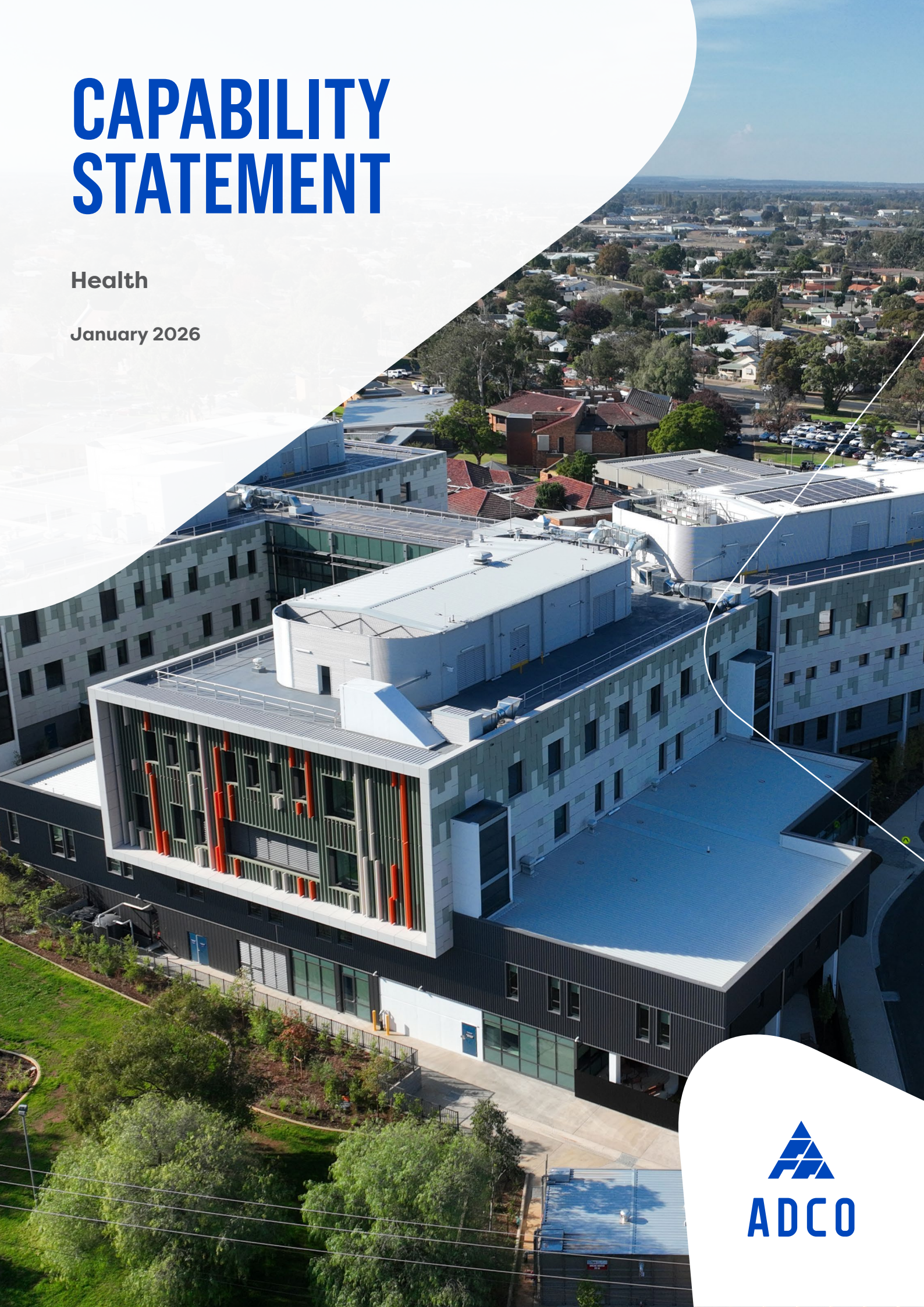


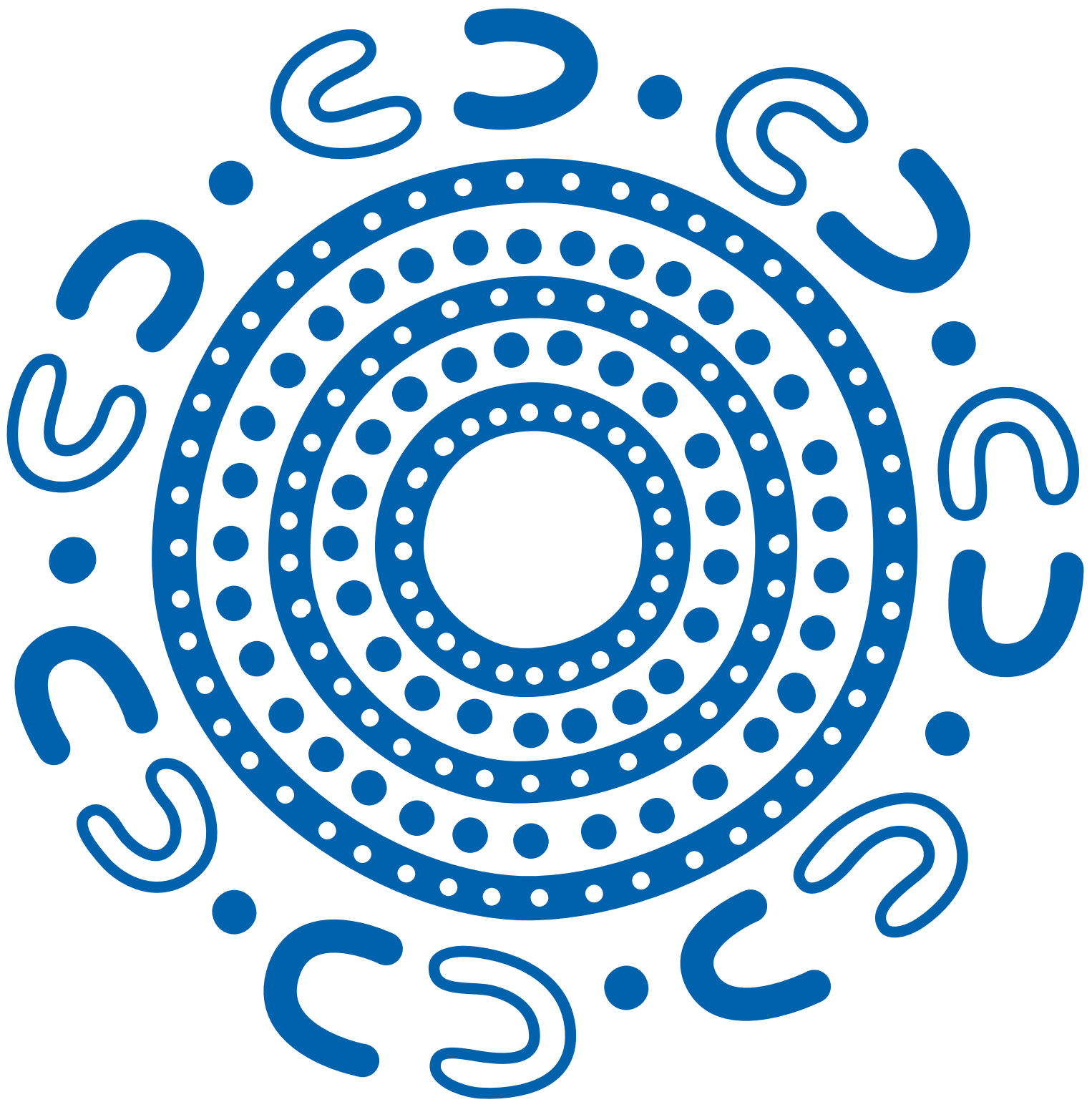
# CAPABILITY STATEMENT

Health

January 2026







**We acknowledge the Traditional Custodians  
of the land and pay our respects to their  
Elders past and present.**

**Artwork by Jason King.**

Jason is a proud Gumbaynggirr man, born in  
Murwillumbah, and raised in nearby Tumbulgum,  
in Northern New South Wales.

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# PEOPLE WHO BUILD

Since our beginnings in 1972, ADCO has been steered by family values, trust and honesty. Everything we do is underpinned by our core values of accountability, commitment and teamwork.





# WHO WE ARE

**We are People Who Build. It's been that way for more than half a century and today we are one of Australia's largest construction businesses. Proudly, we continue to be family owned.**

## Our story

A force in Australian construction – guided by family values, trust and putting people first.

The ADCO story began back in 1972. In the years since then, we've grown to be a multi-billion-dollar construction business guided by an unwavering commitment to quality, our clients, and our people. These foundations have seen us become one of the top private companies in Australia with a blue-chip client list and an award-winning portfolio of almost 4,000 successfully completed buildings from early work packages to \$300+ million projects.

## Builder of Choice

ADCO aspires to be the *Builder of Choice* for our clients, trade partners, consultants, and our people.

Becoming the *Builder of Choice* doesn't happen. It's the result of how we act. We understand our roles and we take personal ownership of our actions – no excuses. We get the job done – no matter the challenge. We work as one team – with one goal and limitless potential. It means completing projects on time, on budget and to the highest standards possible. We call this the ADCO Way, and it's embedded in our DNA. It's the way our *People Who Build* go to work.

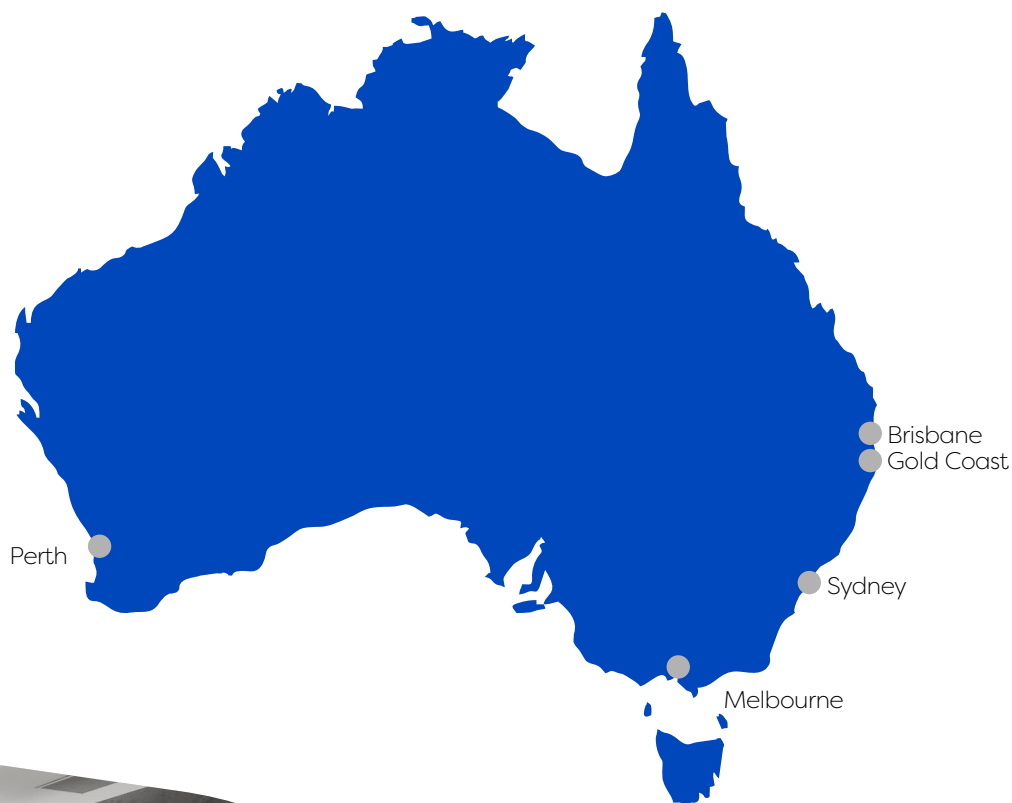


# EXPERTISE AND REACH

## ADCO has a true national presence with offices throughout Australia.

ADCO is an industry leader with an operational footprint that touches every corner of the Australian market. The strength of our award-winning expertise, capability and people is reflected by exceptionally high levels of repeat business and long-established client relationships across key private and institutional corporations, as well as all levels of government.

