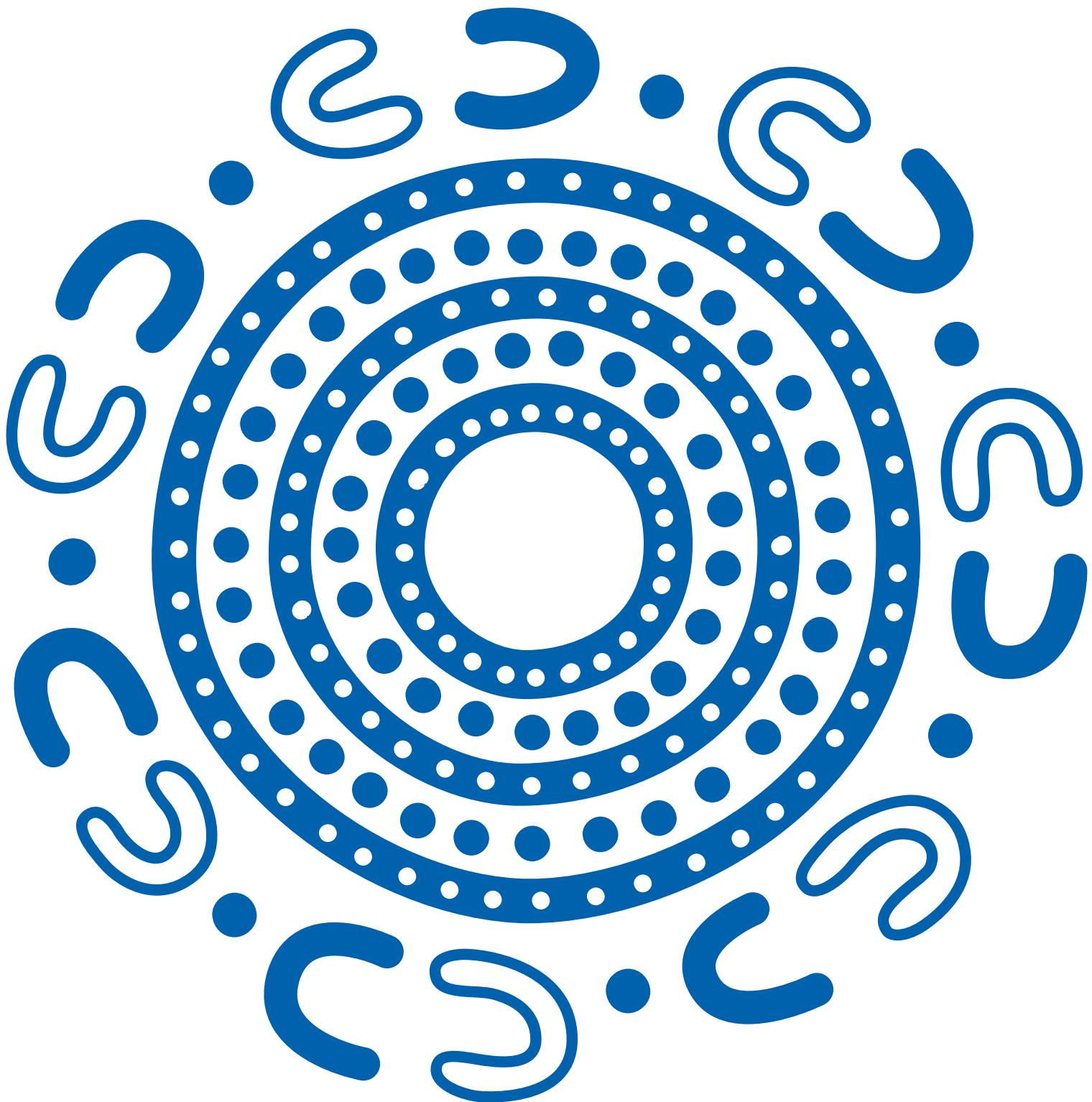


CAPABILITY STATEMENT

Rail

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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**Accreditations,
certifications and
memberships**

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.



