Published December 2025

Supply Nation

Supply Nation Research Report

State of Indigenous Business

An analysis of procurement spending patterns with Indigenous businesses 2024–25

ISSN 2652–9467

Copyright and disclaimer

Acknowledgement of Country

Supply Nation acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to land, skies, waters and community. We pay our respect to them and their cultures; and to Elders past and present.

About Supply Nation

Supply Nation is Australia's leader in supplier diversity. Since 2009, we have worked with Aboriginal and Torres Strait Islander businesses, along with procurement teams from government and corporate Australia to shape today's evolving Indigenous business sector.

Supply Nation is the custodian of Indigenous Business Direct, Australia's largest national directory of verified Aboriginal and Torres Strait Islander businesses. Our five-step verification process ensures all businesses listed on Indigenous Business Direct are Indigenous-owned and regularly audited for changes in company structure and ownership.

Supply Nation partners with members from the government, corporate and not-for-profit sectors to include supplier diversity in procurement policies. We work with our members to develop and support supplier diversity aligned with global best practice, which enables greater participation of the Indigenous business sector.

Supply Nation has established an internal research function to deliver evidence-based programs that strengthen our advocacy for the needs and benefits of Indigenous business and procurement. One focus of our research is understanding the contours, trends and contributions that the Indigenous business sector makes to the broader national economy, as well as its contribution to Indigenous well-being and self-determination.

Supply Nation collaborates with a range of university centres, government and independent research agencies on research projects of relevance to Indigenous peoples and businesses. It is primarily disseminated through:

Supply Nation Research Reports – substantial, original pieces of research on topics of relevance to our mission and suppliers.

Supply Nation Research and Policy Briefs – concise papers that summarise key areas of research or policy relevant to the Indigenous business sector and other key stakeholders.

For further information, contact:

research@supplynation.org.au

1300 055 298

Contents

Definitions

Term	Definition
Certified Supplier	A business that is 51% or more Aboriginal and/or Torres Strait Islander-owned, managed, and controlled.
Registered Supplier	A business that is 50% or more Aboriginal and/or Torres Strait Islander-owned. This category caters for equal partnerships with non-Indigenous owners.
Indigenous business	An Aboriginal and/or Torres Strait Islander-owned business, including Registered Suppliers and Certified Suppliers.
Indigenous Business Direct	Supply Nation’s publicly available, national online directory of Aboriginal and Torres Strait Islander businesses.
Spend	A Supply Nation member’s procurement spend with Indigenous businesses.
Supply Nation member (purchasing organisation)	A corporate, government or not-for-profit organisation that pays a membership fee to Supply Nation and commits to purchasing goods and services from Indigenous businesses.
Female-owned Indigenous business	An Aboriginal and/or Torres Strait Islander business that meets the Indigenous ownership criteria and is majority-owned by women.
First-tier spend	The value of the purchase made between a buyer and a Tier 1 Indigenous supplier.
Second-tier spend	The value of invoices raised by a Tier 2 Indigenous supplier and paid for by a Tier 1 contractor.
Small- to medium-sized business	Small businesses have zero to 19 employees; medium businesses have 20 to 199 employees; and large businesses have more than 200 employees, according to the Australian Bureau of Statistics.

Acronyms

Acronym	Definition
AIMSC	Australian Indigenous Minority Supplier Council
FY	Financial year
IJV	Incorporated joint venture
IPP	Indigenous Procurement Policy
NFP	Not-for-profit
NMSDC	National Minority Supplier Development Council
ORIC	Office of the Registrar of Indigenous Corporations
RAP	Reconciliation Action Plan

Foreword

I am pleased to present Supply Nation's latest State of Indigenous Business report. The report draws on data from Supply Nation's supplier and member records to provide a comprehensive view of trends, challenges and opportunities shaping the Indigenous business sector.

It provides strong evidence that Supply Nation's corporate, government, and not-for-profit members continue to leverage procurement to drive economic empowerment and self-determination for Aboriginal and Torres Strait Islander communities.

The 2024–25 financial year showed significant growth in spending with Indigenous suppliers, reflecting ongoing efforts to strengthen supplier diversity and economic participation across Australia.

A new national milestone was reached with Supply Nation members recording a total of over $5.83 billion in procurement spend with verified Indigenous-owned businesses. This exceeded an already strong figure of $4.6 billion in the previous financial year.

Pleasingly, the report confirms that female-owned businesses are making a significant contribution to the sector, with these businesses receiving a significant amount of procurement spend at $1.52 billion despite representing approximately 30% of the 6000 suppliers on our database.

In a difficult year marked by trade disruptions, economic uncertainty and cost of living challenges, our members and suppliers have continued to seek opportunities for commercial collaboration, driving growth and resulting in positive economic and social outcomes.

Indigenous-owned businesses are making a significant contribution to the national economy and the prosperity of all Australians. While there are still many challenges, including a large disparity between urban-based suppliers and regional and rural locations, as well as the large percentage of relatively smaller transactions, our report confirms the sector continues to grow.

Certified Suppliers are receiving both higher value and higher numbers of transactions than Registered Suppliers while representing around 35% of overall numbers of businesses, indicating a strong preference from our members to procure from Certified Suppliers.

Indigenous-owned businesses are active in all sectors of the economy driving innovation, job creation and sustainability initiatives.

Supply Nations member and supplier cohorts continue to grow strongly illustrating the ongoing relevance of supplier diversity strategies to business and the growth of these Indigenous-owned enterprises.

The report contains valuable insights on the sector and is timely given the Federal Government's proposed reforms to the definition of an Indigenous business as part of the Indigenous Procurement Policy (IPP).

Thank you for your interest.

Kate Russell
Chief Executive Officer
Supply Nation

Executive summary

Procurement trends FY24–25

Procurement with suppliers has grown from $4.6 billion in FY23–24 to **$5.83 billion in FY24–25**

90% of procurement spend in FY24–25 was with small- to medium-sized businesses

96% of procurement was Tier 1 spend. Members who spent the most (**$4.1 billion**) have been with Supply Nation for 5 to 9 years

Registered Suppliers received transactions valued at **$2.2 billion,** while **Certified Suppliers** received **64%** more, totalling **$3.6 billion**

Transaction trends FY24–25

Western Australia members accounted for **$1.26 billion** in spend

Mining led transactions with spend of **$1.65 billion**

829 transactions valued at more than **$1 million each**

$1.5 billion received by female-owned businesses

Construction was the leading sector for transactions with female-owned businesses (**$344 million**)

Urban based suppliers received **82%** of all transactions totalling **$4.8 billion**

Recommendations to ensure the long-term sustainability of the Indigenous business sector

- Continue prioritising increased spend with female-owned businesses.
- Increase average transaction size for all suppliers.
- Strengthen remote and rural business spend.
- Increase diversification of transaction size into other industries.
- Increase geographic spend, with a focus on South Australia and Tasmania.

1. Introduction

In 2009, Supply Nation, known then as the Australian Indigenous Minority Supplier Council, was established in response to the Government's inquiry into Indigenous Economic Development. The model was intended to emulate the National Minority Supplier Development Council's model from the United States, which was established during the civil rights movement in the 1960s to support growth in diversity of businesses and employment.

Diversifying supply chains enables businesses to be more flexible, innovative, and sustainable. Supply Nation is helping organisations of all sizes across Australia to implement best practice approaches to help procurement teams successfully engage with Indigenous businesses and diversify their supply chains.

Supply Nation's vision is a prosperous, vibrant and sustainable Indigenous business sector in Australia. We work toward our vision by:

- Managing Australia's largest directory of verified Indigenous businesses through our world-leading 5-step verification process.
- Facilitating connections between Indigenous businesses and our corporate, government and not-for-profit members.
- Driving the understanding that purchasing power can be used to deliver positive social outcomes.

Being registered or certified with Supply Nation has many benefits, including a business profile listing on Indigenous Business Direct; support, advice, relevant tools and resources; and access to networking events, training, and information sessions.

Since our inception, Supply Nation has been driving supplier diversity across Australia, with more than 5,960 verified Indigenous businesses (at 15 October 2025).

Supply Nation members include federal, state, and local government agencies, corporate businesses and not-for-profit organisations. Government agencies are required by the Indigenous Procurement Policy to utilise Indigenous Business Direct 'as the first port of call for procurement officers to search for Indigenous businesses to fulfil their targets'[1]. Private corporations are adopting similar approaches, developing procurement plans to increase engagement and spend with Indigenous businesses.

This report drew on Supply Nation's collated data to understand trends in procurement spending, and to identify areas to increase engagement between our members and suppliers.

[1] Supply Nation (2021), Why join Supply Nation? supplynation.org.au/benefits/government

2. Methodology

Our research approach included the analysis of two key datasets. They were:

- SpendTracker™ for members' spend
- A separate dataset for supplier data.

The above is known collectively as the 'dataset'.

2.1 Quantitative analysis

A condition of Supply Nation membership is that purchasing organisations report their procurement spend with suppliers using the SpendTracker™ tool. Members are encouraged to report quarterly to enable effective and up-to-date benchmarking against their peers. Each member is responsible for entering data into SpendTracker™, including the number of transactions, transaction values, suppliers engaged, and payment dates.

This information allows Supply Nation to monitor changes in members' spend over time and tailor support to help them achieve their supplier diversity goals.