Each year, our projects are delivered via early contractor involvement, design and construct, managing contractor, and traditional construction methods of procurement. Our national presence ensures we can offer holistic and seamlessly delivered projects up to \$300+ million anywhere in Australia.



● ADCO Office Locations



# Safer by CHOICE



## It is our commitment to always ask 'is there a safer choice?'

Safer by Choice is a philosophy that targets a genuine attitude change towards safety. Running deep within the ADCO business, it goes far beyond statistics and actively promotes personal responsibility and careful decision making.

Underpinned by three commitment pillars of action of Taking Responsibility; Supporting Each Other and Focusing on Positives, Safer by Choice recognises that everyone involved in the design and delivery of a project is a decision maker, and we all have the ability to improve safety, for ourselves and others, by choice.

Establishing a successful safety culture is a long-term commitment from all ADCO employees, guided, fostered and preserved by the leadership team.

ADCO was awarded the 'Office of the Federal Safety Commissioner's National Excellence in Workplace Health and Safety' award for our work on Lakelands Station project at the Master Builder's Awards in November 2022.

## ADCO's commitment to Quality across all areas of the business

With our Do It Once, Do It Right approach, we are dedicated to an unwavering commitment to quality, ensuring that all projects meet the highest standards from end-to-end delivery.

To reinforce this commitment, we have teams responsible for driving the initiatives and processes that uphold our Do It Once, Do It Right principles.

We foster a collaborative team culture and leadership approach, recognising that the support and contributions of each individual enable us to deliver exceptional projects.

Through the sharing of ideas, skills, experiences, training, lessons learned, and innovation opportunities, we continuously strive for positive change and ongoing improvement.





