

INSTITUTO MEXICANO PARA LA COMPETITIVIDAD, A.C.

# Closing the gender pay gap

Strategies for its eradication in Mexico



*This document is the result of a project conducted by the Mexican Institute for Competitiveness (IMCO) and funded by the British Embassy in Mexico. Its content does not necessarily reflect the views or opinions of the Embassy or the British Government.*

March 2025

[contacto@imco.org.mx](mailto:contacto@imco.org.mx)

  
Embajada Británica  
en México

  
Instituto Mexicano para  
la Competitividad, A.C.

## Contents

<b>Executive Summary .....</b>	<b>2</b>
<b>About this document.....</b>	<b>3</b>
<b>Glossary.....</b>	<b>4</b>
<b>1. Introduction.....</b>	<b>5</b>
<b>2. Measuring the Gender Pay Gap .....</b>	<b>5</b>
2.1. Gender Pay Gap in Mexico .....	6
<b>3. Actions to Eliminate the Gender Pay Gap.....</b>	<b>9</b>
<b>3.1. For the Public Sector .....</b>	<b>10</b>
3.1.1. <i>Standardizing the Measurement of the Gender Pay Gap .....</i>	10
3.1.2. <i>Advancing Salary Transparency .....</i>	13
3.1.3. <i>Structuring the National Care System .....</i>	16
<b>3.2. For the Private Sector.....</b>	<b>19</b>
3.2.1. <i>Establishing Inclusive Hiring and Promotion Processes .....</i>	19
3.2.2. <i>Designing Salary Scales .....</i>	21
3.2.3. <i>Conducting External Audits and Obtaining a Gender Equality Certification .....</i>	24
3.2.4. <i>Institutionalizing Care Policies and Workplace Flexibility .....</i>	26
<b>4. Conclusions .....</b>	<b>28</b>
<b>5. Bibliography.....</b>	<b>29</b>

## Executive Summary

Despite progress in gender equality, the wage gap persists in Mexico. Women tend to earn 15% less than men. The Mexican Institute for Competitiveness (IMCO), with support from the British Embassy in Mexico, analyzed the country's gender wage gap—a persistent issue that limits women's economic opportunities and, as a result, impacts business competitiveness and Mexico's economic growth.

Based on this analysis, IMCO proposes seven mechanisms to eliminate the gender wage gap in companies. From the public sector, it recommends standardizing how the wage gap is measured, moving toward pay transparency, and establishing a National Care System to expand access to care services for the working population.

For the private sector, suggested actions include implementing inclusive hiring and promotion processes, designing salary bands to reduce discretion in wage setting, conducting pay audits and obtaining gender equality certifications, as well as promoting and institutionalizing care-related policies.

The document includes clear examples for each mechanism, as well as a section on how to move forward with their implementation in Mexico. Its goal is to offer practical tools that enable concrete actions to close the gender wage gap in the country.

## About this document

This document provides practical and strategic tools for key stakeholders within firms, relevant authorities, and legislators to be able to implement mechanisms aimed at reducing and ultimately eliminating, the gender pay gap in Mexico. In the case of the latter two, it also aims to establish the necessary conditions to achieve this goal. Specifically, it offers a framework for:

- **Understanding and highlighting the gender pay gap** in Mexico over time, as well as across sectors and regions.
- **Implementing effective mechanisms to reduce and eliminate the gap**, particularly within the private sector.
- **Designing evidence-based public policies** that contribute to closing the gender pay gap from a legislative perspective.

The proposals outlined in this document are primarily aimed at:

- **Firms**, especially those that serve as market benchmarks and stand out for their institutionalization, size, and stability, such as those listed in stock exchanges. However, it also considers businesses seeking to improve their inclusion policies, regardless of their size or history. As key employment generators, firms play a crucial role in driving change and can be strong allies in closing the gender pay gap due to their capacity for action.
- **Legislators of the Congress of the Union**, regardless of the committees to which they belong, as any member can propose or promote effective legislation to reduce the gender pay gap. This document serves as a reference to guide and translate such changes into secondary legislation.
- **Federal authorities** with jurisdiction in this area, such as government ministries or market regulators, play a key role in creating, implementing, and monitoring public policies that promote the closing of the gender pay gap. Through their oversight and promotion of best practices, they can ensure the enforcement of these mechanisms. Additionally, their ability to coordinate efforts across different levels of government and with the private sector, increases the likelihood of success.

## Glossary

Throughout this document, the following terms will be addressed:

- **Gender Pay Gap:** Refers to the average difference between the salaries of men and women, specifically income earned through employment.<sup>1</sup> When the gap is expressed in positive terms, women earn less than men; otherwise, women earn more.
- **Adjusted Gender Pay Gap:** Calculates the average wage difference between men and women while accounting for employees' demographic characteristics (such as education and age) and workplace factors (including contract type, working hours, and sector).<sup>2</sup>
- **Income Gap:** Refers to the average difference between the total income of men and women, considering all income sources, not just salaries. This includes earnings from rents, investments, pensions, family transfers, or government programs, among others.
- **Equal Pay:** Ensures that two individuals performing the same job under the same conditions receive the same payment.<sup>3</sup> For example, if a man and a woman hold the same position, with identical work hours and performance, they should receive the same salary. In Mexico, this principle is established in **Article 86 of the Federal Labor Law**.<sup>4</sup>

Although many countries have enacted laws to ensure equal pay, their implementation varies. While some, like Mexico, focus on the principle of "**equal pay for equal work**," 40%<sup>5</sup> of the countries analysed by the **International Labour Organization (ILO)** have adopted the principle of "**equal pay for work of equal value**." This approach aims to eliminate wage gaps by considering the equivalence of responsibilities and skills, even in different roles.<sup>6</sup>

In summary, **equal pay** guarantees the same wage for the same job, the **gender pay gap** highlights structural inequalities in salary distribution between men and women, the **adjusted gender pay gap** accounts for demographic and labour conditions, and the **income gap** encompasses all income sources, revealing broader disparities.

---

<sup>1</sup> Intersecta. 2023. *Guía metodológica para medir la brecha salarial de género en México*. Available through: <https://bit.ly/4OLwwM3>

<sup>2</sup> ILO. 2019. *Informe Mundial sobre Salarios: ¿Qué hay detrás de la brecha salarial de género?* Available through: <https://bit.ly/4grszkl>

<sup>3</sup> Intersecta. 2023.

<sup>4</sup> Federal Labour Law (LFT as its acronym in Spanish) 2022.

<sup>5</sup> ILO. 2019.

<sup>6</sup> LaGroc. *Definiciones de la brecha salarial: ¿Cómo se calcula?* Available through: <https://bit.ly/437mdDw>

## 1. Introduction

Mexico ranks 33rd out of 146 countries in the 2024 Global Gender Gap Index published by the World Economic Forum.<sup>7</sup> The progress in gender equality achieved in the country over the last decade is primarily due to increased female participation in politics. However, **Mexico faces significant challenges regarding economic opportunities for women, where its ranking drops dramatically.**

**Mexico ranks 119th among economies with the largest gender pay gap**, the second-worst evaluated indicator, only surpassed by the low participation of women in the labour market. **On average, women earn 15% less than men when measured through employment income.**<sup>8</sup> The gender pay gap has shown no significant changes over the past two decades, demonstrating that efforts in place have been insufficient to accelerate change.

In 1952, Mexico became the first Latin American country to ratify the ILO's Convention 100 on Equal Payment. However, it took almost 20 years for this commitment to be incorporated into the Federal Labor Law and 70 years for it to become a priority on the executive branch's agenda.

At the beginning of her term, President Claudia Sheinbaum introduced a package of constitutional reforms aimed at establishing key principles such as substantive equality, equal pay, and women's right to a life free from violence. Following these reforms, **the Congress of the Union must approve secondary legislation that includes the necessary mechanisms to eliminate the gender pay gap.**

**This scenario represents a key opportunity for Mexico to implement effective actions that go beyond the legal framework.** The World Bank<sup>9</sup> analyses legal and regulatory frameworks in 190 countries to assess women's economic opportunities. In the equal pay pillar, Mexico scores 75 out of 100 in general legislation, but this score drops to 50 in secondary regulation and 25 according to local experts assessing its practical application.

**To bridge the gap between legislation and its implementation, the Mexican Institute for Competitiveness (IMCO), with the support of the British Embassy in Mexico, presents a diagnosis of the gender pay gap in Mexico. This analysis includes a set of mechanisms to reduce the gender pay gap in the private sector, ranging from reforming hiring and promotion processes to adopting salary measurements, transparency, and audit practices.**

## 2. Measuring the Gender Pay Gap

In Mexico, women bear the majority of unpaid household and caregiving work, which limits their ability to enter and remain in the labour market. On average, women spend 42 hours per week on unpaid work, compared to 17 hours for men, reducing the time available for women to participate

<sup>7</sup> IMCO. 2024a. *Índice Global de Brecha de Género 2024*. Available through: <https://bit.ly/3zEn6GY>

<sup>8</sup> ENOE 3T 2024 from INEGI.

<sup>9</sup> World Bank. 2024. *La Mujer, la Empresa y el Derecho 2024*. Available through: <https://bit.ly/4g7G9Jg>

in paid employment. In addition to the low economic participation of women in Mexico (46%)<sup>10</sup>—far below the OECD average of 67%,<sup>11</sup> caregiving responsibilities disproportionately impact their career trajectories.