The findings in this report are primarily based on an analysis of Supply Nation's SpendTracker™ data, which provides detailed insights into member spending patterns. The analysis examines how spend varies by supplier location, industry sector, ownership structure, level of Indigenous ownership (Certified Supplier versus Registered Supplier), and female ownership.

A separate supplier dataset captured information provided by Indigenous businesses about the services they offer. Suppliers can select up to five service types, which are then grouped into categories aligned to industry sectors. Supply Nation determines the primary industry category based on the sector in which the supplier delivers most of its services.

The two datasets were combined to match transactions awarded by members with the industry classification of the suppliers delivering goods and services. This analysis was used to identify procurement trends and highlight opportunities to strengthen engagement between Supply Nation members and Indigenous suppliers.

2.2 Limitations

While the SpendTracker™ dataset and the supplier dataset provided valuable insights, there were limitations identified. They were:

- Both datasets relied on self-reported information from members and suppliers. This introduced potential inconsistencies or inaccuracies, as reporting practices vary across organisations.
- Members were responsible for entering procurement data into SpendTracker™, and delays or omissions in reporting may have resulted in incomplete or outdated information.
- The data did not include full records from previous years, which restricted the ability to conduct comprehensive year-on-year comparisons. Where comparisons are presented in this report, they rely on partial or summary data rather than complete historical datasets.
- A significant proportion of supplier records lacked industry classification, which limits the accuracy of sector-based analysis and may result in underrepresentation of certain industries.
- The data received included only billing location details, not trading or operational locations. This may lead to discrepancies in regional analysis, as billing addresses do not always reflect the location where services are delivered.

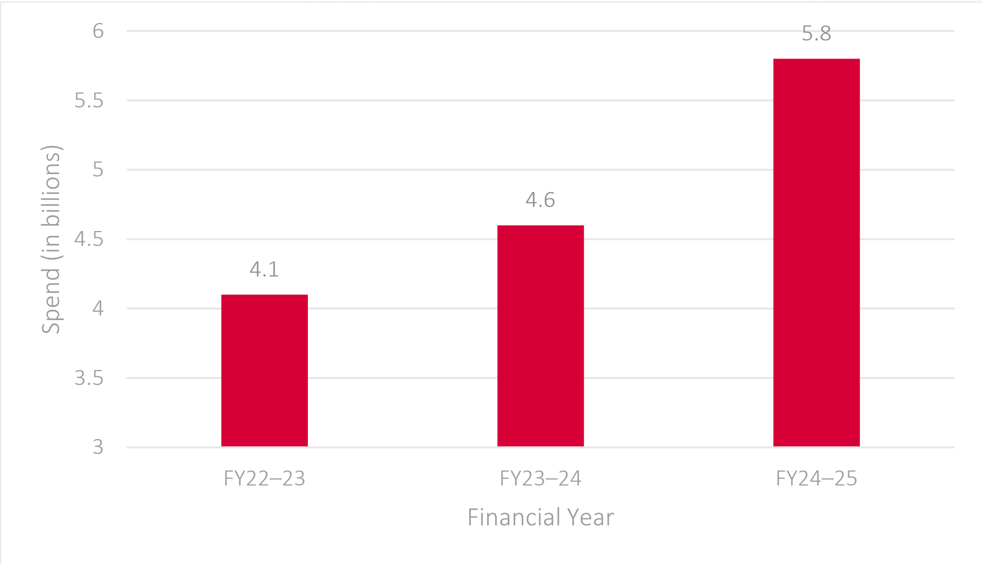
- Supplier export status contained missing entries, making it difficult to accurately assess the proportion of businesses engaged in international trade.
- Inactive or outdated supplier records may be included. This is because the data reflects the status at the time of extraction (15 October 2025) rather than at the time of transaction, which could affect accuracy in active supplier counts.
- There were blank or missing fields for female ownership in some supplier records, limiting the precision of gender-based analysis.

3. Key findings

3.1 Indigenous business growth

Procurement with Indigenous businesses has continued to grow over the past three years, increasing from $4.1 billion in FY22–23 to $4.6 billion in FY23–24, and reaching $5.8 billion in FY24–25. This sustained growth reflects ongoing efforts to strengthen partnerships and opportunities within Indigenous supply chains. The number of Registered Suppliers, Certified Suppliers and Supply Nation members also continued to rise steadily during this period.

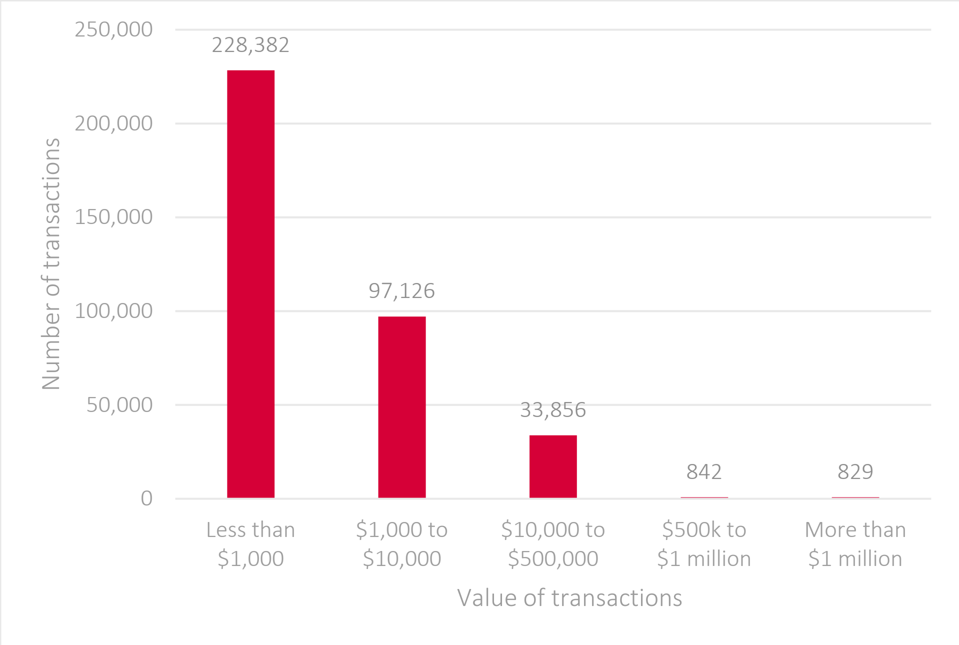
Figure 1: Growth in spend with Supply Nation suppliers over the last three years.



Interestingly, when breaking down the FY24–25 spend by the value of transactions, it was found that:

- 63.3% (228,382) of the transactions were less than $1,000
- 26.9% (97,126) of transactions were $1,000 to $10,000
- 9.4% (33,856) of transactions were $10,000 to $500,000
- 0.2% (842) of transactions were $500,000 to $1 million
- 0.2% (829) of transactions were more than $1 million.

Figure 2: Breakdown of FY24–25 spend value by number of transactions.



Of the 829 transactions that were worth more than $1 million:

- 48% were received by suppliers who have been with Supply Nation for five to nine years
- 37% were in Western Australia
- 64% were Certified Suppliers
- 66% were female-owned businesses.

Figure 3: Transactions with Supply Nation suppliers in FY24–25 that were worth more than $1 million compared to their length of time with Supply Nation.

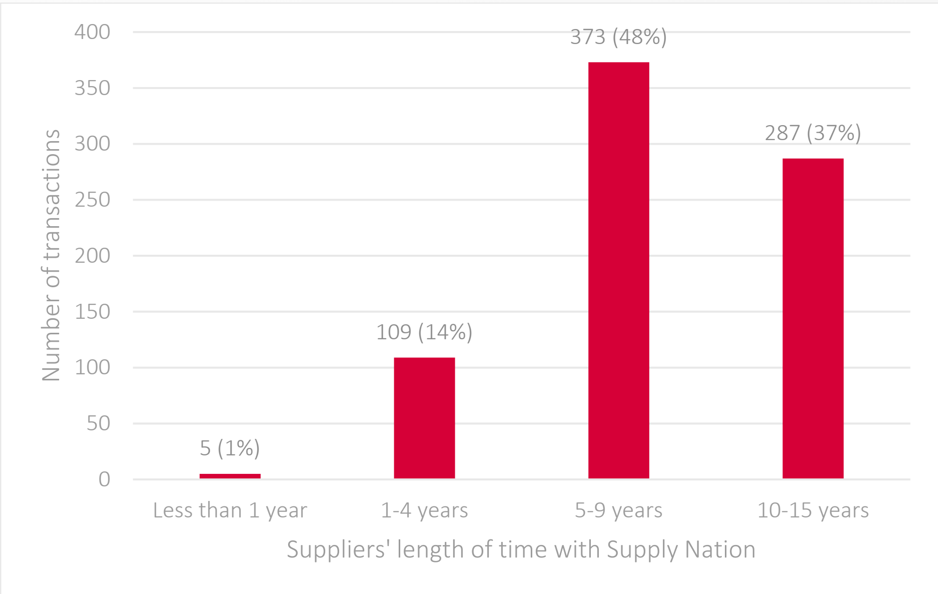


Figure 4: Location of suppliers with transactions worth more than $1 million in FY24–25.

