Workplace Injury Commission

Annual Report

2025 - 2026



Declaration by the Chair of the Responsible Body

The Hon. Steven Dimopoulos MP Minister
for WorkSafe and the TAC

Level 3
1 Treasury Place
East Melbourne
Victoria, 3002

Dear Minister

In accordance with the Financial Management Act 1994 (Vic), I am pleased to present the Annual Report for the Accident Compensation Conciliation Service, trading as the Workplace Injury Commission, for the year ending 30 June 2026.

Yours sincerely

Helga Svendsen
Board Chair



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The Workplace Injury Commission (WIC) acknowledges Aboriginal Traditional Owners of Country throughout Victoria and pays respect to their cultures and Elders past and present.

WIC is committed to safe and inclusive workplaces, policies and services for people of all backgrounds and communities.

Chair and CEO Report

Chair and CEO joint statement

This year marked a major milestone for the Workplace Injury Commission (WIC) as we introduced a new service model which has transformed the way we manage disputes. The service model replaces a "one size fits all" approach to Conciliation that had been in place for over 25 years and provides more flexible options, which will better meet the needs of injured workers and other parties now and in the future.

This new approach to dispute resolution is critical to address increased demand for WIC's Conciliation and Arbitration services, which continues to trend upwards – Conciliation lodgements rose 10.5% to 16,134 during the 2025-26 financial year, compared to the previous year's total of 14,595. The increased complexity in the types of disputes lodged with WIC was another key factor that drove the case for transformation.

We significantly increased our frontline teams during the year, expanding the number of Conciliation Officers while also introducing a new Dispute Officer role, to prepare disputes and identify early opportunities for resolution. This multidisciplinary approach supports the dispute resolution process with additional and earlier points of contact with injured workers, authorised agents and worker assistants, resulting in faster finalisation of disputed matters.

To support this, we also embedded a new organisational structure to operationalise the service model, providing more opportunities for employees to learn, collaborate more freely and progress their careers at WIC.

Changes of this scale required considerable planning, stakeholder engagement and cooperation from all dispute parties across the alternative dispute resolution ecosystem, coupled with consultation and training for our workforce. We will deliver further improvements in the coming year as we introduce our new technology platform alongside phase 2 of the new service model. These changes will provide a more flexible and responsive system, enabling engagement with all parties at the earliest opportunity.

Acknowledgements

We would like to acknowledge the WIC workforce, which has continued to deliver a high level of service to injured workers and other parties while also undergoing considerable operational change. Their passion for helping others was evident as we maintained a high level of performance and remained focused on providing timely, accessible and fair dispute resolution services.

In a year where stakeholder engagement played a major role in our transformation and service delivery, WIC would like to thank WorkSafe for working collaboratively to identify issues in the workers compensation system and develop real solutions. Worker representatives, authorised agents and self-insurers also deserve recognition for their cooperation and acceptance of the case for change. We also thank the Department of Treasury and Finance and the Minister for WorkSafe and the TAC for their continued support in delivering on our program of transformation.

Finally, thank you to the WIC Executive Leadership and Board, whose expertise, experience and thoughtful input continued to prove invaluable during the year.





Alyssa Duffy
Chief Executive Officer

Helga Svendsen
Board Chair

About the Workplace Injury Commission

A workplace injury can have wide-ranging impacts on the injured worker and their family, as well as on their employer and co-workers.

WIC offers a complete and independent alternative dispute resolution (ADR) service for Victorians injured at work.

Our purpose is to achieve fair outcomes for workers' compensation disputes in a respectful and inclusive manner to enhance the social and economic welfare of people impacted by workplace injuries.

WIC works to resolve disputes by guiding all parties involved in a workplace injury through a process that is fair and informal. We support injured workers by actively seeking to resolve disputes and rebuild relationships with their employers.

Functioning under the *Accident Compensation Act 1985 (Vic)* and the *Workplace Injury Rehabilitation and Compensation Act 2013 (Vic) (WIRC Act)*, WIC offers both conciliation and arbitration services, and has the powers to see a dispute through to a binding final determination.

WIC is committed to procedural fairness, impartiality, sound decision-making and the effective administration of its obligations under the WIRC Act.

Conciliation

Conciliation is the starting point at WIC for disputes concerning no-fault statutory compensation entitlements in the WorkCover scheme. WIC's Conciliation and Dispute Officers guide parties towards resolution by mutual agreement, rather than by determining who is right or wrong. In conciliation, procedural fairness in dealing with all parties is paramount.

WIC applies an empathetic, robust ADR model, listening to all parties, and assisting them to reach their own agreement. WIC then ratifies that agreement. If the dispute is unable to be resolved, WIC works with the parties to make sure they understand the pathways available once the conciliation process is concluded.

WIC's priority is to resolve as many matters as possible through conciliation, for the ultimate benefit of all parties.

The non-adversarial approach supports parties through a timely and informal process, while also providing value- for-money benefits to the Victorian community, avoiding the cost and impact of extended disputes.

Arbitration

WIC's arbitration service has expanded and evolved since it was introduced in September 2022. Through arbitration, WIC has the power to make final and binding determinations in disputes involving injured workers that have not been resolved through conciliation.

While arbitration is an informal and accessible alternative to going to court, it is also robust, forensic and thorough. The service has the power to hold hearings, request evidence and issue final determinations that are legally binding on the parties.

This gives Victorian workers an additional pathway to resolve disputes, that is a more informal, affordable and accessible alternative to court.

WIC 2023-2027 strategy

Our Vision - Who we want to be

A leading provider of alternative dispute resolution, providing fair and accessible services.

We use our knowledge, experience and empathy to effect positive change in the lives of individuals and in Victoria's workers compensation system.

Our Strategic Pillars - What we want to achieve

Experience

Improve the experience of injured workers and other parties

Service

Deliver dispute resolution that is targeted, fair, effective and proactive

People

Foster a highly motivated, capable, diverse, and engaged workforce

System

Provide industry leadership and bring positive behaviour change

Our Strategic Enablers - How we are going to support it

Effectively Governed • Continually Improving • Digitally Enabled • Insight Driven

Our Values - How we work

Our values of Integrity, Impartiality, Accountability and Respect underpin all that we do at WIC with a view to inspire confidence in our service and the broader workplace injury system.



Year in review

16,134
Disputes referred to conciliation
14,595 (2024-25)

62.2%
Disputes resolved in conciliation
64.3% (2024-25)

63.2%
Authorised agent resolution rate
65.8% (2024-25)

48.8%
Self-insurer resolution rate
48.1% (2024-25)

103
Referrals accepted for arbitration
74 (2024-25)

74%
User Satisfaction with WIC
71% (2024-25)

Year in review

Over the course of the year, WIC continued to build on the extensive program of planning, engagement and implementation that started in 2023-24 to transform the way we deliver dispute resolution services.

Our new service model and organisational structure saw WIC move from a one-size-fits-all model to a more flexible approach, capable of meeting the varying needs of injured workers. This was developed to deliver fair and efficient alternative dispute resolution services now and in the future. It was equally important to design a framework that empowers our employees and provides opportunities for career development.

We expanded the number of conciliation teams and established a new Dispute Officer role, enabling earlier engagement once a dispute is lodged. This supports our focus on engaging with injured workers and other parties as early as possible, to assist their understanding of the process and the issues in dispute. The new structure provides different options for how a dispute should be treated, such as through correspondence and direct dialogue. Removing the need for a conference hearing in every instance, combined with larger teams has increased our capacity to finalise more disputes and in a shorter timeframe.

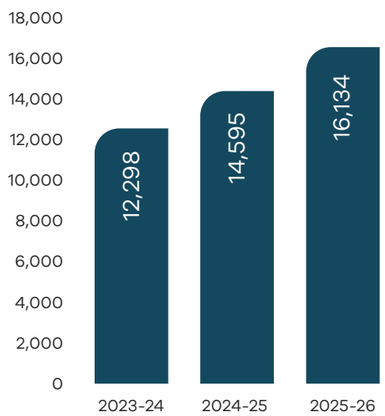
Clearer lines of communication and engagement with stakeholders, combined with a commitment to bolster resourcing to meet the rising demand for services, are central to realising the full benefits of WIC's new ways of working. WIC worked closely with WorkSafe Victoria, worker representatives, authorised agents and self-insurers during the year, holding information sessions and outlining the changes that were being introduced. This helped ensure a smooth transition and provided opportunities for feedback before the new service model became operational. It also allowed key dispute parties to increase their resourcing requirements to support the rising number of lodgements, which is crucial for the changes to have their intended effect.

While it was only introduced during the final quarter of the 2025-26 financial year, the new service model is showing early signs of impact, with the number of disputes resolved or finalised at WIC during the year on par with the number of newly lodged disputes. This trend of higher output is anticipated to continue and will help reduce the backlog that grew over the previous two years due to the significant increase in disputes being lodged at WIC.

Rising dispute numbers

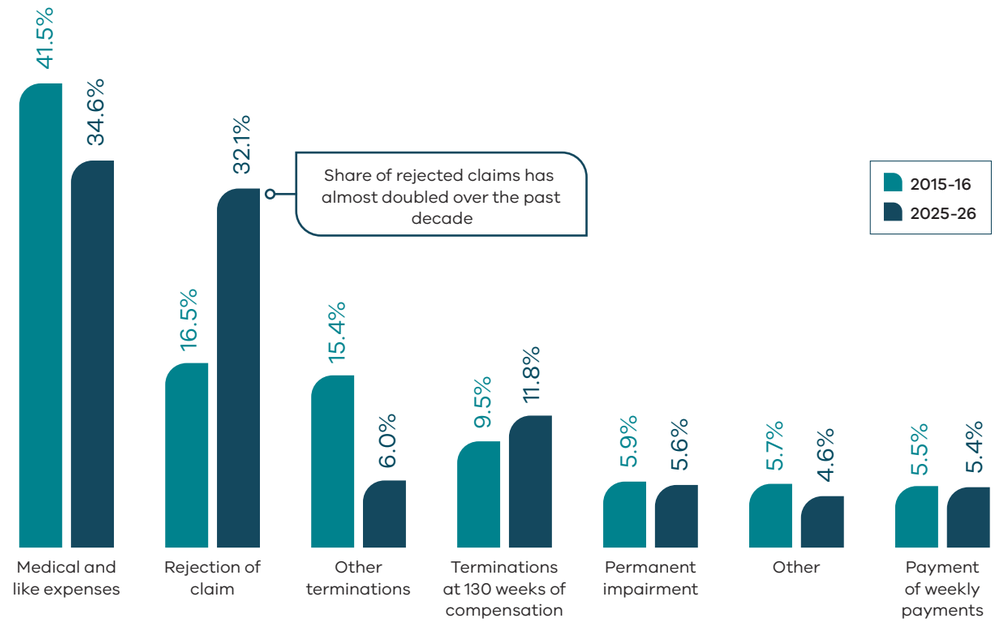
WIC continued to receive an increasing number of disputes lodged during the 12 months to 30 June 2026, with the total number rising to 16,134. This year-on-year increase of 10.5% represents the highest number of conciliation disputes lodged since 2016 (16,120) and continues the trend WIC has seen over the past few years. This rise caused delays to service delivery, primarily impacting the amount of time injured workers had to wait for a conciliation conference to be scheduled.

Number of conciliation disputes lodged continues to rise



Alongside this increase, the type of disputes lodged at WIC over the past decade has also changed. Rejected claims have shown a notable increase, now accounting for almost one-third of the disputes lodged each year. This change means additional resources and a more flexible approach are required in terms of response, engagement and finalisation of a dispute.

% share of annual disputes lodged by type



The year ahead

In 2026–27, we will continue embedding the new service model and organisational structure, alongside complementary changes. This includes introducing a new case management system to replace our legacy system. The new technology will better support the dispute resolution process, from application through to finalisation.

Work on this initiative is underway, with deployment planned for 2027. The key objectives of the new technology are to:

- make it easier for injured workers and other parties to access information, receive updates and provide material relating to a dispute
- provide employees with improved tools to manage information, bring together dispute-related records and support parties throughout the dispute resolution process.