Furthermore, as the hierarchical level within organizations increases, female participation decreases, and salary gaps widen. In Mexico, women make up 43% of the workforce, yet their presence drops to 23% in legal department leadership, 11% in finance leadership, and only 3% in general management.<sup>12</sup>

Additionally, although women complete higher education at a higher rate than men,<sup>13</sup> this has not been enough to eliminate the gender pay gap. One reason is that women are concentrated in fields of study with lower salary levels, such as teaching, nursing, and social work, with average salaries around \$16,000 MXN per month. In contrast, men tend to choose careers such as engineering or computer science, which are among the highest-paid professions, with salaries close to \$25,000 MXN per month<sup>14</sup>. **Men participate in careers with 1.6 times higher earnings than the careers where women are concentrated.**

## 2.1. Gender Pay Gap in Mexico

In 2005, on average, women in Mexico earned 20% less than men. By 2024, this proportion had narrowed to 15%, the same level as in 2013, with little variation since then, excluding pandemic years. This means that for every 100 pesos a man earns, a woman earns 85 pesos, according to the National Occupation and Employment Survey (ENOE)<sup>15</sup>. This gap can widen to 35% when considering other income sources, as measured by the National Household Income and Expenditure Survey (ENIGH), which specializes in measuring income beyond wages, including transfers, rents, and more<sup>16</sup>.

While men earn \$11,490 MXN in labour income per month, women earn an average of 9,825 MXN per month.<sup>17</sup> This means that, at the national level, for a woman to earn the same annual average income as a man, she would need to work approximately 60 additional days per year.<sup>18</sup>

---

<sup>10</sup> National Occupation and Employment Survey (ENOE by its acronym in Spanish) 3T 2024 of INEGI.

<sup>11</sup> OECD. 2024. *OECD Employment and labour force participation rates stable at record highs in the second quarter of 2024*. Available through: <https://bit.ly/4h3IMy8>

<sup>12</sup> IMCO. 2024b. *Mujeres en las empresas 2024*. Available through: <https://bit.ly/3TU7pCG>

<sup>13</sup> Secretaría de Educación Pública, Formatos 911, ciclo escolar 2022-2023.

<sup>14</sup> IMCO. 2024c. *Compara Carreras*. Available through: <https://bit.ly/3PPjvL4>

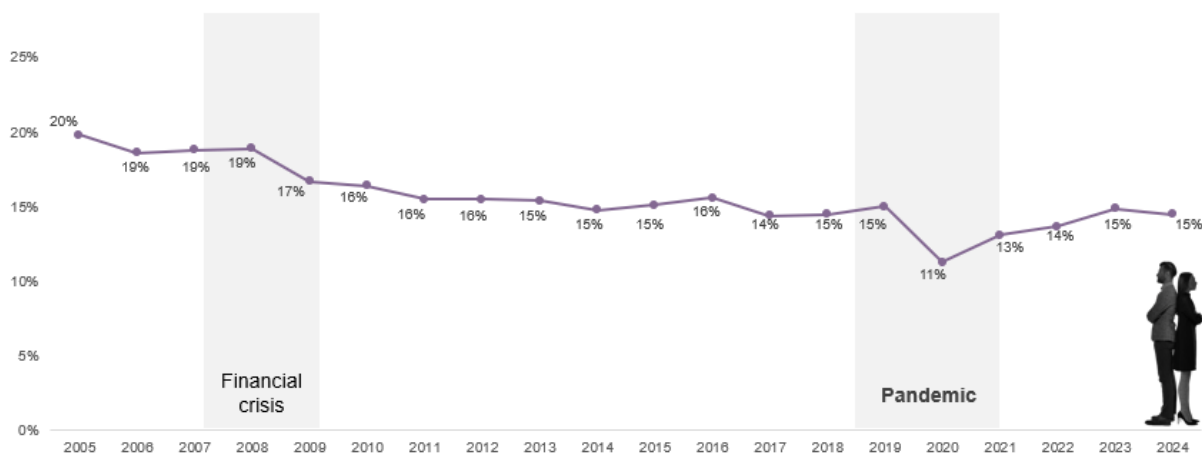
<sup>15</sup> The calculations presented in this document are subject to the availability and quality of existing data from national surveys. Income data may not account for potential underreporting, as they are self-reported figures.

<sup>16</sup> IMCO. 2023a. *Ingresos y pobreza #ConLupaDeGénero en México*. Available through: <https://bit.ly/4g5Yneg>

<sup>17</sup> National Occupation and Employment Survey (ENOE by its acronym in Spanish) 3T2024 from INEGI.

<sup>18</sup> Estimated by IMCO using data from the National Occupation and Employment Survey (ENOE) 2005-2023 from INEGI.

**Graph 1. Evolution of the Gender Pay Gap in Mexico**



Note: The average data from the four quarters is used for the years 2005 to 2023, and Q3 2024 is used for the most recent measurement.

Source: Elaborated by IMCO using data from the National Occupation and Employment Survey (ENOE), INEGI.

There are several factors that influence the gender pay gap, with the most significant being:

- **Age.** The pay gap is smaller when individuals first enter the labour market. Between the ages of 20 and 29, women tend to earn eight percent less than men. However, the largest income disparity occurs between the ages of 30 and 39, a period that often coincides with decisions related to marriage and/or motherhood.
- **Employment status.** Currently, 55% of women work in the informal sector, compared to 48% of men.<sup>19</sup> This situation limits women's access to social security, legal certainty, labour benefits, and healthcare services, in addition to resulting in 41%<sup>20</sup> lower earnings than those of women employed in the formal sector.
- **Region.** In **southern states**, the gender pay gap is smaller (14%) compared to other regions. However, this does not indicate better working conditions or higher wages for women. The smaller gap is due to lower overall wages, where men's salaries are closer to women's, and low productivity in the region's dominant sectors.<sup>21</sup> A particular example is Chiapas, where the pay gap is close to zero. This is mainly due to high informality rates, educational lag, and low wages in male-dominated sectors such as agriculture and retail trade.

<sup>19</sup> ENOE 3T2024 from INEGI. Se considera la tasa de informalidad con respecto a la población ocupada no agropecuaria (TIL2).

<sup>20</sup> Idem.

<sup>21</sup> Bank of Mexico. 2024. *Un análisis de las brechas salariales de género en las regiones de México*. Available through: <https://bit.ly/3Cufqc4>



In **central Mexico**, the pay gap reaches 19%, which is four percentage points above the national average. According to Bank of Mexico, this may be explained by higher returns on education for men relative to women in this region compared to the rest of the country.<sup>22</sup>

In **northern Mexico**, the average monthly wage is higher than the national average—14% higher for men and 12% for women, due to the presence of high-productivity companies in the formal sector.<sup>23</sup> Despite this, the gender pay gap is still 16%, which could be explained by the types of jobs in which women are concentrated, according to Bank of Mexico.

**Graph 2. Gender Pay Gap by Region.**



Source: Elaborated by IMCO using data from Q3 2024 of the National Occupation and Employment Survey (ENOE), INEGI.

- **Economic Sectors.** Certain industries exhibit significant income gaps favouring men, including professional services (39%), other non-governmental services<sup>24</sup> (28%), entertainment and culture (28%), and hospitality and food services (25%). However, in some sectors, the trend reverses, with women earning more than men. These include construction (41%), mining (28%), and agricultural services (8%).

However, there are sectors where the opposite occurs, such as construction (41%), mining (28%), and agricultural services (8%), where there is a wage gap in favor of women. This

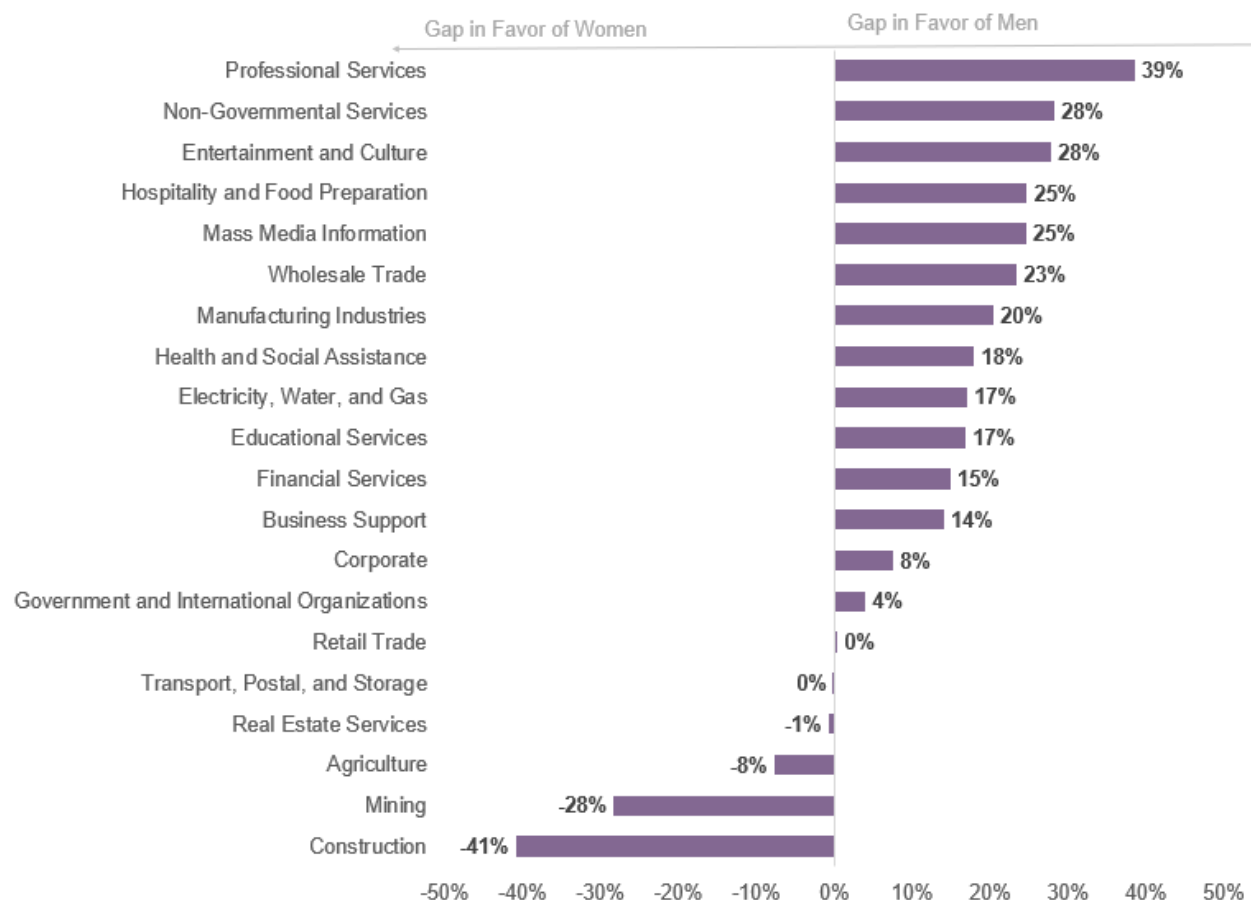
<sup>22</sup> Idem.

