

Annual Report

2025–26

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land. We pay respect to Elders, past and present, and all Aboriginal and Torres Strait Islander people that call Victoria home today.

We recognise and respect their culture, beliefs, and connection to Country, with traditions and customs that have existed for over 60,000 years, and are privileged to share the lands we live on and operate in. We respect this land too – and our purpose is to care for the lives of everyone who travels on Victorian roads.

Inset: Artwork by Jurawaa Stanley (2021)
The Roads that Keep Us Connected



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October 2026

Dear Ministers

The Hon Steve Dimopoulos MP
The Hon Paul Hamer MP

I am pleased to submit the 40th Annual Report of the Transport Accident Commission for presentation to Parliament, pursuant to Part 7 of the *Financial Management Act 1994*.



John Cain
Chair, Transport Accident Commission

Cover photo credit: Paul Hermes

From our CEO and Chair

Our purpose is simple: to care for the lives of everyone who travels on Victoria's roads. It is a purpose that motivates our people every day and underpins every decision we make.

This year marks 40 years since the Victorian Parliament established the Transport Accident Commission (the TAC) through the *Transport Accident Act 1986*. The Act created a no-fault scheme designed to provide fair support and rehabilitation for people injured in transport accidents, while reducing the social and economic cost of transport trauma to the Victorian community. These principles remain as relevant today as they were four decades ago.

Whether we are preventing road trauma, supporting recovery after injury or providing lifetime care, our focus is on improving lives while maintaining a sustainable scheme.

During 2025–26, we delivered strong results across each of these priorities.

Safe to travel

There were 291 lives lost on Victorian roads during 2025. While 22 fewer lives were lost in the first half of 2026 compared to the same period in 2025, every death is a tragedy and reinforces the importance of sustained investment and a long-term commitment to road safety.

During the year, we invested almost $131 million in road safety and trauma prevention initiatives. We also announced more than $28.3 million in new funding for innovative technology and automated road safety cameras. The funding agreement, which extends until the end of 2029–30, will expand our partnership with the Department of Justice and Community Safety and Victoria Police to increase enforcement capacity and address the highest-risk behaviours on Victorian roads.

We continued to partner with the Department of Transport and Planning to deliver life-saving infrastructure, taking our total investment in the Safer Roads Program to $1.62 billion since 2014. We also supported 275 projects across 73 councils during the financial year as part of the Safe Local Roads and Streets Program.

We also kept challenging high-risk behaviours through targeted road safety campaigns that all exceeded the expected reach, while our education programs engaged with 31,562 students and our community partnerships expanded the reach of our road safety messages to an estimated 1,700 additional grassroots clubs.

Best client outcomes

During 2025–26, we supported more than 48,000 clients and funded almost $1.97 billion in treatment, rehabilitation, care, benefits and compensation.

Through improvements to our claims management approach, provider partnerships and service delivery, clients are receiving support sooner and experiencing faster outcomes. These improvements are reflected in shorter Independent Medical Examination wait times (reduced by 33%), quicker medical report turnaround times (improved by 76%) and improved client experience scores, which increased for an eighth consecutive reporting period.

We also improved our end-to-end payment process for providers. As they are being paid more promptly, we are receiving fewer follow-up calls. This not only reduced the average call wait times for payment enquiries – from around 12 minutes to just under one minute – but it has also reduced the administrative burden on providers, maximising the time they have available to work with our clients.

Overall, these improvements are helping people rebuild their lives after injury and regain independence sooner, with almost 2,000 clients becoming independent of income support within 12 months of their accident and more than 7,800 achieving independence from the scheme altogether.

For those who sustain the most severe and life-changing injuries, our commitment extends for decades and, in many cases, for life. The lifelong care and support needs of this cohort represent approximately $10 billion in future care needs and 60% of our overall claims liability.

We commenced significant service reforms for clients with severe injuries during the financial year, focusing on new rehabilitation approaches, assistive technologies and models of care to enhance independence and quality of life.

We also continued to improve the experience of clients seeking common law compensation. This year marked 20 years of the TAC Protocols, which have helped resolve more than 80% of legal matters without litigation. Further improvements, including greater use of jointly appointed medical specialists, are reducing duplication and minimising delays to help clients receive outcomes sooner.

During the financial year, we also introduced AI-powered call summarisation. This initiative reduced call-handling times by 15%, improved record quality and consistency, and gave our teams more time to focus on supporting clients.

We also participated in the Parliamentary Inquiry into claims made through the TAC. The perspectives shared by clients, families, providers and advocates reinforced the importance of ongoing improvements being delivered through our *Make Every Day Matter* strategy, and we welcome the Victorian Government's careful consideration of the recommendations.

Scheme for now and the future

Delivering better road safety and client outcomes helps keep the scheme affordable and sustainable for everyone. Indeed, Victorian vehicle owners have never experienced a TAC premium increase above inflation.

Healthcare and disability costs continue to rise faster than inflation, and the TAC is not immune to these pressures. While improving road safety and client outcomes are essential for reducing the impact of road trauma on individuals, families and communities, these efforts also support the long-term sustainability of the scheme.

Maintaining long-term sustainability requires careful stewardship, underpinned by rigorous actuarial analysis to ensure we can meet the future needs of people who may require support for years, or throughout their lifetime. We carefully assess the funding required to meet these commitments, setting objectives to ensure the prudent management of the scheme's investment assets will continue to exceed future liabilities. This disciplined approach gives us confidence that support will be available when Victorians need it most – both today and into the future.

High performing culture

While we value our progress this year, none of it would be possible without our people. United by a shared purpose, our employees continue to deliver outstanding outcomes for clients and the community.

Our Employee Engagement Index remained at 74%, exceeding the Victorian Public Sector average. Pleasingly, we also saw improvement in our overall Inclusion Score, which increased from 79 in 2024 to 84 in 2025, showing that our 'inclusion by design' approach is having a measurable impact on people's perceptions of the workplace.

YEAR IN REVIEW

$1.97 billion
spent on treatment, rehabilitation, care, benefits and compensation

48,328
clients received support

292,260
calls answered by our people

424,270
calls made by our people

665,292
lodgements accepted since 1986

From our CEO and Chair

During the year, we advanced our commitment to inclusion and capability through a new Gender Equality Action Plan, our Make My Leadership Matter program and continued reconciliation initiatives, which included establishing a dedicated First Nations function and ongoing development of our next Reconciliation Action Plan.

We are proud of the professionalism, integrity and empathy our people bring to their work every day. Their commitment underpins the trust Victorians place in the TAC.

We would like to thank our longstanding Board Chair, Greg Wilson, and interim Board Chair, Dr Samantha Smith, for their leadership and contribution to the TAC. Their support has helped strengthen the foundations of our organisation, preparing us for our next chapter.

As we reflect on 40 years of supporting Victorians, we remain focused on a future where we can continue caring for Victorians when they need us most, while reducing the road trauma that led them to us in the first place.

While the challenges facing road safety, healthcare and disability services continue to evolve, so too does our determination to meet them. That's because we know that every reduction in road trauma, every successful recovery and every gain in client independence helps build a safer Victoria and a stronger scheme for future generations.



John Cain
Chair



Tracey Slatter
Chief Executive Officer

Table 1: Summary of financial results

IMPACT ON PROFIT	2022–23 $M	2023–24 $M	2024–25 $M	2025–26 $M
Economic Insurance Result	1,348	1,197	929	575
Claims experience – difference in discount rate (long-term versus risk-free)	547	(68)	(111)	(223)
Impact on profit from external factors:				
Difference between actual investment returns and long-term expected returns	338	380	735	512
Change in inflation assumptions and discount rates	92	(42)	35	686
Income tax expense	(668)	(427)	(453)	(446)
Net profit after tax	**1,657**	**1,040**	**1,135**	**1,104**
Insurance Funding Ratio (%)	160.1	151.6	152.5*	146.7

*Change in the long-term investment objective return at 1 July 2025 from CPI + 5% to CPI + 4.5% accounted for a reduction of 6.8% in the Insurance Funding Ratio to 145.7% at the beginning of 2025–26

Ministers, Board and Executive

Minister for WorkSafe and the TAC*

The Hon Ben Carroll MP

Minister for Roads and Road Safety*

The Hon Ros Spence MP

Board of Management*

John Cain (Chair)
Robert Cameron
Professor Robin Doss
James Flintoft
Binda Gokhale
Catherine Jones
Sharon McCrohan

Visit tac.vic.gov.au/about-the-tac/our-organisation for more information about our Board and Executive Leadership team.

Executive Leadership Team*

Tracey Slatter
Chief Executive Officer

Samantha Cockfield
Executive General Manager, Road Safety

Adam Cunningham
Executive General Manager, Finance and Governance

Tracey Dore
Executive General Manager, People, Culture and Engagement

Katherine Gobbi
Executive General Manager, Clients

Steve Moylan
Executive General Manager, Performance Risk and Strategy

Natalie McColl
Executive General Manager, Enterprise Change and Workplace Experience

Jennifer Rebeiro
Executive General Manager, Enterprise Transformation

Jacqui Sampson / Fin Bird
Executive General Manager, Community#

* As at 30 June 2026
# Job share arrangement

ABOUT US

The Transport Accident Commission (TAC) officially commenced on 1 January 1987 to fulfil the objectives described in the *Transport Accident Act 1986*.

Our role is to promote road safety, support those who've been injured on Victoria's roads and help them get their lives back on track.

Since 1 January 2023, we have reported to the Victorian Department of Treasury and Finance as our portfolio department.





Pictured: Two TAC employees. Credit: Andy Rogers

How we work

Our purpose

To care for the lives of everyone who travels on Victoria's roads.

We care about every single person who travels on Victoria's roads and we have their best interests at heart. It's why we're pushing the envelope to prevent road trauma. And it's why we're always looking for new and improved ways to support those who experience it.

Our values

Developed by our people, our values underpin every aspect of our organisation. They guide what we do, how we think and, importantly, the way we respond to and support Victorians impacted by road trauma.

We value life

We value all lives and are committed to delivering a road safety system that protects all users from harm. Through quality, respectful and timely supports and services, we help our clients get their lives back on track as quickly as possible.

Our value for life also extends to our own people. We know that prioritising their wellbeing leads to a healthier workplace and better outcomes.

We make every conversation count

We know that trust is built and reinforced one conversation at a time. We ensure the conversations we have with colleagues, clients, partners and our community are authentic, heard and acted upon.

We will find a better way, today

Our people are empowered to be innovative and creative, and to always seek better ways to care for our clients and to prevent road trauma.

We make the complicated simple

We break down barriers that get in the way of achieving success. We simplify the way we do things and the interactions we have – for our clients, our partners and our broader community.

Delivering benefits

The TAC is a Victorian Government-owned agency, established under the *Transport Accident Act 1986* (the Act).

We cover the costs of injuries that are the direct result of accidents involving the driving of a car, motorcycle, bus, train or tram. This means we provide support to a variety of road users including drivers, passengers, pedestrians, motorcyclists and cyclists. Compensation can vary from income support during the period of recovery, to the payment of a lump sum in the event of serious and lasting impairment and injury.

Under our 'no-fault' scheme, we pay for medical benefits and support services for any injured person – no matter who caused the accident. We fund medical treatments for as long as necessary, whether it's over the short term, or for a lifetime. Our scheme is funded through the Transport Accident Charge, which is part of the annual vehicle registration Victorians pay through VicRoads.

If fault can be proved, our scheme – through a set of world-leading legal protocols – provides proactive common law benefits.

We deliver these supports in a caring, efficient and financially responsible way to maintain the long-term sustainability of our scheme.

Partnering to protect

We work closely with our partners across government, industry and the broader community to reduce road trauma, and support those affected by it. We focus on:

Accident prevention

We work with road safety partners investing in initiatives that reduce the incidence and severity of road trauma.

Rehabilitation

We work with health and disability stakeholders to help injured people recover, get back to work and regain their independence.

Claims management

We empower our own people to make decisions in accordance with the Act to best support and promote recovery and compensation outcomes for our clients.

Financial management

We work with government to make sure our scheme is viable, sustainable and represents value for money.

Scheme design

We work with stakeholders to make sure compensation is accurate, fair and provided as early as possible.

An expert voice in road safety

We provide expert advice on road safety and accident prevention. We do this by investing in exceptional research and data, world-leading technology and infrastructure, and quality education and awareness initiatives.

Our Victorian road safety partners

The Victorian Road Safety Partnership recognises the need for cross-government collaboration in achieving road safety outcomes. It is led by Road Safety Victoria, which also coordinates the delivery of the *Victorian Road Safety Strategy 2021–2030*.

As a member of the partnership, we work closely with the Department of Transport and Planning (the lead road safety agency), Victoria Police, the Department of Justice and Community Safety and the Department of Health to create safer roads for everyone – whether they're driving, walking, cycling or using public transport.

Our other key partners

We also collaborate with a range of organisations that help prevent road trauma and support Victorians impacted by road crashes.

The following partners contribute valuable expertise in research, emergency response, healthcare, road infrastructure, community education, advocacy and policy development:

- Amber Community
- Ambulance Victoria
- Country Fire Authority
- Crime Stoppers
- Department of Treasury and Finance (portfolio department)
- Fire Rescue Victoria
- local governments
- Monash University Accident Research Centre
- Victoria State Emergency Service
- Victorian hospital network.

MAKE EVERY DAY MATTER

We launched our *Make Every Day Matter* strategy in October 2024. It is underpinned by ambitious goals and targets that will help us deliver better outcomes for clients, providers, our people and the community.

Our goals	Our aspirations	Success by 2030
SAFE TO TRAVEL	**1.** Significant reduction in serious road trauma **2.** Safety first road culture **3.** Be bold in leading the necessary changes	Halving **lives lost** Significantly reducing **serious injuries**
BEST CLIENT OUTCOMES	**1.** Client-centred recovery and independence **2.** Best providers, best outcomes **3.** Service excellence	Achieving our best **client outcomes** score > 70% of our **providers** find the TAC **easy to deal with**
HIGH PERFORMING CULTURE	**1.** Empowered and innovating **2.** Accountable for outcomes **3.** Lead and learn together	**Employee engagement** is above the Australian norm Ideal state culture in **constructive behaviour styles** achieved
SCHEME FOR NOW AND THE FUTURE	**1.** Financial sustainability **2.** Community trusted **3.** Leading in Environmental, Social and Governance (ESG)	Our **insurance funding ratio** is around the mid target range **ESG** is part of our every day

How we will achieve success

- Community acceptance of Safe System improvements
- Enable safe and compliant road users
- Influence uptake of safe vehicles
- Invest in transformational road safety infrastructure

- Deliver a client-centric response to recovery and independence
- Transform our partnerships to achieve best client outcomes
- Transform our client service delivery, enabled by modern technology
- Ensure equality of outcomes for First Nations clients

- Cultivate leadership and elevate talent
- Embed a high performing culture and optimise strategic workforce planning
- Uplift employee experience and performance
- Advance reconciliation at the TAC and in community
- Advance inclusion and diversity to be integral in everything we do
- Transform business processes and systems

- Modernise insights and operations
- Enhance governance, risk and compliance
- Ensure financial viability and sustainability of the scheme
- Progress ESG

Performance and measurement

Each year, we set stretch targets to push ourselves and our performance beyond what we think is possible. We know this approach improves our results and helps us to learn and grow.

In 2025–26, we met 7 of the 14 ambitious targets in our *Make Every Day Matter* scorecard (see Table 2). Our results showed improvements in client and provider experience and progress in supporting client independence. They also highlighted the need to maintain our focus on reducing road trauma.

Safe to travel

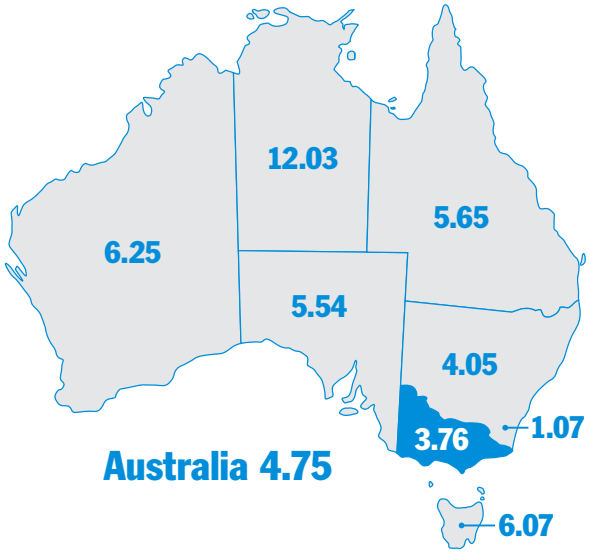
There were 291 lives lost on Victorian roads in 2025 – above the expected range and six more than in 2024.

While 126 lives were sadly lost in the first six months of 2026, this was 22 fewer than the same period in 2025. Additionally, the per capita rate of lives lost per 100,000 population in Victoria was well below the Australian average of 4.75 in June 2026, and remained the lowest of any Australian state at 3.76 (see Figure 1).[1]

These outcomes reflect decades of investment in safer roads, safer vehicles, stronger enforcement and behaviour change initiatives.

There were 1,338 people seriously injured (MAIS3+) on Victorian roads in 2025 – a 2% increase on the previous year. Serious injuries remain a significant concern and highlight the importance of sustained investment in infrastructure, behaviour change and enforcement initiatives.

Figure 1: Lives lost in Australia per 100,000 population (June 2026)



[1] Excludes the Australian Capital Territory due to its unique jurisdictional characteristics and population size

Best client outcomes

During 2025–26, we continued to strengthen client and provider experience, while maintaining focus on supporting client independence and timely resolution of claims.

Client experience continued its positive trajectory, exceeding our target with an overall satisfaction score of 7.02 out of 10 and marking the third consecutive year we have registered a scorecard improvement for this measure.

Provider ease of experience also improved significantly, exceeding target at 64.7%. These results reflect sustained efforts to simplify interactions and strengthen partnerships that support client recovery.

The independent of scheme outcome measure, which assesses the percentage of clients who no longer require TAC scheme benefits 12 months after their accident, achieved 70.3%. While below target, more than 7,800 clients became independent of the scheme during the year, supporting their long-term recovery and reducing their reliance on ongoing support services.

The back to work outcome measure, which assesses the percentage of clients who became independent of income support within 12 months of their accident, achieved 65.7%. While this result was slightly below target, it represents almost 2,000 clients becoming independent of income support within a year and shows the value of our ongoing investment in return-to-work supports.

Our common law resolution result was better than target this financial year, with 75.2% of eligible claims (1,451 claims) resolved within 18 months. This result is the outcome of our ongoing efforts to reduce the length and complexity of the process for the benefit of clients and their families.

Note: As of 2026–27, we will be adjusting the back to work outcome and independent of scheme outcome measures to include all eligible client cohorts (except for dependency clients) and remove a historical payment-rule adjustment. These changes will give us a broader view of recovery and independence outcomes across our client population, establishing a new baseline for future reporting.

High performing culture

Our people and culture measures have remained stable.

Our Employee Engagement Index result was 74%. This exceeded the wider Victorian Public Sector average, but was slightly below target.

Our 2026 constructive culture result has remained stable over the past two years. This measure assesses the extent to which employees experience a culture that promotes achievement, collaboration, learning and personal growth. While the overall result was below target, improvements were evident in areas associated with constructive leadership influence and achievement-oriented behaviours.

The year-end Total Recordable Injury Frequency Rate was 3.06, which is broadly in line with industry benchmarks. Post-incident investigations did not identify any significant systemic workplace safety risks or emerging trends.

Scheme for now and the future

In 2025–26, we continued to strengthen the long-term sustainability of the scheme. Our economic insurance result, administrative ratio and insurance funding ratio all remained favourable to budget. Further details about this are available in the financial report on page 70.

Our Environmental, Social and Governance (ESG) Index achieved a score of 89% in its inaugural year. This result was supported by strong environmental performance, with Scope 1 and 2 emissions down by 70%, and improved social performance driven by increased spending with social benefit suppliers ($2.4 million). We also achieved six of the ten compliance measures used to assess governance performance and improved our results across all measures.

These results demonstrate continued progress in embedding sustainability, social value and strong governance practices across the organisation.

Table 2: Our corporate scorecard

● = Measure achieved ○ = Measure not achieved

AREA		MEASURE	2024–25 ACTUAL	2025–26 ACTUAL	2025–26 TARGET	RESULT
Safe to travel	1	Lives lost (#) (calendar year)	285 (2024)	**291** (2025)	Reduction to 241–282	○
	2	Minimise serious injuries MAIS* 3+ (#)	1,312 (2024)	**1,338** (2025)	Reduction to 1,194–1,418	●
Best client outcomes	3	Client experience score (/10)	6.88	**7.02**	7.00	●
	4	Provider ease of experience (%)	60.4	**64.7**	62.0	●
	5	Independent of scheme outcome (%) (current to FY26)	71.5	**70.3**	73.0	○
	6	Back to work outcome (%) (current to FY26)	65.3	**65.7**	66.1	○
	7	Resolution of common law (%)	72.8	**75.2**	73.0	●
High performing culture	8	Employee engagement index (%)	76.0	**74.0**	75.0	○
	9	Total recordable injury frequency rate (#)	0.84	**3.06**	0.00	○
	10	Constructive culture (%)	–	**25.0**	50.0	○
Scheme for now and the future	11	Economic insurance result ($m)	929.0	**574.6**	519.1	●
	12	Administrative ratio (%)	11.4	**12.8**	12.9	●
	13	Insurance funding ratio (%)	145.7	**146.7**	138.9	●
	14	ESG Index (%)	–	**89.0**	100	○

*MAIS: Maximum Abbreviated Injury Scale

Road safety data

There were 291 lives lost on Victoria's roads in 2025.

Crashes on high-speed roads continued to be a challenge in regional Victoria. Major contributing factors continued to be speed, drink and drug driving, distractions, fatigue and not wearing a seatbelt.

In total, 157 lives were lost on regional roads in 2025. This was nine more than in 2024, representing a 6% increase. There was a slight decrease in driver, motorcyclist and cyclist fatalities across Victoria.

One of the most encouraging trends in 2025 was the 28% decrease in overall fatalities among people aged 18 to 25 years – from 50 fatalities in 2024 to 36 fatalities in 2025.

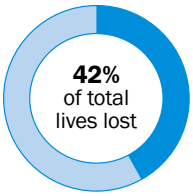
There was only one e-scooter rider death in 2025, which was three fewer than in 2024. This remains an emerging category of vulnerable road user, and e-scooter riders will continue to be monitored as data collection improves.

While there were some positive trends last year, we are a long way from reaching the ambitious target set by the *Victorian Road Safety Strategy 2021–2030*, which aims to eliminate all deaths from Victorian roads by 2050.

Lives lost in 2025 (1 Jan to 31 Dec)

DRIVERS

123 died in 2025
4 fewer than 2024 (-3%)
115 lives lost – 5-year average
↑ on previous 5-year average (+7%)



PASSENGERS

45 died in 2025
15 more than 2024 (+50%)
37 lives lost – 5-year average
↑ on previous 5-year average (+22%)



PEDESTRIANS

52 died in 2025
4 more than 2024 (+8%)
39 lives lost – 5-year average
↑ on previous 5-year average (+34%)



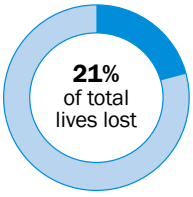
CYCLISTS*

9 died in 2025
3 fewer than 2024 (-25%)
12 lives lost – 5-year average
↓ on previous 5-year average (-22%)



MOTORCYCLISTS

61 died in 2025
2 fewer than 2024 (-3%)
49 lives lost – 5-year average
↑ on previous 5-year average (+25%)



E-SCOOTER RIDERS

1 died in 2025
3 fewer than 2024 (-75%)
5-year average not available



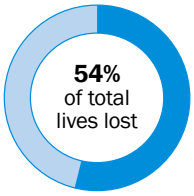
MELBOURNE

134 died in 2025
2 fewer than 2024 (-1%)
113 lives lost – 5-year average
↑ on previous 5-year average (+19%)



RURAL

157 died in 2025
9 more than 2024 (+6%)
140 lives lost – 5-year average
↑ on previous 5-year average (+12%)



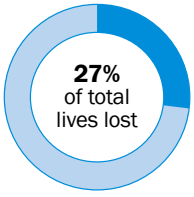
MALES

213 died in 2025
5 more than 2024 (+2%)
184 lives lost – 5-year average
↑ on previous 5-year average (+16%)



FEMALES

78 died in 2025
2 more than 2024 (+3%)
68 lives lost – 5-year average
↑ on previous 5-year average (+14%)



*Includes people riding an e-bike that meets the legal definition of an e-bike. Riders of e-bikes that do not meet this definition are classified as motorcyclists.



STRATEGIC GOAL 1:

SAFE TO TRAVEL

We are building a future where every journey on Victoria's roads is a safe one.

With more lives lost on Victorian roads in 2025 compared to 2024, and regional roads continuing to present a significant challenge, we have continued to work across all aspects of the Safe System with government departments, Victoria Police, local councils, industry and community organisations.

Among the key activities we funded were enforcement programs, road safety infrastructure, public education campaigns, road safety programs, sponsorships, engagement programs and investments in local communities via grants.

A breakdown of our major areas of road safety expenditure in 2025–26 is provided in Table 3.

We also continued promoting safer vehicles through initiatives such as the Senior Road User Hub and vehicle safety research partnerships, while our ongoing support for MotoCAP continued to help motorcyclists make better protective clothing choices.

Collectively, these initiatives aim to support safer behaviours, safer roads, safer vehicles and a stronger road safety culture across Victoria.

Highlights from 2025–26

We signed a new agreement with Victoria Police, contributing $14.8 million over three years to support enhanced road safety enforcement activities.

Our Road to Zero and Road Smart Interactive programs booked 31,562 students – an increase of approximately 15% on the previous financial year.

The Safe Local Roads and Streets Program funded 275 projects across 73 councils during 2025–26, improving road safety infrastructure throughout Victoria.

We launched our new Tiny Home activation for the Vanessa Program in December 2025 and increased engagement on Instagram by 114%.

We awarded over $2.8 million in grants to local governments and community organisations for road safety projects.

We committed $28.3 million to the Department of Justice and Community Safety to implement a suite of new enforcement technology programs targeting unsafe and non-compliant driver behaviour.



Table 3: Road safety expenditure[1]

SAFE TO TRAVEL	2025–26 EXPENDITURE ($M)
Enforcement programs[2]	33.5
Sponsorships, engagement and communications	16.0
Public education campaigns	25.9
Road safety community programs[3]	32.2
Motorcycle levy	6.4
Research, vehicle safety and technology	8.0
INFRASTRUCTURE PROGRAMS	
Victorian State infrastructure programs[4]	45.0
Local Government infrastructure programs[5]	55.1
Commonwealth Road Safety Infrastructure Program (tranches 2–5)	24.6

1. Excludes administrative costs
2. Includes Strategic Enhanced Enforcement Program (SEEP) and the Distracted Drivers and Seatbelt (DDS) camera program (Action Plan 2)
3. Includes Young driver safety, L2P, heavy licensing, gig economy, Road Safety and Local Government grants
4. Includes Action Plan 2, Safer Roads Program and Towards Zero initiatives
5. Includes the Safer Local Roads and Streets Program

Our key focus areas

1.1 Safe and compliant road users

Enforcement

For over 20 years, we have been partnering with Victoria Police to increase the level and effectiveness of its road safety enforcement activities in high-risk locations via the Strategic Enhanced Enforcement Program (SEEP).

The SEEP program is designed to minimise the number of drivers who are speeding or driving under the influence of alcohol or drugs by giving a visible presence to enforcement activities in places where drivers and their passengers are at greatest risk.

As part of a new agreement with Victoria Police that was signed during the financial year, we will contribute $14.8 million to enforcement over the next three years, with an option to extend it to a fourth year for an additional $4.1 million.

This financial year, we also committed $28.3 million to the Department of Justice and Community Safety to deliver a suite of new enforcement technology programs, in partnership with Victoria Police, aimed at reducing unsafe and non-compliant driver behaviour.

Victorian Road Safety Strategy

Action Plan 1 initiatives

The *Victorian Road Safety Strategy 2021–2030* is led by Road Safety Victoria, within the Department of Transport and Planning, in collaboration with members of the Victorian Road Safety Partnership.

After the launch of Action Plan 2 in late 2024, a variety of projects were delivered during the financial year to continue delivering the first action plan from 2021.

One key example was the 'Unsafe2safe older vehicle scrappage trial', which was delivered by the Department of Transport and Planning and funded by the TAC ($6.88 million). The program involved offering a subsidy of up to $5,000 to young regional drivers willing to trade their old and unsafe car for a newer, safer car.

Another example was the 'Accelerate the uptake of vehicle safety technology' project. Delivered by the Department of Transport and Planning and funded by the TAC ($600,000), this project engaged with fleet and heavy vehicle industries to identify opportunities for improving overall vehicle safety through fleet purchasing decisions.

Other key projects implemented focused on the gig economy and heavy vehicle drivers. However, these projects were not completed by the end of the financial year and will continue to be implemented in 2026–27.

Action Plan 2 initiatives

We have committed a total of $156.1 million to the Department of Justice and Community Safety for the expansion and optimisation of the Distracted Drivers and Seatbelt (DDS) camera program.

The DDS camera program commenced during the financial year, incurring expenditure of $11.8 million, and will continue to be rolled out until 30 June 2030.

Young driver education

Road to Zero is a road safety experience we developed in partnership with the Melbourne Museum. Featuring the latest visual and digital technology, the exhibit is designed to show school students and the wider community how Victoria is moving towards a future where every journey is a safe one.

As Table 4 shows, the number of school students booked to attend the Road to Zero Program increased by over 2,000 students this financial year. This result was 17% higher than our 2024–25 bookings and 8% above our target.

The Road Smart Interactive program features elements adapted from Road to Zero, but is designed to be delivered in schools. Targeted at Years 9, 10 and 11 and those undertaking the VCE Vocational Major, students are supported by experienced road safety educators as they work through six interactive digital experiences, each exploring a different area of road safety.

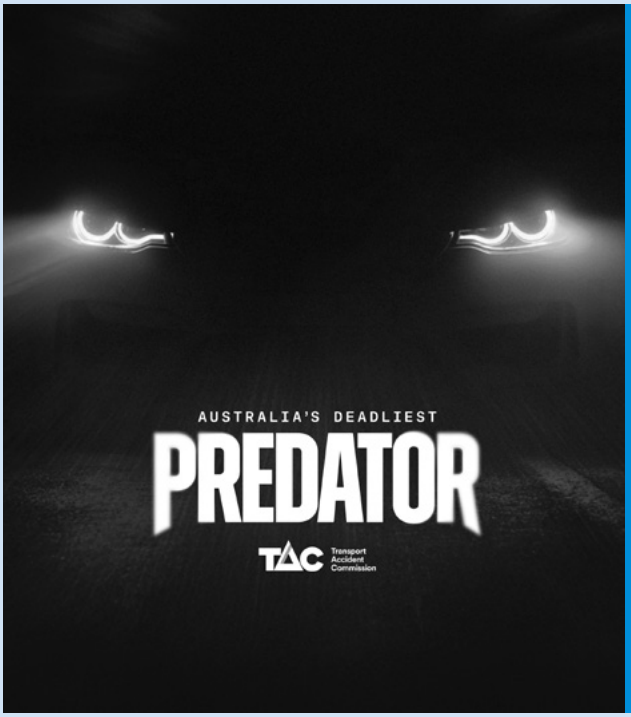
Compared to the previous financial year, the Road Smart Interactive program also achieved strong results with schools visited up by 36 and total student bookings up by 13%.

This strong performance reflects the continued demand for the program, as well as its effectiveness in engaging young road users and school communities in road safety education.

Table 4: Young driver education programs

PROGRAM AREA	2024–25 RESULT	2025–26 TARGET	2025–26 RESULT
Students booked (Road to Zero Program)	12,713	13,750	14,881
Students booked (Road Smart Interactive)	14,815	17,952	16,681
Schools visited (Road Smart Interactive)	114	132	150

Exposing our deadliest predator



'Speeding is Australia's Deadliest Predator' video posts

611,000
Instagram users reached

182,000
Facebook users reached

7,860
LinkedIn users reached*

#1
Performing organic social media post for 2025–26 on all three channels

*Featured an interview with our CEO, Tracey Slatter

It's not a crocodile, snake, spider or even a shark. Australia's deadliest predator isn't an animal at all – it's speeding. Through our 'Deadliest Predator' campaign and exhibition, we challenged Victorians to see this familiar road safety threat in a whole new light.

Speed is a factor in around one-third of all road fatalities – far exceeding the number of deaths by any single form of wildlife. By reimagining speeding as the nation's most lethal predator, the campaign highlighted the devastating consequences of speeding-related crashes and the lives lost as a result.

Launched in August 2025, this initiative combined powerful storytelling with a provocative public exhibition that mimicked a zoo enclosure. Inside was a crushed car from a speed-related crash. This thought-provoking experience encouraged people to reflect on their own behaviour behind the wheel and, in doing so, reinforced the message that even small increases in speed can have deadly consequences.

Generating strong public interest and conversation, 'Deadliest Predator' strengthened the call for all road users to slow down, take responsibility and help prevent the tragic loss of life on our roads.