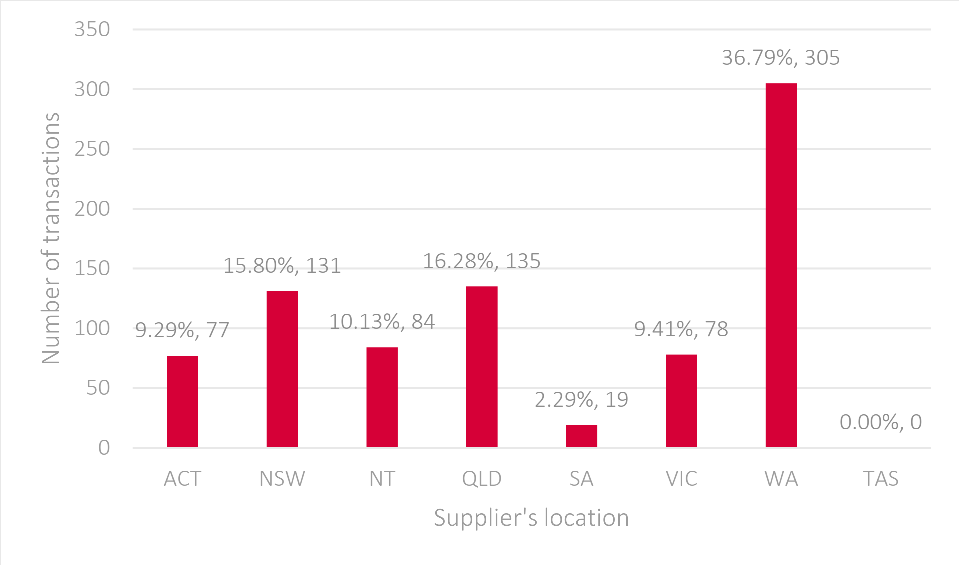


Figure 5: Verification type of suppliers who won transactions worth more than $1 million in FY24–25.

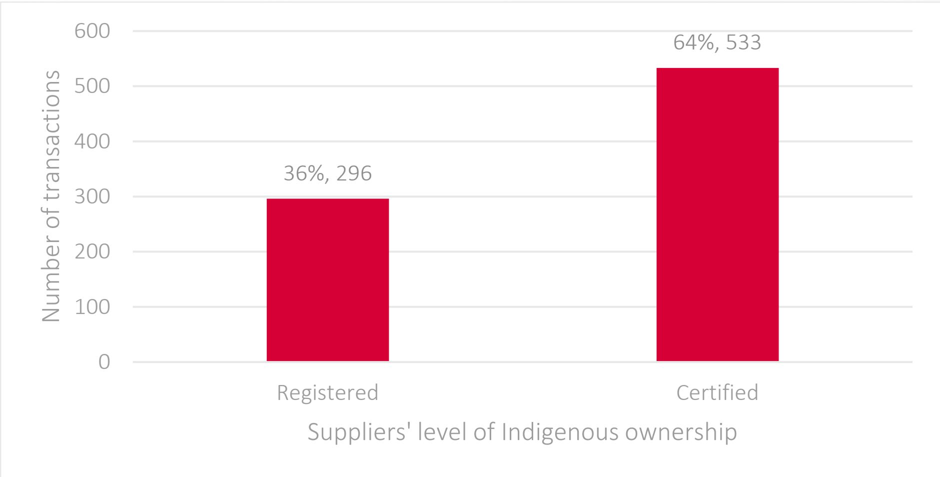
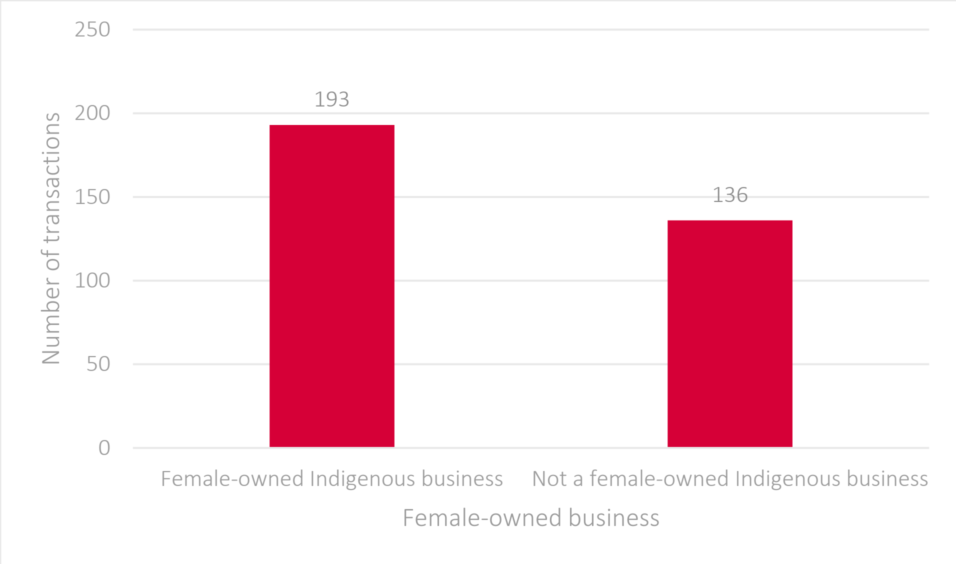


Figure 6: Suppliers who won transactions worth more than $1 million in FY24–25 compared to their level of female ownership.



3.2 Employment and revenue

In FY24–25, not-for-profit organisations employed the highest proportion of Aboriginal and Torres Strait Islander employees (83%), followed by partnerships (68%) and incorporated joint ventures (51%). Sole traders accounted for 40% of Indigenous employees, while corporations employed a smaller proportion at 30%. Trusts and ORIC-registered entities employed 25% and 36% respectively.

The location of Indigenous employment varied significantly across Australia. Tasmania reported the highest proportion at 94%, followed by New South Wales, the Northern Territory (39% each), and Victoria (29%). Western Australia reported 20%, followed by Queensland (19%) and the Australian Capital Territory (16%). South Australia had the lowest proportion at 11%.

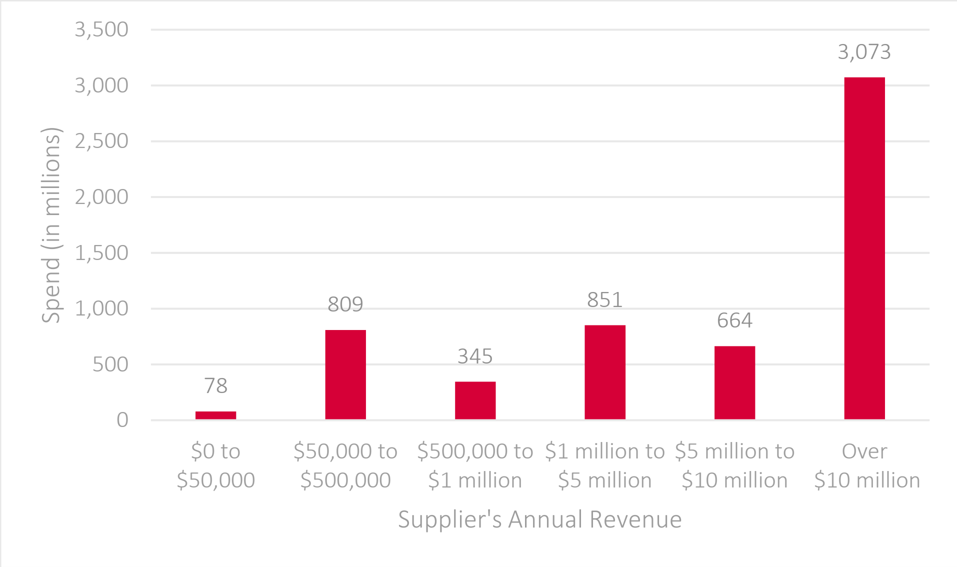
Geographically, there are notable disparities not only in employment, but also in procurement spend. South Australia recorded very low procurement spend compared to other states in FY24–25. These patterns suggest that while Tasmania shows strong Indigenous employment representation, economic engagement through procurement remains absent, and South Australia faces challenges in both employment and supplier engagement.

Figure 7: Aboriginal and Torres Strait Islander employees by suppliers' ownership structure in FY24–25.

Figure 8: Aboriginal and Torres Strait Islander employees by supplier locations in FY24–25.

When looking at annual revenue in FY24–25, suppliers earning more than $10 million per annum captured the largest share of spend at $3.07 billion (47%). Businesses with revenue between $1 million and $5 million received a total spend of $851 million (13%), while those with revenue between $5 million and $10 million accounted for a total spend of $664 million (10%). Smaller businesses with revenue between $50,000 and $500,000 received a total spend of $809 million (12%), and businesses with revenue between $500,000 and $1 million secured a total spend of $345 million (5%). Suppliers with revenue less than $50,000 represented the smallest share at $78 million (1%).

Figure 9: Members' spend compared to suppliers' annual revenue in FY24–25.