<sup>23</sup> Idem.

<sup>24</sup> Including repair and maintenance services for facilities, vehicles, etc.

could be explained by the fact that in these labor-intensive sectors, women tend to hold positions in administrative or corporate areas.

**Graph 3. Gender Pay Gap by Economic Sector**



Source: Elaborated by IMCO using data from Q3 2024 of the National Occupation and Employment Survey (ENOE), INEGI.

### 3. Actions to Eliminate the Gender Pay Gap

IMCO estimates that over the past three decades,<sup>25</sup> 1,225 legislative initiatives related to gender equality have been introduced in Mexico, 55 of which specifically address the gender pay gap. Of these, 30 initiatives have been approved, with the majority (76%) passed during the most recent legislative period (September–December 2024), following the constitutional reform package introduced by President Claudia Sheinbaum in October 2024.

This reform package, approved and published in the Official Gazette of the Federation, establishes the legal recognition of the gender pay gap and introduces mechanisms for its elimination<sup>26</sup> by

<sup>25</sup> SIL. 2024. *Búsqueda avanzada de asuntos legislativos, 1997-2024*. Disponible en: <https://bit.ly/4gdWEEs>

<sup>26</sup> IMCO. 2024d. *Iniciativas por la igualdad*. Disponible en: <https://bit.ly/404Ds6X>

amending key articles in the Mexican Constitution, the Federal Labor Law, and the General Law for Equality between Women and Men.

Despite these legal advancements, Mexico still lacks mandatory mechanisms to ensure the closure of the gender pay gap. While the Mexican Standard on Equal Labor and Non-Discrimination<sup>27</sup> promotes salary equality through standardized pay scales and measurement in workplaces, its voluntary nature has limited its adoption. As of 2025, only 521 workplaces hold valid certification, accounting for less than 0.01% of the country's economic units.<sup>28</sup>

Meanwhile, the private sector has taken voluntary initiatives, but these efforts remain isolated and lack widespread adoption. Among the 200+ publicly traded companies in Mexico, only 23% report having a policy to address the gender pay gap, according to IMCO's analysis.<sup>29</sup> Additionally, 70 companies from the American Chamber of Commerce Mexico (AmCham) signed the AmCham Pact in 2024,<sup>30</sup> committing to review hiring mechanisms, adjust selection processes, and evaluate internal salary practices.

To accelerate progress, IMCO presents seven key mechanisms that both the public and private sectors can implement to reduce the gender pay gap in Mexican companies:

Public sector	Private sector
1. Standardize the <b>measurement of the gender pay gap</b>	1. Establish <b>inclusive hiring and promotion processes</b>
2. Promote <b>salary transparency</b>	2. Develop <b>structured pay scales</b>
3. Structure of the <b>National Care System</b>	3. Conduct <b>external audits and obtain a gender equality certification</b>
	4. Integrate <b>workplace flexibility and care policies</b>

Care-related policies are included in both sectors, as these measures are critical to increasing women's participation in the economy, facilitating their access to leadership positions, and helping reduce the gender pay gap.

### 3.1. For the Public Sector

#### 3.1.1. Standardizing the Measurement of the Gender Pay Gap

Identifying and quantifying the gender pay gap across all workplaces in Mexico is essential to promoting labour equality. The government plays a key role in standardizing this measurement,

<sup>27</sup>Official Gazette of the Federation. 2015. *Declaratoria de vigencia de la Norma Mexicana NMX-R-025-SCFI-2015*. Available through: <https://bit.ly/3ZX6V2m>

<sup>28</sup> Censos Económicos 2024 from INEGI.

<sup>29</sup> IMCO. 2024b.

<sup>30</sup> AmCham. 2024. *Comunicado: 70 empresas AmCham se comprometen a cerrar la brecha salarial de género*. Available through: <https://bit.ly/4ghTuzJ>

ensuring clear comparisons between salary disparities across different work environments. This will allow companies to assess their compensation practices and take corrective action based on standardized, evidence-based indicators.

Standardized indicators make it easier to detect pay gaps, which are often linked to the underrepresentation of women in senior positions. It is crucial to identify the hierarchical levels where women's participation drops the most—a phenomenon known as the “broken rung”,<sup>31</sup>—and analyse the underlying causes. Standardized data will also help prioritize action areas for each company and create baseline metrics to monitor progress.

### *How to Measure the Gender Pay Gap?*

By gathering data on job positions and their corresponding salaries, companies can calculate the gender pay gap within their workforce. According to UN Women<sup>32</sup>, the gender pay gap is calculated as the difference between the average income of men and women, divided by the average income of men:



$$\text{Wage Gap} = \left( \frac{\text{Average income of men} - \text{Average income of women}}{\text{Average income of men}} \right) \times 100$$

The result is typically expressed as a percentage, indicating how much less women earn compared to men within an organization, or vice versa. Using the formula above, if the percentage is positive, women earn less than men; if negative, women earn more.

For a more advanced measurement, it is recommended to consult and adopt the Methodological Guide for Measuring the Gender Pay Gap in Mexico<sup>33</sup>, developed by the British Embassy in Mexico and Intersecta, based on the UK methodology, where companies have been required to measure and disclose this indicator since 2018. This guide provides technical definitions and key aspects to facilitate the measurement process, such as defining which employees are included in the measurement, establishing the measurement period, determining whether bonuses should be included, or specifying whether weekly workdays should be accounted for. Additionally, it provides step-by-step instructions on structuring the spreadsheet and necessary formulas to conduct the analysis.

<sup>31</sup> Kim Elsesser. 2019. *New LeanIn Study: The Broken Rung Keeping Women from Management*. Available through: <https://bitly.ws/U6KL>

<sup>32</sup> Un Women. *¿Qué es la brecha salarial?* Available through: <https://bit.ly/42sp0H4>

<sup>33</sup> Intersecta. 2023.

To gain a deeper understanding, it is suggested to measure the pay gap by job level. The ILO<sup>34</sup> recommends incorporating other sociodemographic factors such as age, education, tenure, and contract type. This type of analysis is known as the adjusted or factor-weighted gender pay gap,<sup>35</sup> which helps identify the specific elements affecting salary differences between men and women.

### *Implementation*

To ensure effective implementation, it is essential for the public sector to establish a standardized methodology for measuring the gender pay gap across all organizations in Mexico, including both public and private sectors. Annual measurement will allow for tracking progress and developing effective strategies to reduce inequalities.

At an international level, public tools such as the UK's methodological guide have already been adapted for Mexico. Additional frameworks like the Bloomberg Gender Equality Index<sup>36</sup> and UN Women's Empowerment Principles (WEPs)<sup>37</sup> can complement this measurement approach.

Gender pay gap measurement should not be seen as just a diagnostic tool, but rather an actionable strategy. Generating standardized and comparable data will enable companies to analyse trends, design evidence-based policies, and promote more inclusive work environments. Identifying barriers faced by women and acting on areas of opportunity will help build more competitive organizations.

To increase successful implementation, key considerations include:

1. **Defining clear measurement criteria.** Establish a standardized formula for calculating the gender pay gap, along with its scope, frequency, reporting format, and tracking mechanisms to ensure data remains updated and comparable over time.
2. **Setting a threshold for defining the pay gap.** A common debate is whether any percentage difference constitutes a gender pay gap. International approaches vary, such as:
  - **European Union Directive:** Requires companies to take corrective measures when their gender pay gap exceeds 5%.<sup>38</sup>
  - **International Labour Organization (ILO):** States that any gender pay gap, even after adjusting for experience, education, and occupation, may indicate gender discrimination. Studies suggest that even small differences can be significant.<sup>39</sup>

<sup>34</sup> ILO. 2019.

<sup>35</sup> *Idem*.

<sup>36</sup> Bloomberg. 2023. *Índice Bloomberg de Igualdad de Género 2023*. Available through: <https://bit.ly/4hHIOfl>

<sup>37</sup> UN Women. 2021.

<sup>38</sup> European Union. 2023. *Directiva (UE) 2023/970 del Parlamento Europeo y del Consejo, de 10 de mayo de 2023, sobre el refuerzo de la aplicación del principio de igualdad de retribución entre hombres y mujeres por un mismo trabajo o un trabajo de igual valor mediante la transparencia retributiva y mecanismos de ejecución*. Official Gazette of the European Union, L 132, 19.5.2023, 21-40. Available through: <https://bit.ly/4h0ZhKe>

<sup>39</sup> ILO, 2019.