Campaigns and media partnerships

We have a long and proud history of delivering effective public education campaigns in partnership with our road safety partners.

During the financial year, we delivered eight major public education campaigns. For a detailed breakdown of our total campaign expenditure for the financial year, please refer to pages 128 to 131.

Always On Enforcement campaign

1 July 2025 to 30 June 2026

$9.1 million

This media partnership campaign aimed to increase the perceived risk of being caught engaging in five key risky driving behaviours: speeding, drink driving, drug driving, distracted driving and travelling without a seatbelt.

The campaign reinforced the message that drivers can be detected anywhere and at any time, aligning with Victoria Police enforcement activities to maximise the impact of this message.

Drink Drive Campaign

1 July 2025 to 28 September 2025
5 March 2026 to 30 June 2026

$2.9 million

The Drink Drive 'Stop Kidding Yourself' campaign highlighted the unreliability of common strategies people use to manage their Blood Alcohol Concentration (BAC), as well as the legal consequences of drink driving.

The campaign reminded motorists that completely separating drinking and driving is the only way to be certain of remaining under the legal BAC limit.

The campaign message was promoted through sports media partnerships with highly targeted advertising at prominent sporting events (particularly AFL) to provide mass reach and impact to this high-risk audience.

Motorcycle Safety Campaign

29 September 2025 to 31 October 2025

$0.6 million

Our Motorcycle Safety Campaign promoted the wearing of protective gear on every ride to help reduce the severity of common rider injuries, such as abrasions, friction burns, cuts and lacerations.

The campaign encouraged riders to wear all their gear on every ride.

E-scooter Safety Campaign

17 November 2025 to 30 January 2026

$1.1 million

Originally developed in 2024 to support the Victorian Government's permanent e-scooter regulations, our e-scooter campaign aimed to increase awareness of the rules governing e-scooter use and the penalties for non-compliance. The campaign also sought to highlight the risks and consequences of unsafe riding behaviours for this emerging mode of transport.

Holiday Enhanced Enforcement Campaign

15 December 2025 to 1 February 2026

$4.0 million

The Holiday Enhanced Enforcement campaign highlighted the resources Victoria Police deploy over holiday periods to catch offending drivers and deter Victorians from engaging in unsafe behaviour (see feature story on page 21). The campaign particularly focused on speeding and drink driving as priority behaviours.

Fatigue Campaign

16 March 2026 to 28 June 2026

$2.2 million

This campaign aimed to increase awareness of the dangers of driving with less than five hours of sleep, educate drivers about the heightened crash risk when fatigued, and encourage safer choices, such as taking a 15-minute power nap or switching drivers to prevent fatigue-related crashes.

Search Engine Marketing

1 July 2025 to 30 June 2026

$0.6 million

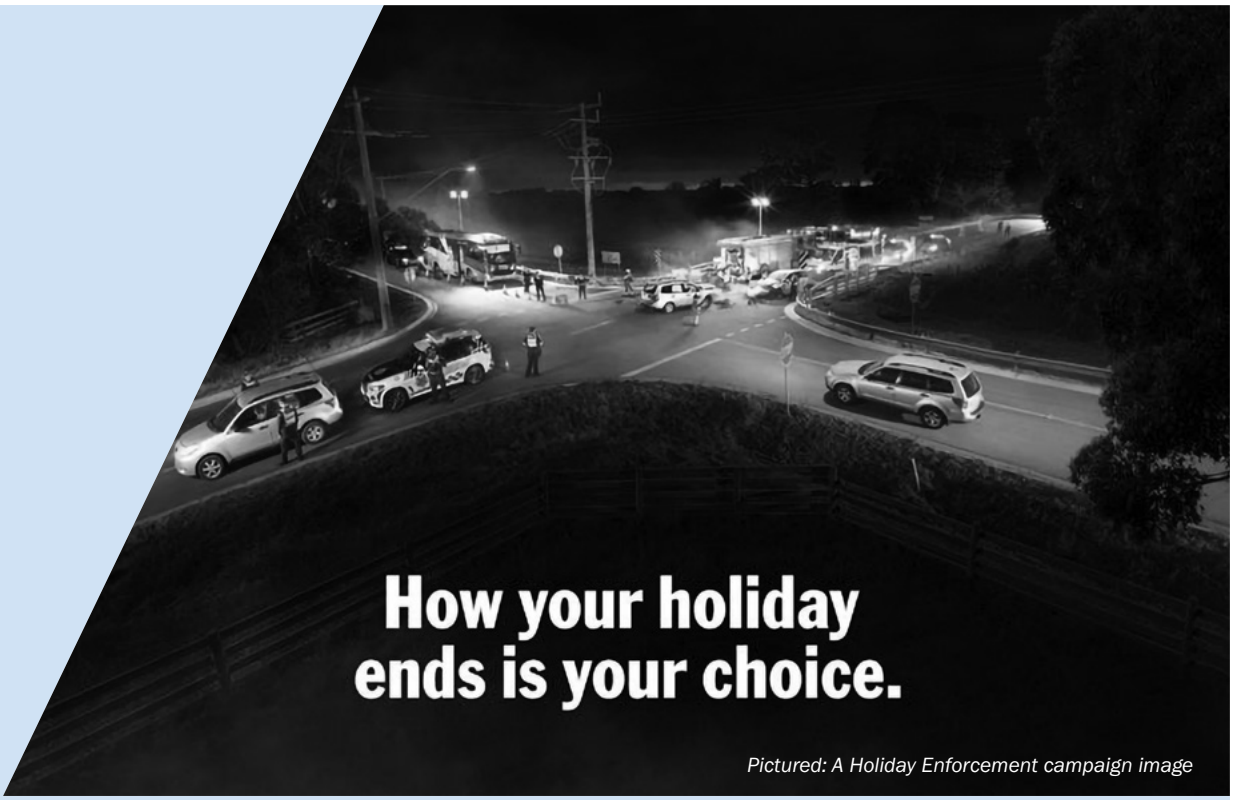
We once again invested in Search Engine Marketing (SEM) to make it easier for Victorians to access evidence-based road safety information online.

Regional Media Partnership

1 July 2025 to 30 June 2026

$1.7 million

Using road fatality and serious injury data, we identified high-priority regional areas and deployed targeted campaign communication through regional press.



Pictured: A Holiday Enforcement campaign image

Drivers choose safer holidays

Our new Holiday Enhanced Enforcement campaign, staged during the 2025–26 summer holiday period, delivered some of the strongest behavioural outcomes achieved in recent enforcement campaigns.

Anchored by the powerful proposition, 'How your holiday ends is your choice', the campaign exceeded benchmarks across all behavioural influence measures, increasing both consideration of and self-reported behaviour change related to speeding and drink driving.

Most notably, self-reported low-level speeding declined from 48% to 42%, while self-reported drink driving fell from 28% to 20%, demonstrating a meaningful shift in driver behaviour.

The campaign marked a strategic shift in our road safety communications approach, placing greater emphasis on personal accountability and driver choice. By linking road safety outcomes directly to driver decisions, it reinforced that every choice made behind the wheel has consequences.

The campaign also achieved strong cut-through with its priority audience of males aged 18 to 39 years, generating higher recognition and message take-out than among other audiences. Spontaneous recall exceeded previous campaign norms, and the message was consistently understood by those exposed to it.

Supported by more than 51,000 website visits and over 41 million media impressions, the campaign achieved broad reach and strong engagement, empowering Victorians to recognise that safer choices on the road are ultimately theirs to make.

Digital and traditional media engagement

To maximise our road safety messaging and stimulate community discussion, we also engaged with a range of traditional and digital media and communication channels this financial year.

Across the TAC network of social media channels, our reach* was as follows:

- Facebook: 4.5 million
- LinkedIn: 0.2 million
- Instagram: 4.96 million
- YouTube: 1.9 million.

There were 2.7 million sessions across our seven websites, which each target different audiences. Aside from our corporate website, our websites include:

- How Safe is Your Car
- Road Safety Education Victoria
- Road to Zero
- Senior Road User's Hub (see more on page 34)
- Spokes
- Vanessa's Place.

Table 5 shows the reach and impact of our paid and earned media for 2025–26.

*While we reported these statistics last financial year, our reporting process has changed so they are not comparable.

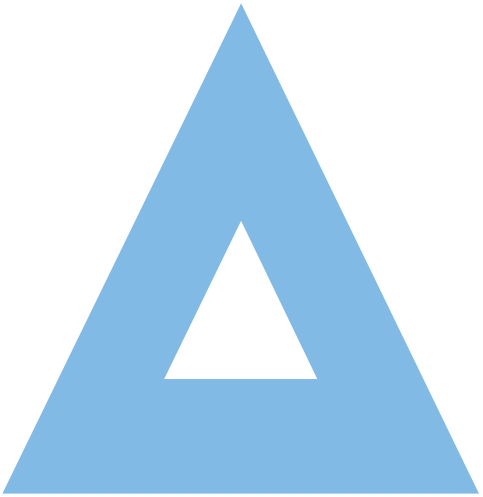


Table 5: Reach and impact of paid and earned media

METHOD	REACH	IMPACT
Paid traditional media (free-to-air television, radio and print)	4.7 million	22 million impressions
Earned traditional media (press, radio, television)	40.7 million*	1,041 TAC mentions
Earned media (online)	26.9 million*	1,660 TAC mentions

*Note: This figure is based on ratings and audience data

TAC Road Safety Grant Programs

We announced recipients for the TAC Road Safety Grant Program in September 2025. This annual grant program supports community groups and organisations to develop and implement effective community-based road safety projects.

It offers funding in two categories:

- Support Grants – up to $50,000 for planning and delivery of community road safety projects (see Table 6)
- Collaboration Grants – up to $150,000 for planning and delivery of larger community road safety projects, working in collaboration with the TAC.

While we called for Collaboration Grant applications in 2025, we did not award any grants because the applications did not adequately meet the grant criteria.

We also offered a year-round Small Grants program with up to $5,000 available to support community-led initiatives responding to current road safety issues or needs (see Table 7).

Table 6: 2025 Support Grant recipients

ORGANISATION	PROJECT TITLE	DESCRIPTION	AMOUNT ($)
Able Australia	DB-Safe: Deafblindness – Safer Access for Everyone	This project will improve road safety and pedestrian access for people with deafblindness through research, tailored education, practical workshops and resource development.	$48,000
Colac Community Road Safety Council, trading as RoadSafe Otway	Two Bike Ed trailers and associated equipment replacement	This project will replace RoadSafe Otway's Bike Ed trailer and equipment to support inclusive, accessible bike education in Colac Otway and Corangamite, while reducing volunteer burden and boosting community engagement through local cycling events.	$25,000
Early Childhood Intervention Australia (Vic/Tas)	Children with disabilities should be road safe too	This project will create inclusive, evidence-informed road safety resources for children with disabilities using sensory and therapeutic approaches designed for use by parents, educators, and therapists, and translated into key languages including Easy English.	$48,972
Kidsafe Victoria	Low Speed Run-Over Prevention Strategy Implementation: Phase 1 – Property and Driveway Design	This project will deliver Phase 1 of Kidsafe's Prevention Strategy, focusing on safer driveway and property design through technical workshops, updated safety resources, and a parent-focused education campaign.	$32,050
Latrobe University	Safety in motion: capturing experiences of new e-bike users in regional areas	This project will trial e-bikes with novice riders in Bendigo over six weeks, using participant feedback, community surveys, and a co-design workshop to inform safer cycling solutions, regional policy and a 'Safety In Motion' stakeholder resource.	$49,525
Leisure Networks	Power 2 Pedal	This project will support children and teens with autism to learn to ride bikes in a fun, inclusive environment while building confidence, coordination and social connections.	$23,336
MiCare	Keys to Safety: A targeted road safety initiative supporting vulnerable, newly arrived refugee and humanitarian entrants	This program will run three culturally tailored road safety programs for newly arrived refugees in Melbourne, combining in-language workshops, driving lessons, and support services to improve licensing, safety knowledge and driving behaviours.	$49,998
Mums Supporting Families in Need	Car seats for families in need	This grant aims to improve road safety by providing new or professionally fitted car seats to families in crisis.	$50,000
South Kingsville Community Centre	Better Roads, Safer Lives: A Community Strategy	In partnership with Better West, South Kingsville Community Centre will develop an action paper addressing local traffic and transport issues through community engagement and co-designed, best-practice road safety solutions.	$35,977

Table 7: 2025 Small Grant recipients

ORGANISATION	PROJECT TITLE	AMOUNT ($)
Apayi Charitable Organization Inc	Safe Roads, Stronger Community	$5,000
Brunswick South Primary School	Bike storage infrastructure	$4,100
Coleraine and District Development Association Inc	Safety Signs for Cyclists	$4,900
Langwarrin Primary School	Bike Shed Project	$5,000
Macedon Ranges Wildlife Network Inc	Identification for Wildlife Rescuers of the Macedon Ranges Wildlife Network	$1,250
Mirboo North Secondary College	Ride Smart @ Mirboo North	$4,849
Nagambie Primary School	Refurbish student bike shelter and improve cyclist and pedestrian safety	$4,999
Surf Coast Shire Council	Motorcycle Safety Messaging Campaign	$5,000

Sponsorships

Sponsorships allow us to reach high-risk audiences through direct, targeted engagement delivered in collaboration with sponsored organisations. We strategically promote relevant road safety messages to our target audiences, by engaging with them on their turf – in entertainment, sport, the arts, and social and cultural events.

We expect our partner organisations to become road safety leaders and advocate for road safety with us – by sharing stories, staying connected and looking after family, friends, colleagues and the broader community.

See tables 8 to 11 for a detailed breakdown of our funded partners this financial year.

Table 8: Promoting safer road user behaviours

PARTNER	ACTUALS (EX-GST)	PURPOSE	OUTCOMES
AFL Victoria	$400,000[1]	Our longstanding partnership with AFL Victoria supports grassroots football and netball clubs to build cultures where players, volunteers and members champion safe road behaviours. Through the TAC Club Rewards program and annual Road Safety Round, the partnership promotes key road safety messages, including reducing low-level speeding, distraction and drink driving.	The partnership directly engaged more than 170,000 participants and 78,000 volunteers across 1,100 football and netball clubs throughout Victoria. A total of 320 TAC Club Rewards applications were received from clubs implementing road safety initiatives. The Band Together for Road Safety Round generated significant exposure, achieving 226 earned media placements and a total media reach of 11 million.
Australian Grand Prix Corporation: Formula 1	$400,000	Our sponsorship of the Australian Grand Prix Corporation Formula 1 event aimed to increase awareness and understanding of the critical role vehicle safety plays in preventing death and serious injury on Victorian roads. A presence at this major event helped us promote visitation and awareness of the How Safe Is Your Car website.	The activation generated more than 11,500 direct interactions across multiple touchpoints and 18,000 event attendees visited the How Safe Is Your Car website to check the safety ratings of their vehicles.
Australian Grand Prix Corporation: MotoGP	$320,000	The Australian MotoGP in Phillip Island sponsorship allowed us to deliver motorcycling specific road safety messaging. Numerous engagement activities occurred at the event and thought-provoking content was shared over the year on both TAC and Australian Grand Prix Corporation social channels.	More than 9,000 visitors engaged with the TAC brand ambassadors and MotoCAP staff at the event, helping reinforce the importance of wearing protective gear on every ride. Supporting content generated more than 26,000 social media engagements and almost one million impressions.
Bendigo Spirit	$345,000	The Bendigo Spirit WNBL sponsorship provided an opportunity to raise awareness of the dangers and consequences of speeding with a highly engaged sporting audience. By leveraging game-day assets, digital channels, player engagement and regional community programs, the partnership extended the reach of TAC road safety messaging to members, fans and regional Victorians.	Bendigo Spirit delivered country road games that featured TAC messaging, while home games included prominent TAC branding through court decals, a blimp, and TV commercial presentations. The partnership also extended into the community through the delivery of community clinics and school visits, providing additional opportunities to engage with local audiences and reinforce key road safety messages.
Bicycle Network	$150,000	Our sponsorship of Bicycle Network gives the TAC naming rights to the Great Victorian Bike Ride and offers a platform from which to speak to cyclists (and motorists) about cycling safety, including being visible on the road, keeping a safe distance from other vehicles and seeing cycling safety as a shared responsibility.	Recognising the mobile nature of the event, a targeted content strategy was developed to maximise engagement in lieu of a physical activation. This resulted in over 33,000 content views across both TAC and Great Victorian Bike Ride channels during the event, with 1,900 ride participants who were captive viewers.

1. Total 2025–26 funding payable to AFL Victoria was $700,000 however a delayed payment will now be attributable to the 2026–27 financial year.

PARTNER	ACTUALS (EX-GST)	PURPOSE	OUTCOMES
Cadel Evans Great Ocean Road Race	$250,000	Our sponsorship of the Cadel Evans Great Ocean Road Race (for the 10th year) gives us a unique opportunity to deliver targeted safety messaging to cyclists, such as the importance of being visible on the road, and used Cadel Evans as an ambassador.	A total of 4,947 visitors engaged with the Club Allez activation across the three day event on the Geelong foreshore. Brand Ambassadors promoted the importance of cyclist visibility with engaging activities and the 'Design a safe jersey' competition. The competition attracted 503 entries from riders who designed highly visible riding apparel to be produced for them and their friends.
City of Melbourne	$60,000	This sponsorship enables us to participate in the City's Christmas festivities, reaching broad and diverse audiences through a range of day and night events. The sponsorship promoted the 'Moments Matter – Go Phone Free On Our Roads' distraction message to encourage drivers, cyclists, motorcyclists and pedestrians to stay focused and safe while travelling throughout the CBD.	Based in Melbourne CBD's newly opened City Square, our key message was visible to 165,000 passers-by over 12 days. The complimentary photobooth experience garnered strong participation with 4,180 visitors receiving both printed and digital photo mementos to take home and share with loved ones. A stand out feature of the activation was the chance for participants to make a personal pledge to go phone free on our roads during the holiday season, with 1,734 contributing to this larger community initiative.
Cricket Victoria	$125,000	Cricket Victoria supports community cricket clubs and associations to help grassroots cricket grow and thrive. Our partnership with Cricket Victoria provides a platform to connect with community cricket clubs and associations, leveraging the reach of the sport to engage local communities and promote road safety initiatives.	The Cricket Victoria sponsorship was transitioned to the Sport Engagement portfolio in December 2025 and delivered outcomes across both community cricket and elite sport through the Club Participation Program, as well as the Melbourne Renegades partnership. The Club Participation Program helped us reach over 900+ community cricket clubs. Key initiatives included the integration of TAC messaging across activities and the delivery of Road Safety Round fixtures at the community cricket level, helping to extend the reach of road safety education and awareness throughout Victorian cricket communities.
Country Racing Victoria	$250,000	This sponsorship allowed us to deliver on-site activations promoting safer transport options such as courtesy buses for racegoers that have been drinking. These initiatives are designed to support informed decision-making and promote the separation of drinking and driving to help ensure everyone gets home safely.	Activations at 22 Country Cups engaged more than 100,000 racegoers across regional Victoria. The digital campaign reached more than one million Victorians and delivered over seven million impressions.
Deakin University Student Association (DUSA)	$29,180	Our sponsorship of DUSA is designed to engage younger drivers with our road safety campaigns. Using peer-to-peer principles, we can reach and educate university students about car safety features and help them find the safest car in their budget.	A vehicle safety activation was delivered at Deakin O'Week engaging 1,200 students. Six student Road Safety Ambassadors created peer-to-peer voxpop videos and content that achieved 75,500 views across social media. The road safety quiz received more than 1,160 student entries, and referrals to the How Safe Is Your Car website achieved a 10% higher engagement rate than average.
Golf Australia	$200,000	We were a Major Partner of the Victorian Open in February 2025.[2] We used the tournament to promote the How Safe Is Your Car website and drink drive messaging to metropolitan, regional and rural golfing communities.	The Victorian Open activation generated 1,224 engagements from 6,531 passers-by, with one in five stopping to participate. Visitors spent an average of six minutes at the activation, equating to 122 hours of engagement. Supporting social content reached over 7,210 people.

2. While the event occurred prior to the financial year, the funds were not paid until 2025–26 in line with agreement terms; however, the outcomes were achieved in 2024–25.

Table 8: Promoting safer road user behaviours (continued)

PARTNER	ACTUALS (EX-GST)	PURPOSE	OUTCOMES
Melbourne International Comedy Festival	$250,000	Sponsorship of the Melbourne International Comedy Festival gave us creative opportunities to educate festival audiences about key road safety issues, while encouraging them to travel around the CBD and regional Victoria with care. Content featuring festival comedians as talent were shared extensively via digital channels and supported through event integrations.	The TAC road safety message 'Look Up, and Go Phone Free' on and around our roads was shared with 282,614 ticket holders across 11 Melbourne venues, as well as a further 9,936 people that attended the Regional Roadshow across 29 venues. Activations, creative assets and the Brand Ambassador program increased awareness of distraction-related risks, strengthened risk perception and encouraged festival goers to engage in safer behaviours, such as using 'Do Not Disturb' while driving and limiting phone use when navigating busy roads.
Melbourne Victory	$225,000	Our sponsorship of Melbourne Victory Football Club provided a strong platform for us to educate the Victorian football community on the dangers of low-level speeding with the road safety message, 'Be the Difference. Make the Right Choice.'	TAC messaging featured across several on-the-ground events creating direct opportunities to promote safer road user behaviours with the club's fans and football community. Melbourne Victory channels reached more than 360,000 people, helping strengthen awareness of TAC's road safety priorities and encouraging safer choices on Victorian roads. The Melbourne Victory sponsorship was transitioned to the Sport Engagement portfolio in January 2026.
Midsumma	$100,000	Midsumma Festival is a three-week-long celebration of LGBTIQA+ arts, culture and community. Sponsorship of this festival enabled us to promote a seatbelt safety message to a broad audience at three key events. The events offered different audiences and engagement opportunities to help reinforce the message and rules around seatbelt compliance.	We engaged with approximately 130,000 attendees at Midsumma Carnival and maintained a strong presence throughout festival activities. More than 11,000 people participated in the Pride March across over 350 groups, while TAC activations at Victoria's Pride Street Party attracted an audience of approximately 65,000 attendees.
Melbourne Royal Show	$60,000	Our sponsorship of the Melbourne Royal Show allowed us to share important road safety messages with the Victorian public, both during and in the lead-up to the 11-day event. It also helped us reach visitors and exhibitors travelling from regional areas to work and participate in the event. We used the sponsorship to promote the How Safe Is Your Car website.	More than 11,000 people engaged with the TAC activation within the showground's community pavilion. Brand ambassadors initiated patrons in conversations about vehicle choices and encouraged them to visit the How Safe Is Your Car website on digital displays and their own devices, We received over 660,000 digital impressions through electronic direct mail, website and social media promotion, and over 200 hours of onsite advertising was shared on 17 screens throughout the show's duration.
Surfing Victoria	$100,000	The second year of our three-year partnership delivered activations across Surfing Victoria junior events, the Woorrangalook Koori Surfing Titles, Tradies Challenge and the Rip Curl Pro. The messaging encouraged people to reconsider distracted driving by highlighting that they wouldn't use their phone while surfing, so why use it while driving?	More than 8,000 people engaged with the Rip Curl Pro activation, giving TAC Brand Ambassadors the opportunity to share messages about the dangers of distraction. The digital content series achieved a reach of 148,000 and generated more than 4,700 online engagements.
Victoria Tourism Industry Council (VTIC)	$150,000	Our sponsorship of VTIC promotes general road safety messaging and helps keep regional travellers safe by delivering the TAC Pause Stop initiative. Visitor Information Centre and Rest Area pop-ups helped reach travellers both before and during their trips, fostering safer travel experiences across Victoria.	We delivered in-centre activations within 15 Premium Visitor Information Centres, seven community pop-ups, social media and tourism industry communications and achieved a total program exposure of 1.9 million walk-in visitors to the associated Visitor Information Centres.

Table 9: Supporting improved outcomes for people affected by road trauma

PARTNER	AMOUNT	PURPOSE	OUTCOMES
Ability Fest	$150,000	Our sponsorship of Ability Fest, Australia's leading accessible music festival, helped us to demonstrate our commitment to accessibility, inclusion and participation for all Victorians. As part of the sponsorship, we delivered the Silent Disco activation featuring haptic technology, showcasing how inclusive design can remove barriers and create shared experiences for people of all abilities.	The event generated media reach of more than 20.9 million, including 30,000 through print, 578,000 through broadcast, two million via social media and 18.3 million online. Coverage on Channel 7 News reached an audience of 261,178.



Pictured: Vibrating haptic vests used as part of the Silent Disco activation at Ability Fest in April 2026

Geelong region sponsorships

Our Geelong region sponsorships empower selected local partners to become leaders and ambassadors for road safety. We expect these partners – including local organisations, community groups, local visitor attractions and events – to champion road safety behaviours within their networks.

Table 10 contains a list of the 12 Geelong-based partners we supported with sponsorships of up to $50,000 during the financial year.

Table 10: Geelong region sponsorships

ORGANISATION	ACTUALS (EX-GST)	INITIATIVES TO CHAMPION ROAD SAFETY
Active Geelong	$10,000	Through this sponsorship, we supported initiatives that encourage healthier lifestyles while reinforcing the importance of road safety in everyday movement.
Barwon Health Foundation	$15,000	We were the inclusion partner for the Run4Geelong event in 2025, which attracted a total of 6,750 participants. Throughout the event, we engaged Geelong community members and families with a key message championing road safety and encouraging collective action to help drive change.
Barwon Sports Academy	$10,000	This sponsorship helped shape a strong road safety culture in the next generation of leaders by engaging aspiring athletes through high-level development programs.
Cinema Pop-up	$40,000	Our sponsorship of the Cinema Pop-up series, which was hosted over school holidays, allowed us to integrate and share road safety messages with family and community audiences.
Cultura	$20,000	We were the major community partner for Cultura's Pako Festa, Victoria's largest free multicultural street festival. We engaged directly with the diverse Geelong community to share road safety education messages about the risks of distracted driving.
Geelong Arts Centre	$15,000	This sponsorship helped our road safety messages reach diverse and engaged audiences through Arts Centre events and community experiences.
Geelong Chamber of Commerce	$19,760	As a corporate partner and sponsor of the Geelong Business Excellence Awards, our sponsorship helped strengthen a road safety culture through regional businesses and industry connections by integrating with business communications.
Geelong Connected Communities	$10,000	Through this sponsorship, we strengthened local organisations, providing resources that enhanced services, support and experiences for the broader community.
Geelong United Basketball	$10,000	Our sponsorship of the Koorr Koorr Ngitji Tournament helped us encourage safer travel behaviours among players, families and communities that travel across the state to connect through sport.
Give Where You Live	$15,000	We sponsored the Conversations that Matter event as a means of promoting our organisation and road safety communication.
Leisure Networks	$20,000	Through this program, road safety education was delivered to vulnerable road users, helping embed safe behaviours and supporting inclusive participation across the community.
Royal Geelong Yacht Club	$15,000	Our sponsorship of the Festival of Sails event saw road safety messaging being shared across the festival experience.

Funding agreements

Separate to our sponsorships, we maintained funding agreements with three organisations that are either working to prevent road trauma, or are delivering services for people impacted by road trauma (see Table 11).

Table 11: Funding agreements

PARTNER	ACTUALS (EX-GST)	PURPOSE
Amber Community	$918,245	We supported Amber Community to help them continue their free trauma counselling service, which is delivered by trained counsellors and available to anyone who has been impacted by road trauma in Victoria.
Restorative Justice	$406,211	We supported restorative justice, which is a non-legal process that can support recovery after an accident. The process recognises the impact of the accident and helps address the emotional and psychological harm that was caused, regardless of fault.
Crime Stoppers	$18,000	The Crime Stoppers and Victoria Police 'Brake the Habit' campaign raised awareness of low-level speeding and its impact on the community. This campaign ran across Victorian media, social media and community events, specifically targeting areas where drivers who exceed the speed limit by less than 10 km/h are most common and included regional hubs Geelong, Ballarat, Wangaratta and Shepparton.

Engagement programs

Our engagement programs provide opportunities for sports clubs, universities, community groups and individuals to actively participate in road safety and become part of the solution.

Through creative campaigns, events and rewards, these programs enlist targeted communities as road safety ambassadors to share tailored information about making Victorian roads safer for everyone.

Below is a list of engagement programs that were delivered in 2025–26.

Future Road Competition

Description: An annual industry-led tertiary road design competition for undergraduate engineering students aged 18 to 30 years of age

Project site: A real-world Safe System project proposal for the Safe Local Roads and Streets Program in the City of Greater Bendigo

Entries: 58 team registrations from seven universities with 34 teams going on to submit a proposal for stage one of the competition (an increase of 143% from 2024)

Shortlisted teams: Six teams – attended a student masterclass with industry professionals

Winning team: The Innovators from RMIT University

Prize awarded: $10,000

Runner-up teams: RMIT University and Swinburne University

Motorcyclist Awareness Month

Description: A campaign focused on rider safety, highlighting the importance of motorists safely sharing the roads with riders, and playing their role in keeping themselves safe

Partners: Motorcycling Community Engagement Panel, in partnership with Road Safety Victoria and Victoria Police

Face-to-face engagement:

- Launch event on 4 October at the Queensbridge Square, Southbank, for motorcyclists and the broader community
- Event activation at the Australian MotoGP on 18 and 19 October to promote protective gear
- Community event pop-ups including ‘Blessing of the Bikes’ at Tooborac and ‘Biketoberfest’ at Leongatha
- Safety messages on roadside digital signage

Online and other engagement:

- Joint campaign with Ambulance Victoria to promote protective gear
- Relaunch of the ‘Only Protected for a Moment’ campaign
- Widespread media advertising in metropolitan and regional areas
- A digital content series featuring comedian and motorcycling enthusiast, Ross Noble

Pause Stops

Driver Reviver partnership

Partner agency: Victoria State Emergency Services

Description: Pause Stop locations were delivered at nine locations across Victoria in partnership with the Driver Reviver Program to give travellers a break and increase awareness of drowsy driving risks

Where: Key locations included Balmattum, Drouin, Bungalaly, Marong and Jeethro rest areas, as well as a dedicated location for the AFL Gather Round

When: On long weekends and holidays

Program exposure: Over 3,500 travellers

Average rest time: 10 minutes

Communication: Shared on social media with 168,700 reach

Split Second Competition

Description: A competition that encourages young people aged 18 to 30 years to lead road safety conversations by inviting them to submit a script or storyboard for a short film

Topics: Speeding and seat belt use

Entries: 194 entries total – included 69 entries to the culturally and linguistically diverse category

The winning films:

- Keep the Tempo by Stacey Park – used the precision and rhythm of Korean drumming as a powerful metaphor for the consequences of speeding
- Unusual Behaviours by Shane Senanayake – used humour to reinforce that seatbelts are not optional

Prize: The winning scripts were produced and premiered at an event in Melbourne on 24 February 2026 before being shared online with a collective audience of 3.17 million and translated into four languages

Vanessa's Place

Description: Vanessa's Place uses peer-to-peer education to engage young drivers aged 18 to 25 years and encourage them to keep themselves and their mates safe on the road

Locations: Ten youth-focused events including Spilt Milk (Ballarat), Beyond the Valley, Laneway Festival, A3 Festival, St Kilda Festival, RMIT Campus Fest, Torquay Hotel and Elmore BnS Ball

Key milestones: Tiny Home activation launched in December 2025 to join the existing fleet of vehicles, including Mini V and Bute

Face-to-face engagement: Ten thousand serves of 'branded toast' with road safety messaging served to event attendees, and over 3,000 free breath tests administered

Online engagement: Digital channels achieved over 1.5 million impressions and 8,900 engagements with targeted messaging that included content with Vanessa 'housemate' ambassadors

Vanessa online

114%
increase in engagement on Instagram

29%
increase in reach on Instagram

88%
Increase in sessions on the Vanessa's Place website



Pictured: Split Second Competition winners Shane Senanayake (left) and Stacey Park (right) at the film premiere in Melbourne



Pictured: AFL young footballers. Credit: Cameron Murray

Sports unite for road safety

Sport has a unique ability to bring people together. From grassroots clubs to elite competitions, sporting organisations maintain trusted relationships with players, supporters, families and local communities. Recognising this opportunity, we launched the TAC Sports Engagement Program in December 2025.

Through partnerships with Basketball Victoria, Cricket Victoria and Football Victoria, we are harnessing these strong community connections to promote safer behaviours on our roads. The program aims to create local road safety champions, spark meaningful conversations and support our vision of a future where no lives are lost on Victorian roads.

This initiative builds on our long-standing 34-year partnership with AFL Victoria and expands the reach of our road safety messaging to an estimated 1,700 additional grassroots sports clubs across Victoria.

Professional clubs involved in the program's pilot year included the Melbourne Stars, Melbourne Renegades, Melbourne United, Bendigo Spirit, South East Melbourne Phoenix, Melbourne Victory and Melbourne City.

During 2025–26, each of our three new sporting codes hosted an inaugural Road Safety Round during which players and officials wore blue armbands to encourage Victorians to 'Band Together' for road safety.

Central to the initiative is the TAC Club Participation Program. The program gives clubs the opportunity to share in $40,000 worth of merchandise and vouchers by demonstrating how they will 'Be the Difference' and promote road safety behaviour in their community.

