

QUEENSLAND

PROCUREMENT STRATEGY 2023

JOB **SECTOR** **LEGACY** **CONFIDENCE**



Queensland Procurement Strategy 2023 – Jobs, Economy, Legacy, Confidence

Interpreter statement



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Queensland Procurement Strategy 2023 – Jobs, Economy, Legacy, Confidence
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Premier's foreword

Putting Queenslanders first is our unwavering commitment when it comes to Queensland Government procurement. Buy Queensland, which was launched in 2017, applies whenever government procures goods and services, major projects and infrastructure, or builds the schools, housing and other facilities local communities need.

The strength of that annual multibillion dollar investment commitment to Queensland has helped us emerge strongly from the ravages of COVID-19 and natural disasters and put our state's economy firmly on a path towards continued growth and prosperity.

The Queensland Procurement Strategy 2023 – Jobs, Economy, Legacy, Confidence builds upon the many benefits that have flowed from Buy Queensland while elevating it to an exciting next level. Not only do we continue to purposefully back local and regional job growth by investing procurement spending back into our communities, we will now use that investment to drive responsible public procurement outcomes that collectively redefine what it means to deliver value for money.

There will be plenty of new opportunities for businesses, large and small, which embrace the enhanced Buy Queensland principles to become suppliers to the Government. The Brisbane 2032 Olympic and Paralympic Games is just one example where, with our Queensland suppliers, we will create a confident future and legacy to be enjoyed beyond 2032.

The Honourable Anastacia Palaszcuk MP

Premier and Minister for the Olympic and Paralympic Games



Minister's foreword

In 2017 we launched *Buy Queensland* - a new era of meaningful procurement policy. Our significant procurement power is working to create and support quality, secure jobs for Queenslanders; to buy from local businesses, suppliers, and manufacturers; and to build resilience and prosperity in the regions.

Significant progress has been made in the six years since then. The functional maturity of our procurement practices has transformed from 'foundational' to 'established'. *Buy Queensland 2023* gets us to 'leading' status. It is an opportunity to lead the nation in procurement policy and practice, and to embed responsible public procurement choices in value for money decisions.

Now more than ever it is imperative to secure increased value for Queenslanders from every procurement dollar spent. The uncertainty in the global economic outlook means our economy must be able to pivot and adapt, and our approach is adapting too. Strategic procurement decisions will be instrumental in meeting our emissions reduction targets, our 70% renewables by 2032 target, and capturing the once-in-a-generation procurement investment opportunity of the Brisbane 2032 Olympic and Paralympic Games. *Buy Queensland 2023* means we can rise to the occasion, overcome the challenges, and take advantage of the opportunities.

In *Buy Queensland 2023*, we continue the focus on a strong economy and jobs, investing to help grow local and regional businesses, and support meaningful, secure work for all Queenslanders, regardless of their background.

Supporting Queenslanders, Queensland jobs, and our Queensland lifestyle is front and centre of our leading procurement policy. It always will be.

The Honourable Mick de Brenni MP

Minister for Energy, Renewables and Hydrogen and Minister for Public Works and Procurement



Wide Bay Nuclear Medicine, Wide Bay

Putting Queenslanders first, now and tomorrow

Supporting Queenslanders through the *Buy Queensland* approach to government procurement

The *Buy Queensland* approach comprises the Queensland Procurement Strategy 2023 – Jobs, Economy, Legacy, Confidence (QPS) and Queensland Procurement Policy 2023 (QPP). Introduced in 2017, *Buy Queensland* uses the power of procurement to provide goods and services while creating positive change in Queenslanders' lives.

Recognising that 'value for money' is more than just the lowest price, *Buy Queensland* uses public spending to drive the government's economic, ethical, social and environmental objectives that support Queenslanders.

Buy Queensland aims to create and support strong, resilient and innovative Queensland communities by:

- fostering quality local jobs
- supporting local businesses
- encouraging local manufacturing
- encouraging innovation and diversity
- ensuring ethical practices
- protecting our environment
- generating regional growth.