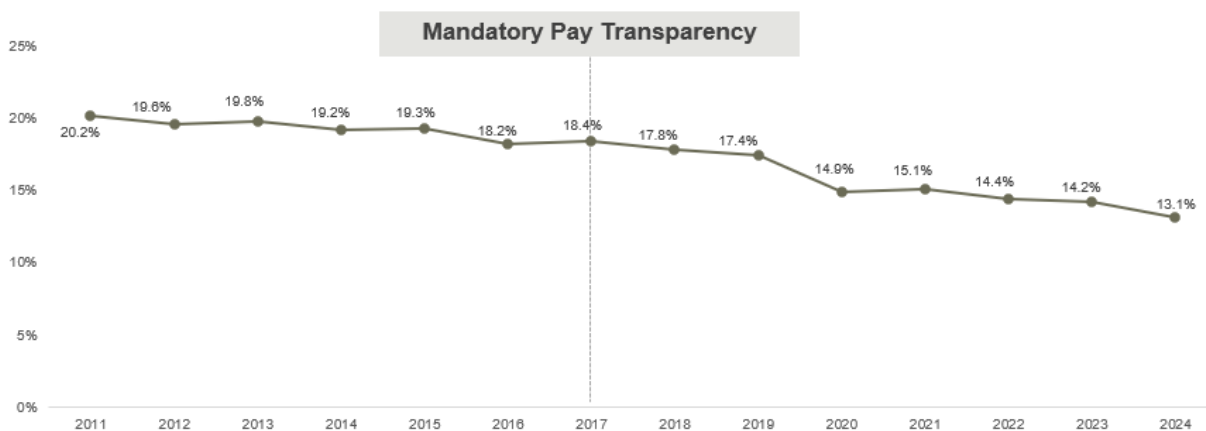
### 3.1.2. Advancing Salary Transparency

In Mexico, salary secrecy remains a common practice in corporate environments. This means employees are discouraged from sharing or comparing their salaries with peers, whether due to contractual restrictions, unwritten rules, or cultural norms that discourage discussing wages. This silence perpetuates the gender pay gap, as women face obstacles throughout their careers—from hiring negotiations<sup>40</sup> to promotions—without access to clear information about how salaries are determined. Additionally, most companies in Mexico do not measure their gender pay gap and, even fewer, disclose it internally to employees or externally in financial or sustainability reports.

Public disclosure of salary gaps strengthens commitment to gender equality and enhances a company's reputation among investors, clients, and employees. However, few countries have adopted salary transparency as a standard policy. Of the 190 countries analysed by the World Bank<sup>41</sup>, 98 have enacted equal pay laws, but only 35 have implemented concrete mechanisms such as salary transparency to address the gender pay gap.

Evidence<sup>42</sup> shows that disclosing salaries by job level helps reduce gender pay gaps. In Canada,<sup>43</sup> for example, implementing pay transparency legislation reduced the gender pay gap among public university faculty members by 20% to 40%, depending on the province. In the UK, the mandatory salary transparency law for companies with over 250 employees<sup>44</sup> reduced the gender pay gap by 5.3 percentage points between 2017 and 2024.<sup>45</sup>

**Graph 4. Evolution of the Gender Pay Gap in the United Kingdom (2011–2024)**



<sup>40</sup> OECD. 2021. *Pay Transparency Tools to Close the Gender Wage Gap*. Available through: <https://bit.ly/4g9Pdxl>

<sup>41</sup> World Bank. 2024.

<sup>42</sup> Baker, M. et al. 2019. *Pay Transparency and the Gender Gap*. Available through: <https://bit.ly/3NbfShI>

<sup>43</sup> *Idem*.

<sup>44</sup> UK Statutory Instrument. 2017. *The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017*. Available through: <http://bit.ly/ws/HCCu>

<sup>45</sup> Oficina de Estadísticas Nacionales. 2024. *Brecha salarial de género en Reino Unido*. Available through: <https://bit.ly/4gchOSw>

Source: Elaborated by IMCO based on data from the Annual Survey of Hours and Earnings (ASHE) of the Office for National Statistics (ONS).

While salary disclosure aims to reduce the gender pay gap, it can also generate unintended effects that need to be monitored and minimized. A study on a bank in Southeast Asia<sup>46</sup> found that the reduction in the gender pay gap was partly achieved by a slowdown in men's wage growth rather than an increase in women's salaries, which impacted overall labour productivity. This experience highlights the importance of closely monitoring wage adjustments to ensure that women's salaries increase to match those of men, rather than the reverse.

Meanwhile, European Union (EU) member states have until June 2026 to implement the Salary Transparency Directive, which aims to establish salary transparency as a key tool to make the gender pay gap more visible and close it over time. Although not mandatory, its adoption is widely encouraged by local legislation.

The main changes introduced by this directive include:

1. **Gender pay gap reporting.** Companies must disclose their gender pay gap. If it exceeds 5%, businesses must conduct a joint analysis with employee representatives to develop a corrective action plan.
2. **Access to salary information.** Employees will have the right to request details about job levels, salary ranges, and career progression, as well as information on the wages of colleagues performing work of equal value.
3. **Transparency in hiring.** Companies will be required to include salary ranges in job postings and will not be allowed to ask candidates about their salary history.
4. **Shift in the burden of proof.** In cases of pay discrimination claims, the company must prove that it did not engage in discrimination, rather than requiring the employee to provide evidence of unfair pay practices.

### *Implementation*

Implementing salary transparency as a standard practice in Mexican companies could have a significant impact on reducing the gender pay gap. To achieve this, a regulatory framework must be established to prohibit salary secrecy and require companies to report their gender pay gap regularly. This framework could be incorporated into the Federal Labor Law, the General Law for Equality between Women and Men, or introduced as a regulation or Official Mexican Standard (NOM). The experiences of countries like the United Kingdom and Austria<sup>47</sup> demonstrate that voluntary adoption of salary transparency measures is insufficient to drive substantial change.

<sup>46</sup> Cullen & Perez Truglia. 2022. *How Much Does Your Boss Make? The Effects of Salary Comparisons*. Available through: <https://bit.ly/3D1NpsI>

<sup>47</sup> Bennedse et al. 2023. *Gender wage transparency and the gender pay gap: A survey*. Available through: <https://bit.ly/3Ea7Tj9>



The salary transparency policy should focus on large companies—those with more than 250 employees, according to INEGI—as they have greater internal management capacity, workforce stability, and less data variability. It is recommended to establish a centralized government platform to collect and publish this information, ensuring accessibility and standardization.

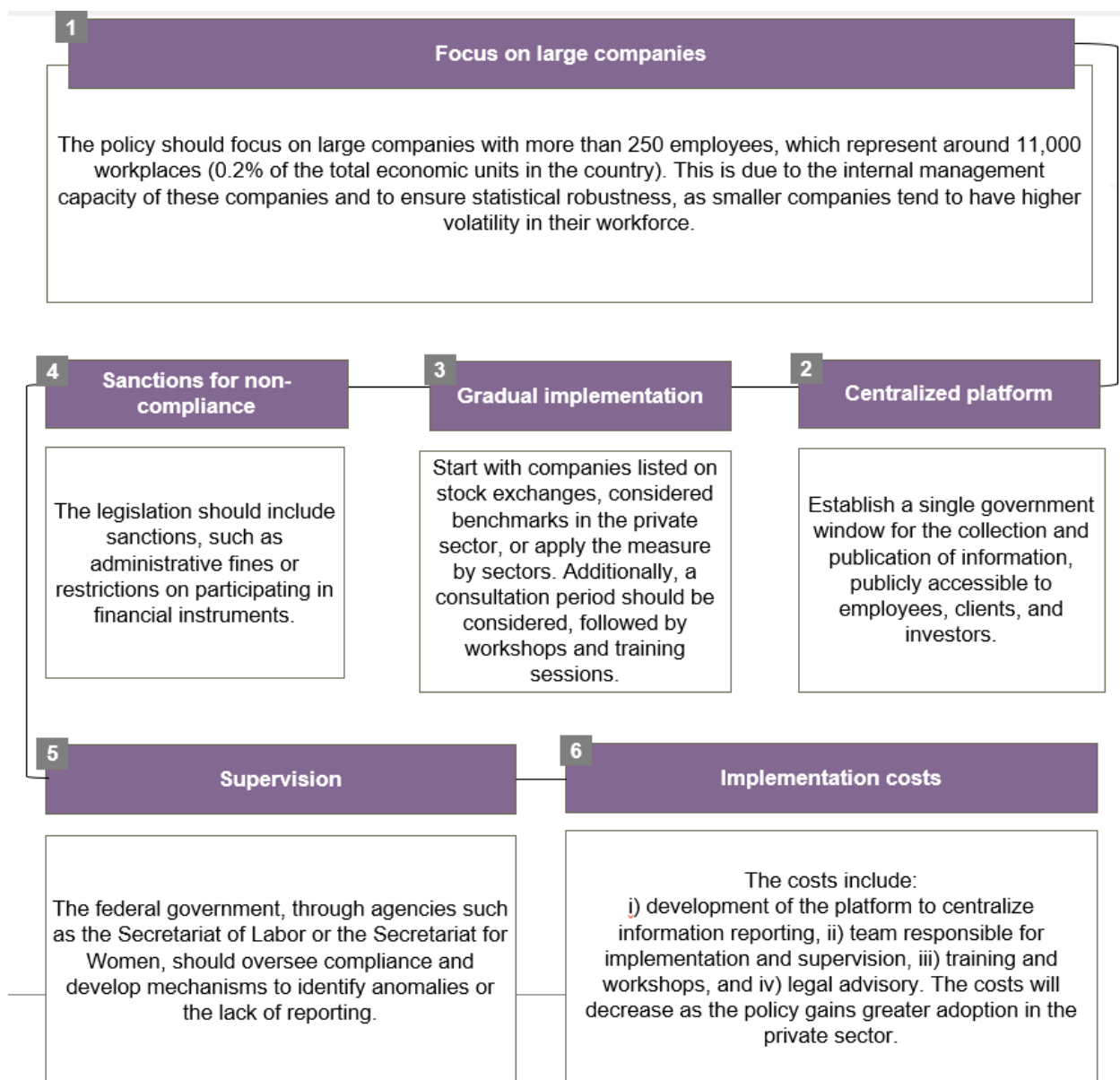
Implementation should be gradual, starting with publicly traded companies or applying the measure by sector. To facilitate adoption, a consultation period, along with workshops and training sessions, is proposed. To ensure compliance, it is essential to establish penalties for non-compliance, such as fines or restrictions on access to financial instruments. Additionally, the federal government, through agencies such as the Ministry of Labor or the Ministry of Women, should oversee its proper enforcement. Finally, several aspects have been considered to anticipate implementation costs based on the experience of 20 countries<sup>48</sup>. See Figure 1 for more details.