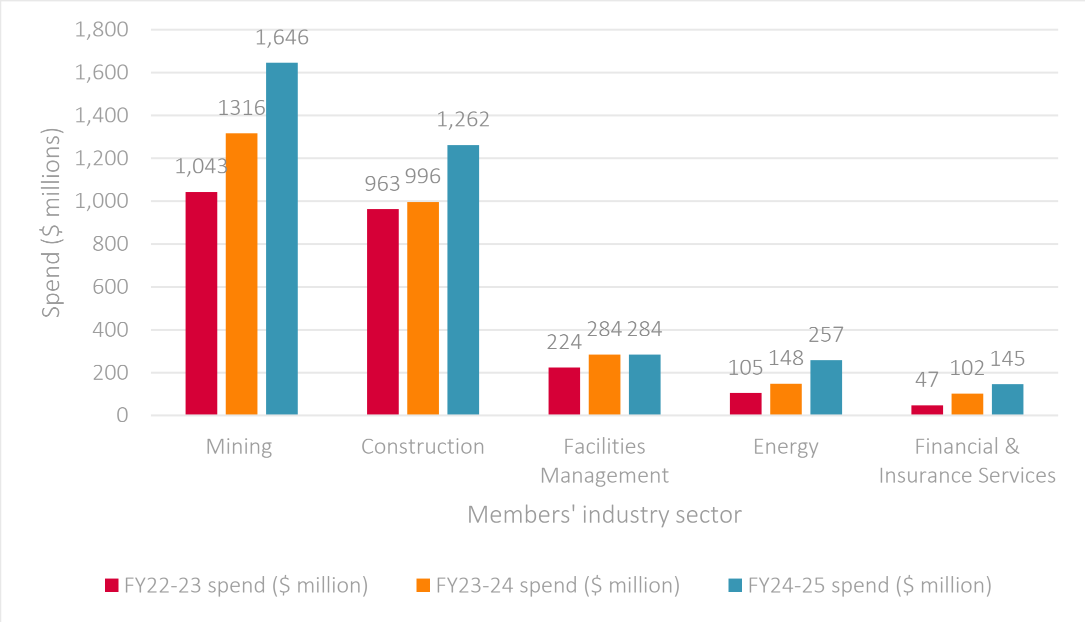
3.3 Industry sectors

Supply Nation members who had the greatest increase in industry spend from FY22–23 to FY24–25, broken down by industry sector, were:

- Mining – increased from $1.04 billion to $1.65 billion.
- Construction – increased from $963 million to $1.26 billion.
- Energy – increased from $105 million to $257 million.
- Facilities Management – increased from $224 million to $284 million (noting that spend was flat between FY23–24 and FY24–25).
- Financial and Insurance Services – increased from $47 million to $145 million.

Please note that these comparisons between industries were developed based on the sector categories highlighted in previous State of Indigenous Business reports. This allowed for comparison with previous years to see if the growth or decline trends across sectors were continuing.

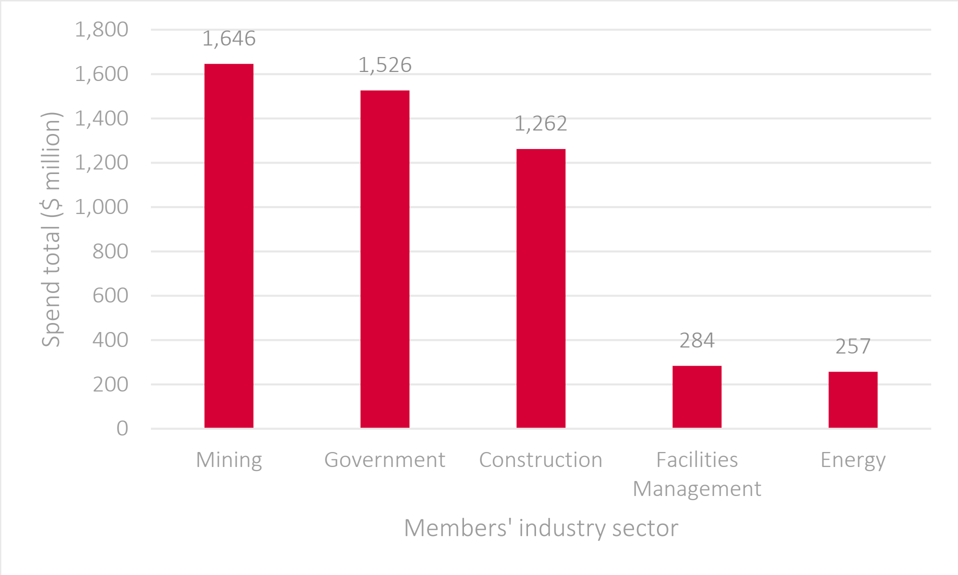
Figure 10: Top five industries by increased amount of spend from FY22–23 to FY24–25.



Despite a decline in procurement spend in recent years, the government sector remained the second-largest procurer of Indigenous goods and services in FY24–25. The sector experienced a significant reversal of its decline with an increase of almost $500 million in transactions.

Mining led with $1.65 billion in spend, followed by Government at $1.53 billion, and Construction at $1.26 billion. Facilities Management ranked fourth with $284 million, and Energy was fifth at $257 million.

Figure 11: Top five member industries by total spend in FY24–25.



In FY24–25, Indigenous businesses in the construction sector received the highest value of procurement transactions at $2.12 billion. Other supplier industries with significant procurement values included Human Resources ($337 million), Professional Training and Coaching ($253 million), Civil Engineering ($252 million), and Computer Software ($224 million).

The industries receiving the lowest procurement transaction values were Financial Services ($21,000), Program Development ($12,000), Recreational Facilities and Services ($5,000), Pharmaceuticals ($3,000), and Consumer Electronics ($2,500). These figures highlight a strong concentration of spend in infrastructure and professional services, while niche and specialist sectors remain underrepresented.

Figure 12: Top five supplier industries by value of procurement transactions received in FY24–25.

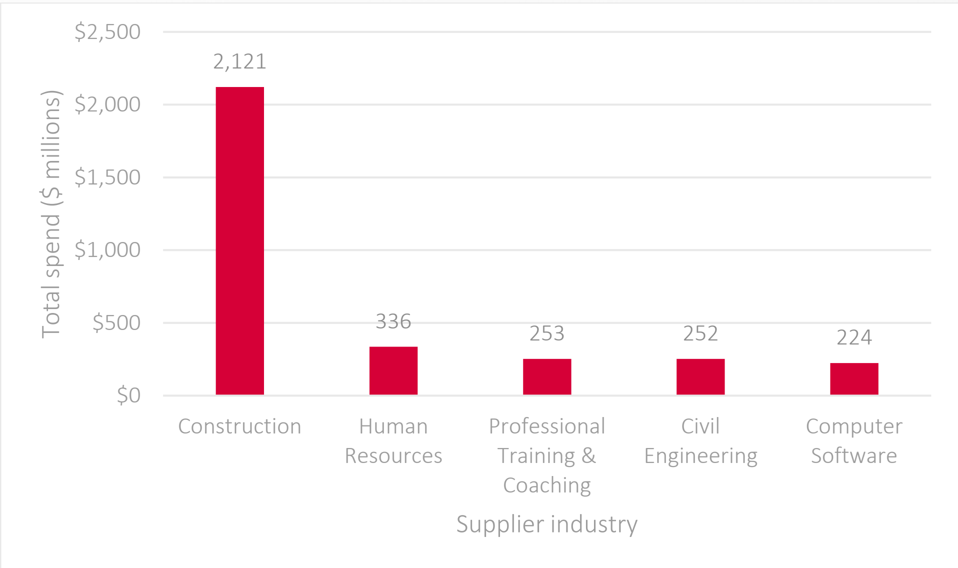
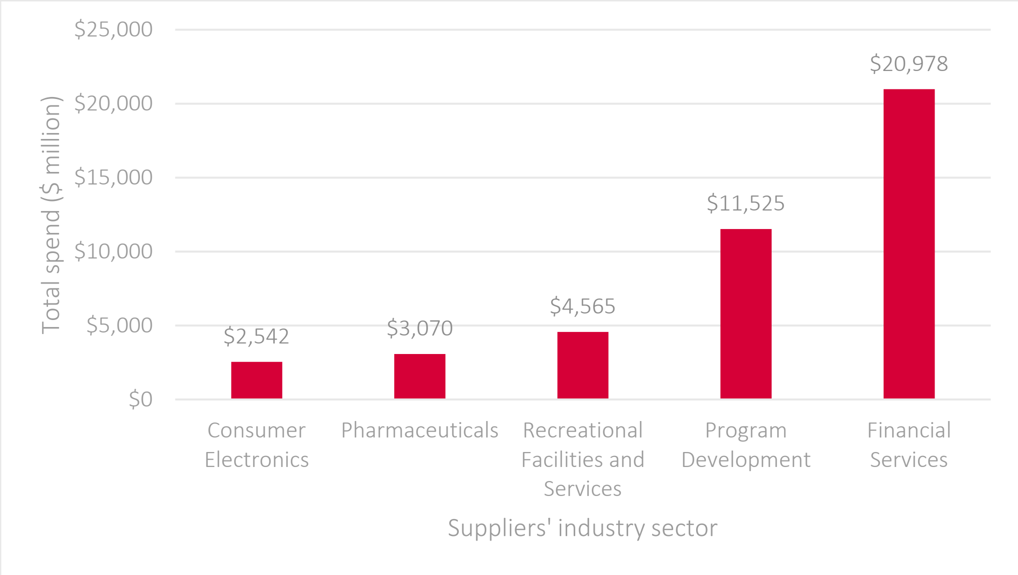


Figure 13: Bottom five supplier industries by value of procurement transactions received in FY24–25.



3.4 Business structure and ownership

Corporate buyers were the largest group of buyers from Indigenous businesses in FY24–25, totalling a spend of $4.2 billion; followed by government buyers at $1.6 billion; and not-for-profit buyers at $22 million. Indigenous businesses who received the most spend, broken down by organisation type were:

- Corporate ($4.4 billion)
- Incorporated joint venture ($1.1 billion)
- Trust ($165 million)
- Not-for-profit ($100 million)
- Aboriginal corporations ($60 million)
- Sole traders ($17 million)
- Partnerships ($3 million).