These changes will support the ongoing development of a more flexible and responsive service model.

User experience survey

WIC engages an independent, third-party organisation to conduct a comprehensive User Experience Survey (UX Survey) on an annual basis. During 2025-26, WIC's research partner Ipsos conducted the UX Survey for the second consecutive year.

The UX Survey asks individuals who have used the conciliation service to share their experience, gathering feedback through online and telephone interviews with injured workers, employers, worker representatives, authorised agents and self-insurers.

The result is a satisfaction score measuring the overall experience of injured workers and other parties throughout the entire dispute journey, from application through to finalisation. The satisfaction score combines metrics such as the time taken to receive an initial response when an application is lodged, WIC's proactivity in providing updates on a dispute and how clearly potential outcomes of a dispute are communicated.

The UX Survey result for 2025-26 was 74%, which is an improvement on the previous year's result of 71%. The most significant improvements in satisfaction were for perceived effectiveness of the service, which increased from 62% in 2024-25 to 69%, and feeling listened to, which rose from 72% to 79%. This can be partially attributed to the focused effort during the year on communication and engagement, lowering wait times and reducing the backlog of disputes that had built up over the preceding two years.

The satisfaction score for WIC employees was once again identified as a particular strength, scoring 81% (2024-25: 79%). The key drivers behind this result were the fair treatment, information and respect that survey respondents received from WIC employees during the conciliation process.

Areas highlighted for consideration and improvement included modes of communication – specifically identifying when a phone call could be a better option than email or letter for sharing information with an injured worker – and providing greater clarity on WIC's role and responsibilities once a dispute has been finalised.

WIC will continue using the UX Survey results to inform areas of focus and prioritisation as part of our strategy of continuous improvement.

"WIC is free, easy to understand and easy to navigate."

"WIC made all the difference!"

"I know WIC can be relied upon."

"I was treated like a person."

"Very knowledgeable and understanding."

"Quick, professional and they listen."

"Very respectful."

"I've been very happy with conciliation and the process."

"Helpful when trying to understand the process."

"Took the stress out of the whole process."

"WIC provided guidance, advice, and structure."

"From start to finish I was kept updated on my progress."

"They bring fairness and professional kindness to a complicated process."

"I was treated with respect and genuine care."

"Very informative from start to finish."

"Knowledgeable and very easy to talk to."

"I found them easy to communicate with and felt heard."

"I was treated with empathy and respect."

"Clear and professional communication and advice given."

"I was very happy with the way that I was treated and respected."

Quotes taken from Ipsos Australia, independent WIC user experience research conducted May and June 2026.

The WIC workplace

WIC encourages all employees to share their experiences through the annual People Matter Survey, which helps us understand what is working well and where we need to focus to improve the way we work.

In 2026 the survey was updated across the public sector to make questions clearer, more consistent and easier to answer. This means some results are not directly comparable with previous years.

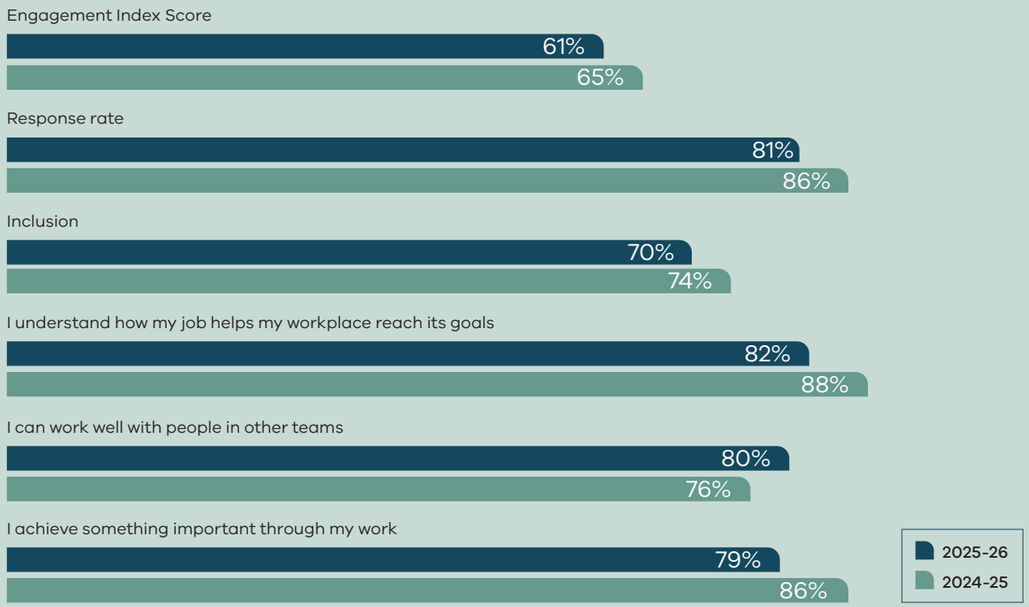
There was an uptick in engagement in 2025 to 65, but in 2026 this slipped slightly to 61. This year's results tell us that our workforce, while committed to their important work and WIC's clear organisational purpose, was also experiencing the strain of change and transformation as we implemented a new organisational structure and service model.

The results showed us that most employees take a sense of satisfaction from their work and the organisation's broader purpose. At the same time, there are clear opportunities for us to continue improving engagement and our ways of working, expand our support for respectful behaviours and create environments where staff feel more confident raising issues as they surface.

We are dedicated to practical actions we can take to improve employee workload and strengthen leadership capability. This includes aligning our culture work with broader organisational initiatives, reviewing roles and resourcing, and providing clearer guidance and tools to support everyday practices.

While culture change takes time, these results point us to areas where we are making progress and where we need to do more. We remain committed to listening to our people and taking action to improve the experience for those working at WIC.

People Matter Survey 2026





Investing in culture at WIC

The WIC employee experience underpins how we deliver for injured workers and other parties. In 2025-26, we continued to work on strengthening our culture and the conditions that support our people to do their best work.

Engaging with our people

Our Culture Roadmap (2025–2027), developed in consultation with our people, guides this work. It sets out practical actions to build a more constructive, connected and high-performing workplace.

The roadmap is the product of extensive engagement with our people, including survey insights, discussions and consultation with teams and leaders.

It focuses on four areas that are critical to strengthening our culture:

1. **How we connect to our strength of purpose**
2. **How we communicate and make decisions**
3. **How we lead and develop ourselves and each other**
4. **How we change and respond to the needs of injured workers and other parties**

Each focus area is supported by a clear outcome and practical actions that guide how we work day-to-day.



Progress delivering our Culture Roadmap

During 2025–26, we progressed actions to embed more constructive ways of working across WIC.

Strengthening connection to purpose

We embedded impact stories into all-staff and governance forums, which reinforced the connection between our work and outcomes.

We also made changes to office seating arrangements to better support collaboration and connection, including additional workstations and shared expectations for how spaces are used.

Building leadership capability and development

We delivered leadership development programs, including the IPAA Leadership Foundations Program, the Leaders as Coaches program and Inclusive Leadership program, and continued to refine induction and learning approaches, including improvements to technical induction programs and professional development sessions.

Improving communication and decision-making

In the 2025–2026 financial year we introduced a Constructive Meetings Playbook to support more intentional, inclusive and effective meetings and developed a Constructive Decision Engagement Playbook to bring greater clarity and transparency to decision-making roles and processes.

We also promoted internal communication and engagement through targeted updates, including updates on major projects and regular staff briefings.

Supporting change and responsiveness

We increased engagement and communication around major organisational initiatives, through drop-in sessions, team updates and dedicated communications.

Open forums were established to improve visibility of key initiatives and provide opportunities for staff input.

These actions are helping to set clearer expectations, strengthen leadership capability and support more consistent and constructive behaviours across the organisation.

Looking ahead

Our first year of the Culture Roadmap has focused on building the foundations for change, including strengthening leadership, communication and cultural capability.

We are now preparing for the second year of the roadmap through a consultative process with staff and leaders. This next phase will focus on embedding and expanding the progress made to date, with an emphasis on improving the day-to-day experience of work.

The 2026 People Matter Survey results point to several areas for continued focus. We are using these insights to refine our priorities, with particular attention to workload, wellbeing and creating environments where staff feel supported and able to contribute.

We are listening to our people and working to build a culture that supports them to thrive, deliver high-quality outcomes and respond to the needs of injured workers and other parties.

Service Delivery

Conciliation

During the 12 months to 30 June 2026, WIC received 16,134 new requests for conciliation, an increase of 10.5% on the 14,595 requests in the previous year.

WIC finalised 15,688 disputes during the year – 21.2% more than the 12,947 matters finalised in 2024–25.

The focus placed on finalising disputes and delivering outcomes ensured the number of 'Cases in progress' did not increase, despite the annual rise in new requests.

	2025-26	2024-25	2023-24
New requests	16,134	14,595	12,298
Re-opened matters[1]	362	416	313
Finalised[2]	15,688	12,947	10,427
Cases in progress[3]	6,037	6,093	4,666

WIC worked with dispute parties in 2025-26 to identify disputes more likely to be resolved without conference. This resulted in WIC driving a dedicated approach to reduce our backlog and generated outcomes and insights that proved critical to the WorkSafe-led Targeted Dispute Resolution (TDR) initiative. The work on TDR enabled WIC to reduce the volume of disputes and increase the number of finalised disputes during the year, and helped shape WIC's new service model.

The types of disputes WIC received in 2025-26 was similar to that of prior years. Disputes related to medical and like expenses continued to account for the majority of lodgements. WIC saw a slight reduction in weekly payment disputes and moderate growth in rejected claims and termination disputes.

1 Reopened matters do not include files suspended while awaiting a Medical Panel outcome.

2 Previously "Disposals", includes resolved and unresolved disputes.

3 Newly received, currently scheduled or final-stage disputes as at 30 June 2026.

New conciliation lodgements

Type of dispute	2025-26		2024-25		2023-24	
	No.	% of total	No.	% of total	No.	% of total
Medical and like expenses	5,582	34.60%	5,039	34.53%	4,364	35.49%
Payment of weekly payments	866	5.37%	907	6.21%	920	7.48%
Rejection of claim	5,174	32.07%	4,769	32.68%	3,724	30.28%
Terminations at 130 weeks of compensation	1,900	11.78%	1,587	10.87%	1,138	9.25%
Other terminations	965	5.98%	815	5.58%	631	5.13%
Permanent impairment	904	5.60%	852	5.84%	825	6.71%
Other[1]	743	4.61%	626	4.29%	696	5.66%
Total	**16,134**	**100.00%**	**14,595**	**100%**	**12,298**	**100%**

Conciliation outcomes

	2025-26		2024-25		2023-24	
	No.	% of total completed	No.	% of total completed	No.	% of total completed
Resolved	8,640	55.07%	7,263	56.10%	6,351	60.91%
Withdrawn	1,031	6.57%	963	7.44%	629	6.03%
Direction issued[2]	8	0.05%	1	0.01%	4	0.04%
Unresolved[3]	5,882	37.49%	4,568	35.28%	3,121	29.93%
Direct to court proceedings[4]	127	0.81%	152	1.17%	322	3.09%
Total completed	**15,688**	**100.00%**	**12,947**	**100%**	**10,427**	**100%**

1 A variety of different disputes including return to work issues, calculation of pre-injury average weekly earnings, provision of certificates of capacity.

2 A direction resolves a dispute in circumstances where WIC is unable to bring the parties to agreement, but is satisfied there is no genuine dispute.

3 This includes all disputes certified as 'Genuine Disputes' and 'Unresolved'.

4 This outcome is issued where a Worker has an existing matter open in Court, but needs additional matters to be finalised through Conciliation to include them in a global settlement.

Disputes referred to Medical Panels

Disputes are referred to Medical Panels for a final and binding determination on disputed medical questions. The annual rise in lodged disputes, alongside WIC's increased internal capacity and the growing complexity in disputes, contributed to a higher number of medical panel referrals.