### **Figure 1. Key Considerations for Implementation**

---

<sup>48</sup> *Ídem.*





Source: Elaborated by IMCO

### 3.1.3. Structuring the National Care System

Over the past decade, international progress has been made in care policy frameworks. In Mexico, while national legislation has aligned with these global standards, there are still deficiencies in the availability, accessibility, and quality of these policies and services.<sup>49</sup>

<sup>49</sup> ILO. 2022. *Los cuidados en el trabajo Invertir en licencias y servicios de cuidados para una mayor igualdad en el mundo del trabajo*. Available through: <https://bit.ly/4gONyNU>

According to ILO estimates, an investment of approximately 895 million pesos in care policies could help reduce Mexico's monthly gender pay gap by 4.5% by 2035.<sup>50</sup> A comprehensive care system is one that is based on human and labour rights<sup>51</sup> and ensures continuous support throughout all life stages by guaranteeing time, income security, services, and rights. This includes:

1. **Time to provide and receive care:** Through care leave policies addressing various needs, such as illness, breastfeeding, and disability, ensuring equitable distribution of caregiving responsibilities.
2. **Income security:** Through monetary benefits for both care providers and recipients, ensuring their well-being and dignity, whether caregiving is paid or unpaid.
3. **Services:** Providing high-quality healthcare, childcare, education, and long-term care services, including support for people with disabilities, while linking these services to high-quality caregiving jobs that effectively address the needs of both caregivers and care recipients.
4. **Rights:** Ensuring protection against discrimination, violence, and harassment, safeguarding employment security, decent working conditions, and the right to collective bargaining.

In Mexico, the structuring of the National Care System (SNC) must be approached as a nationwide set of programs and policies. In this regard, the ILO identifies key programs that reflect the current state of care policies and highlight areas where significant progress is needed to achieve a comprehensive National Care System.

**Figure 2. Care Policies in Mexico**

Care Policy	Status in Mexico
<b>Paternity Leave</b>	Five working days for formally employed fathers with paid leave for childbirth or adoption. The costs are exclusively covered by the employer, and it is not mandatory.
<b>Maternity Leave</b>	84 calendar days for formally employed mothers, mandatory and non-transferable, financed through a tripartite system where costs are shared between the State, the employer, and the employee.
<b>Parental Leave<sup>52</sup></b>	Does not exist in Mexico. In the Americas, only 5 out of 34 countries provide this benefit.
<b>Long-Term Care Leave</b>	Exists and is funded by social security.
<b>Emergency Leave</b>	Not available under Mexican regulations.
<b>Protection for Pregnant and Breastfeeding Women</b>	Cannot be assigned to hazardous or night-shift work.

<sup>50</sup> ILO. 2023. *Ficha informativa país: Los cuidados en el trabajo en México Invertir en licencias y servicios de cuidados para una mayor igualdad en el mundo del trabajo*. Available through: <https://bit.ly/41kT3zB>

<sup>51</sup> ILO. 2022.

<sup>52</sup> It is a shared permit between the couple, whether due to adoption or birth.

<b>Workplace Breastfeeding Rights</b>	Right to two 30-minute breaks per day for up to six months. There is no legal requirement for companies to install lactation rooms in workplaces.
<b>Childcare</b>	Early childhood education is mandatory, and there are limited government programs such as cash transfers for working parents and a pilot program for Early Childhood Education and Care Centres.
<b>Long-Term Care Services</b>	No public services are guaranteed for elderly care under current legislation; however, some local initiatives exist.

Source: Elaborated by IMCO using data from the ILO Country Fact Sheet for Mexico 2023 and current national legislation.

### *Implementation*

The implementation of the National Care System (SNC) in Mexico should be gradual and coordinated, focusing on the development and improvement of public policies to ensure its comprehensive consolidation. Key points for implementation include:

- **Legislative Reforms and Regulation**
  - Align national legislation with international standards, particularly with ILO guidelines.
  - Expand the coverage of long-term care and ensure access for all workers, regardless of their employment status (employees, self-employed, or informal workers).
  - Resume the legislative discussion on paternity leave to increase the number of days granted for paternal leave.
  - Define which institutions will be responsible for the execution and monitoring of the National Care System (SNC) and establish coordination mechanisms between the government, businesses, and civil society.
- **Investment and Financing**
  - Allocate sufficient resources to ensure the fiscal sustainability of the system through a combination of public and private funding. Establish a long-term budget to guarantee universal coverage of services.
  - Leverage economic impact studies, such as the **ILO's projected return on investment**, which estimates significant benefits for Mexico's GDP through the expansion of care policies.
- **Monitoring and Impact Evaluation**
  - Develop indicators to measure **families' access to services, user satisfaction, and progress in reducing the gender gap in caregiving responsibilities**.

## 3.2. For the Private Sector

### 3.2.1. Establishing Inclusive Hiring and Promotion Processes

The gender pay gap begins at the hiring stage, as women tend to receive lower salaries than their male counterparts upon entering a company.<sup>53</sup> Evidence from technology companies in European countries such as the United Kingdom, France, Spain, Sweden, the Netherlands, and Germany<sup>54</sup> shows that initial salary differences have a greater impact on the gender pay gap than differences in salary increases or promotions.

#### *Hiring and selection process*

To reduce the gender pay gap, it is necessary to promote equality criteria from the job posting stage. This includes using gender-neutral language,<sup>55</sup> clearly defining position requirements, advertising vacancies through diverse channels to reach a wider pool of candidates, and disclosing salary ranges upfront.

Additionally, companies should implement blind selection processes, eliminating demographic information such as gender or age during early hiring stages. Recruitment teams should be diverse to minimize unconscious biases related to motherhood, gender stereotypes, and other discriminatory factors.<sup>56</sup> Ensuring equal representation in the pre-selection of candidates can also help. A notable example is an Italian company that intentionally pre-selected an equal number of men and women at all levels, increasing women's participation in the pre-selection stage from 35% in 2017 to 42% in 2019.<sup>57</sup>

Lastly, structured interview guides should be used to eliminate questions about salary history,<sup>58</sup> as using previous salaries to determine offers can perpetuate the pay gap.<sup>59</sup> Structured interviews also help avoid gender-based assumptions and personal questions (e.g., about plans for having children), ensuring a selection process based on skills and professional experience.

#### *Promotions and Career Advancement*

Inequality in access to promotions plays a significant role in the gender pay gap. Women are 14% less likely to be promoted than their male colleagues, according to a study by the Massachusetts

---

<sup>53</sup> Ravigo 2024. *Pay Equity in European Tech*. Available through: <https://bit.ly/4hbTNww>

<sup>54</sup> *Idem*.

<sup>55</sup> IDB. 2023. *El lenguaje importa*. Disponible en: <https://bit.ly/3BsuTfr>

<sup>56</sup> Jazz HR. 2021. *The Complete Guide to Building an Inclusive Recruitment Process*. Available through: <http://bitly.ws/CbB3>

<sup>57</sup> UN Women. 2021. *Equality Means Business | WEPs Brochure*, pp. 31. Available through: <https://bit.ly/3W7yYbl>

<sup>58</sup> Aequales. 2022. *El iceberg de la equidad de género de la diversidad en Latinoamérica*. Available through: <http://bitly.ws/Hw6R>

<sup>59</sup> UN Women. 2021.

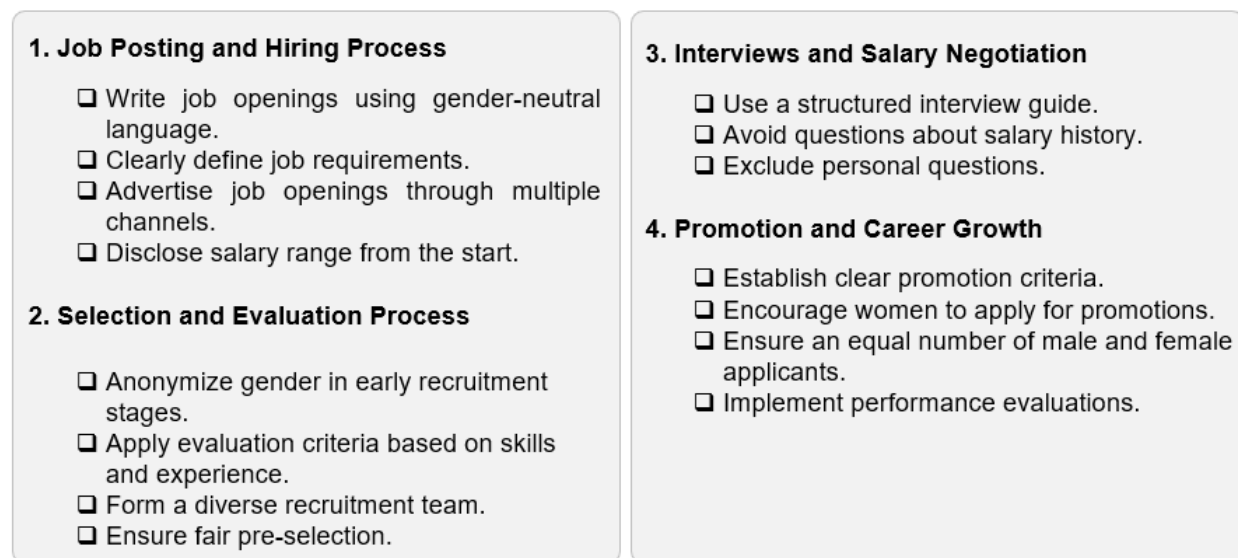
Institute of Technology (MIT),<sup>60</sup> which analysed data from nearly 30,000 employees in a major North American retail company.