**People Who  
Build a healthy  
Australia**

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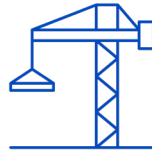
Bendigo Health Rehabilitation Centre, Vic

**OUR HEALTH  
CREDENTIALS**





**1972**  
first project built



**185+**  
health projects completed



**1850+**  
hospital beds



Masada Private Hospital, VIC

## We are people who build a healthier Australia.

Our first contract in 1972 was a brownfield hospital project and, more than half a century later, we continue to lead the market in the delivery of high-quality healthcare infrastructure. Our experience encompasses major ward extensions, greenfield hospitals, specialist, sub-acute and acute services, ICUs, oncology, emergency departments, rehabilitation, and mental health facilities.



Pindara Private Hospital, QLD

**“ADCO were very professional, respectful, responsive and proactive in addressing any unforeseen issues that arose during construction.”**

**Graeme Leverington**

INFRASTRUCTURE & PLANNING, WA COUNTRY HEALTH SERVICE  
SENIOR PROJECT MANAGER

**“I recommend ADCO as a highly reputable, reliable and consistently performing contractor who respect the client relationship and take a long-term view regarding project delivery.”**

**Stephen Lowndes**

ROYAL REHABILITATION CENTRE  
CHIEF EXECUTIVE OFFICER



# OUR HEALTH CLIENTS

We are proud to have provided facilities for some of the largest health organisations in the country. Testament to our success is our significant repeat clientele. Our health clients include:

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Woy Woy Hospital Sub Acute, NSW





# OUR WORK

ADCO's legacy of successfully completed projects is the best demonstration of our capabilities. We have a diverse portfolio which showcases our deep expertise and experience.



## Laverton Hospital

### WA GOVERNMENT

Following our ongoing delivery of the Laverton Hospital Forward Works package, ADCO has been selected as the Builder of Choice to complete the Main Works for the Laverton Hospital Redevelopment.

This important project will transform the existing site into a modern health hub, improving access to essential healthcare services for the local community.

The new facility is set to deliver modern emergency and multidisciplinary ambulatory care facilities and outpatient services, including community health, mental health, and drug and alcohol services.

We are proud to play a key role in delivering critical infrastructure that will support the long-term health and wellbeing of Goldfields communities.

Type	Construct Only
Value	\$47 million
Duration	20 months



# Griffith Base Hospital, NSW

## HEALTH INFRASTRUCTURE NSW

ADCO is delivering the NSW Government’s \$250 million Griffith Base Hospital Redevelopment in the Riverina region. Appointed principal contractor for the new Clinical Services Building, the development includes; an emergency department, maternity and paediatric services, operating theatres, surgical and medical inpatient units, medical imaging, and ambulatory and outpatient services including expanded renal and oncology services and specialist clinics.

ADCO is proud to be building this important health project for Health Infrastructure and Murrumbidgee Local Health District.

Type	Design & Construct
Value	\$250 million
Duration	38 months
Environmental Rating	Targeting 4 Star Green Star







## Fremantle Hospital Mental Health Unit, WA

### WA GOVERNMENT

The South Metropolitan Health Service Fremantle Hospital 40-Bed Mental Health Project is poised to significantly enhance mental health services in the south metropolitan area.

The project encompasses internal and external demolition works, the fit-out of an existing 3-level building, rooftop plant room and services reticulation, external courtyard works, landscaping, and new external pump room with associated tank works.

ADCO's commitment to mental health extends beyond construction projects; the Fremantle Hospital Mental Health Project aligns with ADCO's values, passion, and dedication to making a positive impact on mental health and well-being. We are proud to be selected as the Builder of Choice and will aim to exceed functional requirements and set new standards in healthcare facility developments.

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Type	Construct Only
Value	\$49 million
Duration	13 months





## Mount Hospital Refurbishment, WA

### HEALTHSCOPE OPERATIONS PTY LTD

ADCO was selected as the Builder of Choice for an Early Contractor Involvement (ECI) process with Healthscope and Johnstaff for the Mount Hospital Refurbishment.

Our teams initiated the forward works package while concurrently undertaking preparations for the main works, which included a new waiting and reception area, a retail pharmacy, the addition of a new day surgery admission and reception area on Level 1 and the redevelopment of Level 2 to have 35 private rooms with ensuite and a new Clinical Support Services area.

The hospital, which is the leading private cardiology and cardiac surgery hospital in Western Australia remained open throughout the construction works.

With extensive experience working within live hospital environments, the ADCO team ensured construction works were staged, ensuring minimal impact to patients and families accessing the hospital.

Type	ECI to Design & Construct
Value	\$18 million
Duration	17 months





## Redland Hospital ICU Inpatients Unit, Qld

### HEALTH INFRASTRUCTURE QUEENSLAND

ADCO were engaged under an Early Contractor Involvement (ECI) contract working closely with Health Capital Division (HCD) and Metro South to deliver a new design for the Stage 1 of the Redland Hospital Expansion.

This consisted of establishing a new project brief that better suited the available funding, and ADCO worked alongside HCD to collaboratively develop a design that incorporated the requirements of the project brief whilst continually providing budget and program advice. ADCO presented the design at defined design milestones which included the identification and leadership of value management initiatives to manage the gap between cost and budget.

Towards the end of the ECI phase, ADCO were engaged to deliver an Early Works package consisting of preparing the site for the building. These works consisted of disconnecting services and demolishing a redundant Medical Records building establishing on site.

The conclusion of the ECI involved the delivery of a D&C lump sum tender to deliver the Main Works. The Main Works consists of constructing a new building delivering:

- A new 25 bed IPU ward (Inpatient Unit) which includes two isolation suites
- A new 12 bed ICU ward (Intensive Care Unit) which includes an isolation suite and a simulation room; and
- A link bridge connection from the existing Theatres to the ICU which requires close coordination with works being delivered by another project (providing part of this new link bridge).

HCD are very impressed with the ADCO team and the collaborative process delivered through the ECI and look forward to working with ADCO in the delivery of these works for early 2025.



Type	ECI to Design & Construct
Value	\$57 million
Duration	19 months





## Ipswich Hospital Car Park, Qld

This seven-level multi-story car park (MSCP), located on South Street in the Ipswich CBD, will complement the \$710 million Ipswich Hospital Stage 2 Expansion.

The project involves demolishing existing buildings on-site and delivering 924 new car spaces for hospital staff, patients, and visitors.

Our ADCO team has collaborated extensively with the client through design meetings and workshops to ensure the car park is future-proofed. This includes a 10 kPa deck on the top floor, allowing for the potential addition of two extra levels in the future.

The car park will also feature End-of-Trip (EoT) facilities and incorporate the latest advancements in car park management systems.

This is ADCO's latest project with long-time client Health Infrastructure Queensland, part of Queensland Health's Health Capital Division, which is delivering over \$14 billion in health and hospital projects across the state.