2025-26	2024-25	2023-24
2,216	1,422	983

Late or out-of-time applications for conciliation

If an application for conciliation is lodged outside the statutory 60-day time period for lodging disputes, a request to allow the late or out-of-time application is available. The higher volume of late or out-of-time applications reflects the overall rise in lodged disputes during the year.

WIC supports accessibility for injured workers, and this is reflected in the acceptance of late and out-of-time applications.

2025-26		2024-25		2023-24	
Late lodgements		Late lodgements		Late lodgements	
Requests	Allowed	Requests	Allowed	Requests	Allowed
2,467	2,467	2,007	2,007	1485	1483

Pathways to dispute resolution

WIC continued to provide diverse conciliation options for injured workers and other parties to resolve workplace injury disputes during the year. Almost 1,000 disputes were conciliated via video conference, and around a further 1,000 disputes were conciliated through teleconference.

Our Early Resolution Process (ERP), which focused on the need for authorised agents or self-insurers to respond to requests for treatment or payment of expenses by injured workers, finalised 810 matters during the year. The ERP has now been embedded as part of WIC's new service model. Regional Victoria accounted for 20.5% of disputes during the year, a figure which has remained more or less stable over the past 3 years.

Arbitration

WIC's arbitration service provides quick and no cost process for injured workers, taking a maximum of 104 days (subject to adjournments) to be finalised. Determinations are delivered 14 days after the hearing process is completed, which means workers and other parties have a timely, final and binding resolution.

Our User Experience Survey results show that the arbitration service is seen by workers as a fair, economical and flexible way to resolve their dispute.

Determinations are published on the WIC website and the legal website AustLII. Dispute parties have a right of appeal to the Supreme Court of Victoria on a point of law if they are dissatisfied with a finding.

The year in arbitration

Arbitration is available for disputes involving weekly payments, medical and like expenses, interest or superannuation where a worker was injured on or after 1 September 2022.

Over the year, demand for the service grew at a rapid rate, with 181 disputes referred for arbitration – a sharp year-on-year increase of 145% – demonstrating a wider awareness and appetite for the service.

As the service has matured there has been increasing diversity in the types of disputes accepted for arbitration. The jurisdictional hearings conducted in 2025-26 – a first for the service – allowed WIC to explore areas of its jurisdiction.

These hearings have helped ensure that the arbitration service is widely available and is taking on every eligible dispute, providing an additional resolution option for as many injured workers as possible.

Dispute type for accepted arbitration referrals	2025-26	2024-25	2023-24
Rejections	40	31	18
PIAWE*	18	7	12
Medical	14	10	3
Other	31	10	3
Total	**103**	**58**	**36**

*Pre-injury average weekly earnings



Quotes taken from Ipsos Australia, independent WIC user experience research conducted May and June 2026.

Increased presence of lawyers

Our figures indicate lawyers are recognising the value of arbitration for their clients as a viable, inexpensive and flexible alternative to the legal system. Legal professionals also have an opportunity to recover their legal costs and actively engage with the process.

We are seeing enthusiastic engagement with the service from the legal profession as awareness spreads. In 2025-26, there was an increase in disputes featuring plaintiff lawyers as the sole representation in 17% of disputes, up from 9% of disputes in the preceding year.

Benefits of resolution

The existence of the arbitration service has had a positive impact on resolution at conciliation, which points to the perception of the service as a pathway to a durable and binding outcome.

Over the year, 32 disputes were referred for further conciliation or dismissed due to settlement, more than double the prior year's total of 15.

The number of settlements demonstrates that the service achieves outcomes by virtue of its robust reputation, and by focusing the parties on resolution. It also validates the service as a valuable and viable pathway to resolution.

Dispute type	2025-26	2024-25	2023-24
Disputes referred for arbitration	181	74	54
Number of referrals accepted for arbitration	103	58	36
Number of referrals declined for arbitration[1]	68	17	12
Late lodgements	23	15	3
Number of hearings held	74	76	28
Dismissals[2]	47	14	13
Extension of time applications	6	11	4
Referred for further conciliation	26	13	2
Determination Certificates issued	19	31	8
Costs decision issued	0	1	–
Matters referred to Medical Panels	3	2	0

1 Includes disputes that were lodged in the prior financial year.

2 Dismissals are issued where parties have resolved the dispute by agreement outside of Arbitration, or where the worker does not want to proceed and is given a Genuine Dispute Certificate, which allows them to issue proceedings in Court if they choose to do so.

Workforce information

The following table discloses the head count and full- time equivalent (FTE) of all WIC employees (including those on extended leave), employed in the last full pay period in June of the current reporting period, and in the last full pay period in June of the previous reporting period (2025).

The increase in staffing levels is due to additional Conciliation Officers and support roles to manage an increase in conciliation lodgements, and project roles to support the delivery of strategic initiatives.

	As at 30 June 2026	As at 30 June 25
Position	**All employees**	**All employees**
Full time	172	142
Part time	17	20
Casual	0	0
Headcount	**189**	**162**
FTE	**184**	**157**

	As at 30 June 2026	As at 30 June 25
Gender	**All employees**	**All employees**
Women	126	113
Men	60	47
SDG*	3	2
Total	**189**	**162**

**Self-described gender*

The following table provides details of executives employed by WIC during 2024-25 and 2025-26.

Classification[1]	All	Women	Men	Self-described
2024-25				
PESES 3*	0	0	**0**	**0**
PESES 2	3	2	**1**	**0**
PESES 1	5	3	**2**	**0**
Total FTE	**8**	**5**	**3**	**0**
2025-26				
PESES 3	0	0	0	0
PESES 2	2	2	0	0
PESES 1	5	2	3	0
Total FTE	**7**	**4**	**3**	**0**

*Public Entity Senior Executive Service

The following table provides a reconciliation between the number of executives disclosed in the table above and note 12 of the financial statements.

	2025-26
Executive (financial statements note 12)	5
Accountable Officer (CEO)	1
Separations during the year	0
Non-Executive Leadership Team employee	1
Total	**7**

The following table provides a listing of annual base salary brackets (excluding superannuation) for executives[2] employed in the last full pay period in June 2026.

Income band	No of Executives
$250,000 – $269,999	5
$270,000 - $279,999	1
$280,000 – $299,999	0
$300,000 – $360,000	1
Total	**7**

1 The classification of executives is based on the equivalent of State Executive Service (SES) bands.

2 The remuneration of the Accountable Officer (CEO) is disclosed as part of the responsible persons remuneration in note 12 of the financial statements.

Health, wellbeing and safety

WIC's Occupational Health and Safety Management system has continued to improve its capability with the program of works in the Health, Safety and Wellbeing Plan 2025-2027. Across the coming year, this work will involve training, updating the suite of policies and procedures, and uplifting our controls for psychosocial risks inherent to the work at WIC.

WIC's Safety, Health and Environment Committee (SHEC) consists of management representatives and health and safety representatives who are elected for each designated work group in according with the Occupational Health and Safety Act 2004 (Vic). SHEC facilitates collaborative engagement between management and employees in the development and implementation of health, safety and wellbeing initiatives.

There was an increase in workplace incident reports lodged for 2025-26 which may be as a result of the ongoing work by WIC, including active encouragement of reporting and improving safety culture maturity. It should be noted that some workplace incidents resulted in reports from multiple employees, and of the 64 total reports, 54 were for separate incidents.

18 reports were related to physical hazards such as building issues, with 47 related to psychosocial hazards including exposure to violence and aggression, exposure to traumatic events or content, and high job demands (workload).

Workplace incidents

Type	2023-24	2024-25	2025-26
Hazard/Near miss	15	6	11
Incident	25	22	39
Injury/Illness	5	10	15
Total	**45**	**38**	**65**
Per 100 full time staff	**36**	**24**	**35**



Gender Equality Act

Victoria's Gender Equality Act 2020 (Vic) requires public sector organisations to take positive action towards achieving workplace gender equality, and to consider and promote gender equality in their policies, programs and services.

This reporting year finalises the current 4-year cycle and closes out our Gender Equality Action Plan (GEAP) 2022-2025. Following consultation with our employees and the CPSU, we have submitted our new GEAP to the Commission for Gender Equality in the Public Sector for approval.

WIC's Gender Equality Action Plan 2026-2030 outlines how we will strengthen the systems, practices and cultural norms that drive fair pay, equitable progression, inclusive leadership, flexible work and a safe workplace. A core focus of the GEAP is to better understand intersectionality and address the compounded impacts of disadvantage through targeted, evidence-based action.

The GEAP is a key driver for progress towards the Gender Equality focus area of 'Belonging' – WIC's diversity and inclusion program, which has established a framework for the consideration of intersectional impacts of diversity and inclusion at WIC.

Disability Act

The Disability Act 2006 (Vic) reaffirms and strengthens the rights of people with a disability and recognises that this requires support across the government sector and within the community. The Disability Act requires public sector bodies to prepare a disability action plan that describes how we will address access and inclusion barriers for service users and employees with disabilities.

WIC's Accessibility Action Plan 2024-2026 has been co-designed with employees with lived or living experience of disability, and those who care for people with disability.

We have progressed key actions of the Accessibility Action Plan as part of the All Abilities focus area of our Belonging framework, including:

- enhancing understanding via e-Learn modules for employees
- inclusive leadership training for people leaders
- building awareness of accessibility tools to produce inclusive communications and presentations
- improving our approach to talent management with the introduction of new resources and process improvements to support inclusive hiring practices.

Our Accessibility Action Plan will enable WIC to continue building an accessible service experience for our employees, injured workers and other parties.

WIC Board

The WIC Board reports to the Minister for WorkSafe and the TAC. Its Directors are appointed by the Minister for WorkSafe and the TAC. The Board is tasked with providing WIC with strategic guidance so that risks can be effectively and appropriately assessed and managed.

The Chair leads the Board, ensures that Directors are comprehensively briefed on all matters pertinent to their role and responsibilities, and facilitates Board discussions. The Chair also manages the Board's relationship with senior executives within WIC.

Directors must advise the Board of any potential conflict of interest with WIC, and the Board has clear procedures for disclosing possible conflicts of this nature. If the Board believes a significant conflict exists, the Director concerned will not receive the relevant Board papers, nor will they attend any meeting where the matter is discussed.

The Board has committees to help perform its duties effectively and discharge its responsibilities. Each committee has its own written charter outlining roles, responsibilities, composition, structure, membership requirements and how the committee operates. During the year, standing committees were: Risk, Audit and Finance; and People, Culture and Engagement.

The Risk, Audit and Finance Committee supports the Board with its accounting, auditing, compliance, risk and financial reporting obligations. This includes oversight of WIC's financial reporting and financial statements, compliance with the Financial Management Act 1994 and Standing Directions of the Minister for Finance, the effectiveness of WIC's risk management and internal controls, and the appointment of auditors and their performance.

The People, Culture and Engagement Committee helps the Board and senior management with remuneration, organisational culture, employee capability, diversity and inclusion, OH&S, and people and culture related policies. This includes reviewing organisational policies and undertaking any other activities that are consistent with the Committee's Charter and that the Board considers appropriate.

Board Directors

Meriel O'Sullivan

Appointed: 11 October 2017
Board Chair: 1 May 2018
Tenure ceased: 31 August 2025

Meriel O'Sullivan is an experienced leadership consultant and Director of Redd Consultancy which specialises in people, culture, change and the resolution of workplace conflict. Meriel has over 25 years' experience in HR and employee relations, working across private, public and not-for-profit sectors.

Meriel holds a Masters of Dispute Resolution, is an Executive Coach and a Nationally Accredited Mediator.

Helga Svendsen OAM

Appointed: 12 August 2019
Board Chair: 1 September 2025

Helga Svendsen is a consultant, coach and facilitator specialising in leadership, strategy and planning, governance and stakeholder engagement. Helga has extensive experience in leadership and board roles in government, not-for-profit and membership organisations.

Helga is the former Chair of the Victorian Asbestos Eradication Agency, and a former board member of the Royal Women's Hospital. She holds a Bachelor of Arts/Laws from Monash University and is a Barrister and Solicitor of the Supreme Court of Victoria. Helga is a Fellow of the Australian Institute of Company Directors and the Williamson Community Leadership Program.