To address this, companies should establish objective criteria for selecting employees for promotion opportunities, prioritizing skills and achievements. It is also critical to actively encourage women to apply for promotions and ensure that candidates for internal advancement are equitably distributed between men and women.

Companies should also implement career development plans, particularly for women. This could include training programs, mentorship initiatives, and support for promotion applications. UN Women documented a case study of a European company that launched a mentorship program for its female employees, aimed at improving talent retention, productivity, and performance, while also promoting diversity and inclusion. As a result, 107 women were promoted within the company in 2020.<sup>61</sup>

Below is a list of concrete actions to help companies track progress in inclusive hiring and promotion practices.

**Figure 3. Key Actions for Improving the Hiring and Promotion Process**



Source: Elaborated by IMCO

### *Implementation*

Mechanisms to promote inclusive recruitment and increase the number of women in leadership roles can be implemented by all companies, regardless of their size or budget. Evaluating and modifying the selection and promotion process requires minimal economic investment. In terms

<sup>60</sup> MIT 2022. *Danielle Li, Potential and the Gender Promotion Gap*. Available through: <https://bit.ly/4jpDk9l>

<sup>61</sup> UN Women. 2021.

of management, it is recommended that the Human Resources department be trained to carry out these processes without gender bias. If a company does not have a dedicated team for this purpose, assigning a designated person to lead these efforts is advisable.

### 3.2.2. Designing Salary Scales

The processes for determining salaries in companies often lack transparency, with compensation frequently set at the discretion of the current manager, leaving room for the perpetuation of the gender pay gap.<sup>62</sup> Evidence shows that implementing structured salary scales significantly reduces the gender pay gap, a practice already standardized in the public sector.<sup>63</sup>

A relevant example is the salary scale system used by the Federal Public Administration (APF)<sup>64</sup> in Mexico. This system stipulates the base salary and guaranteed compensation for each position. The model ensures that public officials at the same hierarchical level receive the same income, minimizing wage disparities within the same organizational structure.

Figure 4 presents an example of a salary scale<sup>65</sup> from the APF, where:

- The **group** category corresponds to the hierarchical level.
- The **level** refers to the authorized salary scales within that group, ranked from lowest to highest using digits 1, 2, and 3.
- The **total salary** includes the base salary, which is used to calculate employee benefits, along with additional compensations, if applicable. This total is adjusted to the maximum salary ranges established for each job level. Therefore, no entity may assign a salary exceeding the official salary scale.

**Figure 4. Example of a Salary Scale in Mexico's Public Sector**

<sup>62</sup> Castilla, J. et al. 2010. *The Paradox of Meritocracy in Organizations*. Available through: <https://bit.ly/3ColFhF>

<sup>63</sup> Blau, F. & Khan, L. 2017. *The Gender Wage Gap: Extent, Trends, and Explanations*. Available through: <https://bit.ly/3E4Ud97>

<sup>64</sup> IMCO. 2023b. *Mujeres en las Secretarías de Estado*. Available through: <https://bit.ly/4h7TzWW>

<sup>65</sup> Official Gazette of the Federation. (Last reform 2023). *Manual de Percepciones de los Servidores Públicos de las Dependencias y Entidades de la Administración Pública Federal*. Available through: <https://bit.ly/4hur8m3>

<b>President</b>		\$	184,468.00
------------------	--	----	------------

Group/Grade	Levels	Total salaries and wages	
<b>State Secretary</b>	1	\$	182,726.00
<b>Undersecretary, General Secretariat</b>	1	\$	181,276.00
<b>Head of Unit</b>	3	\$	176,927.00
	2	\$	171,125.00
	1	\$	165,326.00
<b>General Directorate</b>	2	\$	150,822.00
	1	\$	137,955.00
<b>Coordination/Area Directorate</b>	4	\$	102,016.00
	3	\$	87,012.00
	2	\$	71,059.00
	1	\$	63,809.00
<b>Area Deputy Directorate</b>	3	\$	51,627.00
	2	\$	43,217.00
	1	\$	37,575.00
<b>Head of Department</b>	3	\$	32,292.00
	2	\$	26,558.00
	1	\$	24,841.00
<b>Liaison</b>	3	\$	21,299.00
	2	\$	16,813.00
	1	\$	13,543.00

Source: Elaborated by IMCO using data from the 2023 Salary Scales of the Federal Public Administration.

These systems can serve as a key tool to reduce opacity in hiring and promotion processes, enabling a more objective salary allocation.<sup>66</sup> However, some workplaces may resist implementing salary scales due to concerns about losing flexibility in salary negotiations<sup>67</sup> or security risks in certain high-ranking positions, where individuals may become easily identifiable. To address these concerns, it is recommended that salary ranges be set for each job level and used as an internal mechanism.

Salary scales alone do not eliminate the gender pay gap, as they do not address the unequal distribution of women across different levels of the labour structure. As mentioned earlier, women tend to be concentrated in entry-level or lower salary range positions within each group. Once a salary scale is in place, the following best practices are recommended to enhance its effectiveness:

<sup>66</sup> Rubery, J. & Grimshaw, D. 2015. *The 40-year pursuit of equal pay: a case of constantly moving goalposts*. Available through: <https://bit.ly/3E78zpz>

<sup>67</sup> Blau, F. & Khan, L. 2017.

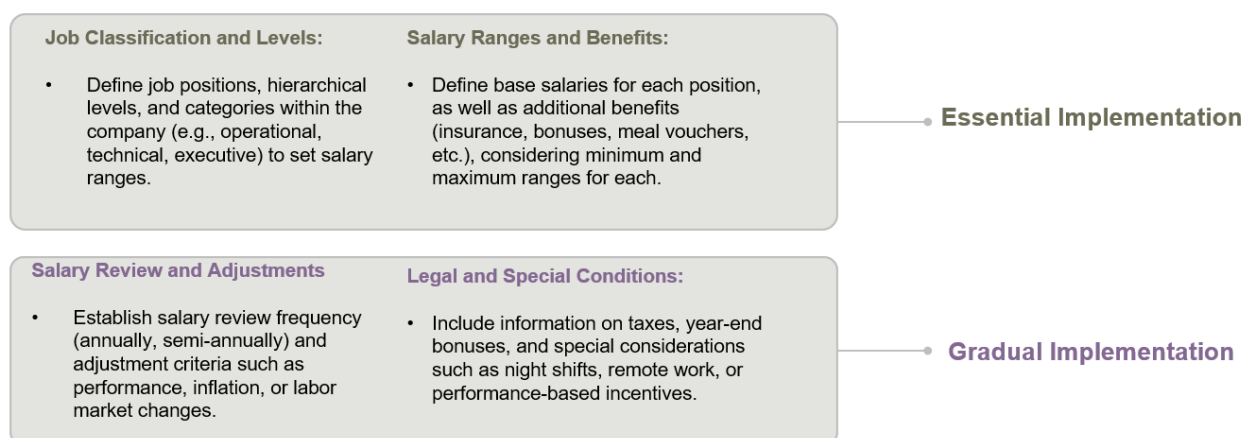


- **Establish clear channels for complaints.** Provide workers with an accessible and efficient means to report salary-related concerns, whether due to a lack of understanding of salary calculations, doubts about payment amounts, or suspected errors. These channels should be confidential and ensure a timely resolution.
- **Conduct regular salary monitoring.** Implement periodic reviews of the salary system to identify gender-based inconsistencies or recurring employee concerns. This can help pinpoint key issues and implement necessary corrective actions.

### Implementation

Figure 5 presents key elements to consider in the development of salary scales, categorized into two groups. The first includes **essential implementation** elements, which represent the minimum requirements necessary to build salary scales at an initial stage, such as defining job positions and establishing salary levels for each. The second category consists of **progressive implementation** elements, which provide more detailed improvements that can be adopted gradually to strengthen the salary scale system. These elements include salary reviews and additional compensation components, such as bonuses.

**Figure 5. Key Elements for Developing Salary Scales**



Source: Elaborated by IMCO

To advance its adoption, gradual implementation aligned with international standards is recommended. For example, the ILO's<sup>68</sup> international wage and benefits standards provide an adaptable and detailed roadmap for each organization, covering everything from the definition of salary clauses in contracts to salary payment communication.

<sup>68</sup> ILO. 2021a. *Brechas de género en los mercados laborales de América Latina y el Caribe: Un estado de situación*. Available through: <https://bit.ly/4hj2hl0>



### **3.2.3. Conducting External Audits and Obtaining a Gender Equality Certification**

Audits are another important tool that helps reveal factors influencing salaries and identify potential flaws in companies' salary practices. These processes require employers to examine salary differences and implement corrective actions. The European Commission estimates that<sup>69</sup> conducting pay audits could reduce the gender pay gap by up to two percent in EU member states. These audits include a review of the distribution of men and women across different job levels, job classification systems, and gender-based pay disparities, carried out by an independent third party.

Countries such as Finland, Sweden, and France have mandatory pay audits established by law.<sup>70</sup> In Switzerland,<sup>71</sup> employers with 50 or more employees are not required to conduct a pay audit, but they must do so if they wish to participate in public tenders.

Another example is Iceland, where companies and government agencies with more than 25 employees must obtain a government-issued certification from an independent entity verifying that their salary policies are equitable. Companies failing to meet this requirement face financial penalties.

In Mexico, external audits are not mandatory, and the percentage of companies conducting them remains low. Below are some certifications, distinctions, or recognitions already implemented in the country, which include gender equality commitments within companies, including efforts to close the gender pay gap.

