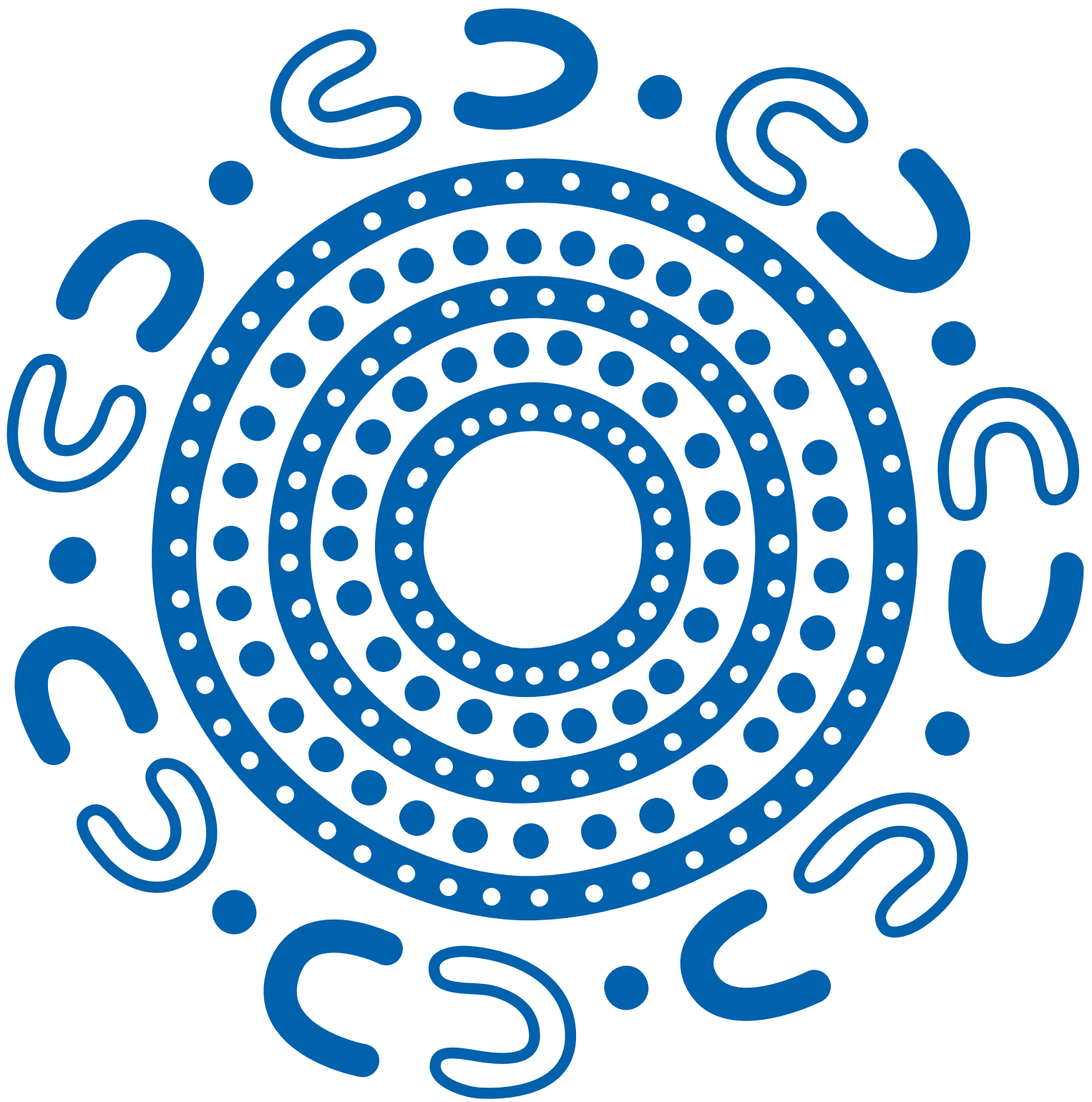


CAPABILITY STATEMENT

Aviation

August 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 over 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 just 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

ADCO's Safer by Choice vision recognises that health and safety outcomes in construction are shaped long before work begins – through upstream design and planning decisions.

Our Safer by Choice vision focuses on the importance of informed decision making and choices. This vision is embedded in The ADCO Way strategic management system framework, which serves as the foundation for our commitment to industry-leading health and safety performance.

Safer by Choice is built on 5 pillars that guide our approach—visible leadership and commitment, hazard identification and risk assessment, employee training and empowerment, health and safety controls and continuous improvement and monitoring.

ADCO was recognised by Master Builders with Excellence in Health & Safety awards for Caulfield Grammar New Aquatic & Wellbeing Centre (2019), Gippsland Regional Aquatic Centre (2020), Lakelands Station (2022), and Perth's Public Transport Operations Control Centre (2023).



