Gender Pay Gap Report 2026

Revenue
Cáin agus Custaim na hÉireann
Irish Tax and Customs

Introduction

As Ireland’s national tax and customs authority, Revenue’s work is fundamental to the country's economic and social well-being. We collect revenue that funds essential public services and promote a fair tax administration system helping people and businesses meet their tax obligations efficiently.

Our commitment to fairness begins from within our organisation. We are dedicated to building a diverse and inclusive workforce that reflects the society we serve. We believe that an inclusive culture and a focus on staff well-being are fundamental to delivering a high-quality service to the public.

This gender pay gap report is an important element of our Equity, Diversity, and Inclusion (ED&I) statement and our Public Sector Duty action plan 2025-2028. It is a measure of our progress and a demonstration of our commitment to transparency and continuous improvement in creating an equitable workplace.

Revenue’s gender pay gap

Revenue's mean gender pay gap is quite small, indicating near parity between male and female mean hourly pay rates.

The mean (average) pay gap narrowed from 1.9% in 2025 to 1.07% in 2026. This gap is relatively small when compared to other public sector bodies.

In contrast, the median pay gap, which compares the midpoint of all employees' pay, shows that the median female employee earns 4.28% more than the median male employee. This gap in favour of females has widened from 2.4% in 2025.

The median pay gap is generally a more representative way of comparing employee's earnings because, unlike the mean, it is not skewed by a few salaries at the very top of the pay scale.

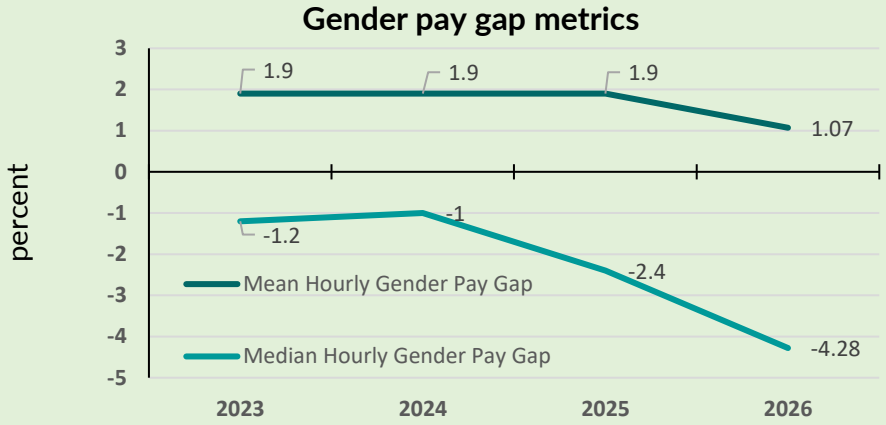
Fostering female leadership

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 increased from 46% in 2017 to 60% in 2026.

What drives our mean gender pay gap?

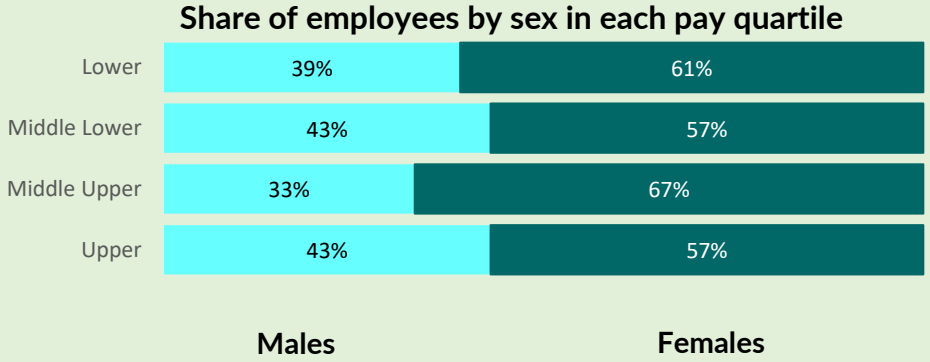
While females are well-represented across all senior management positions, Revenue’s marginally positive gender pay gap is driven by the fact that a larger proportion of females work (and the hours worked) are in lower grades compared to men.

However, it is important to note that within these lower grades, women on average earn more than their male colleagues. This is because they generally have a longer length of service in those roles.



Share of females in senior management positions

	2017	2019	2026
Commissioner/ Assistant Secretary	13%	28%	65%
Principal Officer	42%	50%	64%
Assistant Principal Officer	47%	52%	59%
All Senior Management Positions	46%	50%	60%
Overall Share of Females in Revenue	63%	63%	61%



Building a Balanced Workforce and Sustaining Equal Pay

Revenue is committed to making sure our workplace is fair and balanced for everyone. To achieve this, we will continue to run and support programmes designed to foster gender equality, including:

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

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, more than 80 % of our staff are involved in flexible work arrangements.

