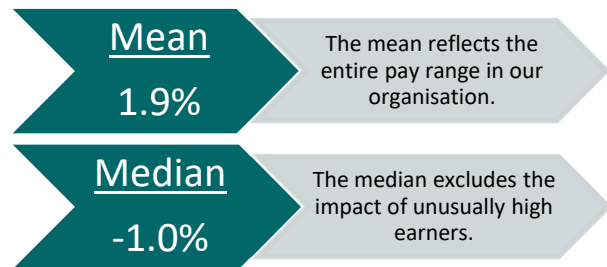


Revenue Gender Pay Gap Report 2024

At Revenue, we understand that promoting gender balance and diversity is essential in supporting our mission to collect tax and duties and implement customs controls in Ireland. We are committed to fostering a diverse and inclusive workforce that reflects our society. This commitment shows in the initiatives we've launched to support our inclusive culture, which boost staff well-being, encourage innovation and improve productivity, enhancing the services we provide.

What is the gender pay gap?





Revenue's gender pay gap indicates that the average hourly wage of males is 1.9 per cent higher than the average hourly pay of females within our organisation. While it remains unchanged compared to 2023, the gap is relatively small compared to other employers.



Snapshot date: 21 June 2024

Fostering female leadership

Revenue has made important strides in fostering gender parity and in mitigating its gender pay gap. Since 2017, female representation across all senior management grades has significantly increased and has now reached 56 per cent. More than half of our most senior managers are female (Commissioners and Assistant Secretaries).

	2017	2019	2024
			
Senior Management Positions	46%	50%	56%
Commissioner/Assistant Secretary	13%	28%	56%
Principal Officer	42%	50%	63%
Assistant Principal Officer	47%	52%	56%

What drives our gender pay gap?

While females are well-represented in all senior management roles, across all females a relatively higher share of the roles taken up (and hours worked) are in lower grades, which leads to an overall lower Revenue-wide average hourly rate of pay for females compared to males. However, within those lower grades, it is noteworthy that females are on a higher pay scale point on average, due to a relatively longer length of service in the grade.

How are we closing the gender pay gap?

Revenue is fully committed to addressing any gender imbalances through measures within our control. We will continue to promote ongoing initiatives aimed at supporting gender balance in our workforce, such as:



Ensuring all of our recruitment and selection processes are conducted by **gender balanced selection boards**



Revised **Employee Engagement Charter** which reflects our core values, underpins our culture



Highlighting specific supports available to females, e.g., publicise information on breastfeeding arrangements, menopause supports



Encouraging our staff to avail of **lifelong learning** and development opportunities and supports



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



Training all our selection boards in **equitable best practice techniques**

Promoting flexible work arrangements

Revenue values the positive impact of flexible working on work-life balance. Currently, about 80 per cent of our staff are involved in our Blended Working arrangements. We believe these arrangements can encourage more participation in the workplace and may help improve gender balance in part-time roles.



Supporting entry into the workforce

Revenue participates in the **Civil Service ARC (Assisted Return To Career) Programme**. This pilot programme promotes a more inclusive labour market for skilled workers seeking a return to work following a significant break in their professional career due to family and caring responsibilities. They gain experience in a supportive environment through a paid and mentored return programme.



Revenue is currently onboarding five ARC candidates who will be assigned across various divisions within the organisation with ongoing support and guidance available throughout the transition back to the workplace for the returners.

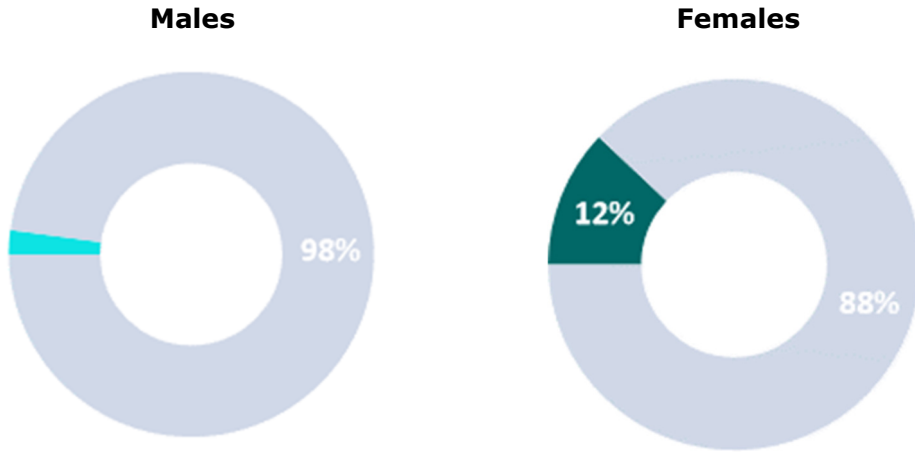
Revenue has seven mentors participating in the **STEM – Mentoring for Equality Pathway** which is run by the Department of Education with Maynooth University and Microsoft Ireland Science Foundation. The programme aims to support girls considering STEM careers.



