

Trasparenza retributiva 2026: obblighi, impatti e cosa devono fare le aziende

```
[fusion_builder_container type="flex" hundred_percent="no"
hundred_percent_height="no" hundred_percent_height_scroll="no"
align_content="stretch" flex_align_items="flex-start"
flex_justify_content="flex-start" flex_wrap="wrap"
hundred_percent_height_center_content="yes"
equal_height_columns="no" container_tag="div"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" status="published" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
gradient_start_position="0" gradient_end_position="100"
gradient_type="linear" radial_direction="center center"
linear_angle="180" background_position="center center"
background_repeat="no-repeat" fade="no"
background_parallax="none" enable_mobile="no"
parallax_speed="0.3" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"
video_aspect_ratio="16:9" video_loop="yes" video_mute="yes"
pattern_bg="none" pattern_bg_style="default"
pattern_bg_opacity="100" pattern_bg_blend_mode="normal"
mask_bg="none" mask_bg_style="default" mask_bg_opacity="100"
mask_bg_transform="left" mask_bg_blend_mode="normal"
absolute="off" absolute_devices="small,medium,large"
sticky="off" sticky_devices="small-visibility,medium-
```

visibility,large-visibility" sticky_transition_offset="0"
scroll_offset="0" animation_direction="left"
animation_speed="0.3" animation_delay="0" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0"] [fusion_builder_row] [fusion_builder_colu
mn type="1_4" layout="1_4" align_self="auto"
content_layout="column" align_content="flex-start"
valign_content="flex-start" content_wrap="wrap"
center_content="no" column_tag="div" target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" order_medium="0"
order_small="0" hover_type="none" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
background_type="single" gradient_start_position="0"
gradient_end_position="100" gradient_type="linear"
radial_direction="center center" linear_angle="180"
lazy_load="avada" background_position="left top"
background_repeat="no-repeat" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800" sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility" absolute="off" filter_type="regular"
filter_hover_element="self" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"

```
filter_saturation_hover="100"    filter_brightness_hover="100"
filter_contrast_hover="100"      filter_invert_hover="0"
filter_sepia_hover="0"          filter_opacity_hover="100"
filter_blur_hover="0"           transform_type="regular"
transform_hover_element="self"   transform_scale_x="1"
transform_scale_y="1"           transform_translate_x="0"
transform_translate_y="0"        transform_rotate="0"
transform_skew_x="0"             transform_skew_y="0"
transform_scale_x_hover="1"      transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"  transform_rotate_hover="0"
transform_skew_x_hover="0"       transform_skew_y_hover="0"
transition_duration="300"        transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"    animation_direction="left"
animation_speed="0.3"  animation_delay="0"  last="false"
border_position="all"  first="true"  element_content=""
min_height=""
link=""][fusion_builder_column][fusion_builder_column
type="3_4"          layout="3_4"          align_self="auto"
content_layout="column"          align_content="flex-start"
valign_content="flex-start"      content_wrap="wrap"
center_content="no"  column_tag="div"  target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility"  sticky_display="normal,sticky"  order_medium="0"
order_small="0"  hover_type="none"  border_style="solid"
box_shadow="no"  box_shadow_blur="0"  box_shadow_spread="0"
background_type="single"          gradient_start_position="0"
gradient_end_position="100"        gradient_type="linear"
radial_direction="center  center"  linear_angle="180"
lazy_load="avada"  background_position="left  top"
background_repeat="no-repeat"  background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
```

```

background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"      sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility"      absolute="off"      filter_type="regular"
filter_hover_element="self"      filter_hue="0"
filter_saturation="100"      filter_brightness="100"
filter_contrast="100"      filter_invert="0"      filter_sepia="0"
filter_opacity="100"      filter_blur="0"      filter_hue_hover="0"
filter_saturation_hover="100"      filter_brightness_hover="100"
filter_contrast_hover="100"      filter_invert_hover="0"
filter_sepia_hover="0"      filter_opacity_hover="100"
filter_blur_hover="0"      transform_type="regular"
transform_hover_element="self"      transform_scale_x="1"
transform_scale_y="1"      transform_translate_x="0"
transform_translate_y="0"      transform_rotate="0"
transform_skew_x="0"      transform_skew_y="0"
transform_scale_x_hover="1"      transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"      transform_rotate_hover="0"
transform_skew_x_hover="0"      transform_skew_y_hover="0"
transition_duration="300"      transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"      animation_direction="left"
animation_speed="0.3"      animation_delay="0"      last="true"
border_position="all"      first="false"      min_height=""
link=""][fusion_text disable_id="no" hide_on_mobile="small-
visibility,medium-visibility,large-visibility"
sticky_display="normal,sticky"      html_attributes="W10="
animation_direction="left"      animation_speed="0.3"
animation_delay="0"]

```

Trasparenza retributiva: cosa

cambia davvero per le aziende e come prepararsi

```
[/fusion_text][fusion_imageframe admin_label=""
image_id="8335|large" aspect_ratio=""
custom_aspect_ratio="100" aspect_ratio_position=""
fetch_priority="" skip_lazy_load="" lightbox="no"
gallery_id="" lightbox_image="" lightbox_image_id=""
alt="Trasparenza retributiva 2026" link="" linktarget="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" class="" id=""
html_attributes="W10=" max_width="" sticky_max_width=""
align_medium="none" align_small="none" align="none" mask=""
custom_mask="" mask_size="" mask_custom_size=""
mask_position="" mask_custom_position="" mask_repeat=""
style_type="" blur="" stylecolor="" hue="" saturation=""
lightness="" alpha="" hover_type="none" magnify_full_img=""
magnify_duration="120" scroll_height="100" scroll_speed="1"
margin_top_medium="" margin_right_medium=""
margin_bottom_medium="" margin_left_medium=""
margin_top_small="" margin_right_small=""
margin_bottom_small="" margin_left_small="" margin_top=""
margin_right="" margin_bottom="" margin_left="" bordersize=""
bordercolor="" borderradius="" z_index="" caption_style="off"
caption_align_medium="none" caption_align_small="none"
caption_align="none" caption_title="" caption_text=""
caption_title_tag="2" fusion_font_family_caption_title_font=""
fusion_font_variant_caption_title_font=""
caption_title_size="" caption_title_line_height=""
caption_title_letter_spacing="" caption_title_transform=""
caption_title_color="" caption_background_color=""
fusion_font_family_caption_text_font=""
fusion_font_variant_caption_text_font="" caption_text_size=""
caption_text_line_height="" caption_text_letter_spacing=""
caption_text_transform="" caption_text_color=""
```

caption_border_color="" caption_overlay_color=""
caption_margin_top="" caption_margin_right=""
caption_margin_bottom="" caption_margin_left=""
render_logics="" animation_type="" animation_direction="left"
animation_color="" animation_speed="0.3" animation_delay="0"
animation_offset="" filter_hue="0" filter_saturation="100"
filter_brightness="100" filter_contrast="100"
filter_invert="0" filter_sepia="0" filter_opacity="100"
filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0"]/wp-content/uploads/2026/04/Trasparenza-
retributiva-2026-obblighi-impatti-e-cosa-devono-fare-le-
aziende-1024x535.jpg[/fusion_imageframe][fusion_text
disable_idd="no" hide_on_mobile="small-visibility,medium-
visibility,large-visibility" sticky_display="normal,sticky"
html_attributes="W10=" animation_direction="left"
animation_speed="0.3" animation_delay="0"]

La trasparenza retributiva è oggi uno dei temi più rilevanti per le imprese.

Con l'introduzione della Direttiva UE 2023/970 e il percorso di recepimento in Italia, il tema entra concretamente nelle dinamiche organizzative, incidendo su processi, decisioni e modelli di gestione delle persone.

Non si tratta solo di un adeguamento normativo.

Si tratta di un cambiamento che coinvolge il modo in cui le aziende costruiscono, gestiscono e comunicano le politiche retributive.

[/fusion_text][/fusion_builder_column][/fusion_builder_row][/
fusion_builder_container][fusion_builder_container type="flex"
hundred_percent="no" hundred_percent_height="no"
hundred_percent_height_scroll="no" align_content="stretch"