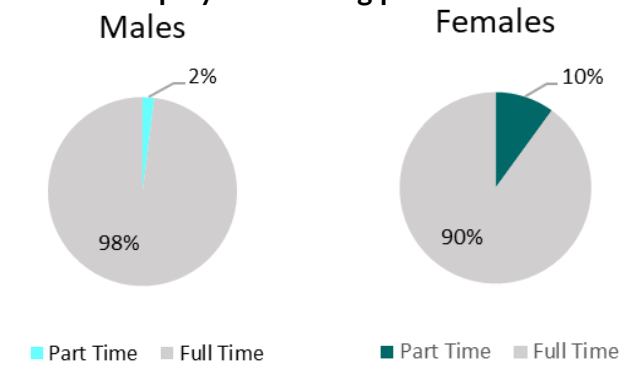
We believe these arrangements can encourage more participation in the workplace and may help improve gender balance in part-time roles.



Working part-time in Revenue

In 2026, 10% of females worked part-time, down from 24% in 2019 and 14% in 2023. For males, the share of part-time employees has decreased from 4 to 2% between 2019 and 2026. The part-time mean gender pay gap is 3.81% in favour of females.

Share of employees working part-time in Revenue



Understanding Our Employees' Experiences

Our 2025 Staff Engagement Survey gave us valuable insight into the experiences of our employees. With 5,014 staff participating, the survey explored key areas such as well-being, job satisfaction, and our workplace culture. It also enabled us to assess potential gender differences in employees' experience. We are using this feedback to develop practical initiatives that better support our people.

Career Development and Support

- **Career Development:** There is a very high level of positive sentiment regarding professional development. Both female (87%) and male (86%) respondents feel they have the desired opportunities to develop.

- **Manager Approachability:** Majority of both female (91%) and male (93%) respondents feel they can approach their manager for advice and guidance. This suggests a high degree of trust in the relationship between staff and their line managers.

Recognition and Leadership

- **Recognition and Appreciation:** A high percentage of both female (83%) and male (82%) respondents feel recognised and appreciated for their contribution.

- **Confidence in Senior Management:** Both female (86%) and male (83%) respondents express confidence in the decisions made by senior managers. While both scores are strong, female respondents reported a slightly higher level of confidence.

Equity, Diversity, Inclusion and Disability

- **Revenue's EDI initiatives:** There is a strong positive perception of Revenue's efforts among both female and male respondents.

- Both **females (94%) and males (91%) agree that Revenue understands that diversity is critical to future success**. Similarly high shares agree that Revenue values diverse identities, ideas and ways of thinking and working.

- Close to 90% of both females and males agree that Revenue takes appropriate action in response to incidents of harassment or discrimination.

Job Satisfaction and Belonging

- **Job satisfaction:** The survey shows that staff at Revenue are very happy and engaged in their work. Females recorded a job satisfaction rate of 7.4 out of 10 compared to 7.2 for males.

- The **results for key areas like recommending Revenue as an employer, loyalty to the organisation, and employee wellbeing are exceptionally high**. Female respondents tended to report slightly more positive sentiment than males.

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

Diversity and inclusion

Revenue is dedicated to fostering an equal, diverse, and inclusive workplace. We published our EDI Statement and established the EDI Employee Resource Group in 2026.

As part of the annual Equity, Diversity, and Inclusion Awareness Week, Revenue hosted live webinars with AHEAD and Specialisterne, and an in-person discussion with the LGBT+ Staff Network.



On International Women's Day Revenue hosts in-person events and promotes initiatives to support colleagues. Revenue continues to actively participate in Pride Month.

STEM Mentoring for Equality Pathway

To help address the underrepresentation of women in STEM fields, six Revenue staff act as mentors for the 'Mentoring for Equality Pathway' programme, 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 a career in science and technology.

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

Revenue actively participates in the OECD's Gender and Diversity Network for tax administrations. This forum allows us to share knowledge and learn from the experiences of other countries. Our two gender and diversity champions represent Revenue within this network.

Civil Service ARC

Revenue participates in the Assisted Return to Career (ARC) Programme. This initiative helps skilled professionals return to work after a career break of at least two years, often taken for family and caring responsibilities.

Participants are placed within Revenue for a six-month period. To date, this has resulted in six participants being successfully hired into roles within the organisation. through a confined competition.

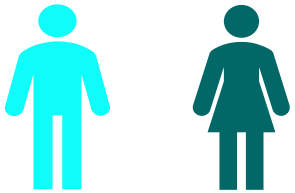
30%+ Club

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.

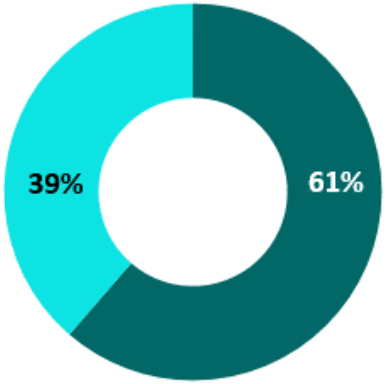
We remain actively involved in the Network, promoting various events throughout 2025 and 2026.