**AUSTRALIA
BEST
MANAGED
COMPANIES**

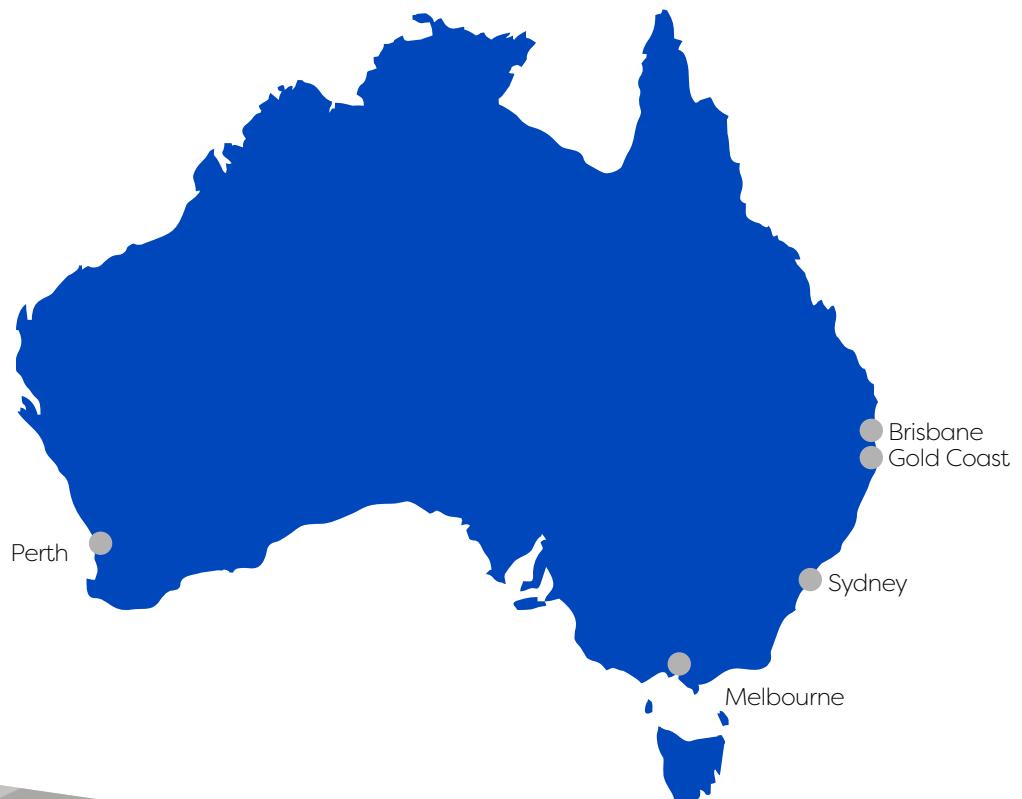


EXPERTISE AND REACH

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.



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.

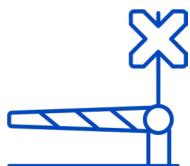


**We are People
Who Build
quality rail
and transport
projects**

Public Transport Authority
Operations Centre, WA



**OUR RAIL
CREDENTIALS**



4

States with rail projects



5

rail projects incorporating DFMA



0

number of LTIs on ADCO's rail projects



We are People Who Build quality rail and transport projects. ADCO's people consist of a national team of highly experienced rail and transport delivery experts.

Spanning suburban train stations, complex commuter parking developments and transport facility upgrades, ADCO is entrusted by state transport authorities to deliver rail solutions to service Australia's growing cities. ADCO is passionate about, and committed to, the delivery of rail and transport projects that help Australians to move around.



ADCO has proudly been 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 2022 Master Builder's Awards.

According to MBA, “Consultation has featured heavily in the management of this site, including with the client, consultants, subcontractors, suppliers, and within ADCO senior management.”