flex_align_items="flex-start" flex_justify_content="flex-start" flex_wrap="wrap"
hundred_percent_height_center_content="yes"
equal_height_columns="no" container_tag="div"
hide_on_mobile="small-visibility,medium-visibility,large-visibility" status="published" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
gradient_start_position="0" gradient_end_position="100"
gradient_type="linear" radial_direction="center center"
linear_angle="180" background_position="center center"
background_repeat="no-repeat" fade="no"
background_parallax="none" enable_mobile="no"
parallax_speed="0.3" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"
video_aspect_ratio="16:9" video_loop="yes" video_mute="yes"
pattern_bg="none" pattern_bg_style="default"
pattern_bg_opacity="100" pattern_bg_blend_mode="normal"
mask_bg="none" mask_bg_style="default" mask_bg_opacity="100"
mask_bg_transform="left" mask_bg_blend_mode="normal"
absolute="off" absolute_devices="small,medium,large"
sticky="off" sticky_devices="small-visibility,medium-visibility,large-visibility" sticky_transition_offset="0"
scroll_offset="0" animation_direction="left"
animation_speed="0.3" animation_delay="0" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"

```
filter_blur_hover="0"    background_color="var(--awb-color2)"
padding_top="45px"][fusion_builder_row][fusion_builder_column
type="1_1"    layout="1_1"    align_self="auto"
content_layout="column"    align_content="flex-start"
valign_content="flex-start"    content_wrap="wrap"
center_content="no"    column_tag="div"    target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility"    sticky_display="normal,sticky"    order_medium="0"
order_small="0"    hover_type="none"    border_style="solid"
box_shadow="no"    box_shadow_blur="0"    box_shadow_spread="0"
background_type="single"    gradient_start_position="0"
gradient_end_position="100"    gradient_type="linear"
radial_direction="center    center"    linear_angle="180"
lazy_load="avada"    background_position="left    top"
background_repeat="no-repeat"    background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"    sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility"    absolute="off"    filter_type="regular"
filter_hover_element="self"    filter_hue="0"
filter_saturation="100"    filter_brightness="100"
filter_contrast="100"    filter_invert="0"    filter_sepia="0"
filter_opacity="100"    filter_blur="0"    filter_hue_hover="0"
filter_saturation_hover="100"    filter_brightness_hover="100"
filter_contrast_hover="100"    filter_invert_hover="0"
filter_sepia_hover="0"    filter_opacity_hover="100"
filter_blur_hover="0"    transform_type="regular"
transform_hover_element="self"    transform_scale_x="1"
transform_scale_y="1"    transform_translate_x="0"
transform_translate_y="0"    transform_rotate="0"
transform_skew_x="0"    transform_skew_y="0"
```

```
transform_scale_x_hover="1"      transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"   transform_rotate_hover="0"
transform_skew_x_hover="0"       transform_skew_y_hover="0"
transition_duration="300"       transition_easing="ease"
scroll_motion_devices="small-visibility,medium-visibility,large-visibility"
animation_direction="left"
animation_speed="0.3"   animation_delay="0"   last="true"
border_position="all"   first="true"   min_height=""
link=""][fusion_text disable_idd="no" hide_on_mobile="small-visibility,medium-visibility,large-visibility"
sticky_display="normal,sticky"   html_attributes="W10="
animation_direction="left"       animation_speed="0.3"
animation_delay="0"]
```

Trasparenza retributiva: perché non è solo un obbligo normativo

Negli ultimi mesi il tema è stato spesso affrontato in relazione agli obblighi introdotti dalla normativa.



La trasparenza retributiva impatta direttamente su:

- fiducia interna
- coerenza organizzativa
- capacità di attrarre e trattenere talenti
- solidità dei modelli aziendali

In questo senso, rappresenta un indicatore della qualità organizzativa.

Abbiamo già approfondito questo aspetto in un precedente contributo dedicato alla relazione tra trasparenza retributiva e solidità aziendale:



In questo articolo, il focus si sposta su ciò che accade nella pratica.

```
[/fusion_text][/fusion_builder_column][/fusion_builder_row][f
usion_builder_container][fusion_builder_container type="flex"
hundred_percent="no" hundred_percent_height="no"
hundred_percent_height_scroll="no" align_content="stretch"
flex_align_items="flex-start" flex_justify_content="flex-
start" flex_wrap="wrap"
hundred_percent_height_center_content="yes"
equal_height_columns="no" container_tag="div"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" status="published" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
gradient_start_position="0" gradient_end_position="100"
gradient_type="linear" radial_direction="center center"
linear_angle="180" background_position="center center"
background_repeat="no-repeat" fade="no"
background_parallax="none" enable_mobile="no"
parallax_speed="0.3" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"
video_aspect_ratio="16:9" video_loop="yes" video_mute="yes"
pattern_bg="none" pattern_bg_style="default"
pattern_bg_opacity="100" pattern_bg_blend_mode="normal"
mask_bg="none" mask_bg_style="default" mask_bg_opacity="100"
mask_bg_transform="left" mask_bg_blend_mode="normal"
absolute="off" absolute_devices="small,medium,large"
sticky="off" sticky_devices="small-visibility,medium-
```

visibility,large-visibility" sticky_transition_offset="0"
scroll_offset="0" animation_direction="left"
animation_speed="0.3" animation_delay="0" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0"
padding_top="45px"] [fusion_builder_row] [fusion_builder_column
type="1_4" layout="1_4" align_self="auto"
content_layout="column" align_content="flex-start"
valign_content="flex-start" content_wrap="wrap"
center_content="no" column_tag="div" target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" order_medium="0"
order_small="0" hover_type="none" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
background_type="single" gradient_start_position="0"
gradient_end_position="100" gradient_type="linear"
radial_direction="center center" linear_angle="180"
lazy_load="avada" background_position="left top"
background_repeat="no-repeat" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800" sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility" absolute="off" filter_type="regular"
filter_hover_element="self" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"

filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0" transform_type="regular"
transform_hover_element="self" transform_scale_x="1"
transform_scale_y="1" transform_translate_x="0"
transform_translate_y="0" transform_rotate="0"
transform_skew_x="0" transform_skew_y="0"
transform_scale_x_hover="1" transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0" transform_rotate_hover="0"
transform_skew_x_hover="0" transform_skew_y_hover="0"
transition_duration="300" transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility" animation_direction="left"
animation_speed="0.3" animation_delay="0" last="false"
border_position="all" first="true" element_content=""
min_height=""
link=""[/fusion_builder_column][fusion_builder_column
type="3_4" layout="3_4" align_self="auto"
content_layout="column" align_content="flex-start"
valign_content="flex-start" content_wrap="wrap"
center_content="no" column_tag="div" target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" order_medium="0"
order_small="0" hover_type="none" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
background_type="single" gradient_start_position="0"
gradient_end_position="100" gradient_type="linear"
radial_direction="center center" linear_angle="180"
lazy_load="avada" background_position="left top"
background_repeat="no-repeat" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"

```
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"      sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility"      absolute="off"      filter_type="regular"
filter_hover_element="self"      filter_hue="0"
filter_saturation="100"      filter_brightness="100"
filter_contrast="100"      filter_invert="0"      filter_sepia="0"
filter_opacity="100"      filter_blur="0"      filter_hue_hover="0"
filter_saturation_hover="100"      filter_brightness_hover="100"
filter_contrast_hover="100"      filter_invert_hover="0"
filter_sepia_hover="0"      filter_opacity_hover="100"
filter_blur_hover="0"      transform_type="regular"
transform_hover_element="self"      transform_scale_x="1"
transform_scale_y="1"      transform_translate_x="0"
transform_translate_y="0"      transform_rotate="0"
transform_skew_x="0"      transform_skew_y="0"
transform_scale_x_hover="1"      transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"      transform_rotate_hover="0"
transform_skew_x_hover="0"      transform_skew_y_hover="0"
transition_duration="300"      transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"      animation_direction="left"
animation_speed="0.3"      animation_delay="0"      last="true"
border_position="all"      first="false"      min_height=""
link=""][fusion_text      disable_idd="no"      hide_on_mobile="small-
visibility,medium-visibility,large-visibility"
sticky_display="normal,sticky"      html_attributes="W10="
animation_direction="left"      animation_speed="0.3"
animation_delay="0"]
```

Il vero cambiamento: dalla

correttezza alla dimostrabilità

Uno dei passaggi più significativi riguarda il cambio di prospettiva.

Questo comporta alcune implicazioni operative:

- le decisioni devono essere ricostruibili
- i criteri devono essere formalizzati
- le logiche devono essere comprensibili e coerenti

Molte aziende oggi operano con sistemi che funzionano, ma che non sono esplicitati.

```
[/fusion_text][fusion_text          disable_idd="no"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility"          sticky_display="normal,sticky"
html_attributes="W10="          animation_direction="left"
animation_speed="0.3" animation_delay="0"]
```

**L'errore più comune: sottovalutare
l'assenza di sistemi**

Quando si parla di trasparenza retributiva, il rischio è concentrarsi sulla normativa.

In molte realtà aziendali:

- i criteri esistono ma non sono formalizzati
- le decisioni sono coerenti ma non documentate
- i processi sono presenti ma non strutturati

