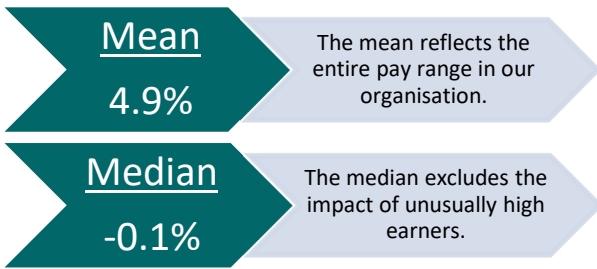


Revenue Gender Pay Gap Report 2022



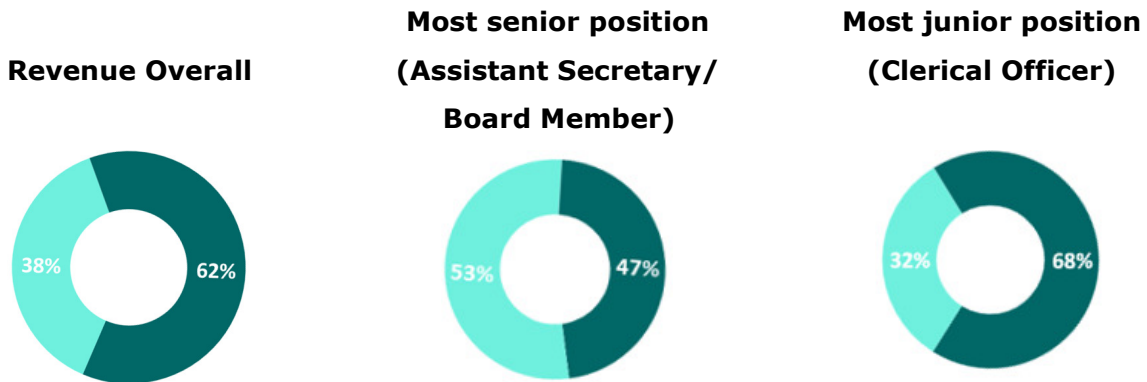
Snapshot date: 17th June 2022

What is the gender pay gap?

The gender pay gap is the difference between the average hourly pay of male employees and female employees expressed as a percentage of the average hourly pay of male employees. A positive gender pay gap indicates that, on average across all employees, females are in a less favourable position than males.

What drives our gender pay gap?

Our analysis indicates that a higher share of men (and the hours worked) in more senior positions relative to women is a key driver of the gender pay gap.



Male and female employee shares

What are we doing about it?

Revenue has made important progress in narrowing its gender pay gap and improving its gender representation. Since 2017, female participation has increased significantly at senior managerial grades. We now have very strong female representation exceeding 50%.

	2017	2019	2022
Senior Management Positions	46%	50%	55%
Assistant Secretary/Board Member	13%	28%	47%
Principal Officer	42%	50%	59%
Assistant Principal	47%	52%	55%

This progress is a result of our culture of equality. We have **embedded specific initiatives to address gender imbalances in our workforce:**

All our recruitment and selection processes that entail candidate interviews are conducted by gender balanced interview boards.



Those participating in selection exercises are trained in equitable best practice techniques.



All staff newly recruited to Revenue participate in Equality and Diversity training as part of their induction training.

We have embraced Blended Working arrangements

Revenue fully recognises and embraces the positive benefits that new ways of working have for work/life balance, and we will continue to support further flexible arrangements that will support increased female participation in the workplace. Currently, some 85% of Revenue staff are participating in our Blended Working arrangements.

