

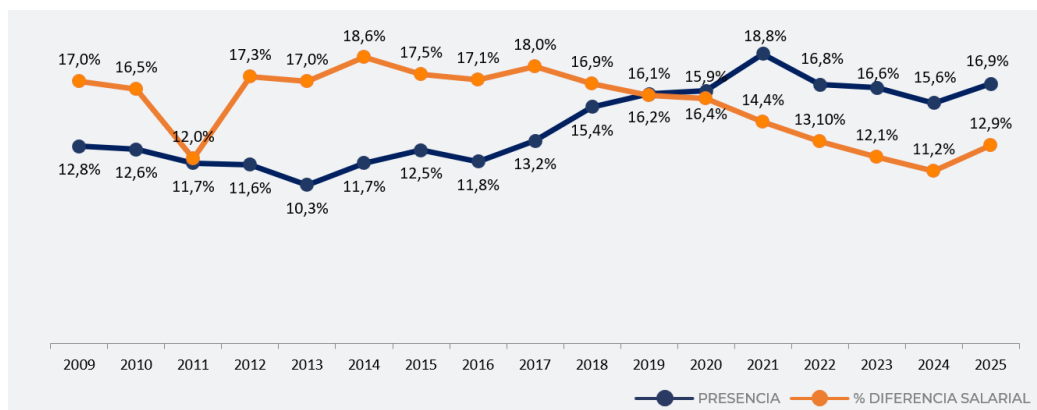
19th edition of the study
"Wage Gap and Women's Presence in Management Positions 2025"

The gender pay gap widens again after seven years of decline

- The presence of women in management positions has improved and has returned to the level of 2022.
- The Services sector leads the list of growth in female presence with 17.7%, followed by Health and Care Services with 16.81%, and the manufacturing industry stands out, having experienced an increase of more than 7% compared to 2024.
- Experts believe that women continue to encounter barriers at the business level that hinder their growth.

Barcelona, April 8, 2025. This morning, the 19th edition of the **2025 Report on the Salary Gap and the Presence of Women in Management Positions** was presented. This report, prepared by ICSA Grupo in collaboration with EADA Business School, includes more than 80,000 salary data points updated to February 2025.

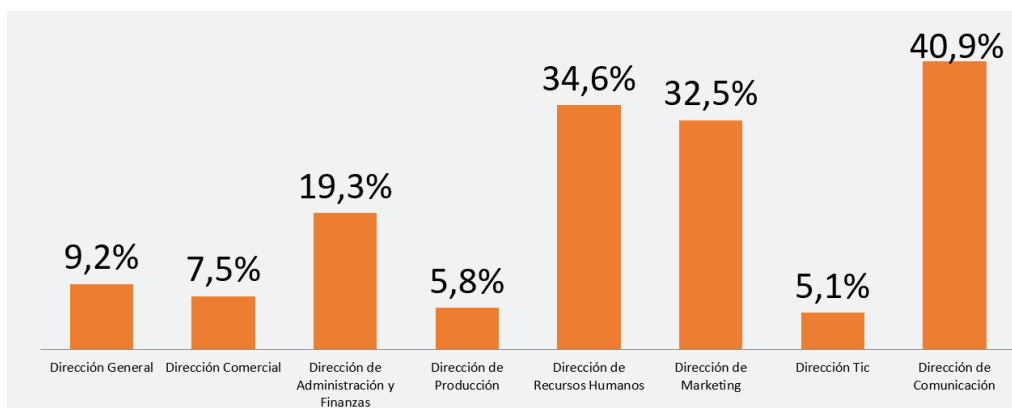
The main conclusion of the study shows that the presence of women has increased by 1.3% compared to 2024, recovering to the level of 2022. In contrast, the salary gap has worsened in the last year, breaking the trend of seven consecutive years of decline.



Currently, the average salary of a male executive is €95,541 gross per year, while female executives earn €84,647 gross per year. This represents a 12.9% difference between the two profiles, implying a 1.7% increase in the pay gap compared to 2024. This figure reflects a change in trend, as the gap had been narrowing since 2017.

“Despite progress in the presence of women in leadership positions, barriers persist in historically male-dominated sectors and in senior management in general. Occupational segregation and the penalty for flexibility continue to restrict women's access to these spaces, limiting not only their advancement but also their permanence,” comments **Aline Masuda**, researcher and professor at EADA Business School. *“If we aspire to true equality, it is not enough to increase the number of women in positions of power; it is essential to transform labour structures to ensure that their access and professional development do not entail a salary penalty or unfair concessions,”* concludes Masuda.

“It's time to change the measures employed. A 12.9% gender pay gap and a 16.9% female representation in management positions demonstrate a poorly consolidated evolution in the Spanish labor system regarding equal pay,” explains **Indry Canchila**, an industrial engineer and managing partner of the ICSA Grupo's consulting practice. *“The challenge exists, and change must be accompanied by other compensation strategies that quickly align the system, with a redesign of job roles and a halt to the continued masculinization of the company. We must move toward an intelligent system that impacts both the business fabric and the consciousness of individuals to create a real and sustainable change,”* Canchila emphasizes.



Considering the presence by **management type**, the study reveals that only 9.2% of women in Spain manage to access general management positions, a figure that reflects the persistent lack of female presence at the highest levels of business leadership. However, in some specific areas, the female presence is notably higher. This is the case in communications management, where women hold 40.9% of positions, followed by human resources management (34.6%) and marketing management (32.5%). In contrast, traditionally male-dominated management positions, such as production management (5.8%) and ICT management (5.1%), continue to show a marked gender disparity.

Regarding **the sectors with the highest female representation**, the Services sector tops the list with 17.7%, followed by Health and Care Services with 16.81%. It is worth noting the growth in the female presence in the manufacturing industry, which has seen an increase of more than 7% compared to 2024, reaching 12.39%.

Download the full report [here](#)

About ICSA Grupo

ICSA Group is a Spanish human resources consulting firm with over 60 years of experience in executive recruitment and compensation studies. In partnership with ODM Consulting, they are part of a leading group in compensation research in the European Union. The group maintains a database containing salary data for over 2 million people in Europe.

About EADA Business School

EADA Business School Barcelona was founded in 1957 by a group of entrepreneurs and professionals as an ideologically and economically independent institution. It is recognized by major international rankings such as the Financial Times and The Economist and holds the EQUIS and AMBA global accreditations, which recognize the quality of its MBA programs. The [Leading What Matters](#) manifesto defines EADA Business School's purpose, stating that if we want to move the world, perhaps we should only prepare those who move it.

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