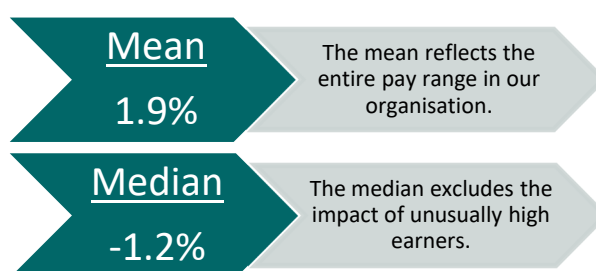# Revenue Gender Pay Gap Report 2023

At Revenue, we fully recognise the importance of gender balance and diversity in our organisation. We are fully committed to promoting an equal, inclusive, and diverse workforce reflective of our community. This is clear to see in the many initiatives we have put into action to nurture and strengthen our inclusive culture. Our actions continue to support staff wellbeing, creative innovative thinking and productivity which ultimately enhances the service we provide to the community and stakeholders.

What is the gender pay gap?

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

Mean
1.9%

The mean reflects the entire pay range in our organisation.

Median
-1.2%

The median excludes the impact of unusually high earners.

Snapshot date: 30th June 2023

Fostering gender parity

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 57 per cent. For the first time in 2023, 50% of our most senior managers are female (Commissioners and Assistant Secretaries).

	2017	2019	2022	**2023**
Senior Management Positions	46%	50%	55%	**57%**
Commissioner/Assistant Secretary	13%	28%	47%	**50%**
Principal Officer	42%	50%	59%	**64%**
Assistant Principal Officer	47%	52%	55%	**56%**

What drives our gender pay gap?

While there is a higher female representation at all senior management levels except Commissioner, 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 eliminating 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**

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

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

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

Highlighting specific supports available to females, e.g., publicise information on breastfeeding arrangements, menopause supports
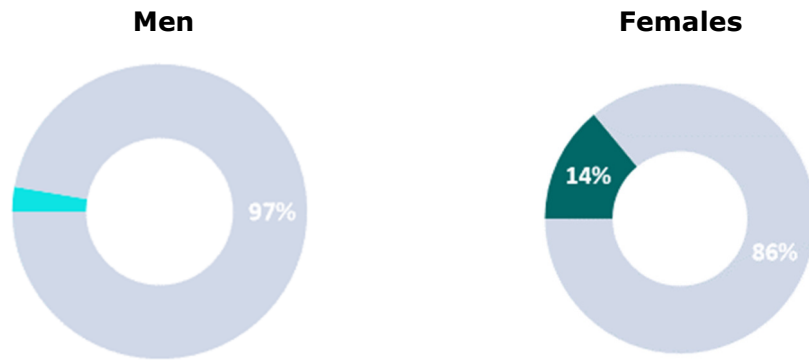
A **refresher webinar** focussed on the Civil Service Dignity at Work Policy, Revenue values and Employee Engagement Charter, which will roll out to all staff in 2024

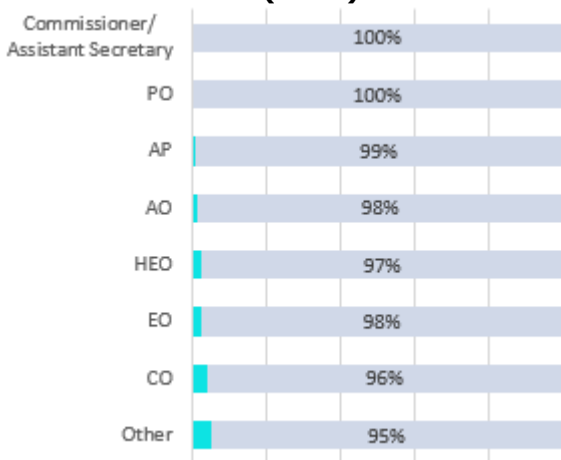**We continue to embrace Blended Working arrangements**

Revenue recognises and embraces the positive benefits that new ways of working have for work/life balance. Currently, some 85% of Revenue staff are participating in our Blended Working arrangements. We believe our Blended Working arrangements can support increased participation in the workplace with the potential to improve gender balance in part-time working arrangements.
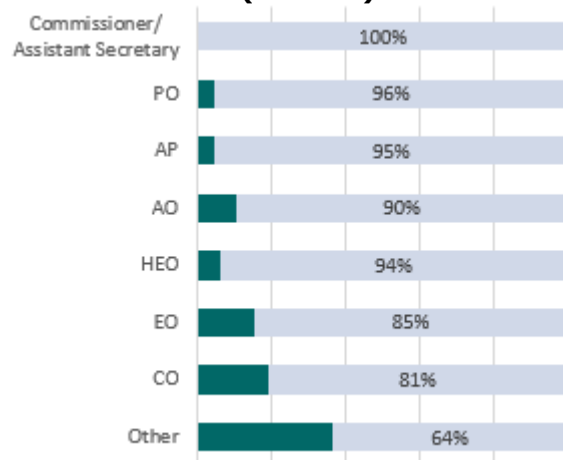
Working part-time in Revenue