Despite global economic uncertainty, *Buy Queensland* has ensured more procurement investment is won by Queensland businesses:



Awarded about **\$57.81 billion** in procurement investment to more than **70,480** Queensland-registered businesses in the period between 1 September 2017 and 31 December 2022



Of the more than **70,480** Queensland-registered businesses that supplied goods and services to the Queensland Government, approximately **44 per cent** (over **31,030**) were Queensland regional businesses



Delivered **28.96 per cent** (**approximately \$5.78 billion**) of procurement investment with Queensland small and medium enterprises for the period between 1 July 2021 and 30 June 2022.

Buy Queensland is about stewarding our procurement investment to support quality, local jobs, boost the Queensland economy and leave a lasting positive legacy for current and future generations of Queenslanders

Buy Queensland 2023

Queensland Procurement Strategy 2023 – Jobs, Economy, Legacy, Confidence

Building upon *Buy Queensland*'s achievements, the QPS outlines four outcome areas, delivered through four strategic objectives. Setting the strategic direction of Queensland Government procurement, it harnesses our significant procurement power to deliver:

- more quality, local jobs
- a thriving, resilient and decarbonised economy
- responsible intergenerational value for Queenslanders
- increased trust in procurement – better procurement data analytics, engagement, training, capability, collaboration, probity and accountability, enhancing confidence in our procurement delivery.

The QPS applies to budget sector agencies, statutory bodies, government-owned corporations and special purpose vehicles.



Winners, highly commended and finalists for the 2022 *Buy Queensland* Supplier Awards, Brisbane.

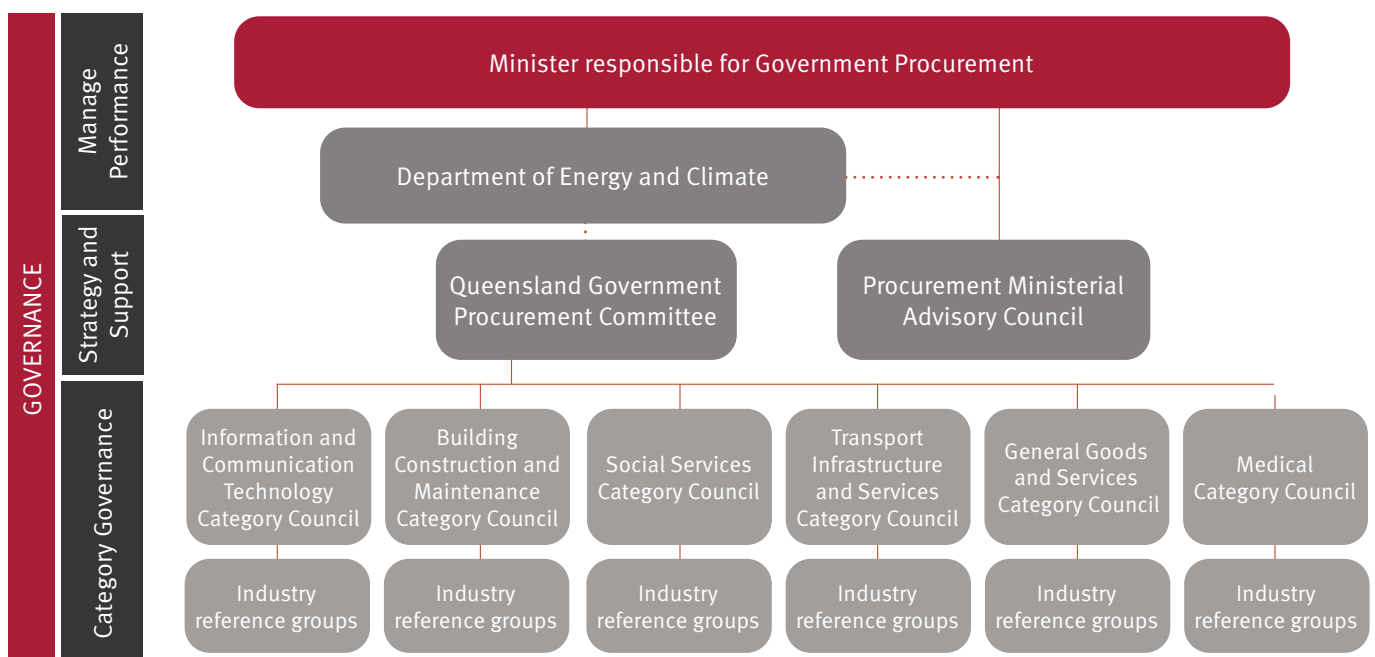
Queensland Procurement Framework

The QPS is the lead document for the Queensland Procurement Framework (Framework).

