

Despite diversity quotas, the gender pay gap persists

To build truly fair workplaces, managers need to avoid the pitfalls of the diversity paradox.



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Recent research from IESE professor [Sebastian Reiche](#) highlights how well-meaning diversity quotas can sometimes distract from the real issue of the gender pay gap. That's because managers often stop focusing on gender equity once they've hit certain benchmarks.

SOURCE: "[The diversity paradox: the unintended consequences of gender diversity on gender pay equity](#)" by Claudia Holtschlag, Carlos Morales, Aline Masuda and B. Sebastian Reiche. *Human Resource Management* (2025).

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