These references include the Mexican Standard on Equal Labor and Non-Discrimination, developed by the Ministry of Labor and Social Welfare, in collaboration with the National Council to Prevent Discrimination and the National Institute for Women (now the Ministry of Women, with official approval pending). This is the only official instrument in Mexico that requires companies to take action to reduce the gender pay gap, although it does not explicitly require measurement. Specifically, it encourages companies to have a policy that includes salary non-discrimination, conduct a review of salary scales and establish gender equality indicators to obtain certification through an external auditor.

Additionally, international organizations such as UN Women, the International Finance Corporation (IFC), and the United Nations Development Program (UNDP) promote certification programs for gender equality, which include specific actions or indicators related to the gender pay gap. While these initiatives are not audits or official certifications, they provide third-party recognition and guidance for companies committed to gender equity in the labour market.

---

<sup>69</sup> ILO. 2021b. *Legislación sobre transparencia salarial: Implicaciones para las organizaciones de empleadores y trabajadores*. Available through: <https://bit.ly/40JtNCH>

<sup>70</sup> *Idem*.

<sup>71</sup> ILO.2019.

See Figure 6 for more details on these initiatives.

**Figure 6. Criteria for Obtaining DEI Certifications or Distinctions**

Organization	Initiative	Requirements	Time of acquisition	Central pillars	Participating companies
  	<b>Mexican StandardNMX-R-025-SCFI-2015</b>	Request registration, self-assessment, external audit, and certification.	6 months to 1 year	<ul style="list-style-type: none"> <li>• Incorporate a gender perspective and non-discrimination in recruitment, selection, and training processes.</li> <li>• Ensure pay equity.</li> <li>• Prevent and address workplace violence.</li> <li>• Promote work-life balance and personal responsibility..</li> </ul>	521 workplaces with valid certification in 2025.
	<b>Women's Empowerment Principles (WEPs)</b>	Register on the website, complete the form, and sign the commitment to gender equality.	6 months to 1 year	<ul style="list-style-type: none"> <li>• Equal opportunities at all levels of positions.</li> <li>• Promote the professional development of women to access leadership roles.</li> <li>• Encourage policies that support the well-being, health, and safety of women.</li> </ul>	More than 214 signatory companies in Mexico.
	<b>Mexican Companies for Equity Initiative (EM-X)</b>	Participation in the initiative to reduce gender gaps and promote diversity in the labor market.	Continuous	<ul style="list-style-type: none"> <li>• Encourage the measurement and transparent reporting of progress in gender equality.</li> <li>• Implement affirmative actions to ensure women's participation in leadership positions.</li> </ul>	17 national and multinational companies with more than 450,000 employees.
	<b>Gender Equality Seal</b>	Registration with information on gender equality policies, external audit, or review.	Approximately 6 months	<ul style="list-style-type: none"> <li>• Eliminate salary differences between men and women.</li> <li>• Increase the number of women in leadership positions.</li> <li>• Promote work-life balance.</li> <li>• Eradicate sexual harassment in the workplace.</li> <li>• Use inclusive language.</li> </ul>	More than 400 institutions in ten countries have been certified since 2009.

Source: Elaborated by IMCO using data from the Ministry of Labor and Social Welfare, UN Women, International Finance Corporation (IFC), and the United Nations Development Program (UNDP).

Obtaining a Diversity, Equity, and Inclusion (DEI) certification allows companies to identify and address salary inequalities while also promoting more transparent corporate policies with external validation. This mechanism enhances both internal and external corporate reputation,

demonstrating a clear commitment to inclusion and women's participation. Additionally, it helps businesses comply with best practices in gender equality and position themselves as leaders in this field.

In the specific case of the Mexican Standard on Equal Labor and Non-Discrimination,<sup>72</sup> obtaining the certification grants additional points when participating in public tenders for the procurement of goods, leases, or services that use an evaluation system based on points and percentages for implementing gender equality policies and practices.

### **3.2.4. Institutionalizing Care Policies and Workplace Flexibility**

Gender inequality in household and caregiving responsibilities for women is reflected in lower labour market participation, particularly in senior leadership positions, which directly impacts the gender pay gap. According to the IMCO survey on career growth,<sup>73</sup> 51% of mothers and 44% of married women paused their professional careers for personal reasons. In contrast, these figures drop to 20% for fathers and 17% for married men.

To increase the number of women who remain in the workforce and advance into leadership positions, some companies have implemented workplace flexibility strategies and shared caregiving responsibility policies. These measures include extended parental leave, childcare support, and flexible schedules. However, one of the main challenges in implementing these policies is the lack of formal institutionalization within companies.<sup>74</sup> Without clear rules or guidelines, these policies cannot be effectively accessed by the entire workforce.

Different levels of institutionalization exist, ranging from having a written policy that employees formally acknowledge and agree to, to assigning a person or committee responsible for its implementation, monitoring, and evaluation. Implementation must be cross-cutting, ensuring that it is accessible to all employees within the organization.

To address this, it is recommended that companies conduct a self-assessment to identify factors that impact men and women differently and evaluate how these policies affect workplace dynamics. Tools such as the OECD's policy impact spectrum (see Figure 7) help evaluate workplace policies with a gender perspective and prevent them from reinforcing traditional gender roles or stereotypes.

### **Figure 7. Spectrum for Measuring the Impact of Gender Equality Policies**

<sup>72</sup> Government of Mexico. 2015. *Norma Mexicana NMX-R025-SCFI-2015 en Igualdad Laboral y No Discriminación*. Available through: <https://bit.ly/4h7vMqi>

<sup>73</sup> IMCO. 2023. *Encuesta sobre el crecimiento Profesional #ConLupaDeGénero*. Available through: <http://bitly.ws/HiXC>

<sup>74</sup> IMCO. 2022.

## The Impact of Corporate Policies on Gender Equality



Source: Elaborated by IMCO using data from OECD 2022. Gender Equality and the Empowerment of Women and Girls.

### Implementation

Workplaces can promote shared caregiving responsibilities through policies that apply to all employees, helping to avoid reinforcing traditional gender roles. This is key to encouraging men to take on a more active role in caregiving while ensuring that women do not have to pause their careers, allowing them to reach higher leadership positions with better pay.

Some best practices that companies can implement to promote shared caregiving responsibilities include:

- **Promote commitment to gender equality from top management.** The commitment of leadership teams sends a clear message to the entire workforce that gender equality is a priority within the company. This can be implemented through management indicators that track progress and setbacks in gender equality policies, with the results included as part of the leadership team's performance evaluation.
- **Providing caregiving support for mothers and fathers.** These policies not only promote more equitable and sustainable career growth but are also linked to increased productivity and an improved ability to attract, motivate, and retain employees.<sup>75</sup>
- **Offering paternity leave equal to maternity leave.** Paternity leave should be equal in duration to maternity leave, mandatory, non-transferable, and paid. This helps break gender stereotypes that place women as primary caregivers and ensures equal opportunities from the hiring stage<sup>76</sup>.
- **Establishing communication channels between employees and management.** These channels help companies gather feedback on gender equality initiatives and identify areas for improvement. It is crucial to maintain these spaces open and ongoing rather than relying on sporadic feedback mechanisms<sup>77</sup>.

<sup>75</sup> UNICEF. *Reestructurar el lugar de trabajo para adaptarlo a la familia: qué pueden hacer gobiernos y empresas*. Available through: <https://bit.ly/3CYr1QV>

<sup>76</sup> IMCO. 2022. *Licencias de paternidad, mayor equidad de género*. Disponible en: <https://bit.ly/4i1QPet>

<sup>77</sup> IMCO. 2022. *Las empresas pueden sumar a más mujeres a través de políticas inclusivas*. Available through: <https://bit.ly/3X1rrNI>

- **Promoting a commitment to gender equality from top management.** Leadership teams must send a clear message across the organization that gender equality is a priority.<sup>78</sup> This can be achieved by incorporating gender equality performance indicators, monitoring progress, and integrating results into executive performance evaluations.
- **Showcasing best practices in gender equality policies.** Highlighting successful initiatives can help guide other organizations in adopting similar measures while strengthening existing corporate inclusion strategies.

Although these mechanisms are fundamental to closing the gender pay gap in the private sector, they are not the only solutions. Other key measures include promoting workplace flexibility policies and creating environments that support a healthy work-life balance. To explore these strategies further, **IMCO developed the Guide to Best Corporate Practices for Gender Equality**,<sup>79</sup> which provides a comprehensive overview of additional actions that companies can take to increase the number of women at all organizational levels.

#### 4. Conclusions

Reducing the gender pay gap not only drives gender equality but also provides economic benefits for companies, including lower employee turnover, access to diverse talent, increased innovation, and greater productivity. At a macroeconomic level, these advances contribute to more equitable labour markets and national economic growth.

This document highlights that, despite legislative progress, the gender pay gap persists in Mexico, making it crucial to adopt and strengthen effective mechanisms to eliminate it. The country faces a historic opportunity to accelerate gender equality and close the wage gap in the private sector by leveraging secondary legislation designed to establish concrete mechanisms.

The implementation of both mandatory and voluntary strategies is key to eradicating the gender pay gap. This document proposes seven practical mechanisms, four focused on private companies and three aimed at public sector initiatives. Additionally, it provides specific guidelines to facilitate implementation, considering application levels, the most effective channels, and the key stakeholders involved.

It is essential to learn from countries that have already advanced in these areas, optimizing resources such as time, budget, and human capital. Closing the gender pay gap in Mexico requires a continuous and coordinated commitment, supported by strong alliances between the government, the private sector, and civil society. These coordinated actions will pave the way for a more equitable and competitive economy, where both men and women can develop professionally under equal conditions.