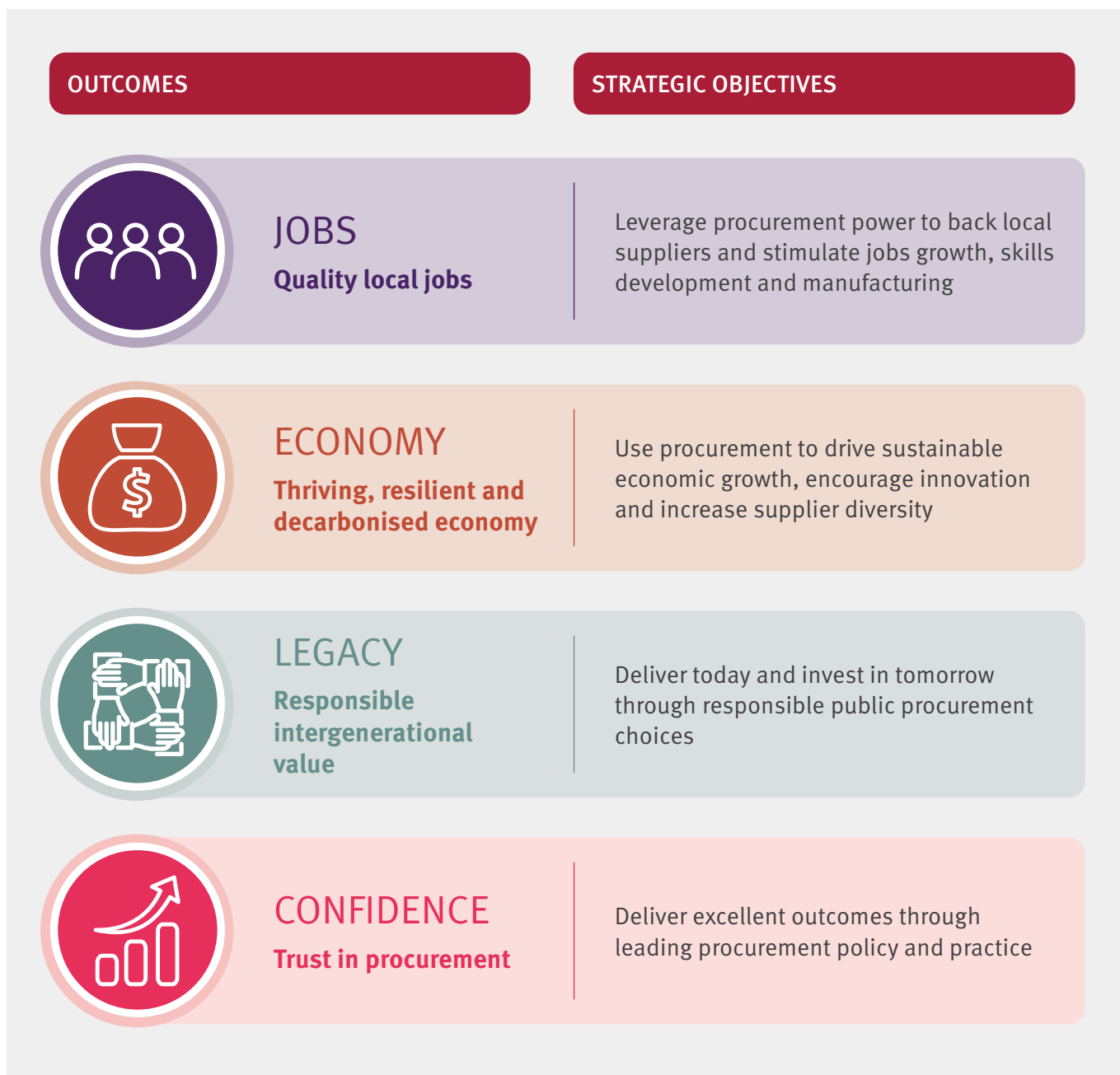
In turn, the Framework delivers *Buy Queensland 2023*, where procurement investment backs genuine, quality Queensland jobs, and drives positive economic, ethical, social and environmental outcomes for all Queenslanders, now and into the future.



