

Ilaria Maria Dalla Riva

Personal Details

- Education: Master Degree in Philosophy
- Languages: English (good)
- Current role: Human Resources & Organization Director at Vodafone Italy
- Location: Milan

Current experience

- **September 2019 - Today - Vodafone Italy - Human Resources & Organization Director** - Leading the Human Resources function for Vodafone Italy, with responsibility for all the main HR levers and specifically: training and development, talent strategy, trade union relations, rewards, recruiting and employer branding, properties & facilities, health and safety in the workplace. Accountable for driving agile way of working in the company, through a team of agile practitioners (agile coaches and scrum masters) which are part of the HR department and support the company in the switch towards a new approach to develop new products and services. Key focus on supporting the strategic shift of Vodafone from Telco to Technology Communication company, driving digital transformation, skills transformation and cultural change (SPIRIT). Deeply involved in redefining the new way of working post pandemic, in strict collaboration with trade unions, positioning Vodafone in the local market as front-runner on sustainability, inclusion and employees wellbeing. Pilot for Vodafone Group on reskilling and upskilling projects, through the design and roll-out of a comprehensive plan aimed at internally reskilling more than 1.500 employees, based on a commitment to build on the social contract with the community and the workforce. Actively involved in shaping a new leadership model, defining a common purpose that can inspire managers aligning their behaviours to the company purpose.

Previous experience

- **2012 – 2019 Gruppo Montepaschi - Chief Human Capital Officer** - Responsible for the enhancement of the Group's Human Capital, defining guidelines and policies for human resources, organization and communication. My main focus was to lead restructuring process while keeping employees' engagement, supporting and enabling a deep cultural transformation. Participated to three industrial plans leading to two capital raise and government bail-out procedures, taking a lead on payroll reduction and reorganization. Accountable for redesign processes and culture, putting more focus on transparency and compliance. Defined the strategic roadmap for internal communication. Completely redesigned the people strategy, with launch of Academies to train on both soft and hard skills, set-up of succession planning and of a new performance management system aligned to new values and culture. Drove leadership and cultural transformation in co-creation and collaboration with Executive Committee and the Board of Directors.
- **2008 – 2012 News Corporation Ltd. Group – Sky Italy – Vice President Human Resources, Facility Management.** Sky Group was part of the News Corporation group quoted on the NY stock exchange and consisted in 2 companies: Sky & Telecare. Full HR responsibilities with great focus on talent strategy and development processes. Talent management, Compensation & Benefits, internal communication, integration between the various companies as well as the supervision of the activities typical of the role

(industrial relations, management, and administration). Accountable both for direct employees and for indirect ones (offshore call centers, journalists, freelance technicians).

- 2004 – 2008 **Ceva Logistics (previously TNT Logistics) South Europe, Middle East & Africa – BU Human Resources Director**. Following the acquisition of TNT Logistics from the American fund Apollo, acquired accountability for HR covering Middle East, Africa and Southern Europe. Supported the M&A plan by managing the integration of HR processes (industrial relations, selection, training, development, Compensation & Benefits and Talent Strategy). Accountability enlarged to include Internal Communication and Management of Personnel of Cooperative Companies.
- 1997 – 2004 **TNT Post Group**
 - **HR Director, Organization & Internal Communication for Logistics Europe & South America Division** - Following the acquisition of Tecnologistica company, responsible for redefining key HR processes such as talent, development, compensation & benefits. Specific responsibilities included supporting the business by coordinating HR directors in multiple countries (UK, France, Turkey, Germany, Spain, Portugal, Brazil), defining and implementing Group compensation strategies and guidelines.
 - **TNT Post Group/ HR & Organization Director for Italy** - Supporting business with full responsibility of Human Resources Management, in line with the Parent Company guidelines.
 - **TNT Post Group / Italy – Center of Expertise** accountability for recruiting, training, talent management and internal communication.
- 1995 – 1997 **Faber SMG – Business Consulting services** – Consulting on ABC costing and Organization Management

Board Memberships

- **Current roles:**
 - Board Member CONSEL Consorzio ELS Scarl – Rome (since 2013)
 - Member of the Coordination Committee of the *Osservatorio Permanente Giovani Editori* (Permanent young publishers observatory)
 - Board Member at Aquafil Spa (since June 2020)
- **Previous roles:**
 - Board Advisor Widiba Spa (from 2013-2019)
 - Committee Member of the Consortium of Gruppo Montepaschi (2015-2019)
 - Board Advisor MPS Leasing & Factoring Banca for Servizi Finanziari alle Imprese Spa (from 2014 to 2019)
 - Board Advisor MPS Capital Services Banca per le Imprese Spa (from November 2016 to February 2019)