In its first year, the program delivered strong visibility for our TAC road safety campaigns and created new opportunities to engage audiences through digital content, community programs, education initiatives and game-day activations including:

- the Macca's City Cup in partnership with Melbourne City FC
- the All Abilities Gala in partnership with Melbourne Victory FC
- and the Victorian Country Championships in partnership with Football Victoria.

Importantly, it reinforced the message that road safety is a shared responsibility and that everyone has a role to play in preventing trauma on our roads.

Feature story

A cut and colour away from safer roads

In August 2025, we teamed up with barber shops and salons across Victoria to launch 'Cut, Colour, Click', a novel road safety initiative to raise awareness of the importance of wearing seatbelts to save lives.

As trusted local voices, stylists and barbers became road safety ambassadors by initiating conversations about buckling up. The initiative was designed to engage people from culturally and linguistically diverse (CALD) communities.

A TAC survey of more than 2,500 road users found that a growing number of people are choosing not to wear seatbelts, with 4.7% of respondents admitting to not buckling up as a passenger – a proportion that has more than doubled since 2020 (2.2%).

Translated into 10 languages and with messaging tailored to people who may come from countries with different or non-existent seatbelt laws, 'Cut, Colour, Click' captured enormous media interest and had a broader audience reach of more than three million people.

To further highlight the messaging, customers at participating businesses wore hairdressing capes decorated with a seatbelt sash that said 'Seatbelts keep us together' in different languages.

1.2 Acceptance of safe system

Safe Local Roads and Streets Program

In 2025–26, we worked in partnership with Department of Transport and Planning to deliver the third year of the Safe Local Roads and Streets program. This $214 million program integrates local government priorities with a Safe System approach by supporting road safety infrastructure projects on local roads.

The Safe Local Roads and Streets Program funded 275 local street projects across 73 local government areas during the financial year. This took the total projects funded since the program began three years ago to 452 across 79 Victorian local governments. Treatments funded include raised priority crossings, intersection improvements such as roundabouts, speed management, Local Area Traffic Management and cycling safety improvements.

By 30 June 2026, 64 local councils had secured their full $2 million allocation under the first stage of the program, reflecting strong progress in project planning and delivery across the state.

Another 59 local councils received additional funding under the second stage of the program, allowing them to deliver further road safety infrastructure and improved safety outcomes for their local communities.

1.3 Uptake of safe vehicles

Senior Road User website

In January 2026, we launched the Senior Road User Hub, a free online resource designed to support older Victorians as their driving needs change.

The website was developed following an in-depth research study of Victorian seniors that examined their experiences of driving, their health and getting around on Victorian roads. The study, conducted by the Department of Transport and Planning and funded by the TAC, showed that older drivers want access to information written for them, as well as objective ways to reflect on their own driving abilities that can support them to plan for their future mobility needs.

Built with older drivers in mind, the website features a quiz about health, driving and being a safe road user. Developed by Monash University Accident Research Centre, the quiz was informed by research from specialists in the fields of geriatrics, psychology and road safety.

The quiz focuses on the connection between a driver's self-assessed abilities, comfort in driving and real-world driving measures of self-regulation. In doing so, it assists with self-reflection and helps people prepare for future changes to their travel behaviour.

Protective clothing for motorcyclists

In 2025–26, we continued to support the Motorcycle Clothing Assessment Program (MotoCAP), which is delivered by a consortium of government, insurance and motorcycle safety partners.

The program gives independent, evidence-based star ratings for motorcycle clothing, assessing safety and comfort factors such as abrasion resistance, seam strength, impact protection and breathability. Rating safety helps motorcyclists and scooter riders choose clothing options likely to reduce injury severity in a crash. At the same time, rating comfort helps riders choose clothing they are more likely to wear consistently. The program also acts as an incentive to the motorcycle clothing industry to improve the safety and wearability of its products.

We will continue to support MotoCAP through to 2029 and look forward to MotoCAP ratings being made available for footwear from 2027.

Industry partnerships – new vehicle safety

We partner with key researchers and advocates in the vehicle safety industry to encourage safety improvements in new vehicles and provide consumers with information to make better vehicle choices.

In 2025–26, we continued our partnership with ANCAP to support safety ratings for new vehicles, including ANCAP's expanded program of commercial vehicles. ANCAP has been a critical lever in improving the safety of fleet vehicles in Australia.

Research partnerships such as this provide the evidence base we need to promote safer vehicle choices through the How Safe is Your Car website. Our membership of the Vehicle Safety Research Group also supports this work by providing annual updates to Used Car Safety Ratings, ensuring that all vehicle buyers have access to clear and easy-to-understand information about vehicle safety.

Through expanded research partnerships with Monash University Accident Research Centre and Adelaide University's Centre for Automotive Safety Research, we are also exploring opportunities to improve vehicle safety in the future.

1.4 Road safety infrastructure

Creating safer roads is one of the core objectives of the Victorian Road Safety Strategy, because it is a critical factor in reducing crashes and minimising serious injuries. The three most common road accidents in Victoria are vehicles leaving the road, collisions at intersections and head-on collisions.

In 2025–26, $69.6 million of our total road safety infrastructure investment was directed to the Victorian Government's Safer Roads Program and as a funding contribution to the Commonwealth Road Safety programs, delivered by the Department of Transport and Planning. This took our total investment in the program to $1.62 billion since 2014.

Some of these funded initiatives were delivered in partnership with the federal government, as part of the Commonwealth Targeted Road Safety Package and Road Safety programs.

The funding targets high-risk crash locations with lifesaving flexible barriers, roundabouts and run-off road preventions, such as wider shoulders and audio tactile line marking (also known as rumble strips).

In 2025–26, the Safer Roads Program, combined with federal programs, delivered:

- a further 31 km of flexible barrier, bringing the total amount of barrier installed under the program to 5,021 km
- 178 projects, bringing the total projects completed under the program to 1,163.

Local Government Grants program

In 2025, we awarded over $2.4 million in funding to 37 local governments across Victoria after they submitted proposals designed to improve road safety in their local communities.

Funding was supplied in four areas:

- Analysis Grants – up to $30,000
- Infrastructure Grants – up to $100,000 (1:1 matched local government funding)
- Road Safety Strategy and Action Plan Grants – up to $50,000
- Variable Message Sign – up to $30,000.

See Table 12 for a list of grant recipients.

Table 12: 2025 TAC Local Government Grants

LOCAL GOVERNMENT	PROJECT FOCUS AREAS	TOTAL GRANT ALLOCATED ($)
Alpine Shire Council	Porepunkah Local Area Traffic Management Plan	$30,000
Bass Coast Shire Council	Watt Street Crossing / Road Safety Strategy	$80,000
Baw Baw Shire Council	Raised Pedestrian Crossing Bellbird Pack Recreation Precinct, Settlement Rd, Drouin	$100,000
Bayside City Council	Reserve Road Catchment: Cycle Safety Road Assessment / New and Park Streets Roundabout Improvement Project	$127,795
City of Ballarat	Victoria Park to Bonshaw Creek Trail (Stage 2): Whitelaw Avenue Section (Sutton St to Doug Dean Reserve)	$100,000
City of Greater Bendigo	Greater Bendigo Modal Filter Analysis Project	$30,000
City of Greater Geelong	St Patrick's School Precinct Infrastructure Upgrade: Britannia Street and Clonard Avenue Wombat Crossings	$61,980
City of Maribyrnong	Improving bike safety in Barkly Street, Footscray: A Safe System Assessment / Roberts and Adeney Streets Wombat Crossing	$73,695
City of Port Phillip	Dandenong Road Safe Active School Travel Analysis / Princes Street Raised Zebra Crossing	$110,000
City of Whittlesea	Plenty Parklands Primary School Wombat Crossing / Development of Safe System Network Safety Plan	$100,000
Corangamite Shire Council	Road Safety for Cyclists and Pedestrians on Rural Roads and at Key Events	$30,000
East Gippsland Shire Council	Orbost P–12 Raised School Crossing	$69,500
Glen Eira City Council	Wombat crossings at Sandham Street and St Georges Road, Elsternwick	$100,000
Golden Plains Shire	Golden Plains Shire Road Safety Strategy and Action Plan 2025–2035	$50,000
Hepburn Shire Council	Long Point Pathway Feasibility Study	$30,000
Hindmarsh Shire Council	Raised Pedestrian Crossing on Hindmarsh Street	$75,000
Hobsons Bay City Council	The Greenline EW3 Stage	$30,000
Knox City Council	Acacia Road Shared Path	$81,000
Manningham City Council	Birralee Primary School Traffic and Safety Study	$23,000
Mansfield Shire Council	Mansfield Safer Streets Initiative – Radar and VMS project	$26,325
Melton City Council	Pedestrian and Cyclist Improvement – Frontier Avenue, Aintree	$100,000
Merri-bek City Council	Safer Crossing for Chapman and Clovelly Avenues	$30,000
Mitchell Shire Council	Raised Shared User Path Crossing Watson Street, Wallan	$79,445
Moira Shire Council	Development of Safe Routes to School Program / Development of Moira Shire Network Safety Plan	$60,000
Moyne Shire Council	Moyne Shire Road Safety Strategy and Network Safety Plan 2027–2036	$42,500
Murrindindi Shire Council	Raised Priority Pedestrian Crossing – Grant Street, Alexandra	$100,000
Nillumbik Shire Council	Raglan Road and Kanandah Court – Raised Pedestrian Treatments / Fyffe Street and Brooks Crescent Intersection – Pedestrian Safety Analysis	$125,500
Northern Grampians Shire Council	Analysis of a Safe Systems Approach for the Grampians Rail Trail Connection	$29,850
Pyrenees Shire Council	Waubra Pedestrian Crossing Upgrade / Road Safety Strategy	$120,000
South Gippsland Shire Council	Safety Around South Gippsland Schools	$25,845
Stonnington City Council	Chadstone Active Transport Issues	$30,000
Strathbogie Shire Council	Safe Zones: Portable VMS for School and Work Zones	$30,000
Surf Coast Shire Council	Lorne Town Centre – Area Wide Safe System Assessment for Active Transport and Concept Plan Development / Pedestrian and Cyclist Safe System Treatment Gosney Street Crossing and Intersection	$130,000
Swan Hill Rural City Council	Road Safety Strategy and Action Plan 2027–2032	$50,000
Warrnambool City Council	Merri Intersection Analysis	$25,000
Wyndham City Council	Road Safety Around Schools – Keep Kids Safe Outside the School Gate	$30,000
Yarra City Council	Miller Street Raised Pedestrian Crossing, Fitzroy North	$87,500

STRATEGIC GOAL 2:

BEST CLIENT OUTCOMES



Each client owns their own recovery journey to getting their life back on track.

We continued to strengthen client outcomes in 2025–26 through initiatives focused on recovery and independence, service delivery, operational efficiency and provider partnerships.

As part of the Client Pathways Evolution program, we introduced four tailored recovery pathways and improved our claims management practices to better support clients throughout their recovery journey and give them a more consistent experience.

Significant improvements were also delivered through the Resolutions Transformation Program, including streamlined legal protocols, enhanced recoveries processes and a modernised Independent Medical Examination framework that reduced wait times and improved decision-making.

Automation and artificial intelligence (AI) initiatives improved efficiency, and we also progressed reforms across health provider partnerships, including new physiotherapy and occupational therapy models that improved provider experiences and access to services.

Client and provider satisfaction continued to improve, reflecting positive impacts from service enhancements, faster processes and a stronger focus on client-centred outcomes.

Highlights from 2025–26

We reduced wait times for Independent Medical Examinations by 33% and medical report turnaround times improved by 76%.

The introduction of AI call summarisation reduced our average call handling time by 15%.

The percentage of providers paid within 10 days increased from 73% to 97%.

Client experience scores increased to 7.02 out of 10, marking the eighth consecutive half-yearly increase recorded.

Twenty years after they were first established, we launched a new set of TAC Protocols in partnership with the Australian Lawyers Alliance and the Law Institute of Victoria to create a more accessible and sustainable framework for compensation delivery and dispute resolution.



Pictured: TAC client, Joyce. *Credit: Andy Rogers*

Claims statistics in 2025–26

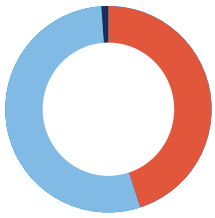
48,328
clients received support

14,765
new claims accepted

Demographics of new clients

Gender

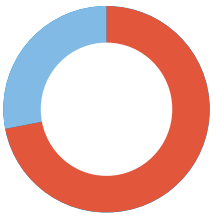
- Female **6,665** (45%)
- Male **7,914** (54%)
- Non-binary or other **186** (1%)

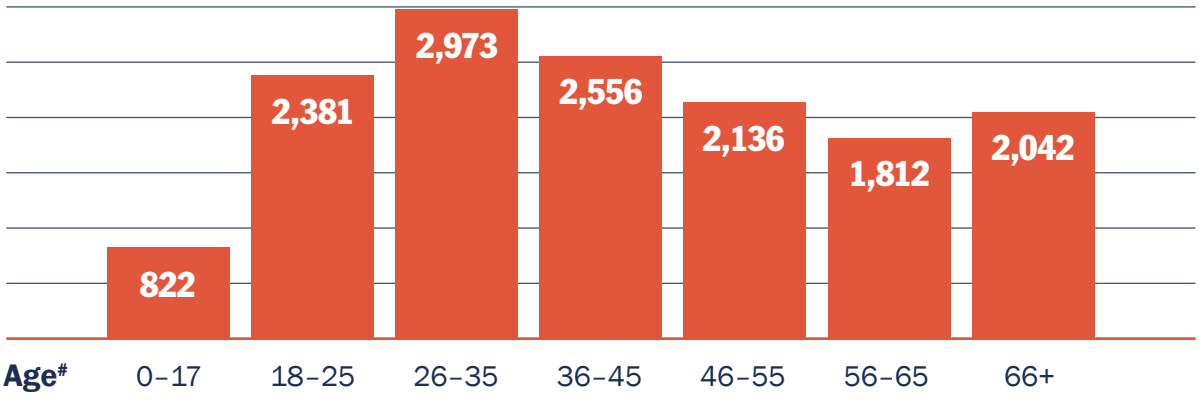


Preferred language*

- English **10,707** (73%)
- LOTE **4,058** (27%)

*27% of Victorians speak a language other than English at home (health.vic.gov.au)





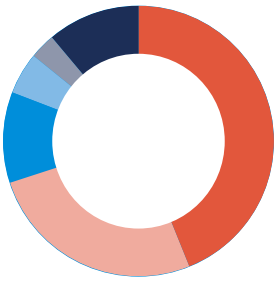
#Client age is unknown for a small number of claims

96%
Calls to 1300 654 329 (TAC phone line) answered within 2 minutes

TAC SUPPORTS

$1.97 billion

spent on treatment, rehabilitation, care, benefits and compensation



- **44%** Medical expenses and supports (inc. attendant care)
- **26%** Common law compensation
- **11%** Income support
- **5%** Impairment benefits
- **3%** Support for family members (dependency)
- **11%** Other

Top 5 areas of medical expenses and supports

Attendant care

Private hospital

Public hospital

Nurse

Equipment provider

CLIENT OUTCOMES

1,964
clients independent of income support within 12 months

7,840
clients independent of scheme within 12 months

1,451
eligible common law claims resolved within 18 months

Our key focus areas

2.1 Claims management

Client Pathways Evolution

During 2025–26, the Client Pathways Evolution program continued to transform how we support clients, introducing more consistent ways of working and recovery pathways that better reflect individual needs. Across all aspects of our claims process, we defined what matters most in how we manage claims and support clients.

Through our Core Claims Disciplines program, we focused on our highest-value work, driving improvements across client contact, planning and decision-making. These improvements gave frontline team members clearer guidance to promote timely and sound decision-making, while strengthening the quality of support and communication with clients throughout their recovery. To support sustainable change, the program leveraged operational guidance, communication standards, learning resources and practical tools to help teams make more informed decisions and adopt these better ways of working into everyday practice.

In January 2026, we successfully implemented a new, simplified operating model that aligned with, and enabled, progress on our four tailored client pathways:

- Self-guided Recovery
- Guided Recovery
- Achieving Independence and
- Maintaining Independence.

These pathways support a more tailored approach for each client, ensuring they receive the right level of support when they need it and helping them achieve their best recovery outcomes.

29%
decrease in Clinical Panel referrals in 2026 (Jan–Jun) compared to 2025 (Jul–Dec) due to more proactive decision-making

During the year, we started implementing the Guided Recovery and Achieving Independence pathways and progressed a high-level design for Maintaining Independence and Self-guided Recovery.

Other key initiatives implemented during the year include:

- a targeted Decision Enablement Initiative that resolved 2,949 of the oldest outstanding client requests within four weeks
- new Liability Q&A sessions that, combined with our growing claims capability, decreased our use of the Clinical Panel
- a proactive review of all attendant care programs within the Achieving Independence pathway, which helped stabilise attendant care growth by recognising where clients have gained skills to live more independent lives, including through TAC-funded treatment and supports.

Together, these achievements reflect the strength of our new structure and ways of working. As our four tailored client pathways mature, they will also give us a strong foundation for continued improvement in client experience, service quality, and recovery and independence outcomes.

Resolutions

At the TAC, we are dedicated to helping people access any compensation they may be entitled to because of their injuries, as well as resolving disputes about our decisions.

During the financial year, we continued a multi-faceted, multi-year transformation program of work to remove barriers that can delay impairment and common law compensation processes, with the aim of delivering more efficient outcomes.

We delivered nine key projects across all aspects of our resolutions processes during the financial year. Passing these milestones on our journey to better client outcomes has resulted in high-level benefits to clients, teams and the scheme in general.

Following are three examples of what the work looks like in action.



Pictured: A panel discussion for the TAC Protocols 20th anniversary celebration held at Melbourne Town Hall in November 2025

The TAC Protocols

Our Protocol Optimisation Initiative was a cornerstone of our resolutions transformation program, delivering the most significant evolution of the TAC Protocols in over 20 years.

The initiative was designed to modernise the Protocol framework, while preserving the collaborative principles that have made it a highly successful mechanism for delivering timely benefits and resolving disputes. Since their introduction in 2005, the Protocols have enabled the resolution of more than 80% of matters without the need for clients to apply to the courts or tribunal, making them a critical component of our resolutions model.

Delivered across the 2025 and 2026 financial years, we came together with the Australian Lawyers Alliance and the Law Institute of Victoria to co-design and implement a future-focused Protocol framework that could improve client outcomes, support scheme sustainability and strengthen operational performance.

Finalising the initiative took a significant collaborative effort, with key tasks including:

- the successful completion of negotiations with the Australian Lawyers Alliance and the Law Institute of Victoria
- the design and implementation of 24 new or enhanced business processes and 165 technology, correspondence, form and document improvements
- delivery of education and training to 280 of our employees, as well as 400 members of the Victorian legal community
- extensive stakeholder engagement, communications and change management activities.

The initiative successfully culminated in the launch of the 2026 TAC Protocols on 30 March 2026.

Following an initial period of transition, the initiative now constitutes part of our business-as-usual activities and is expected to help us and our legal partners to continue delivering efficient, collaborative and client-focused outcomes well into the future.

Recoveries

Our Recoveries Initiative delivered a significant transformation of our debt recovery capabilities by strengthening our processes, systems, reporting and case management. In turn, this has helped maximise recoveries and support scheme integrity and long-term sustainability.

The initiative modernised the end-to-end recoveries function through a variety of activities including research, process optimisation and targeted staff training to embed consistent and effective ways of working.

The initiative has delivered strong and measurable financial outcomes over the last two financial years and, following a successful phased implementation of the new process, the initiative is now successfully embedded into our business-as-usual operations.

Medical Exam Strategy

This initiative significantly strengthened the quality, governance and long-term sustainability of our Independent Medical Examination (IME) framework, delivering substantial operational improvements and enhancing the experience for both clients and staff.

A key achievement was the introduction of two intermediary IME panel providers – Medico Legal Express (MLE) and Med Direct – which have transformed the way we source and manage medical examinations.

This shifted our focus from managing relationships with more than 150 individual medical examiners to a streamlined model centred on two contracted providers, dramatically reducing administrative effort and contract management complexity. The new model also expanded our examiner network by over 60 additional specialists, increasing capacity, improving access to medical examinations across the scheme and, importantly, reducing delays to benefit delivery.

Exam wait times reduced by
33%

Time taken to return a medical exam report reduced by
76%

The initiative delivered a new fee schedule, established a contemporary Client Medical Information Retrieval contract, and progressed a comprehensive program of optimisation activities.

Having delivered significant reductions in exam wait times (from 42 days to 28 days) and medical exam report turnaround times (from 34 days to eight days), this intervention will enable faster decision-making, improved client outcomes and more efficient claims management.

Collectively, these initiatives modernised our IME operating model, strengthened quality assurance and governance, increased examiner availability, and established a scalable foundation for continuous improvement and future scheme sustainability.

Automation

During 2025–26, we commenced our automation program – a four-year initiative designed to streamline high-volume and repetitive processes, improve processing accuracy and adaptability in the face of fluctuating demand, and free staff up to focus on improving client outcomes.

We completed a successful Automation pilot and have created a dedicated Automation platform, establishing a reusable foundation for delivery at scale. We also started using the technology in the program's first production use case – automating form validation and data entry to improve accuracy and accelerate information availability for our claims area.

We also implemented a self-service procurement product to allow low-risk and low-value decisions to be managed directly by teams, while still maintaining proper procurement oversight of buying decisions.

Looking ahead, we will continue to identify, assess and prioritise automation opportunities from across the organisation, sequencing delivery to focus on the highest value use cases.

Call summarisation (AI)

In 2026, we collaborated with our current call recording partner, Liquid Voice, to deliver AI call summarisation within our contact centre.

This new technology is focused on helping our people spend more time supporting clients, and less time writing notes after each call.

When clients and providers contact us, our people need to record important details from the conversation as part of the claim record. Prior to the introduction of AI call summarisation, our people had to manually type up these notes and the level of detail they supplied tended to vary.

AI call summarisation creates a concise and easy-to-read summary of what was discussed in the call. As part of the process, the summary must be reviewed and confirmed by the call taker before it is saved as part of the claim record. The tool does not make decisions about clients, and all existing privacy and data protection requirements continue to apply.

Benefits of the technology include reduced time spent on note-taking post call, improved consistency and quality of records, and increased time for focused listening and responding to clients during calls. It also helps us better identify common needs and improve our services over time, supporting a more consistent and responsive experience for our clients.

Now that the technology is successfully embedded within our contact centre team, we plan to expand it to our claims management teams in the coming months.

Call handling time reduced by
15%

Contact Centre average speed of answer reduced by
73%

Contact Centre capture rates improved by
10%

Based on a 3-month comparison of results before and after AI call summarisation (Jul to Sep 2025 versus Apr to Jun 2026)

2.2 Partnerships for better client outcomes

Provider Health and Outcome Framework

To support clients in achieving their best possible outcomes, we continued to strengthen value-based partnerships across the health, rehabilitation and disability sectors by progressing our Provider Health and Outcomes Framework during the financial year.

The framework is designed to improve the way we engage and partner with providers and stakeholders by establishing a more consistent, supportive and outcomes-focused model. This will provide greater clarity for providers and enable our teams to engage more effectively.

Through the framework, we aim to improve the provider experience through clearer communication, reduced complexity and more efficient processes and digital tools. In turn, this will reduce administrative burden, improve the quality and completeness of provider interactions, and support faster and more consistent decision-making.

As part of the framework, we have progressively co-designed and introduced new service models for allied health providers, beginning with physiotherapy (see next section) and occupational therapy (see page 44).

Physiotherapy Model

In February 2026, we reformed our Physiotherapy Model to address longstanding complexity, inequity and provider dissatisfaction.

The reform introduced a more transparent and streamlined schedule aligned to contemporary market rates, consolidating 48 legacy items into 15 clearly defined services and minimising the ongoing need for case-by-case Above Rate Service Agreements.

Now that it has been implemented, the reform is delivering the following key benefits for clients and providers:

- market-aligned fees support a sustainable provider network and maintain access to care for around 13,000 clients each year
- a single, consistent schedule improves equity and transparency
- streamlined processes and increased digital billing reduces administrative burden and improves efficiency
- reduced use of Above Rate Service Agreements strengthens overall system integrity and compliance.

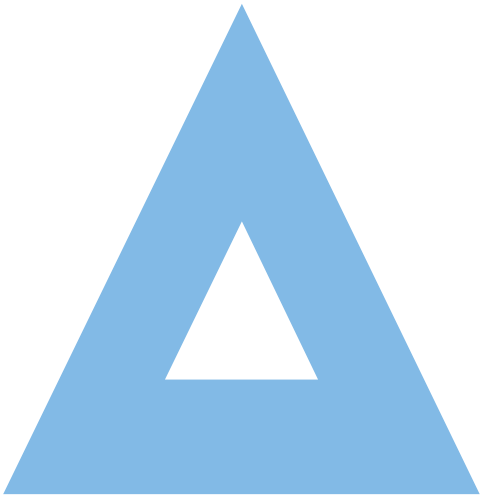
The Australian Physiotherapy Association was a key partner throughout the change process, supporting communication with members and working collaboratively with us during the implementation phase.

Above Rate Service Agreements requests from physiotherapists decreased by

93%

Physiotherapy provider satisfaction with the TAC increased from Nov 2025 to Jun 2026 by

7%



Occupational Therapy Model

In April 2026, we launched the Occupational Therapy (OT) Access Registry, a new service model developed in partnership with occupational therapists, peak bodies, and our clients.

This milestone marked a significant step forward in delivering more consistent and high-quality services with more than 550 OTs joining the registry by the end of the financial year.

The registry strengthens collaboration with providers by establishing clear expectations, improving referral processes, and introducing updated hourly rates that better reflect the critical role OTs play in supporting client recovery and outcomes.

Participating OTs complete an online module outlining our expectations and giving them practical guidance, while updated referral pathways, forms and report templates support more efficient and consistent two-way communication.

A key feature of the model is a new internal provider search tool, which enables claims managers to better match clients with OTs based on expertise, location and language, connecting clients with the right support and reducing delays.

> **"This is a great initiative and values the work we do, often with very complex clients."**
>
> Occupational Therapist

Attendant care

During the financial year, we continued to support attendant care providers who were working through the process of complying with Victoria's new social services regulation reforms. This transition occurred with minimal disruption, which meant clients were able to keep accessing support.

We also introduced a new internal provider search tool for attendant care services. The tool provides claims managers with improved visibility of registered providers, including their areas of expertise, service locations, current capacity and languages spoken by support workers.

This enables more informed and efficient matching of clients with local providers who can meet their individual needs. Collectively, these efforts are building a more connected, future-ready provider ecosystem, which will in turn improve outcomes and deliver greater value for our clients.

Provider payments

Last financial year, we started working on our end-to-end payment process to identify ways of improving our efficiency.

The benefits of this work were realised this financial year with the following results:

- 40% reduction in rejected invoices – from 20,000 to 12,000
- payments within 10 days up by 21% – from 73% to 97%
- payment enquiry waiting times reduced from 12 minutes to 51 seconds
- 14% reduction in duplicate invoice rejections
- 33% reduction in internal queries resulting from account action tasks.

Best Client Outcomes Grant Program

In 2025, we launched the TAC Best Client Outcomes Grant Program to improve the quality of health and disability services in Victoria. The program offered grants between $50,000 and $200,000 across a two-year period for research projects that support people injured in transport accidents.

Funding was available across three categories:

1. Early Trauma – hospitalisation and critical care of new injuries
2. Rehabilitation – inpatient, outpatient and/or community-based rehabilitation
3. Life Participation – returning to work and/or adjusting to life with a disability

Recipients of the 2025 program are listed in Table 13. Each grant recipient will be expected to share the results and outcomes of their work in 2027.

The 2026 TAC Best Client Outcomes Grant Program opened in May with the aim of improving the equity and quality of rehabilitation services in Victoria and successful recipients will be announced in late 2026.

Table 13: 2025 Best Client Outcomes Grant recipients

ORGANISATION	GRANT OBJECTIVE	AMOUNT ($)
Alfred Health	Assessing the factors associated with patient reported anxiety on hospital discharge and the effect of psychosocial follow-up post discharge	$194,764
Epworth HealthCare	Developing a Vocational Rehabilitation Training Package for Allied Health Clinicians Working in Traumatic Brain Injury Rehabilitation	$191,381
Murdoch Children's Research Institute	Supporting Victorian clinicians with communication strategies to address unproven therapies and misinformation in spinal cord injury care	$199,785
Step 2 Allied Health	Development of best practice guidelines for anxiety in return to drive rehabilitation through Delphi consensus methods	$198,900
The Community Doctor	Living Well with Pain: A Community-Based Empowerment Program for TAC Clients	$188,450

2.3 Client service delivery

New claims platform

During 2025–26, we progressed planning and procurement for the replacement of our core claims management platform. While our existing platform has supported the scheme for many years, it has become increasingly complex to maintain, does not have the functionality to meet the ongoing needs of our clients and providers, and is approaching the end of its supported life.

Throughout the year, we completed extensive market engagement, evaluation and planning activities to identify a contemporary platform capable of supporting claims management, payments and service delivery. This work included detailed assessment of future business needs, technology requirements, implementation approaches and risk management controls.

Implementation of the new platform is expected to commence in 2026–27 through a phased approach, which will aim to maintain service continuity while reducing reliance on legacy technology.

Once delivered, the new platform is expected to improve our system reliability, enhance data quality and deliver better digital experiences for our clients, providers and employees.

Complaints and disputes

Client feedback, complaints and disputes play an important role in helping us better understand the client experience, which is an important factor in maintaining our confidence in our own decision-making processes. While we work to ensure our services and decisions are fair, timely and client-centred, we recognise that concerns and disagreements can occur.

We have a designated team responsible for managing concerns relating to service delivery and claims management, while our dispute resolution processes provide an avenue for reviewing claim decisions. Together, these functions support accountability, continuous improvement and better outcomes for clients.

Table 14 contains a summary of the complaints and disputes we received and managed throughout the financial year.

Table 14: Complaints and disputes comparison

COMPLAINTS AND DISPUTE TYPE	TOTAL 2024–25	TOTAL 2025–26	VARIANCE
Formal complaint[1]	647	670	+3.5%
Model litigant complaints[2]	1	0	-100%
Informal review requests[3]	583	830	+42%
Resolved	618	816	+32%
Withdrawn	23	97	+322%
Days to resolve	62	52	-16%
Resolved in four months (%)	93	93	-
Notice of Intent to dispute a Joint Medical Exam decision	21	16	-24%
Dispute applications pursuant to the TAC Protocols[4]	2,278	1,928	-15%
Merit reviews[5]	335	390	+16%
Applications open (end of 25–26)	580	388	-33%

1. Formal complaints – all formal complaints submitted to the TAC, our Chief Executive Officer and the Victorian Ombudsman
2. Model litigant complaints – complaints related to claims an agency has not acted fairly, consistently or promptly to minimise legal costs
3. Informal review requests – requests for an informal review of a TAC decision about a claim
4. Dispute applications pursuant to the TAC Protocols – the no-fault dispute resolution TAC Protocols are an alternative dispute resolution process to the formal process supported by the Victorian Civil and Administrative Tribunal (VCAT)
5. Merit Reviews – applications to VCAT for a merit review of a TAC decision

Our performance

Every year, we hear from over 7,000 clients and providers through surveys, focus groups and one-on-one interviews.

The Client Experience Survey and Provider Survey are our largest surveys and are linked to our annual corporate scorecard.

Conducted twice a year, participants in our 2025–26 Client Experience surveys gave an average client experience score of 7.02 out of a possible 10 points. This is an increase on our 2024–25 result of 6.88, and the eighth consecutive half-yearly increase.

Clients spoke positively about it being noticeably easier to contact us, as well as their feeling that decisions were being made more quickly than previously. They also said we need to do more to help them clearly understand the next steps in their claims journey.

Within 24 hours of receiving a phone call from us, clients also receive a two-minute survey asking them about their experience of that phone call. Results from each survey flow into live dashboards that we use to track our performance.

In 2025–26, we received 3,558 responses. The average satisfaction score received from clients was 8.31 out of a possible 10 points, a stable result compared to the previous financial year (8.33).

The Provider Survey is also conducted twice a year. In 2025–26, the survey showed a significant improvement in our Provider Ease of Experience score, which increased to 64.7%. This exceeded our target by 2.7% and was up from 60.4% in 2024–25.

Agreement with the statement that payments are made within a reasonable timeframe also improved, increasing by 17% compared to 2024–25.

Parliamentary Inquiry into claims made through the TAC

On 18 February 2026, the Victorian Parliament supported a motion establishing the Legislative Council Legal and Social Issues Committee's 'Inquiry into claims made through the Transport Accident Commission (TAC)' to examine:

- processes around legitimate claims, including disputed claims
- circumstances and systems related to fraudulent claims
- private provider discretion to set fees exceeding the Medicare Benefits Schedule rate
- interactions with other services, such as the National Disability Insurance Scheme (NDIS), and how TAC clients have been impacted by federal reforms to:
  - the National Disability Insurance Agency and the NDIS and
  - restrictions on health privacy and information sharing between state and federal agencies.

As part of the process, the Committee held a two-day hearing on 9 to 10 June 2026, with evidence from TAC clients, allied health peak bodies, legal and advocacy organisations, and the TAC leadership team. In addition to the evidence presented in the hearing, 69 submissions were made to the Inquiry.