The procurement framework is supported by a governance framework facilitating strategic through to operational input and engagement.



QPS – outcomes and strategic objectives





Total Uniform Solutions, Brisbane



JOBS Quality local jobs

Leverage procurement power to back local suppliers and stimulate jobs growth, skills development and manufacturing

Putting Queenslanders first

From a small purchase to a major project, we aim to use procurement investment to support genuine, quality, local jobs and businesses employing a local workforce. By increasing local employment, money remains in the local community. Local enterprise income is returned to local owners, and reinvested locally. It upskills Queenslanders and provides Queensland manufacturing opportunities.

Keeping procurement local is important to us; we will continue to drive the use of procurement to invest locally to the greatest practicable extent, and will take a local benefits approach to all procurement.

Strong foundations

Building on the strong foundations set by *Buy Queensland* in 2017, we will continue to use our procurement to:

- create genuine, quality, secure ongoing jobs for Queenslanders, build regional Queensland, reduce long-term and youth unemployment, and increase apprentice and trainee opportunities

- enhance local workforce participation (including apprentices and trainees) in significant Queensland Government infrastructure projects worth \$100 million and above, wherever possible
- apply *Buy Queensland first* by prioritising food and beverages made, grown or produced in Queensland, identifying potential suppliers using the Queensland Government Food and Beverage Supplier Directory
- apply the best practice principles to projects worth \$100 million and above, and declared projects.

Taking it to the next level

Through *Buy Queensland 2023*, we will:

- adopt a local benefits approach to all procurement, and simplify and sharpen the focus of our Local Benefits Test to support local workforces
- consolidate Local Benefits Test and Queensland Charter for Local Content requirements, streamlining requirements for suppliers.



In 2021-22, the value of contracts awarded through QTenders, with suppliers who have a Queensland presence, rose to 93 per cent, up from 85 per cent in 2016-17

Investing more in the local community

We will apply a local benefits approach to all procurement.

For routine procurement, we will invite at least one local supplier to respond to every quote or tender, except where the goods or services are not able to be supplied by a local supplier. We will document our reasons if a local supplier is not invited.

For significant procurement, we will apply a streamlined Local Benefits Test with a focus on supporting the local workforce, and apply a local benefits weighting of between 10 to 30 per cent in evaluations. We will document our reasons if the test is not applied.

Case study: Munster Services Group

Munster Services Group is a great example of putting Queenslanders first and the *Buy Queensland* procurement approach by directly contributing to the creation of quality local jobs, buying through local businesses wherever possible, and supporting the local community when supplying directly to Queensland Government.

Based in Logan, the company helps maintain Queensland's water and wastewater infrastructure, and services heavy industries. It is Queensland owned and operated, with a workforce of more than 100 full-time permanent employees across all ages, skills, and backgrounds, and is actively supporting women into trades and engineering.



Munster Services Group, Logan



BOC hydrogen refuelling station at BP Port of Brisbane, Lytton



ECONOMY **Thriving, resilient and decarbonised economy**

Use procurement to drive sustainable economic growth, encourage innovation and increase supplier diversity

Driving growth through procurement

Procurement investment is a powerful tool for economic recovery, growth and resilience.

In tough times, our suppliers work with us, innovating and pivoting to supply critical goods and services to Queenslanders.

By using the right procurement strategy and method, we can optimise the procurement outcome while advancing the government's economic, ethical, social and environmental objectives.

We are committed to:

- improving opportunities to participate in procurement for all types of suppliers to enhance supplier base diversity
- prioritising suppliers employing a local workforce, enhancing their capacity and capability to thrive
- positioning Queensland to foster and adopt innovation, driving more genuine, quality, local jobs, and better economic and community outcomes

- prioritising a decarbonised future
- implementing circular economy¹ principles in procurement, providing more opportunities for local businesses that support resource efficiency.