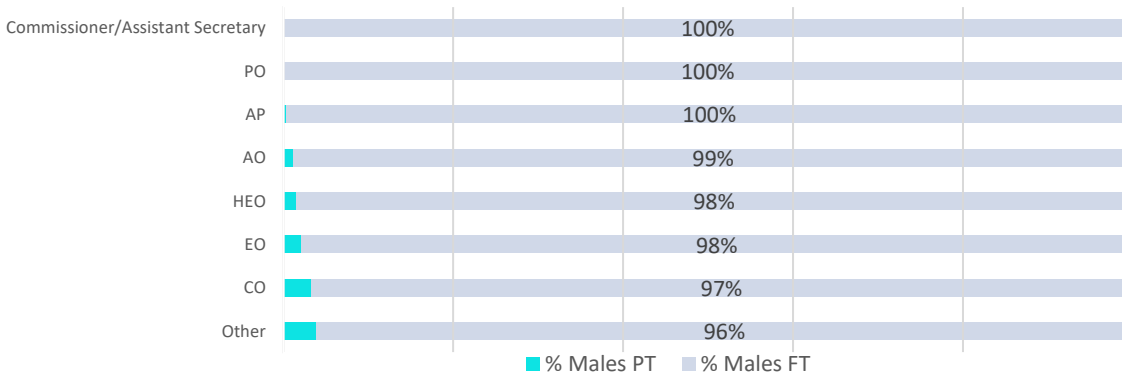
Working part-time in Revenue

In 2024, 12 per cent of females worked part-time, down from 24 per cent in 2019 and 14 per cent in 2023. For males, the share of part-time employees has decreased from 4 to 2 per cent between 2019 and 2024. 10 per cent of females and 16 per cent of males who worked part-time in 2023 returned to full-time employment in 2024.

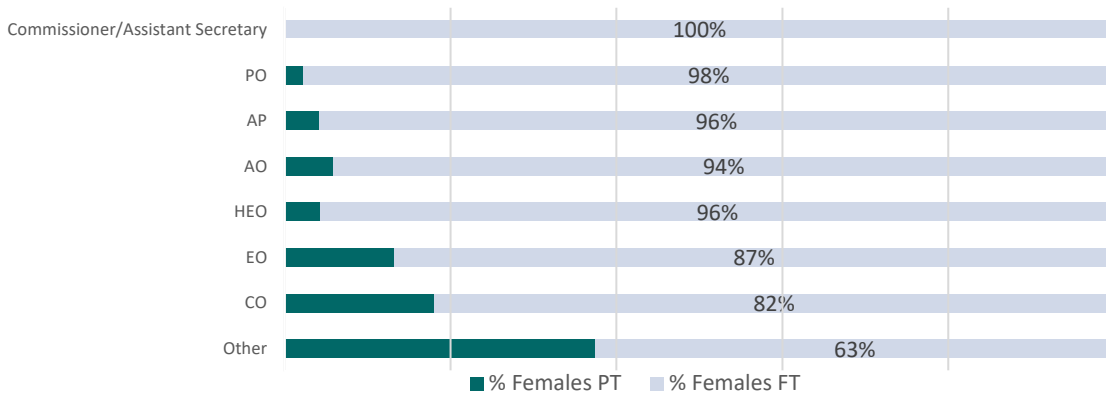
Share of employees working part-time in Revenue



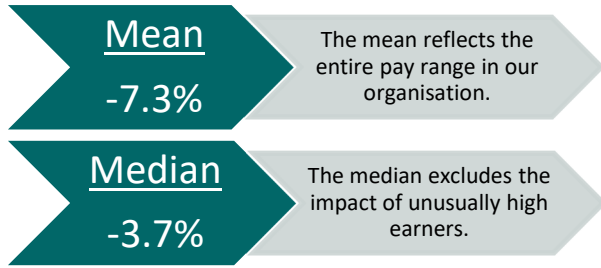
Male Part-Time Status by Grade



Female Part-Time Status by Grade



Part-time gender pay gap




There is a large negative part-time gender pay gap. This pay gap continues to reflect a clear gender imbalance in part-time working arrangements.

We will continue to support further flexible arrangements that will support increased female participation in the workplace.