At the TAC, we recognise the importance of delivering a better experience for clients living with long-term or complex injuries, building stronger relationships with providers and peak bodies, and enabling improved support for families who have lost parents or loved ones in a transport accident.

As an organisation currently undertaking a significant transformation, we look forward to receiving the recommendations, which we expect will help strengthen our reform efforts and further improve outcomes and experiences for TAC clients. The final report is expected to be tabled in Parliament in August 2026.

We acknowledge and thank our clients and stakeholders for sharing their experiences throughout the Inquiry process. We will continue to provide updates on our progress, with a more comprehensive update expected in our 2026–27 Annual Report.

For copies of the final report and submissions, please visit parliament.vic.gov.au/tacclaims

Major Accident Response Plan team recognised

Our Major Accident Response Plan (MARP) team was recognised for its exceptional leadership, collaboration and compassion in responding to major transport accidents at the 2025 Personal Injury Education Foundation (PIEF) Awards in October 2025.

The team was named winner of the Outstanding Contribution by a Team award, recognising the significant impact of its work supporting people and communities affected by serious transport incidents.

MARP was established in the wake of the 2017 Bourke Street tragedy to provide fast and targeted assistance to those impacted by large-scale road accidents. The role of the team is to fast-track claims and support everyone who has been directly impacted by trauma, including the injured, families, witnesses and first responders. Since its establishment, the MARP has been activated five times.

MARP was one of four TAC teams shortlisted from more than 260 award submissions, highlighting the outstanding work being delivered across our organisation. The team's success is a testament to the passion, professionalism and dedication of our people, as well as the positive difference they make every day.

This was the second consecutive year that one of our teams won the award after our Dependency team received the honour in 2024.

The annual PIEF Awards celebrate excellence and innovation across the personal injury sector.



Pictured: The MARP team accepting their award at the PIEF Award ceremony in Sydney (Credit: imagineX)



Pictured TAC client, Emily. Credit Michael Peters

Emily's story

For many people, standing to thank loved ones at a party or walking into a classroom are everyday moments that often go unnoticed. But for TAC client, Emily, these achievements have been significant milestones in a long and challenging path to recovery that began in 2018.

When she was 24 years old, Emily was involved in a serious car accident while travelling to work. She sustained life-changing injuries, including an acquired brain injury and a T4 spinal cord injury, which left her with limited motor function and in need of extensive rehabilitation and support.

Working closely with her TAC case manager, Emily has focused on setting meaningful personal goals for her recovery. One of her most memorable achievements was standing to thank guests at her 30th birthday celebration. Having reached that milestone, she challenged herself again the following year with a new goal: walking into her final class.

While Emily is very grateful for the support the TAC has provided throughout her recovery, she says there are some things we could be doing better. In particular, she would like to see quicker response times and improved communication to help new clients better navigate their relationship with us.

Despite this, Emily says she feels lucky to have the TAC in her corner, particularly after a challenging year with injuries. "I know if anything goes wrong as a result of my injury, that I'll be safe and get what I need," she said.

Reflecting on her journey from the aftermath of the accident to now, Emily is overcome with emotion saying that her younger self could not have imagined she would be who she is now. "I think it would make her happy to know where her life is going."

OUR STRATEGIC GOALS

HIGH PERFORMING CULTURE



Our people are aligned in our purpose and empowered to perform.

Building a high-performing culture remains central to our ability to deliver on the *Make Every Day Matter* strategy. We also know that embracing diversity and creating an inclusive workplace helps us bring out the best in our people and better serve the Victorian community.

During 2025–26, we made significant progress in strengthening our leadership, workforce capability, inclusion, wellbeing and workplace experience.

Highlights from 2025–26

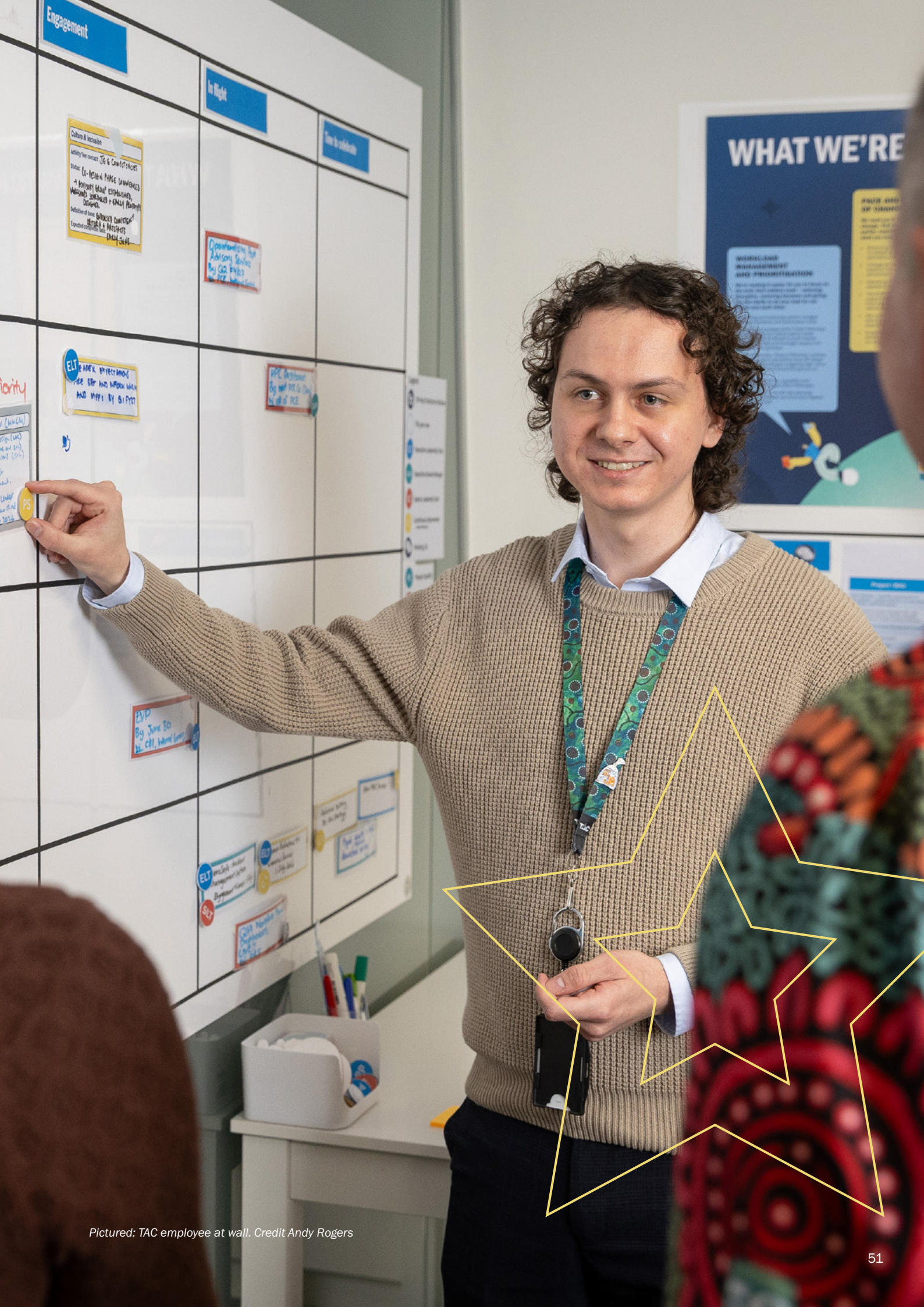
We launched Make My Leadership Matter, with 97% of leaders completing assessments and 94% attending program kick-off sessions.

We successfully negotiated our Enterprise Agreement for 2025–2029 with 93.5% of employees voting in favour of the agreement.

We saw positive results from the implementation of our first Gender Equality Action Plan with a decrease in the gender pay gap and a higher proportion of women working in senior leadership.

We continued to implement our *Access and Inclusion Plan 2025–27* and saw workforce representation of people with disability increase, as well as an improved Inclusion Score from this cohort (up five points from 2024).

We established an internal First Nations team to support reconciliation, improve outcomes for Aboriginal and Torres Strait Islander communities and clients, and increase representation of First Nations employees.



Pictured: TAC employee at wall. Credit Andy Rogers

Our key focus areas

3.1 Leadership and talent

Make My Leadership Matter

Leaders play a critical role in shaping our culture, performance and ability to achieve our goals. This is because they create environments where people feel supported, engaged and motivated to perform at their best, even during periods of uncertainty.

However, strong leadership does not happen by chance. Investing in leadership skills gives leaders the toolkit they need to build high-performing teams, foster innovation and manage change effectively.

This year marked the beginning of our Make My Leadership Matter program. The program was co-created with Human Synergistics, which is also delivering the program, and is designed to enable high performance at every level of leadership by multiplying constructive behaviours.

The key milestones we achieved this year include:

- 97% of all leaders completed a pre-program assessment and action plan to give us a baseline for uplifting constructive behaviours through the program
- 39 leaders completed the Multipliers accreditation needed to enable the program, including all the Executive Leadership Team and General Managers
- kick-off sessions for the program were delivered to 94% of leaders in May and June 2026 (4% above our target) and all attendees agreed or strongly agreed they were committed to actively participating in the program
- our Leadership Index result in October 2025 saw a favourable result of 78%, which exceeded our target for that period by 4%, suggesting that our leaders are being perceived as showing the everyday behaviours aligned to a constructive culture.

6%
the increase in our Leadership Index result from 2024 to 2025

3.2 Workforce planning

Workplace experience

We are focused on building a constructive organisational culture that will enable us to effectively deliver our *Make Every Day Matter* strategy.

To support this work and help track our progress, we offer three employee listening surveys during the financial year. Results from the surveys inform key focus areas for leaders related to culture and the TAC's working environment.

Strategy In Action Survey – October 2025

Our Strategy In Action Survey measures elements of employee experience as they relate to our strategy. Last year's survey had a 71% response rate and showed the following results:

- individual performance expectations are clearer (up 6%)
- confidence in senior leadership has increased (up 6%)
- our people feel safer to speak up (up 5%) and are trying new ways of working (up 6%)
- we are embracing inclusion and diversity more effectively (up 4%).

We expect to see further improvements in our results in the coming year, especially in employee levels of energy and enablement.

People Matter Survey – March 2026

Over 200 public sector organisations and 100,000 employees take part in the annual Victorian Public Sector Commission (VPSC) People Matter Survey.

The survey measures engagement, workplace culture and wellbeing, and benchmarks performance against the rest of the public sector.

Our employee participation in the survey dropped from 84% in 2025 to 79% in 2026. Across most areas of the survey, our performance was stable and higher than the VPS average. While our Employee Engagement Index decreased by 2% compared to the 2025 result (down to 74%), this score was still 4% above the VPS average.

Constructive Culture Survey – June 2026

The Organisational Culture Inventory (OCI) is conducted every two years to assess the behaviours and norms that shape how work is done across our organisation. The 2026 survey achieved a staff response rate of 66%, consistent with the previous survey in 2024.

While the constructive culture metric remained stable at 25% and did not achieve the 2025–26 target, the results indicated that organisational culture remained stable during a period of significant transformation. Encouraging improvements were observed in behaviours associated with achievement, accountability, learning and continuous improvement, reflecting the positive impact of culture initiatives introduced since the last survey.

The survey identified opportunities to further strengthen decision-making, empowerment and accountability across the organisation. These insights will inform future action planning as we continue to build a culture that supports high performance, innovation and the delivery of better outcomes for clients and the Victorian community.

Culture Strategy

Following the Human Synergistics OCI survey in February 2024, we identified several culture change priorities.

One of the most important was leadership, which we addressed through business-as-usual activities and dedicated projects, such as the Make My Leadership Matter program (see page 52). Other culture levers we have identified during the financial year as being important to our future include:

- strengthening alignment to our purpose, values and strategy by embedding them into organisational design, as well as performance and talent management
- improving our systems and processes and
- advancing reconciliation and diversity initiatives to foster inclusion and safety.

While meaningful culture change requires sustained effort over time, we now believe we have the key foundations in place and will continue to use results from future OCI surveys to check our progress and keep us on track.

Enterprise Agreement

During the financial year, we undertook activities with employees and employee representatives to negotiate the Enterprise Agreement 2025–2029. The agreement provides a contemporary employment framework that supports our strategic objectives, workforce sustainability and employee wellbeing over the four-year period.

Negotiations focused on balancing fair and competitive employment conditions with the organisation's long-term operational and financial sustainability.

Key outcomes included:

- the introduction of competencies across all job groups to strengthen capability, progression and development
- enhancements to flexible work arrangements and
- inclusive leave provisions.

Through regular communications, information sessions, workplace activations, and feedback sessions, our employees provided feedback throughout the bargaining process, which increased employee participation in the vote. It also supported timely delivery of the agreement, which was executed prior to the nominal expiry date of 30 June 2025.

The strong vote in favour of the agreement reflected employee confidence in the negotiated conditions and a shared understanding of the TAC's future direction.

One key action we implemented immediately after the agreement was endorsed was the simplification of our people-related policies to give greater clarity and certainty regarding employment conditions. This action is one of many that will help us attract and retain the best talent, strengthening our ability to deliver the objectives of the *Make Every Day Matter* strategy.

Our 2025–29 Enterprise Agreement

81.5%
of eligible employees voted in the ballot

93.5%
of eligible employees voted in favour of the agreement

Table 15: Our people

	2024–25	2025–26
Total number of employees (HC)*	1,373.00	1,437.00
Total number of employees (FTE)#	1,280.04	1,328.75
Men (HC as %)^	25.93	26.17
Women (HC as %)^	74.07	73.76
Full time (HC)*	804.00	802.00
Part time (HC)*	300.00	323.00
Fixed term/casual (HC)*	269.00	312.00
Average age	42.74	43.33

Source: TAC Payroll data
*HC: Head count
#FTE: Full-time equivalent – the 2026 figure included 185.3 project-funded employees (2025: 144)
^(HC as %): Head count expressed as a percentage. Gender categories with small numbers have not been reported separately to protect employee privacy. Percentages may not total 100% due to rounding and privacy protections.

Enterprise Change

We formed an Enterprise Change Centre of Excellence to help us to deliver our ambitious transformation program.

The function does this by evolving our organisational change maturity, building distributed change management and leadership capability, and supporting change management practices with enterprise-wide reporting and insights.

During the financial year, we worked on delivering targeted services to strengthen the change capability of our people and processes. This allows change to be delivered consistently, with minimal disruption and maximum impact.

Key actions of the team during the financial year included:

- embedding our 90-day operating rhythm to guide our ongoing approach to prioritising change
- delivering a series of immersive experiences to connect our people with our strategy, client service model and quarterly planning practices, which helped turn aspirations into action through connected planning and accountability
- embedding a change methodology and toolkit to standardise business-led change delivery, as well as introducing new tools and reporting to support informed decision-making
- establishing a Change Accelerator Network and commencing our Change Capability Uplift Program to improve our organisation's change capability and change leadership
- introducing a suite of change metrics to understand our progress and opportunities for improvement.

3.3 Inclusion and diversity

During the financial year, we continued to mature inclusion and diversity as a core driver of our high performing culture. Our refreshed approach to inclusion and diversity embeds inclusion by design through a coordinated, intersectional and data-led framework, helping us better identify barriers, elevate lived experience and drive sustainable inclusion across our workforce, services and culture.

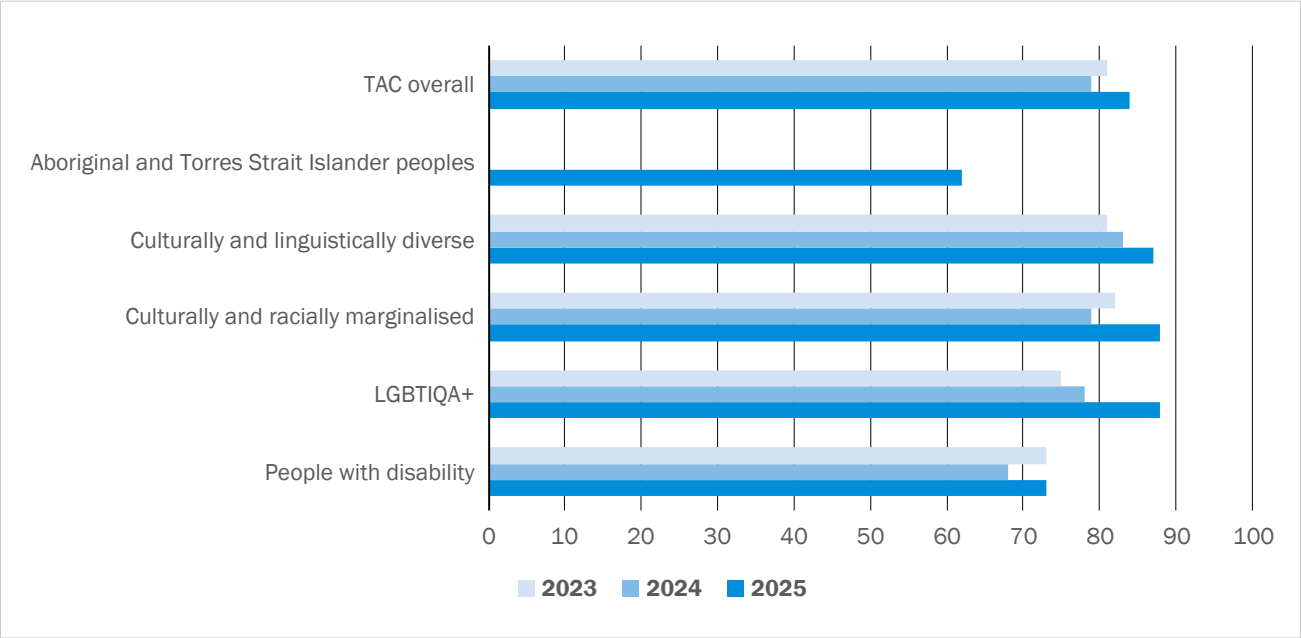
Employee voice has been key to this progression and we established five Inclusion and Diversity Employee Network Groups, supported by team charters, governance, defined roles and operating rhythms. These networks create community, inform inclusive practice and help ensure decisions are shaped by lived experience.

One example of this is the Disability Employee Network. Through ongoing consultation with employees with disability, lived experience is informing practical improvements across workplace adjustments, accessible meetings and events, assistive technology, digital access and inclusive communication. This work is helping remove barriers and create more dignified, equitable access across the TAC, in line with our *Access and Inclusion Plan 2025–2027*.

Broader inclusion activity included cultural awareness initiatives, a culturally and linguistically diverse focused 'You Can Ask That' episode, Advanced Cultural Awareness workshops and Cultural Diversity Week activity, as part of our Creating Safe Spaces campaign. International Day of People with Disability and Global Accessibility Awareness Day also provided opportunities to celebrate progress, build awareness and reinforce the work still ahead.

This work is translating into measurable impacts in our Inclusion Scores (see Figure 2) with scores overall and across all cohorts increasing, with a particularly marked increase in the LGBTIQA+ score (10 points between 2024 and 2025).

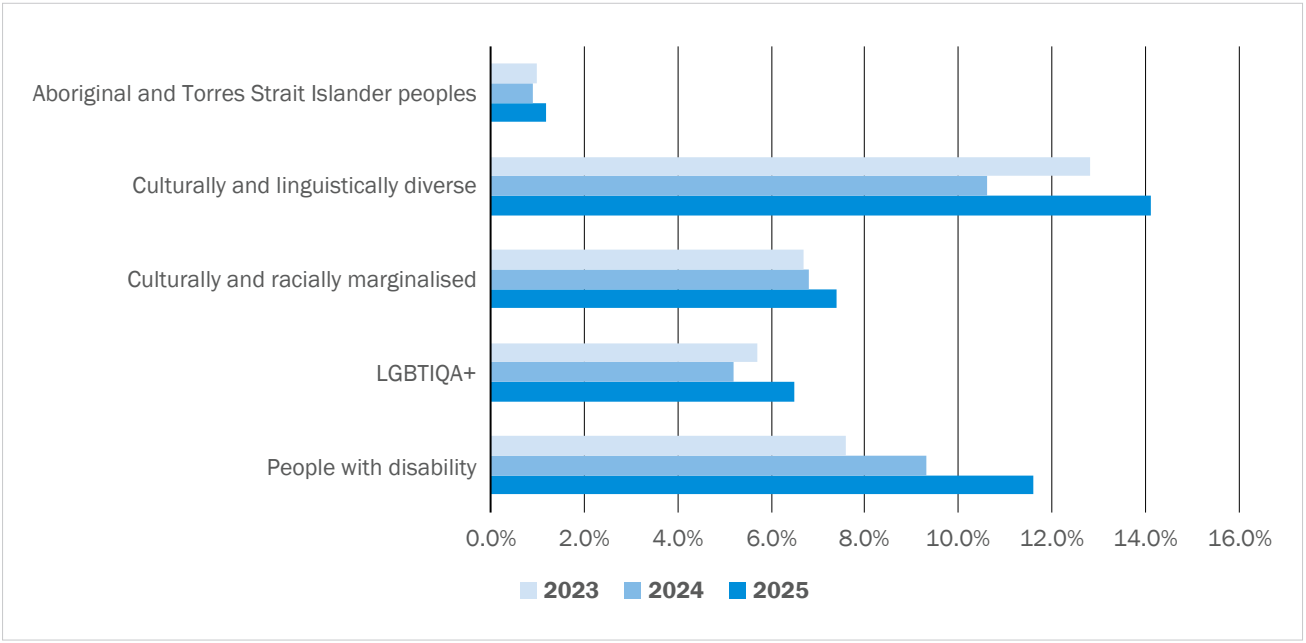
Figure 2: TAC inclusion scores (2023 to 2025)



*Note: 2025 is our baseline measure for Aboriginal and Torres Strait Islander peoples

As Figure 3 shows, workforce representation also increased for people with disability from 9.3% to 11.6% – exceeding our 9.5% target – and LGBTIQA+ people to 6.5% (up from 5.2% in 2024). It also increased across First Nations and Culturally and Racially Marginalised, as well as Culturally and Linguistically Diverse cohorts.

Figure 3: Workplace representation (2023 to 2025)



LGBTIQA+ Inclusion Plan

Our LGBTIQA+ Inclusion Plan was developed and integrated into our broader *TAC Inclusion and Diversity Plan 2026–2030* early in the financial year. Developed in response to lived-experience consultation and employee survey insights, the plan aligns with both the *VPS Diversity, Equity and Inclusion Action Plan 2026–2029* and the Pride In Diversity Australian Workplace Equality Index. While our workplace inclusion initiatives are currently recognised as Bronze tier, the plan provides a clear pathway for us to achieve Silver status.

Throughout the year, initiatives focused on strengthening organisational capability, visibility and psychological safety. Key actions included continuing the Creating Safe Spaces campaign, delivering LGBTIQA+ 101 learning, and facilitating allyship workshops through Queer Town, a queer-led education provider.

We also enhanced visible inclusion through inclusive signage, recognition of days of significance, and support for an active employee network. During the financial year, the network led the TAC's first participation in the Midsumma Pride March and delivered an IDAHOBIT event featuring lived-experience storytelling, panel discussions and fundraising.

These efforts are contributing to improved inclusion outcomes, with workforce representation data indicating more employees feel safe to identify as LGBTIQA+. Continued progress reflects the value of sustained, evidence-based action.

Gender Equality Action Plan

Our Gender Equality Action Plan (GEAP) complies with the Victorian *Gender Equality Act 2020* and drives our action to address structural and cultural barriers to gender equality across our workforce.

Since the launch of GEAP 1 in 2022, we have rolled out a series of targeted initiatives across a range of areas including workforce data and reporting and inclusive leadership capability. We also embedded Gender Impact Assessments into our policies, programs and services.

Key outcomes of our efforts include:

- gender parity on the TAC Board, increasing from 44% women in 2023 to 50% in 2025
- women in senior leadership roles increasing from 57% in 2023 to 63% in 2025
- the mean total remuneration gender pay gap reducing from 10.8% in 2023 to 10.3% in 2025
- reported workplace sexual harassment reducing from 6% in 2023 to 2% in 2025.

We also met our key legislative requirements by:

- submitting the 2024–25 Workplace Gender Audit in October 2025 and being confirmed compliant in June 2026
- submitting the 2025 Progress Report in January 2026
- publishing relevant audit and progress information in May 2026.

Building on this foundation, we submitted GEAP 2 to the Commission for Gender Equality in the Public Sector in March 2026 and are expecting a report on our compliance in October 2026.

Informed by workforce data, employee listening insights, broad consultation and GEAP 1 learnings, GEAP 2 will focus on occupational segregation, equitable career pathways, pay equity, inclusive leadership and safe workplace practices.

Feature story

Standing with community at the Midsumma Pride March

We proudly participated in our first Midsumma Pride March on 1 February 2026, joining thousands of Victorians in celebrating diversity, inclusion and equality.

More than 50 employees, family members and friends wore rainbow seatbelt-themed t-shirts, caps and sashes to promote our key message – Seatbelts Keep Us Together – while marching alongside community organisations, businesses and supporters.

As a major sponsor of the Midsumma Festival – Victoria's biggest celebration of the LGBTIQA+ community, culture and arts – we also attended Carnival and Victoria's Pride Street Party to share this important road safety message.

For our organisation, creating safer futures extends beyond the road network. It also means contributing to inclusive communities where people feel supported, connected and able to be themselves. Our support for the Midsumma Festival and involvement in the Pride March highlighted the importance of visibility, allyship and inclusion, both within our organisation and across Victoria.



Pictured: TAC employees at the Midsumma Pride March

Reconciliation

We are committed to building long-term, meaningful relationships with First Nations employees, clients, providers and communities to support genuine reconciliation between Aboriginal and non-Aboriginal Victorians.

During the financial year, we strengthened the foundations of our reconciliation journey by establishing a dedicated First Nations function within our organisation. New roles were created to ensure our organisation is appropriately resourced to deliver on its reconciliation commitments, reduce single points of dependency and cultural load, and embed self-determination as a guiding principle in how we support First Nations clients, employees and communities.

We also progressed the development of our Innovate Reconciliation Action Plan (RAP), building on our Reflect RAP by adopting a more statewide focus. This process has seen us engaging more deeply with Victorian First Nations communities, peak bodies, Traditional Owner groups and Aboriginal organisations. It has also prompted the development of a new governance structure and working group to support accountability, transparency and self-determination.

Other actions we delivered during the financial year include:

- continued our delivery of a Cultural Awareness Learning Pathway to employees (61% completion), as well as supported On Country experiences with Wadawurrung Traditional Owners (63% completion) to build cultural awareness and safety
- renewed our commitment to the Geelong Aboriginal Employment Partnership Alliance
- recognised National Reconciliation Week through activities building awareness and connection, including a Welcome to Country and Smoking Ceremony, which was attended by TAC leaders and community members
- determined baseline measures for inclusion and workforce representation of First Nations people.

3.4 Employee performance

Building and applying capabilities

In 2025–26, we delivered learning programs to build capability, shift performance and empower our people to achieve our strategic goals. This resulted in over 18,000 training modules being completed or attended.

Key achievements for 2025–26 include:

- We launched critical Health, Safety and Wellbeing learning modules in partnership with Caraniche at Work:
  - Safe Interactions – in-person and virtual
  - Psychological Health and Safety – for all employees and for leaders.
- We created a Technical Capabilities Framework for claims managers.
- We delivered targeted learning to support the launch of the 2026 TAC Protocols for our people, as well as plaintiff solicitors, in partnership with the Australian Lawyers Alliance and the Law Institute of Victoria.
- We redesigned our Compliance Learning Pathways to reduce the hours required as much as possible and increase staff availability for core business activities.

BUILDING CAPABILITY IN 2025–26

- Delivered onboarding training:
  - 213 new employees and 42 people leaders were welcomed at orientation sessions
  - 353 employees completed claims induction training
- Over 18,000 training completions / session attendances including:
  - Compliance: 14,787
  - Health, safety and wellbeing: 1,101
  - Technical/role-based programs: 645
  - Claims induction: 353
  - Inclusion and diversity learning: 701
  - Personal development programs: 121
  - Leadership development opportunities: 358
  - Change management foundations workshops: 183 participants
- Over $1.1 million invested in professional development including leadership, technical and health and safety training
- $20,210 in study assistance provided
- 483 employees accessed videos and other learning resources to support their personal development via LinkedIn Learning

3.5 Health, safety and wellbeing

Reported incidents/injuries and WorkCover claims

Incident management

Our reported incidents per 100 full-time equivalent employees (FTE) increased from 113 in 2024–25 to 125 in 2025–26.

Our total incident figures include employee injuries, client and stakeholder behaviours of concern, workplace hazards, and near misses. We have undertaken comprehensive awareness campaigns to educate employees on the importance of identifying and reporting incidents, injuries and hazards.

A key focus has been encouraging the early reporting of psychological incidents and near misses, and creating a culture where employees feel more confident and supported in raising concerns.

As a result, we view the increased rate of reporting as the positive outcome of these initiatives, reflecting greater awareness and engagement, and a stronger reporting culture across the organisation.

Table 16 shows our performance against key measures.

Table 16: Reported incidents and injuries

INCIDENT BREAKDOWN	2024–25	2025–26
Total incidents	1,442	1,657
Incidents per 100 FTE*	113	125
Total hazards & near miss	147	152
Hazards & near miss per 100 FTE*	11	11
Total client/stakeholder behaviours of concern (BOC)	1,137	1,313
Client/stakeholder behaviours of concern (BOC) per 100 FTE*	89	99
Total employee injuries	158	192
Employee injuries per 100 FTE*	12	14

*Based on FTE of 1,280.04 in 2024–25 and 1,328.75 in 2025–26

WorkCover claims and return to work

The number of WorkCover claims in 2025–26 significantly decreased to 8. Despite the overall reduction in claim numbers, the average claim cost increased to $21,527 (actual paid) from $6,280 in 2024–25.

Claim costs and future liabilities are influenced by several factors, including the nature of the injury, illness or condition, and the duration of the claim.

In 2024–25, the 11 claims included a higher proportion of physical injuries, which typically incur lower costs than psychological injury claims. While 2025–26 saw fewer claims overall, the increased proportion of psychological claims has contributed to the rise in average claim costs.

Table 17 shows our performance against key measures.

Table 17: Employee WorkCover claims and return to work

INCIDENT BREAKDOWN	2024–25	2025–26
Total claims (standardised)	11.00	8.00
Claims rate per 100 FTE*	0.86	0.60
Number of time lost claims	3.00	3.00
Time lost claims per 100 FTE*	0.23	0.23
Number of 13-week claims	2.00	1.00
13-week claims per 100 FTE*	0.16	0.08
Number of fatality claims	Nil	Nil
Number of claims with return-to-work plans initiated	2.00	6.00

*Based on FTE of 1,280.04 in 2024–25 and 1,328.75 in 2025–26

Health, Safety and Wellbeing

As a foundation for organisational success, the High Performing Culture goal is closely aligned with our Health, Safety and Wellbeing (HSW) functional plan. Central to this plan is our commitment to embedding a culture where HSW is everyone's responsibility.

Our four HSW priorities turn this purpose into action. They are designed to support our employees to be productive, resilient, and capable of delivering the best outcomes for our clients and the community. The four strategic priorities are:

1. Psychological and physical health of our people
2. People-focused systems and tools
3. HSW maturity and leadership capability
4. HSW risk management.

Examples of action we took to address these priorities during the financial year include:

- we launched a new organisation-wide psychological health and safety digital learning program, including employee micro-learning modules, a refreshed people leader program and practical wellbeing resources
- we completed a targeted refresh of our *Health, Safety and Wellbeing Strategy* to strengthen alignment with the High Performing Culture goal and broader organisational priorities
- we introduced an integrated General Health and Wellbeing Program, which brings together wellbeing education, vaccination programs and preventative health initiatives to provide a more connected, accessible and proactive approach to supporting employee wellbeing.

During the financial year, we also transitioned to a new incident management system. The new system introduces a more mature approach to incident, hazard and corrective action management, including mandatory preliminary reviews by people leaders and clearer, more timely access to incident information.

These enhancements will strengthen leadership accountability and support the continued integration of HSW practices into everyday risk management and decision-making.

3.6 Workplaces

In 2026, we delivered a Workplace Blueprint, providing a practical, evidence-based framework to guide future workplace decisions and investments across the TAC. The blueprint establishes a clear and consistent foundation for creating workplaces that support our people, culture and strategic objectives.

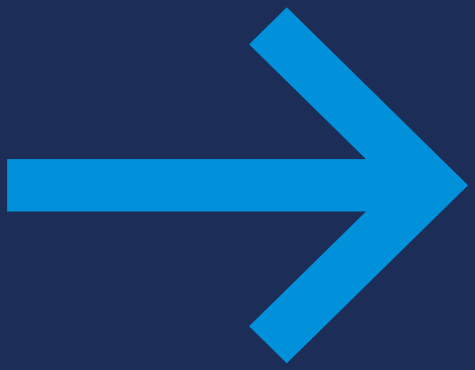
Drawing on workplace strategy research, high-performing workplace design principles, employee insights and our existing strategic frameworks, the blueprint aligns future workplace planning with our purpose, strategic priorities, culture and evolving ways of working. It was further informed by external research and leading practice across the public and private sectors, as well as key organisational strategies, including our Access and Inclusion Plan, Reconciliation Action Plan and Environmental, Social and Governance commitments.