La normativa introduce una maggiore trasparenza che rende visibili queste aree.

```
[/fusion_text][/fusion_builder_column][/fusion_builder_row][/fusion_builder_container][fusion_builder_container type="flex"
hundred_percent="no" hundred_percent_height="no"
hundred_percent_height_scroll="no" align_content="stretch"
flex_align_items="flex-start" flex_justify_content="flex-start"
flex_wrap="wrap"
hundred_percent_height_center_content="yes"
equal_height_columns="no" container_tag="div"
hide_on_mobile="small-visibility,medium-visibility,large-visibility" status="published" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
gradient_start_position="0" gradient_end_position="100"
gradient_type="linear" radial_direction="center center"
linear_angle="180" background_position="center center"
background_repeat="no-repeat" fade="no"
background_parallax="none" enable_mobile="no"
parallax_speed="0.3" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"
video_aspect_ratio="16:9" video_loop="yes" video_mute="yes"
pattern_bg="none" pattern_bg_style="default"
pattern_bg_opacity="100" pattern_bg_blend_mode="normal"
mask_bg="none" mask_bg_style="default" mask_bg_opacity="100"
mask_bg_transform="left" mask_bg_blend_mode="normal"
absolute="off" absolute_devices="small,medium,large"
sticky="off" sticky_devices="small-visibility,medium-visibility,large-visibility" sticky_transition_offset="0"
scroll_offset="0" animation_direction="left"
```

```
animation_speed="0.3"  animation_delay="0"  filter_hue="0"
filter_saturation="100"  filter_brightness="100"
filter_contrast="100"  filter_invert="0"  filter_sepia="0"
filter_opacity="100"  filter_blur="0"  filter_hue_hover="0"
filter_saturation_hover="100"  filter_brightness_hover="100"
filter_contrast_hover="100"  filter_invert_hover="0"
filter_sepia_hover="0"  filter_opacity_hover="100"
filter_blur_hover="0"  padding_top="40px"
background_color="var(-awb-
color2)")[fusion_builder_row][fusion_builder_column type="1_2"
layout="1_2"  align_self="auto"  content_layout="column"
align_content="flex-start"  valign_content="flex-start"
content_wrap="wrap"  center_content="no"  column_tag="div"
target="_self"  hide_on_mobile="small-visibility,medium-
visibility,large-visibility"  sticky_display="normal,sticky"
order_medium="0"  order_small="0"  hover_type="none"
border_style="solid"  box_shadow="no"  box_shadow_blur="0"
box_shadow_spread="0"  background_type="single"
gradient_start_position="0"  gradient_end_position="100"
gradient_type="linear"  radial_direction="center center"
linear_angle="180"  lazy_load="avada"  background_position="left
top"  background_repeat="no-repeat"
background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"  sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility"  absolute="off"  filter_type="regular"
filter_hover_element="self"  filter_hue="0"
filter_saturation="100"  filter_brightness="100"
filter_contrast="100"  filter_invert="0"  filter_sepia="0"
filter_opacity="100"  filter_blur="0"  filter_hue_hover="0"
```

```
filter_saturation_hover="100"    filter_brightness_hover="100"
filter_contrast_hover="100"      filter_invert_hover="0"
filter_sepia_hover="0"          filter_opacity_hover="100"
filter_blur_hover="0"           transform_type="regular"
transform_hover_element="self"    transform_scale_x="1"
transform_scale_y="1"           transform_translate_x="0"
transform_translate_y="0"        transform_rotate="0"
transform_skew_x="0"            transform_skew_y="0"
transform_scale_x_hover="1"      transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"  transform_rotate_hover="0"
transform_skew_x_hover="0"       transform_skew_y_hover="0"
transition_duration="300"        transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"    animation_direction="left"
animation_speed="0.3"  animation_delay="0"  last="false"
border_position="all"           min_height=""           link=""
first="true"] [fusion_text      disable_idd="no"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility"                    sticky_display="normal,sticky"
html_attributes="W10="         animation_direction="left"
animation_speed="0.3"  animation_delay="0"]
```

Un tema di governance, non solo HR

Un altro elemento spesso sottovalutato riguarda l'ampiezza dell'impatto.

La trasparenza retributiva non è un tema limitato alla funzione HR.

Coinvolge l'intera organizzazione:

- definizione dei ruoli
- struttura delle responsabilità
- criteri di crescita
- equilibrio tra funzioni

In questo senso, si tratta di un tema di governance.

Richiede una visione integrata e un approccio sistemico.

```
[/fusion_text][/fusion_builder_column][fusion_builder_column
type="1_2"          layout="1_2"          align_self="auto"
content_layout="column"          align_content="flex-start"
valign_content="flex-start"          content_wrap="wrap"
center_content="no"    column_tag="div"    target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" order_medium="0"
order_small="0"    hover_type="none"    border_style="solid"
box_shadow="no"    box_shadow_blur="0"    box_shadow_spread="0"
background_type="single"          gradient_start_position="0"
gradient_end_position="100"          gradient_type="linear"
radial_direction="center    center"    linear_angle="180"
lazy_load="avada"    background_position="left    top"
background_repeat="no-repeat"    background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"          sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility"    absolute="off"    filter_type="regular"
filter_hover_element="self"          filter_hue="0"
filter_saturation="100"          filter_brightness="100"
filter_contrast="100"    filter_invert="0"    filter_sepia="0"
filter_opacity="100"    filter_blur="0"    filter_hue_hover="0"
filter_saturation_hover="100"    filter_brightness_hover="100"
filter_contrast_hover="100"          filter_invert_hover="0"
filter_sepia_hover="0"          filter_opacity_hover="100"
filter_blur_hover="0"          transform_type="regular"
transform_hover_element="self"          transform_scale_x="1"
```

```
transform_scale_y="1"          transform_translate_x="0"
transform_translate_y="0"      transform_rotate="0"
transform_skew_x="0"          transform_skew_y="0"
transform_scale_x_hover="1"    transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0" transform_rotate_hover="0"
transform_skew_x_hover="0"     transform_skew_y_hover="0"
transition_duration="300"      transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"  animation_direction="left"
animation_speed="0.3"  animation_delay="0"  last="true"
border_position="all"  min_height=""  link=""
first="false"][fusion_text      disable_idd="no"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility"      sticky_display="normal,sticky"
html_attributes="W10="  animation_direction="left"
animation_speed="0.3"  animation_delay="0"]
```

Il ruolo dei dati: necessario ma non sufficiente

Il tema dei dati è centrale.

Le aziende sono chiamate a monitorare e analizzare informazioni sempre più dettagliate.

Tuttavia, avere dati non è sufficiente.

Il valore emerge quando il dato viene:

- interpretato
- contestualizzato
- collegato ai processi decisionali

Soprattutto quando si parla di equilibri retributivi, fermarsi al numero senza comprenderne le cause rappresenta uno dei rischi principali.

```
[/fusion_text][/fusion_builder_column][/fusion_builder_row][/fusion_builder_container][fusion_builder_container type="flex" hundred_percent="no" hundred_percent_height="no" hundred_percent_height_scroll="no" align_content="stretch" flex_align_items="flex-start" flex_justify_content="flex-start" flex_wrap="wrap" hundred_percent_height_center_content="yes" equal_height_columns="no" container_tag="div" hide_on_mobile="small-visibility,medium-visibility,large-visibility" status="published" border_style="solid" box_shadow="no" box_shadow_blur="0" box_shadow_spread="0" gradient_start_position="0" gradient_end_position="100" gradient_type="linear" radial_direction="center center" linear_angle="180" background_position="center center" background_repeat="no-repeat" fade="no" background_parallax="none" enable_mobile="no" parallax_speed="0.3" background_blend_mode="none" background_slider_skip_lazy_loading="no" background_slider_random_order="no" background_slider_loop="yes" background_slider_pause_on_hover="no" background_slider_slideshow_speed="5000" background_slider_animation="fade" background_slider_direction="up" background_slider_animation_speed="800" video_aspect_ratio="16:9" video_loop="yes" video_mute="yes" pattern_bg="none" pattern_bg_style="default" pattern_bg_opacity="100" pattern_bg_blend_mode="normal" mask_bg="none" mask_bg_style="default" mask_bg_opacity="100" mask_bg_transform="left" mask_bg_blend_mode="normal" absolute="off" absolute_devices="small,medium,large" sticky="off" sticky_devices="small-visibility,medium-visibility,large-visibility" sticky_transition_offset="0" scroll_offset="0" animation_direction="left" animation_speed="0.3" animation_delay="0" filter_hue="0" filter_saturation="100" filter_brightness="100" filter_contrast="100" filter_invert="0" filter_sepia="0"
```

filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0"] [fusion_builder_row] [fusion_builder_colu
mn type="1_1" layout="1_1" align_self="auto"
content_layout="column" align_content="flex-start"
valign_content="flex-start" content_wrap="wrap"
center_content="no" column_tag="div" target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" order_medium="0"
order_small="0" hover_type="none" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
background_type="single" gradient_start_position="0"
gradient_end_position="100" gradient_type="linear"
radial_direction="center center" linear_angle="180"
lazy_load="avada" background_position="left top"
background_repeat="no-repeat" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800" sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility" absolute="off" filter_type="regular"
filter_hover_element="self" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0" transform_type="regular"
transform_hover_element="self" transform_scale_x="1"

```

transform_scale_y="1"          transform_translate_x="0"
transform_translate_y="0"      transform_rotate="0"
transform_skew_x="0"          transform_skew_y="0"
transform_scale_x_hover="1"    transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0" transform_rotate_hover="0"
transform_skew_x_hover="0"    transform_skew_y_hover="0"
transition_duration="300"     transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"  animation_direction="left"
animation_speed="0.3"  animation_delay="0"  last="true"
border_position="all"  min_height=""  link=""
first="true"] [fusion_text  disable_idd="no"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility"  sticky_display="normal,sticky"
html_attributes="W10="  animation_direction="left"
animation_speed="0.3"  animation_delay="0"]

```

Cosa devono fare oggi le aziende

Per affrontare in modo efficace questo cambiamento, è necessario lavorare su alcuni passaggi chiave:

- analizzare la situazione attuale
- mappare ruoli e responsabilità
- definire criteri retributivi chiari
- costruire un sistema coerente e documentabile

Non si tratta di un intervento immediato, ma di un percorso strutturato.