Tali Bernard

Appointed: 11 October 2017
Deputy Board Chair: 1 May 2018

Tali Bernard is a lawyer with more than 18 years' experience in personal injury litigation and family law. She has extensive experience as a Board Director, having been a Director in the legal, alternative dispute resolution, education and health sectors for more than 25 years. Particularly interested in organisational governance and culture, Tali is a Director of the TAFE, Melbourne Polytechnic and the Great Ocean Road Health regional health service.

Tali is a Fellow of the Australian Institute of Company Directors, a Nationally Accredited Mediator, and a professional member of the Resolution Institute. She has a Bachelor of Laws and a Bachelor of Arts, and is a Barrister and Solicitor of the Supreme Court of Victoria and the High Court of Australia.

Professor John Howe

Board Director
Appointed: 27 January 2021

Professor John Howe is Associate Dean (Research) and a member of the Centre for Employment and Labour Relations Law at the Melbourne Law School. His research interests include labour market policy and regulation, regulatory design and social procurement.

John has previously held leadership roles as Director of the Melbourne School of Government, Deputy Dean of the Melbourne Law School, Secretary of the Australian Labour Law Association, and Chair of the International Labour Law Research Network. He holds a PhD in Law from the University of Melbourne and is a Graduate of the Australian Institute of Company Directors.

Paul Dulfer

Board Director
Appointed: 10 April 2024

Paul Dulfer has an extensive career as an IT and business executive, with 20 years' experience in the Victorian Public Sector, previously holding Chief Information Officer and Chief Technology Officer roles at the Victorian Managed Insurance Authority, State Revenue Office and Triple Zero Victoria.

With a background in software development, he has also worked as a consultant in London, following a previous career as a professional musician playing the cello in both London and Melbourne. Paul holds a Bachelor of Arts from the University of Melbourne and is a Graduate of the Australian Institute of Company Directors.

Professor Sarah Anderson

Board Director
Appointed: 10 April 2024

Professor Sarah Anderson is Director of the Institute for Safety, Compensation and Recovery Research and Professor of Workplace Health, Safety and Wellbeing, with more than 20 years' experience across academia, policy, and the disability and healthcare sectors. Drawing on her background as an allied health clinician and her lived experience of workplace injury, Sarah is a passionate advocate for diversity and inclusion, leading initiatives that translate research into real-world improvements for workers and organisations.

Sarah is a Churchill Fellow, Graduate of the Australian Institute of Company Directors, and alumna of the Williamson Community Leadership Program and Harvard General Management Program. Sarah also serves on the boards of Scope Australia, and Disability Sport and Recreation.

Jane Brockington

Board Director
Appointed: 9 February 2026

Jane Brockington is a non-executive director, independent reviewer and adviser working across regulation, governance, integrity and transformation. She has a particular interest in risk as a dynamic enabler to achieve strategic objectives and create public value.

Jane is chair of the Victorian Asbestos Eradication Authority and sits on the Victorian Curriculum Assessment Authority Interim Board. She Chairs the Audit and Risk Committee of the Department of Justice and Community Services (VIC), and is a member of the Department of Treasury and Finance (VIC) ARC and several regulatory advisory bodies. Previously, Jane was on the boards of WorkSafe Victoria and the TAC, and held senior leadership roles in the Victorian and Commonwealth public sectors.

Hong Pham

Board Director
Appointed: 9 February 2026

Hong Pham is a senior finance leader and Chartered Accountant with more than 10 years' experience. She is the Group Financial Controller at Costa Group, a global horticultural business, where she leads the finance function.

Hong brings expertise in financial strategy, risk management, audit and compliance. This allows her to translate complex financial information into clear, practical insights that support strong decision-making. She also serves as a Board Committee Member for CARE Australia and Breast Screen Victoria.



Board and Committee Meetings

Director	Board Meetings	Risk, Audit and Finance Committee Meetings	People, Culture and Environment Committee Meetings
Meriel O'Sullivan (Chair)[1]	1/1	0/1	N/A
Helga Svendsen (Chair)[2]	7/7	2/3	3/3
Tali Bernard (Deputy Chair)	6/7	N/A	3/3
Hong Pham[3,4]	4/4	2/2	N/A
Jane Brockington[3,4]	4/4	2/2	N/A
John Howe	6/7	4/4	N/A
Paul Dulfer	6/7	4/4	N/A
Sarah Anderson	6/7	N/A	3/3

1 Meriel O'Sullivan's tenure as Chair ceased on 31 August 2025

2 Helga Svendsen was appointed Chair on 1 September 2025

3 Hong Pham and Jane Brockington were appointed to the WIC Board on 10 February 2026

4 Hong Pham and Jane Brockington were appointed to the Risk, Audit and Finance Committee on 25 February 2026

The Observership Program

The Observership Program facilitates the involvement of young, talented individuals in a structured experience on non-profit and or government boards. Each Observer is paired with an organisation for a 12-month period. During that time, Observers attend all Board and/or committee meetings as non-voting members and learn about fundamental principles and functions of not-for-profit boards, the role of board members, fiscal processes and other governance priorities.

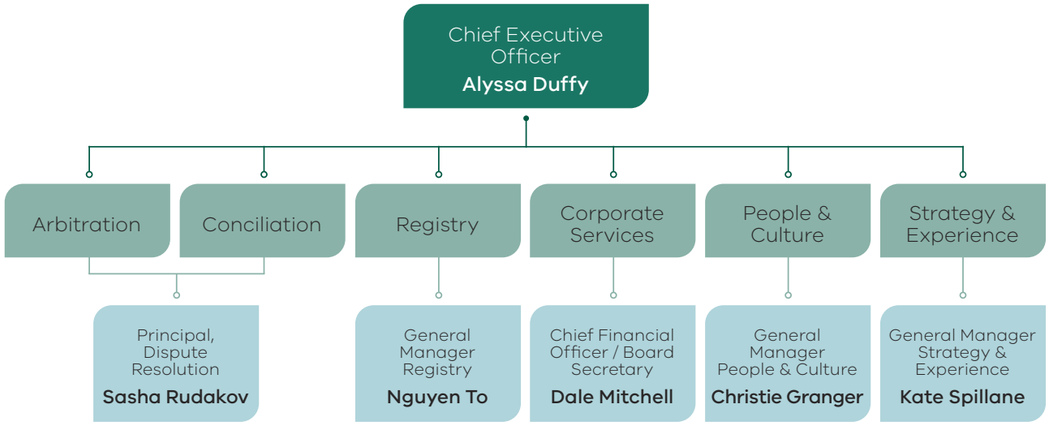
Steph Thow was appointed as an Observer in 2026 through the Observership Program. Steph is a Pennemuker and Ngāti Porou woman with over 15 years' experience in Aboriginal health, governance and community engagement. She currently serves as Manager, First Nations Engagement at Health Voices Victoria and is passionate about strengthening governance through community leadership, equity and meaningful partnerships.

Executive Officers

The powers and duties of the Chief Executive Officer are exercised according to the Workplace Injury Rehabilitation and Compensation Act 2013 (Vic) and follow the Ministerial Guidelines in respect of Conciliation 2022 and Ministerial Guidelines in respect of Arbitration 2022.

The Chief Executive Officer implements the WIC Strategic Plan and is accountable to the WIC Board for expenditure, operations and administration in accordance with WIC's strategy, policies and legal requirements. The Chief Executive Officer's authority to act, and that of the Executive Team, is described in a formal instrument of delegated authority approved by the Board.

The Executive Leadership Team is outlined in the organisational chart below as at June 2026:



Alyssa Duffy

Chief Executive Officer
Appointed: 1 January 2021

Alyssa was appointed to the role of Chief Executive Officer in January 2021 to lead WIC at a time of change and opportunity.

She commenced with the organisation in 2010 as a Conciliation Officer and was promoted to the role of Deputy Senior Conciliation Officer in 2018. Alyssa is a nationally accredited mediator, conciliator, a qualified lawyer and holds a professional certificate in arbitration. She has a long-standing interest in workers compensation, alternative dispute resolution and supporting access to justice.

Alyssa commenced her career as a lawyer and has held positions at Slater & Gordon Solicitors as a personal injury lawyer, and at WorkSafe Victoria as Legal Counsel, before joining the Accident Compensation Act Review and working in legislative reform and implementation.

Christie Granger

General Manager, People and Culture
Appointed: 24 May 2024

Christie joined WIC in 2020 and was appointed to the role of General Manager People and Culture in May 2024. Christie brings over 15 years of industry and consulting experience in organisational development, learning and leadership, transformation, strategy and culture. She has worked across a variety of sectors including government, health, retail, professional services, tertiary and not-for-profit.

Christie holds a Masters of Business Administration, Graduate Certificate of HR Management and a Bachelor of Science (Psychology).

Dale Mitchell

Chief Financial Officer/Board Secretary
Appointed: 25 March 2019

Dale joined WIC in March 2019. He holds both public and private experience, having held executive management positions within a number of Victorian public sector agencies.

Dale is a Certified Practising Accountant and has a strong understanding of the Victorian governance and financial management framework. Dale is a Graduate of the Australian Institute of Company Directors.



Kate Spillane

General Manager, Strategy and Experience
Appointed: 16 April 2018

Kate joined WIC in 2018 and was appointed General Manager, Strategy and Experience in 2022. Throughout her time at WIC, she has led work to improve the experience of injured workers and dispute parties while shaping the organisation's strategic direction.

Previously, Kate was Principal Registrar of the County Court of Victoria and worked in various senior roles that operated across multiple jurisdictions. Kate has a diploma in Government (Court Services) from Victoria University and is a Leadership Victoria alumnus, having graduated the Folio Leadership Program.

Nguyen To

General Manager, Registry
Appointed: 31 October 2022

Nguyen joined WIC in 2022, bringing over 20 years' experience in the personal injury industry. He previously worked in multiple senior roles in operational and strategic claims management with Gallagher Bassett, DXC and Suncorp.

Nguyen holds a Diploma in Personal Injury Management and has a passion for inspiring and empowering others to achieve excellence through effective operational business planning.

Sasha Rudakov

Principal, Dispute Resolution
Appointed: 19 August 2024

Sasha was appointed to the role of Principal Dispute Resolution in 2024. She brings 20 years of experience in alternative dispute resolution, having worked at the Telecommunications Industry Ombudsman, the Victorian Ombudsman, and most recently at the Victorian Civil and Administrative Tribunal (VCAT).

Sasha was admitted to Legal Practice in 2008. She holds a Bachelor of Arts, Bachelor of Laws and a Post Graduate Diploma in Legal Practice as well as a Certificate IV in Government (Investigation) and a Diploma of Government (Investigation).

Financial performance

Financial performance against budget objectives

The following is a summary of the budget and actual results for 2025-26:

Operating statement	Budget ($000)	Actual ($000)
Income		
Funding received from WorkSafe	47,430	43,874
Interest and Other Income	800	978
Total Income	48,230	44,852
Operating expenses	(49,453)	(45,583)
Operating surplus/(deficit)	(1,223)	(731)
Capital expenditure	0	(25)

WIC receives funding from the Victorian WorkCover Authority (trading as WorkSafe Victoria) in accordance with section 535 of the Workplace Injury Rehabilitation and Compensation Act 2013, based on the 2025-26 budget approved by the Minister for WorkSafe and the TAC, and a funding model stipulated in the WorkSafe and WIC Shared Services Agreement.

The approved budget funding for the financial year was $47.4 million. This covers WIC's operations for providing arbitration and conciliation services and projects and initiatives to support WIC's strategic plan.