Buy Queensland 2023 is about using our procurement power to:

- protect critical supply and foster world class manufacturing by introducing Supply Chains of State Significance
- support the growth of renewable energy to power our future, reducing our exposure to global supply chain disruption and competition for global energy components
- support opportunities to reduce climate risk, strengthen supply chain resilience and drive a broader market shift towards innovative, low carbon products and services.

¹ The circular economy is about changing the way we design, produce, use and dispose of products, focusing on minimising waste by keeping materials in use for longer and extracting maximum value from them.



\$4.5 billion investment in cheaper, cleaner energy through the Queensland Renewable Energy and Hydrogen Jobs Fund

Strong foundations

Building on the strong foundations set by *Buy Queensland* in 2017, we will continue to use our procurement to:

- increase government procurement spend with Aboriginal and/or Torres Strait Islander businesses to three per cent
- spend at least 30 per cent of our procurement dollars with Queensland small and medium enterprises (SMEs)
- invite at least one local supplier, where possible, for every quote or tender
- increase spend with genuine, quality, social enterprises providing award-based wages (using the Supported Wage System where appropriate) and pathways to mainstream employment for disadvantaged Queenslanders
- encourage innovation.
- boost access for suppliers including for example small and medium enterprises; Aboriginal and/or Torres Strait Islander businesses; social enterprises; women-owned and/or women-led businesses; businesses owned or operated by people with disability; and culturally and linguistically diverse suppliers
- enhance common-use supply arrangement diversity including ensuring regional and remote suppliers are represented on our arrangements
- implement the renewable energy procurement policy to drive local economic development, build Queensland communities and establish industries such as green hydrogen and wind
- develop a circular economy target as part of Queensland's Waste Management and Resource Recovery Strategy review
- support Queensland's Climate Action Plan by setting an emissions baseline for each priority procurement category by 2024, and aim for priority procurement activities to reduce emissions by at least 30 per cent from the baseline by 2030, with a recommended target of 5 per cent reduction from the baseline per year
- develop a procurement-related policy to stimulate the economy through improved innovation in government procurement including access for innovative suppliers.

Taking it to the next level

As part of *Buy Queensland 2023*, we will:

- encourage flexible procurement techniques (including set-asides² and early market engagement where appropriate) to achieve government objectives while maintaining value, probity, accountability, and due diligence considerations

² A set-aside involves reserving or 'setting aside' certain government procurement contracts for specified types of businesses, as part of a procurement strategy to pursue identified government economic, ethical, social and/or environmental objectives.

Supply Chains of State Significance

We use our procurement power to support local jobs and manufacturing, through for example, our local benefits approach and support of innovation. We are adding a new measure to take this even further and support the establishment and growth of new industries through Supply Chains of State Significance.

Where a Supply Chain of State Significance is declared, activity will centre on building a capable and competitive Queensland manufacturing sector, boosting Queensland content and managing risk for critical supply chains. This involves putting in place strategies like set-asides for local goods, materials, componentry and services where appropriate.

Agencies will record an ‘if not, why not’ statement in situations where Queensland suppliers are unable to be engaged within a Supply Chain of State Significance.



Case study: Aussie Active Desks

Aussie Active Desks demonstrates its commitment to *Buy Queensland* and putting Queenslanders first by engaging various regional Queensland businesses to manufacture, test and promote its products.

The company has an Australian Made Campaign licence and sources its products from Australia, for example, the Laminex decor wood board for desktops comes from Gympie, and the desks are manufactured in Pomona by Page Furnishers.

Since 2019, Aussie Active Desks has used a Sunshine Coast engineering consultant to provide research and testing services for units to Australian Standards for quality and safety. They use Queensland suppliers for their graphic design, company car, uniforms, printing and photography.

Aussie Active Desks received a Highly Commended Award at the 2021 *Buy Queensland* Supplier Awards in the Putting Queenslanders First category.



