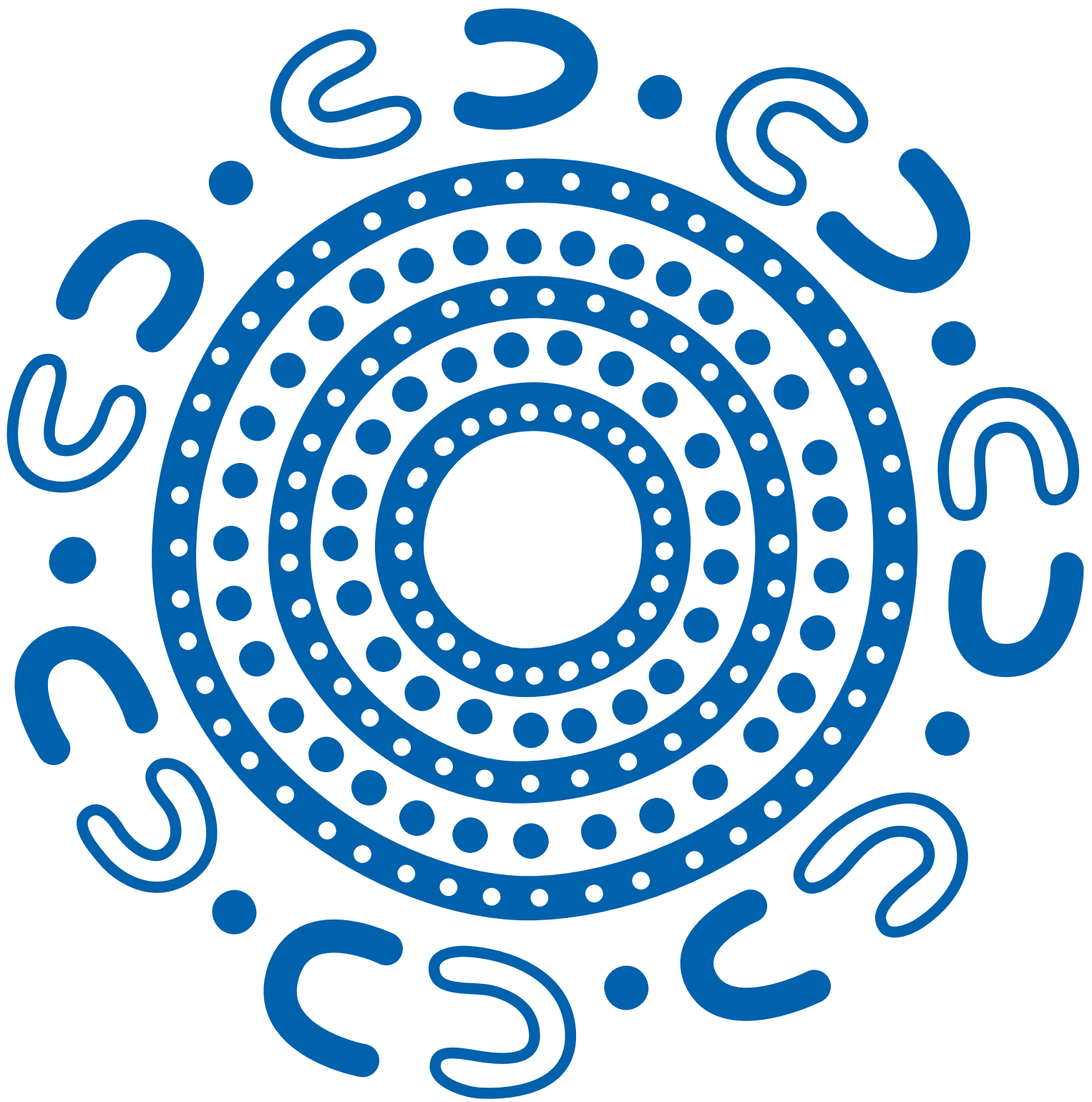


CAPABILITY STATEMENT

Industrial

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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Pharmacare Warehouse & Head Office, NSW

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

It is our commitment to always ask ‘is there a safer 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).