Le aziende che iniziano oggi hanno un vantaggio significativo.

```

[/fusion_text][ /fusion_builder_column][ /fusion_builder_row][ /f
usion_builder_container][fusion_builder_container type="flex"
hundred_percent="no"  hundred_percent_height="no"
hundred_percent_height_scroll="no"  align_content="stretch"
flex_align_items="flex-start"  flex_justify_content="flex-

```

```
start"                                flex_wrap="wrap"
hundred_percent_height_center_content="yes"
equal_height_columns="no"            container_tag="div"
hide_on_mobile="small-visibility,medium-visibility,large-visibility" status="published" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
gradient_start_position="0" gradient_end_position="100"
gradient_type="linear" radial_direction="center center"
linear_angle="180" background_position="center center"
background_repeat="no-repeat" fade="no"
background_parallax="none" enable_mobile="no"
parallax_speed="0.3" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"
video_aspect_ratio="16:9" video_loop="yes" video_mute="yes"
pattern_bg="none" pattern_bg_style="default"
pattern_bg_opacity="100" pattern_bg_blend_mode="normal"
mask_bg="none" mask_bg_style="default" mask_bg_opacity="100"
mask_bg_transform="left" mask_bg_blend_mode="normal"
absolute="off" absolute_devices="small,medium,large"
sticky="off" sticky_devices="small-visibility,medium-visibility,large-visibility" sticky_transition_offset="0"
scroll_offset="0" animation_direction="left"
animation_speed="0.3" animation_delay="0" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0" padding_top="40px"
```

```
background_color="var(-awb -
color6)")[fusion_builder_row][fusion_builder_column type="1_2"
layout="1_2" align_self="center" content_layout="column"
align_content="flex-start" valign_content="flex-start"
content_wrap="wrap" center_content="no" column_tag="div"
target="_self" hide_on_mobile="small-visibility,medium-
visibility,large-visibility" sticky_display="normal,sticky"
order_medium="0" order_small="0" hover_type="none"
border_style="solid" box_shadow="no" box_shadow_blur="0"
box_shadow_spread="0" background_type="single"
gradient_start_position="0" gradient_end_position="100"
gradient_type="linear" radial_direction="center center"
linear_angle="180" lazy_load="avada" background_position="left
top" background_repeat="no-repeat"
background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800" sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility" absolute="off" filter_type="regular"
filter_hover_element="self" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0" transform_type="regular"
transform_hover_element="self" transform_scale_x="1"
transform_scale_y="1" transform_translate_x="0"
transform_translate_y="0" transform_rotate="0"
transform_skew_x="0" transform_skew_y="0"
```

```

transform_scale_x_hover="1"      transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"  transform_rotate_hover="0"
transform_skew_x_hover="0"       transform_skew_y_hover="0"
transition_duration="300"       transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"    animation_direction="left"
animation_speed="0.3"  animation_delay="0"  last="false"
border_position="all"          min_height=""      link=""
first="true"][fusion_text      admin_label="conclusionone"
disable_idd="no"  hide_on_mobile="small-visibility,medium-
visibility,large-visibility"  sticky_display="normal,sticky"
html_attributes="W10="        animation_direction="left"
animation_speed="0.3"  animation_delay="0"]

```

Se vuoi capire come affrontare concretamente questo tema nella tua azienda, è possibile avviare un primo confronto operativo per analizzare la situazione attuale e individuare le aree di intervento.

```

[/fusion_text][[/fusion_builder_column][fusion_builder_column
type="1_2"      layout="1_2"      align_self="center"
content_layout="column"      align_content="flex-start"
valign_content="flex-start"      content_wrap="wrap"
center_content="no"  column_tag="div"  target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility"  sticky_display="normal,sticky"  order_medium="0"
order_small="0"  hover_type="none"  border_style="solid"
box_shadow="no"  box_shadow_blur="0"  box_shadow_spread="0"
background_type="single"      gradient_start_position="0"
gradient_end_position="100"      gradient_type="linear"
radial_direction="center  center"  linear_angle="180"
lazy_load="avada"  background_position="left  top"
background_repeat="no-repeat"  background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"

```

```
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"      sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility"      absolute="off"      filter_type="regular"
filter_hover_element="self"      filter_hue="0"
filter_saturation="100"      filter_brightness="100"
filter_contrast="100"      filter_invert="0"      filter_sepia="0"
filter_opacity="100"      filter_blur="0"      filter_hue_hover="0"
filter_saturation_hover="100"      filter_brightness_hover="100"
filter_contrast_hover="100"      filter_invert_hover="0"
filter_sepia_hover="0"      filter_opacity_hover="100"
filter_blur_hover="0"      transform_type="regular"
transform_hover_element="self"      transform_scale_x="1"
transform_scale_y="1"      transform_translate_x="0"
transform_translate_y="0"      transform_rotate="0"
transform_skew_x="0"      transform_skew_y="0"
transform_scale_x_hover="1"      transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"      transform_rotate_hover="0"
transform_skew_x_hover="0"      transform_skew_y_hover="0"
transition_duration="300"      transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"      animation_direction="left"
animation_speed="0.3"      animation_delay="0"      last="true"
border_position="all"      min_height=""      link=""
first="false"][fusion_button      enable_hover_text_icon="no"
hover_click_mode="hover"      target="_self"      aria_role_button="0"
color="default"      padding_medium=""      padding_small=""
stretch_medium="default"      stretch_small="default"      stretch="yes"
margin_medium=""      margin_small=""      icon_position="left"
icon_divider="no"      hover_transition="none"      render_logics=""
animation_direction="left"      animation_color=""
animation_speed="0.3"      animation_delay="0"
hide_on_mobile="small-visibility,medium-visibility,large-
```

```
visibility" sticky_display="normal,sticky" html_attributes=""
link="https://www.peoplespa.it/contatti/" alignment="center"
size="medium"] Contattaci per un confronto
dedicato[/fusion_button][[/fusion_builder_column]][/fusion_build
er_row][[/fusion_builder_container]
```

Trasparenza retributiva: da obbligo normativo a leva di solidità aziendale

```
[fusion_builder_container type="flex" hundred_percent="no"
hundred_percent_height="no" hundred_percent_height_scroll="no"
align_content="stretch" flex_align_items="flex-start"
flex_justify_content="flex-start" flex_wrap="wrap"
hundred_percent_height_center_content="yes"
equal_height_columns="no" container_tag="div"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" status="published" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
gradient_start_position="0" gradient_end_position="100"
gradient_type="linear" radial_direction="center center"
linear_angle="180" background_position="center center"
background_repeat="no-repeat" fade="no"
background_parallax="none" enable_mobile="no"
parallax_speed="0.3" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
```

background_slider_direction="up"
background_slider_animation_speed="800"
video_aspect_ratio="16:9" video_loop="yes" video_mute="yes"
pattern_bg="none" pattern_bg_style="default"
pattern_bg_opacity="100" pattern_bg_blend_mode="normal"
mask_bg="none" mask_bg_style="default" mask_bg_opacity="100"
mask_bg_transform="left" mask_bg_blend_mode="normal"
absolute="off" absolute_devices="small,medium,large"
sticky="off" sticky_devices="small-visibility,medium-visibility,large-visibility" sticky_transition_offset="0"
scroll_offset="0" animation_direction="left"
animation_speed="0.3" animation_delay="0" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0"]

fusion_builder_row	fusion_builder_column
type="1_4"	layout="1_4"

align_self	auto
content_layout="column"	align_content="flex-start"

valign_content	flex-start
content_wrap="wrap"	center_content="no"

column_tag	div
target="_self"	hide_on_mobile="small-visibility,medium-visibility,large-visibility"

sticky_display	normal,sticky
order_medium="0"	order_small="0"

hover_type	none
border_style="solid"	box_shadow="no"

box_shadow_blur	0
box_shadow_spread="0"	background_type="single"

gradient_start_position	0
gradient_end_position="100"	gradient_type="linear"

radial_direction	center
linear_angle="180"	lazy_load="avada"

background_position	left top
background_repeat="no-repeat"	background_blend_mode="none"

background_slider_skip_lazy_loading	no
background_slider_random_order="no"	background_slider_loop="yes"

background_slider_pause_on_hover	no
background_slider_slideshow_speed="5000"	

```
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"      sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility"      absolute="off"      filter_type="regular"
filter_hover_element="self"      filter_hue="0"
filter_saturation="100"      filter_brightness="100"
filter_contrast="100"      filter_invert="0"      filter_sepia="0"
filter_opacity="100"      filter_blur="0"      filter_hue_hover="0"
filter_saturation_hover="100"      filter_brightness_hover="100"
filter_contrast_hover="100"      filter_invert_hover="0"
filter_sepia_hover="0"      filter_opacity_hover="100"
filter_blur_hover="0"      transform_type="regular"
transform_hover_element="self"      transform_scale_x="1"
transform_scale_y="1"      transform_translate_x="0"
transform_translate_y="0"      transform_rotate="0"
transform_skew_x="0"      transform_skew_y="0"
transform_scale_x_hover="1"      transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"      transform_rotate_hover="0"
transform_skew_x_hover="0"      transform_skew_y_hover="0"
transition_duration="300"      transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"      animation_direction="left"
animation_speed="0.3"      animation_delay="0"      last="false"
border_position="all"      element_content=""      first="true"
min_height=""
link=""[/fusion_builder_column][fusion_builder_column
type="3_4"      layout="3_4"      align_self="auto"
content_layout="column"      align_content="flex-start"
valign_content="flex-start"      content_wrap="wrap"
center_content="no"      column_tag="div"      target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility"      sticky_display="normal,sticky"      order_medium="0"
order_small="0"      hover_type="none"      border_style="solid"
box_shadow="no"      box_shadow_blur="0"      box_shadow_spread="0"
background_type="single"      gradient_start_position="0"
```

```
gradient_end_position="100"      gradient_type="linear"
radial_direction="center center" linear_angle="180"
lazy_load="avada"      background_position="left top"
background_repeat="no-repeat" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"      sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility"      absolute="off"      filter_type="regular"
filter_hover_element="self"      filter_hue="0"
filter_saturation="100"      filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100"      filter_invert_hover="0"
filter_sepia_hover="0"      filter_opacity_hover="100"
filter_blur_hover="0"      transform_type="regular"
transform_hover_element="self"      transform_scale_x="1"
transform_scale_y="1"      transform_translate_x="0"
transform_translate_y="0"      transform_rotate="0"
transform_skew_x="0"      transform_skew_y="0"
transform_scale_x_hover="1"      transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"      transform_rotate_hover="0"
transform_skew_x_hover="0"      transform_skew_y_hover="0"
transition_duration="300"      transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"      animation_direction="left"
animation_speed="0.3"      animation_delay="0"      last="true"
border_position="all"      first="false"      min_height=""
link=""][fusion_text disable_idd="no" hide_on_mobile="small-
visibility,medium-visibility,large-visibility"
```

```
sticky_display="normal,sticky"      html_attributes="W10="
animation_direction="left"          animation_speed="0.3"
animation_delay="0"]
```