	We are proud of our combined investments in technology and our people. We actively promote the participation of female employees in IT. In acknowledgment of Revenue’s continuous support and efforts in bridging the gender gap in technology, Revenue was recognised by Women 4 IT , a multi-stakeholder partnership funded by the EEA Grants and the Norway Grants Fund for Youth Employment. Separately, Revenue won a Women in IT award for Best IT Team in 2021.
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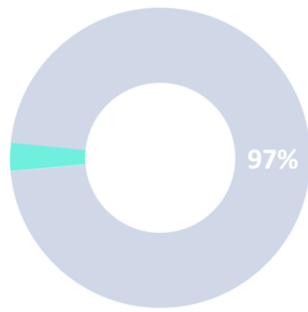
Income shares



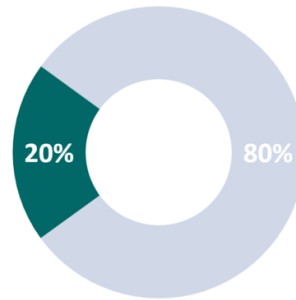
The distribution of income in each income quartile is primarily a reflection of the greater numbers of women who work in Revenue. However, women have a lower share of income in the upper quartile; this shows why our mean gender pay gap is higher than our median gender pay gap, which is effectively 0.

Working part-time in Revenue

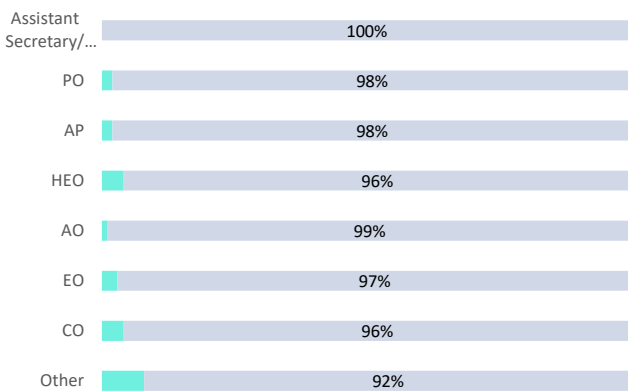
Men



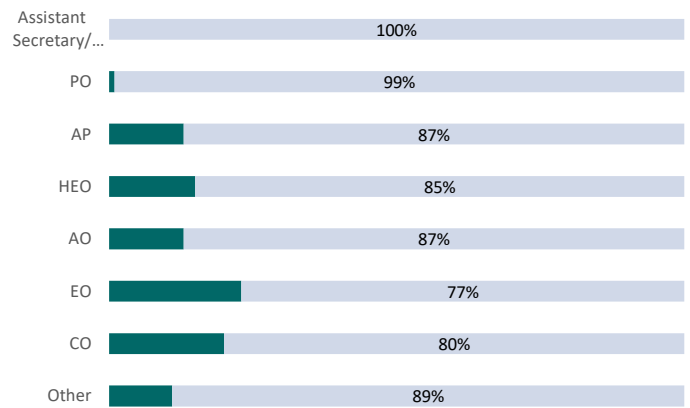
Women



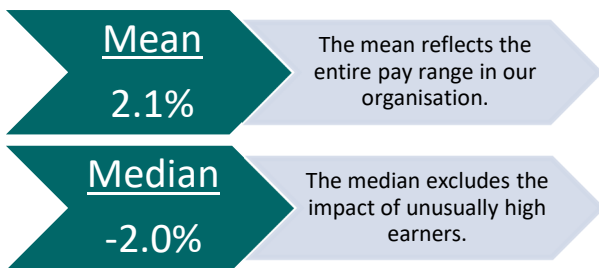
Part-Time Status by Grade (Male)



Part-Time Status by Grade (Female)



Part-time gender pay gap



Although our part-time gender pay gap is lower than our all-employee gender pay gap, there is a clear gender imbalance in part-time working arrangements.

However, the share of women working part-time has shifted over the pandemic years. Just prior to the pandemic (2019), 26 per cent of women worked part-time while in 2022 the share is 20 per cent.

We think our Blended Working arrangements can support increased female participation in the workplace in the future.