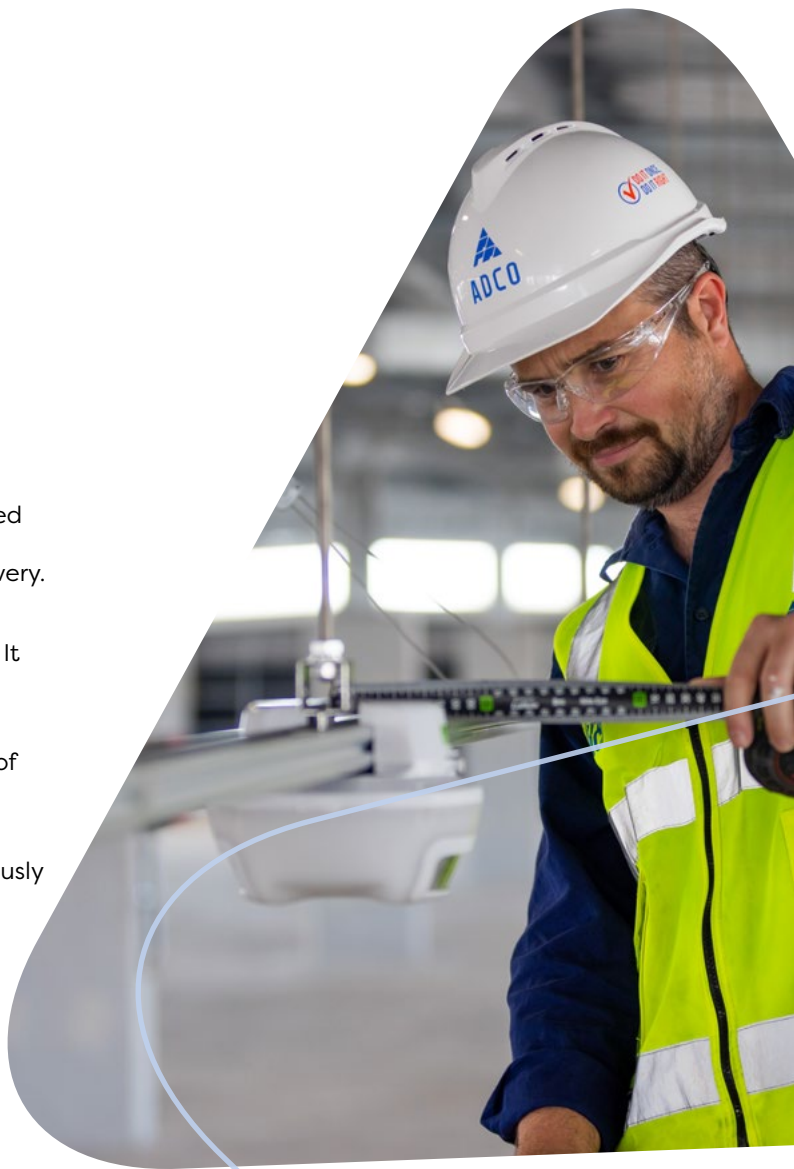
ADCO's commitment to quality across all areas of the business.

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 superior
distribution
capabilities**

Australia Post Parcel Facility, NSW

**OUR INDUSTRIAL
CREDENTIALS**



\$120M+

largest development



110M

largest clear span



13

multi-storey warehouses



Springfield Park 'n' Ride, QLD

ADCO brings extensive experience across freight logistics, cross dock distribution and parcel sorting centres.

From complex purpose-built facilities incorporating high levels of manufacturing machinery and specialist equipment, to large clear-span warehouses and high-tech distribution centres, ADCO remains a major contributor to Australia's constantly evolving industrial, logistics and distribution sectors.



Mercedes Benz Alexandria, NSW

“This project really was a pleasure... It was good to know the ADCO team could work with our consultants and sort out problems without too much input from myself.

Having people around you that are looking for solutions rather than always raising problems then sitting back waiting for someone else to create the fixes made a big difference.”

Timothy Hill
COSTCO

OUR INDUSTRIAL CLIENTS

We are proud to have provided facilities for some of the most important distributors, manufacturers and specialist services in the country. Testament to our success is our significant repeat clientele. Our industrial clients include:

dexus

 Australia Post

HITACHI

Charter Hall 

**NATIONAL
STORAGE**

COSTCO
WHOLESALE

 australia

 westernpower

BUNNINGS
warehouse

Perth Airport 

**FOOD
BANK**



Hitachi Perth Manufacturing, WA



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.