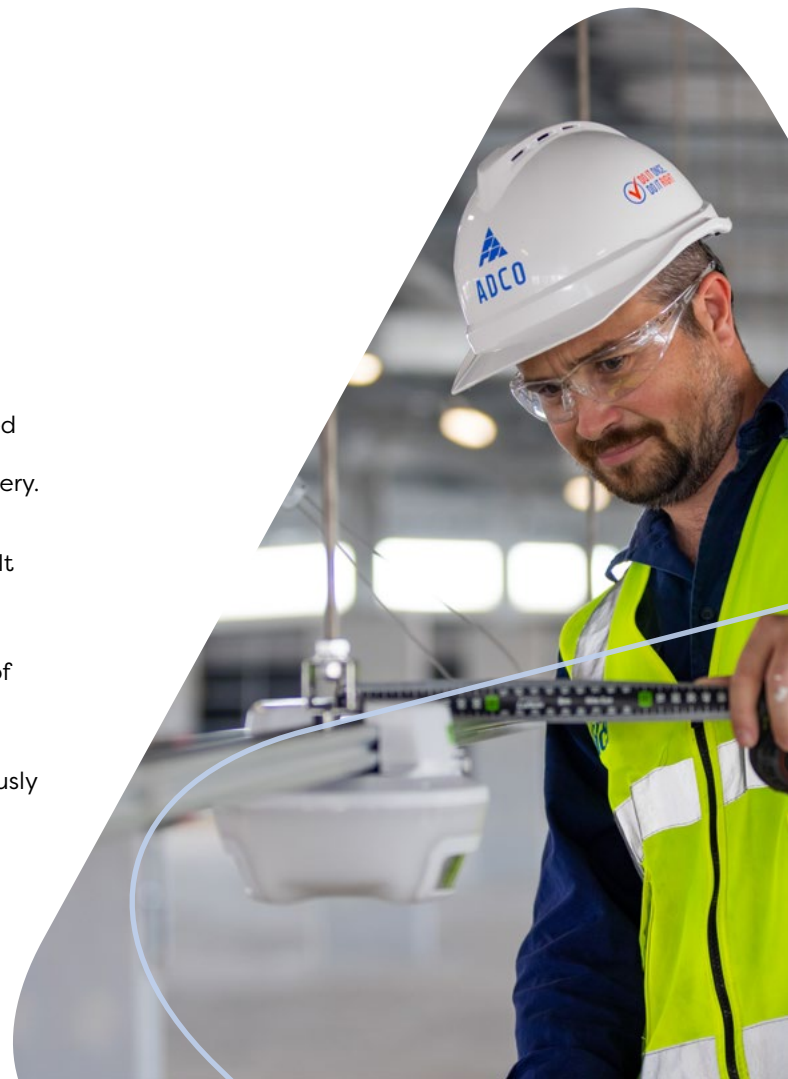
ADCO's commitment to quality across all areas of the business.

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
next-generation
airports**

Gold Coast Airport Redevelopment, Qld



**OUR AVIATION
CREDENTIALS**



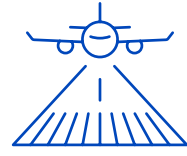
\$200M

largest project



3

flight simulator
facilities built



10+

Australian airports
worked at



Aviation Australia, QLD

ADCO is proud to work with some of the largest providers of aviation facilities in Australia.

This includes significant repeat business from Sydney, Brisbane, Melbourne, Gold Coast and Perth airports. We have completed major air and land-side terminal extensions, apron works and new gate developments, retail, duty free, airline lounges, customs processing, and high security (sterile) works. Our portfolio also includes support facilities for Qantas and Virgin airlines including maintenance hangars, flight simulators, emergency procedure halls and office facilities.



Virgin Simulator, QLD

“ADCO’s design team was well managed and achieved the required design outcomes inherent in terminal delivery. The construction phase was well planned and implemented, ensuring safety and security requirements were met through innovative and robust staging of the works, reflecting the airports exacting operating requirements.”