Prior to the pandemic in 2019, 26 per cent of females worked part-time, while in 2023 the share is 14 per cent. This compares to a reduction in the share of part-time male employees from 4 to 3 per cent over the same period. In 2023, 17 per cent of females and 16 per cent of males who worked part-time in the 2022 returned to full-time employment. The average annual percentage of part-time female workers who returned to full-time employment in the previous four years was 10 compared to 9 per cent for males.
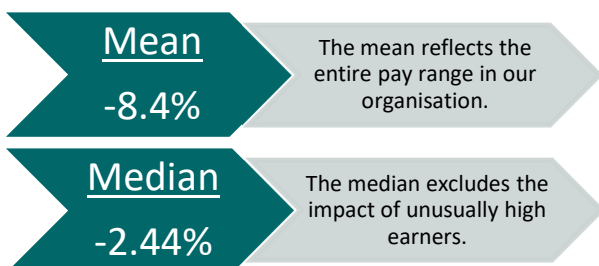
Men

97%

Females

14%

86%

Part-Time Status by Grade (Male)

Grade		
Commissioner/Assistant Secretary		100%
PO		100%
AP		99%
AO		98%
HEO		97%
EO		98%
CO		96%
Other		95%

Part-Time Status by Grade (Female)

Grade		
Commissioner/Assistant Secretary		100%
PO		96%
AP		95%
AO		90%
HEO		94%
EO		85%
CO		81%
Other		64%

Part-time gender pay gap

Mean -8.4%

The mean reflects the entire pay range in our organisation.

Median -2.44%

The median excludes the impact of unusually high earners.

There is a large negative part-time gender pay gap. However, a clear gender imbalance in part-time working arrangements exists.

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

Revenue
Cáin agus Custaim na hÉireann
Irish Tax and Customs

Income shares

Quartile	Female	Male
Lower	40%	60%
Middle Lower	39%	61%
Middle Upper	31%	69%
Upper	45%	55%

The distribution of income in each income quartile is primarily a reflection of the larger proportion of female employees in Revenue. However, female income earned in the top quartile makes up a lower share of their total income compared to males. This explains why the mean gender pay gap is higher than the median gender pay gap.

Revenue has nominated two gender balance champions to participate in the Forum on Tax Administration's (FTA) Gender Balance Network (GBN). The GBN provides an avenue to exchange views on current priorities and challenges as well as opportunities to adopt measures in use by other member tax administrations.

Revenue is proud of our **investment in our people** and regularly highlights the achievements of our staff.

In December 2022 Maria Morrissey was selected as a pre-accredited World Customs Organisation (WCO) expert in the area of Leadership and Management Development (LMD). She has continued on her journey to becoming a fully accredited WCO expert by demonstrating her professional expertise during a mission to the Bureau of Customs of the Philippines in June 2023. Maria will be facilitating a Leadership and Management Development Workshop to be delivered as part of the 88th Fellowship Programme of the WCO in March 2024.

In November 2023, Aedín Lang's participation in a micro-credential course for equality, diversity, and inclusion (EDI) was featured in the Sunday Business Post. The course offers a highly focused 12-week, five-credit micro-credential qualification in educating people on how to mentor for equality, diversity and inclusion, including practical mentoring sessions.

Aedín is mentoring young females as part of her course and hopes that her efforts will encourage some of them to choose science, technology, engineering and mathematics (STEM) as a future career option.

Recruitment and Promotion

Revenue has continued to develop its evidence base on gender equality. Previous gender pay gap research suggested a potential disparity in female willingness to seek promotion. **Revenue's 2023 Staff Engagement Survey** sought staff views on promotion and career progression. Report findings show that 67 per cent of eligible males reported they would go for promotion compared to 58 per cent of females. For those who are unlikely to apply for promotion, 21 per cent of females compared to 12 per cent of males indicated they would not do so due to the impact on their caring responsibilities. 25 per cent of males indicated they were not ready for promotion in contrast to 20 per cent of women. 12 per cent of females contended that they do not have the confidence to operate at the next level compared to 7 per cent of males which is suggestive of the widely studied gender confidence gap.

With the benefit of key insights from the 2023 Staff Engagement Survey, Revenue will continue to examine ways to encourage females to consider applying for promotion. Further, in the next year we will work with university researchers on a '**Call to Lead' project** looking at the main issues around potential leaders answering the call to lead.