Type	ECI to Design & Construct
Value	\$96 million
Duration	26 months



# Tweed Valley Hospital Multi-storey Car Park and Health Hub, NSW

## HEALTH INFRASTRUCTURE NSW

ADCO has completed the Tweed Valley Hospital’s two ‘Health Hub’ buildings and multi-storey car park, to complement the main hospital building on the Tweed Valley Hospital site.

The Health Hub buildings are the home of the Bugalwena Aboriginal Health Service and include work areas and quiet rooms for staff, consultation rooms, a large meeting room and an outdoor courtyard. The clinical building houses Oral Health and the HIV and Related Programs service (HARP); whilst the LDR Health Hub provides a dedicated Learning, Development and Research facility, with an 84-seat lecture theatre, simulation and skills rooms, immersive learning & research spaces, a library and computer lab training.

ADCO also delivered the hospital’s multi-deck car park offering around 1,100 car parking spaces over two basement levels and five levels above ground level, with the capacity to expand if needed.

ADCO is proud to have worked with NSW Health as part of the \$723.3 million Tweed Valley Hospital.

Type	Design & Construct
Value	\$43 million (total)
Duration	24 months







## Bendigo Health Day Rehabilitation Centre, Vic

### VICTORIAN HEALTH BUILDING AUTHORITY

The \$46 million Bendigo Health Day Rehabilitation Centre (BHDFRC) consolidates rehabilitation services into one new location that provides a holistic approach to deliver patient-centred care.

The works involved the demolition of the existing facilities and the redevelopment of the site, including tower buildings and the former hydrotherapy building in a new community green space at the heart of the hospital campus.

The redevelopment includes a new hydrotherapy pool and the bringing together of outpatient rehabilitation, allied health, dental, mental health, renal dialysis, breast screening and diabetes education services. This means patients recovering from accidents, injuries and medical conditions, such as a stroke or heart attack have access to a team of health professionals in one convenient place.

The project was delivered within a live operational hospital, with careful planning and management to minimise disruption.




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Type	<b>Construct Only</b>
Value	<b>\$46 million</b>
Duration	<b>25 months</b>

# Prince Charles Hospital AETF, Qld

## QUEENSLAND GOVERNMENT

ADCO was engaged by Queensland Health to construct the Adolescent Extended Treatment Facility (AETF) at Prince Charles Hospital. Renamed ‘Jacaranda Place’ by QLD Premier Annastacia Palaszczuk, the facility offers a 12-bed residential unit, a 20-place day program and integrated vocational and training programs.

All features have been meticulously configured and incorporated into the modern design to deliver the best possible healing environment for Jacaranda Place’s residents.

The extension to the Prince Charles Hospital was made possible due to Queensland health’s strategy that identified the need for a new treatment and rehabilitation centre for young people living with severe mental health issues.

The centre offers 12 bedrooms with built-in joinery and ensuites, nine internal courtyards, health facilities, classrooms and training spaces. The entire facility provides ample light and well-planted outdoor areas in each courtyard.

“ADCO has vast experience building health facilities including hospitals, mental health clinics and aged care centres. I’m pleased that a firm of their calibre is in charge of building this facility.”

Steven Miles  
QUEENSLAND MINISTER FOR  
HEALTH AND AMBULANCE SERVICES

Type	Design & Construct
Value	\$26 million
Duration	13 months







## St Vincent's Private Hospital, Vic

### ST VINCENT'S AGED AND HEALTH CARE SERVICES

ADCO's construction of St Vincent's Private Hospital, Werribee, and the adjacent 80-bed aged care facility brought a world-class, integrated health precinct to Victoria.

The complex project included a day procedure centre, four operating theatres, 32 acute medical/surgical/rehabilitation beds, 16 maternity birth suites and nursery, support areas, commercial kitchen, chapel, car parking, landscape and civil works.

The new state-of-the-art facility provides health services for up to 16,000 patients each year.

The building also incorporates shell spaces for consulting rooms, medical imaging and additional wards and theatres.

Type	<b>Design &amp; Construct</b>
Value	<b>\$75 million</b>
Duration	<b>21 months</b>





## Queensland Children's Hospital, Qld

### QUEENSLAND HEALTH

The Queensland Children's Hospital (QCH) Inpatients Ward project encompassed a combination of one, two and four bed patient rooms, and a six-bed close observation patient room, the refurbishment of learning and office space to improve QCH medical training, along with a new library and study space for staff and students.

The finished space fit-out now provides additional capacity to Children's Health Queensland (CHQ) at the hub of tertiary services for children and young people across Queensland.

ADCO was able to work closely with industry specialists to provide QCH with an alternate design approach which the consultants have adopted. This option is far less invasive to the hospital's pathology building and far less disruptive to daily critical operations.

**"Nicholas and the team's adoption of our values and aspirations was critical to the success of the delivery of this piece in an operational hospital environment. ADCO has set the gold standard in terms of construction activity of this scale in the live environment within the public health sector."**

**Graeme Smithers**

QUEENSLAND HEALTH  
SENIOR INFRASTRUCTURE PROJECT MANAGER,



Type	Construct Only
Value	\$12 million
Duration	7 months





## San Parkway Clinic, NSW

### SYDNEY ADVENTIST HOSPITAL

SAN Parkway Clinic provides three individual buildings interconnected by way of an impressive central atrium and elevated walkways. The buildings are a combination of three and four storeys and incorporate a high level of contemporary design aesthetic and the latest in environmental sustainability.

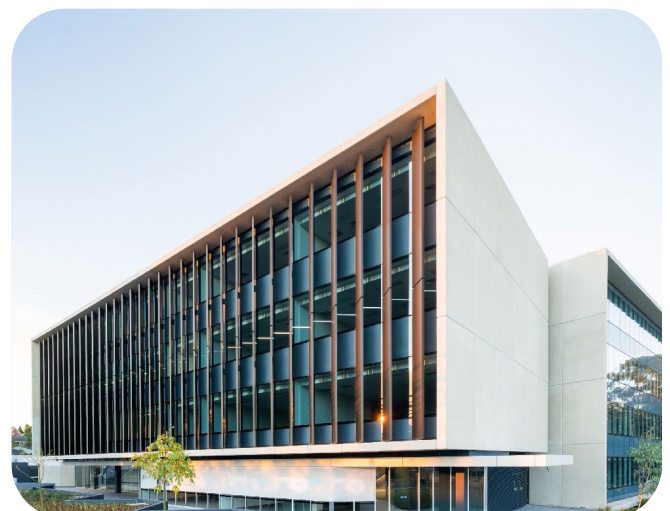
The clinic offers 248 car spaces across three levels of underground parking. SAN Parkway Clinic's co-location with Sydney Adventist Hospital together with the architectural excellence of the design has ensured that this facility is a notable address among medical and health professionals.

A notable aspect of the design is the precast, acid etched load-bearing panels of the façade which were not only selected for their structural capacity, but as an aesthetic feature, resulting in a smooth, sand-textured finish.