The actual total funding recorded in the financial statements was $43.9 million. As part of the WorkSafe and WIC Shared Services Agreement, WIC is obligated to return any unspent funding and other adjustments to WorkSafe, unless there is specific approval to carry forward the funds into the next financial year. The funding budget was $3.6 million higher than requirements, with the unspent funding recorded as funding received in advance as at June 2026, which is to be repaid. The lower than anticipated funding requirement is due mostly to an underspend of expenses by $3.9 million and a combined $0.2 million of additional bank interest and other income being generated

Operating expenses were $45.8 million, which was $3.6 million lower than budget. The main reasons for the underspend were: not needing to draw down on project contingencies ($1.1 million), the Service Model project being delivered with savings of $0.3 million, the Case Management System project being slightly delayed compared to initial planning, resulting in expenditure of $0.9 million being deferred until the next financial year, and other savings across operational expenditure, mostly professional services and IT operational costs. Non-project wage costs exceeded the budget by $0.7m due to the increase in staffing numbers to respond to the significant increase in conciliation case lodgements.

WIC does not receive cash flow funding for non-cash items such as depreciation/amortisation, which is the main reason for WIC budgeting and incurring an operating deficit of $1.2 million and $0.7 million respectively.

Financial performance and position

A summary of WIC's financial performance is outlined in the following table:

Operating statement	2025-26 ($000)	2024-25 ($000)	2023-24 ($000)	2022-23 ($000)	2021-22 ($000)
Income	44,852	33,479	28,683	31,652	26,901
Operating expenses	(45,835)	(34,615)	(29,968)	(28,394)	(26,009)
Net result before other economic flows	(983)	(1,136)	(1,285)	3,258	892
Other economic flows	252	72	(48)	111	217
Net operating surplus/(deficit)	(731)	(1,064)	(1,333)	3,369	1,109

The increase in revenue and expenditure in the in current financial year is due to: an increase in staffing levels to service the increase in conciliation case lodgments; consistent with the Victorian Government Wage Policy, a once-off payment associated with the implementation of new Enterprise Agreement, an increase in shared service fees and continued works on the implementation of a new case management system to replace the legacy system and the design and implementation of new Service Model and organisation restructure to provide a better dispute resolution service for injured workers.



A summary of WIC's financial position is outlined in the following table:

Balance sheet	June 2026 ($000)	June 2025 ($000)	June 2024 ($000)	June 2023 ($000)	June 2022 ($000)
Bank	10,227	11,450	5,966	11,232	12,865
Receivables	373	346	545	1,865	2,772
Other assets	266	431	408	409	211
Right-of-use assets	13,270	15,690	18,110	20,435	22,843
Property plant and equipment	3,099	3,755	4,436	5,117	1,115
Total assets	**27,235**	**31,672**	**29,465**	**39,058**	**39,807**
Payables	(1,245)	(818)	(595)	(383)	(2,032)
Income received in advance	(3,556)	(6,360)	(1,682)	(8,100)	(8,867)
Employee related provisions	(4,240)	(3,451)	(3,116)	(3,384)	(3,494)
Lease liabilities	(16,844)	(18,962)	(20,927)	(22,648)	(24,305)
Total liabilities	**(25,885)**	**(29,591)**	**(26,320)**	**(34,580)**	**(38,698)**
Equity	**1,350**	**2,081**	**3,145**	**4,367**	**1,109**

The cash balance is $10.2 million, although WIC is obligated to return to WorkSafe any unspent funding ($3.6 million), as a result the cash balance is, in substance, $6.6 million once this obligation is taken into consideration.

Receivables of $0.4 million relates to the GST receivable for the June quarter.

Property, plant and equipment ($3.1 million) relates to the lease hold improvements, office and computing equipment and the office fit out in 2022. In subsequent years there has been minimal capital expenditure, consequently there has been a net decline in the asset value as these assets have been amortised.

Right-of-use assets ($13.3 million) and lease liabilities ($16.8 million) relates nearly exclusively to the lease of office accommodation of WIC's principal place of operation, 215 Spring Street, Melbourne. In 2021-22, WIC entered into an extension of our existing lease and a new lease for additional floor space (in the same building) to support implementation of the new Arbitration service. Consequently, both these balances increased substantially in that year.

Unearned income ($3.6 million) is attributed to the requirement to return to WorkSafe any unspent budget funding as at June each year.

Information and communication technology expenditure

In 2025-26, WIC had total information and communication technology (ICT) expenditure as outlined in the following table:

Business as usual ICT expenditure ($000)	Non-business as usual ICT expenditure ($000)	(Total = operational expenditure and capital expenditure) ($000)	Operational expenditure ($000)	Capital expenditure ($000)
3,534	2,593	6,126	6,126	–

WIC is implementing a new conciliation and arbitration management system. Certain design and development costs were incurred during the year with additional expenditure planned for future years.

Subsequent events

There were no events subsequent to balance date that require disclosure in the Annual Report.

Advertising expenditure

WIC did not expend any monies on government advertising during 2025-26.

Expenditure on consultants

Expenditure on consultants greater than $10,000 (ex GST) during the financial year is as follows:

Consultant	Consultancy description	Start date	End date	Expenditure 2025-26 ($000)	Expenditure in future reporting periods ($000)	Total approved commitment ($000)
Arinco (VIC) Pty Ltd	Review of our Microsoft platform and options analysis	7/8/25	10/10/25	87		87
Battleground Group Pty Ltd	Consultancy services to facilitate a business continuity and crisis management simulation exercise, and provide a detailed simulation exercise report and provide employee training	3/2/26	30/6/26	26	–	26
Cube Group Management Consulting (Australia) Pty Ltd	Consulting services to develop a new Strategy & Experience organisational design and structure	11/8/25	17/8/25	80	–	80
Data Agility Pty Ltd	Revision to Information Technology and Data Management Strategy	20/6/25	4/8/25	15	–	15
IPSOS PTY LTD	Undertaking survey and research for user experience of WIC's conciliation and arbitration services	16/4/25	30/9/26	198	–	198
Keystone Consulting Partners Pty Ltd	Program Elevate, ways of working and leadership alignment consultation	27/5/26	31/7/26	38	7	44
Korn Ferry (AU) Pty Ltd	Provide advice on role classification for newly created or revised positions, as per the work descriptors contained in WIC's Enterprise Agreement	12/2/26	30/6/27	33	5	38
Risk 2 Solution Pty Ltd	Security risk assessment relating to WIC's office and dispute resolution centre	16/4/26	15/5/26	19	–	19
Shk Asia Pacific Pty Ltd	Outplacement support including resume development and interview skills workshops, and job search programs	3/12/25	30/6/27	39	63	100
The Trustee for the Brickle Family Trust t/a MobCo	Consulting service for the review of WIC's IT operating model	12/3/26	30/6/26	61	–	61
The Trustee for Workplace Wizards Family Trust	Provision of workplace conflict and complaint services, and development of proposed IT organisation structure	2/6/26	30/6/26	12	–	12
Wholehearted Life Pty Ltd	Services supporting development and implementation of organisational culture roadmap	1/7/25	30/6/26	38	–	38
Total				**645**	**73**	**718**

For the financial year ended 30 June 2026, WIC engaged 4 firms where the fee total payable to the firm was less than $10,000, with the total expenditure for the year being $17,375

Compliance statements

Financial Management Compliance Attestation Statement

I, Helga Svendsen, on behalf of the Board, certify that the Workplace Injury Commission has complied with the applicable Standing Directions of the Minister for Finance under the Financial Management Act 1994 and Instructions for the year ended 30 June 2026.

Helga Svendsen
Board Chair

26 August 2026



Freedom of Information Act 1982

The Freedom of Information Act 1982 (the Act) allows the public a right of access to documents held by WIC. The purpose of the Act is to extend as far as possible the right of the community to access information held by government departments, local councils, Ministers and other bodies subject to the Act.

An applicant has a right to apply for access to documents held by WIC. This comprises documents either created by WIC or supplied to WIC by an external organisation or individual, and may also include maps, films, microfiche, photographs, computer printouts, computer discs, tape recordings and videotapes.

The Act allows WIC to refuse access, either fully or partially, to certain documents or information. Examples of documents that may not be accessed include Cabinet documents; some internal working documents; law enforcement documents; documents covered by legal professional privilege, such as legal advice; personal information about other people; and information provided to WIC in confidence.

If an applicant is not satisfied by a decision made by WIC, under section 49A of the Act, they have the right to seek a review by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving a decision letter.

Making a request

Access to documents can be requested by making a written request to WIC.

When making a Freedom of Information (FOI) request, applicants should ensure requests are in writing, and clearly identify the types of material/documents being sought, including a conciliation or arbitration case file number if relevant. An application fee applies and must be provided with the request. Access charges may also be payable if the document pool is large, and the search for material is time-consuming.

Further information regarding the operation and scope of FOI can be obtained from the Act, regulations made under the Act, and foi.vic.gov.au.

Requests for documents in the possession of WIC should be addressed to:

Workplace Injury Commission
Freedom of Information Officer

GPO Box 251
Melbourne VIC 3000

Email: foi@wic.vic.gov.au

FOI statistics

WIC received several freedom of information requests during the year. Where possible WIC released the requested information to the applicant as an administrative release of information rather than via the formal FOI process.

However, in certain circumstances an administrative release of information is not appropriate, so the request is managed via the formal FOI process.

During 2025-26, WIC received 3 new valid FOI applications from the public. WIC made 2 formal FOI decisions, with access granted in full to one request and with information being released in part for the other request. The third FOI application was being processed as at 30 June 2026 and will be finalised in early 2026-27.

In 2024-25, 2 valid FOI applications were made and WIC responded by providing the information to the applicant. The FOI applicant was dissatisfied with WIC's decision and lodged a complaint with VCAT regarding both applications. The matter is unresolved and is scheduled for VCAT hearings in 2026-27.

Statement of information

In compliance with the requirements of the Standing Directions of the Minister for Finance, information has been retained by WIC and is available to the relevant Ministers, Members of Parliament and the public on request (subject to Freedom of Information requirements).

This information includes:

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers
- publications produced by WIC
- a list of major committees sponsored by WIC
- details about consultants and contractors engaged
- external reviews carried out by WIC
- details of major promotional, public relations and marketing activities undertaken by WIC to develop community awareness of WIC and its services
- details of assessments and measures undertaken to improve the occupational health and safety of employees
- general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes.

For further information please contact:

Workplace Injury Commission
Chief Financial Officer

GPO Box 251
Melbourne, 3001

Email: foi@wic.vic.gov.au
Phone: 1800 635 960

Compliance with the Building Act 1993

WIC does not own or control any government buildings and consequently is exempt from notifying its compliance with the building and maintenance provisions of the Building Act 1993.

Compliance with the Competitive Neutrality Policy

WIC does not compete with the private sector nor charge fees for services it provides. Consideration of this policy is therefore not applicable.

Social procurement framework

Victoria is committed to social procurement and has established the Social Procurement Framework. The Framework enables buyers and suppliers to use government buying power to deliver social, economic and environmental outcomes that benefit the Victorian community, the economy and the environment.

WIC has a Social Procurement Strategy (2023 – 2026) that outlines the approach to implementing this Framework. Under this Strategy, WIC has committed to the following objectives:

- Targeting opportunities for Indigenous, women, and disadvantaged Victorians.
- Removing barriers to participation in WIC procurement processes.
- Seeking social commitments from professional services and IT companies.
- Seeking social supplier availability on mandated State Purchase Contracts.
- Targeting indirect social outcomes using the invitation to supply process.

Uplifts in WIC's procurement capabilities during 2025-26 strengthened understanding of the Framework and supported the integration of social procurement considerations into supplier selection and contract award processes.

During 2025-26, WIC:

- Engaged 4 social benefit suppliers with a total spend of $77,571 (ex. GST).
- Engaged 1 Victorian Aboriginal Businesses with a total spend of $67,320 (ex. GST).
- Engaged 3 Victorian social enterprises with a total spend of $10,251 (ex. GST).

Local Jobs First

The Local Jobs First Act 2003 introduced in August 2018 brings together the Victorian Industry Participation Policy (VIPP) and Major Project Skills Guarantee (MPSG) policy which were previously administered separately. Departments and public sector bodies are required to apply the Local Jobs First policy in all projects valued at $3 million or more in metropolitan Melbourne or for statewide projects, or $1 million or more for projects in regional Victoria. MPSG applies to all construction projects valued at $20 million or more.