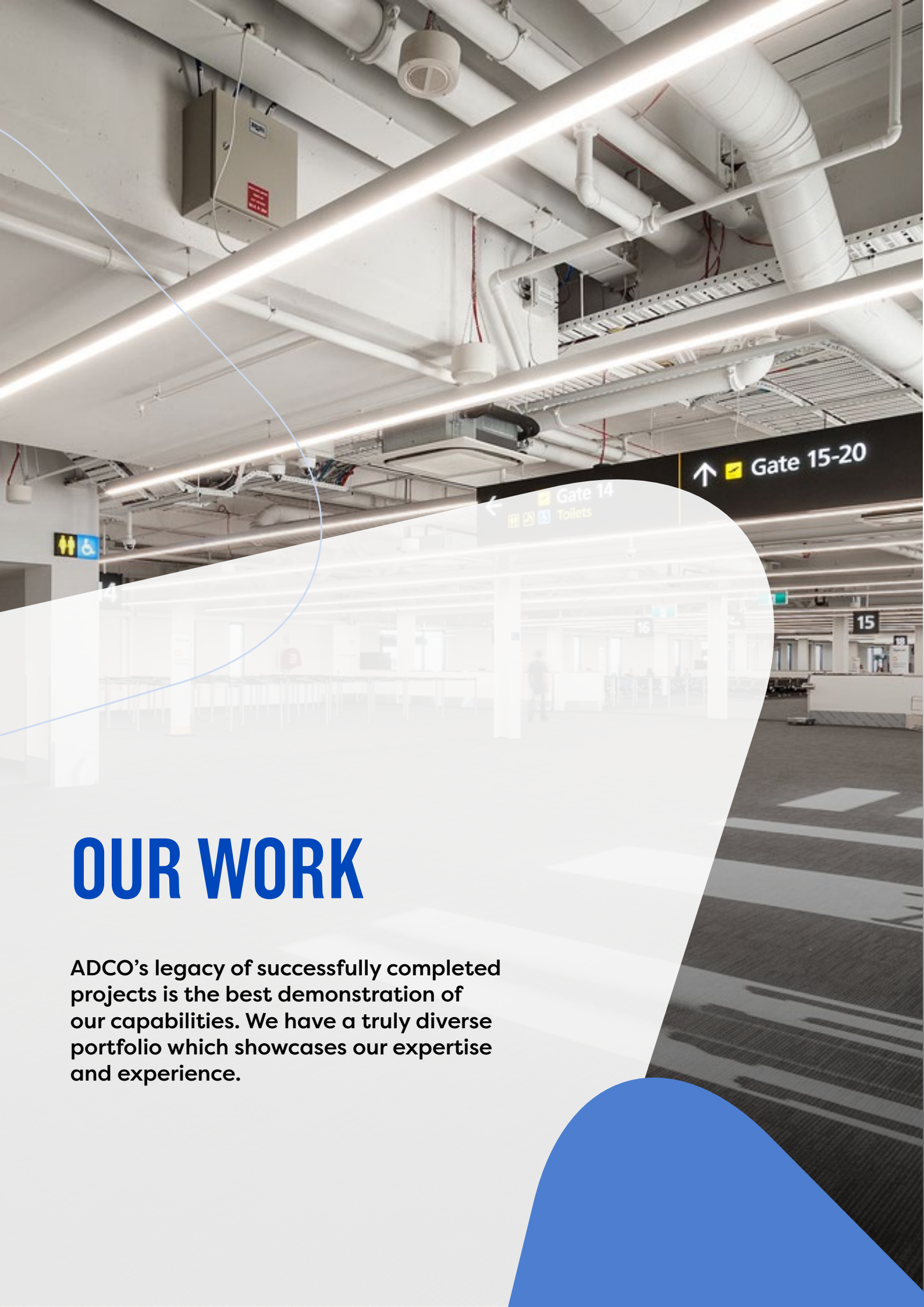
Peter Wych
SYDNEY AIRPORT
GENERAL MANAGER (DEVELOPMENT & CONSTRUCTION)

OUR AVIATION CLIENTS

We are proud to have provided facilities for some of the largest businesses in the Australian aviation industry. Testament to our success is our significant repeat clientele. Our aviation clients include:



Sydney Airport Bifurcation, NSW



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.



Western Sydney International Airport (WSIA) Aviation Rescue Fire Fighting (ARFF) Facility and Airport Civils, NSW

AIRSERVICES AUSTRALIA

ADCO has been engaged by Airservices Australia to deliver the construction and fit out of the Aviation Rescue Fire Fighting and Training Facility and Airport Civils. The project is integral to the Australian Government's commitment to establishing Sydney's second major airport in Western Sydney and forms part of the first stage of the overall WSIA project.

ADCO will deliver a new Airside Aviation Rescue Fire Fighting (ARFF) Facility targeting a 5 Star Green Star rating that will provide a Category 10 Service, a new Landside car park, Airside Hot Fire Training Ground (HFTG) and associated facilities. The project also includes civil works to support the installation of key navigational and safety systems on and around the runway and airport site, including instrument Landing Systems, Distance Measuring Equipment, SMR and Multi-lateration Sensor System and Fibre Communications infrastructure and systems connectivity. These works are spread across the WSIA site and are packaged into 14 discrete work packages.

ADCO is executing the project in compliance with stringent aviation security protocols including a controlled Permitting and Approval system, tool control registers, and security chaperones for site visitors.



Type	Design & Construct
Duration	24 months
Environmental Rating	Targeting 5 Star Green Star



Brisbane Aeromedical Base, Qld

BRISBANE AIRPORT CORPORATION

We are thrilled to announce a significant win for ADCO with our Queensland branch securing the contract to design and construct the new Brisbane Aeromedical Base for Brisbane Airport.

The \$217 million build signifies a substantial milestone for our Queensland operations and further enhances ADCO's long standing relationship with Brisbane Airport, having recently commenced works for Brisbane Airports \$90 million Domestic Terminal Car Park Expansion project.