The Workplace Blueprint represents an important foundational step as we plan for our future beyond the expiry of our Geelong head office lease in 2029. In preparing for this, we spent the financial year actively engaging with the commercial leasing market in the Geelong CBD to explore options that will deliver best value for the Victorian community, while providing a workplace that enables high performance and brings people together.

We expect to announce a decision on the TAC Geelong headquarters in late 2026.

OUR STRATEGIC GOALS

SCHEME FOR NOW AND THE FUTURE



We deliver value for the Victorian community and ensure the health of the Scheme for future generations.

We continued to strengthen the long-term sustainability and integrity of the scheme through significant improvements in governance, risk management, cyber resilience, information management and environmental sustainability during 2025–26.

We further embedded the Governance, Risk and Compliance (GRC) platform, increasing our risk maturity, strengthened our cyber security capability, and established a baseline for our Environmental, Social and Governance (ESG) index.

Highlights from 2025–26

We successfully implemented and expanded the GRC platform, with 75 operational risks actively managed across eight divisions.

We increased cyber awareness through training, phishing simulations and security uplift initiatives.

We recovered more than $1.47 million from provider monitoring and investigation activities.

We reduced Scope 1 and 2 emissions by approximately 70%, largely by transitioning to 100% renewable electricity across TAC-controlled accounts.

Our social procurement spending grew from $1.7 million to $2.4 million across 19 suppliers.

Our board approved our new claims platform, which enabled procurement to be finalised and a detailed design and implementation phase to commence (see page 46).



Pictured: Young boy. Credit: Cameron Murray

Our key focus areas

4.1 Governance, risk and compliance (GRC)

We recognise the importance of meeting our legislative obligations and maintaining strong governance, risk management and compliance practices. We are committed to conducting our operations with integrity and in the public interest, consistent with the functions set out in the *Transport Accident Act 1986*.

GRC framework and tool

During 2025–26, we continued to strengthen our governance, risk and compliance framework through the ongoing implementation of our GRC platform. The platform now provides a central repository for the TAC's Risk Register, Control Library, Legislative Obligations Register, Legal Matters and Action Management, improving oversight, reporting and accountability. Further governance registers are also being integrated into the system.

Our continued investment in strategic risk and compliance initiatives reflects our commitment to good governance, integrity and accountability. Guided by our organisational values and systems-thinking capability, we have focused on simplifying and strengthening frameworks, leveraging technology and streamlining processes to make it easier for our people to understand and meet their compliance obligations.

In 2025–26, we strengthened our governance and integrity foundations by:

- participating in a VPSC-led Organisational Integrity Review, which found many examples of good practice, and some opportunities for improvement to continue strengthening our pro-integrity culture
- establishing a Document Governance Framework to enhance oversight and improve policy, procedure and work practice management
- strengthening the control environment through technology-enabled management, oversight and testing of the enterprise control library
- streamlining end-of-year attestation processes
- introducing an ESG Index to monitor performance against organisational priorities (achieved a score of 89% in its inaugural year)
- maturing risk management capability through the successful implementation of the GRC platform and active management of 75 operational risks across eight divisions
- strengthening risk culture through enhanced Risk Appetite Statements and supporting guidance for consistent risk-informed decision-making
- reviewing and improving our incident management, crisis response and business impact analysis processes
- simplifying processes for reporting integrity concerns and supporting changes with an internal integrity education campaign
- revising the Integrity Framework to make obligations clearer and easier for employees to understand (see page 63)
- enhancing the governance framework to support organisational transformation and agility
- strengthening compliance reporting through new score-based measures that provide clearer oversight for the Audit Committee.

These initiatives continued to strengthen our governance, risk and compliance capability, supporting informed decision-making, organisational resilience and public trust.

Feature story

Integrity further strengthened to boost confidence

Maintaining the integrity of our scheme is essential to ensure benefits are directed to the TAC clients who need them most, while safeguarding the scheme's long-term sustainability for all Victorians.

In 2025–26, we continued to strengthen our integrity framework by reinforcing the systems, processes and culture that support ethical decision-making, accountability and public trust. The Scheme Integrity Branch launched a new integrity dashboard, further investment in data and analytics capability, enhancements to provider monitoring and improved integration between claims management and integrity functions.

Another key focus was building greater awareness and understanding of integrity across the organisation. Employees were supported through training, resources and guidance designed to help them identify and respond to integrity risks, manage conflicts of interest and uphold high standards of conduct in their day-to-day work.

In addition, our 'Show up, stand up, speak up' initiative is fostering a culture where employees feel empowered to speak up, raise concerns and challenge inappropriate behaviour should they witness it.

These and other improvements have strengthened our ability to identify risks earlier, respond more effectively and reduce the potential for improper conduct.

Cyber resilience

We continue to operate in an active and evolving cyber threat environment, with existing preventative and detective controls successfully identifying, blocking and managing significant volumes of cyber threats.

To further improve our cyber resilience, we implemented a range of employee education, training and awareness initiatives including:

- a Cyber Safety eLearn Compulsory Compliance Module
- regular employee communication and engagement, including quarterly Cyber Insights newsletters and delivery of activities for Cyber Security Awareness Month in October 2025 to enhance employee skills and capabilities in cyber threat prevention
- quarterly phishing email simulations with an increase in staff reporting of 7% this financial year.

At a technical level, we continued ongoing cyber security uplift initiatives, strengthening the alignment of our systems and processes with industry benchmarks and security frameworks.

Enterprise information management

The Enterprise Information Management Program has been established to further enhance our organisation's capability in managing data, information and knowledge, while supporting sustainability, compliance and privacy, and improving service delivery.

Our key achievements during the financial year include:

- the delivery of an Enterprise Information, Data and Knowledge Management Strategy and Roadmap in October 2025
- uplift of employee capability, processes and systems to enhance the management of critical information and data
- discovery activities to inform the design of the Claims Document Management Solution, providing key insights into system feasibility, integration considerations and data requirements.

Overall, the program delivered critical strategy, analysis, and decision-support outputs, enabling informed investment decisions and positioning us to better serve our clients and meet our obligations.

4.2 Financial viability and sustainability

Operating results

In 2025–26, we recorded a net operating profit of $1,103.6 million. This outcome was largely attributable to strong investment performance, together with favourable changes in the economic assumptions applied to the valuation of the TAC's claims liabilities, as assessed by our independent actuaries, Finity.

We experienced an overall investment return of 9.7% in 2025–26. Despite significant investment market volatility from the Iran conflict, pleasingly both international and domestic markets performed strongly. Over the ten-year period to June 2026, the TAC fund has returned an average of 8.35% per annum. This average annual return was higher than the benchmark and the TAC's rolling ten-year investment objective return of CPI plus 4.5%.

During 2025–26, we continued to support road safety through investment in marketing campaigns, safety initiatives and road infrastructure treatments. We invested $130.6 million in marketing and road safety initiatives and a further $124.7 million in road safety treatments, the majority of which were delivered by the Department of Transport and Planning.

Our Insurance Funding Ratio (IFR) was 146.7% as at 30 June 2026, marginally above the preferred funding range of 100 to 145%. The IFR is expected to progressively move back towards the midpoint of the target range over the coming years. This underscores the importance of our ongoing focus on preventing road trauma and improving client outcomes, ensuring we continue to support Victorians today while maintaining a financially strong and sustainable scheme for future generations.

Transport Accident Charge

Consistent with the *Transport Accident Act 1986*, Transport Accident Charge levels for motorists increased in line with CPI (2.5%) on 1 July 2025.

It should be noted that the TAC also covers people injured in train and tram accidents with charges paid by the railway and tramway managers to fund these claims. Transport Accident Charge levels for both railways and tramways are set following a review of claims experience by independent actuaries.

For a full breakdown of our financial performance, please refer to the financial report from page 70.

Scheme for now and the last 40 years



Pictured: Tracey Slatter, Ben Carroll, Scott B Harris and John Cain marking the occasion at Parliament House in June 2026

In 2026, we marked 40 years since the *Transport Accident Act 1986* established Victoria's no-fault transport accident scheme. This important legislation laid the foundations for our organisation and continues to inform our purpose today.

Guided by the Act, the TAC commenced operation on 1 January 1987 with a remit to support people affected by serious injury and loss, while working to prevent such harms occurring in the first place.

Over four decades, our organisation has become internationally recognised for its integrated approach to prevention, recovery and support. Since its inception, we have supported more than 665,000 Victorians injured on the state's roads. These numbers represent more than statistics. They represent real people given the chance to recover, rebuild and reclaim their independence after a life-changing injury.

We have also played a vital role in preventing harm in the first place. In 1986, the year the Act was established, 669 lives were lost on Victorian roads. Today, that number is less than 300 and Victoria has the lowest road fatality rate per 100,000 people in Australia. While every loss remains a tragedy, that shift reflects decades of sustained effort to save lives and reduce harm.

Since 2010, our commitment to reducing road trauma is estimated to have saved 2,500 lives and prevented more than 22,000 serious injuries. In turn, this has saved up to $6 billion in TAC scheme costs, helping to keep premiums low for every Victorian with a registered vehicle.

That progress has not happened by chance. It is the result of sustained investment in prevention – through iconic behaviour-change campaigns, evidence-based road safety initiatives and ongoing research. It is also the result of strong partnerships with government agencies, hospitals, rehabilitation providers, allied health professionals, disability support organisations, legal partners and advocates.

Forty years on, the TAC remains a vital part of Victoria's social safety net, committed to saving lives, supporting recovery and reducing the impact of road trauma for generations to come.

Fraud enforcement

We maintained a disciplined, evidence-based approach to protecting scheme integrity during the financial year, which is grounded in continuous risk assessment, proactive monitoring and targeted investigation.

Most claims and payments made through the scheme are legitimate. But no scheme of this scale is immune to fraud, misuse or irregular conduct, whether by clients or service providers. Over the past year, we sharpened our ability to identify these risks earlier – improving our analysis of payment and behavioural data, refining our emerging threat detection capabilities and directing investigative resources to areas where they can have the most impact.

This approach protects scheme funds, reinforces accountability, and ensures resources remain available to support Victorians genuinely injured on our roads.

Throughout 2025–26, the following enforcement actions were taken to protect the scheme:

- 14 prosecutions finalised in the Magistrates' Court, resulting in convictions and restitution orders of $424,465
- 15 prosecutions that remain active before the courts, involving alleged fraud totalling $656,797
- four matters endorsed for prosecution and awaiting court listing, involving alleged fraud totalling $546,416
- one matter involving an outstanding warrant, with charges laid and alleged fraud of $89,302
- 32 warning letters issued for breaches of the Act relating to fraud or provision of false information where matters did not meet the prosecution threshold
- 21 education letters issued as part of the TAC's graduated enforcement framework, providing early intervention and promoting compliance where matters did not warrant formal action.

Beyond individual enforcement actions, we implemented the following key actions:

- we developed an Investigation and Enforcement Policy
- we built staff capability through targeted integrity awareness campaigns and a graduated enforcement approach
- we embedded capability enhancements and investigative learnings through continuous feedback loops to strengthen preventative, detective and corrective controls.

Provider monitoring and investigations

Service provider safeguarding activities utilise information provided by external and internal sources to proactively identify claims and payment anomalies and outliers that require further analysis and investigation.

As a result of these activities, subject matter expertise and advice is applied, recommendations are made and improvements implemented that strengthen provider payment governance and controls to mitigate current and future risks.

During 2025–26, we completed reviews and investigations on more than 138 service providers across a broad range of disciplines including domestic services, pharmacy, physiotherapy, medical practitioners and travel providers. Fourteen behaviour notification letters were issued to formally advise providers of their obligations under our legislation.

In total, over $1,476,521 was refunded to the TAC by service providers during the financial year.

4.3 Environmental, social and governance

Emissions reporting

Our process for collecting data about electricity consumption and greenhouse gas emissions requires us to report outcomes from one financial year prior to the annual report period.

Our total Scope 1 and Scope 2 greenhouse gas emissions in 2024–25 were 169.6 tonnes of carbon dioxide equivalent (tCO_2-e). These emissions were largely generated by electricity consumption (see Table 18) and transport-related activities.

This result represents a reduction of approximately 70% compared to the previous financial year following our transition to 100% renewable electricity across all TAC-controlled accounts in April 2024.

As part of our ongoing commitment to reducing our environmental impact, an Emissions Reduction Strategy was developed during the financial year. This strategy outlines a potential pathway for reducing our remaining emissions.

Our most significant opportunity to further reduce total emissions will come from addressing our Scope 3 emissions. As such, a key action for the next financial year will be the development of a Sustainable Procurement Strategy.

70%

the decrease in our Scope 1 and 2 emissions when comparing our last two reporting periods

Table 18: TAC electricity consumption

TAC ELECTRICITY CONSUMPTION SEGMENTED BY SOURCE	2023–24* (KWH)	2024–25* (KWH)
Total grid demand	1,546,853	1,619,505
GreenPower	252,394	711,128
Total electricity offsets segmented by offset type*	0	0#

*Due to the methodology used to collect electricity consumption and greenhouse gas data, emissions are reported on a one-year lag relative to the annual reporting period.

We are progressing the offset of 100% of our FY25 Scope 1 and 2 emissions, totalling 169.6 tCO_2-e, through First Nations Carbon. Completion is expected by the end of July 2026.

Waste reporting

In January 2025, a five-stream collection system was introduced at Geelong Headquarters to help improve waste sorting by separating materials at the source, resulting in higher recycling rates and cleaner materials.

Across the 12-month period, the average recycling rate was 40.6%, with a corresponding average landfill disposal rate of 59.4%. In June 2026, our recycling rate peaked at 52.6%.

The data shows that targeted bin placement, improved signage, and consistent waste stream availability have contributed to:

- increased participation in recycling and organics programs
- reduced contamination risks through better source separation
- a progressive reduction in landfill dependence toward the end of the reporting period.

Through continued employee education and engagement, ongoing monitoring and expansion of our recycling and recovery streams, we hope to further increase our diversion rates next financial year.

Fleet reporting

We are on track to convert all our fleet vehicles to zero emission vehicles (ZEVs) by 2035, in keeping with Victorian Government expectations.

See Table 19 below for more information about our fleet vehicles.

Table 19: TAC fleet vehicles (30 June 2026)

ENGINE/FUEL TYPE	ROAD VEHICLE (#)	ROAD VEHICLE (%)
Petrol	17	45.95
Diesel	7	18.92
Hybrid	4	10.81
Plug-in Hybrid	1	2.70
Zero Emission Vehicle	8	21.62
Total	**37**	**100.00**

*Note: The figures reported in the 2024–25 annual report incorrectly included cars that were disposed or replaced as part of lease renewals. The correct total figure for 2024–25 was 40 vehicles.



Pictured: Members of the TAC Clinical Panel at the TAC headquarters in Geelong

Social procurement

Our Social Procurement Strategy recognises the importance of generating wider social and environmental benefits through our procurement. The strategy has three priority objectives:

- Sustainable Victorian Regions – job readiness and employment for people in regions with entrenched disadvantage
- Environmentally Sustainable Outputs – project specific requirements to use sustainable resources and to manage waste and pollution
- Sustainable Victorian Social Enterprise and Aboriginal Business Sectors – purchasing from Victorian social enterprises and Aboriginal businesses

During 2025–26, we improved our social procurement policies and continued building meaningful relationships with key industry partners, including Kinaway Chamber of Commerce, Supply Nation and Social Traders.

By the end of the financial year, this effort resulted in an improved spend with social suppliers of $2.4 million across 19 suppliers, which was well above our performance last year ($1.7 million).

Our other procurement disclosures for the financial year are on page 125.

38%
the percentage we achieved above our social procurement spend target in 2025–26

Clinical Panel

We rely on clinical advisors to support evidence-informed and clinically appropriate claims decisions.

In August 2024, our Board approved the establishment of an open Clinical Advisory Services Register, with an estimated value of $49.16 million (excluding GST) over five years to 30 June 2030.

During the financial year, we assessed 98 suppliers and established a network of 85 actively engaged clinical advisors to represent our Clinical Panel.

The expanded capacity of the panel, combined with a broader effort to reduce referrals and backlogs, decreased average wait times from 62 days in June 2025 to 56 days in June 2026 – a 9.7% decrease.

The panel also provided more than 500 multidisciplinary Q&A sessions each month, supporting timely and robust claims decision-making.

Quarterly assessment cycles will continue to expand the register and improve access to pre-qualified clinical expertise.

Privacy

The TAC is an agency subject to the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*. These acts are used cohesively to govern privacy protection around personal and health information. We have been assessing all business-wide privacy incidents and breaches since May 2016.

In the 2025–26 financial year, we continued to raise awareness amongst staff regarding the importance of reporting privacy issues, resulting in an increase of reported privacy incidents and enquiries.

We consider a 'privacy incident' to be:

- a release of information in error that has been rectified, such as documents that were sent to the wrong recipient and securely destroyed or returned
- an upload error, such as documents saved to an incorrect claim file that has been contained.

A 'privacy breach' occurs when that incident has not been successfully contained – for example, documents were sent to the wrong recipient and were not returned to the TAC.

In the 2025–26 financial year, we responded to 13 formal privacy complaints. Formal complaints are written complaints received from the individual directly concerned, or via the Office of the Victorian Information Commissioner (OVIC).

Privacy complaint numbers increased from five formal complaints during the previous reporting period. This was the result of several complaints being lodged by individuals in relation to one privacy issue.

In the 2025–26 financial year, we developed a new privacy framework to improve privacy risk identification, meet our reporting obligations to OVIC and reduce the potential for privacy incidents.

Our privacy policies and work practices were also updated or reviewed with a particular focus on the responsible use of AI technology. Our newly developed AI guidelines promote the use of AI while safeguarding privacy and data protection.

FINANCIAL REPORT

Statement by the Chair, Chief Executive Officer and Chief Financial Officer

We certify that the financial report of the Transport Accident Commission has been prepared in accordance with Direction 5.2 of the Standing Directions of the Minister for Finance under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including interpretations and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and notes to and forming part of the financial statements, present fairly the financial transactions for the year ended 30 June 2026 and the financial position of the Transport Accident Commission as at that date.

We are not aware of any circumstances which would render any particulars included in the financial report misleading or inaccurate.

We authorise the financial report for issue on 27 August 2026.

John Cain
Chair

Tracey Slatter
Chief Executive Officer

Adam Cunningham
Chief Financial Officer

Independent Auditor's Report

Victorian Auditor-General's Office

To the Board of the Transport Accident Commission

Opinion	I have audited the financial report of the Transport Accident Commission (the Commission) which comprises the: • balance sheet as at 30 June 2026 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including material accounting policy information • statement by the Chair, Chief Executive Officer and Chief Financial Officer. In my opinion, the financial report presents fairly, in all material respects, the financial position of the Commission as at 30 June 2026 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of the *Financial Management Act 1994* and applicable Australian Accounting Standards.
Basis for opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the Commission in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Key audit matters	Key audit matters are matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. These matters were addressed in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

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Key audit matter	How I addressed the matter
Valuation of investment assets and investment related liabilities Refer to Note 4.2 of the financial report for the accounting policy associated with the valuation of investment assets and related liabilities and Note 7.3 of the financial report for the methods and assumptions applied by management in valuing investment assets and related liabilities.	

Investment assets: $21.6 billion
 	
Investment related liabilities: $85.1 million
 	
I considered this to be a key audit matter because:
 	
• investment assets and related liabilities are financially significant
• there are several types of investment assets and related liabilities with varying observable and unobservable inputs impacting how and when they are valued
• sufficient and appropriate audit evidence may not be present for the valuation of some investment assets and related liabilities. This includes those with stale investment prices at reporting date and/or those which are subject to significant estimation uncertainty
• the performance of financial markets fluctuated over the period impacting the value of investment assets and related investment related liabilities
• the management of investment assets and related liabilities is outsourced to a fund manager and a master custodian
• extensive disclosures are required by Australian Accounting Standards which are critical to the users understanding of the valuation of investment assets and related liabilities.
 	
Management engaged an independent assurance auditor to report on the:
 	
• description, design and operating effectiveness of controls at the fund manager and master custodian
• existence, valuation and rights and obligations of investment assets and related liabilities at 30 June.
	My key procedures included:
	
	• gaining an understanding of key controls over the outsourced arrangement, and assessing and testing their operating effectiveness
	• obtaining reports provided by the independent assurance auditor and:
	  ○ assessing the adequacy of the scope of work agreed between management and the assurance auditor
	  ○ assessing the professional competence and independence of the assurance auditor in the context of the engagement
	  ○ evaluating findings provided in the assurance reports
	  ○ relying on the assurance reports to confirm the description, design and operating effectiveness of controls at the fund manager and master custodian
	  ○ relying on the assurance reports to confirm the existence, valuation and rights and obligations of investment assets and related liabilities at 30 June
	  ○ assessing the impact of any limitations, disclaimers or exceptions noted in the assurance reports on the audit.
	• reviewing and assessing the impact of other representations given by the fund manager and master custodian
	• obtaining further audit evidence that the value of investment assets and related liabilities not covered in the independent assurance auditor's report were materially correct
	• assessing the completeness and adequacy of financial report disclosures against the requirements of Australian Accounting Standards.

Valuation of outstanding claims liability

Refer to Note 2.2 of the financial report for the value of the outstanding claims liability and Note 2.3 of the financial report for the actuarial assumptions and methods applied by management in valuing the liability.

Outstanding claims liability - $18.3 billion

I considered this to be a key audit matter because:

- the outstanding claims liability is financially significant
- the underlying model used to value the liability is complex
- the valuation of the liability is subject to significant management assumptions and estimation uncertainty
- a small adjustment to a key assumption may have a significant effect on the total value of the liability
- extensive disclosures are required by Australian Accounting Standards which are critical to the users understanding of the valuation of this liability
- management engaged an Actuary to value the liability as at 30 June.

My key procedures included:

- gaining an understanding of the systems, processes and model that affect claims data and the outstanding claims liability valuation
- assessing and testing the operating effectiveness of key controls supporting the underlying claims data used in the model
- assessing the completeness and accuracy of the claims data used in the model by reconciling this data to underlying claims data in the Commission's systems
- assessing the professional competence and independence of management's actuary in the context of the engagement
- obtaining management's actuarial reports, and engaging an appropriately qualified independent Actuary to:
  - assess the appropriateness of management's selection and application of the methods, significant assumptions and data used in valuing the liability
  - evaluate the appropriateness of the model used to value the liability
  - challenge the reasonableness of key assumptions by comparing against claims history and accepted industry benchmarks
  - assess the reasonableness of the reported liability value
- assessing the adequacy of financial report disclosures against the requirements of applicable Australian Accounting Standards.

The Board's responsibilities for the financial report

The Board of the Commission is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Financial Management Act 1994,* and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board is responsible for assessing the Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report	As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board • conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Commission to cease to continue as a going concern • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

Auditor's responsibilities for the audit of the financial report (continued)	I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit. From the matters communicated with the Board, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore key audit matters. I describe these matters in the auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in the auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



MELBOURNE
31 August 2026

Andrew Greaves
Auditor-General

HOW THIS REPORT IS STRUCTURED

The Transport Accident Commission (TAC) is pleased to present its audited general purpose financial statements for the year ended 30 June 2026.

The information is presented in the following structure.

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Financial statements

Comprehensive operating statement

For the financial year ended 30 June 2026

	NOTE	2026 $000	2025 $000
Premium revenue		2,422,307	2,311,659
Premium collection fees		(52,562)	(40,994)
Net premium revenue	3.1	**2,369,745**	**2,270,665**
Gross claims incurred		(2,184,127)	(2,386,889)
Claims recoveries revenue		25,677	49,102
Net claims incurred	2.1	**(2,158,450)**	**(2,337,787)**
Administration costs	5.1	(309,617)	(263,947)
Marketing and road safety		(130,630)	(103,426)
Road infrastructure		(124,678)	(72,246)
Health, compensation and disability research		(5,873)	(5,833)
Underwriting expenses		**(570,798)**	**(445,452)**
Underwriting loss		**(359,503)**	**(512,574)**
Investment income		1,965,653	2,146,478
Investment expense		(56,283)	(46,101)
Net investment income	4.1	**1,909,370**	**2,100,377**
Profit before income tax		**1,549,867**	**1,587,803**
Income tax expense	6.1	(446,236)	(452,602)
Net result for the year		**1,103,631**	**1,135,201**
Other comprehensive income		-	-
Other comprehensive income for the year		-	-
Total comprehensive result for the year		**1,103,631**	**1,135,201**

The above comprehensive operating statement should be read in conjunction with the accompanying notes to the financial statements.

Balance sheet

As at 30 June 2026

	NOTE	2026 $000	2025 $000
Current assets			
Cash and cash equivalents	4.3	73,121	86,845
Claims receivable	2.2	118,445	112,396
Premiums receivable		14,644	14,026
Other receivables		2,950	3,944
Investments	4.2	1,100,273	2,364,808
Deferred acquisition costs	3.2	21,089	20,678
Other assets		16,917	11,734
Total current assets		**1,347,439**	**2,614,431**
Non-current assets			
Claims receivable	2.2	941,735	929,383
Other receivables		-	2
Investments	4.2	20,468,473	17,289,347
Controlled entity	8.6	42,600	42,600
Property, plant and equipment		74,441	85,278
Intangibles		24,802	27,535
Deferred tax assets	6.2	220,520	196,470
Total non-current assets		**21,772,571**	**18,570,615**
Total assets		**23,120,010**	**21,185,046**
Current liabilities			
Outstanding claims	2.2	1,943,564	1,833,255
Unearned premiums	3.3	944,293	916,787
Advance premiums		68,539	66,568
Investment related liabilities	4.2	78,039	59,643
Payables		129,280	124,580
Provisions		40,010	35,155
Provision for income tax	6.1	458,981	-
Lease liabilities		9,467	8,947
Total current liabilities		**3,672,173**	**3,044,935**
Non-current liabilities			
Outstanding claims	2.2	16,329,607	16,092,548
Investment related liabilities	4.2	7,066	30,479
Provisions		5,396	5,277
Lease liabilities		73,392	83,062
Total non-current liabilities		**16,415,461**	**16,211,366**
Total liabilities		**20,087,634**	**19,256,301**
Net assets		**3,032,376**	**1,928,745**
Equity			
Reserves		46,408	43,307
Accumulated surplus		2,985,968	1,885,438
Total equity		**3,032,376**	**1,928,745**

The above balance sheet should be read in conjunction with the accompanying notes to the financial statements.

Statement of changes in equity

For the financial year ended 30 June 2026

	MOTORCYCLE ROAD SAFETY RESERVE $000	ACCUMULATED SURPLUS $000	TOTAL $000
At 1 July 2024	**38,521**	**1,503,413**	**1,541,934**
Total comprehensive result			
Net result for the year	-	1,135,201	1,135,201
Other comprehensive income	-	-	-
Total comprehensive result for the year	**-**	**1,135,201**	**1,135,201**
Transfer between accumulated surplus and reserves			
Transfer from accumulated surplus to motorcycle road safety reserve	9,272	(9,272)	-
Transfer from motorcycle road safety reserve to accumulated surplus	(4,486)	4,486	-
Dividend paid during the year (Note 6.3)	-	(748,390)	(748,390)
Total transactions with owners	**4,786**	**(753,176)**	**(748,390)**
At 30 June 2025	**43,307**	**1,885,438**	**1,928,745**
Total comprehensive result			
Net result for the year	-	1,103,631	1,103,631
Other comprehensive income	-	-	-
Total comprehensive result for the year	**-**	**1,103,631**	**1,103,631**
Transfer between accumulated surplus and reserves			
Transfer from accumulated surplus to motorcycle road safety reserve	9,523	(9,523)	-
Transfer from motorcycle road safety reserve to accumulated surplus	(6,422)	6,422	-
Dividend paid during the year (Note 6.3)	-	-	-
Total transactions with owners	**3,101**	**(3,101)**	**-**
At 30 June 2026	**46,408**	**2,985,968**	**3,032,376**

The above statement of changes in equity should be read in conjunction with the accompanying notes to the financial statements.

Cash flow statement

For the financial year ended 30 June 2026

	NOTE	2026 $000	2025 $000
Cash flows from operating activities			
Premiums received		2,694,968	2,615,478
Dividends received		1,664,569	1,264,072
Interest received		43,067	46,595
Claims paid		(1,969,362)	(1,871,442)
Claims recoveries received		25,220	124,214
Payments to suppliers and employees		(408,231)	(352,815)
Payments for marketing and road safety projects		(140,029)	(103,584)
Payments for trauma projects and road infrastructure expenditure		(140,424)	(76,294)
Goods and services tax paid		(94,129)	(92,764)
Income tax paid		(11,305)	(386,614)
Net cash inflow from operating activities	4.3(b)	**1,664,344**	**1,166,846**
Cash flows from investing activities			
Purchase of investments		(4,718,366)	(4,152,247)
Sale of investments		2,685,549	4,291,263
Payments for plant and equipment		(1,516)	(1,991)
Proceeds from sale of plant and equipment		801	701
Payments for intangibles		(4,475)	(6,111)
Net cash inflow / (outflow) from investing activities		**(2,038,007)**	**131,615**
Cash flows from financing activities			
Repayment of lease principal		(11,286)	(10,531)
Dividend paid	6.3	-	(748,390)
Net cash outflow from financing activities		**(11,286)**	**(758,921)**
Net increase / (decrease) in cash and cash equivalents		**(384,949)**	**539,540**
Cash and cash equivalents at the beginning of the year		1,082,876	543,318
Effects of exchange rate changes on cash held in foreign currencies		68	18
Cash and cash equivalents at end of the year	4.3(a)	**697,995**	**1,082,876**

The above cash flow statement should be read in conjunction with the accompanying notes to the financial statements.

1. About this report

The TAC is a Government-owned enterprise, established under the *Transport Accident Act 1986* to reduce the social and financial cost of transport accident injuries to the Victorian community.

Its principal address is:

Transport Accident Commission
60 Brougham St
Geelong VIC 3220

For the purposes of this financial report prepared under Australian Accounting Standards, policy refers to the cover provided under the *Transport Accident Act 1986*.

Basis of preparation

The financial report has been prepared on a going concern basis. Based on the cash flow projections being positive twelve months from the signing of the financial statements, the Directors have concluded that the going concern assumption of the TAC remains appropriate.

This financial report has been prepared on an accruals basis, and is based on historical costs, except for outstanding claims liabilities, recovery receivables, employee leave liabilities (which are reported at present value) and investments and plant and equipment (which are reported at fair value). Cost is based on the fair values of the consideration given in exchange for assets.

The functional and presentation currency of the TAC is the Australian dollar. Amounts have been rounded to the nearest thousand dollars unless otherwise stated.

In the application of Australian Accounting Standards, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods.

Judgements made by management in the application of Australian Accounting Standards that have significant effects on the financial report and estimates with a significant risk of material adjustments in the next year are disclosed in notes 2.2, 2.3, 6.2 and 7.3 in the financial report.

Compliance information

The financial report is a general purpose financial report which has been prepared in accordance with the *Financial Management Act 1994* and applicable Australian Accounting Standards (AAS) which include Interpretations, issued by the Australian Accounting Standards Board (AASB).

Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

The Minister for Finance has determined that the TAC is a “for-profit” entity for the purpose of preparing the financial statements.

The financial report was authorised for issue by the Directors on 27 August 2026.

2. Supporting our clients

Introduction to this section

The TAC is committed to eliminating road deaths and serious injuries on Victorian roads, underpinned by the principle that every life matters. It also provides vital support to Victorians impacted by transport accidents, funding treatment and rehabilitation services to aid recovery.

This section outlines the financial performance and claims expenditure associated with these core responsibilities, including the actuarial assumptions and methodologies that inform long-term liability estimates.

Structure

2.1 Net claims incurred

2.2 Claims

2.3 Actuarial assumptions and methods

2.4 Insurance contracts – risk management policies and procedures

The TAC covers injuries resulting from transport accidents involving the driving of a car, motorcycle, bus, train or tram, and funds medical treatment and rehabilitation for accident-related injuries as long as the treatment is considered reasonable, necessary and directly related to the accident. Below is an account of the TAC's claims expenditure, incurred in connection with supporting clients.

2.1 Net claims incurred

	2026			2025		
	CURRENT YEAR $000	PRIOR YEARS $000	TOTAL $000	CURRENT YEAR $000	PRIOR YEARS $000	TOTAL $000
Gross claims incurred						
Undiscounted	4,449,205	1,135,845	5,585,049	3,608,889	(2,088,073)	1,520,816
Discount movement	(2,058,083)	(1,342,839)	(3,400,922)	(1,336,134)	2,202,207	866,073
	2,391,122	**(206,994)**	**2,184,127**	**2,272,755**	**114,134**	**2,386,889**
Claims recoveries						
Undiscounted	(22,637)	(12,797)	(35,435)	(19,971)	(29,183)	(49,154)
Discount movement	6,990	2,767	9,758	5,561	(5,509)	52
	(15,647)	**(10,030)**	**(25,677)**	**(14,410)**	**(34,692)**	**(49,102)**
Net claims incurred	**2,375,475**	**(217,024)**	**2,158,450**	**2,258,345**	**79,442**	**2,337,787**

Current year claims incurred relate to risks borne in the current financial year. Prior year claims incurred relate to a reassessment of the claims assumptions (e.g. changes in economic assumptions and claims experience) made for all previous financial years and include the effects of discounting caused by the natural reduction in discount, as the claims move one year closer to settlement. Recoveries on claims paid and outstanding claims are recognised as revenue.