Per molte aziende la trasparenza retributiva rischia di essere letta solo come un nuovo adempimento. Un altro obbligo, un altro tema da presidiare, un altro possibile fronte di esposizione. Eppure il punto vero è un altro: le organizzazioni migliori non si limitano a “subire” i cambiamenti normativi, ma li usano per diventare più forti, più ordinate e più credibili.

```
[/fusion_text][fusion_imageframe      image_id="8318|large"
custom_aspect_ratio="100"  lightbox="no"  alt="trasparenza
retributiva"  linktarget="_self"  hide_on_mobile="small-
visibility,medium-visibility,large-visibility"
sticky_display="normal,sticky"      html_attributes="W10="
align_medium="none"  align_small="none"  align="none"
hover_type="none"  magnify_duration="120"  scroll_height="100"
scroll_speed="1"  caption_style="off"
caption_align_medium="none"  caption_align_small="none"
caption_align="none"  caption_title_tag="2"
animation_direction="left"  animation_speed="0.3"
animation_delay="0"  filter_hue="0"  filter_saturation="100"
filter_brightness="100"  filter_contrast="100"
filter_invert="0"  filter_sepia="0"  filter_opacity="100"
filter_blur="0"  filter_hue_hover="0"
filter_saturation_hover="100"  filter_brightness_hover="100"
filter_contrast_hover="100"  filter_invert_hover="0"
filter_sepia_hover="0"  filter_opacity_hover="100"
filter_blur_hover="0"]wp-content/uploads/2026/04/trasparenza-
```

retributiva-1024x535.jpg[/fusion_imageframe][fusion_text disable_idd="no" hide_on_mobile="small-visibility,medium-visibility,large-visibility" sticky_display="normal,sticky" html_attributes="W10=" animation_direction="left" animation_speed="0.3" animation_delay="0"]

La Direttiva UE 2023/970 è stata adottata nel maggio 2023 per rafforzare il principio della parità di retribuzione tra donne e uomini per lo stesso lavoro o per un lavoro di pari valore attraverso misure di trasparenza e di enforcement; gli Stati membri devono recepirla entro il 7 giugno 2026. In Italia, alla data del 24 aprile 2026, il recepimento risulta ancora nello schema di decreto legislativo approvato in esame preliminare dal Consiglio dei Ministri il 5 febbraio 2026 e passato all'esame parlamentare come Atto del Governo n. 379.

In questo scenario, la trasparenza retributiva non va interpretata come una semplice formalità. Va letta come un indicatore di maturità organizzativa. Perché un'azienda che sa spiegare come definisce le retribuzioni, come costruisce i percorsi di crescita e come misura i ruoli è, quasi sempre, un'azienda più sana anche nella sostanza.

[/fusion_text][fusion_text disable_idd="no" hide_on_mobile="small-visibility,medium-visibility,large-visibility" sticky_display="normal,sticky" html_attributes="W10=" font_size="16px" animation_direction="left" animation_speed="0.3" animation_delay="0"]

Per chi desidera partire da un quadro più tecnico e normativo, sul sito People è già disponibile anche un precedente [approfondimento dedicato alla Direttiva UE 2023/970 e ai nuovi obblighi per le imprese](#), utile per leggere il tema dal punto di vista degli impatti operativi e degli adempimenti. In questo articolo, invece, vogliamo spostare il focus su un altro aspetto: la trasparenza retributiva non come semplice problema da gestire, ma come occasione per rendere l'azienda più solida, più ordinata e più credibile.

```
[/fusion_text][/fusion_builder_column][/fusion_builder_row][/fusion_builder_container][fusion_builder_container type="flex"
hundred_percent="no" hundred_percent_height="no"
hundred_percent_height_scroll="no" align_content="stretch"
flex_align_items="flex-start" flex_justify_content="flex-start" flex_wrap="wrap"
hundred_percent_height_center_content="yes"
equal_height_columns="no" container_tag="div"
hide_on_mobile="small-visibility,medium-visibility,large-visibility" status="published" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
gradient_start_position="0" gradient_end_position="100"
gradient_type="linear" radial_direction="center center"
linear_angle="180" background_position="center center"
background_repeat="no-repeat" fade="no"
background_parallax="none" enable_mobile="no"
parallax_speed="0.3" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"
video_aspect_ratio="16:9" video_loop="yes" video_mute="yes"
pattern_bg="none" pattern_bg_style="default"
pattern_bg_opacity="100" pattern_bg_blend_mode="normal"
mask_bg="none" mask_bg_style="default" mask_bg_opacity="100"
mask_bg_transform="left" mask_bg_blend_mode="normal"
absolute="off" absolute_devices="small,medium,large"
sticky="off" sticky_devices="small-visibility,medium-visibility,large-visibility" sticky_transition_offset="0"
scroll_offset="0" animation_direction="left"
animation_speed="0.3" animation_delay="0" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
```

filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0" background_color="var(-awb-color2)"
padding_top="30px"] [fusion_builder_row] [fusion_builder_column
type="1_1" layout="1_1" align_self="auto"
content_layout="column" align_content="flex-start"
valign_content="flex-start" content_wrap="wrap"
center_content="no" column_tag="div" target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" order_medium="0"
order_small="0" hover_type="none" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
background_type="single" gradient_start_position="0"
gradient_end_position="100" gradient_type="linear"
radial_direction="center center" linear_angle="180"
lazy_load="avada" background_position="left top"
background_repeat="no-repeat" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800" sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility" absolute="off" filter_type="regular"
filter_hover_element="self" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0" transform_type="regular"

```
transform_hover_element="self"      transform_scale_x="1"
transform_scale_y="1"               transform_translate_x="0"
transform_translate_y="0"           transform_rotate="0"
transform_skew_x="0"                 transform_skew_y="0"
transform_scale_x_hover="1"         transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"     transform_rotate_hover="0"
transform_skew_x_hover="0"          transform_skew_y_hover="0"
transition_duration="300"           transition_easing="ease"
scroll_motion_devices="small-visibility,medium-visibility,large-visibility" animation_direction="left"
animation_speed="0.3"               animation_delay="0"   last="true"
border_position="all"               first="true"         min_height=""
link="" ][fusion_text disable_idd="no" hide_on_mobile="small-visibility,medium-visibility,large-visibility"
sticky_display="normal,sticky"       html_attributes="W10="
animation_direction="left"           animation_speed="0.3"
animation_delay="0"]
```

Non solo compliance: il vero tema è la qualità dell'organizzazione

Il punto centrale non è soltanto “essere in regola”. Il punto è avere processi che reggano. Una struttura retributiva chiara, criteri di crescita leggibili, sistemi di valutazione più oggettivi e politiche interne documentate aiutano l'impresa non solo a rispondere alla norma, ma anche a ridurre opacità, incomprensioni e fragilità gestionali. Questo è emerso con forza anche nel webinar promosso da People insieme a Studio Birtolo & Partners il 24 aprile 2026, dove la trasparenza salariale è stata presentata non come mero cambiamento formale, ma come leva organizzativa da integrare nei sistemi di gestione HR.

È qui che cambia la prospettiva: non più la legge come problema, ma la legge come occasione per verificare quanto l'azienda sia davvero coerente, strutturata e pronta a sostenere il proprio sviluppo.

```
[/fusion_text][fusion_text columns="" rule_size=""
margin_medium="" margin_small="" render_logics="" logics=""
animation_direction="left" animation_color=""
animation_speed="0.3" animation_delay="0" disable_idd="no"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" html_attributes=""
line_height="1.2" font_size="15px"]
```

