



This action plan sets out our commitment to employ people equitably and fairly, to foster an inclusive environment, and to support diversity

<p>About TAIC</p> <p>The Transport Accident Investigation Commission is a standing commission of inquiry. Broadly, our sole purpose is to improve transport safety in the aviation, maritime and rail transport modes.</p> <p>We conduct independent safety investigations into transport accidents/incidents if we believe there are lessons to be learned. The Commission publishes reports of our findings and may make safety recommendations.</p>	<p>Our people</p> <p>Summary workforce metrics for our organisation as at 1 December 2024 are set out below¹:</p> <ul style="list-style-type: none"> • TAIC workforce comprised 36 permanent and fixed-term staff, mostly based at the organisation’s Wellington head office. This represented an increase from 31 permanent and fixed-term staff as at 1 December 2023. • TAIC’s workforce comprised 48% women and 52% men. This is very similar to the previous measure of workforce representation of 46 percent women and 54 percent men as at 1 December 2024. • TAIC maintained strong representation of women in leadership roles within the organisation during the reporting period. Five of TAIC’s senior management roles were held by women and three by men as at 1 December 2024. • TAIC recorded a gender pay gap of -1 percent as at 1 December 2024. This compares with the 2024 Public Sector average of 6.1 percent. 	<p>Our diversity and equity achievements</p> <p>TAIC has continued to build on the positive achievements made since our initial action plan in 2023. We continue to focus on areas where we can make progress within our current resources.</p> <p>Over the 12-month period ending 1 December 2024 TAIC:</p> <ul style="list-style-type: none"> • maintained the proportion of women in leadership roles • maintained our organisational focus on equity in pay through: <ul style="list-style-type: none"> – a continued commitment to role sizing – equitable salary review – the operationalisation of an investigator training and competency framework • recorded a gender pay gap of -1 percent as at 1 December 2024 • reviewed and confirmed that TAIC’s approach to flexible working is working effectively and that it is aligned with government expectations • continued to support our people’s resilience through our mental health and wellbeing programme • continued implementation of the organisation’s refreshed Cultural Competency Programme 2024-2027.
<p>Our diversity and equity commitment</p> <p>TAIC is an Independent Crown Entity, committed to ensuring a fair and inclusive workplace for all employees.</p> <p>We are dedicated to fostering transparency, diversity, inclusion, and maintaining our achievements to date in addressing gender pay gaps to further build a culture of belonging and equality within our organisation.</p>	<p>¹ Understanding the data</p> <p>The small size of our organisation means we do not produce statistically significant gender or ethnic pay gap metrics. To calculate robust pay gap measures an organisation should have more than 100 employees, including at least 20 people in each identified group.</p> <p>Changes in staffing (even minor ones) can affect our pay gap data significantly. Although we have referenced comparative metrics such as data from previous year(s) and external benchmarks where available (e.g., Public Service Commission workforce data) it should be noted that our workforce metrics represent a snapshot in time. The information does not provide an accurate basis to guide future planning, nor does it identify meaningful emerging trends.</p>	
<p>TAIC’s diversity and equity journey</p> <p>TAIC is committed to engaging with staff in ongoing diversity and equity action planning. Feedback and input are continually encouraged.</p> <p>At TAIC we are realistic about what we may achieve in terms of diversity, given the small size of our organisation and the specialist nature of our core business.</p> <p>Our people (approximately 36 permanent and fixed-term staff) are experts in their technically specialised fields and passionate about improving transport safety in New Zealand.</p>		





Supporting diversity and equity at the Transport Accident Investigation Commission

<i>DEI milestone</i>	<i>Our goal</i>	<i>Our achievements</i>	<i>Our future plans</i>	<i>Measuring success</i>
Equal pay Ngā hua tōkeke mō te utu	We ensure starting salaries (and salaries for existing staff) for the same or similar roles are equitable	<ul style="list-style-type: none"> The size of any newly created or revised position description is undertaken by an independent organisation with expertise in this area. Internal equities are actively considered in the development any offers of employment to ensure equity with existing staff. Is maintained Our gender pay gap has decreased from 15 percent in December 2021 to 8 percent in February 2025 	<ul style="list-style-type: none"> Continue consideration of gender and ethnic equity in remuneration review moderation Continue consideration of gender and ethnic equity in recruitment and appointment process 	<ul style="list-style-type: none"> Equitable starting salaries for all people in all roles No unjustified pay gaps within our organisation
Leadership and representation Te whai kanohi i ngā taumata katoa	We strive to develop a workforce at all levels that is representative of society (while acknowledging the limitation of our small size and highly professional, technically specialised workforce)	<ul style="list-style-type: none"> Our tier 2 and 3 leadership team is close to gender balanced Our total workforce has comparable numbers of men and women At least ten ethnicities are identified within our staff 	<ul style="list-style-type: none"> Maintain gender equity across the organisation based on merit Seek to further understand and better support diversity within our workforce Continue customisation of individual recruitment initiatives to ensure a diverse pipeline for specialist roles Expand and promote family-friendly policies and practices 	<ul style="list-style-type: none"> Operation of a robust recruitment process to ensure we select and appoint the best applicant Gender balance is maintained in leadership roles Gender balance and ethnic diversity is maintained across the organisation
Eliminating bias and discrimination Te whakakore i te katoa o ngā momo whakatoihara, haukume anō	We are free from bias and discrimination in our systems and practices	<ul style="list-style-type: none"> Improved our awareness and understanding of Te Tiriti o Waitangi in our work Commenced implementation of our Cultural Competency Plan 2024-2027 	<ul style="list-style-type: none"> Continue the implementation of the refreshed Cultural Competency Plan 2024 – 2027 Continue to develop and refine HR policies and guidelines, seeking input from staff and considering their feedback Provide further training and development initiatives to build on work undertaken to date in developing interpersonal skills in our workforce 	<ul style="list-style-type: none"> Human resources and procurement policies and practices are free from bias and discrimination All our people (especially our leaders) understand bias and how to mitigate it Bias mitigation strategies used in all people-related processes
Flexible work by default Te Taunoa o te mahi pīngore	We give our people flexible options that support different levels of participation in the workforce	<ul style="list-style-type: none"> Flexible working approach reviewed and confirmed We have built on our positive working culture and continued to change perspectives around flexible working 	<ul style="list-style-type: none"> Continue to include flexible work options where appropriate 	<ul style="list-style-type: none"> Our people are happy in their work (positive culture results in annual Ask Your Teams survey)
Transparency Te pono	We ensure easy access to human resources and remuneration policies and systems, including salary bands	<ul style="list-style-type: none"> Salary band ranges included in recruitment advertisements and job descriptions Policies, procedures, guidelines and forms available to staff and managers on the intranet, including salary band structure 	<ul style="list-style-type: none"> Rolling review and refresh of HR information and resources section on intranet 	<ul style="list-style-type: none"> Our people feel they are respected and paid fairly (positive culture results in annual Ask Your Teams survey)