Aussie Active Desks, Bells Creek

Case study: Building Queensland's flood resilience

The Brisbane-based disaster technology company FloodMapp, exemplifies the *Buy Queensland* procurement approach, almost tripling its local workforce from 10 to 29 in six months. This enabled FloodMapp to develop the three innovative technology products (ForeCast, NowCast and PostCast) that delivered positive outcomes for Queenslanders by enabling quick, informed disaster and recovery responses during floods.

FloodMapp co-founder, CEO Juliette Murphy commercialised the world's first 'at scale, real time intelligence tool' in three years.

The company grew quickly as they utilised emerging tools and technologies like AI and machine learning, along with traditional hydraulics and hydrology approaches.

Engagement with government agencies helped inform, and pilot the product.

"We have given them tools that helped to save lives, prevent damage to assets and streamline

distribution of recovery funds and resources to these communities," Juliette said.

FloodMapp integrates asset-specific, live mapping feeds with existing geographic information systems.

During the 2022 floods, ForeCast, NowCast and PostCast provided real-time flood intelligence services for 191 days, 24 hours per day.

Thirty-one ForeCast flood maps across thirteen cities and towns were delivered to Queensland Fire and Emergency Services, enabling warning time, door knocking, evacuation planning, swift water rescues, and preventing livestock loss and damage.

The 4584 NowCast flood maps helped prevent asset damage and enabled de-energising, while PostCast maps facilitated timely recovery.

Supporting local has allowed FloodMapp to 'fuel its growth' to create Queensland jobs and win international contracts, while boosting Queenslanders' resilience.



Floodmapp, Fortitude Valley



Queensland family on Gold Coast beach



LEGACY Responsible intergenerational value

Deliver today and invest in tomorrow through responsible public procurement choices

Creating long-term, intergenerational value through procurement

Through procurement, we will deliver enduring community value³.

We will embrace a responsible public procurement approach focused on community wellbeing. We will invest in ethically, environmentally and socially responsible suppliers. Our actions, aligned with community expectations on issues such as modern slavery, ethical procurement of textiles, clothing and footwear, and animal welfare, will bring long-term, intergenerational value.

Strong foundations

Building on the strong foundations set by *Buy Queensland* in 2017, we will continue to use our procurement to:

- procure Australian-sourced, environmentally accredited paper products
- reduce carbon emissions to contribute to achieving net zero emissions by 2050
- only do business with suppliers that comply with the Ethical Supplier Threshold, through applying the Queensland Government Supplier Code of Conduct
- contribute to ending domestic and family violence through our evaluation processes

- ensure that all Queensland Government procurement activities comply with the *Disability Discrimination Act 1992* (Cth)
- provide pathways to mainstream employment for disadvantaged Queenslanders
- support the purchase of textile, clothing or footwear products from ethical manufacturers and suppliers wherever possible
- avoid procuring 'dumped goods', which impact local industry and manufacturers who struggle to compete against imported goods sold cheaper than the price charged in the country of manufacture, or below the cost of manufacturing the good.

Taking it to the next level

Through *Buy Queensland 2023*, we will:

- lead by example in undertaking responsible public procurement, including managing modern slavery risks in supply chains, and requiring supplier compliance with the Queensland Government Supplier Code of Conduct
- use flexible procurement measures, including set-asides, to create more opportunities for supplier diversity

³ Enduring community value is about the long-term economic, ethical, social and environmental value for current and future generations of Queenslanders.

The Brisbane 2032 Olympic and Paralympic Games has the potential to support around 130,000 direct jobs, including over 10,000 sustained jobs for at least three years post-Games

- ensure everyone gets a fair day's pay for a fair day's work, by updating the Ethical Supplier Threshold to ensure that a supplier pays award-based wages to people with a disability (using the Supported Wage System where appropriate)
- update the Queensland Government Supplier Code of Conduct to mandate that suppliers address ethical risks when procuring textiles, clothing and footwear products, and food and beverages sourced from animals.

Creating a better future for Queenslanders

When undertaking procurement for projects valued at \$100 million and above, we will identify and pursue enduring community value. This includes a focus on securing long-term value for Queenslanders from the Brisbane 2032 Olympic and Paralympic Games.