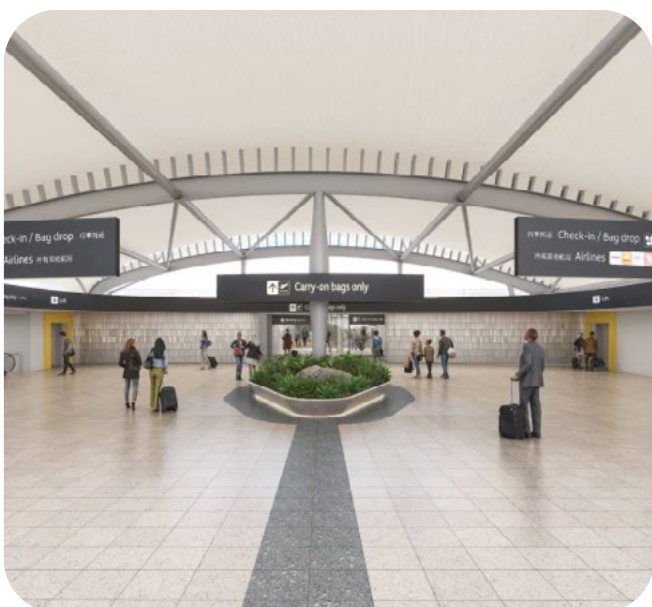
The Aeromedical Precinct will be a multi-tenanted facility, serving as a vital hub to connect the community with critical services provided by Queensland GovAir, Retrieval Services Queensland/Queensland Health, the Royal Flying Doctor Service and Life Flight.

The project spans areas of live aircraft operations, commercial, maintenance and support facilities, including a substantial civil works and innovative ground improvement strategy.

Our people are working collaboratively with our client Brisbane Airport, in conjunction with our trade partners and key consultants, to ensure key development success factors including; meticulous coordination, critical interfacing, key stakeholder management and stringent staging of the works are implemented to minimise disruptions to ongoing operations and the public whilst upholding our Safer by Choice philosophy.

We are proud to be the Builder of Choice for this critical piece of aviation and commercial infrastructure and look forward to delivering a facility that will positively impact communities and contribute to the advancement of aeromedical services across Queensland.

Type	Design & Construct
Value	\$217 million
Duration	32 months
Environmental Rating	Targeting 5 Star Green Star



Brisbane Airport Corporation Multi-Level Car Park, Qld

BRISBANE AIRPORT CORPORATION

We are thrilled to be Builder of Choice on this \$90m project involving the construction of a 6 level (including ground) structure that will seamlessly tie into the existing P2 car park.

The extension will deliver a minimum of 1,700 additional long-term car parks for the airport significantly increasing their car spaces and addressing the challenges of parking in peak times such as holiday seasons.

A key component of ADCO being the Builder of Choice was our staged delivery presented during the tender process. This will allow BAC to take the operation of car spaces progressively and generate revenue at an earlier stage.

The project will also feature sustainable building and procurement practices with the vast roof featuring solar panels allowing significant renewable power generation capacity.

With construction starting soon, the project aims for completion by mid-2025.

Type	ECI to Design & Construct
Value	\$90 million
Duration	17 months

Port Hedland International Airport Redevelopment, WA

PORT HEDLAND INTERNATIONAL AIRPORT

The Port Hedland International Airport upgrade project encompassed both essential services and infrastructure upgrades and relocation, as well as the refurbishment and expansion of the existing terminal building.

During the ECI phase of the project, ADCO tested the proposed construction methodology and logistics against the airport management plans and aviation requirements, providing advice about buildability, cyclonic region D considerations and assisting with investigation of the existing built elements and services.

The site infrastructure upgrade, centred in the services compound and plant shed on the north-eastern side of the site, houses the fire pumps and tanks, potable water tanks and sewer leach drain facility. These upgraded systems replace the existing site services that allows a new car park configuration, and the new car hire facilities and coach parking have been re-purposed.

The terminal works included a new extension to facilitate the relocation of the current check-in and security screening areas, further assisting the expansion of existing baggage handling facilities. Rammed earth at the passenger terminal entrance guides visitors to an upgraded check-in area. New tiled floors promote integration of the extension to the existing building which further enhances with vaulted ceiling treatments.

Great attention was given to the café/restaurant tenancy and the terminal amenities that include new restroom facilities to the landside area, and upgrades to the existing airside amenities.

Working in a live environment with stringent operational and safety requirements was a challenge ADCO embraced, ensuring CASA, aviation guidelines and HSE best practices were implemented by mirroring the PHIA management plans, and prioritising airport passenger movements throughout all stages of construction.

The Port Hedland International Airport is the 2024 MBA WA Winner for the Best Public Use Building \$20 million - \$50 million, Kimberley Pilbara.