WIC commenced one Local Jobs First standard project in 2025-26 totaling $4 million (ex. GST). This project is located in Metropolitan Melbourne. The MPSG did not apply to this project. The commitments made as part of the Local Jobs First policy for this project are:

- 100% local content commitment
- Total of 0.76 Victorian jobs (annualised employee equivalent (AEE)) committed
- Total of 1.77 Australian/New Zealand jobs (AEE) committed.

WIC does not have any other projects, including completed, where Local Jobs First or MPSG applies.

Compliance with the Public Interest Disclosures Act 2012

WIC does not tolerate improper conduct from its Directors, employees, contractors or service providers at any time, nor does it tolerate the taking of reprisals of any sort against those who come forward to disclose improper conduct.

WIC's Public Interest Disclosures Policy is available on WIC's website. https://www.wic.vic.gov.au/resources

WIC is not a body that can receive disclosures of improper conduct under the Public Interest Disclosures Act 2012. However, WIC is a body in respect of which disclosures of improper conduct can be made. A person wanting to make a disclosure of improper conduct about WIC, its Directors, employees, contractors or service providers must do so to the Independent Broad-based Anti-corruption Commission (IBAC)..

IBAC contact details:

Phone: 1300 735 135
Fax: (03) 8635 6444

Street Address:
Level 1, North Tower
459 Collins Street
Melbourne VIC 3000

Mail: IBAC, GPO Box 24234,
Melbourne VIC 3000

Web: www.ibac.vic.gov.au

Compliance with the Carers Recognition Act 2012

The application of the Carers Recognition Act 2012 is not applicable to WIC operations.

Asset management accountability framework

From 2020-21 organisations must, at least every three years, conduct a self-assessment of the level of asset management maturity within their organisation, and state this in their annual report.

WIC has a low risk asset base with owned assets comprising leasehold improvements, furniture and fittings, and audio visual equipment. The majority of assets used by WIC are owned by WorkSafe and used by WIC via a Services Agreement.

Taking into account our asset base and risk profile, WIC has set an overall maturity target of 'developing'.

The results of the January 2026 maturity self-assessment are summarised as follows:

Leadership and accountability (Requirements 1-19)

WIC has achieved the target maturity level, other than for one of the 19 requirements. The improvement action includes roll-out of training and awareness to employees to better understand application of the asset management policy and strategy.

Planning (Requirements 20-23)

WIC only achieved 2 of the 4 requirements. The key improvement was to develop an IT Technology Strategy.

Acquisition (Requirements 24 and 25)

WIC has achieved the target maturity level.

Operation (Requirements 26-40)

WIC met all requirements.

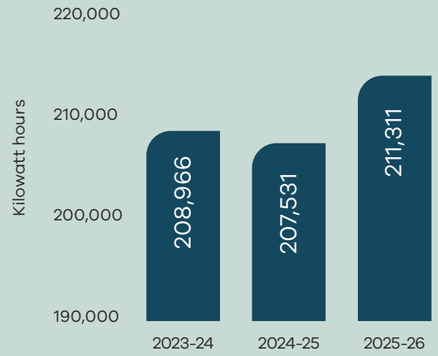
Disposal (Requirement 41)

WIC met all requirements.

The self-assessment identified several improvement opportunities to further strengthen asset management practices. Several actions have been completed, with the remaining actions currently in progress.

Environmental performance

WIC is committed to minimising its environmental footprint. WIC's electricity usage is illustrated below:



Electricity consumption increased between 2025 and 2026, primarily due to an increase in staffing levels during the year, which resulted in higher office occupancy and greater utilisation of WIC facilities to support growing volumes of injured worker case files.

As all electricity accounts are powered entirely by renewable energy, WIC's carbon emissions from electricity usage are effectively zero.

Financial Statements 2025 - 2026



Board Director's, Accountable Officer's and Chief Finance and Accounting Officer's Declaration

The attached financial statements of the Accident Compensation Conciliation Service, trading as the Workplace Injury Commission, have 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 accompanying notes, presents fairly the financial transactions during the year ended 30 June 2026 and the financial position of the Workplace Injury Commission as at 30 June 2026.

At the time of signing, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 26 August 2026.

Helga Svendsen OAM
Board Chair

Alyssa Duffy
Accountable Officer

Dale Mitchell
Chief Financial Officer

Dated at Melbourne on this 26th day of August 2026.

OFFICIAL

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Board of the Workplace Injury Commission

Opinion

I have audited the financial report of the Workplace Injury 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
- board director, accountable officer's and chief finance and accounting officer's declaration

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 Part 7 of the *Financial Management Act 1994* and Australian Accounting Standards - Simplified Disclosures.

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.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

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 – Simplified Disclosures 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

Auditor's responsibilities for the audit of the financial report (continued)

- 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.

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.

MELBOURNE

31 August 2026

Janaka Kumara

as delegate for the Auditor-General of Victoria

Notes to the Financial Statements

For the financial year ended 30 June 2026

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Comprehensive Operating Statement

For the financial year ended 30 June 2026

	Notes	30 June 2026 $000s	30 June 2025 $000s
Revenue			
Income from transactions	2	44,852	33,479
Total revenue		**44,852**	**33,479**
Expenses			
Expenses	3	(45,835)	(34,615)
Total expenses		(45,835)	(34,615)
Net result before other economic flows		**(983)**	**(1,136)**
Other economic flows			
Movement in provisions due to changes in discount rates		252	72
Net result		**(731)**	**(1,064)**
Other comprehensive income		**-**	**-**
Comprehensive result		**(731)**	**(1,064)**

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

Balance Sheet

As at 30 June 2026

	Notes	30 June 2026 $000s	30 June 2025 $000s
Cash at bank	4	10,227	11,450
Receivables	5	373	346
Prepayments		266	431
Current assets		**10,866**	**12,227**
Right-of-use assets	6	13,270	15,690
Property, plant and equipment	7	3,099	3,755
Non-current assets		**16,369**	**19,445**
Total assets		**27,235**	**31,672**
Payables	8	(1,245)	(818)
Funding received in advance		(3,556)	(6,360)
Employee benefit provisions	9	(3,572)	(2,970)
Lease liabilities	10	(2,380)	(2,191)
Current liabilities		**(10,753)**	**(12,339)**
Employee benefit provisions	9	(668)	(481)
Lease liabilities	10	(14,464)	(16,771)
Non-current liabilities		**(15,132)**	**(17,252)**
Total liabilities		**(25,885)**	**(29,591)**
Net assets		**1,350**	**2,081**
Equity			
Accumulated surplus		1,350	2,081
Total equity		**1,350**	**2,081**

The 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

	Accumulated surplus $000s	Total Equity $000s
Balance at 01 July 2024	3,145	3,145
Net result for the year	(1,064)	(1,064)
Balance at 30 June 2025	**2,081**	**2,081**
Balance at 01 July 2025	2,081	2,081
Net result for the year	(731)	(731)
Balance at 30 June 2026	**1,350**	**1,350**

The 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

	Notes	30 June 2026 $000s	30 June 2025 $000s
Cash flows from operating activities			
Receipts from WorkSafe Victoria		41,749	37,837
Interest income		472	433
Goods and services tax refunded from ATO		1,436	1,127
Payments to suppliers and employees		(42,284)	(31,444)
Net cash flows from operating activities	**14**	**1,373**	**7,953**
Cash flows from financing activities			
Total cash outflow for leases		(2,570)	(2,469)
Cash flows from/(used in) financing activities		**(2,570)**	**(2,469)**
Cash flows from investing activities			
Purchase of property, plant and equipment		(26)	–
Cash flows from/(used in) investing activities		**(26)**	**–**
Net increase/(decrease) in cash held		**(1,223)**	**5,484**
Cash at the beginning of the year	**4**	11,450	5,966
Cash at the end of the year	**4**	**10,227**	**11,450**

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

Note 1: About this report

The annual financial statements represent the audited general purpose financial statements for the Accident Compensation Conciliation Service (ACCS) trading as the Workplace Injury Commission (WIC) for the year ended 30 June 2026. The purpose of the report is to provide users with information about WIC's stewardship of resources entrusted to it.

Reporting entity

WIC is established under the *Workplace Injury Rehabilitation and Compensation (WIRC)* Act 2013, providing independent conciliation and arbitration services for disputed claims under the WIRC Act and *Accident Compensation Act* 1985. A description of WIC's operations and principal activities is included in the Report of Operations, which does not form part of these financial statements.

These financial statements cover WIC as an individual reporting entity and include all the controlled activities of WIC. There is no entity consolidated into WIC's financial statements. WIC's principal address is::

Workplace Injury Commission
215 Spring Street
Melbourne, VIC 3000

Basis of Preparation

These financial statements are Tier 2 general purpose financial statements prepared in accordance with AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities (AASB 1060)* and Financial Reporting Direction 101 *Application of Tiers of Australian Accounting Standards* (FRD 101).

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The accrual basis of accounting has been applied in preparing these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Consistent with the requirements of AASB 1004 Contributions, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of WIC.

Capital grants which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of distributions to or contributions by owners have also been designated as contributions by owners.

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

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 Australian Accounting Standards (AASs) that have significant effects on the financial statements and estimates, with a risk of material adjustments in the subsequent reporting period, relate to; assumptions for employee benefit provisions based on likely tenure of existing staff, patterns of leave claims, future salary movements and future discount (refer to note 9).

All amounts in the financial statements have been rounded to the nearest $1,000 unless otherwise stated. Minor discrepancies in tables between totals and sum of components are due to rounding.

Statement of Compliance

These general-purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* and applicable Australian Accounting Standards (AASs), which includes Interpretations, issued by the Australian Accounting Standards Board (AASB).

WIC is a not-for-profit entity. Where appropriate, those AASs paragraphs applicable to not-for-profit entities have been applied. 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 financial statements also comply with relevant Financial Reporting Directions (FRDs) issued by the Department of Treasury and Finance, and relevant Standing Directions (SDs) authorised by the Minister for Finance.

Comparative information

The comparative figures have been disclosed in financial statements for the preceding financial year and reporting date.

Going concern

The going concern assumption has been applied in the preparation of these financial statements. WIC continues to be funded by the Victorian WorkCover Authority (trading as WorkSafe Victoria) in accordance with section 536D of the *WIRC Act* (refer to note 2), following the approval of WIC's annual budget by the Minister for WorkSafe and the TAC.

Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the taxation authority are presented as an operating cash flow.

Commitments for expenditure, contingent assets and contingent liabilities are presented on a gross basis.

Note 2: Income from transactions

	30 June 2026 $000s	30 June 2025 $000s
Funding from WorkSafe Victoria	43,874	32,571
Interest income	472	433
Other income	506	475
Total income	**44,852**	**33,479**

Funding from WorkSafe Victoria

WIC is funded by WorkSafe Victoria in accordance with section 536D of the WIRC Act and the WorkSafe Victoria and WIC Shared Services Agreement.

The level of funding is subject to and in accordance with the budget approved by the Minister for WorkSafe and the TAC and any additional funding as agreed between WIC and WorkSafe Victoria.

WIC is required to repay WorkSafe Victoria any unspent funding at the end of the financial year, based on the funding model stipulated in the Shared Services Agreement. Any unspent funding received in excess of the funding received during the year is recognised as Funding Received in Advance in the statement of financial position and repaid to WorkSafe Victoria.

Funding is recognised as income in accordance with AASB 1058 on the basis that WIC controls the funds following approval of the budget by the Minister.

Interest income

Interest income includes interest earned on cash deposits. Interest income is recognised using the effective interest method, which allocates the interest over the relevant period.

Other income

Other income relates mostly to cost recovery transactions with WorkSafe Victoria and is recognised when WIC has provided the services to WorkSafe Victoria.