In questa prospettiva, la trasparenza retributiva non è un tema isolato. Si collega in modo diretto anche ai [percorsi di parità di genere](#), alla capacità dell'impresa di dotarsi di criteri oggettivi, misurabili e documentabili, e alla volontà di costruire un ambiente di lavoro più equo e più attrattivo. Non a caso, nel precedente approfondimento pubblicato da People si sottolinea come la trasparenza debba integrarsi con i modelli organizzativi e con gli strumenti già oggi utilizzati dalle aziende più strutturate.

```
[/fusion_text][/fusion_builder_column][/fusion_builder_row][/f
usion_builder_container][fusion_builder_container type="flex"
hundred_percent="no" hundred_percent_height="no"
hundred_percent_height_scroll="no" align_content="stretch"
flex_align_items="flex-start" flex_justify_content="flex-
start" flex_wrap="wrap"
hundred_percent_height_center_content="yes"
equal_height_columns="no" container_tag="div"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" status="published" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
gradient_start_position="0" gradient_end_position="100"
gradient_type="linear" radial_direction="center center"
linear_angle="180" background_position="center center"
background_repeat="no-repeat" fade="no"
background_parallax="none" enable_mobile="no"
parallax_speed="0.3" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
```

```
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"
video_aspect_ratio="16:9" video_loop="yes" video_mute="yes"
pattern_bg="none" pattern_bg_style="default"
pattern_bg_opacity="100" pattern_bg_blend_mode="normal"
mask_bg="none" mask_bg_style="default" mask_bg_opacity="100"
mask_bg_transform="left" mask_bg_blend_mode="normal"
absolute="off" absolute_devices="small,medium,large"
sticky="off" sticky_devices="small-visibility,medium-visibility,large-visibility" sticky_transition_offset="0"
scroll_offset="0" animation_direction="left"
animation_speed="0.3" animation_delay="0" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0"
padding_top="20px"][fusion_builder_row][fusion_builder_column
type="1_4" layout="1_4" align_self="auto"
content_layout="column" align_content="flex-start"
valign_content="flex-start" content_wrap="wrap"
center_content="no" column_tag="div" target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-visibility" sticky_display="normal,sticky" order_medium="0"
order_small="0" hover_type="none" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
background_type="single" gradient_start_position="0"
gradient_end_position="100" gradient_type="linear"
radial_direction="center center" linear_angle="180"
lazy_load="avada" background_position="left top"
background_repeat="no-repeat" background_blend_mode="none"
```

```
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"      sticky="off"
sticky_devices="small-visibility,medium-visibility,large-visibility"
absolute="off"      filter_type="regular"
filter_hover_element="self"      filter_hue="0"
filter_saturation="100"      filter_brightness="100"
filter_contrast="100"      filter_invert="0"      filter_sepia="0"
filter_opacity="100"      filter_blur="0"      filter_hue_hover="0"
filter_saturation_hover="100"      filter_brightness_hover="100"
filter_contrast_hover="100"      filter_invert_hover="0"
filter_sepia_hover="0"      filter_opacity_hover="100"
filter_blur_hover="0"      transform_type="regular"
transform_hover_element="self"      transform_scale_x="1"
transform_scale_y="1"      transform_translate_x="0"
transform_translate_y="0"      transform_rotate="0"
transform_skew_x="0"      transform_skew_y="0"
transform_scale_x_hover="1"      transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"      transform_rotate_hover="0"
transform_skew_x_hover="0"      transform_skew_y_hover="0"
transition_duration="300"      transition_easing="ease"
scroll_motion_devices="small-visibility,medium-visibility,large-visibility"
animation_direction="left"
animation_speed="0.3"      animation_delay="0"      last="false"
border_position="all"      element_content=""      first="true"
min_height=""
link=""[/fusion_builder_column][fusion_builder_column
type="3_4"      layout="3_4"      align_self="auto"
content_layout="column"      align_content="flex-start"
valign_content="flex-start"      content_wrap="wrap"
center_content="no"      column_tag="div"      target="_self"
```

hide_on_mobile="small-visibility,medium-visibility,large-visibility" sticky_display="normal,sticky" order_medium="0" order_small="0" hover_type="none" border_style="solid" box_shadow="no" box_shadow_blur="0" box_shadow_spread="0" background_type="single" gradient_start_position="0" gradient_end_position="100" gradient_type="linear" radial_direction="center center" linear_angle="180" lazy_load="avada" background_position="left top" background_repeat="no-repeat" background_blend_mode="none" background_slider_skip_lazy_loading="no" background_slider_random_order="no" background_slider_loop="yes" background_slider_pause_on_hover="no" background_slider_slideshow_speed="5000" background_slider_animation="fade" background_slider_direction="up" background_slider_animation_speed="800" sticky="off" sticky_devices="small-visibility,medium-visibility,large-visibility" absolute="off" filter_type="regular" filter_hover_element="self" filter_hue="0" filter_saturation="100" filter_brightness="100" filter_contrast="100" filter_invert="0" filter_sepia="0" filter_opacity="100" filter_blur="0" filter_hue_hover="0" filter_saturation_hover="100" filter_brightness_hover="100" filter_contrast_hover="100" filter_invert_hover="0" filter_sepia_hover="0" filter_opacity_hover="100" filter_blur_hover="0" transform_type="regular" transform_hover_element="self" transform_scale_x="1" transform_scale_y="1" transform_translate_x="0" transform_translate_y="0" transform_rotate="0" transform_skew_x="0" transform_skew_y="0" transform_scale_x_hover="1" transform_scale_y_hover="1" transform_translate_x_hover="0" transform_translate_y_hover="0" transform_rotate_hover="0" transform_skew_x_hover="0" transform_skew_y_hover="0" transition_duration="300" transition_easing="ease" scroll_motion_devices="small-visibility,medium-

```
visibility,large-visibility"    animation_direction="left"
animation_speed="0.3"    animation_delay="0"    last="true"
border_position="all"    first="false"    min_height=""
link=""][fusion_text disable_idd="no" hide_on_mobile="small-
visibility,medium-visibility,large-visibility"
sticky_display="normal,sticky"    html_attributes="W10="
animation_direction="left"    animation_speed="0.3"
animation_delay="0"]
```

Cosa cambia davvero con la trasparenza retributiva

Le nuove regole europee introducono alcuni principi molto chiari. Tra questi: il diritto a ricevere informazioni sulla retribuzione già prima dell'assunzione, il divieto di chiedere ai candidati la storia salariale, il diritto dei lavoratori a richiedere informazioni sui livelli retributivi medi per lavoro uguale o di pari valore, gli obblighi di pay reporting per i datori di lavoro con almeno 100 dipendenti e le valutazioni congiunte in presenza di indizi di discriminazione retributiva.

Nel comunicato del Ministero del Lavoro del 6 febbraio 2026, relativo al primo via libera del Consiglio dei Ministri allo schema di decreto attuativo, vengono richiamati in particolare alcuni elementi operativi: annunci di lavoro con retribuzione iniziale o fascia prevista, divieto di chiedere ai candidati informazioni sugli stipendi passati, diritto dei lavoratori a conoscere i criteri di determinazione dello stipendio e i livelli retributivi medi dei colleghi che svolgono lo stesso lavoro, chiarimento dei concetti di "stesso lavoro" e "lavoro di pari valore", comunicazioni periodiche per le aziende dai 100 dipendenti in su e attivazione di misure correttive in presenza di divari non giustificati pari o superiori al 5%. Lo stesso Ministero precisa inoltre che il testo potrà ancora arricchirsi durante il passaggio parlamentare.

Questo significa che il tema va seguito con attenzione e con prudenza operativa. La direzione però è ormai chiara: il sistema retributivo aziendale non potrà più reggersi su prassi implicite, valutazioni opache o logiche poco formalizzate.

Essere trasparenti significa essere più solidi

Quando un'impresa affronta bene la trasparenza retributiva, non ottiene solo una maggiore tutela sul piano normativo. Ottiene anche qualcosa di molto più importante: rafforza la propria struttura interna.

Un'azienda più solida, infatti, è un'azienda che:

- definisce criteri retributivi più chiari;
- collega meglio ruoli, responsabilità e compensi;
- riduce le ambiguità nei percorsi di crescita;
- documenta le scelte in modo più ordinato;
- migliora il dialogo tra direzione, HR e management;
- si presenta al mercato del lavoro con maggiore credibilità.

Dal webinar del 24 aprile è emerso un passaggio molto utile: oggi non basta essere equi, bisogna anche essere in grado di dimostrarlo. E questo richiede policy, dati, criteri oggettivi, sistemi di valutazione e processi di gestione che permettano all'azienda di sostenere con coerenza le proprie decisioni.

È proprio qui che la compliance incontra la qualità organizzativa. Una realtà che ha sotto controllo questi aspetti è spesso più pronta anche a prevenire contenziosi, tensioni interne, errori di selezione e squilibri che nel tempo possono diventare problemi molto più ampi. La direttiva, infatti, punta non solo a creare trasparenza, ma anche a rafforzare i meccanismi di tutela e di accesso alla giustizia

in materia di parità retributiva.

```
[/fusion_text][/fusion_builder_column][/fusion_builder_row][f
usion_builder_container][fusion_builder_container type="flex"
hundred_percent="no" hundred_percent_height="no"
hundred_percent_height_scroll="no" align_content="stretch"
flex_align_items="flex-start" flex_justify_content="flex-
start" flex_wrap="wrap"
hundred_percent_height_center_content="yes"
equal_height_columns="no" container_tag="div"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" status="published" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
gradient_start_position="0" gradient_end_position="100"
gradient_type="linear" radial_direction="center center"
linear_angle="180" background_position="center center"
background_repeat="no-repeat" fade="no"
background_parallax="none" enable_mobile="no"
parallax_speed="0.3" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"
video_aspect_ratio="16:9" video_loop="yes" video_mute="yes"
pattern_bg="none" pattern_bg_style="default"
pattern_bg_opacity="100" pattern_bg_blend_mode="normal"
mask_bg="none" mask_bg_style="default" mask_bg_opacity="100"
mask_bg_transform="left" mask_bg_blend_mode="normal"
absolute="off" absolute_devices="small,medium,large"
sticky="off" sticky_devices="small-visibility,medium-
visibility,large-visibility" sticky_transition_offset="0"
scroll_offset="0" animation_direction="left"
animation_speed="0.3" animation_delay="0" filter_hue="0"
```

filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0"] [fusion_builder_row] [fusion_builder_column
type="1_1" layout="1_1" align_self="auto"
content_layout="column" align_content="flex-start"
valign_content="flex-start" content_wrap="wrap"
center_content="no" column_tag="div" target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" order_medium="0"
order_small="0" hover_type="none" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
background_type="single" gradient_start_position="0"
gradient_end_position="100" gradient_type="linear"
radial_direction="center center" linear_angle="180"
lazy_load="avada" background_position="left top"
background_repeat="no-repeat" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800" sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility" absolute="off" filter_type="regular"
filter_hover_element="self" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"

```
filter_blur_hover="0"          transform_type="regular"
transform_hover_element="self"  transform_scale_x="1"
transform_scale_y="1"          transform_translate_x="0"
transform_translate_y="0"       transform_rotate="0"
transform_skew_x="0"           transform_skew_y="0"
transform_scale_x_hover="1"     transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0" transform_rotate_hover="0"
transform_skew_x_hover="0"      transform_skew_y_hover="0"
transition_duration="300"       transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"    animation_direction="left"
animation_speed="0.3"          animation_delay="0"    last="true"
border_position="all"          first="true"          min_height=""
link=""][fusion_text disable_idd="no" hide_on_mobile="small-
visibility,medium-visibility,large-visibility"
sticky_display="normal,sticky"  html_attributes="W10="
animation_direction="left"      animation_speed="0.3"
animation_delay="0"]
```