Type	ECI to Design & Construct
Value	\$30 million
Duration	17 months





T1 Bifurcation Roof and Luxury Retail Precinct, NSW

SYDNEY AIRPORT CORPORATION LIMITED

ADCO led the redevelopment of the Bifurcation Precinct – part of the broader duty-free development at Sydney International Airport.

The T1 Bifurcation Project was an entirely unique project due to the complexity of geometry, scale and access, made even more challenging by the constraints of working in a live, operating airport facility.

Works involved the construction of a new 2,900m² diagrid roof structure that was supported by only four columns and suspended 28 metres above tarmac level. This new structure included 63-metre clear span trusses and a ten-metre high glass façade spanning 45 metres.

Once structural works were complete, the existing roof and structure was removed to create a new open plan retail precinct inclusive of skylights and a high-level ceiling and provide over 3,700m² of new space within the fully operational departures terminal.

Every facet of construction required the ADCO team to develop and deliver a bespoke solution while keeping within the bounds of the various constraints.



Type	ECI to Design & Construct
Value	\$32 million
Duration	18 month

Gold Coast Airport Redevelopment, Qld

GOLD COAST AIRPORT CORPORATION

ADCO was engaged by the Gold Coast Airport Corporation to manage the design and construction of the major extension to Coolangatta Airport. The \$110 million project doubled the size of the existing terminal, with major extensions to both the air and landside components totalling more than 19,000m².

In addition to new domestic and international travel facilities, the project included a major retail component, including food courts to entertainment areas, airline lounges, baggage handling and back of house facilities, communications and security systems upgrades and new accommodation for the Australian Federal Police, Australian Customs and the Department of Immigration.

ADCO's project team successfully planned and managed the staging and programming of the development to ensure that the functionality and operational capacity of the extremely busy airport were maintained throughout the construction process.

The \$110 million project doubled the size of the existing terminal, with major extensions to both the air and landside components totalling more than 19,000m².

Type	ECI to Design & Construct
Value	\$110 million
Duration	18 months





QANTAS Group Flight Training Facility, NSW

QANTAS GROUP

ADCO was delighted to secure the contract for the \$100 million Qantas Group Flight Training Facility (QGTF), although the project has since been put on hold.

The QGTF was to be an industry-leading facility for training pilots and cabin crew staff. The facility would provide a simulator building to house 14 flight simulators and 10 static cockpit devices; an Emergency Procedures Hall containing a pool for water landing training, aircraft cabin mock-ups, and classroom facilities. The simulator hall was designed as a 3-storey high concrete and steel frame structure, with a central spine accommodating the briefing room.

The QGTF combined many design elements targeting a 5 Star Green Star design.

The largest of its kind in the Southern Hemisphere, the facility was to be located just outside Sydney Kingsford Smith Airport at Qantas' Mascot headquarters.

Type	Design & Construct
Value	\$100 million
Duration	18 months



Virgin Australia Maintenance Facility, Qld

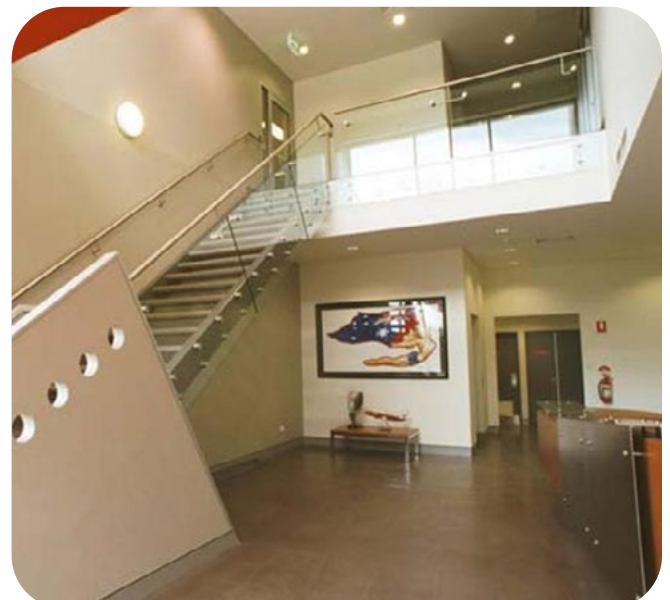
VIRGIN BLUE

ADCO was engaged by Virgin Australia to construct the airline's first hangar at Brisbane Domestic Airport.

The hangar was designed to service Virgin's Brisbane based aircraft fleet. With a height of 24 metres and a clear span of 100 metres, the hangar is large enough to accommodate two Boeing 737-700 aircraft side-by-side or one of the larger airbus A340s. 5,000m² of office and storage space is located at the rear of the facility accommodating 240 office and maintenance staff.

The airside pavement works required adherence to aviation security protocols including workforce management, tool control registers, and security chaperones for site visitors.

The \$20 million project, completed over 12 months, presented many challenges, particularly in relation to the site. As a large percentage of Brisbane Airport is founded on reclaimed land from Moreton Bay, the marine clay soils and high water table required the use of precast piles which were driven 30 metres below ground level. A 50-tonne macro roller was used to compact the sub-grade and a temporary bridging layer was utilised to ensure crane traffic did not disturb the sub-grade prior to the pouring of the concrete slabs.