Note 3: Expenses from transactions

	30 June 2026 $000s	30 June 2025 $000s
Operating costs		
Staff and related costs	35,866	25,423
Occupancy and utilities	1,854	1,857
Professional services	1,314	1,424
Information technology	2,441	1,402
Depreciation – right-of-use assets	2,420	2,420
Depreciation – property, plant and equipment	681	681
Finance expenses	452	504
Asset recharge expense	145	308
Remuneration of auditors - Victorian Auditor General's Office	31	29
Other expenses	631	566
Total expenses	**45,835**	**34,615**
Remuneration of auditors		
Victorian Auditor-General's Office	31	29
	31	**29**

Remuneration of auditors is included as part of professional services.

Expenses represent the day-to-day running costs incurred in normal operations. Expenses are recognised as they are incurred and reported in the financial year to which they relate.

The major categories of operating expenses are:

Staff and related costs

Employee expenses include all costs related to employment including; wages and salaries, termination payments, board and committee fees, leave entitlements, fringe benefits tax, work-cover premiums, payroll tax, superannuation expenses, and temporary agency staff and contractors.

The amount recognised in the comprehensive operating statement in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period.

WIC does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Department of Treasury and Finance (DTF) discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability (on behalf of the State as the sponsoring employer).

The name and details of the major employee superannuation funds and contributions made by WIC are outlined in note 9.1.

Occupancy and utilities: Cleaning, security, power, telephones, repairs and maintenance for office accommodation, certain non-capitalised expenditure associated with the office fit-out.

Professional services: Fees relating to legal services, interpreting/translation services, internal and external audit, research, stakeholder surveys and consultants.

Information technology: Relates to provision of IT infrastructure, licences/support fees and associated services.

Depreciation – right-of-use assets: Depreciation arising out of the adoption of AASB16. The estimated useful life of assets is disclosed in note 6.

Depreciation – property, plant and equipment: Depreciation of leasehold improvements and office equipment over their estimated useful life (disclosed in note 7).

Finance expenses: Deemed interest expense on lease liabilities arising out of the adoption of AASB16 and impact of the change in inflation and discount rates used to calculate employee provisions (disclosed in note 9).

Asset recharge expenses: Costs for use of assets such as furniture and fittings and end user devices provided by WorkSafe Victoria.

Other expenses: Costs include postage, mobile phone, office stationery, travel, venue hire and corporate fees.

Remuneration of auditors: Fees paid or payable to the Victorian Auditor-General's office for the audit of these financial statements

Note 4: Cash and cash equivalents

	30 June 2026 $000s	30 June 2025 $000s
Cash at bank	10.227	11,450
Total Cash at bank	**10.227**	**11,450**

Cash at bank are highly liquid investments available at call which are deposited in the Victorian Government Centralised Banking Scheme.

Note 5: Receivables

	30 June 2026 $000s	30 June 2025 $000s
Contractual		
Amount due from WorkSafe Victoria	-	42
Other receivables	7	1
Statutory		
GST	366	302
Total receivables	**373**	**346**

Receivables comprise contractual receivables in relation to:

- receivables from WorkSafe Victoria regarding funding receivable and cost recovery transactions (e.g. portion of office rental and cleaning costs, and wages)
- other receivables related to miscellaneous other services.

Statutory receivables are recognised and measured similarly to contractual receivables (except for impairment) but are not classified as financial instruments because they do not arise from a contract.

Contractual receivables are classified as financial instruments and categorised financial assets at amortised cost. Receivables are recognised initially at fair value and subsequently measured at amortised cost less any accumulated impairment.

WIC applies AASB 9 simplified approach for all contractual receivables to measure expected credit losses using a lifetime expected loss allowance based on the assumptions about risk of default and expected loss rates. WIC has grouped contractual receivables on shared credit risk characteristics and days past due and selects the expected credit loss rate based on WIC's history, existing market conditions and forward looking estimates at the end of the financial year.

On this basis, WIC determines the opening loss allowance on initial application date of AASB 9 and the closing loss allowance at end of the current and prior financial years to be nil based contract receivables with mainly Victorian Government entities..

Note 6: Right-of-Use Assets

	30 June 2026 $000s	30 June 2025 $000s
Leasehold buildings	28,220	28,220
Accumulated depreciation	(14,950)	(12,530)
Net carrying amount	**13,270**	**15,690**

The right-of-use assets relates solely to leasehold building improvements.

Right-of-use asset acquired by lessees – Initial measurement

WIC recognises a right-of-use assets and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date
- any initial direct costs incurred and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentive received.

Right-of-use asset – Subsequent measurement

WIC depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful life of the right-of-use assets is determined on the same basis as property, plant and equipment.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain re-measurements of the lease liability.

Change of Accounting Policy

WIC has made a change in accounting policy to change the measurement basis from the revaluation model to the cost model for the subsequent measurement of right-of-use assets arising from market leases, in accordance with the updated requirements under FRD 104.

Previously, WIC had measured all right-of-use assets arising from market leases using the revaluation model under AASB 13. Following the change in accounting policy, WIC will measure all right-of-use assets using the cost model. Right-of-use assets measured using the cost model are held at cost less accumulated depreciation and impairment and any adjustments for remeasurement of lease liability. Periodic revaluations are not required; however, the cost model requires annual impairment assessments in accordance with AASB 136.

Upon adoption of the cost model, WIC has applied a modified retrospective approach. The approach takes the right-of-use asset's carrying amounts recorded under the revaluation model as at 30 June 2025 as the right-of-use asset's opening balances on application of the cost model.

Accordingly, the comparative information presented is not restated and is reported at the previously determined fair value.

On transition to the cost model, there was no impact on WIC's financial statements. No impairment was identified by WIC for the right-of-use asset held as at 30 June 2026.

Right-of-use assets - Depreciation

Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. The depreciation rate for leasehold building right-of-use assets is applied from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term up to 11 years.

Note 7: Property, plant and equipment

	30 June 2026 $000s	30 June 2025 $000s
Leasehold improvements		
Gross carrying value	3,778	3,779
Accumulated depreciation	(1,434)	(1,015)
Net carrying value	**2,344**	**2,764**
Office and computing equipment		
Gross carrying value	1,614	1,588
Accumulated depreciation	(859)	(597)
Net carrying value	**755**	**991**
Total property, plant and equipment	**5,392**	**5,367**
Total accumulated depreciation	**(2,293)**	**(1,612)**
Balance at end of the year	**3,099**	**3,755**

	Leasehold improvements $000s	Office and computing equipment $000s	Total $000s
Opening balance - 1 July 2025	2,764	991	3,755
Additions	-	26	26
Depreciation	(420)	(261)	(681)
Closing balance as at 30 June 2026	**2,344**	**755**	**3,099**

	Leasehold improvements $000s	Office and computing equipment $000s	Total $000s
Opening balance - 1 July 2024	3,184	1,252	4,436
Depreciation	(420)	(261)	(681)
Closing balance as at 30 June 2025	**2,764**	**991**	**3,755**

Initial recognition

Items of property, plant and equipment are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition. Assets transferred as part of a machinery of government change are transferred at their carrying amount. The cost of constructed non-financial physical assets includes the cost of all materials used in construction.

Assets may be initially recorded as capital works in progress and transferred to depreciable assets when they are ready and available for their intended use.

Subsequent measurement

Property, plant and equipment are subsequently measured at current replacement cost less accumulated depreciation and impairment.

Impairment of property, plant and equipment

The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement, with the consequence that AASB 136 does not apply to such assets that are regularly revalued.

Depreciation

All leasehold improvements and office/computing equipment and other non-financial physical assets that have finite useful lives, are depreciated. Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate. Leasehold improvements are depreciated over the shorter of the lease term and their useful lives. Office and computing equipment are depreciated over the estimated useful life of 5 to 10 years.

	30 June 2026 $000s	30 June 2025 $000s
Leasehold improvements	420	420
Office and computing equipment	261	261
Total depreciation	**681**	**681**

Note 8: Payables

	30 June 2026 $000s	30 June 2025 $000s
Contractual		
Supplies and services	1,168	724
Statutory		
Fringe benefit tax payable	-	11
Other taxes payable	77	83
Total payables	**1,245**	**818**

Contractual payables relate to unpaid liabilities for goods and services provided to WIC prior to the end of the financial year. The normal credit terms for accounts payable are 30 days. Contractual payables are initially recognised at fair value and then subsequently carried at amortised cost.

Statutory payables are recognised and measured similarly to contractual payables but are not classified as financial instruments and not included in the category of financial liabilities at amortised costs, because they do not arise from a contract. Statutory payables are paid by the relevant legislative due date.

Note 9: Employee benefit provisions

	30 June 2026 $000s	30 June 2025 $000s
Current		
Annual leave		
Unconditional and expected to be settled within 12 months	738	600
Unconditional and expected to be settled after 12 months	429	362
Total current annual leave	**1,167**	**962**
Long service leave		
Unconditional and expected to be settled within 12 months	484	367
Unconditional and expected to be settled after 12 months	1,264	1,160
Total current long service leave	**1,748**	**1,527**
Redundancies		
Unconditional and expected to be settled within 12 months	54	-
Total current redundancies	**54**	**-**
Oncosts		
Unconditional and expected to be settled within 12 months	250	185
Unconditional and expected to be settled after 12 months	353	296
Total current oncosts	**603**	481
Total current employee benefit provisions	**3,572**	**2,970**
Non-current		
Long service leave	552	402
On-costs	116	79
Total non-current employee benefit provisions	**668**	**481**
Total employee benefit provisions	**4,240**	**3,451**
Reconciliation of movement in on-cost provisions		
Opening balance	560	493
Additional provision recognised	602	658
Reduction arising from payments	(331)	(558)
Reductions resulting from re-measurement or settlement without cost	(69)	(21)
Unwinding of discount and effect of changes in discount rates	(43)	(12)
Closing balance	**719**	**560**

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave (LSL) for services rendered to the reporting date and recorded as an expense during the period the services are delivered. An estimate for potential redundancies has been recorded.

The liability for salaries and wages is recognised in the balance sheet at remuneration rates which are current at the reporting date. As WIC expects the liabilities to be wholly settled within 12 months of the reporting date, they are measured at undiscounted amounts.

Annual leave liability is classified as a current liability and measured at the undiscounted amount expected to be paid, as WIC does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the Comprehensive Operating Statement as it is taken.

Employment on-costs such as payroll tax, workers compensation premium and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Unconditional LSL is disclosed as a current liability; even where WIC does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months or resign.

The components of this current LSL liability are measured at:

- undiscounted value – if WIC expects to wholly settle within 12 months; or
- present value – if WIC does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL is measured at present value.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates, which is then recognised as an 'other economic flow' in the Comprehensive Operating Statement.

Other provisions relate to a provision for redundancies based on events occurring prior to 30 June 2026 and the probability that WIC may have position(s) which become redundant and the incumbent(s) will be unable to be redeployed.

9.1 Superannuation contributions

Employees of WIC are entitled to receive superannuation benefits and WIC contributes to both defined benefit and defined contribution plans. The defined benefit plan(s) provides benefits based on years of service and final average salary and amounts are paid by WIC in accordance with the rules of each plan. WIC recognises an expense when the contribution is paid or payable. The liabilities of defined benefit plans are recognised in the financial statements of the State of Victoria. Defined contribution plan contributions are paid in accordance with the superannuation guarantee legislation.

Superannuation contributions paid during the year were:

	30 June 2026 $000s	30 June 2025 $000s
Defined contribution plans		
Aware Super	1,129	832
Australian Super	501	337
HostPlus	168	115
Australian Retirement Trust Super	154	124
Legal Super	124	112
Other	786	545
Defined benefit plans		
Emergency Services Superannuation Scheme	15	18
Total superannuation contributions	**2,877**	**2,084**

At 30 June 2026, contributions outstanding were $nil (2025: $nil).

Note 10: Lease liabilities

WIC has 2 property leases entered into in 2017 and 2021 which are for 11 years each, both contain an option to extend.