Case study: Ability Enterprises

Ability Enterprises, a not-for-profit social enterprise, provides meaningful employment opportunities for vulnerable Queenslanders with disabilities.

Their contribution to community safety during the pandemic demonstrates the *Buy Queensland* procurement approach of putting Queenslanders first.

When approached to undertake COVID quarantine and general cleaning during the pandemic, 46 Toowoomba employees willingly stepped up to help keep Queenslanders safe under a QBuild cleaning contract. Ability Enterprises imported Australia's first NOCO Max fogging machine, used to COVID sanitise state government offices. They also cleaned government cars, and wearing full PPE including full face breathing apparatuses and Hazmat suits, undertook deep cleaning at the Wellcamp quarantine facility.

Chief Executive Officer of Ability Enterprises, Tracey Scanlan said, "Our staff really stepped up to the challenge. I think the idea of being part of something

bigger, for the betterment of all was empowering to them."

Winning Buy Queensland awards in 2019 and 2021 set Ability Enterprises on a strong growth journey. It validates the Buy Queensland procurement approach by sourcing local suppliers, employing from its community and engaging with local businesses and government.

Ability Enterprises continues to innovate, looking forward for strategic growth opportunities which provide meaningful work opportunities for its employees.





Queensland Council of Social Services, Brisbane



CONFIDENCE Trust in procurement

Deliver excellent outcomes through leading procurement policy and practice

Procurement driven by the highest standards

We drive value for money in our procurement. This means more than just selecting the lowest priced offer. It involves advancing relevant government economic, ethical, social and environmental objectives, while observing high standards of integrity, probity and accountability commensurate with the objective, value and risk of the procurement. This not only improves transparency and business confidence, but importantly, ensures the long-term wellbeing of Queenslanders is put first.

We achieve this by:

- enhancing the capability of our procurement function and data analytics
- maintaining an effective and contemporary governance framework
- working with suppliers to reduce duplication and leverage industry insights

- clarifying procurement scope and value for money, optimising forward procurement planning and providing debriefs to unsuccessful suppliers
- maintaining a sharp focus on making it easier for suppliers to do business with government.

Compliance with the QPP ensures everyone plays by the rules, and drives better outcomes for Queenslanders. The Queensland Government Procurement Compliance Branch ensures government suppliers and agencies meet their commitments under the QPP by:

- conducting audits and investigations
- managing procurement complaints
- reviewing tenders to ensure prospective suppliers will deliver genuine, quality and secure ongoing jobs with fair pay and safe working conditions.



In 2021-22, *Buy Queensland* investment with Queensland-registered suppliers reached \$11.85 billion

Strong foundations

Building on the strong foundations set by *Buy Queensland* in 2017, we will continue to use our procurement to:

- put Queenslanders first when securing value for money in our procurement, recognising value for money is more than just the lowest price
- undertake procurement with integrity, ensuring probity and accountability for outcomes
- assess value for money holistically using strengthened data and analytics
- do business with ethical suppliers, through the application of the Ethical Supplier Threshold and Ethical Supplier Mandate
- improve forward planning and provide advance notice of procurement activities
- make it easier to do business with government
- build procurement capability and expertise
- support positive outcomes, while celebrating, promoting and recognising suppliers and buyers who excel in achieving these outcomes through the *Buy Queensland* Supplier and Buyer Awards.

The *Buy Queensland* approach to government procurement has seen procurement's functional maturity improve from 'Foundation' to 'Established'. *Buy Queensland 2023* will move Queensland Government procurement to 'Leading' status by 2027.

Taking it to the next level

Through *Buy Queensland 2023*, we will:

- update the definitions of 'procurement' and 'value for money' to help make it easier to understand and apply
- develop guiding principles for the collection and publication of forward procurement information
- develop business rules for the establishment and management of common-use supply arrangements
- mandate that debriefing is to be offered to all suppliers who tender for government business
- mandate departments to conduct procurement functional maturity and capability assessments
- mandate departments to develop procurement certification targets, and track progress
- strengthen compliance monitoring with the QPP
- mandate procurement awareness training for any employee new to purchasing or procurement
- mandate the use of plain language in tenders and contracts, and request only relevant information from suppliers
- ensure the QPP clearly states the government's compliance expectations for procurement
- proactively report procurement audit and compliance activities, driving better procurement outcomes.