Master Builder's Awards 2022

OUR RAIL CLIENTS

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



Public Transport Authority



Transport for NSW



VicTrack

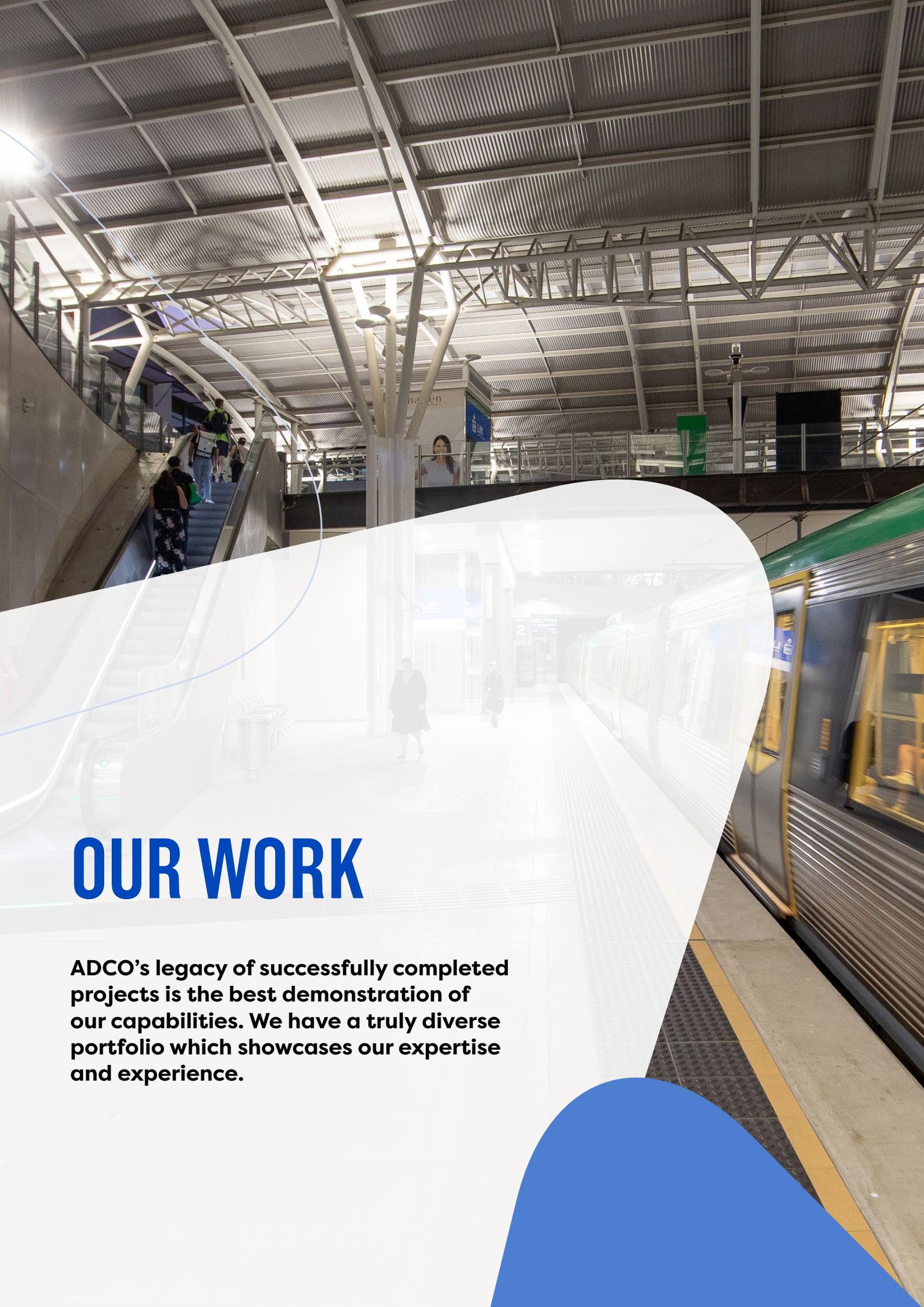
 **GAMUDA**

Plasser Australia

 Queensland Government
Department of Transport and Main Roads

 **Queensland Rail**





OUR WORK

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



QTMP Ormeau Maintenance Facility, Qld

DT INFRASTRUCTURE

ADCO has secured a significant project in the Queensland rail sector, winning the contract to construct the new Ormeau Maintenance Facility as part of the Queensland Train Manufacturing Program.