Figure 14: Members' spend by organisation type in FY24–25.

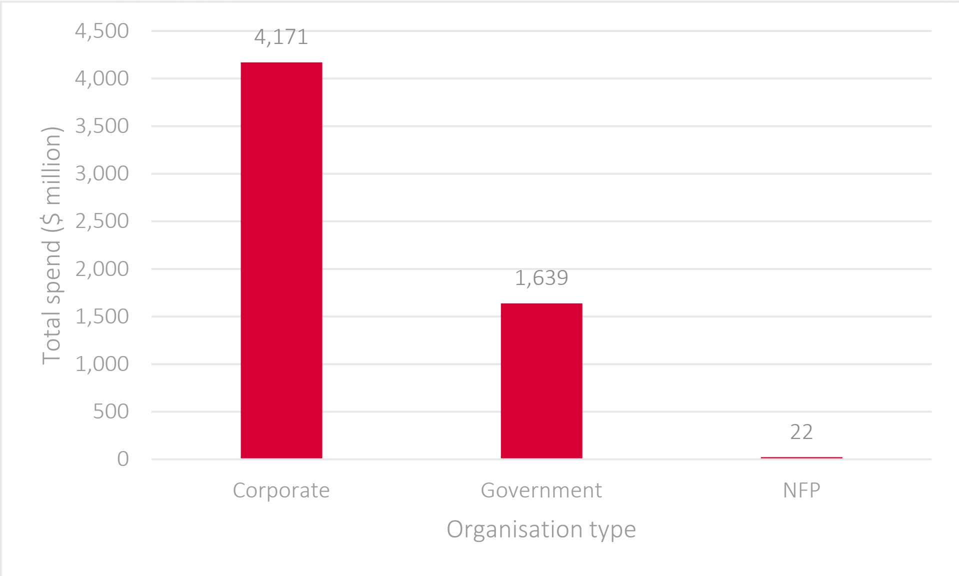
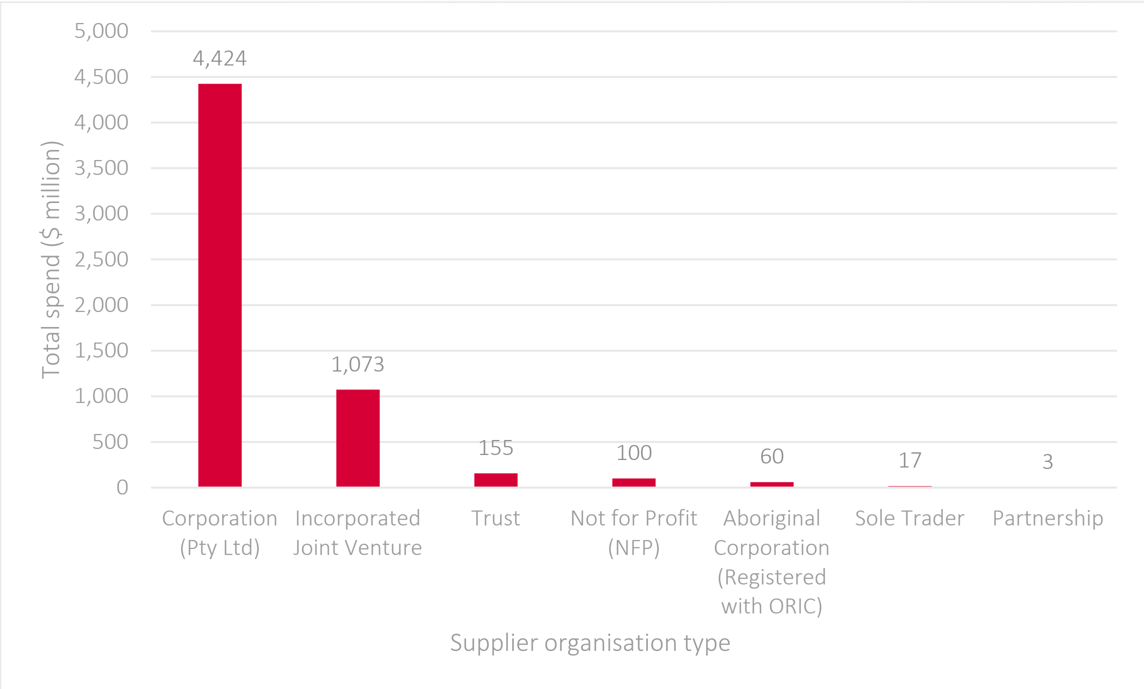


Figure 15: Spend received by supplier organisation type in FY24–25.



Looking at the ownership control of suppliers, $2.8 billion in transactions went to businesses with Indigenous ownership between 51% and 59%; followed by $1.5 billion in transactions awarded to businesses that were 100% Indigenous-owned. This demonstrates strong engagement with majority-owned and fully Indigenous-owned enterprises.

Registered Suppliers received a total of 79,000 transactions valued at $2.2 billion, whereas Certified Suppliers received 3.6 times more transactions with a total of 288,000 transactions valued at $4.4 billion. This highlights the significantly higher level of procurement activity directed toward Certified Suppliers, reflecting their verified compliance with Supply Nation's standards for Indigenous ownership.

Figure 16: Value of procurement transactions received by suppliers' Indigenous ownership status in FY24–25.

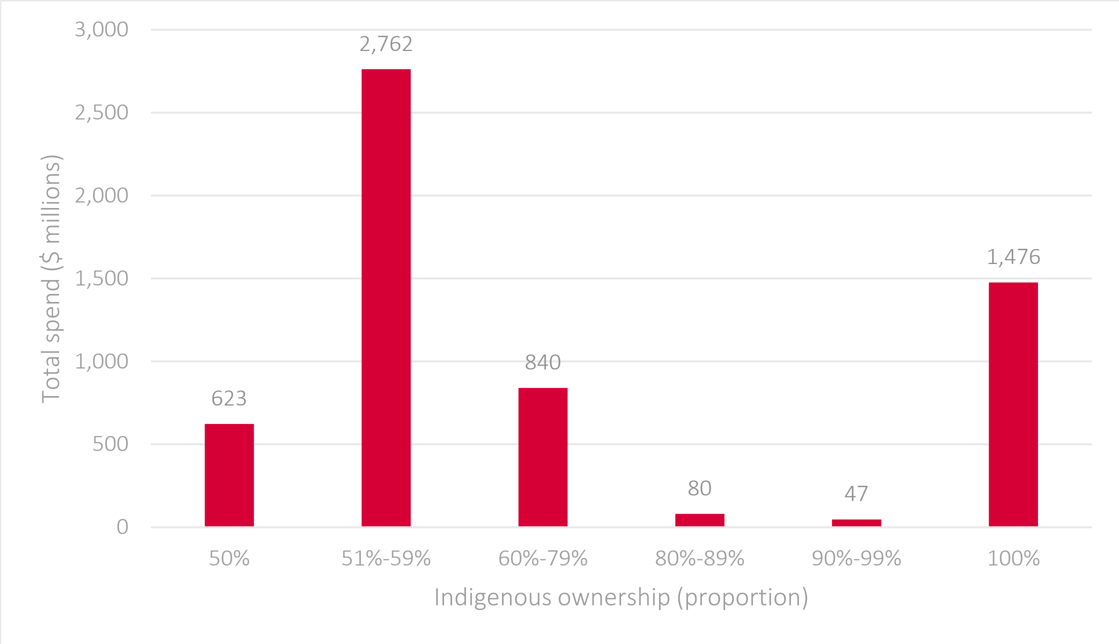
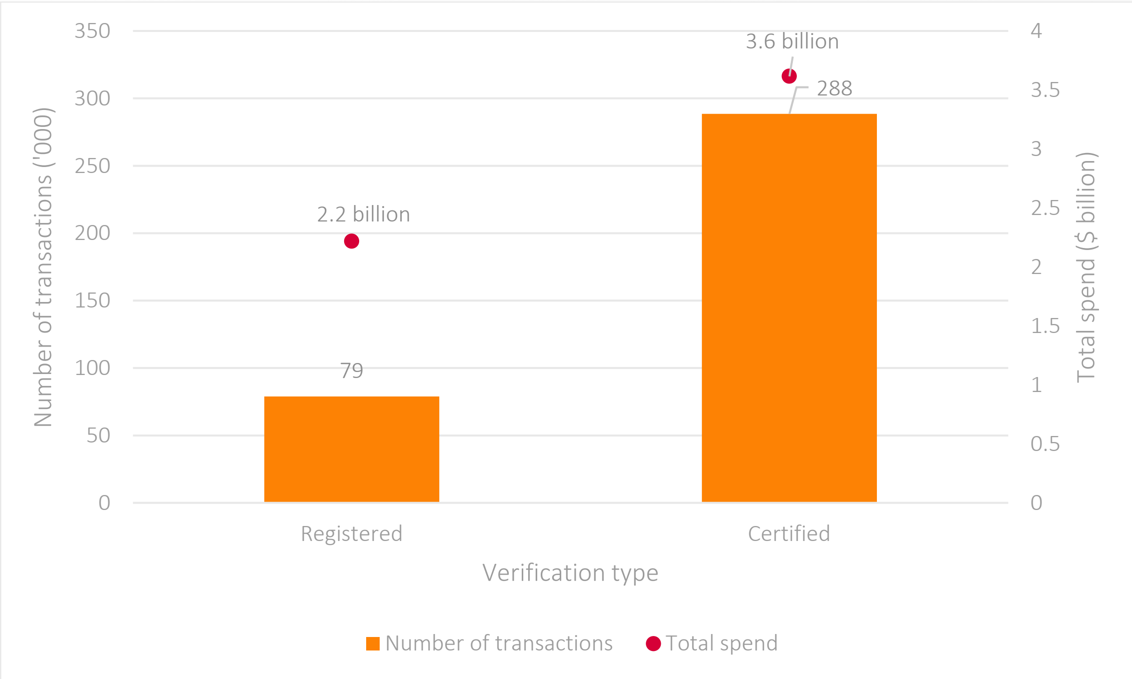


Figure 17: Number of transactions and the total value received by Registered Suppliers and Certified Suppliers in FY24–25.