Type	Construct Only
Value	\$20 million
Duration	12 months

Aviation Australia, Qld

BRISBANE AIRPORT CORPORATION

On behalf of Brisbane Airport Corporation and Aviation Australia, ADCO delivered a 5,000m² facility providing a helicopter flight simulator hall and technical training centre, including 20 new lecture rooms and a café.

Designed to house Australia’s first AugustaWestland 139 Helicopter Full Flight Simulator, the facility demanded stringent acoustic, vibration, temperature and humidity performance criteria. ADCO’s focus on these requirements through all stages of design, construction and commissioning ensured these standards were achieved.

The design included full height precast concrete walls to the simulator hall to exclude noise from the flight path above, with an insulated panel fixed internally to address reverberated noise. High performance acoustic doors were used with meticulous attention to seal details, and an isolated motion reinforced concrete slab was installed beneath the simulator.

ADCO’s acoustic consultant attended site with the foreman every two weeks for the three months prior to final commission, to inspect and verify that all installation works were completed to the requirements of the acoustic design.

Designed to house Australia’s first Augustawestland 139 helicopter full-flight simulator, the facility demanded stringent acoustic, vibration, temperature and humidity performance criteria.

Type	Design & Construct
Value	\$12 million
Duration	15 months





Virgin Flight Simulator, Qld

VIRGIN BLUE

The Brisbane Flight Simulator represents ADCO's first project with Virgin Australia (previously Virgin Blue). The \$8 million facility is located at Brisbane Airport and can house up to six Boeing flight simulators.

The building also includes the simulator brief/debrief rooms, training areas for general flight crew, and administrative areas to support these functions.

ADCO coordinated the works and commissioning program with specialist fit-out teams from the USA and UK, who completed the installation of the first four simulators. The installation and waterproofing of hydraulic supply routes to the simulator bays were a key aspect of the successful final commissioning.

The design and construct project included detailing the raised walkways from briefing rooms to the simulator drawbridges, with this access designed to allow seamless access from classroom to simulator.

The project was completed on time over a 35-week duration and represents a major investment by Virgin in its Australian operations.

Type	Design & Construct
Value	\$8 million
Duration	9 months



Qantas Terminal and Lounges, Brisbane Airport, Qld

QANTAS GROUP

ADCO was selected for the design and construction of the Qantas Terminal and Lounges' multimillion dollar extension and refurbishment at Brisbane Domestic Airport.

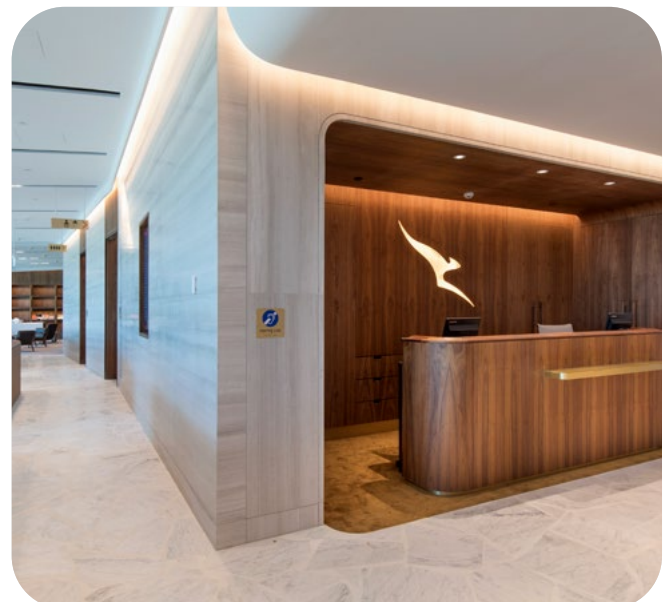
The existing Qantas Club Lounge underwent a 1,800 m² expansion with a new façade to match the terminal in line with Brisbane Airport Corporation's approval. The ground level areas under the existing Club Lounge and the new expansion were reconfigured to accommodate a new premium customer valet entry experience, with passenger processing from landside to airside, enabling direct access into the refurbished and expanded lounges above.

ADCO delivered the works over three stages while maintaining full airport and lounge operations.

Stage 1 included valet relocation from the existing lounge undercroft to a temporary facility, to allow construction and expansion of the terminal. Stage 2 included Base Building Expansion and Refurbishment, including the building envelope, capped services provisions, valet entries and parking area. Stage 3 saw the internal fitout of Qantas Business Lounge, Chairman's Lounge and the refurbished Qantas Club.

An 1800 m² expansion for the existing Qantas Club lounge was complemented by an impressive new façade.

Stage 3 internal fitouts for the Qantas Business Lounge, Chairman's Lounge and refurbished Qantas Club set new standards in airport luxury.