The Ormeau Facility will be a state-of-the-art maintenance and stabling facility that drives a step-change in fleet performance and supports Queensland Rail on its journey to operating a world-class digital railway.

The facility will be designed to enhance and streamline the maintenance service and crew operations so that the fleet sets a new benchmark for Australian performance and can comfortably meet the required headways.

The Ormeau Maintenance Facility works include the Design, Construction, Testing, and Commissioning of:

- A train maintenance facility, a rail traffic crew amenity building, and various supporting buildings.
- Earthworks, bridge and culvert structures, roads, landscaping, and security; and
- Utilities connections and services associated with the operation of the Train Maintenance Facility and Stabling Yard Facility.

Type	Construct Only
Value	\$120 million
Duration	23 months



Bellevue Railcar Maintenance Facilities, WA

THE PUBLIC TRANSPORT AUTHORITY OF WESTERN AUSTRALIA

The EastRail Joint Venture comprises of National companies, ADCO and UGL, who together will deliver the new Railcar Maintenance Facilities at Bellevue for the Public Transport Authority of Western Australia.

The project will deliver the construction of the new Railcar Maintenance Facilities at Bellevue and Entry into Service of those works. The new multi-functional depot will include assembly and commissioning facilities for the C-series (next generation of electric railcars), a Traction Feeder Substation to provide high voltage power to the Bellevue Depot and maintenance and stabling of the B-series and regional diesel fleets.

The EastRail team brings local knowledge and experience with familiarity with similar complex rail and building projects and established local networks, combined with an exemplary track record of achieving local engagement and industry sustainability.

Type	Construct Only
Value	\$257 million (total ADCO and UGL JV contract sum)
Duration	29 months

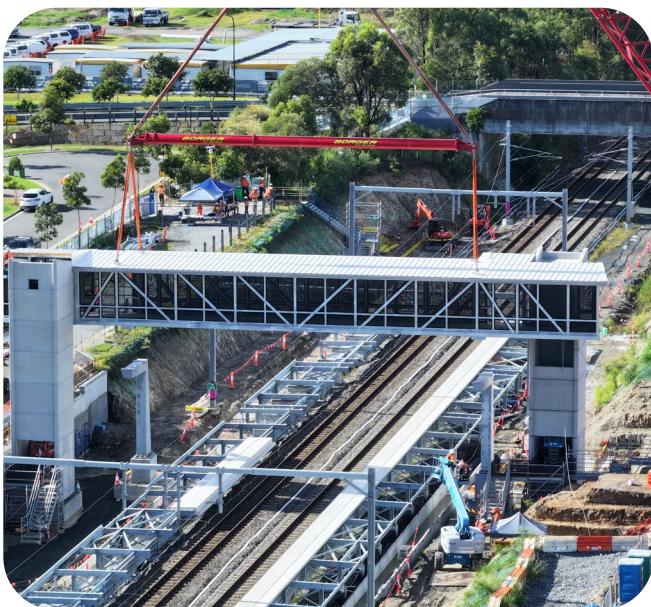




Station entrance - digital illustration only - not for final build



Station platform view - digital illustration only - not for final build



Pimpama Train Station, Qld

CROSS RIVER RAIL DELIVERY AUTHORITY

After a successful ECI period, ADCO was appointed as the successful contractor to design and construct the new train station at Pimpama. This project will see the construction of a brand new train station on a brownfield site. Commencing in November 2022, construction involves civil and services works over a live rail line.

A key element of this project involves the management of bulk excavation in rock and the erection of retaining walls within the rail corridor, which is being undertaken adjacent to vital infrastructure such as road bridges and public utility plants. Meticulous track alignment design and the implementation of comprehensive rail infrastructure monitoring plans have ensured the integrity and safety of ongoing rail operations throughout this complex project.

