

Statistical Bulletin

(No. 16)



Department of Statistics, Ministry of Finance
September 24, 2026

In 2023, each tax admin staff member in Taiwan served 2,583 citizens, with females making up roughly 80% of the workforce, significantly higher than most neighboring economies.

- Due to differences in tax systems, tax workforce deployment varies across countries. According to the Asian Development Bank (ADB), each full-time equivalent (FTE) staff in Taiwan served an average of 2,583 citizens in 2023—comparable to Hong Kong and Malaysia, higher than South Korea, Japan, and Mainland China, and lower than Singapore and Thailand (3,000–3,200 citizens per FTE staff). In 2023, females made up 77.2% of Taiwan's tax administration staff, and 73.0% of executives were women. Both figures are significantly higher than in most Asia-Pacific economies. By contrast, female representation in Japan and South Korea is low, with female executives in South Korea accounting for just 2.6%, ranking near the bottom of the ADB survey¹. Compared to 2020, female staff shares went up and down about equally across the three years: South Korea saw the sharpest drop at 9.5 percentage points, while Taiwan saw a minor decrease of 1.2 percentage points. Meanwhile, female executives in Taiwan rose by 5.7 percentage points, trailing only Thailand's 9.2 percentage points.

2023 Average Citizens Served per FTE Tax Administration Staff
and the Proportion of Females in Asia-Pacific Economies

Item	Taiwan	Mainland China	Hong Kong	Japan	South Korea	Singapore	Malaysia	Thailand	Australia
Citizens / FTE Staff	2,583	2,110	2,545	2,224	2,421	3,041	2,574	3,195	1,469
Female Share (%)									
Staffs	77.2	41.4	66.4	24.7	46.9	68.3	56.8	81.3	56.6
Compared to 2020 (percentage points)	-1.2	3.2	-1.2	2.5	-9.5	-2.3	0.3	2.2	-1.3
Executives ²	73.0	16.2	53.8	11.2	2.6	50.0	42.4	71.5	47.6
Compared to 2020 (percentage points)	5.7	4.7	1.8	3.4	-0.1	-	-7.6	9.2	-2.6

¹ Higher only than Nauru (0.0%), Papua New Guinea (0.0%), Bhutan (0.0%) and Uzbekistan (1.8%).

² Executive-level positions are generally to be found within the senior management ranks of an organization and typically have very high levels of responsibility. Executives' roles are usually broad in scope, and they often oversee large numbers of staff/activities.

2. An analysis of the length of service distribution shows that Taiwan's tax workforce is relatively senior: 44.4% have served for over 20 years (lower than Mainland China at 57.4%, Thailand at 55.5%, and Japan at 50.4%), followed by 27.7% with 10 to 19 years of service. Combined, these two groups account for 72% of the workforce. By contrast, Hong Kong, South Korea, Singapore and Australia have younger profiles, with 42% to 58% of staff having less than 10 years of tenure—driven in Australia's case by recruitment to offset retirements and departures. Functionally, over half of Taiwan's staff in 2023 worked in verification activities, whereas frontline staff handling registration, service and processing made up the largest share in Hong Kong, Japan, South Korea, Singapore and Thailand.

2023 Length of Service and Functional Structure
of Tax Administration Staff in Asia-Pacific Economies

Unit: %

Countries/ Regions	Length of Service Distribution (Years)				FTE Share by Functional Groupings			
	<5	5~9	10~19	≥20	Registration, Service, Processing	All Verification Activities	Enforced Debt Collection	Others ³
Taiwan	15.1	12.8	27.7	44.4	11.6	53.3	5.9	29.2
Mainland China	12.1	14.6	15.5	57.4	...	...	...	...
Hong Kong	28.6	19.4	15.0	37.0	69.7	8.0	7.1	15.2
Japan	15.8	13.9	19.9	50.4	62.5	-	17.5	20.0
South Korea	28.6	29.1	21.2	21.0	52.7	20.2	9.8	17.3
Singapore	30.1	11.8	26.6	31.5	42.2	21.3	9.1	27.4
Malaysia	10.5	19.3	41.9	28.4	20.6	28.5	11.4	39.5
Thailand	24.7	5.3	14.5	55.5	41.0	21.5	5.1	32.4
Australia	35.2	13.9	28.0	23.0	23.4	25.9	1.1	49.6

Data Source: ADB, A Comparative Analysis of Tax Administration in Asia and the Pacific: Ninth Edition.

(Contents on this site have been translated using artificial intelligence (AI) or machine translation technology.)

³ Others containing Dispute Management, Human Resource Management, ICT Support and All Other Functions.