**“We designed, tested and installed the first bal fz compliant curtain wall system in Australia. The new BAL FZ (Bushfire Attack Level Flame Zone) is the most extreme rating that can be applied to building design and construction.”**

**Sam Cavallaro**

PROJECT MANAGER



Type	Design & Construct
Value	\$35 million
Duration	20 months



## Bowral and District Hospital, NSW

### HEALTH INFRASTRUCTURE NSW

Built for Health Infrastructure NSW, this \$65 million, four-storey hospital provides medical, mental health, maternity, paediatric and preoperative care for the local community. New facilities include wards, operating theatres, an emergency department, ambulance entry, car parking and improved pedestrian links across the site.

ADCO has a long-standing relationship with Health Infrastructure and relished the opportunity to mobilise a team to Bowral. Additionally, we have welcomed multiple employees to the ADCO family from the Bowral & District area for this and future projects, and have also successfully developed relationships with subcontractors based in the area allowing us to actively contribute to the local economy.




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Type	Design & Construct
Value	\$65 million
Duration	17 months







## Brookvale Community Health Centre, NSW

### HEALTH INFRASTRUCTURE NSW

This high-profile project emphasises ADCO's innovative approach and outstanding reputation in health and government sectors.

The five-storey design integrates mental health, drug and alcohol services, multicultural, rehabilitation, aged care services and more. The scope of work also included a seven-storey car park accommodating 475 vehicles.

From inception to completion, BIM technology was used throughout to represent, integrate and fulfill the exacting design and construct delivery model and schedule.

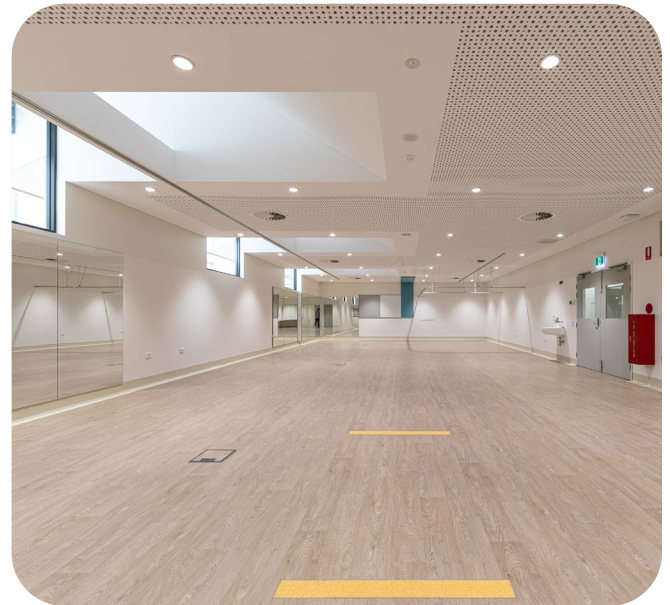
Brookvale community health centre further extends ADCO's long and valued relationship with health infrastructure in NSW.



Type	Design & Construct
Value	\$50 million
Duration	16 months







## Osborne Park Hospital, WA

### WESTERN AUSTRALIAN GOVERNMENT

The Osborne Park Hospital Rehabilitation & Neonatal Nursery project includes a new neonatal nursery on level 2A, maternity assessment unit and a 16-bed rehabilitation unit. The enhanced obstetric services, which includes the nursery and maternity unit, will enable local mothers with low-to-moderate risk pregnancies to give birth closer to where they live.

The new 16-bed rehabilitation unit includes six existing stroke beds and 10 additional new beds, specialising in caring for patients aged over 65 years. Additionally, services include a new central therapy hub, new therapy garden and associated refurbishment works.

Osborne Park Hospital is the first of its kind for Perth's northern suburbs. The facility is home to a centralised therapy hub, providing inpatient and outpatient services to thousands of patients requiring rehabilitation in a contemporary environment.

Thanks to our extensive experience completing projects in and around live and operational environments, we were selected as the Builder of Choice.

Type	<b>Construct Only</b>
Value	<b>\$17 million</b>
Duration	<b>16 months</b>



## Herston Private Hospital, Qld

### WREN STREET HEALTH INVESTMENTS

ADCO's Queensland team proudly completed this important facet of Brisbane's Herston quarter health precinct for Wren Street Health Investments.

The 11-storey, private hospital and commercial development is built to house a day hospital and specialist medical suites over five levels, with car parking over seven storeys.

The day hospital provides three state-of-the-art theatres, a spacious, well-lit and modern foyer with adjacent cafe offers doctors, staff, patients and carers a space to wait for relatives, conduct meetings or take time out in their busy days. Patient care is vastly improved thanks to the dedicated upper-level car park with direct access to specialist suites and the day hospital.

The project required complex logistical solutions, and medical practitioners were consulted in the design. Premium finishes were selected, resulting in a boutique, upmarket feel.

The façade is an architectural feature consisting of a series of aluminium hexagons with façade plantings which will soon grow out to provide greenery.

ADCO's team were highly commended by the client for their collective initiative, expertise and teamwork across the whole project.



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Type	Design & Construct
Value	\$30 million
Duration	18 months





Newman Health Campus, WA

WA COUNTRY HEALTH SERVICE

ADCO’s development for WA Country Health Service in the remote Pilbara region offers state-of-the-art health care facilities to Newman and surrounding areas.

The much-anticipated \$60m facility includes 12 in-patient beds, six emergency department bays, two dental chairs and GP consultation spaces, and dedicated rooms for outpatient consultation, therapy, medical imaging and pathology.

The hospital offers the latest in country healthcare and telehealth, and services such as physiotherapy, occupational therapy and mental health will be provided when stage 2 of the facility is complete in 2023.

The existing Newman Hospital remains operational during staged construction.



ADCO is pleased to work closely with local trades and has been delighted to engage with the community to lead social initiatives in Newman.

The Newman Health Campus Redevelopment is the 2024 MBA WA Winner for the Best Health Care Building \$50m - \$100m and a finalist for the Commonwealth Bank Best Regional Project Kimberley Pilbara.

Type	Construct Only
Value	\$60 million
Duration	24 months







## Royal Perth Hospital ICU, WA

### RAMSAY HEALTH CARE

ADCO was builder of choice for Intensive Care Unit (ICU) works at Royal Perth Hospital, as part of the \$20 million redevelopment of the central hospital's facilities.

The redevelopment now offers 24 single rooms, including one positive pressure room, four negative pressure rooms and two rooms equipped to accommodate bariatric patients.

The unit has been developed to be optimised for COVID-19 conditions, including frequent air changes throughout the unit, separate rooms fitted with switch glass windows and a ventilation system that enables the safe accommodation of both COVID and non-COVID patients.

The new ICU accommodates a dedicated simulation training room where training exercises can be observed from behind a one-way mirror.

Well done to our team and project partners who together with The Department of Finance, East Metropolitan Health Service, Hunt Architects and consultant team fast-tracked the delivery of this project during the COVID-19 pandemic. WA Health Minister Amber-Jade Sanderson opened the completed project which commenced taking patients very soon after.