As the Principal Contractor of the project, ADCO manages the safe, reliable operation of the railway, including maintenance activities, as key considerations during the planning and construction phase. This involves maintaining operational continuity and minimising disruptions to existing rail services, thereby demonstrating a high level of proficiency and adherence to stringent industry standards.

Type

ECI to Design & Construct

Value

\$68 million

Duration

22 months



Public Transport Operations and Control Centre (PTOCC), WA

PUBLIC TRANSPORT AUTHORITY (PTA), WA

ADCO recently completed the construction and fitout of the Public Transport Operations Control Centre (PTOCC), a new 6-storey facility at East Perth train station that will support the PTA's High-Capacity Signalling (HCS) project. The HCS project is a key component of the WA Government's METRONET initiative and will upgrade Perth's existing rail signalling and control systems to an integrated communications-based system, increasing network capacity and allowing trains to run more frequently.

Following completion of the base build, ADCO was requested by the PTA to deliver their Public Transport Operations Migration (PTOM) project. PTOM involved delivery of a Central Monitoring Room (CMR) and associated facilities, and the cold shell fitout of a new interim Network Control Centre (NCC).

ADCO delivered 20 operator desks, a customisable 3.24m x 19.2m DvLED video wall, and a raised access floor for enhanced communications flexibility as part of the project. Works also involved the installation of a full-height internal curtain wall with acoustically rated glazing from Level 1 to Level 2, which our team ensured structural integrity despite facing challenges with its complex installation.

Type	Design & Construct
Value	\$72 million
Duration	24 months (base build) 6 months (fitout)





Subiaco Station Accessibility Works, WA

PUBLIC TRANSPORT AUTHORITY OF WESTERN AUSTRALIA

The accessible works at Subiaco Station have now been completed. The project involved the removal and replacement of 2 escalators and 2 lifts, the assessment and certification of existing structural components, and the design, certification and provision of all temporary works required during the removal and installation of the new vertical transportation.

ADCO was required to increase the size of the structural envelope by extending escalator pits at both the platform and concourse levels to accommodate the new larger capacity escalators.

The project also involved adding a new escalator control room and fit-out of services (SCADA, CCTV, lighting, and access control).

Type	Design & Construct
Value	\$6 million
Duration	8 months





Lakelands Station, WA

PUBLIC TRANSPORT AUTHORITY OF WESTERN AUSTRALIA

After a successful Early Contractor Involvement (ECI) method of procurement, ADCO was selected as the head contractor to design and build Lakelands Station as part of the WA Government's METRONET program of projects.

This vital rail project saw the design and construction of the new train station, including an entry building with a pedestrian overpass connecting the train platforms, bus interchange, 400-bay car park and associated infrastructure.

The design of the station draws on local natural features like the wetlands, the Serpentine River, Yalbanberup Pool and Paganoni Lake.

Lakelands Station is located 7km north of Mandurah Station and services the growing suburbs of Lakelands, Madora Bay, Meadow Springs and surrounds and will see 2,300 commuters per day from day one, allowing them to access the busy Mandurah line to Perth.

ADCO was awarded the following WA Master Builder awards:

- Office of the Federal Safety Commissioner's National Excellence in Workplace Health and Safety (2022)
- Best Public Use Building \$20m - \$50m; and
- Construction on a challenging site.

According to MBA, "Consultation has featured heavily in the management of this site, including with the client, consultants, subcontractors, suppliers, and within ADCO senior management. ADCO uses an online system for subcontractor and supplier use which has seen a streamlining of the onboarding and day-to-day management of the project. The practices in place are typical of the safety practices demonstrated by ADCO."

Type	ECI to Design & Construct
Value	\$40 million
Duration	24 months





Brisbane Metro Depot, Qld

BRISBANE CITY COUNCIL

The new Brisbane Metro Depot will maintain and operate the initial fleet of 60 fully electric biarticulated vehicles while incorporating a design that allows for future expansion.

This 12-hectare end of route facility provides advanced metro charging solutions for a cleaner and greener Brisbane, making it one of the largest and most technologically advanced facilities of its kind in Australia.