Making it easier to supply to government

We will produce an action plan to:

- refine and maximise the potential of our governance bodies to enhance engagement between government, industry and unions on strategic procurement policy issues
- make it easier for suppliers to do business with government, including when tendering for government work.

Case study: Department of Resources

A commitment to supporting local jobs, small and medium enterprises, and Aboriginal and/or Torres Strait Islander businesses, and the adoption of flexible, innovative procurement approaches and best practice governance, has seen Department of Resources Project Manager, Andrew Friend and Senior Procurement Officer, Jose Puttanani win an award for Procurement Excellence at the inaugural 2022 *Buy Queensland Buyer Awards*.

As part of the Abandoned Mine Lands Program, which is a Queensland Government initiative to manage the public health, safety and environmental risks from abandoned mines within Queensland, Andrew and Jose procured goods and services to enable the management and remediation of the Baal Gammon and Collingwood Tin Abandoned Mines located in North Queensland. Their work, underpinned by the Queensland Procurement Policy objectives, displays excellence in procurement and contract management.

Their approach focuses on:

- optimising participation of local businesses, small and medium enterprises (SME), and Aboriginal and/or Torres Strait Islander businesses
- empowering suppliers to tender for work
- implementing strong governance and planning approaches, including consultation with internal and external stakeholders to maintain confidence in procurement management

- utilising collaborative strategies for procurement and contract management
- encouraging staff to consider the pros and cons of unbundling, and investing effort into contract managing work with SMEs and local suppliers.

Andrew and Jose have exemplified procurement excellence, delivering value for money, significant local supplier content, SME spend and Aboriginal and/or Torres Strait Islander business spend, and improved internal capability to undertake innovative procurement approaches.



2022 *Buy Queensland Buyer Awards* winners

Case study: Advocate for Indigenous procurement

Marrawah Law, headquartered in Cairns, is a leading independent Indigenous law firm. It is 100 per cent female and Indigenous owned with more than 80 per cent First Nations employment, is National Doyle's Guide and International Chambers listed (an independent directory showcasing Australia's best firms and lawyers), and Supply Nation certified.

Marrawah Law developed Queensland's first Indigenous Corporate Wealth Sharing model, providing a template for Indigenous communities to start commercial companies and equitably share profits.

Principal Solicitor and owner, Leah Cameron said, "The model, developed for the Queensland Government, was successfully trialled at Cherbourg.

"Now other communities can pick it up and use it for all different sorts of businesses."

Marrawah Law exemplifies the *Buy Queensland* procurement approach – providing solutions to support government procurement initiatives, employing Indigenous peoples and demonstrating supply chain diversity by using local Indigenous suppliers, from taxi services and catering to marketing, wherever possible.

The 100 per cent Indigenous-owned law firm, which started in 2013, has 14 staff in Cairns and Brisbane. The firm offers high school work experience, and accommodates law students' practical, legal training and placements.

It has represented 45 Indigenous businesses in Queensland, 26 Prescribed Bodies Corporate, and engaged with several Queensland Government agencies on housing, education and general living improvements to benefit Queenslanders.

Leah regularly advocates the benefits of Indigenous procurement to organisations ranging from government and corporates to the Queensland Law

Society and media, while staff lecture and mentor at programs, such as the Minderoo Foundations' Dream Summit.

Leah said Marrawah Law's Indigenous staff were community role models, demonstrating that they too could be lawyers, practice managers or work in finance.

"We can have these really high-flying jobs and still be able to live up to expectations in our community.

"We can walk in two worlds," Leah said.

Now working collaboratively with bigger companies on Queensland Government projects, Leah is driving Marrawah Law to be a much bigger presence in the Queensland legal profession.

Supply Nation's research shows for every \$1 spent at Marrawah Law, \$4.41 of social impact is generated via their pro-bono work, their supply chain, and their more than 80 per cent Indigenous staffing and their clients.



Marrawah Law, Cairns



Queensland
Government