

Gender Pay Gap Report 2025

Introduction

Revenue plays a vital role in Ireland's economy and society by collecting taxes and duties that fund essential public services such as healthcare, education, and infrastructure. It promotes fairness by enforcing tax laws and supporting compliance by making it as straightforward and efficient as possible for taxpayers to engage with Revenue. As the national tax and customs authority Revenue contributes to Ireland's financial stability and social progress.

Our commitment to fairness and integrity begins from within our organisation. We are dedicated to fostering a diverse and inclusive workforce that reflects the society we serve. This is demonstrated through initiatives that promote an inclusive culture and support staff well-being, all of which enhance the quality of our services. As part of our broader Equity, Diversity, and Inclusion (ED&I) strategy, this gender pay gap analysis reflects our responsibility to foster equity within our workforce and reinforces our commitment to transparency and continuous improvement.

Revenue's gender pay gap

Revenue's gender pay gap is broadly neutral, with pay showing near parity between males and female employees.

The average hourly pay of males is 1.9 per cent higher than the average hourly pay of females in 2025. The mean pay gap has been stable since 2023 and is relatively small compared to other employers.

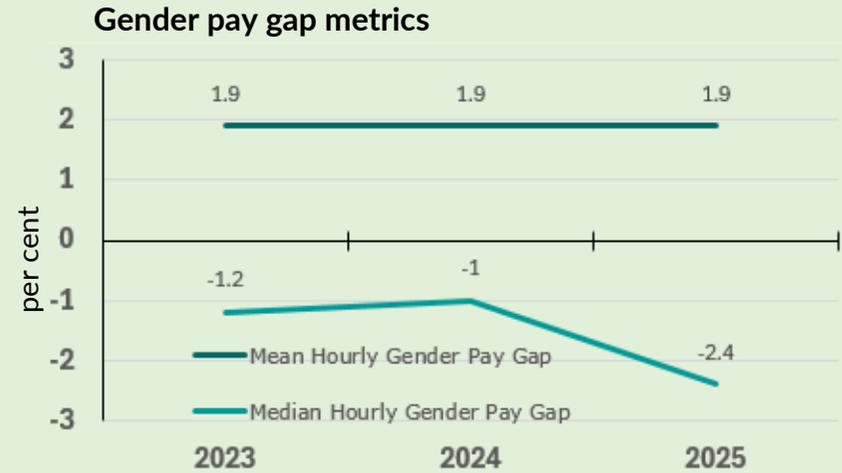
The median gender pay gap is -2.4 per cent indicating that the midpoint of female employees' hourly pay is 2.4 per cent higher than for males. This figure is considered to give a more representative picture when average wages are distorted by a few very high earners.

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 59 per cent.

What drives our mean gender pay gap?

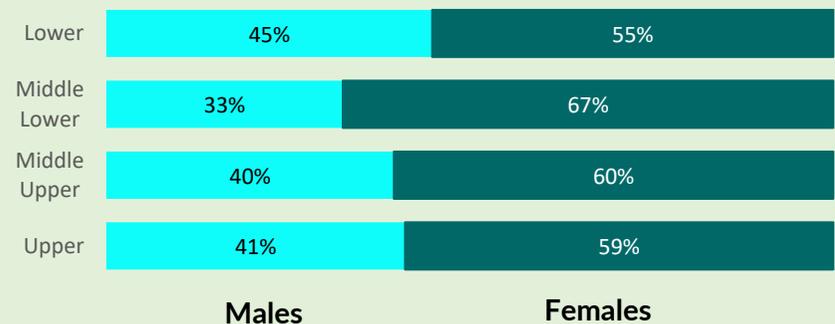
While females are well-represented in all senior management roles, across all females a relatively higher share of the roles taken up (and hours worked) are in lower grades, which leads to an overall lower Revenue-wide average hourly rate of pay for females compared to males. However, within those lower 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.



Share of females in senior management positions

	2017	2019	2025
Commissioner/Assistant Secretary	13%	28%	58%
Principal Officer	42%	50%	63%
Assistant Principal Officer	47%	52%	58%
All Senior Management Positions	46%	50%	59%
Overall share of females in Revenue	63%	63%	61%

Employees income shares by income quartile



How are we sustaining gender pay parity?