Key features of the development include stabling and maintenance facilities for the new fleet of 60 battery electric metros; 5 end-of-route Grid e-Motion flash chargers, 60 CCS2 plug-in slow chargers, and their supporting charging infrastructure. Metro driver amenities, administration offices and on-site parking to support the day-to-day running of the depot and metro fleet operations; extensive workshop facilities to accommodate both routine maintenance and body repairs on the metro fleet and capacity to accommodate growth to the fleet in line with future service requirements.

Other project highlights include:

- 25 design packages
- 20,000m of inground conduit reticulation
- 3,500m of RCP stormwater pipework
- 36,000 m² of MRTS rigid concrete pavement
- 2,000m² of structural concrete
- 600t of structural steel; and
- 1MW solar generation.

The project won the 2025 Commercial / Industrial Building over \$50 million Award at the Master Builders Queensland - Brisbane Housing & Construction Awards.

Type	Design & Construct
Value	\$92 million
Duration	43 months
Environmental	Targeting 5 Star (GBCA)
Rating	



Plasser Rail St Marys, NSW

PLASSER RAIL

ADCO delivered Plasser Rail's new manufacturing facility at their St Marys production and maintenance headquarters in 2016. The scope included a large span rail yard fabrication and maintenance facility, large cantilevered awning area and associated works, including alterations to existing secondary entry driveway and landscaping within the existing site. The project also included rail siding access to the New South Wales standard gauge rail system providing access for newly commissioned maintenance and track laying machinery. ADCO's team completed the works with an impeccable safety performance including no LTIs.

Key to the projects success was the integration and coordination of Rhomberg Rail Australia's contract into the works. This scope incorporated the removal of existing rail sidings and turnouts for civil works to commence and then the construction of 4 x turnouts (2 x 8.25 turnouts, 1 x 7.5 turnout and 1 in 9 turnout) and 700m of rail shunting room on track slab. Due to the complexity of the staging program, each portion of track had to complete by a specific date. These works were separated into four modules of works to allow all contractors to work simultaneously without delays. The coordination of monthly and daily works was difficult at times and communication by all contractors throughout the course of the project was crucial. Two stages of the program were driven by Plasser's need to deliver track machines to its customers. The project was a resounding success for all involved, completed on time, on budget and to the all key stakeholder requirements.



Type	Managing Contractor
Value	\$15 million
Duration	10 months



Springfield Central Park'n'Ride, Qld

DEPARTMENT OF TRANSPORT AND MAIN ROADS (TMR)

ADCO was thrilled to be the builder of choice for the \$45 million multi-storey Park 'n' Ride facility at Springfield Central Station, in Brisbane's south-west.

Built for the Queensland Government's Department of Transport and Main Roads, the facility increases the total number of available car parks around the Springfield Central station precinct to over 1100 – improving safety and security for commuters and residents in and around the area.

The car park consists of four suspended levels with an internal spiral ramp and link bridge. Built on a greenfield site opposite the busy Springfield Central train station, the \$34 million structure is one of the largest of its kind in Queensland, offering five levels of free parking to local commuters, nearly doubling previous spaces available.

The southern park 'n' ride area along Southern Cross Circuit was also redesigned to include 24 covered parking spaces for people with disabilities, created in the existing park 'n' ride and closer to the station off Sir Llew Edwards Drive.

The new multi-storey park 'n' ride has sustainable and innovative design features such as recycled aluminium in the building façade and the ability to accommodate another parking level in the future if required.

The build will improve safety and security for people in and around the station precinct, featuring 24-hour access, elevators, additional accessible parking spaces close to the station and greater security through CCTV and lighting.



Type	Construct Only
Value	\$45 million
Duration	20 months



Belgrave Railway Multi-Level Commuter Car Park, Vic

VICTRACK

ADCO was selected as the Builder of Choice to construct the multi-level commuter car park at Belgrave Station, in Melbourne's outer eastern suburbs. The project was delivered by VicTrack as part of the Victorian Government's Car Parks for Commuters program or works.