The net claims incurred of $2,158 million (2025: $2,338 million) is impacted by both internal and external (financial impact on changes in inflation assumptions and discount rates) factors as noted below:

	2026 $000	2025 $000
Claims incurred – internal	2,843,822	2,373,345
Claims incurred – external	(685,372)	(35,558)
Net claims incurred	**2,158,450**	**2,337,787**

Compared to the prior year 30 June valuation, the TAC recognised an unfavourable increase in claims incurred (internal) of $49 million in 2026 (2025: $428 million reduction), as a result of the independent actuarial valuations performed during the financial year.

Refer to section 2.3 for discussion around the actuarial assumptions and methods.

2.2 Claims

Claims receivable

	2026 $000	2025 $000
Current		
Claims GST receivable	100,490	94,791
Claims recoveries	17,955	17,605
Total current	**118,445**	**112,396**
Non-current		
Claims GST receivable	844,005	831,760
Claims recoveries	97,730	97,623
Total non-current	**941,735**	**929,383**
Total claims receivable	**1,060,180**	**1,041,779**

Claims GST receivable amounts represent the GST credits which the TAC is entitled to claim on future claims payments. Claims recoveries receivable are assessed in a manner similar to the measurement of outstanding claims liability. A provision for impairment is recognised when there is objective evidence that the claims recoveries receivable is not recoverable.

Outstanding claims liability

	2026 $000	2025 $000
Expected future claims payments (undiscounted)	38,608,488	35,276,789
Discount to present value	(23,124,956)	(20,087,432)
	15,483,532	15,189,357
Claims handling expenses	1,083,847	1,063,255
	16,567,379	16,252,612
Risk margin	1,705,792	1,673,191
Outstanding claims liability	**18,273,171**	**17,925,803**
Current	1,943,564	1,833,255
Non-current	16,329,607	16,092,548
Outstanding claims liability	**18,273,171**	**17,925,803**

Outstanding claims liability as at 30 June 2026 has been determined by the Directors after appropriate consideration of the actuarial advice provided by an independent actuarial firm, Finity Consulting Pty Ltd (Finity).

Liquidity risk

Liquidity risk arises from the TAC being unable to meet financial obligations as they fall due. The TAC manages liquidity risks through holding high quality liquid assets in its total investment portfolio, which are readily convertible to cash assets. The TAC is normally cash flow positive with premium and investment income exceeding claims and administrative cost payments. The following table summarises the maturity profile of the TAC's claims liabilities (net of GST).

2026	LESS THAN 12 MONTHS $000	1–5 YEARS $000	5+ YEARS $000	TOTAL $000
Outstanding claims liability – undiscounted	1,864,249	5,296,869	35,860,612	43,021,730
2025				
Outstanding claims liability – undiscounted	1,749,360	5,930,842	31,621,396	39,301,598

Refer to note 7.1 for the maturity profile relevant to the TAC's financial liabilities.

Reconciliation of movement in discounted outstanding claims liability

	2026			2025		
	GROSS $000	RECOVERIES $000	NET $000	GROSS $000	RECOVERIES $000	NET $000
Outstanding claims brought forward	**17,925,803**	**(1,041,779)**	**16,884,024**	**17,266,546**	**(1,082,708)**	**16,183,838**
Effect of changes in economic assumptions	(586,781)	3,047	(583,734)	(106,718)	(273)	(106,991)
Effect of past inflation rate different to assumptions	(29,133)	(124)	(29,257)	42,296	76	42,372
Effect of changes in other assumptions	(37,757)	(8,512)	(46,269)	(273,411)	(30,588)	(303,999)
Increase in claims incurred/ recoveries in current accident year	2,391,121	(15,647)	2,375,474	2,272,754	(14,410)	2,258,344
Release of risk margin and claims handling expenses	(271,268)	-	(271,268)	(249,171)	-	(249,171)
Cost of prior year claims moving one year closer to payment	717,945	(4,441)	713,504	701,139	(3,907)	697,232
Incurred claims recognised in the comprehensive operating statement	**2,184,127**	**(25,677)**	**2,158,450**	**2,386,889**	**(49,102)**	**2,337,787**
Claims payments and recoveries during the year	(1,854,703)	25,220	(1,829,483)	(1,761,815)	124,214	(1,637,601)
Increase in provision for GST credits	17,944	(17,944)	-	34,183	(34,183)	-
Outstanding claims carried forward	**18,273,171**	**(1,060,180)**	**17,212,991**	**17,925,803**	**(1,041,779)**	**16,884,024**

Claims development table

Claims will often take a number of years to be settled from the date the original accident occurred. The table shows the development of undiscounted outstanding claims relative to the ultimate expected claims for the ten most recent accident years.

ACCIDENT YEAR	2017 $000	2018 $000	2019 $000	2020 $000	2021 $000	2022 $000	2023 $000	2024 $000	2025 $000	2026 $000	TOTAL $000
Estimate of ultimate claims costs:											
At end of accident year	2,889,012	3,103,172	3,881,985	3,131,211	3,067,180	3,077,635	3,018,890	3,179,635	3,241,101	4,019,496	
One year later	2,955,282	3,603,036	3,549,099	2,882,777	3,102,586	2,517,162	2,890,168	2,835,394	3,670,893		
Two years later	3,400,665	3,063,600	3,404,508	2,947,474	2,602,462	2,515,315	2,846,125	3,032,017			
Three years later	3,018,510	2,843,630	3,664,731	2,461,902	2,603,511	2,286,920	2,683,611				
Four years later	2,914,277	3,081,587	2,826,900	2,514,303	2,224,553	2,323,413					
Five years later	3,072,605	2,485,224	3,036,393	2,835,464	2,122,987						
Six years later	2,503,044	2,547,924	3,750,121	2,589,108							
Seven years later	2,642,410	2,475,727	3,868,784								
Eight years later	2,600,504	2,204,324									
Nine years later	2,435,270										
Current estimate of cumulative claims costs	2,435,270	2,204,324	3,868,784	2,589,108	2,122,987	2,323,413	2,683,611	3,032,017	3,670,893	4,019,496	28,949,903
Cumulative payments	(1,204,381)	(1,282,804)	(1,273,169)	(1,056,184)	(872,540)	(816,565)	(827,123)	(695,709)	(533,251)	(273,259)	(8,834,985)
Outstanding claims – undiscounted	**1,230,889**	**921,520**	**2,595,615**	**1,532,924**	**1,250,447**	**1,506,848**	**1,856,488**	**2,336,308**	**3,137,642**	**3,746,237**	**20,114,918**
Discount											(11,783,122)
2016 and prior claims											7,797,348
Claims handling expenses											1,083,847
Recoveries and GST credits											1,060,180
Outstanding claims per balance sheet											**18,273,171**

2.3 Actuarial assumptions and methods

The TAC operates the Victorian Transport Accident Compensation Scheme which is long tail in nature, meaning that many claims are settled more than one year after being reported.

Significant estimates and judgements are made by the TAC valuation actuary in respect of certain key asset and liability amounts disclosed in the financial statements. The key areas of significant estimates and judgements and the methodologies used to determine key assumptions related to claims are set out below.

Outstanding claims liability

The outstanding claims liability is measured on the basis of actuarially estimated costs of future claims payments, including goods and services tax (GST), the anticipated effects of inflation and other factors. The expected future payments include those in relation to claims reported but not yet paid, claims incurred but not yet reported and the anticipated direct and indirect costs of settling those claims. The expected future payments are discounted to present value at balance date using a risk free rate.

A risk margin is applied to the outstanding claims liability to reflect the inherent uncertainty in the central estimate of the outstanding claims liability. The risk margin increases the probability that the claims liability is adequately provided for to a 75% (2025: 75%) probability of sufficiency.

The estimation of outstanding claims liabilities is based largely on the assumption that past developments are an appropriate predictor of the future and involves a variety of actuarial techniques that analyse experience, trends and other relevant factors. The process commences with the actuarial projection of the future claims payments and claims handling costs incurred to reporting date. Each service group is usually examined separately.

Actuarial techniques used to analyse and project the various service groups include:

- Payments per claim incurred (PPCI)
- Payments per active claim (PPAC)
- Payments per claim settled (PPCS)
- Bornhuetter Ferguson (BF)
- Annuity based individual claim models (ICM)

Projected future claims payments and associated claims handling costs are discounted to a present value as required using appropriate risk free discount rates (i.e. rates set with reference to Commonwealth Government Securities). A projection of future claims payments is undertaken separately of both gross claims payments and recoveries.

This projection is made without bias toward over or under estimation. As such, the resulting estimate is considered to be a net central estimate of outstanding claims liabilities that has an approximately equal chance of proving adequate or inadequate.

The following assumptions have been made in determining the outstanding claims liabilities.

	30 JUNE 2026	30 JUNE 2025
Average claim frequency (claims per 1000 registered vehicles)	2.58	2.44
Average claim size	$136,967	$137,773
- Average care compensation size	$24,693	$20,444
- Average common law compensation size	$45,782	$49,664
- Average all other payment size	$66,492	$67,665
Expense rate	7.0%	7.0%
Weighted average discount rate (0 to 20 years)	4.90%	4.27%
Weighted average discount rate (21+ years)	5.17%	4.82%
Weighted average discount rate	5.06%	4.61%
Weighted average AWE inflation rate (0 to 20 years)	3.50%	3.60%
Weighted average AWE inflation rate (21+ years)	3.70%	3.63%
Weighted average CPI inflation rate (0 to 20 years)	2.78%	2.51%
Weighted average CPI inflation rate (21+ years)	2.76%	2.62%
Average weighted term to settlement from balance date	12.9 years	13.0 years
Risk Margin	11.0%	11.0%

Process used to determine assumptions

A description of the processes used to determine these assumptions is provided below:

Average claim frequency	Claim frequency for the current accident year is estimated by projecting the number of claims incurred, based on claims already reported and past patterns of claims reporting, and dividing this by the number of vehicle registrations.
Average claims size	The average claim size is in respect of the current underwriting year and takes into account the expected payments for each service group (e.g. care, income, treatment, impairment benefits, common law and other), as well as the proportion of total injured motorists that receive each benefit. The figures shown in the above table are in nominal values excluding the impact of inflation. The average claim size is further broken down into three key components: no fault compensation, split between care and all other service groups, and common law compensation (including legal costs). This takes into account the number of injured motorists expected to access the particular compensation, as well as the amount of compensation expected to be paid.
Expense rate	Claims handling expenses have been estimated by reference to past and projected claims handling costs across a number of different claims types. The overall allowance represents 7.0% of future claims payments (2025: 7.0%).
Discount rate	Discount rates adopted are “risk-free” rates, set by reference to traded Commonwealth Government securities. For durations greater than 30 years there are no-risk free securities on issue with term to maturity beyond this point. Therefore, the long-term discount rates are set with reference to historical observed discount rates, as well as the real rate of return above inflation.
Inflation	Economic inflation assumptions in the short term are set by reference to current economic forecasts. Inflation assumptions for the medium and longer term are set by blending from the short-term assumptions to an assumed long-term assumption, with blending based on the shape of the discount rates.
Average weighted term to settlement	The average weighted term to settlement is calculated separately by benefit type based on historic settlement patterns. It is an outworking of the models rather than an explicit assumption, and represents the average inflated and discounted term of payments in the outstanding liability from the balance date to payment.
Risk margin	A risk margin is applied to the outstanding claims liability to reflect the inherent uncertainty in the central estimate of the outstanding claims liability. The risk margin increases the probability that the claims liability is adequately provided up to a 75% probability of sufficiency. The risk margin applied at balance date was 11.0% (2025: 11.0%).

Sensitivity analysis – insurance contracts

The TAC's valuation actuary conducts sensitivity analysis to quantify the exposure to risk of changes in the key underlying variables. The valuations included in the reported results are calculated using certain assumptions about these variables as disclosed above. The movement in any key variable will impact the performance and equity of the TAC. The tables below describe how a change in each assumption will affect the scheme liabilities, and show how changes in these assumptions impact on profit and equity.

VARIABLE	IMPACT OF MOVEMENT IN VARIABLE
Average severe care size	The average severe care size per no fault claim will vary with the number of injured motorists receiving care services and the amount of that compensation. The amount depends not only on which services are received, but also on the age at which motorists are injured as many will require care for the rest of their lives. Increases or decreases in any of these components will result in a corresponding impact on claims expense. The +/- x% movement shown in the impact table below represents a x% increase or decrease in all future estimated severe care payments included in the outstanding claims liability.
Average common law compensation size	The average common law compensation per no fault claim will vary with the number of injured motorists receiving common law compensation and the amount of that compensation (including legal costs). Increases or decreases in any of these components will result in a corresponding impact on claims expense. The +/- x% movement shown in the impact table below represents a x% increase or decrease in all future estimated common law payments included in the outstanding claims liability.
Expense rate	An estimate of the internal costs of handling claims is included in the outstanding claims liability. An increase or decrease in the expense rate assumption would have a corresponding impact on claims expense.
Discount rate	An increase or decrease in the assumed discount rate will have an opposing impact on total claims expense.
Inflation and superimposed inflation rates	An increase or decrease in the assumed inflation rates will have a corresponding impact on total claims expense.

Impact of changes in key variables

VARIABLE	MOVEMENT	2026 NET RESULT $000	2025 NET RESULT $000	2026 EQUITY $000	2025 EQUITY $000
Recognised amounts per the financial statements		**1,103,631**	**1,135,201**	**3,032,376**	**1,928,745**
Average severe care size	+10%	539,628	577,275	2,468,373	1,370,819
	-10%	1,667,634	1,693,127	3,596,379	2,486,671
Average common law size	+10%	909,116	936,413	2,837,861	1,729,957
	-10%	1,298,146	1,333,989	3,226,891	2,127,533
Expense rate	+1%	983,324	1,017,180	2,912,069	1,810,724
	-1%	1,223,938	1,253,222	3,152,683	2,046,766
Weighted average discount rate (0 to 20 years)	+0.5%	1,650,580	1,679,365	3,579,325	2,472,909
	-0.5%	511,844	546,081	2,440,589	1,339,625
Weighted average discount rate (21+ years)	+0.5%	1,264,120	1,297,610	3,192,865	2,091,154
	-0.5%	925,231	954,807	2,853,976	1,748,351
Weighted average inflation rate – AWE and CPI (0 to 20 years)	+0.5%	498,825	535,725	2,427,570	1,329,269
	-0.5%	1,667,638	1,694,014	3,596,383	2,487,558
Weighted average inflation rate – AWE and CPI (21+ years)	+0.5%	919,459	948,818	2,848,204	1,742,362
	-0.5%	1,270,788	1,304,482	3,199,533	2,098,026

2.4 Insurance contracts – risk management policies and procedures

The financial condition and operation of the TAC is affected by a number of key risks including insurance risk, financial risk and operational risk.

The TAC's policies and procedures in respect of managing insurance risks are set out below.

Risks arising from insurance operation and policies for mitigating those risks

The TAC's performance from insurance operations is affected by the inherent nature of insurance risks and market factors external to the TAC.

The TAC's risk management strategy covers all aspects of the TAC's operations, including any reinsurance risk retention limits. It also includes processes and controls in respect of the management of both financial and non-financial risks likely to be faced by the organisation.

Key aspects of the processes established to mitigate risks include:

- the maintenance and use of sophisticated management information systems, which provide reliable and up-to-date data on the risks to which the business is exposed at any point in time
- actuarial models incorporating past experience, statistical methods and information derived from the management information systems to monitor claims patterns
- catastrophic accidents are modelled and the TAC's exposures are, if elected by the TAC's Board, protected by arranging reinsurance to limit the losses arising from an individual event; the retention and limits are approved by the TAC's Board
- where specific reinsurance coverage is elected, only reinsurers with credit ratings equal to, or in excess of, a minimum level determined by management are accepted and
- the investment allocation strategy, established by the Victorian Funds Management Corporation (VFMC) in consultation with the TAC, is derived by the matching of assets to the underlying claims liabilities to optimise the returns within the risk management parameters.

The TAC Board has elected to retain the risk from catastrophic accidents and therefore have not entered into any reinsurance contracts.

Terms and conditions

The terms and conditions of the Transport Accident Compensation Scheme administered by the TAC are established under the *Transport Accident Act 1986*. The TAC offers three, six and twelve month insurance terms. The period of indemnity is generally 12 months.

Where coverage is elected, reinsurance contracts are negotiated and entered into annually to protect the TAC against large losses.

Concentration of insurance risk

The TAC operates the Victorian Transport Accident Compensation Scheme. The TAC's exposure to concentration of insurance risks is motor vehicles, trains and trams.

Interest rate risk

Assets or liabilities arising from insurance or, where applicable, reinsurance contracts entered into by the TAC are directly exposed to interest rate risk.

Credit risk

The TAC has no significant concentrations of credit risk.

3. Collection of premium revenue

Introduction to this section

The funds the TAC needs to perform its key strategy are attained from payments primarily made by Victorian motorists when they register their vehicles with VicRoads. The expenditure incurred by the TAC in the implementation of these strategies is disclosed above and the funds that enable the delivery of the initiatives are outlined below.

Structure

3.1 Net premium revenue

3.2 Deferred acquisition costs

3.3 Unearned premiums

3.1 Net premium revenue

	2026 $000	2025 $000
Premium revenue	2,422,307	2,311,659
Premium collection fees	(52,562)	(40,994)
Net premium revenue	**2,369,745**	**2,270,665**

Premium revenue refers to the transport accident charge for motor vehicles and premium charge for trains and trams, and is recognised from the attachment date over the period of the policy. The pattern of recognition over the policy period is based on time, which is considered to approximate closely with the pattern of risks underwritten. Premium revenue is net of refunds and excludes stamp duty and GST.

3.2 Deferred acquisition costs

	2026 $000	2025 $000
Balance at 1 July	20,678	9,980
Acquisition costs incurred in the year	52,973	51,692
Amount expensed to comprehensive operating statement	(52,562)	(40,994)
Deferred acquisition costs	**21,089**	**20,678**

Acquisition costs represent fees incurred for the collection of transport accident charges for motor vehicles. Acquisition costs are deferred and recognised as assets where they can be reliably measured, and where it is probable that they will give rise to a future benefit. Deferred acquisition costs are measured at the lower of cost and recoverable amount and are expensed to correspond to the earning pattern of the premium revenue.

3.3 Unearned premiums

	2026 $000	2025 $000
Balance at 1 July	916,787	858,703
Deferral of premium written in the year	944,293	916,787
Earning of premium written in previous year	(916,787)	(858,703)
Unearned premiums	**944,293**	**916,787**

Unearned premiums represent the proportion of premiums received or receivable not earned and relate to periods of insurance subsequent to balance date. They are computed on the basis that the risk attaches to all policies from the middle of the month in which they are written.

At each reporting date, the TAC performs a liability adequacy test to assess whether the unearned premium liability is sufficient to cover all expected future cash flows relating to future claims against current insurance contracts. No deficiency was evident at 30 June 2026 (2025: nil).

4. Investment portfolio

Introduction to this section

This section includes the investments that are held by the TAC that are used to supplement the premiums earned to fund its functions.

Structure

4.1 Net investment income

4.2 Investments

4.3 Cash and cash equivalents

4.1 Net investment income

	2026 $000	2025 $000
Dividends	1,663,717	1,265,190
Interest	40,778	47,539
Changes in fair values of investments through the comprehensive operating statement	261,158	833,749
Investment income	**1,965,653**	**2,146,478**
Investment expense	(56,283)	(46,101)
Net investment income	**1,909,370**	**2,100,377**

Dividend income is recognised when the TAC's right to receive payment has been established. Dividend income through trust distributions is recognised when the market prices are quoted ex-distribution for listed trusts, while unlisted trust distributions are recognised when the trustee declares a distribution. Interest income is recognised on an accrual basis.

Changes in fair values of investments is the difference between the fair value of the investments at 30 June 2025 or the cost of acquisition (for investments purchased during the year), and sales proceeds or their fair value at 30 June 2026.

Investment expenses are fees paid to the VFMC under the Client Funds Management Service Agreement and other professional fees incurred by the TAC in relation to the management of the investment portfolio.

The net return on the investment portfolio for the year was positive 9.74% (2025: positive 11.44%).

4.2 Investments

The TAC's investment activity is undertaken pursuant to the *Transport Accident Act 1986*, the *Borrowing and Investment Powers Act 1987* and the Treasurer's Prudential Statement. It is the Victorian Government's policy that all the investment assets of the TAC be managed by the VFMC.

Under the Centralised Model implemented by the Victorian Government in July 2006, the TAC is responsible for setting its investment objectives, whilst the VFMC is responsible for developing appropriate investment strategies that target the TAC's investment objectives. The investment strategy that is determined by the VFMC for the TAC is documented in a detailed Investment Risk Management Plan (IRMP) which is approved by the Treasurer. The IRMP is prepared by the VFMC and addresses issues concerning strategy, portfolio construction, benchmarks and risk management.

The prudential supervision responsibility of the investments rests with the Department of Treasury and Finance (DTF). The VFMC Board is required to certify to the TAC and DTF on an annual basis that the TAC's investment portfolio has been managed in accordance with the accepted IRMP and with the TAC's investment objectives. The TAC is responsible for the review of the contractual and service level agreements, and for periodically reviewing and discussing with the VFMC its investment performance against its investment objectives.

The investment portfolio consists of a range of assets to match TAC's liability characteristics: equities to provide for long-term growth and other assets that provide diversification benefits across the general portfolio.

	2026 $000	2025 $000
Investment assets		
Cash and cash equivalents	624,874	996,031
Cash collateral and margin accounts	17,051	14,015
Receivables	276,648	1,271,259
Derivative assets	374,191	126,672
Equity and managed investment schemes	20,275,982	17,246,178
	21,568,746	**19,654,155**
Investment related liabilities		
Derivative liabilities	(85,105)	(90,122)
	(85,105)	**(90,122)**
Total	**21,483,641**	**19,564,033**

The TAC has uncalled capital commitments within its investments totalling $2,305 million as at 30 June 2026 (2025: $2,478 million), which have not been recognised on the balance sheet.

	2026 $000	2025 $000
Current		
Investment assets	1,100,273	2,364,808
Investment related liabilities	(78,039)	(59,643)
Non-current		
Investment assets	20,468,473	17,289,347
Investment related liabilities	(7,066)	(30,479)
Total	**21,483,641**	**19,564,033**

Assets backing insurance liabilities

The TAC's investment portfolio is managed by the VFMC through internal management, external fund managers and a Master Custodian. The Master Custodian holds the investments and conducts settlements pursuant to instructions from internal management and fund managers.

The TAC has determined that all assets, except for plant and equipment and intangibles, are held to back insurance liabilities. Investments are designated at fair value through profit and loss, on the basis that the investments are managed as a portfolio based on their fair values, and have their performance evaluated in accordance with documented risk management and investment strategies. Initial recognition is at cost in the balance sheet, and subsequent measurement is at fair value with any resultant changes in fair value recognised in the comprehensive operating statement.

Details of fair value for the different types of investment assets are listed below.

- Cash assets, deposits held at call with banks and investments in money market instruments are carried at face value which approximate to their fair value.
- Cash collateral and margin accounts refers to amounts held as security against future counterparty performance. These assets are recorded at face value and categorised as Level 1. Margin accounts represent cash held with a broker or central counterparties against open futures contracts and/or other derivatives.
- Investments in discounted money market instruments are valued at their quoted mid-price at the balance sheet date, as with fine trading spreads in this market, there is an ability to transact at mid-price.
- Shares, fixed interest securities, options and units in trusts listed on stock exchanges or traded in an open market are initially recognised at cost (which is equal to fair value) and the subsequent fair value is taken as the quoted bid price of the instruments at the balance sheet date.
- Futures contracts listed on recognised exchanges are valued using the quoted settlement price.
- Units in unlisted trusts are recorded at fair value as determined by the fund manager or valuation by other skilled independent third parties. In determining fair value, the manager or third parties use observable market transactions of the units and underlying assets where available and applicable; some of the underlying assets of the trusts are valued using valuation models that include inputs which are not based on observable market data.

Refer to note 7.3 for discussion on valuation judgements in relation to the fair value of investments.

All purchases and sales of investments that require delivery of the asset within the time frame established by regulation or market convention ('regular way' transactions) are recognised at trade date, being the date on which the commitments are made to buy or sell the asset. In cases where the period between trade and settlement exceeds this time frame, the transaction is recognised at settlement date.

Investments held at balance sheet date that are denominated in foreign currencies are retranslated to Australian dollars at rates of exchange ruling at the balance sheet date. Exchange differences are recognised in the comprehensive operating statement in the period in which they arise. Investments are derecognised when the rights to receive future cash flows from the assets have expired, or have been transferred, and the TAC has transferred substantially all the risks and rewards of ownership.

Investments that are due to mature, expire or be realised within twelve months of balance date are classified as current investments in the balance sheet. While this classification policy may result in a reported working capital deficit, the TAC holds high-quality liquid assets in its investment portfolio that are readily convertible to cash assets. In addition, the TAC is normally cash flow positive with premium and investment income exceeding claims and administrative cost payments.

Derivative financial instruments

VFMC and fund managers use derivative financial instruments, such as foreign exchange contracts, futures, swaps and options, to more effectively manage the risks associated with investing in large institutional portfolios. Derivatives are originally recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date with any gain or loss recognised in the comprehensive operating statement.

The fair value of forward exchange contracts is calculated by reference to current forward exchange rates for contracts with similar maturity profiles. The fair value of interest rate swap contracts is determined by reference to market values for similar instruments.

4.3 Cash and cash equivalents

(a) Reconciliation of cash and cash equivalents

For the purpose of the cash flow statement, cash includes cash on hand and at banks and cash equivalent assets. Cash equivalent assets are highly liquid investments with short periods to maturity, which are readily convertible to cash at the option of the TAC. Cash at the end of the financial year, as shown in the cash flow statement, is reconciled to the related items in the balance sheet as follows:

	2026 $000	2025 $000
Cash and cash equivalents (bank)	73,121	86,845
Cash equivalents (investments)	624,874	996,031
Total	**697,995**	**1,082,876**

(b) Reconciliation of net cash flows from operating activities to net results

	2026 $000	2025 $000
Net result for the year	1,103,631	1,135,201
Depreciation and amortisation	18,351	22,324
Finance costs	(546)	151
Changes in fair values of investments through the comprehensive operating statement	(261,158)	(833,749)
Profit on sale of plant and equipment	(52)	(104)
Profit on lease modification	(60)	-
Changes in assets and liabilities		
Increase in outstanding claims	347,368	659,257
Increase in unearned premiums	27,506	58,084
Decrease / (increase) in receivables and other assets	(20,476)	26,415
Increase in creditors and provisions	14,849	33,279
Decrease / (increase) in net deferred tax asset	(24,050)	65,988
Increase in income tax payable	458,981	-
Net cash inflow from operating activities	**1,664,344**	**1,166,846**

5. Cost of operations

Introduction to this section

This section provides details of costs incurred by the TAC to support its day-to-day operating activities.

Structure

5.1 Administration costs

5.1 Administration costs

	2026 $000	2025 $000
Staff and related	232,965	188,611
Information technology	24,672	25,305
Occupancy and utilities	7,476	7,545
Other operating	27,985	21,974
Depreciation and amortisation	16,519	20,512
Total	**309,617**	**263,947**
Total administration costs include the following:		
Operating lease rentals	2,131	1,586
Auditor-General's fees	309	280
Interest on leases	2,657	2,825
Unwind of discount and effect of changes in the discount rate on employee provision	(546)	151

6. Taxation and shareholder transactions

Introduction to this section

The TAC is required to pay income tax equivalent under the National Tax Equivalent Regime.

Structure

6.1 Income tax

6.2 Deferred tax

6.3 Dividends paid

6.1 Income tax

In accordance with section 88 (3D) of the *State Owned Enterprises Act 1992*, the TAC is required to pay income tax equivalent under the National Tax Equivalent Regime (NTER). The income tax expense or benefit comprises current and deferred tax.

INCOME TAX RECOGNISED IN COMPREHENSIVE OPERATING STATEMENT	2026 $000	2025 $000
Income tax expense comprises:		
Current tax expense	458,981	377,087
Deferred tax adjustment – movement in temporary differences	(12,745)	78,455
Adjustment in respect of prior years	-	(2,940)
Total tax expense	**446,236**	**452,602**
Deferred tax adjustment movement in temporary differences comprises:		
Increase in deferred tax assets	(10,404)	(11,422)
Increase / (decrease) in deferred tax liabilities	(2,341)	89,877
	(12,745)	**78,455**
Reconciliation between net result before tax and income tax expense		
Net profit before tax	1,549,867	1,587,803
Tax at the statutory rate of 30% (2025: 30%)	464,960	476,341
Imputation gross-up on dividends received	8,045	8,744
Franking credits and withholding tax on dividends received	(26,817)	(29,146)
Sundry items	48	(3,337)
Income tax expense	**446,236**	**452,602**

An income tax provision of $459 million is payable at 30 June 2026. The 2025 tax obligation was settled before 30 June 2025, consistent with the Treasurer's formal determination following consultation between the TAC, the Minister and the Treasurer.

6.2 Deferred tax

DEFERRED TAX BALANCES	2026 $000	2025 $000
Deferred tax assets comprise:		
Claims handling expense included in outstanding claims	360,921	354,064
Sundry items	21,629	18,082
	382,550	**372,146**
Deferred tax liabilities comprise:		
Unrealised gain on investments	162,030	175,676
	162,030	**175,676**
Net deferred tax assets	**220,520**	**196,470**

Deferred tax is recognised for all taxable temporary differences and is calculated based on the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax assets and liabilities are recognised for temporary differences at the tax rates that are expected to apply when the assets and liabilities are realised or settled, based on tax rates that have been enacted or substantially enacted by reporting date.

Deferred tax assets are recognised only to the extent that it is probable that sufficient taxable amounts will be available against which deductible temporary differences or unused tax losses and tax offsets can be utilised. However, deferred tax assets and liabilities are not recognised if the temporary differences giving rise to them arise from the initial recognition of assets and liabilities which affect neither taxable income nor accounting profit.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

Deferred tax assets and liabilities are offset as the TAC settles its current tax assets and liabilities on a net basis.

6.3 Dividends paid

In accordance with section 29B of the *Transport Accident Act 1986*, the TAC is required to pay to the Victorian State Government, a dividend as determined by the Treasurer. An obligation to pay a dividend only arises after a formal determination is made by the Treasurer following consultation between the TAC, the Minister and the Treasurer.

No payment was made in respect of a dividend in 2026 (2025: $748 million).

7. Financial instruments

Introduction to this section

This section provides information on the sources of finance utilised by the TAC during its operations, including disclosures of balances that are financial instruments and discussion on valuation judgements.

Structure

7.1 Financial risk management

7.2 Offsetting financial assets and financial liabilities

7.3 Fair value – Financial assets and financial liabilities

7.1 Financial risk management

The TAC's financial assets and liabilities are exposed to a variety of financial risks including market risk (consisting of interest rate, foreign currency and equity price risk), credit risk and liquidity risk.

Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The VFMC manages market risk by seeking input from the TAC's actuaries to ensure the investment mix is appropriate to service future liabilities, and that projected outcomes are in line with the TAC's overall investment objectives and remain within the risk parameters approved by the Treasurer.

Interest rate risk

Interest rate risk is the risk that the TAC is impacted by significant changes in interest rates. The VFMC manages interest rate risk through an asset allocation strategy for the TAC's investment portfolio, which acts as an economic hedge against the insurance liabilities of the TAC. To the extent that these assets and liabilities can be matched, no gain or loss is recognised. The VFMC uses derivatives to manage the interest rate risk on interest rate sensitive assets. Interest rate swap contracts and forward rate agreements are used to mitigate interest rate risks.

A summary of the TAC's interest-bearing financial instruments is as follows:

	2026			2025		
	VARIABLE RATE $000	FIXED RATE $000	TOTAL $000	VARIABLE RATE $000	FIXED RATE $000	TOTAL $000
Financial assets						
Cash and cash equivalents	73,121	-	73,121	86,845	-	86,845
Investments:						
- derivative assets	-	-	-	153	-	153
- other investments	624,874	-	624,874	996,031	-	996,031
	697,995	**-**	**697,995**	**1,083,029**	**-**	**1,083,029**
Financial liabilities						
Other liabilities	-	82,859	82,859	-	92,009	92,009
	-	**82,859**	**82,859**	**-**	**92,009**	**92,009**
Total	**697,995**	**(82,859)**	**615,136**	**1,083,029**	**(92,009)**	**991,020**

Interest rate sensitivity

A 0.5% movement in interest rates (or discount rates) is used by the TAC's actuaries to present the sensitivities of the actuarial claims liabilities to management, allowing them to monitor interest rate risk on liabilities. A sensitivity table is not disclosed, as the impact of a 0.5% movement in interest rates with all other variables held constant on the TAC's net profit and equity is not material.

Foreign currency risk

Foreign currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The TAC is exposed to foreign exchange risk through its investments, which are denominated in foreign currency and anticipated future transactions.