Revenue signed up as a member of the **30%+ Club** in 2023 as part of our aim to achieve and promote gender equality. The 30%+ Club is a global campaign led by heads of organisations **taking action to increase gender diversity at board and executive committee levels**. As part of our engagement with the 30%+ Club, a senior member of our team participates as a Council member, and is the main contact for updates, actions and more practical events, including three Council events across the year.
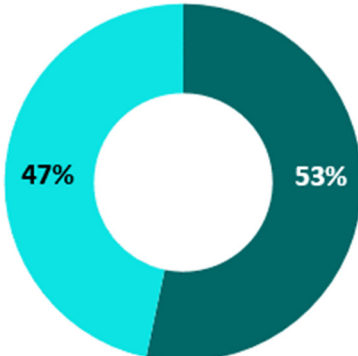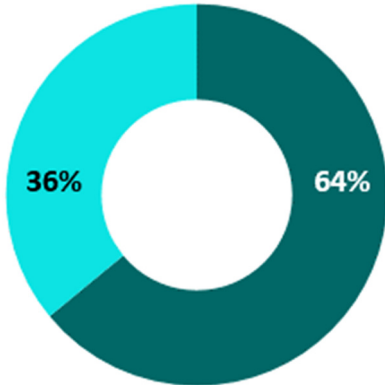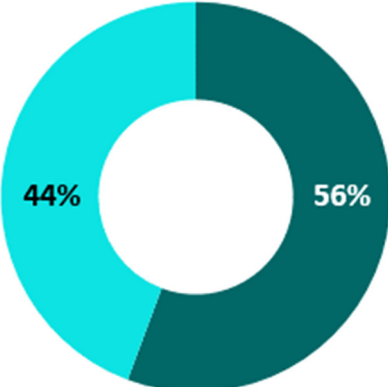
Revenue's Gender Balance in 2023
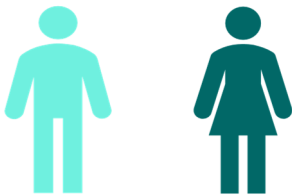
Revenue Overall
39% | 61%
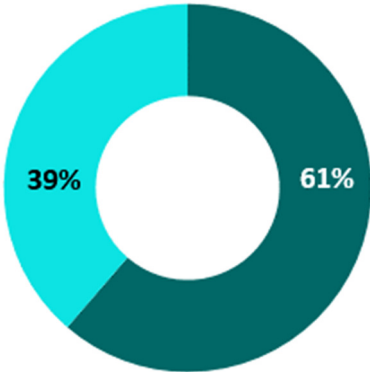
Assistant Secretary
47% | 53%

Principal Officer
36% | 64%

Assistant Principal
44% | 56%

Higher Executive Officer
42% | 58%
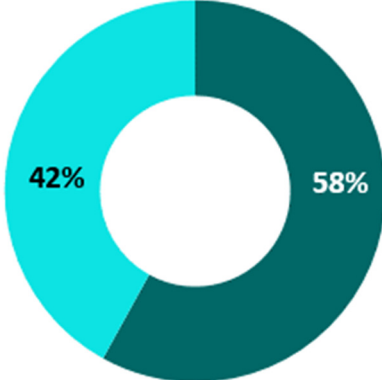
Administrative Officer
56% | 44%

Executive Officer
37% | 63%

Clerical Officer
34% | 66%

Revenue
Cáin agus Custaim na hÉireann
Irish Tax and Customs
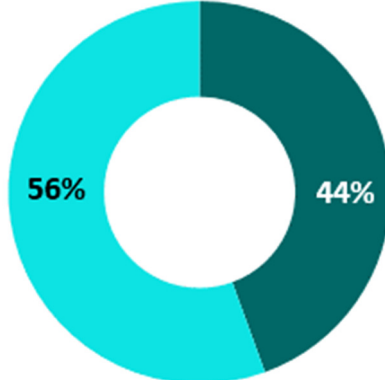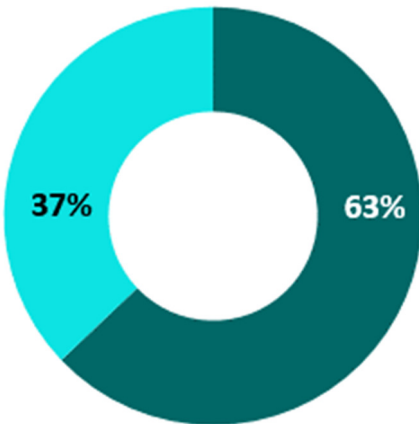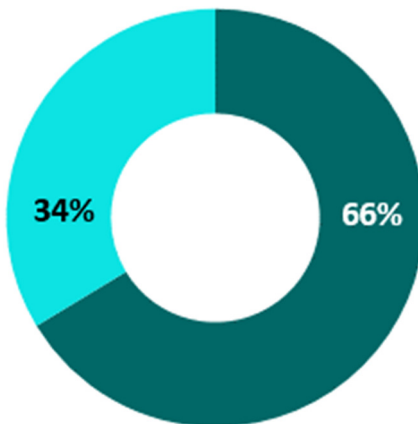
Appendix

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 30 June 2023.

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

	Gender gap in Hourly Remuneration - *See Note 2*			
	Mean	%	Median	%
All Employees	R.7(1)(a)	1.88%	R.8(1)(a)	-1.16%
Part-time Employees	R.7(1)(b)	-8.36%	R.8(1)(b)	-2.44%
Temporary Workers	R.7(1)(c)	5.41%	R.8(1)(c)	1.84%

	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)	0.05%

Pay Quartiles		% Male		% Female
Quartile 1	R.10(1)(a)	40%	R.10(1)(a)	60%
Quartile 2	R.10(1)(b)	39%	R.10(1)(b)	61%
Quartile 3	R.10(1)(c)	31%	R.10(1)(c)	69%
Quartile 4	R.10(1)(d)	45%	R.10(1)(d)	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