This project involved the design and construction of a new, multi-level car park offering 640 car spaces over four levels, built on the site of the existing at-grade car park. Works included a new bus interchange, with significant improvements to bus and commuter access roads.

ADCO was proud to deliver this project for VicTrack, which marks our first rail sector project in Victoria.

The project was awarded the 2024 AIB Commercial Construction \$25m to \$60m.

Type
Value
Duration

Design & Construct
\$50 million
14 months





Trade Coast Bus Depot, Qld

BRISBANE CITY COUNCIL

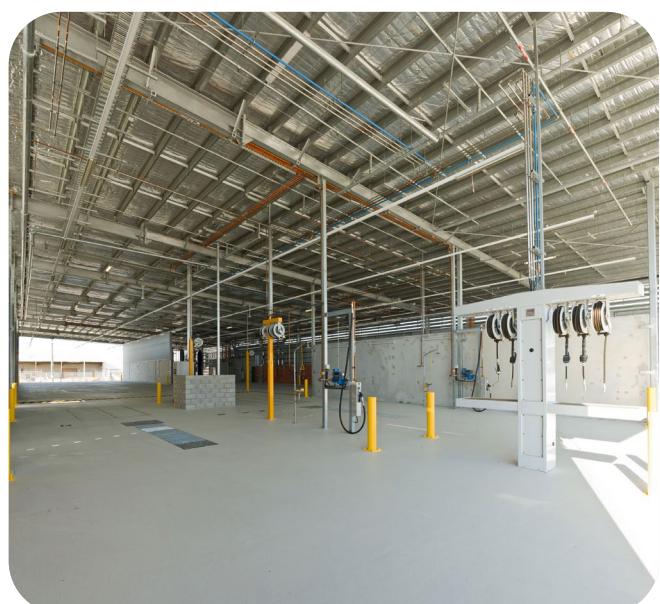
The Trade Coast bus depot is a major local government infrastructure project to service the growth in demand for public transportation in the Brisbane City Council municipality.

The Council relocated the Toowong bus building facility to this purpose-built centre at Eagle Farm in conjunction with council's bus body manufacturing partner, Volgren Australia.

ADCO managed the Green Star process from early in the design stage, throughout construction to detailed submission. This resulted in the Green Building Council of Australia awarding the project a 5 Star Green Star Design and As Built Rating under Version 1 of the Industrial Rating Tool. This was the first project in Queensland to achieve this rating.

The project combined large scale industrial construction with in excess of 25,000m² of hard stand pavement area over the sites large 8.8 hectares.

The depot incorporated a 3,000m² administration building, a 2,500m² refuelling and services building, a 5,000m² garage and maintenance facility, parking for over 200 buses, 254 car parks and major upgrades of surrounding infrastructure and roadworks.



Type	Design & Construct
Value	\$35 million
Duration	16 months
Environmental Rating	5 Star Green Star (GBCA)

TfNSW Bundle, NSW

TRANSPORT FOR NSW

ADCO's four-year framework agreement with Transport for NSW for the design and construct of commuter car parks. Works also included the installation of new rail corridor fencing, updates to security systems and the upgrade of existing substations.

These new at-grade and multi-storey car parks will play a critical role in NSW Government's transport initiatives by providing convenient access to key transport interchanges; helping to ease road congestion; and extending the reach of the public transport network.

Stations that have been included as part of ADCO's scope include:

- Hornsby
- North Rocks
- Riverwood
- Revesby; and
- West Ryde.

Type	Design & Construct
Value	\$53 million
Duration	Various





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

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

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.