The VFMC limits foreign exchange risk through the use of forward currency contracts, where it agrees to sell specified amounts of foreign currencies in the future at a predetermined exchange rate. The proportion of foreign exchange risk that is hedged is reviewed regularly to ensure that the net exposure is maintained at a level consistent with the overall investment objectives.

The foreign exchange risk disclosures have been prepared on the basis of the TAC's direct investment and not on a look-through basis for investments held indirectly through unit trusts. Consequently, the disclosure of currency risk in the note may not represent the true currency risk profile of the TAC where a unit trust has significant investments with exposure to the currency markets.

The TAC's exposure is mainly via the major currencies such as the United States dollar, Japanese yen, European Union euro and British pound.

Foreign currency sensitivity

The following table details the TAC's sensitivity to a 15% increase or decrease in the Australian Dollar against the relevant foreign currencies with all other variables held constant.

	2026 $000	2025 $000
Impact on profit and equity of a 15% increase in foreign exchange rates:		
- Before impact of foreign exchange derivatives	(153,839)	(233,676)
- Impact of foreign exchange derivatives	606,671	576,209
After impact of foreign exchange derivatives	**452,832**	**342,533**
Impact on profit or equity of a 15% decrease in foreign exchange rates:		
- Before impact of foreign exchange derivatives	208,136	316,150
- Impact of foreign exchange derivatives	(820,791)	(779,576)
After impact of foreign exchange derivatives	**(612,655)**	**(463,426)**

Equity price risk

The TAC is exposed to equity price risk arising from investments both within Australian markets and overseas (refer to note 4.2). Equity investments are held for strategic rather than trading purposes. The VFMC limits price risk through diversification of the equity investment portfolio.

Equity price sensitivity

At reporting date, if listed/unlisted equity prices had been 15% (2025: 15%) higher or lower and all other variables were held constant, the TAC's net profit and equity would increase or decrease by $2,111 million (2025: $1,838 million).

Credit risk

Credit risk refers to the risk that an issuer or counterparty will default on its contractual obligations resulting in financial loss to the TAC. The VFMC manages counterparty credit risk by conducting due diligence on counterparties and will only deal with counterparties of high quality with substantial balance sheets. Agreements also contain provisions for the agreement to be reviewed or rescinded upon the occurrence of specified events relating to counterparty credit and liquidity.

Assessment processes also ensure that well-defined documentation underpins each transaction, that clear rules exist for completing single transactions with a particular counterparty, and that appropriate credit limits exist to accommodate the transaction. Exposure is measured on a multi-tiered basis according to factors such as the individual transaction, counterparty total and credit rating total, and is monitored by personnel separated from the dealing function. When conducting over-the-counter derivative transactions, bilateral legal contracts must be signed with the counterparty prior to execution of the transaction.

The establishment of appropriate policies and multi-tiered limits ensures that TAC maintains a diversified portfolio without any significant concentration of credit risk on an industry, regional or country basis. The TAC's maximum exposure to credit risk at balance date in relation to each class of financial asset is the carrying amount of those assets as indicated in the balance sheet.

Concentrations of credit risk

The VFMC manages credit risk by diversifying the exposure amount with particular issuers and counterparties. The TAC does not have any significant concentration of credit risk on an industry, regional or country basis. The investment strategy for the TAC is to ensure a diversified portfolio. The table below provides information regarding credit risk exposure of the TAC by classifying assets according to the VFMC's credit ratings of counterparties.

2026	INVESTMENT GRADE $000	NON-INVESTMENT GRADE $000	TOTAL $000
Cash and cash equivalents	73,121	-	73,121
Cash equivalents (investments)	624,874	-	624,874
Derivative assets	-	374,191	374,191
Other receivables	-	2,950	2,950
Total	**697,995**	**377,141**	**1,075,136**

2025	INVESTMENT GRADE $000	NON-INVESTMENT GRADE $000	TOTAL $000
Cash and cash equivalents	86,845	-	86,845
Cash equivalents (investments)	996,031	-	996,031
Derivative assets	-	126,672	126,672
Other receivables	-	3,946	3,946
Total	**1,082,876**	**130,618**	**1,213,494**

The VFMC classifies all assets with Standard and Poor's credit ratings of AAA to BBB- as investment grade.

Non-investment grade assets include assets that fall outside the range of AAA to BBB- Standard and Poor's credit ratings, as well as non-rated assets that are within the risk parameters outlined in the IRMP.

Liquidity risk

Liquidity risk arises from the TAC being unable to meet financial obligations as they fall due. The VFMC manages liquidity risks through holding high-quality liquid assets in its total investment portfolio, which are readily convertible to cash assets. The TAC is normally cash flow positive with premium and investment income exceeding claims and administrative cost payments.

The following table summarises the maturity profile of the TAC's financial liabilities. The table is based on the undiscounted cash flows of financial liabilities and on the earliest date on which the TAC can be required to pay.

2026	LESS THAN 3 MONTHS $000	3–12 MONTHS $000	1–5 YEARS $000	5 + YEARS $000	TOTAL $000
Payables	129,280	-	-	-	129,280
Lease liabilities	2,367	7,100	40,407	32,985	82,859
Derivative liabilities	46,910	31,129	7,066	-	85,105
Total	**178,557**	**38,229**	**47,473**	**32,985**	**297,244**

2025	LESS THAN 3 MONTHS $000	3–12 MONTHS $000	1–5 YEARS $000	5 + YEARS $000	TOTAL $000
Payables	124,580	-	-	-	124,580
Lease liabilities	2,237	6,710	40,240	42,822	92,009
Derivative liabilities	37,989	21,654	30,479	-	90,122
Total	**164,806**	**28,364**	**70,719**	**42,822**	**306,711**

Creditors and accruals are normally settled within 30 days and are carried at nominal value, which approximates fair value.

The table above includes only the liquidity analysis in relation to contractual (as opposed to statutory) financial liabilities. While the liability for outstanding claims is the most significant liability for which payments will need to be made in the future, these do not meet the definition of a financial liability.

7.2 Offsetting financial assets and financial liabilities

The following table identifies financial assets and liabilities which have been offset in the balance sheet, in accordance with *AASB 132 Financial Instruments: Presentation*, and those which have not been offset in the balance sheet but are subject to enforceable master netting agreements (or similar arrangements) with trading counterparties.

Financial assets and financial liabilities subject to offsetting arrangements:

		RELATED AMOUNT NOT SET OFF IN BALANCE SHEET		
2026	GROSS AND NET AMOUNT INCLUDED IN BALANCE SHEET $000	RELATED AMOUNT SUBJECT TO MASTER NETTING AGREEMENTS $000	COLLATERALISED OBLIGATION $000	NET AMOUNT $000
Derivative assets	374,191	(77,773)	-	296,418
Derivative liabilities	(85,105)	77,773	5,219	(2,113)
Total	**289,086**	**-**	**5,219**	**294,305**

		RELATED AMOUNT NOT SET OFF IN BALANCE SHEET		
2025	GROSS AND NET AMOUNT INCLUDED IN BALANCE SHEET $000	RELATED AMOUNT SUBJECT TO MASTER NETTING AGREEMENTS $000	COLLATERALISED OBLIGATION $000	NET AMOUNT $000
Derivative assets	126,672	(72,341)	-	54,331
Derivative liabilities	(90,122)	72,341	-	(17,781)
Total	**36,550**	**-**	**-**	**36,550**

7.3 Fair value – financial assets and financial liabilities

The TAC determines the policies and procedures for fair value measurements in accordance with the requirements of *AASB 13 Fair Value Measurement* and the relevant Financial Reporting Directions.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

For the purpose of fair value disclosures, the TAC has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability, and the level of the fair value hierarchy as explained above. In addition, the TAC determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation at the end of each reporting period.

The TAC holds financial instruments that are recorded in the financial statements, with carrying amounts approximate to fair value due to their short-term nature. These financial instruments are measured at amortised cost and include:

- other receivables
- lease liabilities
- payables.

The following tables illustrate the level in the fair value hierarchy in which fair value measurements are categorised for financial assets and financial liabilities.

30 JUNE 2026	FAIR VALUE MEASUREMENT AT END OF THE REPORTING PERIOD USING: LEVEL 1 $000	LEVEL 2 $000	LEVEL 3 $000	TOTAL $000
Financial Assets				
Cash and cash equivalents	73,121	-	-	73,121
Investment Assets				
Cash investments	624,874	-	-	624,874
Cash collateral and margin accounts	17,051	-	-	17,051
Receivables	276,648	-	-	276,648
Derivative assets	19	374,172	-	374,191
Equity and managed investment schemes				
Australian bonds	-	639,094	-	639,094
Australian equities	-	2,627,140	-	2,627,140
Cash	-	127,905	-	127,905
Diversified fixed interest	-	127,007	-	127,007
Hedge funds	-	94,941	2,254,755	2,349,696
Inflation linked bonds	-	1,204,624	-	1,204,624
Infrastructure	-	-	2,259,264	2,259,264
Insurance	-	-	-	-
International equities	-	6,773,341	-	6,773,341
Other strategies	-	-	148,841	148,841
Private credit	-	117,417	1,664,098	1,781,515
Private equity	-	-	-	-
Property	-	-	2,028,530	2,028,530
US bonds	-	209,025	-	209,025
	991,713	**12,294,666**	**8,355,488**	**21,641,867**
Financial liabilities				
Investment related liabilities				
Derivative liabilities	5,237	79,868	-	85,105
	5,237	**79,868**	**-**	**85,105**
Net financial assets	**986,476**	**12,214,798**	**8,355,488**	**21,556,762**

30 JUNE 2025	FAIR VALUE MEASUREMENT AT END OF THE REPORTING PERIOD USING: LEVEL 1 $000	LEVEL 2 $000	LEVEL 3 $000	TOTAL $000
Financial Assets				
Cash and cash equivalents	86,845	-	-	86,845
Investment Assets				
Cash investments	996,031	-	-	996,031
Cash collateral and margin accounts	14,015	-	-	14,015
Receivables	1,271,259	-	-	1,271,259
Derivative assets	1,159	125,513	-	126,672
Equity and managed investment schemes				
Australian bonds	-	551,719	-	551,719
Australian equities	-	2,348,668	-	2,348,668
Cash	-	1,768	-	1,768
Diversified fixed interest	-	-	-	-
Hedge funds	-	81,465	1,137,987	1,219,452
Inflation linked bonds	-	633,624	-	633,624
Infrastructure	-	-	2,439,392	2,439,392
Insurance	-	-	34,559	34,559
International equities	-	5,746,149	-	5,746,149
Other strategies	-	-	-	-
Private credit	-	97,132	1,824,992	1,922,124
Private equity	-	-	15,338	15,338
Property	-	-	1,942,992	1,942,992
US bonds	-	390,393	-	390,393
	2,369,309	**9,976,431**	**7,395,260**	**19,741,000**
Financial liabilities				
Investment related liabilities				
Cash collateral and margin accounts	-	-	-	-
Derivative liabilities	6	90,116	-	90,122
	6	**90,116**	**-**	**90,122**
Net financial assets	**2,369,303**	**9,886,315**	**7,395,260**	**19,650,878**

Transfers between categories

No amount was transferred from Level 2 to Level 3 during the year ended 30 June 2026 (2025: $638 million).

Reconciliation of Level 3 fair value measurements of financial assets

	30 JUNE 2026 TOTAL LEVEL 3 $000
Balance at beginning of the year	7,395,260
Loss recognised in the comprehensive operating statement	(209,975)
Sales	(1,129,420)
Purchases	2,299,623
Transfer in from Level 2	-
Closing Balance	**8,355,488**
Total gains for the period included in profit or loss for assets held at the end of the period	50,820

The following defines the types of investments within each financial asset and financial liability category.

Cash and cash equivalents (including discount securities):

Cash and cash equivalents consist primarily of deposits with banks and highly liquid financial assets with maturity dates less than three months, together with units held in cash funds/trusts. Cash equivalents are assets that are subject to an insignificant risk in the change in fair value and are used to manage short-term commitments. Amounts classified as cash and cash equivalents are recorded at face value, except for discount securities which are recorded at market value. TAC categorises these instruments as Level 1.

Cash collateral and margin accounts:

Cash collateral refers to amounts held as security against future counterparty performance. These assets are recorded at face value and categorised as Level 1. Margin accounts represent cash held with a broker or central counterparties against open futures contracts and/or other derivatives.

Receivables/payables:

Miscellaneous receivables/payables include interest income, GST obligations, investment expenses etc, and are carried at the full value of the entitlement. Amounts due to/from brokers represent outstanding settlement amounts arising from the purchase/sale of securities and are carried at the settlement amount pending. This is deemed fair value, given the short-term nature of these balances, and the items are categorised as Level 1.

Derivative assets and liabilities:

Derivatives are originally recognised at fair value at the date a derivative contract is entered into, and are subsequently re-measured to their fair value at each reporting date with any gain or loss recognised in the comprehensive operating statement. Fair value is derived from the prices published by recognised exchanges or, for over-the-counter instruments, generally accepted valuation techniques. The TAC classifies these instruments as either Level 1 or Level 2.

Equity and managed investment schemes:

Holdings in unlisted funds/trusts are recorded at fair value as determined by the fund manager or valuations by other skilled independent third parties. The TAC reviews the level of valuation uncertainty typically associated with the assets managed by the fund/trust, whether there are redemption restrictions, the pricing frequency and whether there is an active market. Depending on the outcome of these reviews, the assets may be classified as either Level 2 or Level 3.

Fair value determination

The fair value of the financial assets and liabilities is included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

Key assumptions and inputs to estimation uncertainty

The disclosures below provide details of the inputs and assumptions used in the current valuation models.

A majority of the investments with estimation uncertainty are held via third party pooled investment vehicles, and as such the TAC is not privy to the detailed assumptions or valuation techniques used to value the underlying investment assets. The TAC is reliant on third parties for these valuations and the quantitative information regarding significant unobservable inputs used in the fair value measurement cannot be assessed.

An example of the key inputs and assumptions typically considered is shown below.

INVESTMENT ASSET	VALUATION TECHNIQUE	KEY INPUTS AND ASSUMPTIONS
Infrastructure investments	Discounted cash flows	• Risk free discount rates • Risk premium • Asset utilisation rates • Capital expenditure and operating cost forecasts • Other estimated future cash flows dependent on the longer-term general economic forecasts • Forecast performance of applicable underlying assets
Private equity investments	Multiples of earnings, discounted cash flow, market equivalents and other market accepted methodologies	• Identification of appropriate comparables • Estimated future profits • Risk free rate, risk premium • Estimated future cash flows • Future economic and regulatory conditions
Property investments	Discounted cash flow, capitalisation and direct comparison methodologies	
Fixed income investments and Hedge fund, private credit and insurance investments	Fixed income investments – third party pricing servicers, which source prices from brokers and market makers Liquid securities quoted on an exchange or traded in a dealer market Less liquid securities – discounted cash flow, amortised cost, direct comparison and others	• Appropriate credit spread and other risk premium • Future risk free rate • Estimated future cash flows • Identification of appropriate comparable assets • Future economic and regulatory conditions • Life expectancy estimates and mortality probabilities

8. Other disclosures

Introduction to this section

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

Structure

8.1 Responsible persons
8.2 Remuneration of executive officers
8.3 Related parties
8.4 Motorcycle road safety reserve
8.5 Commitments and contingencies
8.6 Investment in subsidiary
8.7 Events after reporting date
8.8 Application of standards not yet effective

8.1 Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period.

Names

The responsible persons who held office during the financial year are as follows:

Responsible Ministers

Honourable Ben Carroll MP

- Minister for Education
- Minister for WorkSafe and the TAC
- Minister for Medical Research (since April 2026)

Honourable Melissa Horne MP

- Minister for Ports and Freight
- Minister for Roads and Road Safety (ended April 2026)
- Minister for Health Infrastructure

Honourable Ros Spence MP

- Minister for First Peoples (since April 2026)
- Minister for Roads and Road Safety (since April 2026)
- Minister for Community Sport

Directors

Mr Greg Wilson (end of term August 2025, Chair)
Dr Samantha Smith (end of term February 2026, Chair)
Mr John Cain (since February 2026, Chair)
Mr Robert Cameron
Mr James Flintoft
Ms Catherine Jones
Ms Sharon McCrohan
Ms Binda Gokhale
Prof Robin Doss

Chief Executive Officer

Ms Tracey Slatter

Remuneration

	2026 $000	2025 $000
Total remuneration received or receivable by responsible persons[1]	1,138	1,159

[1] The compensation detailed above excludes the salaries and benefits of the Portfolio Ministers. The Minister's remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and are reported within the Annual Financial Report of the State.

The number of responsible persons of the TAC whose remuneration falls within the following bands was:

INCOME BAND	2026	2025
$10,000–$19,999	-	2
$20,000–$29,999	1	-
$30,000–$39,999	-	1
$40,000–$49,999	-	1
$50,000–$59,999	1	-
$60,000–$69,999	6	4
$70,000–$79,999	-	1
$80,000–$89,999	1	1
$140,000–$149,999	-	1
$560,000–$569,999	1	1

8.2 Remuneration of executive officers

Remuneration of executives

The number of executive officers, excluding the Chief Executive Officer, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provides a measure of full time equivalent executive officers over the reporting period.

The number of executive officers may vary from year to year due to the timing of appointments, resignations, and the composition of the executive officers.

The total number of executive officers includes persons who meet the definition of Key Management Personnel (KMP) of the entity under *AASB 124 Related Party Disclosures*, and are also reported within the related parties note disclosure (note 8.3).

Remuneration comprises employee benefits (as defined in *AASB 119 Employee Benefits*) in all forms of consideration paid, payable or provided by the TAC, or on behalf of the TAC, in exchange for services rendered. Accordingly, remuneration is determined on an accrual basis and is disclosed in the following categories:

- Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.
- Post-employment benefits include pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased.
- Other long-term benefits include long service leave, other long service benefits or deferred compensation.
- Termination benefits include termination of employment payments, such as severance packages.

The remuneration of executives is as follows:

	2026 $000	2025 $000
Short-term employee benefits	3,315	2,625
Post-employment benefits	283	210
Other long-term employee benefits	84	68
Termination benefits	26	-
Total remuneration	**3,708**	**2,903**
Total number of executives	**12**	**8**
Total annualised employee equivalent[1]	**9.0**	**7.4**

[1] Annualised employee equivalent is based on the time fraction worked over the reporting period.

8.3 Related parties

The TAC is a wholly owned and controlled entity of the State of Victoria.

Key management personnel of TAC are those listed as responsible persons and members of the executive leadership team.

Related parties of the TAC include:

- all key management personnel and their close family members
- all cabinet ministers and their close family members and
- all departments and public sector entities that are controlled and consolidated into the whole-of-state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

The remuneration of key management personnel is as follows:

	2026 $000	2025 $000
Short-term employee benefits	4,349	3,681
Post-employment benefits	374	301
Other long-term employee benefits	97	80
Termination benefits	26	-
Total remuneration	**4,846**	**4,062**

Significant transactions with government related entities

Mr Robert Cameron and Mr John Cain were Directors of the Victorian WorkCover Authority (WorkSafe) during the financial year. WorkSafe is entitled to recover from the TAC, under the *Accident Compensation Act 1985*, all compensation payable under the WorkCover scheme for injury in a transport accident during the course of work. The TAC also makes payments for the annual Workplace Injury Insurance premium to WorkSafe.

The TAC and WorkSafe reimbursed each other for the cost of external services acquired jointly, and internal services provided to each other, in relation to collaborative initiatives between the TAC and WorkSafe. In addition, the TAC received payments from WorkSafe for the management of WorkSafe claims of injured workers with catastrophic injuries.

The aggregate amounts in respect of the above transactions with the responsible person-related entity WorkSafe were:

	2026 $000	2025 $000
Claim compensation paid and payable	(119,903)	(2,614)
Cost reimbursement received and receivable	4,795	4,953
Cost reimbursement paid and payable	(14,971)	(17,130)
Management of catastrophic claims	3,077	2,934

Ms Sharon McCrohan commenced as the Executive General Manager of Corporate Affairs with the Australian Football League (AFL) in October 2025. The TAC partners with the AFL to engage the community and promote road safety education and behaviour. For the financial year since October 2025, the TAC paid $0.9 million to the AFL in relation to these road safety partner initiatives.

Conflicts of interest are overcome, where warranted, by Directors declaring their interests and abstaining from voting at the TAC's Board meetings.

Significant transactions with key management personnel and other related parties

Transactions between key management personnel and other related parties have been considered, and there are no matters to report.

Other transactions

Other related transactions requiring disclosure under the Directions of the Minister for Finance have been considered and there are no matters to report.

8.4 Motorcycle road safety reserve

The TAC premiums for certain motorcycle classes include an additional levy collected annually to fund special projects to improve motorcycle road safety in Victoria. These monies are set aside in the Motorcycle Road Safety Reserve specifically set up for this program. The program expenditure is developed by the TAC and the Department of Transport and Planning, in consultation with the Motorcycling Community Engagement Panel. Projects under the reserve are administered by the Department of Transport and Planning, which seeks reimbursement for expenditure from the TAC.

8.5 Commitments and contingencies

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed if quantifiable and are measured at nominal value inclusive of GST. There are no material contingencies for the year ended 30 June 2026 (2025: nil).

Commitments include operating expenditure commitments arising from non-cancellable contractual sources and are disclosed at their nominal value inclusive of GST.

ADMINISTRATIVE EXPENDITURE	2026 $000	2025 $000
Administrative expenditure contracted at balance date, but not provided for:		
- not later than one year	312,381	156,606
- later than one year but not later than five years	508,561	462,339
- later than five years	-	-
	820,942	**618,945**

Included in administrative expenditure is a total amount of $562 million (nominal) of commitments by the TAC to provide funding for road infrastructure activities in Victoria (2025: $380 million [nominal]).

8.6 Investment in subsidiary

Residential Independence Pty Ltd (RIPL), as trustee for the Residential Independence Trust (RIT), is a controlled entity of the TAC which is wholly owned by the TAC. The RIT was established on 1 February 2011. The RIPL was incorporated in Victoria, Australia on 21 December 2010, and its principal activity is to manage an existing portfolio of residential property suitable for seriously injured clients of the TAC.

The result of RIT is not consolidated in the financial statements as the impact of consolidation is not considered as material. The valuation included in the financial statements is the cost of the units held as at 30 June 2026 by the TAC which are 42,600,000 ordinary units issued at $1 each, fully paid (2025: 42,600,000 ordinary units issued).

At 30 June 2026, the total assets of the RIT for which RIPL acts in the capacity of the trustee are $47.317 million (2025: $47.846 million) and total liabilities are $0.082 million (2025: $0.051 million)

The total result of the RIT, for which RIPL acts in the capacity of the trustee for the financial year ended 30 June 2026, is a total comprehensive loss for the year of $0.560 million (2025: profit of $2.589 million), which comprises of income of $1.472 million (2025: $1.442 million), nil other comprehensive income (2025: $3.012 million) and total expenses of $2.032 million (2025: $1.866 million).

8.7 Events after reporting date

There has not been any matter or circumstance occurring subsequent to balance sheet date that has significantly affected, or may significantly affect, the operations of the TAC, the results of those operations or the state of affairs of the TAC.

8.8 Application of standards not yet effective

The AASB has issued the following new, or amendments to, Australian Accounting Standards which are applicable to the TAC. These amendments are not effective for the annual reporting period ended 30 June 2026 and have not been applied in preparing the TAC's financial report.

	TITLE	OPERATIVE DATE
AASB 2024-2	Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments	1 January 2026
AASB 17	Insurance Contracts	1 July 2026
AASB 2022-8	Amendments to Australian Accounting Standards – Insurance Contracts: Consequential Amendments	
AASB 2022-9	Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector	
AASB 18	Presentation and Disclosure in Financial Statements	1 January 2027

The nature of the application of these standards could impact the classification and measurement of balances in the financial report. The TAC is currently in the process of assessing the potential impact of these standards and amendments. The TAC will apply these standards for the annual reporting periods beginning on or after the operative date set out above.

AASB 17 Insurance Contracts and related standards

AASB 17 is a new accounting standard for insurance contracts, which replaces *AASB 4 Insurance Contracts* and *AASB 1023 General Insurance Contracts*. AASB 2022-8 and AASB 2022-9 provide numerous amendments to AASB 17 for public sector entities, most notably in the form of simplifications and a delayed adoption of the standard to 1 July 2026. The TAC has reviewed and considered the impacts on adoption of AASB 17 from 1 July 2026.

Measurement model

AASB 17 introduces two relevant measurement models, being the general measurement model (GMM) and the premium allocation approach (PAA). The PAA is similar to the current basis on which premium revenue is currently recognised under AASB 1023, and is less complex for an organisation to calculate compared with the GMM approach. AASB 2022-9 enables all public sector entities to adopt the PAA when measuring the liability for remaining coverage (LRC) regardless of whether the eligibility criteria under AASB 17 are met. Therefore, the TAC will adopt the PAA in determining the LRC. The LRC is largely equivalent to the unearned premium currently reflected in the balance sheet, being that it represents the obligation to provide future insurance services for those insurance contracts in effect at the balance sheet date.

The Liability for Incurred Claims (LIC) will be measured under the General Measurement Model (GMM) in accordance with AASB 17. This approach is broadly consistent with the measurement of the outstanding claims liability under AASB 1023, as both are based on discounted estimates of future claims cash flows. However, differences are expected to arise in the determination of discount rates and the measurement of the risk adjustment for non-financial risk, as described below.

Onerous contracts

AASB 17 requires the identification of onerous contracts that arise where the cash flows to fulfill insurance contracts with remaining coverage exceed the carrying amount of the LRC, resulting in a loss on the contracts. This process will replace the current liability adequacy test (LAT) performed under AASB 1023. Contracts measured using the PAA are assumed not to be onerous unless facts and circumstances indicate otherwise. As with the LAT, the TAC's independent actuary will assist in the determination of onerous contracts at balance sheet date, having consideration to facts and circumstances that may indicate the existence of onerous contracts.

A further change is that under AASB 1023 the LAT considers insurance policies for which the coverage period has not commenced, but for which a constructive obligation has arisen. By contrast, under AASB 17 the LAT will only consider policies for which the coverage period has commenced or the first payment of premium has become due. This means that policies commencing on 1 July (i.e. after the balance date) will no longer be included in the LAT under AASB17.

When onerous contracts are identified, they are measured based on the extent to which the fulfilment cash flows exceed the liability for remaining coverage of that group of contracts. Under the PAA, onerous contract losses will be immediately recognised in the comprehensive operating statement, and a loss component will be added to the liability for remaining coverage.

Discount rates

Under AASB 1023, the net central estimate of outstanding claims is discounted using risk-free discount rates, as reflected in note 2.3. AASB 17 requires estimates of fulfilment cash flows to be discounted to reflect the time value of money and financial risks related to those cash flows, including illiquidity risk, but does not prescribe a method to determine the discount rates used.

Under AASB 17, the TAC will continue to use risk-free market interest rates as the starting point but will incorporate an adjustment for illiquidity to reflect that insurance liabilities generally cannot be transferred or settled immediately (illiquidity premium). The resulting discount rate is expected to be higher than the rate currently used under AASB 1023. A higher discount rate reduces the present value of estimated future claim payments and therefore reduces the reported insurance contract liability.

Risk adjustment

The measurement of insurance contract liabilities under AASB 17 will include a risk adjustment, being the compensation required for bearing the uncertainty in the cash flows of insurance contracts that arise from non-financial risks. Under AASB 1023, the TAC applies a risk margin, which is an amount added to the central estimate of outstanding claims to reflect the inherent uncertainty in future claims costs.

The TAC currently uses a 75% probability of sufficiency, as prescribed by the Prudential Insurance Standard for Victorian Government insurance agencies. This standard will be updated and will maintain the 75% probability of sufficiency as an appropriate proxy for the risk adjustment under AASB 17. Accordingly, no difference in the measurement of insurance contract liabilities (outstanding claims liability) is expected from this change.

Capital management impacts

The TAC has analysed the implications of implementing AASB 17 for its capital management framework and the Prudential Insurance Standards for Victorian Government Insurance Agencies. Based on this assessment, no major changes are expected to arise; however, these matters will continue to be reviewed to ensure ongoing alignment with AASB 17.

Deferred Acquisition Costs impact

AASB 17 introduces new requirements for the accounting of insurance acquisition cash flows. Under AASB 1023, premium collection costs charged by VicRoads were recognised as a Deferred Acquisition Cost (DAC) asset and amortised over the period in which the related premium revenue was earned. Following an assessment of the requirements of AASB 17, the TAC has concluded that these premium collection costs do not meet the definition of insurance acquisition cash flows that are directly attributable to a portfolio of insurance contracts and are therefore not eligible for deferral. Accordingly, the existing DAC balance will be derecognised and written off against retained earnings on transition to AASB 17. Future premium collection costs will be immediately expensed as charged in accordance with the requirements of AASB 17.

Presentation and disclosure

AASB 17 introduces changes to the presentation and disclosure of the TAC's insurance contracts. This includes new items on the comprehensive operating statement and balance sheet, as well as changed disclosures compared with AASB 1023.

Existing insurance asset and liability lines on the balance sheet (including receivables from claims and premiums, unearned premium, advance premium and outstanding claims) will be replaced by insurance contract assets or insurance contract liabilities, measured and presented on a net basis. Insurance contract liabilities will comprise the liability for remaining coverage and the liability for incurred claims, reflecting the TAC's obligations to provide insurance services and to settle claims arising from past events.

Financial impact

Based on the assessment and review of adopting AASB 17 undertaken to date, the financial impact to the TAC's net assets is estimated to be a $610 million increase, or approximately 20% of net assets. The impact on opening net assets will be primarily driven from higher discount rates under AASB 17, reflecting the inclusion of an illiquidity premium above current risk-free rates. This results in a lower net present value of insurance contract liabilities compared with those measured under AASB 1023. This is partially offset by the inclusion of a loss component determined for onerous contracts, and immediate expensing of DACs that do not meet the definition of 'acquisition cash flows' under AASB 17.

Taxation impact

As outlined in note 6.1, the TAC is required to pay income tax equivalent under the National Tax Equivalent Regime (NTER). Changes in the accounting measurement of insurance contract liabilities on adoption of AASB 17 are expected to give rise to a temporary difference for tax purposes, resulting in an estimated deferred tax liability of $262 million. The TAC will consult with the DTF to ensure the tax implications are appropriately considered in the context of total payments to the Victorian State Government.

AASB 18 Presentation and Disclosure in Financial Statements

AASB 18 Presentation and Disclosure in Financial Statements was issued in June 2024 and replaces *AASB 101 Presentation in Financial Statements*. The standard introduces new requirements for the structure of the statement of profit or loss, including defined categories of income and expenses, and enhanced disclosures relating to management-defined performance measures.

AASB 18 is effective for the TAC's annual reporting period beginning 1 July 2027. The TAC is currently assessing the impact of the new standard on its financial statements, including potential changes to the presentation of financial performance and related disclosures. At this stage, the extent of the impact is yet to be determined.

Corporate governance

This statement covers the main corporate governance practices that ensure the TAC is managed to achieve its vision, meets its commitments to stakeholders and operates commercially.

Chair

John Cain

Appointed 21 February 2026

Dr Samantha Smith

Appointed 30 August 2025
End of term 20 February 2026

Greg Wilson

Appointed March 2019
Reappointed November 2020
Reappointed October 2023
Reappointed November 2024
Retired 29 August 2025

Board of management

Robert Cameron

Appointed October 2022
Reappointed October 2025

Professor Robin Doss

Appointed April 2025

James Flintoft

Appointed July 2019
Reappointed July 2022
Reappointed June 2025 (for two years)

Binda Gokhale

Appointed December 2024

Catherine Jones

Appointed September 2022
Reappointed September 2025

Sharon McCrohan

Appointed December 2019
Reappointed December 2022
Reappointed June 2023
Reappointed December 2025

Dr Samantha Smith

Appointed February 2017
Reappointed February 2020
Reappointed February 2023
Reappointed February 2024
Reappointed February 2025
End of term 21 February 2026

The Chair and the Board are nominated by the Minister for WorkSafe and the TAC and the Minister for Roads and Road Safety and appointed by the Governor in Council.

There are presently seven non-executive directors, including the Chair.

The Board has established clearly defined accountabilities and delegations for the Chief Executive Officer.

Policies and procedures cover all aspects of the TAC's activities and are reviewed regularly to ensure that the TAC achieves its objectives regarding:

- compliance with applicable laws and regulations
- reliability of financial reporting
- safeguarding of assets
- effectiveness and efficiency of operations.

Directors' access to independent professional advice

Directors are entitled to seek independent professional advice in connection with their duties at the TAC's expense, unless determined otherwise by the Board.

Conflict of interest

If a director has a direct or indirect interest in a matter being considered by the Board and the interest could conflict with the proper performance of the director's duties in relation to the consideration of the matter, the director, as soon as practicable after the relevant facts come to the director's knowledge, must disclose the nature of the interest at a meeting of the Board.

If the Board considers the conflict to be material, the director will leave the meeting for the duration of the relevant agenda item and consequently will not participate in the discussion or resolution of the matter.

The director's absence from the meeting for the relevant agenda item is recorded in the Minutes of the meeting.