Type	Construction Management
Value	\$20 million
Duration	12 months



## Kensington Temporary Laboratories, WA

### DEPARTMENT OF PRIMARY INDUSTRIES AND REGIONAL DEVELOPMENT (DPIRD)

ADCO completed the Kensington Temporary Laboratories project for WA's Department of Primary Industries and Regional Development (DPIRD).

The project involved the development of a temporary laboratory building of 955m<sup>2</sup>, containing Physical Containment PC2/BC2 laboratories and associated support services.

The facilities now offer three microbiology laboratory suites, a specimen processing laboratory suite, laboratory support facilities, sample receipt, wash up and sterilising amenities, external and internal storage solutions (materials and waste), common reception and staff amenities.

We were pleased to hand over the labs to our client, WA Department of Finance, who were very pleased with the result.

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Type	Construction Management
Value	\$6 million
Duration	6 months



## OTHER HEALTH PROJECTS



### Greenslopes Hospital

RAMSAY HEALTH CARE

Type	ECI to Design & Construct
Value	\$35 million
Location	Greenslopes, QLD



### Pindara Private Hospital

RAMSAY HEALTH CARE

Type	ECI to Design & Construct
Value	\$85 million
Location	Gold Coast, QLD



### St George Hospital Stage 3

HEALTH INFRASTRUCTURE NSW

Type	Design & Construct
Value	\$26 million
Location	Sydney, NSW



### Liverpool Health and Academic Precinct Multi-Storey Car park

HEALTH INFRASTRUCTURE NSW

Type	Design & Construct
Value	\$33 million
Location	Liverpool, NSW



### Royal Rehabilitation Centre Sydney

ROYAL REHABILITATION CENTRE


Type	ECI to Design & Construct
Value	\$52 million
Location	Sydney, NSW



### Peninsula Private

RAMSAY HEALTH CARE

Type	ECI to Design & Construct
Value	\$60 million
Location	Frankston, VIC

A photograph of the Peninsula Private Hospital entrance, featuring a modern white reception desk and a wall with vertical wooden slats. A large blue graphic overlay, consisting of two overlapping shapes, covers the upper right portion of the image. Inside the lighter blue shape is a quote in white text. The background image shows the hospital's exterior, including a sign that reads "Peninsula Private Hospital Part of Ramsay Health Care".

**“Project complexities and challenges were managed in a manner we have become accustomed to from the ADCO team. They acted in all times in a collaborative manner, proactively helping in the resolution of issues and often provided solutions to problems outside of their contractual responsibilities.”**

**Dean Clough**  
QLD DEVELOPMENT MANAGER  
RAMSAY HEALTHCARE



A man and a woman are standing at a construction site. The man, on the left, is wearing a white hard hat with the ADCO logo, safety glasses, and a high-visibility yellow vest over a white shirt. He is looking towards the right. The woman, on the right, is wearing a white hard hat with the ADCO logo, a blue shirt, and a high-visibility yellow vest with 'Safety CHOICE' written on it. She has a braid and is looking towards the man. The background shows a construction site with a building under construction and trees in the distance. A large white curved shape is overlaid on the image, containing the text.

# OUR PEOPLE

**Our people are our point of difference.  
They are ADCO.**

**We are People Who Build.**

ADCO recognises that our people, and everyone we work with all unite to form the core of our business. Our success and reputation have been achieved because of the abilities and expertise these people bring to our projects.







# Judith Brinsmead AM

## Chairman

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Judy is Chairman of the Board and integral to the strategic management of ADCO. A solicitor and barrister, she holds a Bachelor of Laws with Honours and was previously a Partner at Morris Fletcher & Cross (now MinterEllison).

Judy brings a focused leadership style and over three decades of experience in Construction and Property, having joined ADCO as an Executive Director in 1989. She has a detailed understanding of the business and continues to be instrumental in ADCO's success and growth. Strong on community, Judy is also a member of the Board of Trustees of Bond University and was on the Joint Marketing Committee for the 2018 Commonwealth Games.

# Tom Hill

## Director of Strategic Partnerships

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Tom commenced with ADCO in 2011. Holding a Bachelor of Business majoring in Management from Bond University, he is recognised as an integral part of ADCO, providing valuable leadership and guidance.

His focus is on providing strong connections between our clients, our people and ADCO's vision and values. In furtherance of Tom's commitment to community and industry, he chairs the Brinsmead Hill Family Foundation which focuses on mental health, education and community support and is a Board Member of Australian International Marine Export Group and on the Australian Olympic and Paralympic Team Appeal Committee Queensland.

Tom is also on the Australian Olympic and Paralympic Team Appeal Committee Queensland.



# NATIONAL TEAM



## Neil Harding

### Managing Director

Neil has led ADCO since 2017, overseeing a period of dynamic change and growth. With more than 25 years of experience in the construction industry, Neil has held executive roles in Australia and internationally. He is a strong, strategic leader with a passion for building supportive, performance-driven cultures and developing meaningful industry-wide relationships.

He holds a Bachelor of Science with Honours (Sheffield Hallam University) and is a Fellow of the Royal Institution of Chartered Surveyors. Neil has a proven track record of driving change, delivering results and caring deeply about developing people and improving the industry for all who are part of it.



## Gareth Adams

### Chief Financial Officer

Gareth is a highly qualified financial professional with over 20 years of experience in the construction industry, including leadership roles in both Australia and the United Kingdom.

As Chief Financial Officer at ADCO, Gareth is responsible for the Group's IT, accounting, treasury and financial operations. His passion and diligence are underpinned by a Bachelor of Science (Economics) with Honours from the University of Bath and a Post Graduate Diploma in Finance and Strategy from University of Oxford.

Gareth is a Chartered Accountant (ACA) with The Institute of Chartered Accountants in England and Wales.



## Cameron McBurnie

### Chief Commercial Officer

Cameron has dual senior roles within ADCO, serving as Chief Commercial Officer in addition to being a Board Director. With a Construction and Property Development career spanning more than 25 years, he was previously a senior property lawyer at Deacons (now Norton Rose) and brings a direct and highly detail-oriented approach to ADCO's risk management and commercial processes.

Cameron is a Fellow of the Australian Institute of Company Directors and holds a Bachelor of Science (University of NSW) and a Bachelor of Laws with Honours (Queensland University of Technology).



## Sean Conroy

### Chief Risk Officer

Sean brings over 30 years of experience in the construction industry, spanning Ireland, the UK, and Australia.

As a qualified Quantity Surveyor and Lawyer, admitted to the Supreme Court of NSW, Sean possesses a unique skill set that enables him to navigate the complex technical, legal, commercial, and regulatory challenges of the commercial construction sector.

His expertise provides invaluable direction and support to both our team and clients throughout all phases of project development. Sean holds multiple tertiary and postgraduate qualifications, including a Bachelor of Laws and the prestigious University Medal from the University of New South Wales. His proactive management style and depth of experience ensure that ADCO remains at the forefront of project delivery excellence.