---

<sup>78</sup> *Idem.*

<sup>79</sup> IMCO. 2024e. *Guía de mejores prácticas empresariales para la igualdad de género*. Available through: <https://bit.ly/3CamQkP>

## 5. Bibliography

- Aequales. 2022. *El iceberg de la equidad de género de la diversidad en Latinoamérica*. Available through: <http://bitly.ws/Hw6R>
- American Chamber of Commerce México (AmCham). 2024. *Comunicado: 70 empresas AmCham se comprometen a cerrar la brecha salarial de género*. Disponible en: <https://bit.ly/4ghTuzJ>
- Bank of Mexico. 2024. *Un análisis de las brechas salariales de género en las regiones de México*. Available through: <https://bit.ly/3Cufqc4>
- World Bank. 2024. *La Mujer, la Empresa y el Derecho 2024*. Available through: <https://bit.ly/4q7G9Jq>
- Baker, M. et al. 2019. *Pay Transparency and the Gender Gap*. Available through: <https://bit.ly/3NbfShl>
- Inter-American Development Bank (IDB). 2023. *El lenguaje importa*. Available through: <https://bit.ly/3BsuTfR>
- Bennedse et al. 2023. *Gender Wage Transparency and the Gender Pay Gap: A Survey*. Available through: <https://bit.ly/3Ea7Tj9>
- Blau, F. & Khan, L. 2017. *The Gender Wage Gap: Extent, Trends, and Explanations*. Available through: <https://bit.ly/3E4Ud97>
- Bloomberg. 2023. *Índice Bloomberg de Igualdad de Género 2023*. Available through: <https://bit.ly/4hHIOfl>
- Chamber of Deputies of the H. Congress of the Union. (Last reform: 2022). *Reglas de Operación del Programa para el Adelanto, Bienestar e Igualdad de las Mujeres*. Available through: <https://bit.ly/40uflHX>
- Castilla, J. et al. 2010. *The Paradox of Meritocracy in Organizations*. Available through: <https://bit.ly/3ColFhF>
- Economic Commission for Latin America and the Caribbean (ECLAC). 2023. *Brechas de género en las cadenas globales de valor en América Latina y el Caribe*. Available through: <https://bit.ly/4qh1vDX>
- Cullen & Perez Truglia. 2022. *How Much Does Your Boss Make? The Effects of Salary Comparisons*. Available through: <https://bit.ly/3D1Npsl>
- Official Gazette of the Federation (DOF). 1970. *Ley Federal del Trabajo*. Available through: <https://bit.ly/3ZVMDGf>
- Official Gazette of the Federation (DOF). 2015. *Declaratoria de vigencia de la Norma Mexicana NMX-R-025-SCFI-2015*. Available through: <https://bit.ly/3ZX6V2m>
- Official Gazette of the Federation (DOF). (Last reform: 2023). *Manual de Percepciones de los Servidores Públicos de las Dependencias y Entidades de la Administración Pública Federal*. Available through: <https://bit.ly/4hur8m3>



Government of Mexico. 2015. *Norma Mexicana NMX-R025-SCFI-2015 en Igualdad Laboral y No Discriminación*. Available through: <https://bit.ly/4h7vMqi>

Government of Mexico. 2024. *Norma Mexicana NMX R 025 SCFI 2015 en Igualdad Laboral y No Discriminación*. Available through: <https://bit.ly/3Ccb3Cy>

Government of Mexico. 2024. *Padrón Nacional de Centros de Trabajo Certificados*. Available through: <https://bit.ly/4gXYFoJ>

Intersecta. 2023. *Guía metodológica para medir la brecha salarial de género en México*. Available through: <https://bit.ly/40LwwM3>

Mexican Institute for Competitiveness (IMCO). 2022. *Licencias de paternidad, mayor equidad de género*. Available through: <https://bit.ly/4i1QPet>

Mexican Institute for Competitiveness (IMCO). 2022. *Las empresas pueden sumar a más mujeres a través de políticas inclusivas*. Available through: <https://bit.ly/3X1rrNI>

Mexican Institute for Competitiveness (IMCO). 2023a. *Ingresos y pobreza #ConLupaDeGénero en México*. Available through: <https://bit.ly/4g5Yneg>

Mexican Institute for Competitiveness (IMCO). 2023b. *Mujeres en las Secretarías de Estado*. Available through: <https://bit.ly/4h7TzWW>

Mexican Institute for Competitiveness (IMCO). 2024a. *Índice Global de Brecha de Género 2024*. Available through: <https://bit.ly/3zEn6GY>

Mexican Institute for Competitiveness (IMCO). 2024b. *Mujeres en las empresas 2024*. Available through: <https://bit.ly/3TU7pCG>

Mexican Institute for Competitiveness (IMCO). 2024c. *Compara Carreras*. Available through: <https://bit.ly/3PPjvL4>

Mexican Institute for Competitiveness (IMCO). 2024d. *Iniciativas por la igualdad*. Available through: <https://bit.ly/404Ds6X>

Mexican Institute for Competitiveness (IMCO). 2024e. *Guía de mejores prácticas empresariales para la igualdad de género*. Available through: <https://bit.ly/3CamQkP>

International Finance Corporation (IFC). *Empresas Mexicanas X la Equidad*. Available through: <https://bit.ly/4g5Vx9b>

National Institute of Statistics and Geography (INEGI). 2023. *Encuesta Nacional de Ingresos y Gastos en los Hogares 2022*. Available through: <https://bit.ly/42pgSqM>

National Institute of Statistics and Geography (INEGI). 2024. *Encuesta Nacional de Ocupación y Empleo 3T2024*. Available through: <https://bit.ly/42s8uGV>

National Institute of Statistics and Geography (INEGI). 2025. *Censo Económico 2024*. Available through: <https://bit.ly/4hmuuld>

Jazz HR. 2021. *The Complete Guide to Building an Inclusive Recruitment Process*. Available through: <http://bitly.ws/CbB3>

Kim Elsesser. 2019. *New LeanIn Study: The Broken Rung Keeping Women from Management*. Available through: <https://bitly.ws/U6KL>

LaGroc. *Definiciones de la brecha salarial: ¿Cómo se calcula?* Available through: <https://bit.ly/437mdDw>

Massachusetts Institute of Technology (MIT). 2022. *Danielle Li, Potential and the Gender Promotion Gap*. Available through: <https://bit.ly/4jpDk9l>

Office for National Statistics (ONS). 2024. *Brecha salarial de género en Reino Unido*. Available through: <https://bit.ly/4gchOSw>

UN Women. *Los Principios para el Empoderamiento de las Mujeres (WEPs, por sus siglas en inglés)*. Available through: <https://bit.ly/3E4qY6v>

UN Women. *¿Qué es la brecha salarial?* Available through: <https://bit.ly/42sp0H4>

UN Women. 2021. *Equality Means Business | WEPs Brochure*. Available through: <https://bit.ly/3W7yYbl>

International Labour Organization (ILO). 1951. *Convenio sobre igualdad de remuneración, (núm. 100)*. Available through: <https://bit.ly/3ZyCxtA>

International Labour Organization (ILO). 2019. *Informe Mundial sobre Salarios: ¿Qué hay detrás de la brecha salarial de género?* Available through: <https://bit.ly/4grszkl>

International Labour Organization (ILO). 2008. *Las mujeres, el género y la economía informal: evaluación de los estudios de la OIT y orientaciones sobre el trabajo futuro*. Available through: <https://bit.ly/3DuGgkn>

International Labour Organization (ILO). 2021a. *Brechas de género en los mercados laborales de América Latina y el Caribe: Un estado de situación*. Available through: <https://bit.ly/4hj2hl0>

International Labour Organization (ILO). 2021b. *Legislación sobre transparencia salarial: Implicaciones para las organizaciones de empleadores y trabajadores*. Available through: <https://bit.ly/40JtNCH>

International Labour Organization (ILO). 2022. *Los cuidados en el trabajo Invertir en licencias y servicios de cuidados para una mayor igualdad en el mundo del trabajo*. Available through: <https://bit.ly/4gONyNU>

International Labour Organization (ILO). 2023. *Ficha informativa país: Los cuidados en el trabajo en México Invertir en licencias y servicios de cuidados para una mayor igualdad en el mundo del trabajo*. Available through: <https://bit.ly/41kT3zB>

Organisation for Economic Co-operation and Development (OECD). 2021. *Pay Transparency Tools to Close the Gender Wage Gap*. Available through: <https://bit.ly/4g9Pdxl>

Organisation for Economic Co-operation and Development (OECD). 2024. *OECD employment and labour force participation rates stable at record highs in the second quarter of 2024*. Available through: <https://bit.ly/4h3IMy8>

Global Compact. 2023. *Empresas mexicanas firman su compromiso con la Acción por el Clima – SBTi- y la Igualdad de Género – WEPs*. Available through: <https://bit.ly/3Wcl6y6>

United Nations Development Programme (UNDP). *Sello de Igualdad de Género para instituciones públicas y privadas*. Available through: <https://bit.ly/40wt0E1>



Ravio. 2024. *Pay Equity in European Tech*. Available through: <https://bit.ly/4hbTNww>

Rubery, J. & Grimshaw, D. 2015. *The 40-year pursuit of equal pay: a case of constantly moving goalposts*. Available through: <https://bit.ly/3E78zpz>

Legislative Information System (SIL). 2024. *Búsqueda avanzada de asuntos legislativos, 1997-2024*. Available through: <https://bit.ly/4gdWEEs>

European Union. 2023. *Directiva (UE) 2023/970 del Parlamento Europeo y del Consejo, de 10 de mayo de 2023, sobre el refuerzo de la aplicación del principio de igualdad de retribución entre hombres y mujeres por un mismo trabajo o un trabajo de igual valor mediante la transparencia retributiva y mecanismos de ejecución*. Diario Oficial de la Unión Europea, L 132, 19.5.2023, 21-40. Available through: <https://bit.ly/4h0ZhKe>

UK Statutory Instrument. 2017. *The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017*. Available through: <http://bitly.ws/HCCu>



Embajada Británica  
en México