Income shares

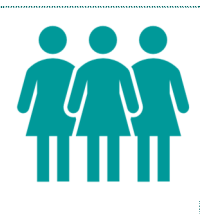


The distribution of income within each income quartile is primarily a reflection of the larger proportion of female employees in Revenue. However, the income share earned by women in the top income quartile is smaller than that earned in the two middle quartiles. This explains why the mean gender pay gap is higher than the median gender pay gap.



Revenue nominated two gender balance champions to join the OECD Forum on Tax Administration's Gender Balance Network (FTA GBN). This network allows members to share insights on priorities, challenges, and successful measures from other tax administrations. In 2024, Revenue took part in a pilot program for the Gender Balance Maturity Model and was later invited to present at the FTA GBN conference in Paris in June 2024.


Revenue participated in the University of Limerick's 'Call to Lead' research project in 2024. Senior managers engaged in focus groups and a survey was circulated to staff seeking feedback around the main issues impacting potential leaders in considering the call to lead.



Recruitment and promotion

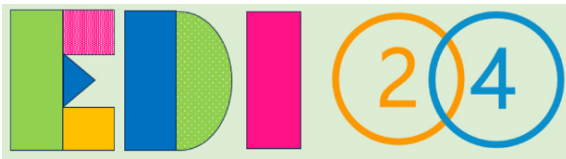
Revenue continues to develop its knowledge about gender equality. Research on the gender pay gap indicates that women may be less willing to seek promotions. **Revenue's 2023 Staff Engagement Survey** sought staff views on promotion and career progression. Analysis of the results shows that most female staff intend to apply for promotion in the next 12 months although caring responsibilities, impact on blended working and lack of confidence to operate at the next level are factors influencing their decision. Revenue will continue to examine ways to encourage females to consider applying for promotion.




	<p>To support gender equality, Revenue nominated a senior team member to join the 30%+ Club, a global campaign focused on increasing gender diversity in leadership roles. We also nominated two senior staff for a Next-Gen Talent event and remained actively involved in the Network, promoting various events throughout 2024.</p>
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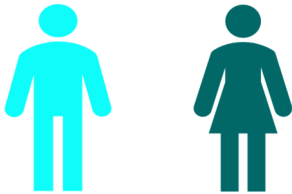
Diversity and inclusion

Revenue is a responsive organisation that offers a positive and engaging work environment. We value the contributions of an **equal, inclusive, and diverse workforce** to our culture. Additionally, Revenue actively participates in Pride Month each year.

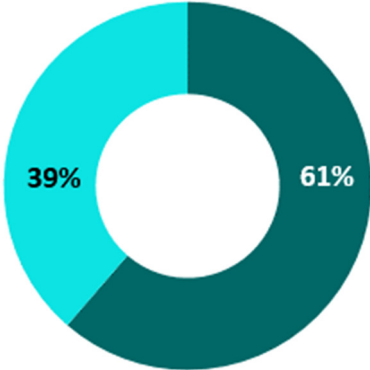
	<p>For the past three years, Revenue has held an annual Equity, Diversity, and Inclusion Awareness Week. In 2024, the events included a live webinar with Family Carers Ireland and sessions on human rights training.</p>
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	<p>In 2024 Revenue launched its Menopause Policy, which provides guidance and support to all employees. The policy reflects the Civil Service Menopause in the Workplace Policy Framework which Revenue was actively involved in drafting.</p>
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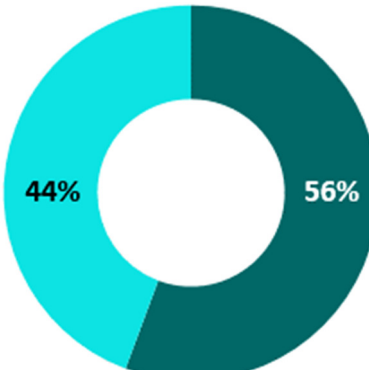
Revenue's Gender Balance in 2024