# NATIONAL TEAM



## Shanelle Woodall

### Head of Corporate Affairs

Shanelle brings over 20 years of industry experience to her role as Head of Corporate Affairs. With a multifaceted background in legal and commercial roles in the UK, US and Australia, she values the roles and responsibilities of all who contribute to construction projects - including employees, trade partners, clients and external stakeholders.

Shanelle studied law at QUT and is a graduate of the Australian Institute of Company Directors and the inaugural ADCO Leaders Program. She is passionate about supporting women, both within ADCO and the wider industry, and is an executive board member of Women of ADCO and committee member of the National Association of Women in Construction (QLD).



## Nick Hamilton

### Head of Conversion

Nick brings over 15 years of experience in the construction industry, with deep insights into the Australian construction landscape and a strong understanding of the importance of stakeholder relationships.

His expertise spans multiple sectors, including Tier 1 delivery projects, where his hands-on approach and ability to meet strict deadlines have consistently driven exceptional project and client outcomes. Nick's professionalism and industry knowledge in tendering and project delivery have been key to the success of our business.

He graduated from the ADCO Leaders Program in 2024 and has held various roles, including Project Manager and Construction Manager. For the past five years, he has served as the QLD State Pre-Construction Manager at ADCO.



## Shaun Brooks

### Chief Information Officer

Shaun brings a wealth of experience to ADCO, having spent over 20 years in senior technology leadership roles, driving enterprise-wide digital transformation, cloud and AI adoption, and operational excellence.

His career spans the investments, property, and construction sectors, with a core focus on building digital capability that enables productivity and business growth. Having worked across Australia and led transformational projects in every major geography, Shaun's global perspective is underpinned by a commitment to innovation, collaboration, and authentic leadership. Shaun is passionate about building high-performance cultures, doing the basics well and delivering technology that creates lasting impact.



## Ben Van Dijk

### General Manager - blue by ADCO

With over 25 years of experience in the construction, fitout, and refurbishment industries, Ben brings a wealth of expertise across multiple sectors. His career has spanned roles from Contracts Administrator to General Manager, giving him a deep understanding of what it takes to successfully deliver projects for clients.

Ben has worked both nationally and internationally, contributing to projects with multinational and Australia-wide builders. His leadership is defined by a commitment to building high-performing teams and fostering strong relationships with clients, consultants, and trade partners.

As General Manager at blue by ADCO, Ben plays a key role in strategic business planning and implementation, helping drive operational excellence and long-term growth. He holds an MBA with distinction from Warwick Business School (UK) and a bachelor's degree from Western Sydney University.

**“ADCO recognises that our people, and everyone we work with, all unite to form the core of our business”**

**Neil Harding**  
MANAGING DIRECTOR

# STATE MANAGERS



## Kristian Anthony

### NSW State Manager

Kristian joined ADCO in 2010 as a cadet and has since progressed to the role of NSW State Manager.

His career trajectory includes key positions as Senior Project Manager and State Pre-Construction Manager, where he applied his skills and expertise.

An enthusiastic and astute leader, Kristian excels in developing high-performance teams that consistently exceed the expectations of clients and stakeholders. Throughout his tenure at ADCO, he has earned a strong reputation for delivering outstanding results and building long-lasting relationships with key project stakeholders. Kristian holds a Bachelor of Engineering (Civil) from the University of New South Wales and is a graduate of both the Australian Institute of Company Directors and the inaugural ADCO Leaders Program.



## James Prattent

### QLD State Manager

James now leads our Queensland team after having previously built our Western Australian operations into one of the leaders of the construction industry over a 5-year period.

He has over 20 years' experience in both contractor and client roles, working extensively across multiple sectors successfully delivering projects in metropolitan and regional areas.

James has a strong track record of understanding client needs and market trends, bringing high professional standards and strong leadership to teams he guides. His exceptional communication and people skills continue to be key to ADCO being the builder of Choice.

James holds a Bachelor of Science in Construction Management, and Economics having graduated from Curtin University and is a registered builder and graduate of the Australian Institute of Company Directors.



## Lyn O'Brien

### WA State Manager

Lyn has more than 15 years of expertise across pre-construction and management roles.

With hands-on experience spanning domestic and international markets, together with broad-reaching industry relationships, she is focused on providing high-quality levels of delivery and building long-lasting client relationships. Lyn's collaborative leadership style ensures we consistently deliver responsive outcomes that are structured to the unique requirements of every client and project.

Lyn sat as a National Director of NAWIC from 2021 to 2024, is a Graduate of the Australian Institute of Company Directors and was awarded the 2022 LHQ Outstanding Leadership Award for Women in Construction. She holds a Bachelor of Construction Economics and Masters in Quantity Surveying.



## Nathan Thomas

### VIC State Manager

Nathan has been with ADCO for over 10 years and has played a pivotal role as Construction Manager within the Victorian branch for the past 5 years.

With 20 years of construction industry experience across Australia and the UK, Nathan brings a wealth of knowledge and strategic insight to his role as State Manager. Nathan's deep understanding of the modern construction landscape enables him to lead teams that consistently deliver exceptional outcomes for clients and stakeholders. He is passionate about fostering positive, collaborative environments and driving innovation to enhance project delivery and team performance.

A graduate of the inaugural ADCO Leaders Program and an active contributor to our innovation group, Novus, Nathan champions leadership development and forward-thinking practices across the business. He holds a Bachelor of Construction Management with Honours from Deakin University.