Diversity

Revenue is a highly responsive organisation that provides a positive, engaging and fulfilling work environment for our people. In particular, Revenue recognises the very positive values that an **equal, inclusive and diverse workforce** contributes to our organisational culture and to creative and innovative thinking that ultimately enhances the service we provide. Revenue's LGBT+ Staff Network works with other Civil Service Departments to develop a civil and public service wide LGBT+ Employee and Ally Network which is a key component of the National LGBTI+ Inclusion Strategy. Revenue is also a committed participant in the annual Pride Month.



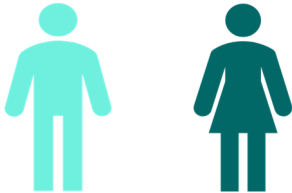
Revenue management is committed to understanding and addressing the drivers of our gender pay gap. We have been **proactively publicly reporting on our gender pay gap since 2020**, in advance of the legislation obligating us to do so. Our earlier analysis highlighted a fall in our gender pay gap over time. It also showed there is no unidentified explanation for Revenue's gender pay gap, such as wage discrimination, once various contributory factors including differences in grade and working patterns by gender were accounted for. This research resulted in a **Highly Commended award** for Revenue by the Foundation for Fiscal Studies in 2021.

Specific next steps arising from the 2022 gender pay gap

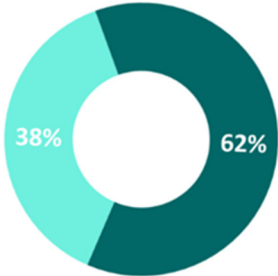
The evidence base in our Gender Pay Gap analysis will inform our forward planning. For example, we have identified that women are more likely than men to be at the top point of their grade's pay scale. This implies that women may have been less likely to apply for promotion and remain longer in a lower grade than men. We will review this element of the pay gap to ensure there are sufficient career and promotion pathways to encourage employees who are more senior in their grades to avail of promotion opportunities.



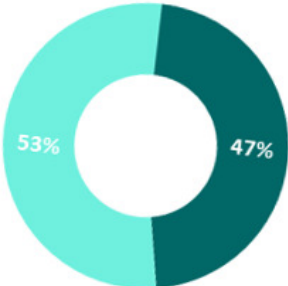
Revenue's Gender Balance in 2022



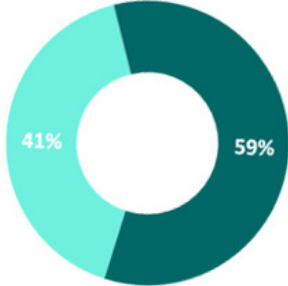
Revenue Overall



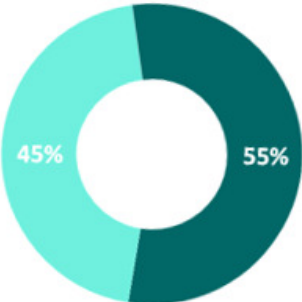
Assistant Secretary



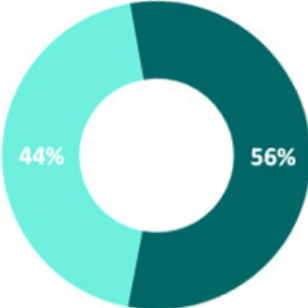
Principal Officer



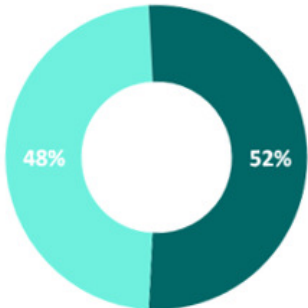
Assistant Principal



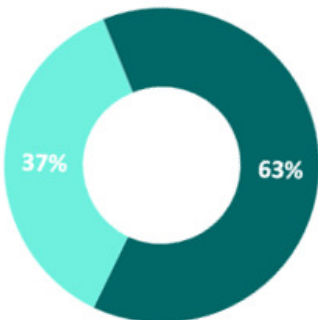
Higher Executive Officer



Administrative Officer



Executive Officer



Clerical Officer