Appendix 1

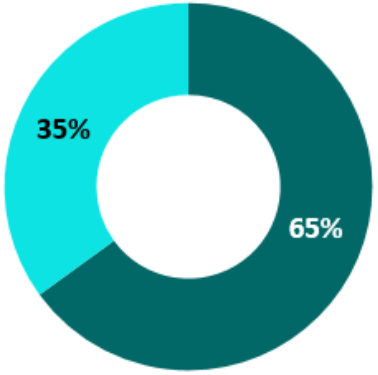
Revenue's Gender Balance in 2026



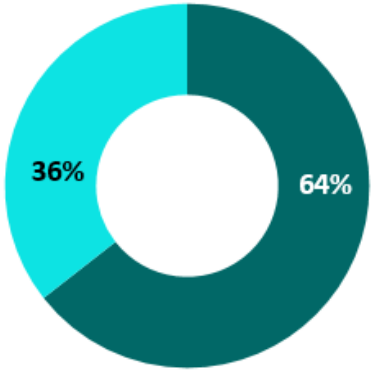
Revenue Overall



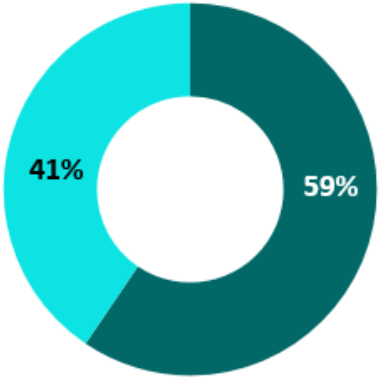
Commissioner/Assistant Secretary



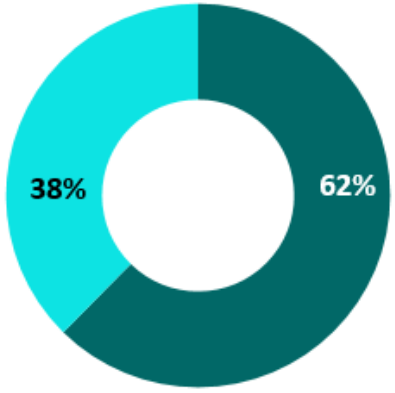
Principal Officer



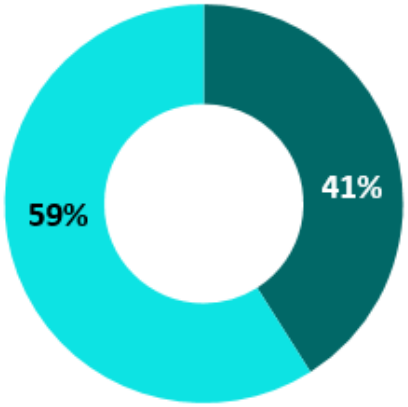
Assistant Principal



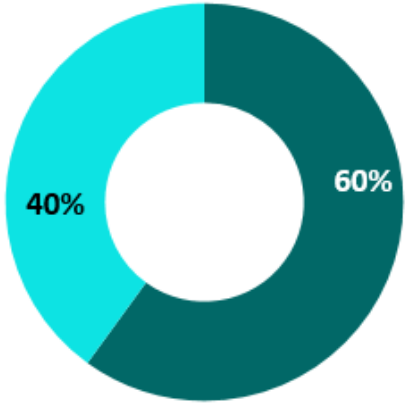
Higher Executive Officer



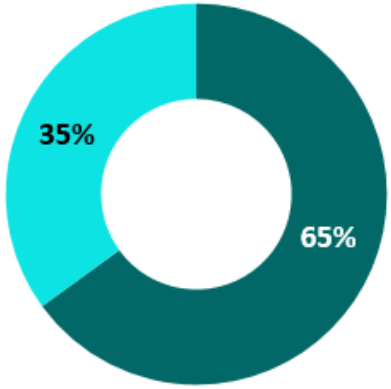
Administrative Officer



Executive Officer



Clerical Officer



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 19 June 2026.

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)*	1.07%	*R.8(1)(a)*	-4.28%
Part-time Employees	*R.7(1)(b)*	-3.81%	*R.8(1)(b)*	-4.19%
Temporary Workers	*R.7(1)(c)*	-3.90%	*R.8(1)(c)*	0.34%

	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)*	1.66%	*R.9(1)(d)*	3.77%

Pay Quartiles		% Male		% Female
Quartile 1	*R.10(1)(a)*	39%	*R.10(1)(a)*	61%
Quartile 2	*R.10(1)(b)*	43%	*R.10(1)(b)*	57%
Quartile 3	*R.10(1)(c)*	33%	*R.10(1)(c)*	67%
Quartile 4	*R.10(1)(d)*	43%	*R.10(1)(d)*	57%

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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