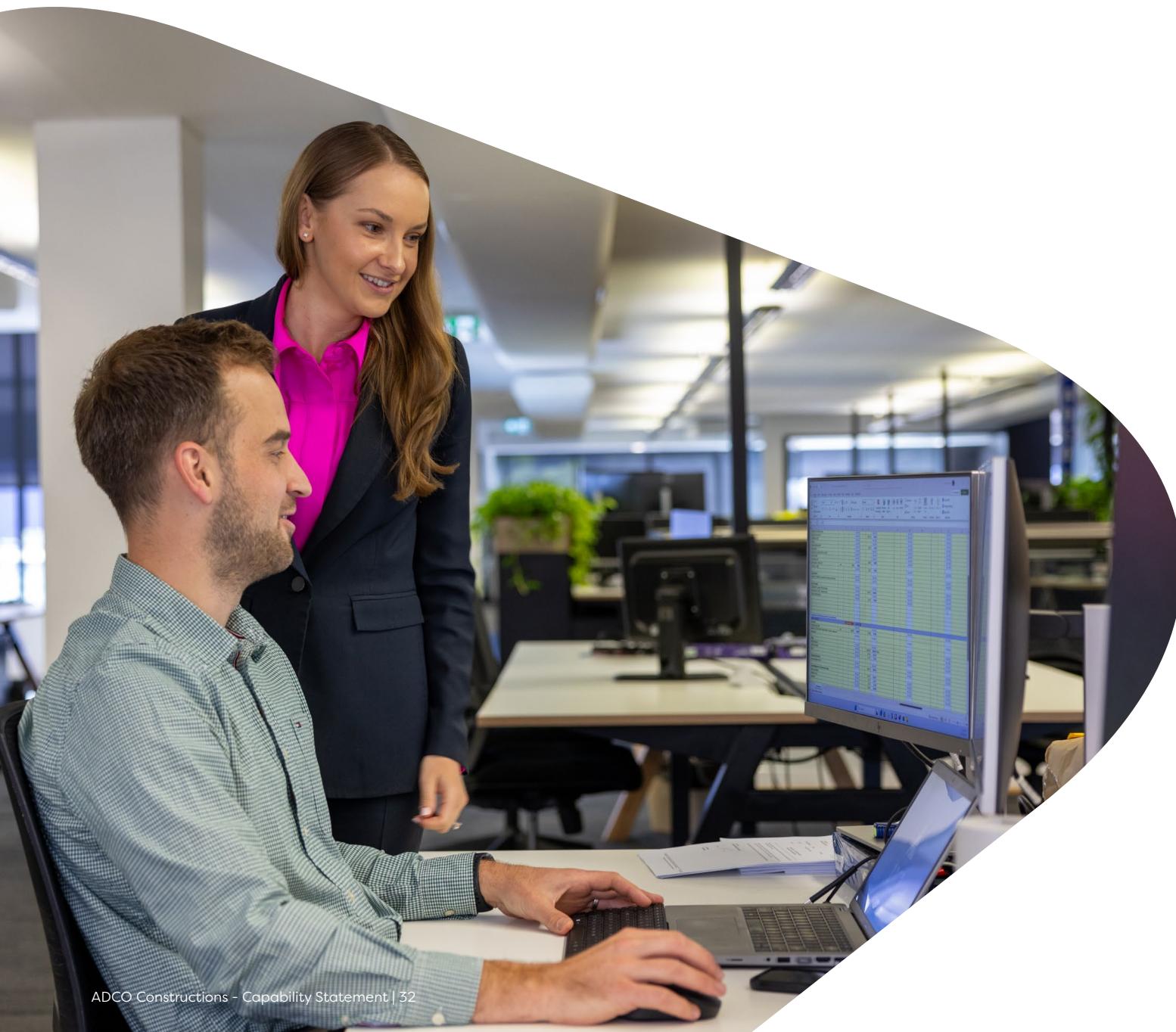
A graduate of the inaugural ADCO Leaders Program and an active contributor to our innovation group, Novus, Nathan champions leadership development and forward-thinking practices across the business. He holds a Bachelor of Construction Management with Honours from Deakin University.

FINANCIAL STRENGTH

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

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.



Environmental, Social and Governance

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



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.



Modern Slavery

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



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.



Women of ADCO

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



Novus

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

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



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.



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.



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.



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.



Sydney Melbourne Brisbane Gold Coast Perth

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