Il valore di una lettura manageriale del cambiamento

Guardare alla trasparenza retributiva solo come un adempimento significa fermarsi alla superficie. Guardarla in chiave manageriale, invece, permette di cogliere un'opportunità concreta.

Vuol dire chiedersi:

- i nostri criteri retributivi sono davvero chiari?
- i percorsi di crescita sono formalizzati?
- i sistemi di incentivazione sono leggibili?
- sappiamo spiegare come si determina una differenza tra ruoli, livelli e funzioni?
- abbiamo dati, documenti e processi coerenti con ciò che dichiariamo?

Se la risposta è sì, la norma diventa una conferma di un impianto già forte. Se la risposta è no, allora questo è il momento giusto per intervenire. Non per paura, ma per fare un salto di qualità.

```
[/fusion_text][/fusion_builder_column][/fusion_builder_row][/fusion_builder_container][fusion_builder_container type="flex"
hundred_percent="no" hundred_percent_height="no"
hundred_percent_height_scroll="no" align_content="stretch"
flex_align_items="flex-start" flex_justify_content="flex-start"
flex_wrap="wrap"
hundred_percent_height_center_content="yes"
equal_height_columns="no" container_tag="div"
hide_on_mobile="small-visibility,medium-visibility,large-visibility" status="published" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
gradient_start_position="0" gradient_end_position="100"
gradient_type="linear" radial_direction="center center"
linear_angle="180" background_position="center center"
background_repeat="no-repeat" fade="no"
background_parallax="none" enable_mobile="no"
parallax_speed="0.3" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"
video_aspect_ratio="16:9" video_loop="yes" video_mute="yes"
pattern_bg="none" pattern_bg_style="default"
pattern_bg_opacity="100" pattern_bg_blend_mode="normal"
mask_bg="none" mask_bg_style="default" mask_bg_opacity="100"
mask_bg_transform="left" mask_bg_blend_mode="normal"
absolute="off" absolute_devices="small,medium,large"
sticky="off" sticky_devices="small-visibility,medium-visibility,large-visibility" sticky_transition_offset="0"
```

```
scroll_offset="0"          animation_direction="left"
animation_speed="0.3"  animation_delay="0"  filter_hue="0"
filter_saturation="100"          filter_brightness="100"
filter_contrast="100"  filter_invert="0"  filter_sepia="0"
filter_opacity="100"  filter_blur="0"  filter_hue_hover="0"
filter_saturation_hover="100"  filter_brightness_hover="100"
filter_contrast_hover="100"          filter_invert_hover="0"
filter_sepia_hover="0"          filter_opacity_hover="100"
filter_blur_hover="0"] [fusion_builder_row] [fusion_builder_column
  type="1_4"  layout="1_4"  align_self="center"
  content_layout="column"          align_content="flex-start"
  valign_content="flex-start"          content_wrap="wrap"
  center_content="no"  column_tag="div"  target="_self"
  hide_on_mobile="small-visibility,medium-visibility,large-
  visibility"  sticky_display="normal,sticky"  order_medium="0"
  order_small="0"  hover_type="none"  border_style="solid"
  box_shadow="no"  box_shadow_blur="0"  box_shadow_spread="0"
  background_type="single"          gradient_start_position="0"
  gradient_end_position="100"          gradient_type="linear"
  radial_direction="center  center"  linear_angle="180"
  lazy_load="avada"  background_position="left  top"
  background_repeat="no-repeat"  background_blend_mode="none"
  background_slider_skip_lazy_loading="no"
  background_slider_random_order="no"
  background_slider_loop="yes"
  background_slider_pause_on_hover="no"
  background_slider_slideshow_speed="5000"
  background_slider_animation="fade"
  background_slider_direction="up"
  background_slider_animation_speed="800"          sticky="off"
  sticky_devices="small-visibility,medium-visibility,large-
  visibility"  absolute="off"  filter_type="regular"
  filter_hover_element="self"          filter_hue="0"
  filter_saturation="100"          filter_brightness="100"
  filter_contrast="100"  filter_invert="0"  filter_sepia="0"
  filter_opacity="100"  filter_blur="0"  filter_hue_hover="0"
  filter_saturation_hover="100"  filter_brightness_hover="100"
```

```

filter_contrast_hover="100"      filter_invert_hover="0"
filter_sepia_hover="0"          filter_opacity_hover="100"
filter_blur_hover="0"           transform_type="regular"
transform_hover_element="self"   transform_scale_x="1"
transform_scale_y="1"           transform_translate_x="0"
transform_translate_y="0"        transform_rotate="0"
transform_skew_x="0"             transform_skew_y="0"
transform_scale_x_hover="1"      transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"  transform_rotate_hover="0"
transform_skew_x_hover="0"       transform_skew_y_hover="0"
transition_duration="300"        transition_easing="ease"
scroll_motion_devices="small-visibility,medium-visibility,large-visibility"
animation_direction="left"
animation_speed="0.3"  animation_delay="0"  last="false"
border_position="all"  first="true"  min_height=""
link=""][fusion_text disable_id="no" hide_on_mobile="small-visibility,medium-visibility,large-visibility"
sticky_display="normal,sticky"  html_attributes="W10="
animation_direction="left"  animation_speed="0.3"
animation_delay="0"]

```

Il webinar di People e Studio Birtolo & Partners

Nel webinar del 24 aprile 2026 dedicato alla trasparenza retributiva, People e [Studio Birtolo & Partners](#) hanno proposto proprio questa chiave di lettura: non trattare il tema come un aggravio burocratico, ma come un passaggio utile per aiutare le aziende a dotarsi di strumenti più robusti, coerenti e difendibili nel tempo. Nel corso dell'incontro si è parlato di nuovi obblighi, criteri retributivi, sistemi di gestione, impatto sui processi di selezione, contratti individuali e connessione con modelli organizzativi più evoluti, inclusi i percorsi collegati alla parità di genere.

La forza di questo approccio sta proprio qui: trasformare la compliance in governance, e la governance in valore.

```

[/fusion_text][[/fusion_builder_column]][fusion_builder_column
type="3_4"      layout="3_4"      align_self="center"
content_layout="column"      align_content="flex-start"
valign_content="flex-start"      content_wrap="wrap"

```

center_content="no" column_tag="div" target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-visibility" sticky_display="normal,sticky" order_medium="0"
order_small="0" hover_type="none" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
background_type="single" gradient_start_position="0"
gradient_end_position="100" gradient_type="linear"
radial_direction="center center" linear_angle="180"
lazy_load="avada" background_position="left top"
background_repeat="no-repeat" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800" sticky="off"
sticky_devices="small-visibility,medium-visibility,large-visibility" absolute="off" filter_type="regular"
filter_hover_element="self" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0" transform_type="regular"
transform_hover_element="self" transform_scale_x="1"
transform_scale_y="1" transform_translate_x="0"
transform_translate_y="0" transform_rotate="0"
transform_skew_x="0" transform_skew_y="0"
transform_scale_x_hover="1" transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0" transform_rotate_hover="0"
transform_skew_x_hover="0" transform_skew_y_hover="0"
transition_duration="300" transition_easing="ease"

```
scroll_motion_devices="small-visibility,medium-visibility,large-visibility"    animation_direction="left"
animation_speed="0.3"    animation_delay="0"    last="true"
border_position="all"    first="false"    min_height=""
link=""][fusion_text disable_idd="no" hide_on_mobile="small-visibility,medium-visibility,large-visibility"
sticky_display="normal,sticky"    html_attributes="W10="
animation_direction="left"    animation_speed="0.3"
animation_delay="0"]
```

Perché oggi conviene muoversi

Aspettare l'ultimo momento raramente è una buona strategia, soprattutto quando il cambiamento tocca selezione, politiche retributive, sviluppo delle carriere, sistemi premiali e gestione documentale. La direzione del legislatore europeo è definita; il percorso italiano è avviato; il mercato del lavoro è sempre più sensibile ai temi di equità, chiarezza e affidabilità.

Per questo le aziende che iniziano ora a lavorare su questi aspetti possono arrivare preparate, ridurre i margini di rischio e, soprattutto, presentarsi come organizzazioni più solide. Non solo compliant. Solide.