Revenue is fully committed to ensuring gender balance and equality remains a priority. 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



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



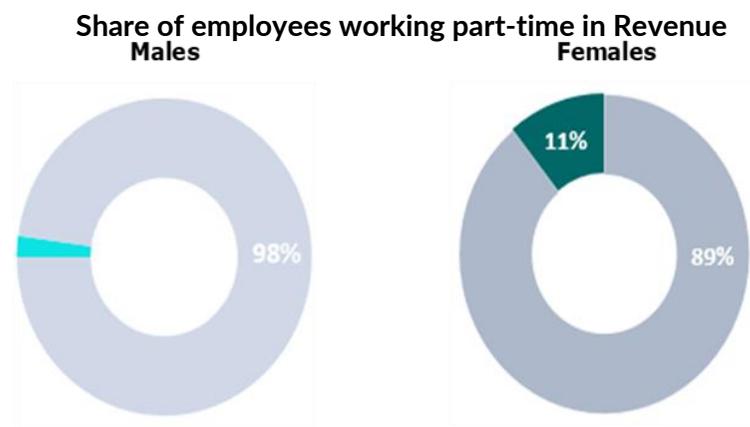
Training all our selection boards in **equitable best practice techniques**

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 flexible work arrangements. We believe these arrangements can encourage more participation in the workplace and may help improve gender balance in part-time roles.

Working part-time in Revenue

In 2025, 11 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. The part time gender pay gap is zero.



Listening to our employees

We are committed to listening to our employees and learning about their experiences at work. Our recent 2025 Staff Engagement Survey, which 5,014 employees participated in, covered a variety of important topics including employee well-being, job satisfaction, diversity and inclusion, and Revenue's culture. Employees' views will inform future initiatives and actions that will further support them in their roles. Here is some of what our employees told us:



Recommend
Revenue as a good
place to work
91%



Job satisfaction is
high
7.4 (out of 10)



Agree Revenue values
diverse identities, ideas
and ways of working
92%



Agree role impacts
future success of
Revenue
84%

Recruitment and Promotion

Revenue continues to strengthen its evidence base on gender equality. Revenue's 2025 Staff Engagement Survey sought staff views on promotion and career progression.

Survey results show that females are more likely than males to understand what's needed to get promoted. However, males tend to feel more confident about succeeding at the next level on average, highlighting a possible confidence gap for females. While most employees are interested in going for promotion, survey findings indicate that for those unlikely to apply, the potential loss of flexible hours, caring responsibilities, and a preference to stay in their current location tend to be stronger influences for females compared to males. Revenue will continue to examine ways to encourage women to consider applying for promotion.



Revenue is involved in many initiatives supporting gender balance in our workforce

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, in 2025 Revenue continues to actively participate in Pride Month.

In 2025, Revenue held its fifth Equity, Diversity, and Inclusion Awareness Week. Events included a live webinar with The Alzheimer's Society of Ireland, AHEAD, and an in-person discussion hosted by the LGBT+ Staff Network



STEM Mentoring for Equality Pathway

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

OECD Forum on Tax Administration's Gender and Diversity Network (FTA GDN)

Revenue nominated two gender and diversity champions to join the OECD Forum on Tax Administration's Gender and Diversity Network (FTA GDN). This network allows members to share insights on priorities, challenges, and successful measures from other tax administrations.



Civil Service ARC

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.

Three programme participants have since joined Revenue through a confined competition.

