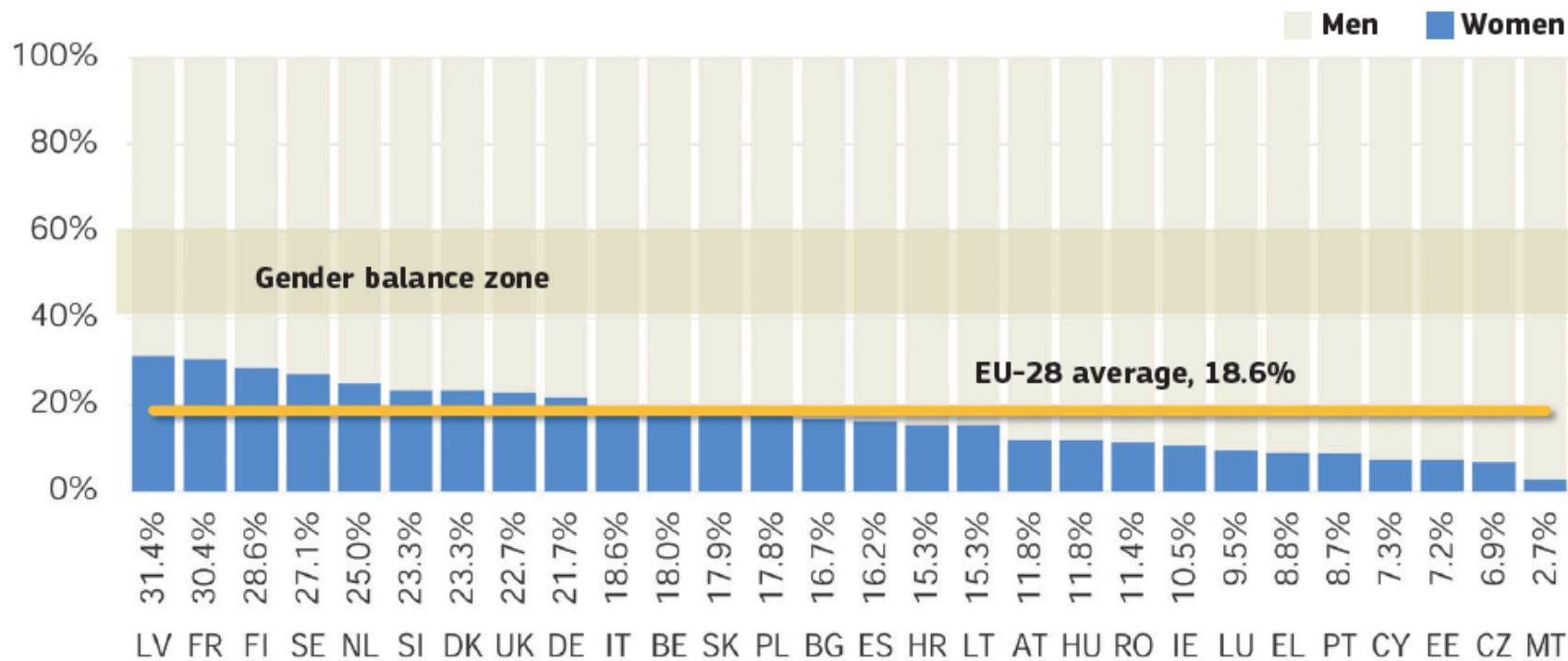
CDA: Presidenti donne e consigliere donne



Source: Author's analysis on EU data (Database of women in decision making)

Uno sguardo ai paesi EU

Representation of women and men on the boards of large listed companies in the EU, April 2014



Source: European Commission, Database on women and men in decision-making

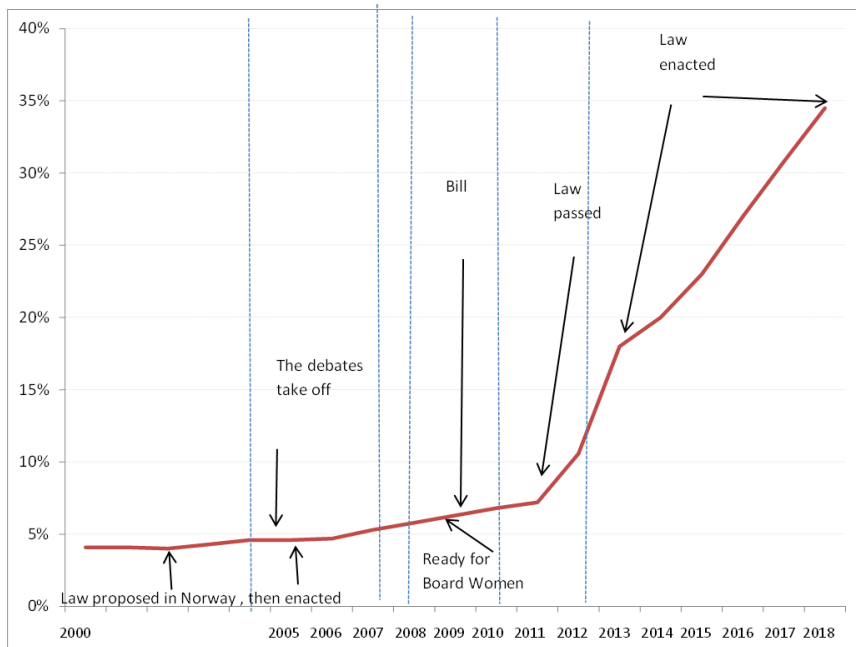
Presenza femminile nei cda in Italia (2008-14)