3.5 Locations of suppliers and members, and their length of time with Supply Nation

Members from Western Australia and New South Wales were the largest procurers of Indigenous goods and services in FY24–25. Western Australia members accounted for $1.26 billion in spend, while New South Wales members contributed $842 million. Both states primarily sourced Indigenous businesses locally, with Western Australia sourcing 84% of spend within the state, and New South Wales sourcing 49% within the state.

Queensland and Victoria relied heavily on other states to meet their procurement needs. Queensland members sourced a significant portion from Western Australia, while Victoria drew on both Western Australia and New South Wales Indigenous businesses to fulfill demand.

Geographically, procurement spend was concentrated in urban areas, with $4.8 billion (82%) directed to suppliers located in cities. In contrast, $1.03 billion (18%) went to businesses in remote and rural areas.

South Australia recorded very low procurement spend compared to other states, and there was no reported member spend from Tasmania in FY24–25. These patterns highlight strong engagement in Western Australia and New South Wales, while opportunities remain to increase procurement activity in South Australia and Tasmania.

Figure 18: Members' spend by Australian state and territory in FY24–25.

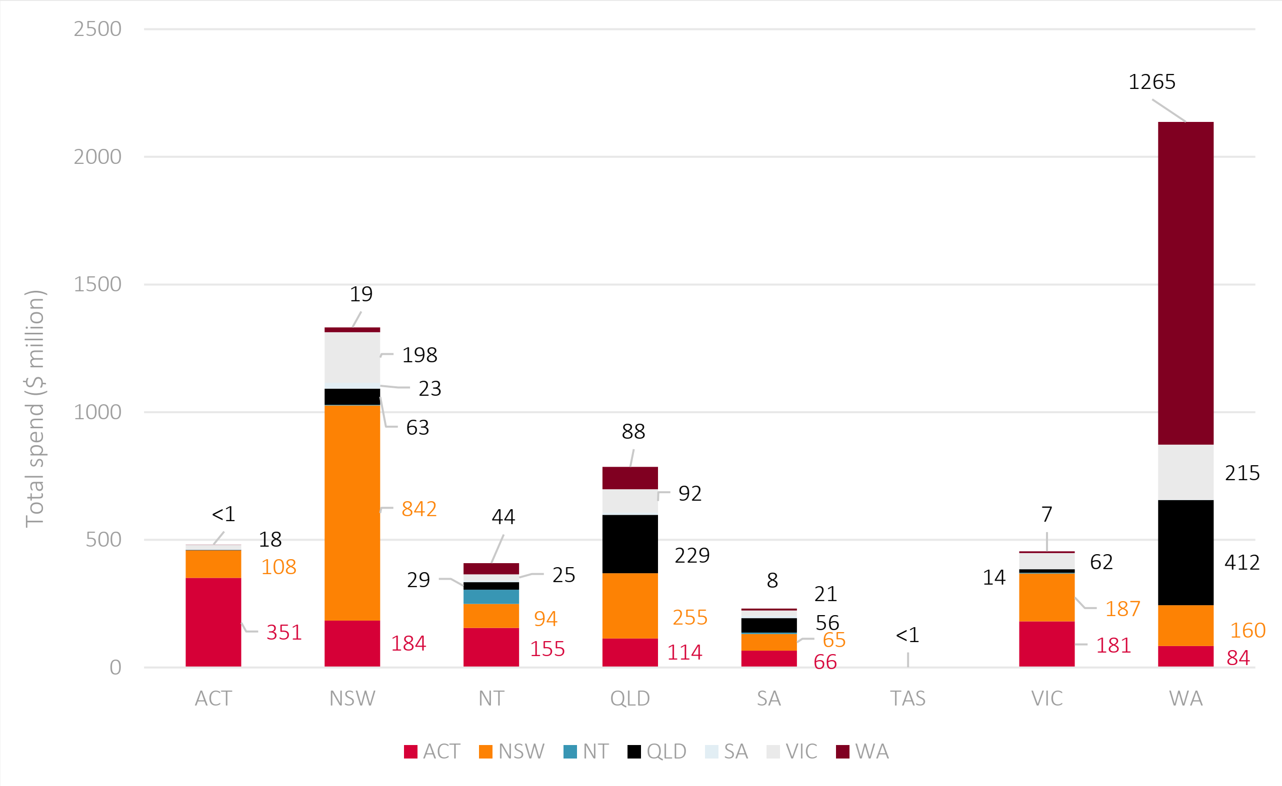
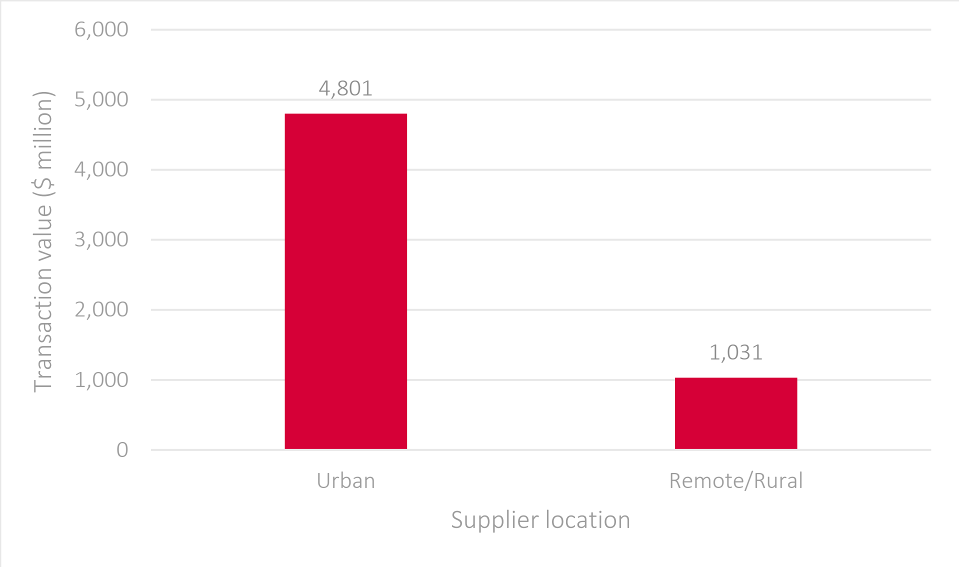


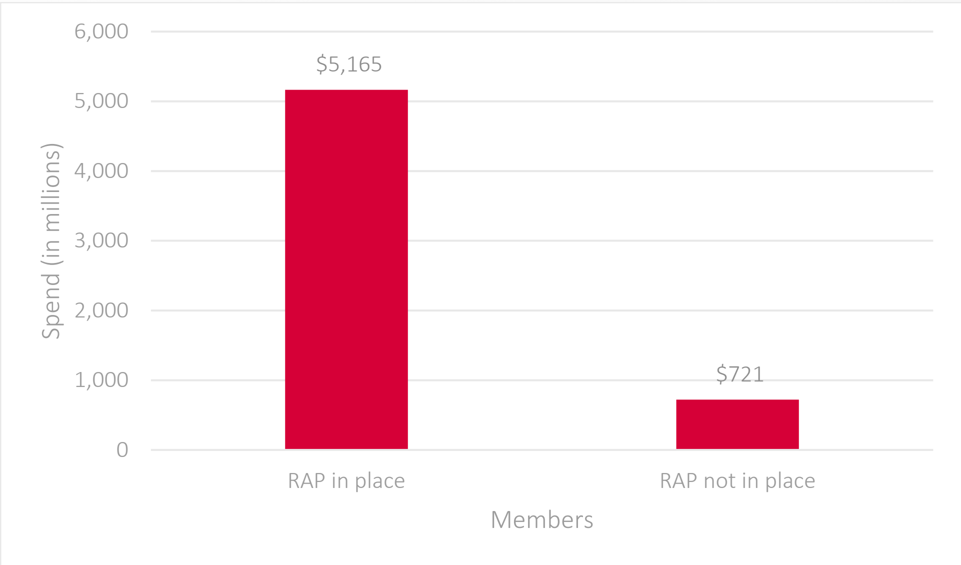
Figure 19: Members' spend by location type in FY24–25.



3.6 Reconciliation Action Plan, exporting and tier spend

Members with a Reconciliation Action Plan (RAP) continued to significantly outspend members without a RAP in place in their organisation. In FY24–25, members with a RAP spent around $5.2 billion with Supply Nation suppliers, compared to $721 million spent by members without a RAP.