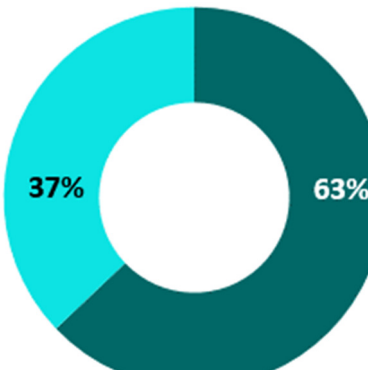
Revenue Overall



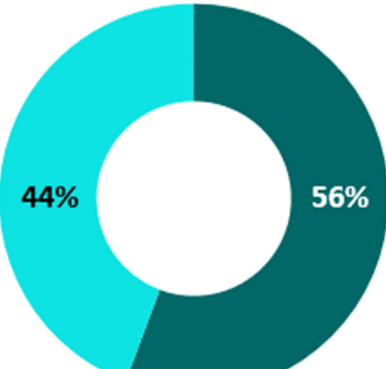
Assistant Secretary



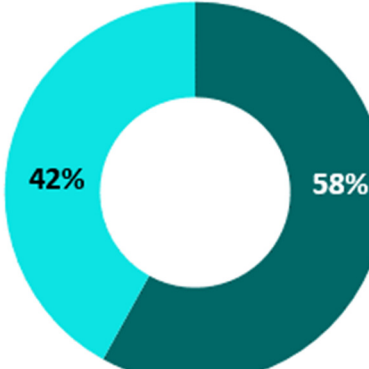
Principal Officer



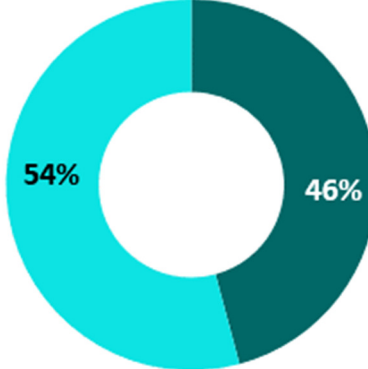
Assistant Principal



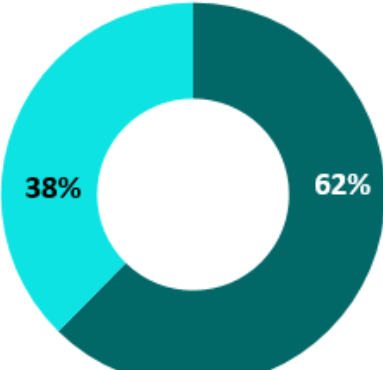
Higher Executive Officer



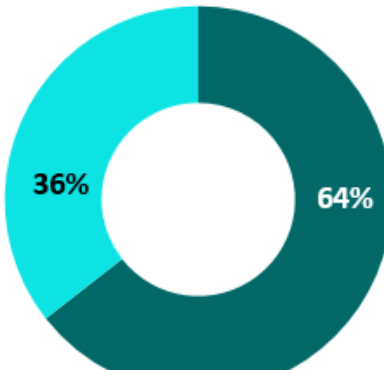
Administrative Officer



Executive Officer



Clerical Officer



Appendix

The table below sets out the hourly gender pay gap across a range of metrics as required by the Gender Pay Gap Information Act 2021. The data outlined below is based on the twelve-month period to 21 June 2024.

Gender Pay Gap Metrics [Regulations 7(1), 8(1), 9(1), 10(1)]

	Gender gap in Hourly Remuneration			
	Mean	%	Median	%
All Employees	<i>R.7(1)(a)</i>	1.89%	<i>R.8(1)(a)</i>	-1.00%
Part-time Employees	<i>R.7(1)(b)</i>	-7.38%	<i>R.8(1)(b)</i>	-3.46%
Temporary Workers	<i>R.7(1)(c)</i>	-16.18%	<i>R.8(1)(c)</i>	-1.62%

	Gender gap in Bonus			
	Mean	%	Median	%
Bonus	<i>R.9(1)(a)</i>	N/A	<i>R.9(1)(b)</i>	N/A

		% of all Male		% of all Female	
% in receipt of Bonus	<i>R.9(1)(c)</i>	N/A	<i>R.9(1)(c)</i>	N/A	
% in receipt of Benefit in Kind	<i>R.9(1)(d)</i>	0.00%	<i>R.9(1)(d)</i>	0.05%	

Pay Quartiles		% Male		% Female
Quartile 1	<i>R.10(1)(a)</i>	41%	<i>R.10(1)(a)</i>	59%
Quartile 2	<i>R.10(1)(b)</i>	40%	<i>R.10(1)(b)</i>	60%
Quartile 3	<i>R.10(1)(c)</i>	33%	<i>R.10(1)(c)</i>	67%
Quartile 4	<i>R.10(1)(d)</i>	45%	<i>R.10(1)(d)</i>	55%

Gender Pay Gap Information Report [Regulation 6]

Does the information specified in the metrics above show differences relating to remuneration that are referable to gender? [Y/N]	Y
Is a statement included setting out, in the employer's opinion, the reasons for the differences relating to remuneration that are referable to gender in that relevant employer's case? [Y/N]	Y
Is a statement included setting out the measures (if any) being taken, or proposed to be taken to eliminate or reduce such differences? [Y/N]	Y