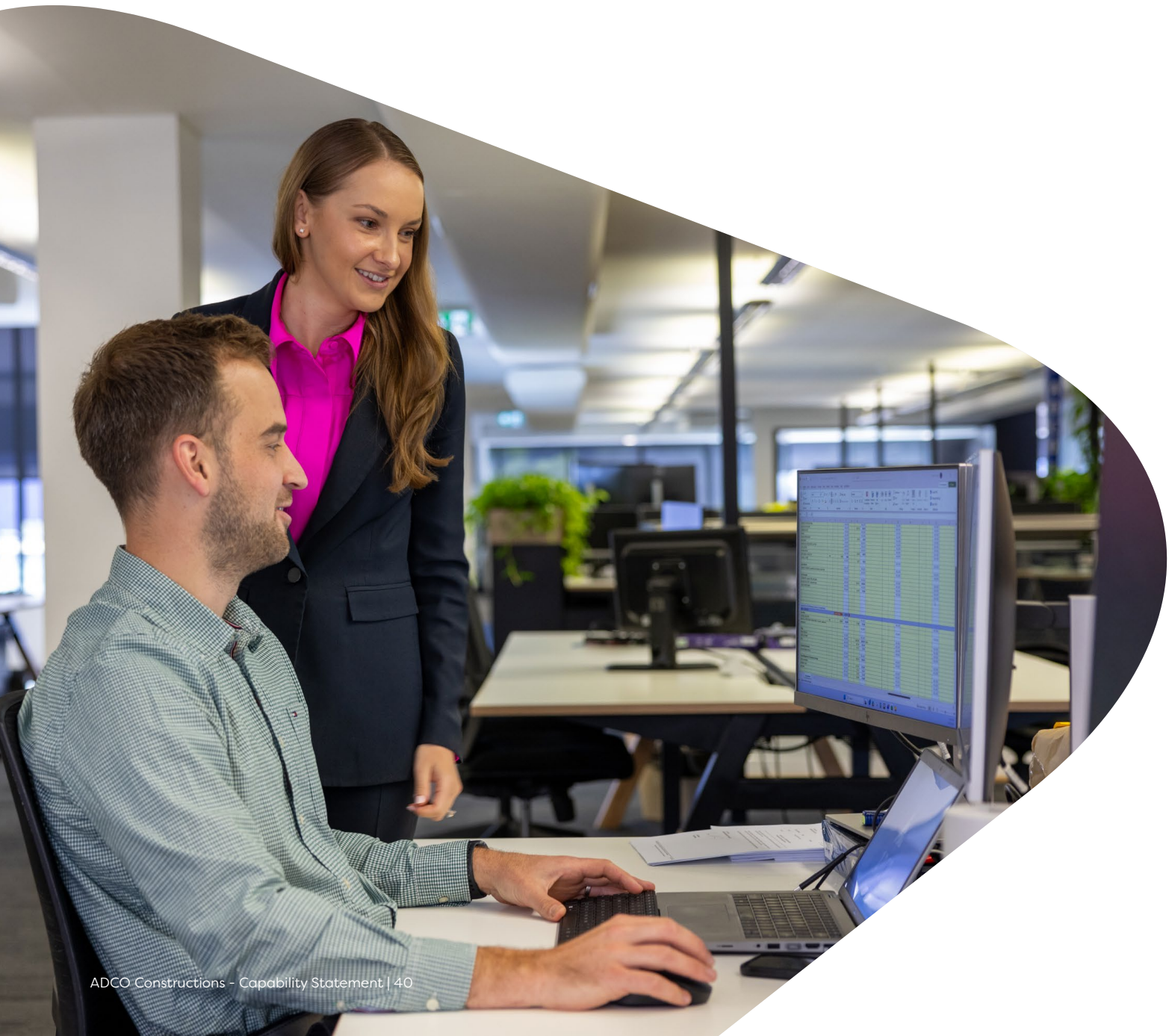
# FINANCIAL STRENGTH

**Financial security is one of the most critical elements to consider when appointing a construction partner.**

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ADCO provides financial surety for our clients and their financiers. We maintain a policy of profit reinvestment and working capital management to ensure our balance sheet remains commensurate with the size of our business. ADCO exceeds the financial requirements for licensing in each state and territory, for private and government projects.

We have strong cash and liquid asset reserves and a blue-chip client base, which translate into consistent cash flow and profitability. Our audited financial statements are available on request.



# OUR COMMITMENTS



## Diversity and Inclusion

ADCO celebrates and embraces diversity. We want our workplaces to reflect the communities and clients we serve – and be places where everyone is treated equitably, fairly and with respect.



## Community Engagement

Community has been central to the ADCO story for over 50 years. We continue to engage actively with charities, community groups and like-minded businesses to create positive impacts cross Australia.



## Environmental, Social and Governance

We commit to the integration of our environment social and governance (ESG) framework across our business undertakings.



## Women of ADCO

ADCO is a leader in elevating the status and influence of women in Australia's construction industry.



## Reconciliation Action Plan

We are committed to a construction industry that builds more meaningful relationships, opportunities and outcomes for Aboriginal and Torres Strait Islander peoples.



## Novus

Innovation isn't optional. Our future success depends on it.

We have an in-house group of innovation champions, NOVUS, established in 2019.



## Modern Slavery

We recognise our responsibility as part of a global supply chain.



## ADCO Balance

Empowering ADCO's workforce to thrive through balance, fostering a culture of well-being and excellence.



# ACCREDITATIONS, CERTIFICATIONS AND MEMBERSHIPS



## Safety Management

Our safety management system is independently certified to AS45001:2018 (Occupational Health and Safety Management Systems)



## Environmental Management

Ensuring compliance with legislative requirements and industry practices, this system is certified to ISO 14001:2018 (Environmental Management Systems).



## Quality Management

ADCO's quality management system complies to AS/NZS ISO 9001:2015 and has third party endorsement through NCS.



## Information Management System

Our information security management system is independently certified by third party auditors as compliant with ISO/IEC 27001:2022 (Information Security Management).



## Federal Safety Accreditation

ADCO complies with the Australian Government's National Code of Practice for the Construction Industry and is accredited with the Office of the Federal Safety Commissioner Work Health and Safety Accreditation Scheme.



## Green Buildings

ADCO has been a proud member of the Green Building Council of Australia since 2006 and we continue to be committed to the success and increased adoption of sustainable construction practices.



## Master Builders Association

As a Master Builders Association Member, ADCO is a trusted organisation of a community of builders who meet regularly at a local and national level.



## Large Format Retail Association

ADCO is a longstanding member of the Large Format Retail Association (LFRA), Australia's peak industry association for the Large Format Retail sector.

Member **2025**

**Social Traders**

BUYER FOR GOOD

## Social Traders

ADCO is a proud member of Social Traders, supporting certified enterprises to help drive inclusive, purpose-led procurement across our projects.



### Noongar Indigenous Chamber of Commerce and Industry

ADCO is a proud partner with the Noongar Indigenous Chamber of Commerce and Industry which support Aboriginal owned businesses and the broader Western Australia business community.



### Kinaway Chamber of Commerce

ADCO proudly partners with Kinaway Chamber of Commerce, which is a leading Victorian organisation dedicated to supporting Victorian Aboriginal and Torres Strait Islander business owners.



### Kari Foundation

ADCO has a long-standing partnership with the Kari Foundation, which works with the Community to create meaningful points of connection to share Aboriginal culture and achievement.



### Supply Nation

ADCO is committed to increasing Indigenous Participation in our projects both through direct employment and procurement of goods and services.



### Diversity Council Australia

ADCO is committed to providing an inclusive and diverse workplace where employees and others in the workplace are treated equitably, fairly and with respect.



### Best Managed Companies

ADCO was acknowledged as one of Australia's Best Managed Companies for 2 years running in 2022 and 2021.

The Best Managed Company program identifies and celebrates privately-owned and managed companies across Australia that set the highest standards of business performance, and shines a light on the power of private business as a key driver of Australia's economy.



### The National Association of Women in Construction

ADCO is a proud member of the National Association of Women in Construction (NAWIC), which is an organisation led by a team of passionate volunteers who all strive to help champion and empower women in the construction and related industries to reach their full potential.

ADCO shares NAWIC's vision of an equitable construction industry where women fully participate within all facets of the construction industry. ADCO's mission is to increase our female employment rate to 30% by 2030.





**ADCO**

[adcoconstruct.com.au](http://adcoconstruct.com.au)

Sydney

Melbourne

Brisbane

Gold Coast

Perth