| | donne componenti gli organi di amministrazione | | società in cui è presente almeno una donna nell'organo di amministrazione | |
|-------------|--|--------------------------|---|--------------------------|
| | numero | <i>peso</i> ¹ | numero | <i>peso</i> ² |
| 2008 | 170 | 5.9 | 126 | 43.8 |
| 2009 | 173 | 6.3 | 129 | 46.4 |
| 2010 | 182 | 6.8 | 133 | 49.6 |
| 2011 | 193 | 7.4 | 135 | 51.7 |
| 2012 | 288 | 11.6 | 169 | 66.8 |
| 2013 | 421 | 17.8 | 202 | 83.5 |
| 2014 | 520 | 22.2 | 220 | 90.5 |

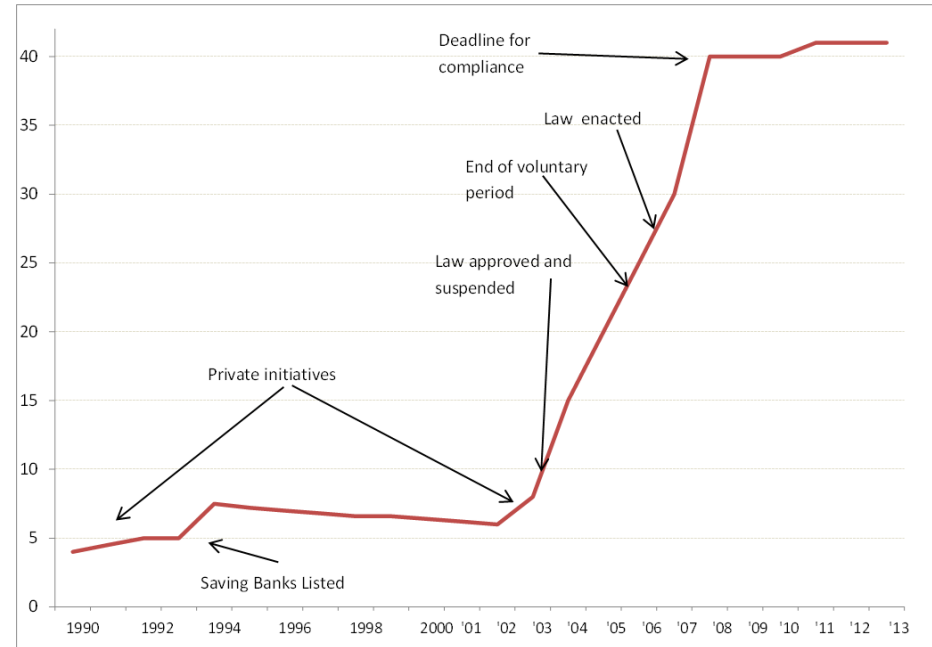
Fonte: Consob , *2014 Report on corporate governance of Italian listed companies* (dicembre 2014). Dati Consob sulla composizione degli organi sociali delle società italiane con azioni ordinarie quotate sul mercato Mta di Borsa Italiana Spa. ¹ Peso percentuale sul totale dei componenti degli organi di amministrazione. ² Peso percentuale sul numero totale delle società quotate italiane.

Il cammino verso la quota di genere. Italia e Norvegia

ITALY



NORWAY



Il modello italiano. Esiste?

Le 10 cose da tenere presente

- ▣ Flirting with the stranger brings good news. Privato e pubblico insieme.
- ▣ Talento, competenza e meritocrazia, non solo equality
- ▣ La 120/11 è una buona legge equilibrata. Impianto sanzionatorio
- ▣ La 120/11 è stata attuata in modo efficace
- ▣ Visibilità
- ▣ Alta formazione di governance
- ▣ Funzionamento del Consiglio efficace, abilità e senso critico
- ▣ L'efficacia della legge e i sistemi di monitoraggio
- ▣ Effetto a macchia d'olio sulle organizzazioni
- ▣ 5000 donne nei cda per il 2018 (quotate e partecipate pubbliche). Gli effetti: **l'individuo, il consiglio di amministrazione, l'azienda, la società italiana**