Figure 20: Spend by members with a RAP in place in their organisation in FY24–25.



Aboriginal and Torres Strait Islander businesses that export their goods or services to international markets received $241 million in transactions, compared to $4.9 billion for businesses that did not export in FY24–25. Most procurement activity occurred at the first tier, totalling $5.66 billion (96%), while second-tier procurement totalled $226 million (4%).

Figure 21: Members' spend with suppliers who exported their goods and services in FY24–25.

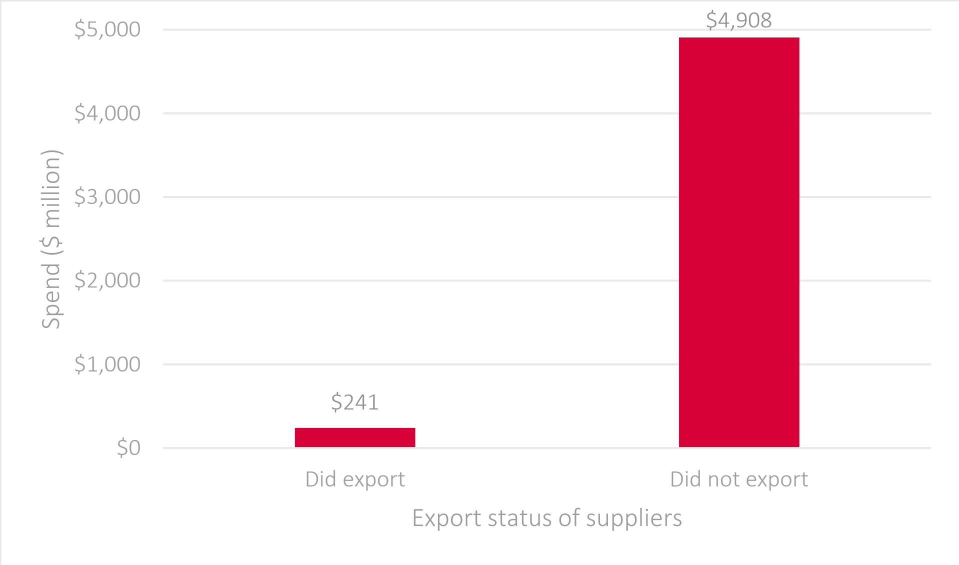
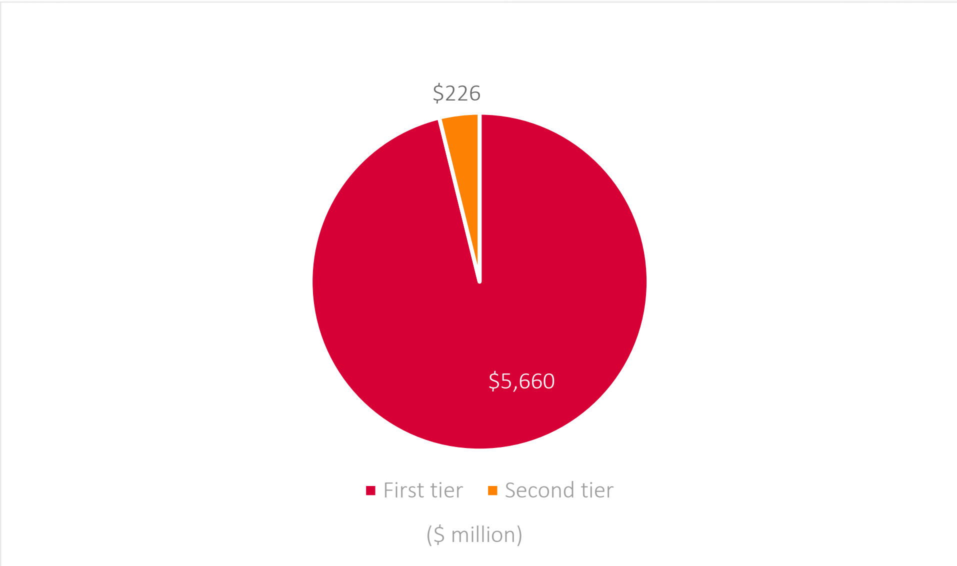


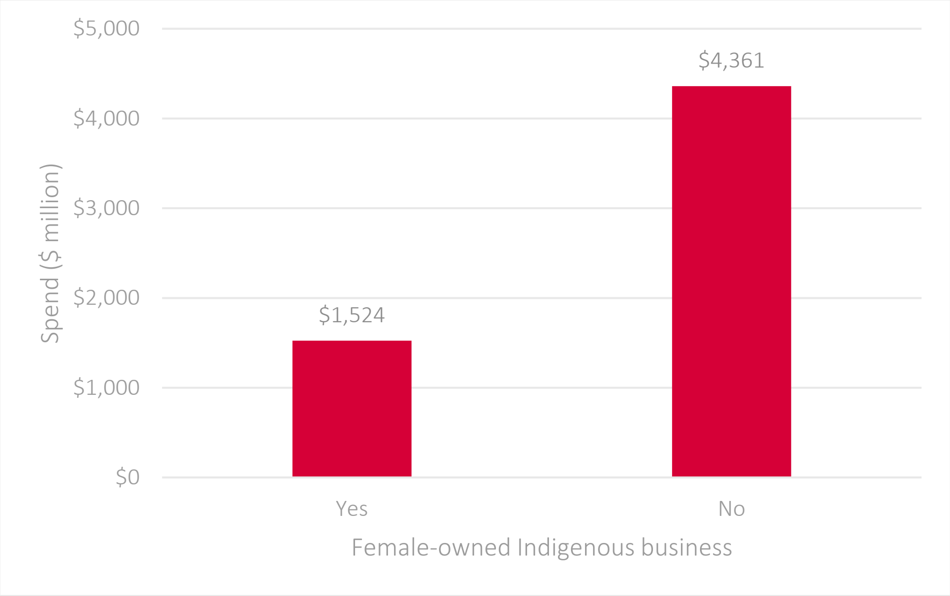
Figure 22: Members' spend broken down by tier in FY24–25.



3.7 Female-owned businesses

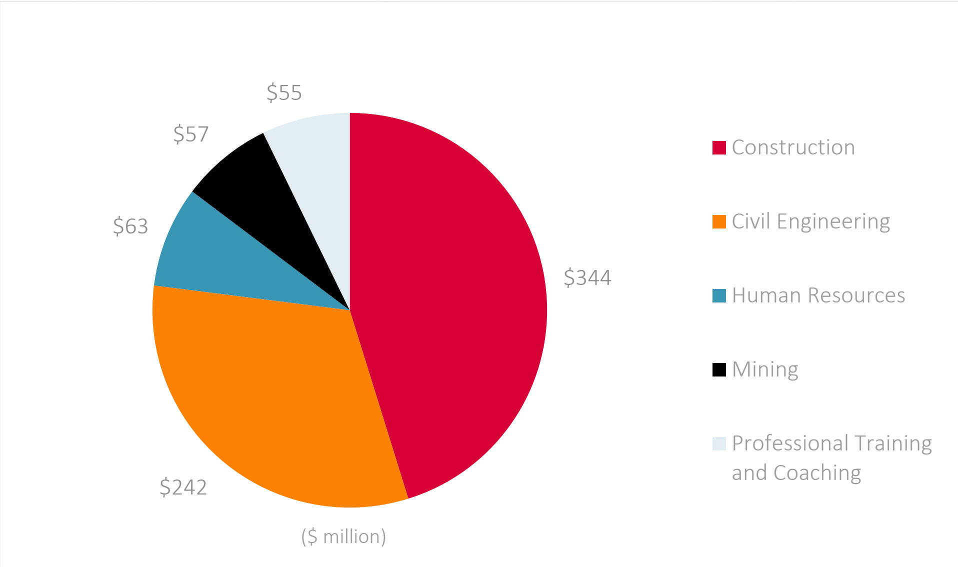
In FY24–25, female-owned Indigenous businesses received $1.52 billion in procurement spend, compared to $4.36 billion for businesses that were not female-owned. Overall, most businesses reported annual revenue between $50,000 and $500,000, indicating a strong presence of small- to medium-sized enterprises in the Indigenous business sector.

Figure 23: Spend received by female-owned businesses in FY24–25.



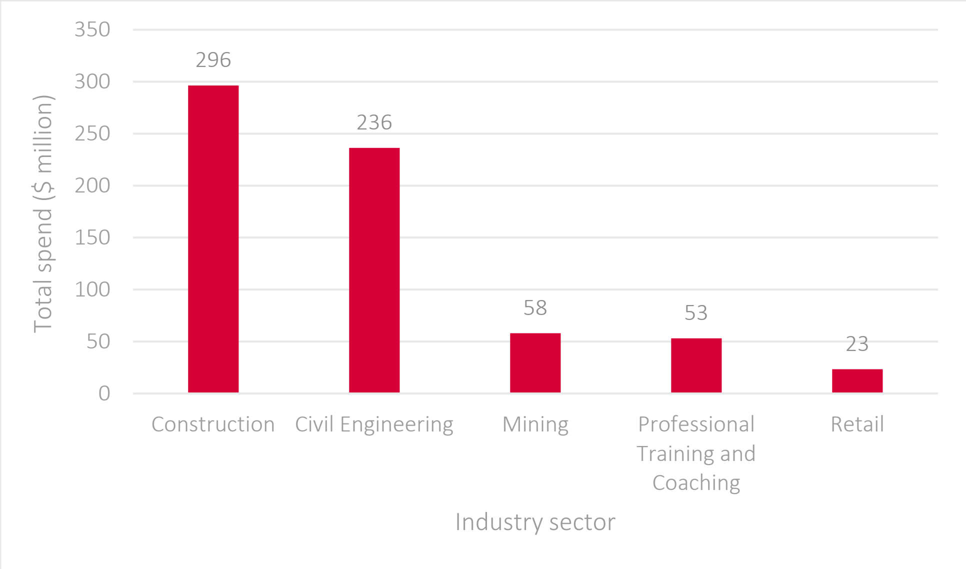
The top sectors that procured with female-owned businesses included Construction, Civil Engineering, Human Resources, Mining, and Professional Training and Coaching. Construction had the highest procurement spend of $344 million, followed by Civil Engineering ($242 million), and Human Resources ($63 million).

