



MAKAL

INDEPENDENT WORKPLACE RISK ANALYSIS & WORKERS' COMPENSATION ADVISORY

CAPABILITY STATEMENT | OCTOBER 2026 | EXPERIENCE. INNOVATION. PEOPLE.

INDEPENDENT EXPERTISE. BETTER-INFORMED DECISIONS.

MAKAL is a Brisbane-based boutique consultancy providing independent workplace risk analysis and workers' compensation advisory services. We bring deep hands-on experience, analytical judgement and technology-assisted insight to complex workplace challenges.

WHY MAKAL EXISTS

Because some of the most important gaps are the ones that no single person has joined together.

Across almost two decades of workers' compensation and injury management experience, MAKAL's founder has seen the effects of fragmented communication, repeated accounts, delayed action and missed opportunities for early intervention. An injured worker can be asked to explain the same circumstances again and again while employers, insurers and treating parties each hold only part of the picture.

Paperwork may describe a role without showing how the work is actually performed. A claim may progress through its required steps while unresolved workplace demands continue to affect recovery. Critical information can exist, yet still fails to inform a timely, practical decision.

MAKAL was established to help close that gap: to see what may be overlooked, connect the relevant evidence and support earlier clearer decisions that serve both organisational responsibilities and people's recovery.

THE STRENGTH BEHIND MAKAL

Whole-of-journey understanding. Experience spanning claim notification, claims determination, complex claims, physical and psychological injury, rehabilitation, suitable duties and return to work. This connected perspective helps identify how decisions at one stage can influence later outcomes.

Analytical judgement. Experience assessing medical evidence, conflicting information, procedural issues and practical workplace circumstances to identify what is known, what needs clarification and where intervention may assist.

Understanding people and operational realities. A grounded appreciation of the responsibilities employers carry and the uncertainty injured workers can experience. Clear communication, fairness and professional judgement shape our recommendations.

Cross-sector and multi-jurisdiction insight. Experience across government, private industry, self-insured environments and retail, including Coles. Broader perspective is further informed by survey input from professionals across Queensland, New South Wales, Victoria and New Zealand, including ACC case managers.

OUR SPECIALIST CAPABILITIES

WORKPLACE RISK ANALYSIS

Technology-assisted physical risk analysis interpreted through independent professional judgement, looking beyond task descriptions to better understand how work is actually carried out.

- Movement patterns, posture, repetition, manual handling and physical task demands
- Potential risk areas and opportunities for safer task design
- Practical insights for prevention, early intervention, suitable duties and recovery at work

WORKERS' COMPENSATION ADVISORY

Independent guidance informed by hands-on experience across the claims and injury management lifecycle.

- Complex and prolonged claim reviews, with attention to evidence and process gaps
- Claims process guidance, decision-support documentation and stakeholder coordination
- Early intervention, injury management and sustainable return-to-work planning
- Practical multi-jurisdiction workers' compensation guidance

THE VALUE OF AN INDEPENDENT PERSPECTIVE

Not every complex matter requires more information. Sometimes it requires someone who knows how to connect the information already available.

MAKAL brings a fresh, considered lens to challenges that can become entrenched through disconnected processes. We identify material gaps, explain their implications and provide actionable recommendations within an agreed scope. The goal is not simply to produce another report, but to help clients understand what matters and what to do next.

WHO WE SUPPORT

Employers, insurers, self-insurers and organisations across government, emergency services, healthcare, aged care, disability services, mining, retail, logistics and private industry. We support WHS, People & Culture, claims, injury management and return-to-work functions.

OUR COMMITMENT

Independent thinking. Genuine care. Clear communication. Sound judgement. Advice that recognises the human and organisational consequences of workplace decisions.

REAL PEOPLE. REAL WORKPLACES. INFORMED DECISIONS.

Millie Malaki-loapo | Founder & Principal | Brisbane, Queensland

0417 621 187 | admin@makalinvestigation.com.au | www.makalinvestigation.com.au

Independent workplace analysis and advisory only. Claims determinations remain with authorised decision makers.
MAKAL does not provide legal advice.