	30 June 2026 $000s	30 June 2025 $000s
Leasehold buildings	16,844	18,962
	16,844	**18,962**
Current	2,380	2,191
Non Current	14,464	16,771
Total lease liabilities	**16,844**	**18,962**
Maturity analysis – undiscounted contractual cash flows		
Less than one year	2,739	2,579
One to five years	13,270	12,494
More than five years	2,109	5,624
Total undiscounted contractual cash flows	**18,118**	**20,697**
Lease liabilities recognised in the balance sheet	**16,844**	**18,962**
The comprehensive operating statement includes the following amounts relating to leases:		
Interest expense	452	504
Expenses relating to variable lease payments not included in lease liabilities	307	302
Expenses relating to short term leases	-	-

Total cash outflow for leases during the year ended:

- 30 June 2026 was $2.570 million.
- 30 June 2025 was $2.469 million.

For any new contracts entered into, WIC considers whether a contract is or contains a lease.

A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition WIC assesses whether the contract meets 3 key evaluations, which are whether:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to WIC and for which the supplier does not have substantive substitution rights
- WIC has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and the department has the right to direct the use of the identified asset throughout the period of use and
- WIC has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

Separation of lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the lessee is required to separate out and account separately for non-lease components within a lease contract and exclude these amounts when determining the lease liability and right-of-use asset amount.

Recognition and measurement of leases as a lessee

Lease liability – initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or WIC's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments)
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable under a residual value guarantee and
- payments arising from purchase and termination options reasonably certain to be exercised.

Lease liability – subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right of use asset is already reduced to zero.

Short-term leases and leases of low value assets

WIC has elected to account for short-term leases and leases of low value assets using the practical expedients. Instead of recognising a right of use asset and lease liability, the payments in relation to these are recognised as an expense in the comprehensive operating statement on a straight-line basis over the lease term.

Presentation of right-of-use assets and lease liabilities

WIC presents right-of-use assets separately as right-of-use assets, and the associated leases as lease liabilities in the balance sheet.

Leases of property, plant and equipment where WIC as a lessee had substantially all of the risks and rewards of ownership were classified as finance leases. Finance leases were initially recognised as assets and liabilities at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payment, each determined at the inception of the lease. The leased asset is accounted for as a non-financial physical asset and depreciated over the shorter of the estimated useful life of the asset or the term of the lease. Minimum finance lease payments were apportioned between the reduction of the outstanding lease liability and the periodic finance expense, which is calculated using the interest rate implicit in the lease and charged directly to the comprehensive operating statement.

Contingent rentals associated with finance leases were recognised as an expense in the period in which they are incurred.

Note 11: Commitments for expenditure

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual sources and are disclosed at their nominal value. The future expenditure ceases to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

	Less than 1 year $000s	1-5 years $000s	Total $000s
30 June 2026			
Non-cancellable other operational contractual commitments payable	1,397	170	1,567
Capital expenditure commitments payable	-	-	-
Total commitments (inclusive of GST)	**1,397**	**170**	**1,567**
Less GST recoverable			(142)
Total commitments (exclusive of GST)			**1,425**
30 June 2025			
Non-cancellable other operational contractual commitments payable	322	99	421
Capital expenditure commitments payable	-	-	-
Total commitments (inclusive of GST)	**322**	**99**	**421**
Less GST recoverable			(38)
Total commitments (exclusive of GST)			**383**

WIC has entered into contractual agreements for the purchase of goods/services. Other operating commitments include those operating and capital commitments arising from non-cancellable contractual sources and are disclosed at their nominal value, inclusive of GST.

Note 12: Responsible persons and executive remuneration

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.

Responsible Ministers

The responsible Minister during the reporting period was the Honourable Ben Carroll, MP, Deputy Premier, Minister for WorkSafe and the TAC.

Directors

The following were Directors during the entire reporting period, unless otherwise stated:

- Meriel O'Sullivan:
  Chair: 1 July 2025 to 31 August 2025
- Helga Svendsen OAM
  Director: 1 July 2025 to 31 August 2025,
  Chair: From 1 September 2025
- Tali Bernard (Deputy Chair)
- Professor Sarah Anderson
- Jane Brockington:
  From 9 February 2026
- Paul Dulfer
- Professor John Howe
- Hong Pham:
  From 9 February 2026

Accountable Officer

The position of Chief Executive Officer during the reporting period was held by Alyssa Duffy.

Responsible person remuneration

The remuneration received or receivable by responsible persons is disclosed as follows:

Income Band $	30 June 2026 Number	30 June 2025 Number
Up to 9,999	3	-
10,000 - 19,999	-	2
20,000 - 29,999	4	4
30,000 - 39,999	1	1
380,000 - 389,999	1	1
Total number of responsible persons	**9**	**8**

The compensation detailed above excludes the salaries and benefits the Responsible Minister receives. The Minister's remuneration and allowances is set by the Parliamentary Salaries and Superannuation Act 1968 and is reported in the State's Annual Financial Report..

Key management personnel

Key management personnel of WIC comprise the responsible Minister, Directors and members of the executive leadership team.

Key management personnel remuneration

Remuneration comprises salaries and other benefits in all forms of consideration paid, payable or provided in exchange for services rendered. The remuneration of key management personnel, other than the Minister is as follows:

	30 June 2026 $000s	30 June 2025 $000s
Total remuneration	**1,905**	**1,901**

Executive remuneration

The number of executive officers, other than Ministers and Accountable Officers, and their total remuneration during the reporting period are shown in the table below. The remuneration in the following table only relates to remuneration payable to persons employed as part of WIC's Executive Leadership Team.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided in exchange for services rendered.

	30 June 2026 $000s	30 June 2025 $000s
Item		
Total remuneration	1,415	1,409
Total number of executives[1]	5	7
Total annualised employee equivalent[2]	**5.0**	**5.3**

1 The total number and remuneration 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 12). During the year one Executive acted in the role of CEO during the CEO's leave. The remuneration paid during the acting arrangements have been included in the Executive remuneration table but excluded from responsible persons income band.

2 Annualised employee equivalent is based on the time fraction worked over the year.

Related party transactions

Related parties of WIC include key management personnel and their close family members and personal business interests (controlled entities, joint ventures and others they have significant influence over).

Other than the transactions with WorkSafe Victoria disclosed in the following table, there were no related party transactions during the years ended 30 June 2026 and 30 June 2025 respectively.

	30 June 2026 $000s	30 June 2025 $000s
Item		
Funding received from WorkSafe Victoria	43,874	32,571
Repayment of contractual receivables by WorkSafe Victoria	508	507
Funding received from WorkSafe Victoria in advance to be repaid by WIC	3,556	6,360
Fees charged by WorkSafe Victoria to WIC under a Shared Services Agreement for information technology, financial services, office accommodation facilities and other special projects.	3,158	2,242
Total related party transactions	**51,096**	**41,680**

Note 13: Financial instruments

Exposure to credit and liquidity risks arises in the normal course of WIC operations. WIC's maximum risk exposure is credit risk, at reporting dates is the carrying amount of receivables as reported in Note 5. WIC is funded by WorkSafe Victoria in accordance with section 536D of the *Workplace Injury Rehabilitation and Compensation* Act 2013.

Note 14: Other disclosures

14.1 Reconciliation of net result for the period to net cash flows from operating activities

	30 June 2026 $000s	30 June 2025 $000s
Net result for the period	(731)	**(1,064)**
Depreciation right-of-use assets	2,420	2,420
Depreciation property, plant and equipment	681	681
Interest expenses - lease liabilities	452	504
Movements in employee benefit provisions due to changes in discount rates	(252)	(72)
Movements in assets and liabilities		
(Increase)/decrease in receivables	(28)	200
(Increase)/decrease in prepayments	166	(24)
Increase/(decrease) in payables	427	223
Increase/(decrease) in funding in advance	(2,803)	4,678
Increase/(decrease) in provisions	1,041	407
Total adjustments	**2,104**	**9,017**
Net cash flows from operating activities	**1,373**	**7,953**

14.2 Ex-gratia expenses

Ex-gratia expenses incurred

	30 June 2026 $000s	30 June 2025 $000s
Payment associated with the termination of employment	-	31
Total ex-gratia expenses	**-**	**31**

14.3 Contingencies

	30 June 2026 $000s	30 June 2025 $000s
Contingent Assets	-	-
Contingent Liabilities	-	-
Total contingent liabilities	**-**	**-**

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and contingent liabilities are presented inclusive of GST receivable or payable, respectively.

14.4 Events Subsequent to Balance Date

There were no events subsequent to balance date that require disclosure in the financial statements.

Disclosure index

The Annual Report of WIC is prepared in accordance with all relevant Victorian legislation and pronouncements. This index has been prepared to facilitate identification of WIC's compliance with statutory disclosure requirements.

Ministerial directions and financial reporting directions

Legislation Directive	Requirement	
Charter and purpose		
FRD 22H	Manner of establishment and the relevant Ministers	5, 48
FRD 22H	Purpose, functions, powers and duties	5
FRD 8D	Departmental objectives, indicators and outputs	7, 16, 17, 18, 19, 20
FRD 22H	Key initiatives and projects	8, 9, 14, 15
FRD 22H	Nature and range of services provided	5, 16, 17, 18, 19, 20
Management and structure		
FRD 22H	Organisational structure	28
Financial and other information		
FRD 8D	Performance against output performance measures	7, 16, 17, 18, 19, 20
FRD 8D	Budget portfolio outcomes	n/a
FRD 10A	Disclosure index	50
FRD 12B	Disclosure of major contracts	n/a
FRD 15E	Executive Officer disclosures	21, 64, 65
FRD 22H	Employment and conduct principles	22
FRD 22H	Occupational health and safety policy	22
FRD 22H	Summary of the financial results for the year	30, 32
FRD 22H	Significant changes in financial position during the year	32
FRD 22H	Major changes or factors affecting performance	30, 31
FRD 22H	Subsequent events	33, 67
FRD 22H	Application and operation of Freedom of Information Act 1982	35, 36
FRD 22H	Compliance with building and maintenance provisions of Building Act 1993	36
FRD 22H	Statement on Competitive Neutrality Policy	36
FRD 22H	Application and operation of the Public Interests Disclosure Act 2012	37
FRD 22H	Details of consultancies over $10 000	33
FRD 22H	Details of consultancies under $10 000	33
FRD 22H	Disclosure of ICT expenditure	32
FRD 24D	Statement of availability of other information	36
FRD 24D	Reporting of office-based environmental impacts	38
FRD 25C	Local Jobs First	37
FRD 25C	Workforce data disclosures	21
SD 5.2	Specific requirements under Standing Direction 5.2	40
Compliance attestation and declaration		
SD 5.1.4	Attestation for compliance with Standing Direction	34
SD 5.2.3	Declaration in report of operations	3
Financial Statements		
Declaration		
SD 5.2.2	Declaration in financial statements	40
Other requirements under Standing Directions		
SD 5.2.1 (a)	Compliance with Australian Accounting Standards and other authoritative pronouncements	49
SD 5.2.1 (a)	Compliance with Ministerial Guidelines	49
SD 5.2.1 (b)	Compliance with Model Financial Statements	n/a
SD 4.2.3	Asset Management Maturity Self-Assessment	38
Other disclosures as required by FRDs in notes to the financial statements		
FRD 9B	Departmental disclosure of administered assets and liabilities by activity	n/a
FRD 11A	Disclosure of ex-gratia expenses	66
FRD 13	Disclosure of Parliamentary Appropriations	n/a
FRD 21C	Disclosures of Responsible Persons, Executive Officers and other Personnel (Contractors with Significant Management Responsibilities) in the Financial Report	64
FRD 103H	Non-Financial Physical Assets	55
FRD 110A	Cash Flow Statements	46
FRD 112D	Defined Benefit Superannuation Obligations	60
FRD 114C	Financial Instruments – general government entities and public non-financial corporations	52
Legislation		
	Freedom of Information Act 1982	35
	Building Act 1993	36
	Public Interests Disclosure Act 2012	37
	Carers Recognition Act 2012	n/a
	Disability Act 2006	23
	Local Jobs Act 2003	37
	Financial Management Act 1994	40,49

Workplace Injury Commission

Annual Report

2025 - 2026



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