Type	Design & Construct
Value	\$35 million
Duration	18 months



ARFFS Brisbane West Fire Station, Qld

AIR SERVICES AUSTRALIA

ADCO was engaged to construct the new Aviation Rescue Fire Fighting Services (ARFFS) fire station required to service the new parallel runway at Brisbane Airport.

Situated on a greenfield site, the building primarily consists of a structural steel and blockwork structure, clad with profiled metal sheeting, architectural blockwork and perforated aluminium screening.

Internally, the building offers a highly detailed fit-out complete with resting quarters, gym, kitchen, locker rooms, office spaces and training spaces.

The facility sits on a sand foundation elevated from the surrounding roads and was constructed to Department of Transport & Main Roads specifications.

The project was delivered to budget and was closely managed throughout to ensure minimal disruption to the project stakeholders during construction.

While not contracted to be completed until march 2020, ADCO delivered the project nearly 2 months ahead of schedule due to innovative construction techniques and alternative conforming construction products with faster lead times.

Type	Construct Only
Value	\$12 million
Duration	8 months

**Australian Federal Police Building,
Melbourne Airport, Vic**

AUSTRALIAN PACIFIC AIRPORTS MELBOURNE

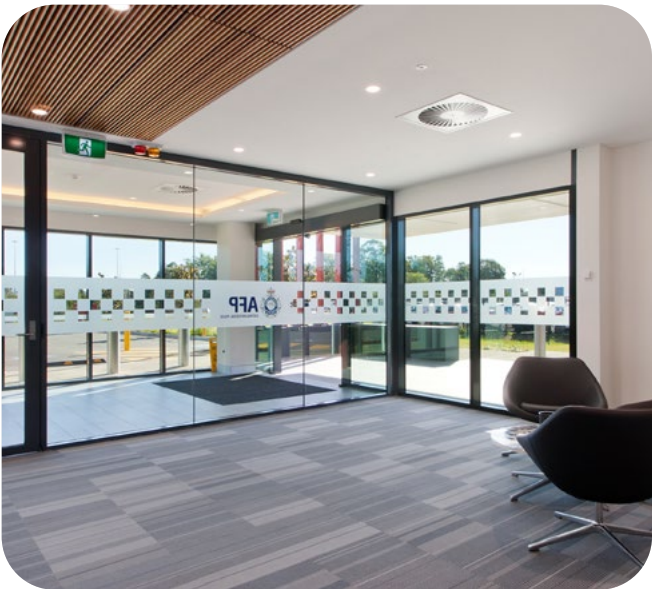
ADCO was engaged by Melbourne Airport to carry out the delivery of the purpose-built office accommodation for the Australian Federal Police at Tullamarine airport, on a design and construct basis.

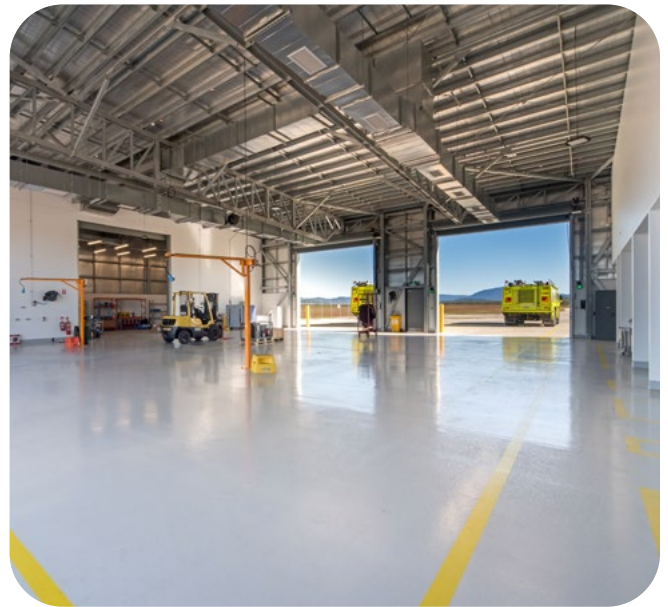
A 5 star Green Star project, the building includes substantial environmentally sustainable design principles such as electronically controlled external blinds to reduce heat loads on the building, a central atrium providing natural ventilation, grey water recycling and storm water harvesting.

The four-level office building was completed under a fast track construction program of 10 months to ensure the AFP were able to take possession in line with the expiry of their existing building lease.

The facility offers a unique, contemporary office space near the air and land side components of the airport.

Type	Design & Construct
Value	\$15 million
Duration	10 months
Environmental Rating	5 Star Green Star Design





ARFFS Whitsunday Fire Station, QLD

AIR SERVICES AUSTRALIA

The Whitsunday Aviation Rescue Fire Fighting Services (ARFFS) Airport Fire Station was delivered under a Design and Construct model and built on the Council side of Whitsunday Airport on a greenfield site.