Board Committees

Risk Committee

Members for the period 1 July 2025 to 30 June 2026:

- Catherine Jones (Chair)
- Professor Robin Doss (from 24 April 2026)
- Binda Gokhale
- Sharon McCrohan
- Dr Samantha Smith (until 20 February 2026).

All are independent persons for the purpose of the Standing Directions of the relevant Minister under the *Financial Management Act 1994*.

The Risk Committee assists the Board to discharge its governance and assurance responsibilities by providing oversight of TAC's enterprise risk management framework, risk appetite, resilience and prudential risk obligations.

Audit Committee

Members for the period 1 July 2025 to 30 June 2026:

- Binda Gokhale (Chair)
- Robert Cameron
- James Flintoft
- Catherine Jones.

All are independent persons for the purpose of the Standing Directions of the relevant Minister under the *Financial Management Act 1994*.

The Audit Committee assists the Board to discharge its governance and assurance responsibilities by providing independent oversight of financial performance and reporting, internal control, audit, compliance and prudential obligations.

People, Culture and Remuneration Committee

Members for the period 1 July 2025 to 30 June 2026:

- Dr Samantha Smith (Chair until 20 February 2026)
- Professor Robin Doss (from 1 November 2025, Chair from 24 April 2026)
- John Cain (from 24 April 2026)
- Sharon McCrohan
- Greg Wilson (until 29 August 2025).

All are independent persons for the purpose of the Standing Directions of the relevant Minister under the *Financial Management Act 1994*.

The People, Culture and Remuneration Committee assists the Board to discharge its governance and assurance responsibilities by providing oversight of organisational culture, workforce capability, diversity, equity and inclusion, leadership performance, workplace health, safety and wellbeing, and remuneration policy and frameworks.

Prudential Standards

The Board is required to submit annual confirmations or attestations of compliance with the 'Prudential Insurance Standard for Victorian Government Insurance Agencies' and the 'Prudential Standard: Victorian Funds Management Corporation and the Centralised Investment Model'.

These standards impose obligations regarding governance, strategic planning, liability reserving, capital management, pricing, reinsurance, actuarial review, breach reporting, risk management, outsourcing, fit and proper requirements and the setting of appropriate investment objectives for TAC funds.

Certifications and attestations have been issued by the Board for the year ending 30 June 2026.

Risk management

The TAC has in place a risk management framework to ensure effective identification, assessment and management of risks. That framework details the roles of the Board and its Committees, management and the internal auditor. The Board is responsible for setting the risk appetite for the organisation to guide management in their decision-making.

The Risk Committee oversees the framework and is responsible for ensuring the effectiveness of the design and implementation of control strategies and operational practices.

Compliance with the Victorian Government Risk Management Framework

Standing Direction 3.7.1 of the *Financial Management Act 1994* requires public sector agencies to comply with the Victorian Government Risk Management Framework, which in turn requires annual attestation of compliance with its risk management requirements.

The TAC Risk Committee has considered the Statement by the Chief Executive Officer on compliance with the Victorian Government Risk Management Framework, the Executive Leadership Team internal attestation process and independent assessments from Internal Audit.

On this basis, I certify that the TAC has complied with the Ministerial Standing Direction 3.7.1 – Risk Management Framework and Processes.



John Cain
Chair

Compliance

This section includes the disclosures required by the *Financial Management Act 1994* and the *Transport Accident Act 1986* (the Act), as well as other legislation.

Incorporation and Ministerial responsibility

The TAC is a body corporate established under section 10 of the Act (No. 111 of 1986, version No. 157 incorporating amendments as at 6 August 2025). The Act sets out the objectives, functions and powers of the TAC.

Under the General Order effective 19 December 2024, Supplement to the General Order effective 30 October 2025 and General Order effective 16 April 2026:

The Minister for WorkSafe and the TAC is responsible for the *Transport Accident Act 1986*, except:

- Sections 11–14 in so far as they relate to the Transport Accident Commission's budget, financial reporting and management of the Transport Accident Fund (in so far as they relate to those matters, these sections are jointly administered with the Minister for Roads and Road Safety).
- Sections 29, 29A and 29B (these sections are jointly administered with the Minister for Roads and Road Safety)

(The Act is otherwise administered jointly and severally with the Minister for Roads and Road Safety).

The Minister for Roads and Road Safety is responsible for the *Transport Accident Act 1986*, except:

- Sections 11–14 in so far as they relate to the Transport Accident Commission's budget financial reporting and management of the Transport Accident Fund (in so far as they relate to those matters, these sections are jointly administered with the Minister for WorkSafe and the TAC)
- Sections 29, 29A and 29B (these sections are jointly administered with the Minister for WorkSafe and the TAC).

(The Act is otherwise administered jointly and severally with the Minister for WorkSafe and the TAC).

Ministerial directions

There were no ministerial directions given in the period 1 July 2025 to 30 June 2026.

The TAC's objectives, functions, powers and accountability

Sections 11, 12, 13 and 14 of the Act set out the objectives, functions, powers and accountability of the TAC.

Changes to reporting arrangements

Reporting arrangements for the TAC did not change during the 2025–26 financial year.

Objectives of the Commission (Section 11)

- To manage the transport accident compensation scheme as effectively, efficiently and economically as possible
- To ensure that appropriate compensation is delivered in the most socially and economically appropriate manner and as expeditiously as possible
- To ensure that the transport accident scheme emphasises accident prevention and effective rehabilitation
- To develop such internal management structures and procedures that will enable it to perform its functions and exercise its powers effectively, efficiently and economically
- To manage claims under the *Accident Compensation Act 1985* or the *Workplace Injury Rehabilitation and Compensation Act 2013* as an authorised agent of the Victorian WorkCover Authority as effectively, efficiently and economically as possible
- If appointed as an agent of a self-insurer under section 392 of the *Workplace Injury Rehabilitation and Compensation Act 2013*, to carry out the functions and powers of a self-insurer as effectively, efficiently and economically as possible

Functions of the Commission (Section 12)

- To administer the Transport Accident Fund
- To receive and assess, and accept or reject, claims for compensation
- To defend proceedings relating to claims for compensation
- To pay compensation to persons entitled to compensation
- To determine transport accident charges
- To collect and recover transport accident charges
- To provide advice in relation to the transport accident scheme
- To provide funds for the program referred to in subsection (3) (designed to secure the early and effective medical and vocational rehabilitation of persons injured as a result of transport accidents) and for other rehabilitation programs for persons injured in transport accidents
- To collect and assess data and statistics in relation to transport accidents
- To provide advice to the Minister in relation to matters specifically referred to the Commission by the Minister and generally in relation to the administration of this Act and the compensation scheme under this Act
- To commercially exploit knowledge and expertise in compensation schemes and scheme administration
- To act as an authorised agent under section 501 of the *Workplace Injury Rehabilitation and Compensation Act 2013*
- If appointed, to act as an agent of a self-insurer under section 392(2) of the *Workplace Injury Rehabilitation and Compensation Act 2013*
- To carry out such other functions conferred on the Commission by this or any other Act
- To promote the prevention of transport accidents and safety in the use of transport
- To design and promote, so far as possible, a program designed to secure the early and effective medical and vocational rehabilitation of people injured as a result of transport accidents to whom, or on behalf of whom, the Commission is or may become liable to make any payment under the Act

Powers of the Commission (Section 13)

- To do all things that are necessary or convenient to be done for, or in connection with, the performance of its functions and to enable it to achieve its objectives
- To enter into agreements or arrangements and settle or compromise differences or disputes with other persons
- To apply for, obtain and hold intellectual property rights (including patents, copyrights, trademarks and registered designs)
- To enter into agreements or arrangements for the commercial exploitation within or outside Victoria of intellectual property rights and ancillary services on any terms or conditions as to royalties, lump sum payments or otherwise as the Commission may see fit
- To enter into agreements or arrangements within or outside Victoria for the provision by the Commission of administration, management or information systems or services
- To do all things necessary or convenient to be done in connection with acting as an authorised agent of the Victorian WorkCover Authority under section 501 of the *Workplace Injury Rehabilitation and Compensation Act 2013* and as an agent of a self-insurer under section 392(2) of that Act

Accountability of the Commission (Section 14)

The Commission must perform its functions and exercise its powers subject to the general direction and control of the Minister, and in accordance with any specific written directions given by the Minister in relation to a matter or class of matters specified in the directions.

If the Commission is given a written direction, the Commission may cause the direction to be published in the Government Gazette and must publish the direction in its next annual report.

Legislation

The following legislative changes have occurred in the period from 1 July 2025 to 30 June 2026

Roads and Ports Legislation Amendment (Road Safety and Other Matters) Act 2025

This Act updated the department references for the Department of Transport and Planning throughout the *Transport Accident Act 1986*.

Subordinate legislation

Regulations

There were no Regulations prescribed in the period 1 July 2025 to 30 June 2026.

Orders in Council

There was one Order in Council in the reporting period from 1 July 2025 to 30 June 2026.

The *Transport Accident Charges Order (No. 1) 2026* was published in the Government Gazette on Tuesday 21 April 2026 (No. S203).

The objective of this Order was to prescribe the transport accident charges applicable to all classes of motor vehicles that are to apply from 1 July 2026 for the 2026–27 financial year. The effect of the Order was to apply Indexation of 3.16% to the transport accident charges for the year.

Ministerial Orders

There were no Ministerial Orders in the period from 1 July 2025 to 30 June 2026.

Consultancy expenditure

During 2025–26, there were 17 consultants engaged with 19 projects where the cost of each individual engagement was in excess of $10,000, and no individual engagements below $10,000. Total approved project fees and expenditure exclude GST.

CONSULTANCIES (>$10,000)	DESCRIPTION OF WORK	TOTAL PROJECT FEE $000	2025–26 EXPENDITURE $000	2024–25 EXPENDITURE $000	FUTURE EXPENDITURE $000
CCA (Aust) Pty Ltd	Telephony Consulting Services	35	25	-	10
Change Playbook	Strengthening Client Support and Complex Client Management	163	163	-	-
Cube Group	Organisation Design Structure	225	180	45	-
Dellamarta Enterprises	Child Safe Standard Review of L2P Program	86	12	28	46
Ernst & Young	Maturity Assessment of HSW Culture	71	71	-	-
Forrester Research Limited	Road Safety Partner Communication Strategy	199	103	-	96
Fuller Potential Limited	Gender Equality Action Plan Review and Inclusion and Diversity Strategy Design	37	37	-	-
Global Road Safety Solutions	Safe System Translation	80	26	-	54
Grosvenor Performance Group	Board Performance Assessment	35	35	-	-
KPMG	AASB 17 Revenue – Expert Advice	50	50	-	-
	Value Realisation Assessment	195	195	-	-
MinterEllison Consulting Pty Ltd	Data Management Strategy	173	173	-	-
Road Safety Advisory Services Pty Ltd	Safe System Translation	80	55	-	25
Scyne Advisory Pty Ltd	Cyber Security Operating Model	235	96	-	139
	Enterprise Transformation Retrospective	100	99	-	-
Sporting Management Concepts	Advisory services for the development of a Sports Engagement Program	100	100	-	-
Tech Boosters Aus Pty Ltd	Cost Optimisation Report	120	120	-	-
The Fuel Company	Employee Value Proposition Services	46	32	-	15
The Trustee For Axiom Fit out Group Unit Trust	TAC GHQ Lease Project Strategy	100	53	-	48

Comparative workforce data

The following table discloses the demographics and job classifications of all employees of the TAC employed in the last full pay period of the 2025–26 financial year, and in the last full pay period of the previous financial year (2024–25).

		JUNE 2026							JUNE 2025						
		All employees		Ongoing			Fixed term and casual		All employees		Ongoing			Fixed term and casual	
		HC* (%)	FTE# (%)	Full-time HC* (%)	Part-time HC* (%)	FTE# (%)	HC* (%)	FTE# (%)	HC* (%)	FTE# (%)	Full-time HC* (%)	Part-time HC* (%)	FTE# (%)	HC* (%)	FTE# (%)
Gender	Women	73.76	72.41	37.79	20.67	56.22	15.31	16.20	74.07	72.55	38.97	20.39	57.59	14.71	14.96
	Men	26.17	27.51	18.02	1.81	20.81	6.33	6.71	25.93	27.45	19.59	1.46	22.28	4.88	5.17
	Self-described	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		HC*	FTE#	Full-time HC*	Part-time HC*	FTE#	HC*	FTE#	HC*	FTE#	Full-time HC*	Part-time HC*	FTE#	HC*	FTE#
Age	15–24	6.00	5.40	0.00	1.00	0.40	5.00	5.00	12.00	11.20	3.00	1.00	3.80	8.00	7.40
	25–34	272.00	257.71	156.00	38.00	182.74	78.00	74.97	334.00	315.03	192.00	55.00	230.48	87.00	84.55
	35–44	542.00	488.77	279.00	153.00	383.27	110.00	105.50	506.00	461.43	282.00	141.00	383.55	83.00	77.88
	45–54	375.00	349.36	214.00	80.00	267.11	81.00	82.25	342.00	322.69	203.00	68.00	253.69	71.00	69.00
	55–64	212.00	199.51	130.00	45.00	162.91	37.00	36.60	156.00	147.19	104.00	33.00	129.39	19.00	17.80
	65+	30.00	28.00	23.00	6.00	27.00	1.00	1.00	23.00	22.50	20.00	2.00	21.50	1.00	1.00
Classification data	**TAC Job Groups (JG)**														
	JG 1	4.00	4.00	0.00	0.00	0.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	JG 2	35.00	28.72	14.00	13.00	21.52	8.00	7.20	36.00	30.42	12.00	15.00	21.62	9.00	8.80
	JG 3	192.00	169.28	94.00	61.00	135.71	37.00	33.57	189.00	170.91	100.00	51.00	136.08	38.00	34.83
	JG 4	197.00	182.64	109.00	50.00	146.24	38.00	36.40	377.00	348.54	206.00	96.00	276.34	75.00	72.20
	JG 5	609.00	564.25	356.00	159.00	472.40	94.00	91.85	427.00	398.87	273.00	97.00	344.97	57.00	53.90
	JG 6	334.00	315.76	221.00	38.00	242.76	75.00	73.00	281.00	269.00	209.00	41.00	239.40	31.00	29.60
	Senior employees														
	SLT	56.00	54.70	8.00	2.00	4.80	46.00	49.90	55.00	54.30	4.00	0.00	4.00	51.00	50.30
	EXEC	10.00	9.40	0.00	0.00	0.00	10.00	9.40	8.00	8.00	0.00	0.00	0.00	8.00	8.00
	Total employees	**1437.00**	**1328.75**	**802.00**	**323.00**	**1023.43**	**312.00**	**305.32**	**1373.00**	**1280.04**	**804.00**	**300.00**	**1022.41**	**269.00**	**257.63**

Source: TAC Payroll data | *HC: Head count | #FTE: Full-time equivalent | Please note: Gender categories with very small numbers have not been reported separately to protect employee privacy. Percentages may not total 100% due to rounding and privacy protections.

TAC buildings

The TAC's policy with respect to new building works, and alterations to existing buildings, is to comply with the *Building Act 1993* as though the TAC were not exempt from compliance as a public authority (this is provided for in section 217 (3) of the *Building Act 1993*).

Some premises occupied by the TAC may have been constructed or altered under exemptions for public bodies, which applied at the time.

The TAC is unaware of any material non-compliance with the current building standards for buildings of their nature and age.

Energy ratings

Although FRD 24 mandates NABERS Energy ratings for newly completed/occupied entity-owned office buildings and substantial tenancy fit-outs, the TAC did not manage any buildings that fit within these categories during 2025–26.

Public sector values and employment principles

The *Public Administration Act 2004* established the Victorian Public Sector Commission (VPSC) to strengthen public sector efficiency, effectiveness and capability, and advocate for public sector professionalism and integrity.

The TAC is committed to upholding the public sector values and employment principles set out in the Act, and maintaining the highest standards of integrity, ethical conduct and accountability across the organisation.

During the 2025–26 financial year, we continued to implement policies, procedures and practices consistent with VPSC employment standards, including the 2025–29 Enterprise Agreement (see page 53). We also strengthened our Integrity Framework (see page 63) and introduced mandatory compliance measures aligned with VPSC principles (page 62).

Our intranet remained a central source of information on public sector conduct, employment principles and organisational policies, supported by mandatory employee training modules and advice provided by our People Culture and Engagement team.

National competition policy

Review of Legislative Restrictions

In accordance with its National Competition Policy commitments, the government commissioned a review of Victoria's transport accident compensation legislation in September 2000. The review identified three main restrictions on competition: the compulsory nature of the scheme, the TAC as a legislated monopoly and centralised premium setting.

To address centralised premium setting, the Finance Minister now has discretion to request the Essential Services Commission to provide an independent review of the TAC's proposed premium each year.

Competitive Neutrality

Under Competitive Neutrality policy, the TAC is listed as a significant business enterprise. In accordance with this policy, the TAC pays the full suite of Commonwealth and State taxes or tax equivalents. The TAC is not a net borrower in its own right and therefore is not subject to the Financial Accommodation Levy.

Public interest disclosures

The *Public Interest Disclosures Act 2012* encourages and assists people in making disclosures of improper conduct by public officers and public bodies. The Act provides protection to people who make disclosures in accordance with the Act and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

The TAC does not tolerate improper conduct by employees, nor the taking of reprisals against those who come forward to disclose such conduct. It is committed to ensuring transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

The TAC will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible.

Reporting procedures

As the TAC is not able to receive protected disclosures, employees can make disclosures directly to the Independent Broad-based Anti-Corruption Commission (IBAC). Disclosures to IBAC are protected.

Members of the public who are clients of the TAC or users of the services provided by the TAC can also make disclosures to IBAC.

IBAC
Level 3, 2 Lonsdale Street
Melbourne, VIC 3000
1800 422 284
www.ibac.vic.gov.au

See the website for the secure email disclosure process, which also provides for anonymous disclosures.

While disclosures to the TAC are not automatically protected, procedures are in place to support and protect disclosers and to prevent detrimental actions being taken against them by officers, employees or agents of the TAC.

Disclosures can either be made to one of three TAC Public Interest Disclosure Coordinators, or to the Senior Manager, Scheme Integrity, who is also the Internal Fraud and Corruption Response Committee Secretary.

The TAC's Chief Executive Officer has a mandatory obligation to report matters of suspected corrupt conduct to IBAC.

Disclosure of major contracts

The TAC has disclosed all contracts greater than $10 million in value entered into during the financial year ended 30 June 2026, in accordance with the requirements of government policy and accompanying guidelines. Details of contracts that have been disclosed in the Victorian Government Contracts Publishing System can be viewed at tenders.vic.gov.au

Contractual details have not been disclosed for contracts where disclosure is exempted under the *Freedom of Information Act 1982* and/or government guidelines.

Specific contract information has not been disclosed for contracts where such information is withheld under the Act or other laws or government policies.

Emergency procurement

The TAC had no Emergency Procurement activations during 2025–26.

Local Jobs First

The TAC had three standard projects or strategic projects commence or conclude during 2025–26.

Disclosure of procurement complaints

Under the Governance Policy of the Victorian Government Purchasing Board (VGPB), the TAC must disclose any formal complaints relating to the procurement of goods and services received through its procurement complaints management system.

No formal complaints were received under the Complaint Management Policy in 2025–26.

Reviews and studies expenditure

The TAC expended $6.7 million (excluding GST) on 71 reviews and studies in 2025–26. These reviews and studies covered a range of road safety, health, disability and compensation topics.

For further information, visit tac.vic.gov.au/about-the-tac/media-room/annual-reports

The Carer's Recognition Act 2012

The TAC has taken all practical measures to comply with its obligations under the *Carers Recognition Act 2012*. This includes considering the carer relationship principles set out in the Act when setting policies that might affect employees in care relationships.

The TAC's employment policies include the provision of carer's leave, flexible working hours, purchased leave and the ability to work from home to comply with the statement of principles in the Act. As part of our new Enterprise Agreement, we also increased annual personal/carers' leave that can be accessed without evidence by two days (up to seven days).

Freedom of information

The TAC is subject to the *Freedom of Information Act 1982* and also releases records informally under the provisions of the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

The TAC stores most information electronically with a high volume of documents being created, stored and updated on a claims management system.

Business and financial information is also mainly stored electronically. A small amount of aged information can still be found in paper format or on microfiche.

Making a request

Freedom of information (FOI) requests can be lodged online at online.foi.vic.gov.au or via foi@tac.vic.gov.au

An application fee applies for making a request. Access charges may also be payable if the document pool is large and the search for material time consuming.

When making an FOI request, applicants should ensure requests are in writing, clearly identify what types of material/documents are being sought and be accompanied by the application fee to be a valid request.

If you are unable to make a request online, you can request documents in the possession of the TAC by writing to:

FOI team
TAC
GPO Box 2751
MELBOURNE VIC 3001

Enquiries can be made to the TAC's FOI team via email at foi@tac.vic.gov.au

FOI statistics/timeliness

During 2025–26, the TAC received 1,814 FOI applications. Of these requests, only four were for documents that were unrelated to claims (for example, corporate documents, staff and media requests).

The TAC made 2,029 FOI decisions during the 12 months ended 30 June 2026. Of these, 1,849 decisions were made within the statutory time periods. Of the decisions made outside time, 174 were made within a further 45 days and six decisions were made in greater than 45 days.

Of the total decisions made, 773 granted access to documents in full, 1,047 granted access in part and 29 denied access in full.

Of requests finalised, the average number of days to decide requests (including extended timeframes) was 31 days.

During 2025–26, 11 requests were subject to a complaint/internal review by OVIC.

No requests progressed to the Victorian Civil and Administrative Tribunal (VCAT).

Additional information available on request

In compliance with the requirements of the Standing Directions of the Minister for Finance, details in respect of items listed below have been retained by the TAC and are available on request, subject to the provisions of the *Freedom of Information Act 1982*:

- statement that declaration of pecuniary interests have been duly completed by all relevant officers
- details of shares held by a senior officer as nominee, or held beneficially in a statutory authority or subsidiary
- details of publications produced by the TAC about the TAC and how these can be obtained
- details of changes in prices, fees, charges, rates and levies charged by the TAC
- details of any external reviews carried out by the TAC
- details of major research and development activities undertaken by the TAC
- details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- details of major promotional, public relations and marketing activities undertaken by the TAC to develop community awareness of the TAC and its services
- list of major committees sponsored by the TAC, the purpose of each committee and the extent to which the purposes have been achieved
- details of all consultancies and contractors
- details of time lost through workplace accidents and disputes
- details of Machinery of Government (MoG) costs to the TAC.

This information is available on request from:

Information and Privacy Manager
TAC
PO Box 742
Geelong VIC 3220
Email: foi@tac.vic.gov.au

Access to information online

The TAC's corporate website (tac.vic.gov.au) includes information about the TAC, and its claim policies, fees and benefit entitlements for the public, clients, providers and key stakeholder groups. It also includes road safety initiatives, statistics and stories relating to road safety.

Access to information for specific campaigns and target audiences can be found at:

Websites

TAC website: tac.vic.gov.au

How Safe is Your Car: howsafeisyourcar.com.au

Meet Graham: meetgraham.com.au

Road Safety Education Victoria: roadsafetyeducation.vic.gov.au

Road to Zero: roadtozero.vic.gov.au

Spokes: spokes.com.au

Vanessa: vanessasplace.com.au

Senior Road Users Hub: seniorroadusers.vic.gov.au

Social media

Facebook
facebook.com/transportaccidentcommission
facebook.com/ilikevanessa

Instagram
instagram.com/tacvictoria
instagram.com/vanessas.place

YouTube
youtube.com.au/tac

LinkedIn
Linkedin.com/company/transport-accident-commission

Threads
threads.com/@vanessas.place

TikTok

tiktok.com/@vanessabus_
tiktok.com/splitsecondau

X
@TACVictoria

In addition, the TAC provides information via its client and health provider digital platforms:

- myTAC – the TAC's app and web portal, allowing clients to manage their TAC claim online
- HICAPS Digital Claims – the TAC's online payment platform, giving TAC providers the option to send digital invoices for payment

Information and Communication Technology (ICT) expenditure

The TAC's total ICT expenditure for the 2025–26 reporting period is listed in the table below.

ICT expenditure refers to the TAC's costs in providing business-enabling ICT services. It comprises of Business-As-Usual (BAU) ICT expenditure and Non-Business-As-Usual (Non-BAU) ICT expenditure.

Non-BAU ICT expenditure relates to extending or enhancing the TAC's current ICT capabilities. BAU ICT expenditure is all remaining ICT expenditure (including depreciation and amortisation), which primarily relates to ongoing activities to operate and maintain the current ICT capability.

BAU ICT EXPENDITURE TOTAL ($ MILLION)	NON-BAU ICT EXPENDITURE TOTAL = A + B	OPERATIONAL EXPENDITURE A	CAPITAL EXPENDITURE B
37.7	18.1	15.2	2.9

Miscellaneous disclosure

To the extent applicable, the information required under Financial Reporting Direction 22 issued by the Minister for Finance under Section 8 of the *Financial Management Act 1994* has been prepared and is available on request.

Financial management compliance attestation statement

I, Tracey Slatter, on behalf of the Responsible Body, certify that the Transport Accident Commission has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Tracey Slatter
Chief Executive Officer

Public education campaigns and media

We work closely with our road safety partners, as well as other health and disability stakeholders, to develop public education campaigns that address the 'safer people' component of a Safe System. Each campaign is underpinned by a significant amount of research and planning to ensure the outcome is evidence-based, relevant and effective at engaging the Victorian community with road safety issues.

The tables below contain a detailed breakdown of our public education campaigns and media partnerships with a total media spend above $100,000 (exclusive of GST) from the 2025–26 financial year.

Table: Public education campaigns and media partnerships with spend over $100,000

NAME OF CAMPAIGN	CAMPAIGN SUMMARY	START/END DATE
Media Partnerships: 'Always On' Enforcement Campaign (re-run)	The 'Always On' Enforcement campaign addresses the known five key risky behaviours including speeding, drink driving, drug driving, distracted driving and non-seatbelt use and is designed in alignment with Victoria Police enforcement on the roads. The aim is to increase the perceived risk of being caught by creating a sense that a driver can get caught anywhere and at any time, 365 days of the year.	1 Jul 25 to 30 Jun 26
Sports Partnerships: Drink Drive Campaign (re-run)	The campaign aims to reframe safe driving behaviour around alcohol from the 0.05 reference point to complete separation in an effort to reduce fatalities and serious injuries on our roads. It highlights that the risks associated with guessing whether you are under the legal BAC limit, as well as the penalties associated with being convicted of drink driving, which is perfect for Victorians who watch or attend AFL games.	1 Jul to 28 Sep 25 / 5 Mar to 30 Jun 26
Search Engine Marketing (SEM) (new)	The TAC invests in Search Engine Marketing (SEM) to make it easier for Victorians to access information online about Road Safety. An ongoing program of SEM for road safety issues increases the searchability and accessibility of road safety information provided online by TAC.	1 Jul 25 to 30 Jun 26
Regional Media Partnership (new)	Using road fatality and serious injury data, the TAC has identified high-priority regional areas in which to deploy targeted relevant road safety communications. Key campaigns were promoted through regional press.	1 Jul 25 to 30 Jun 26
Motorcycle Safety Campaign (re-run)	The Motorcycle Safety Campaign promotes wearing protective gear on every ride to reduce the severity of common rider injuries, particularly from falling and sliding on the ground, abrasions, friction burns, cuts and lacerations. The campaign aims to address the problem that riders often resist wearing all the gear on every ride, even though they understand the risks.	29 Sep 25 to 31 Oct 25

Table notes

1. Approved 'Advertising (media) expenditure' is the amount approved for each campaign by the Advertising Approval Group (AAG).
2. Planned campaign expenditure amounts are the amounts included in the Campaign Strategy form submitted to the AAG for review.
3. We evaluate Marketing and Advertising campaigns through research contracts that deliver a broad scope of evaluation across multiple project activities throughout the year. These costs cannot be allocated to individual campaigns, but are reported in organisational expenditure.
4. Print collateral expenditure is included in campaign development costs.

ADVERTISING (MEDIA) EXPENDITURE 2025–26[1]	CREATIVE AND CAMPAIGN DEVELOPMENT EXPENDITURE 2025–26[2]	RESEARCH EXPENDITURE 2025–26[3]	POST-CAMPAIGN EVALUATION EXPENDITURE 2025–26	PRINT AND COLLATERAL EXPENDITURE 2025–26[4]	OTHER CAMPAIGN EXPENDITURE 2025–26	TOTAL
EXCLUDING GST	EXCLUDING GST	EXCLUDING GST	EXCLUDING GST	EXCLUDING GST	EXCLUDING GST	EXCLUDING GST
Approved $8,853,917 Actual $8,853,380	Planned $300,000 Actual $216,511	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $9,153,917 Actual $9,069,891
Approved $2,895,167 Actual $2,889,537	Planned $300,000 Actual $34,722	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $3,195,167 Actual $2,924,259
Approved $600,000 Actual $600,000	Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $600,000 Actual $600,000
Approved $1,699,074 Actual $1,697,978	Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $1,699,074 Actual $1,697,978
Approved $500,000 Actual $499,895	Planned $500,000 Actual $100,665	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $1,000,000 Actual $600,560

Table (continued): Public education campaigns and media partnerships with spend over $100,000

NAME OF CAMPAIGN	CAMPAIGN SUMMARY	START/END DATE
E-Scooter Safety Campaign (re-run)	This campaign was developed to support the Victorian Government's permanent regulatory settings for e-scooters in Victoria in 2024, applicable to both commercial and private use. This campaign reinforces the rules and fines associated with this risky behaviour, expanding campaign messaging to ensure Victorians fully understand this new technology and the risks and consequences associated with inappropriate use.	17 Nov 25 to 30 Jan 26
Holiday Enhanced Enforcement Campaign (new)	The Holiday Enhanced Enforcement campaign highlights the resources police deploy over holiday periods to catch offending drivers and deter Victorians from engaging in unsafe behaviour, by strengthening the belief that they are highly likely to be caught by the police if they engage in illegal activity while driving. This campaign particularly focuses on priority behaviours of speeding and drink driving.	15 Dec 25 to 1 Feb 26
Fatigue Campaign (re-run)	This campaign aims to increase awareness of the dangers of driving with less than five hours of sleep, educate drivers about the heightened crash risk when fatigued, and encourage safer choices such as taking a 15-minute powernap or switching drivers to prevent crashes.	16 Mar 26 to 28 Jun 26
Pictures of You: Made for Now Campaign (new)	This campaign did not proceed and was replaced by the Fatigue Campaign.	Not applicable

Table: TAC public education campaigns in development with expected media spend over $100,000

NAME OF CAMPAIGN	CAMPAIGN SUMMARY	START/END DATE
Low-level Speeding Campaign (new)	While this campaign was intended to run during the 2025–26 financial year, it was postponed until the 2026–27 financial year. The planned creative and campaign development expenditure is to be spent across 2025–26 and 2026–27.	Delivered by 30 Jun 2027
Motorcycle Safety Campaign (new)	Development and production for a new campaign with a focus on motorcyclist safety and protective gear. The planned creative and campaign development expenditure is to be spent across 2025–26 and 2026–27.	Delivered by 30 Jun 2027

ADVERTISING (MEDIA) EXPENDITURE 2025–26	CREATIVE AND CAMPAIGN DEVELOPMENT EXPENDITURE 2025–26	RESEARCH EXPENDITURE 2025–26	POST-CAMPAIGN EVALUATION EXPENDITURE 2025–26	PRINT AND COLLATERAL EXPENDITURE 2025–26	OTHER CAMPAIGN EXPENDITURE 2025–26	TOTAL
EXCLUDING GST	EXCLUDING GST	EXCLUDING GST	EXCLUDING GST	EXCLUDING GST	EXCLUDING GST	EXCLUDING GST
Approved $500,000 Actual $500,000	Planned $610,000 Actual $622,631	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $1,110,000 Actual $1,122,631
Approved $1,500,000 Actual $1,499,712	Planned $3,250,000 Actual $2,522,186	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $4,750,000 Actual $4,021,898
Approved $2,000,000 Actual $1,999,015	Planned $0 Actual $161,587	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $2,000,000 Actual $2,160,602
Approved $1,250,000 Actual $0	Planned $1,150,000 Actual $213,343	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $2,400,000 Actual $213,343

ADVERTISING (MEDIA) EXPENDITURE 2025–26[1]	CREATIVE AND CAMPAIGN DEVELOPMENT EXPENDITURE 2025–26[2]	RESEARCH EXPENDITURE 2025–26[3]	POST-CAMPAIGN EVALUATION EXPENDITURE 2025–26	PRINT AND COLLATERAL EXPENDITURE 2025–26[4]	OTHER CAMPAIGN EXPENDITURE 2025–26	TOTAL
EXCLUDING GST	EXCLUDING GST	EXCLUDING GST	EXCLUDING GST	EXCLUDING GST	EXCLUDING GST	EXCLUDING GST
Approved $1,500,000 Actual $0	Planned $1,132,000 Actual $197,535	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $2,632,000 Actual $197,535
Approved $0 Actual $0	Planned $2,138,000 Actual $825,204	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $0 Actual $0	Approved/Planned $2,138,000 Actual $825,204

Disclosure index

The TAC Annual Report is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of our compliance with statutory disclosure requirements.

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