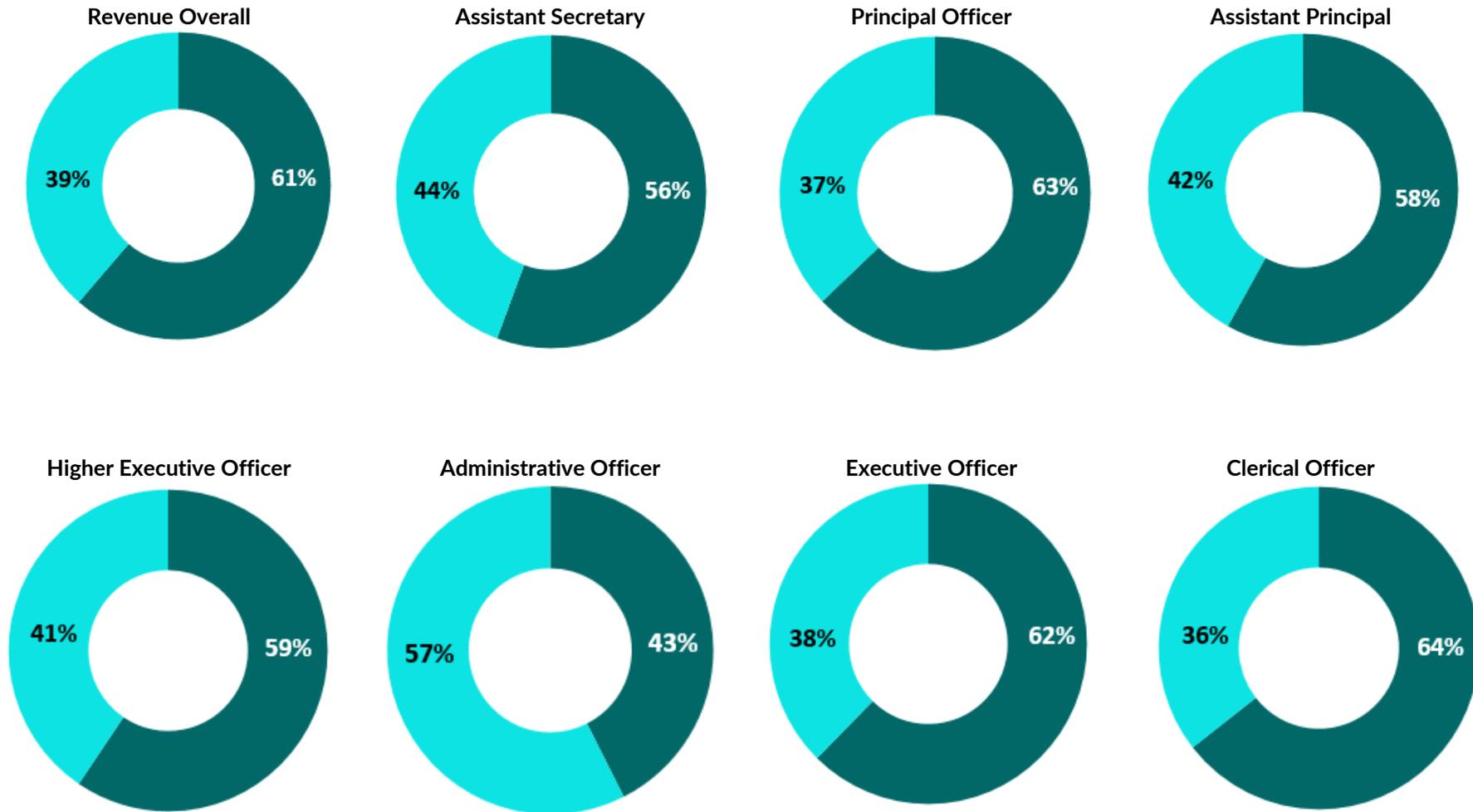
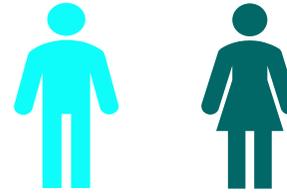
30%+ Club

To support gender equality, Revenue continues to actively engage, support and promote 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 remain actively involved in the Network, promoting various events throughout 2024 and 2025.



Appendix 1

Revenue's Gender Balance in 2024



Appendix 2

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 20 June 2025.

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

	Gender gap in Hourly Remuneration			
	Mean	%	Median	%
All Employees	R.7(1)(a)	1.88%	R.8(1)(a)	-2.40%
Part-time Employees	R.7(1)(b)	-0.01%	R.8(1)(b)	-0.59%
Temporary Workers	R.7(1)(c)	-15.14%	R.8(1)(c)	-9.72%

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

		% of all Male		% of all Female
% in receipt of Bonus	R.9(1)(c)	N/A	R.9(1)(c)	N/A
% in receipt of Benefit in Kind	R.9(1)(d)	0.03%	R.9(1)(d)	0.03%

Pay Quartiles		% Male		% Female
Quartile 1	R.10(1)(a)	39%	R.10(1)(a)	61%
Quartile 2	R.10(1)(b)	41%	R.10(1)(b)	59%
Quartile 3	R.10(1)(c)	33%	R.10(1)(c)	67%
Quartile 4	R.10(1)(d)	44%	R.10(1)(d)	56%

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

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