Il supporto di People

People opera nell'ambito della formazione, della consulenza aziendale, della sicurezza e dei servizi legati al lavoro, mentre per la consulenza del lavoro, il payroll, l'amministrazione del personale e la ricerca e selezione si avvale della partnership esclusiva con Studio Birtolo & Partners. Questo posizionamento rende particolarmente credibile un approccio che non si limiti alla lettura normativa, ma accompagni le imprese anche nella costruzione di processi, policy e strumenti concreti.

Su un tema come la trasparenza retributiva, il valore non sta soltanto nel capire cosa prevede la norma. Sta nel mettere l'azienda nelle condizioni di essere davvero pronta: più chiara, più ordinata, più difendibile e più forte.

```
[/fusion_text][/fusion_builder_column][/fusion_builder_row][/fusion_builder_container][fusion_builder_container type="flex" hundred_percent="no" hundred_percent_height="no" hundred_percent_height_scroll="no" align_content="stretch" flex_align_items="flex-start" flex_justify_content="flex-start" flex_wrap="wrap" hundred_percent_height_center_content="yes" equal_height_columns="no" container_tag="div" hide_on_mobile="small-visibility,medium-visibility,large-visibility" status="published" border_style="solid" box_shadow="no" box_shadow_blur="0" box_shadow_spread="0" gradient_start_position="0" gradient_end_position="100" gradient_type="linear" radial_direction="center center" linear_angle="180" background_position="center center" background_repeat="no-repeat" fade="no" background_parallax="none" enable_mobile="no" parallax_speed="0.3" background_blend_mode="none" background_slider_skip_lazy_loading="no" background_slider_random_order="no" background_slider_loop="yes" background_slider_pause_on_hover="no" background_slider_slideshow_speed="5000" background_slider_animation="fade" background_slider_direction="up" background_slider_animation_speed="800" video_aspect_ratio="16:9" video_loop="yes" video_mute="yes" pattern_bg="none" pattern_bg_style="default" pattern_bg_opacity="100" pattern_bg_blend_mode="normal" mask_bg="none" mask_bg_style="default" mask_bg_opacity="100" mask_bg_transform="left" mask_bg_blend_mode="normal" absolute="off" absolute_devices="small,medium,large" sticky="off" sticky_devices="small-visibility,medium-visibility,large-visibility" sticky_transition_offset="0" scroll_offset="0" animation_direction="left" animation_speed="0.3" animation_delay="0" filter_hue="0" filter_saturation="100" filter_brightness="100" filter_contrast="100" filter_invert="0" filter_sepia="0"
```

filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0"
padding_top="50px"] [fusion_builder_row] [fusion_builder_column
type="1_4" layout="1_4" align_self="center"
content_layout="column" align_content="flex-start"
valign_content="flex-start" content_wrap="wrap"
center_content="no" column_tag="div" target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" order_medium="0"
order_small="0" hover_type="none" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
background_type="single" gradient_start_position="0"
gradient_end_position="100" gradient_type="linear"
radial_direction="center center" linear_angle="180"
lazy_load="avada" background_position="left top"
background_repeat="no-repeat" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800" sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility" absolute="off" filter_type="regular"
filter_hover_element="self" filter_hue="0"
filter_saturation="100" filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100" filter_invert_hover="0"
filter_sepia_hover="0" filter_opacity_hover="100"
filter_blur_hover="0" transform_type="regular"

```
transform_hover_element="self"      transform_scale_x="1"
transform_scale_y="1"               transform_translate_x="0"
transform_translate_y="0"           transform_rotate="0"
transform_skew_x="0"                transform_skew_y="0"
transform_scale_x_hover="1"         transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"     transform_rotate_hover="0"
transform_skew_x_hover="0"          transform_skew_y_hover="0"
transition_duration="300"           transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"        animation_direction="left"
animation_speed="0.3"               animation_delay="0"    last="false"
border_position="all"               element_content=""    first="true"
min_height=""                       link="" ][fusion_button
enable_hover_text_icon="no"          hover_click_mode="hover"
target="_blank"                     aria_role_button="0"   color="default"
padding_medium=""                   padding_small=""       stretch_medium="default"
stretch_small="default"             stretch="yes"          margin_medium=""
margin_small=""                     icon_position="left"   icon_divider="no"
hover_transition="none"              render_logics=""
animation_direction="left"           animation_color=""
animation_speed="0.3"                animation_delay="0"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" html_attributes=""
link="https://www.peoplespa.it/consulting/modelli-organizzativ
i-aziendali/certificazione-parita-di-genere/"
alignment="center" size="large"]Scopri il percorso People
dedicato alla certificazione per la parità di
genere[/fusion_button][[/fusion_builder_column][fusion_builder_
column type="3_4" layout="3_4" align_self="auto"
content_layout="column" align_content="flex-start"
valign_content="flex-start" content_wrap="wrap"
center_content="no" column_tag="div" target="_self"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" order_medium="0"
order_small="0" hover_type="none" border_style="solid"
box_shadow="no" box_shadow_blur="0" box_shadow_spread="0"
```

```
background_type="single"      gradient_start_position="0"
gradient_end_position="100"    gradient_type="linear"
radial_direction="center center" linear_angle="180"
lazy_load="avada"      background_position="left top"
background_repeat="no-repeat" background_blend_mode="none"
background_slider_skip_lazy_loading="no"
background_slider_random_order="no"
background_slider_loop="yes"
background_slider_pause_on_hover="no"
background_slider_slideshow_speed="5000"
background_slider_animation="fade"
background_slider_direction="up"
background_slider_animation_speed="800"      sticky="off"
sticky_devices="small-visibility,medium-visibility,large-
visibility"      absolute="off"      filter_type="regular"
filter_hover_element="self"      filter_hue="0"
filter_saturation="100"      filter_brightness="100"
filter_contrast="100" filter_invert="0" filter_sepia="0"
filter_opacity="100" filter_blur="0" filter_hue_hover="0"
filter_saturation_hover="100" filter_brightness_hover="100"
filter_contrast_hover="100"      filter_invert_hover="0"
filter_sepia_hover="0"      filter_opacity_hover="100"
filter_blur_hover="0"      transform_type="regular"
transform_hover_element="self"      transform_scale_x="1"
transform_scale_y="1"      transform_translate_x="0"
transform_translate_y="0"      transform_rotate="0"
transform_skew_x="0"      transform_skew_y="0"
transform_scale_x_hover="1"      transform_scale_y_hover="1"
transform_translate_x_hover="0"
transform_translate_y_hover="0"      transform_rotate_hover="0"
transform_skew_x_hover="0"      transform_skew_y_hover="0"
transition_duration="300"      transition_easing="ease"
scroll_motion_devices="small-visibility,medium-
visibility,large-visibility"      animation_direction="left"
animation_speed="0.3"      animation_delay="0"      last="true"
border_position="all"      first="false"      min_height=""
link=""][fusion_text columns="" rule_size="" margin_medium=""
```

```
margin_small=""      render_logics=""      logics=""
animation_direction="left"      animation_color=""
animation_speed="0.3"  animation_delay="0"  disable_idd="no"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility" sticky_display="normal,sticky" html_attributes=""
```

Trasparenza retributiva e certificazione per la parità di genere: un legame concreto

```
[/fusion_text][fusion_text      disable_idd="no"
hide_on_mobile="small-visibility,medium-visibility,large-
visibility"      sticky_display="normal,sticky"
html_attributes="W10="      animation_direction="left"
animation_speed="0.3"  animation_delay="0"]
```

Parlare di trasparenza retributiva significa anche affrontare in modo più maturo il tema della parità di genere. Un'azienda che lavora su criteri retributivi chiari, su sistemi di valutazione più oggettivi e su processi HR ben documentati costruisce le basi per una gestione più evoluta delle persone.

È proprio in questa direzione che si collocano anche i percorsi di certificazione per la parità di genere, che aiutano l'organizzazione a formalizzare policy, indicatori, responsabilità e obiettivi di miglioramento. In questo senso, la compliance non è soltanto difesa dal rischio: è un investimento sulla qualità dell'impresa, sulla sua reputazione e sulla sua capacità di stare sul mercato con maggiore credibilità.

People affianca le aziende anche su questo fronte, con un percorso dedicato alla certificazione per la parità di genere, pensato per accompagnare le organizzazioni nell'analisi, nell'implementazione e nella valorizzazione di un sistema più equo e più strutturato.

```
[/fusion_text][fusion_text      columns=""      rule_size=""
margin_medium="" margin_small="" render_logics="" logics=""
animation_direction="left"      animation_color=""
animation_speed="0.3"  animation_delay="0"  disable_idd="no"
```

```
hide_on_mobile="small-visibility,medium-visibility,large-visibility" sticky_display="normal,sticky" html_attributes="" line_height="1.2" font_size="15px"]
```

La trasparenza retributiva può essere letta come un problema oppure come un'occasione concreta per alzare il livello dell'organizzazione. People, insieme alla consulenza professionale di Studio Birtolo & Partners, supporta le aziende sia nell'interpretazione dei nuovi obblighi sia nella costruzione di condizioni reali di compliance, anche in collegamento con percorsi più evoluti come quelli legati alla **parità di genere** e alla strutturazione dei processi HR. Per approfondire il tema, puoi leggere anche il nostro precedente articolo sulla direttiva europea e scoprire il percorso dedicato alla certificazione per la parità di genere.

```
[/fusion_text][[/fusion_builder_column][[/fusion_builder_row][[/fusion_builder_container]
```