The building was constructed with structural steel and CFC cladding and consists of a gym, office space, kitchen and amenities. The civil works included 8000m² of concrete pavement and 8000m² of asphalt, with one pavement being an emergency driveway that connects directly to the landing strip. The facility is a Class 4 building designed as a drive-through and to handle 8 x 8 fire trucks, with each axle weighing 14.1 tonnes. The existing water and sewer services were also redesigned to facilitate on-site treatment, as they were initially located more than 400m from the project site.

ADCO managed the operational site challenges with high levels of engagement and communication between all project stakeholders and stringent safety and traffic management.

Type	Design & Construct
Value	\$9 million
Duration	12 months

MORE AVIATION PROJECTS



Pier F Extension Terminal 4 Melbourne Airport

APAM - MELBOURNE AIRPORT

Type	Design & Construct
Value	\$11 million
Location	Melbourne Airport, Vic



Europcar Facility Sydney Airport

SYDNEY AIRPORT

Type	Construct Only
Value	\$6 million
Location	Sydney Airport, NSW



Australian Federal Police Office, Gold Coast

QUEENSLAND AIRPORTS
LIMITED

Type	Design & Construct
Value	\$9 million
Location	Gold Coast Airport, QLD



Emirates Lounge Fitout

EMIRATES AIRLINES

Type	Managing Contractor
Value	\$5 million
Location	Melbourne Airport, Vic



Australian Federal Police Office Cairns

RJH HOLDINGS

Type	Design & Construct
Value	\$6 million
Location	Cairns Airport, QLD



Beaufort Building Essendon

ESSENDON FIELDS

Type	Design & Construct
Value	\$14 million
Location	Essendon Airport, V





“The ADCO team conducted themselves in a professional manner and managed stakeholders with the highest level of respect. The project team always approached challenges with a collaborative mindset resulting in a project that both Melbourne Airport and the Australian Federal Police are extremely proud of.”

Linc Horton
MELBOURNE AIRPORT
CHIEF PROPERTY OFFICER

A man and a woman are shown in profile, facing right, at what appears to be a construction or industrial site. The man, in the foreground, is wearing a white hard hat with the ADCO logo, safety glasses, and a high-visibility yellow vest over a light blue shirt. The woman, partially visible on the right, is also wearing a white hard hat with the ADCO logo and a high-visibility yellow vest over a blue shirt. The background is slightly blurred, showing some industrial structures and trees under a blue sky with clouds. A large, semi-transparent white shape overlaps the lower part of the image, serving as a background for 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.



ADCO
TANYA WALSH

Safer
CHOICE

ADCO 50th Anniversary

ADCO 50th Anniversary



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.



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).



Danielle Buckland Head of Health Safety and Environment

Danielle is an industry specialist in Health, Safety and Environment (HSE) and a member of our National leadership Team. She brings extensive experience across complex construction delivery environments.

As Head of HSE at ADCO, she brings specialised expertise in critical risk management, forecasting, assurance and governance, with a proven track record in embedding effective safety strategies across diverse portfolios. Danielle is a strong advocate for visible safety leadership, collaboration and the use of technology to strengthen health and safety outcomes. She holds qualifications in Work Health and Safety, Risk, Auditing and Construction Management, and is a member of the Australian Institute of Health and Safety.



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.

STATE MANAGERS



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.



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

Our ISO Standard certifications



Health & Safety Management

Our Occupational Health and Safety Management System (ISO 45001:2018) is independently certified by third party auditors.



Environmental Management

Our Environmental Management System (ISO 14001:2015) is independently certified by third party auditors.



Quality Management

Our Quality Management System (ISO 9001:2015) is independently certified by third party auditors.



Information Management System

Our Information Security Management System (ISO/IEC 27001:2022) is independently certified by third party auditors.



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.



Diversity Council Australia

ADCO is a proud member of the independent, leading body of diversity and inclusion in the workplace, who provide research, programs, resources and expert advice across all diversity dimensions.



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.



Supply Nation

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



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.

Industry accolades



Australasian Inspiring Workplaces Awards

ADCO was named as amongst the Top 10 highest ranked organisations in 2026.



Hubexo's Construction League 2026

ADCO has again secured a place in the Top 10, marking our fifth consecutive year among Australia's leading builders.



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.



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.



Property Council

ADCO is a longstanding member of the Property Council of Australia, an organisation that delivers industry advocacy, professional development, and valuable industry connections.



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.



Social Traders

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



EcoVadis

ADCO has completed a thorough assessment of our business sustainability practices through EcoVadis. In our latest rating, we earned a Silver Medal, placing us in the top 15% of companies assessed annually by EcoVadis on a global scale.



Veterans' Employment Program

As a recognised Veteran Employment Supporter, ADCO actively works to attract, retain, and empower veterans across our workforce. We understand that veterans bring a unique set of skills that strongly align with our vision and values.



ADCO

adcoconstruct.com.au

Sydney

Melbourne

Brisbane

Gold Coast

Perth