Figure 24: Top five members spend with female-owned businesses in FY24–25.



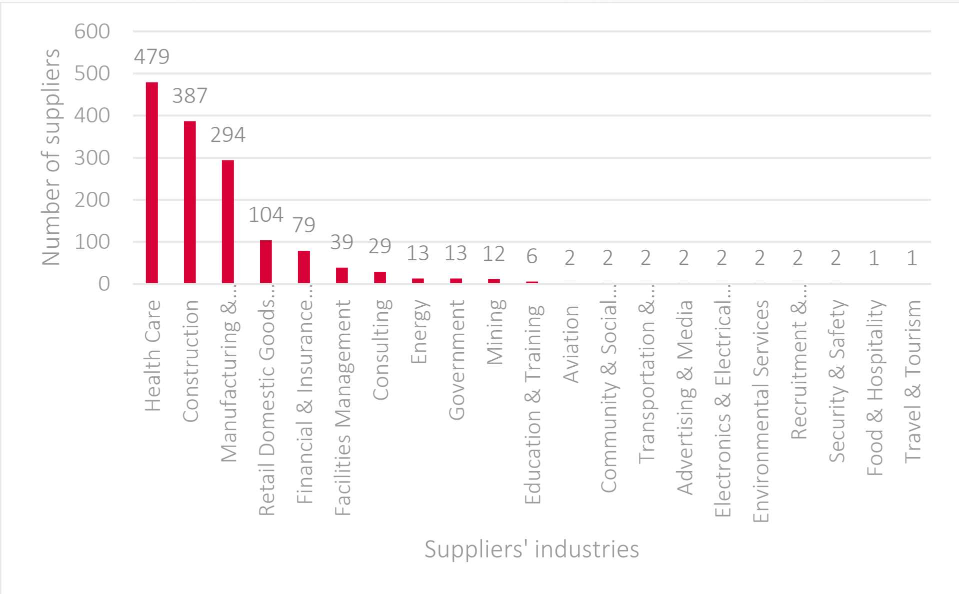
Female-owned businesses in Construction received transactions worth $296 million, followed by Civil Engineering ($236 million). Mining accounted for $58 million, while Professional Training and Coaching received $53 million, and Retail received $23 million.

Figure 25: Top five female-owned businesses to receive spend by industry sector in FY24–25.



3.8 Suppliers without transactions

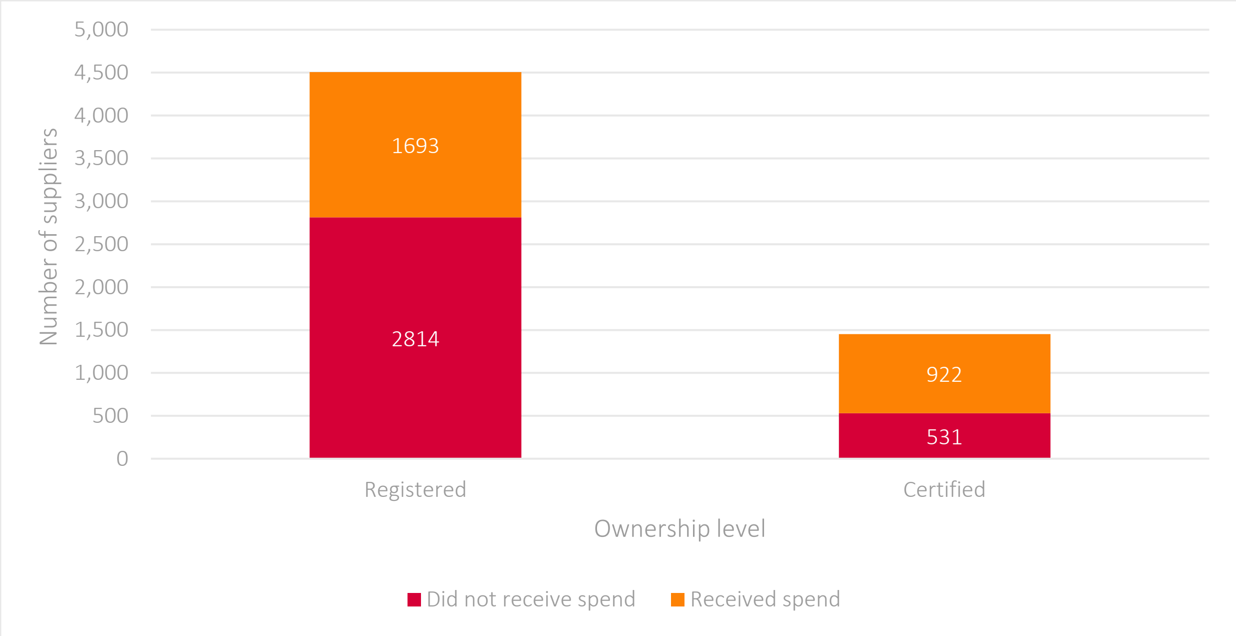
Figure 26: Number of suppliers who did not receive spend, by industry sector in FY24–25.



In FY24–25, a significant proportion of Indigenous businesses listed with Supply Nation (56%) did not receive any procurement transactions from member organisations. This represents a persistent challenge in achieving equitable engagement across the Indigenous business sector.

The data showed that suppliers within the Healthcare category had the highest number without transactions (479), followed by Construction (387) and Manufacturing and Equipment Hire (294). This indicates that a large proportion of businesses across these sectors did not secure any procurement activity from member organisations throughout the year.

Figure 27: Number of suppliers with and without transactions by level of Indigenous ownership in FY24–25.



The difference in procurement spend to Certified Suppliers and Registered Suppliers is significant with 63% of Certified Suppliers receiving transactions compared to 38% of Registered Suppliers.

This indicates a preference among members for suppliers with verified Indigenous ownership, management, and control. Geographically, New South Wales and Western Australia had the highest number of suppliers receiving transactions, while South Australia and Tasmania lagged significantly, with low supplier engagement and spend.

These findings underscore the need for targeted strategies to broaden procurement distribution, improve engagement with underrepresented industries, and support suppliers in regions with low transaction activity.

4. Conclusion

The analysis of procurement spending with Indigenous businesses in FY24–25 demonstrates significant progress in Indigenous economic participation and prosperity. Total procurement spend increased to $5.8 billion in FY24–25, showcasing substantial growth and strengthening of relationships between Supply Nation members and suppliers. Small- to medium-sized enterprises continued to play a vital role, contributing to 90% of the overall spend. This highlights their importance in the Indigenous business sector.

More than $5 billion of procurement spend can be attributed to members with a Reconciliation Action Plan (RAP) in place in their organisation, demonstrating the impact of this initiative on achieving supplier diversity goals.

Female-owned Indigenous businesses also made remarkable strides, receiving $1.52 billion in total spend, with 66% of transactions worth more than $1 million. However, significant disparities persist in supplier engagement across other locations, with Tasmania and South Australia demonstrating notably low procurement activity. Additionally, the data underlines the need for greater investment in regional and remote Indigenous businesses, as urban suppliers continue to dominate overall procurement spend.

While the mining and construction sectors have driven much of the growth, other industries, particularly creative and niche sectors such as Media Production or Consumer Electronics, remain underrepresented, suggesting opportunities for diversifying procurement engagement. These findings call attention to the ongoing need to address geographic and sectoral imbalances while building on key areas of success.

What are the next steps?

1. **Focus on increasing average transaction size:** Although there was increased procurement spend, the number of small-value transactions was disproportionately high. Efforts should aim to increase the average transaction size by promoting greater engagement and more substantial collaboration between Supply Nation members and Indigenous businesses.

2. **Strengthen rural and remote business engagement:** While urban suppliers accounted for most procurement activities, there is significant untapped potential for growth in rural and remote areas. Initiatives to support procurement projects that target these communities should be prioritised to create employment and drive opportunities in underrepresented regions.

3. **Diversify procurement across industries:** Encourage member organisations to expand their procurement to include underrepresented industries, such as creative services, healthcare, and consumer-oriented industries. This will help ensure a more robust Indigenous business sector.

4. **Increase geographic distribution of spend in low-engagement regions:** Specific efforts should be made to stimulate supplier diversity in locations currently receiving minimal procurement spend, particularly South Australia and Tasmania. Tailored support programs and targeted partnerships may help drive procurement growth in these areas.

Sustainable growth, economic independence, and self-determination for Indigenous communities will become further entrenched and resilient by addressing these areas and facilitating collaboration between Supply Nation corporate, government and not-for-profit members and Indigenous businesses.

List of figures