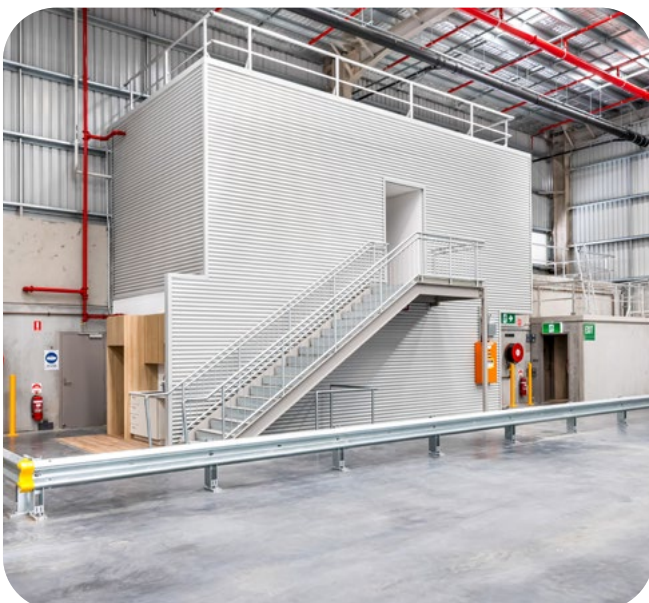
Lidcombe Multi-Storey Warehouse, NSW

HALE PROPERTY SERVICES

The Lidcombe Multi-Storey Warehouse Project involves the design and construction of a 2-level, 5 Star Green Star warehouse facility with 10 individual tenancies.

Each tenancy is set to be a secure, standalone facility with all building services contained within, ensuring each facility is separately operated, metered, isolated, and maintained without adversely affecting the operation of the other tenancies within the facility.

The new 40,000m² warehouse is located within Sydney's inner west with close access to key transport infrastructure. It will be a premium facility for storing, handling, picking, packaging and distributing goods.



Type	Design & Construct
Value	\$120 million
Duration	26 months
Environmental Rating	Targeting 5 Star Green Star



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



Brisbane Metro Depot, Qld

BRISBANE CITY COUNCIL

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

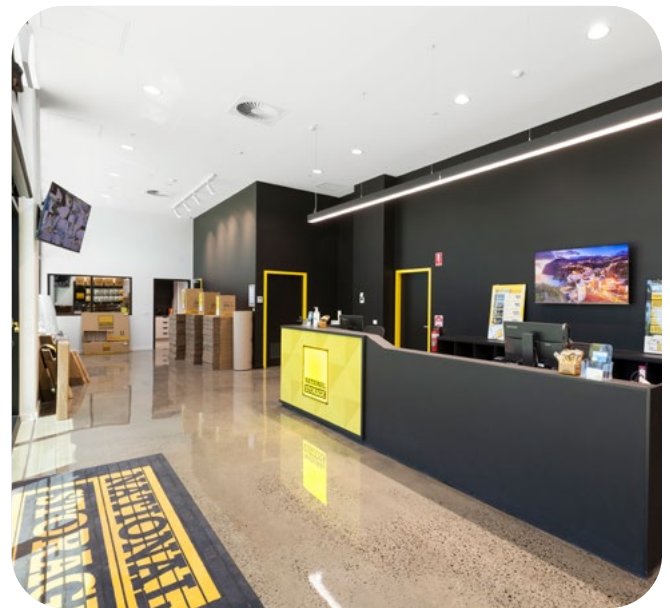
This 12-hectare end of route facility provides advanced metro charging solutions for a cleaner and greener Brisbane, making it one of the largest and most technologically advanced facilities of its kind in Australia.

Key features of the development include stabling and maintenance facilities for the new fleet of 60 battery electric metros; five end of route Grid e-Motion flash chargers which can recharge a metro in under six minutes, as well as 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.

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





National Storage Rollout, Nationwide

NATIONAL STORAGE

National Storage continues to expand its portfolio, bringing an innovative and collaborative approach to procuring and working with its delivery partners. ADCO is proud to be their Builder of Choice, delivering seven state-of-the-art storage warehouses across Australia. Our projects include:

In Victoria - Maidstone, a 3-level facility spanning 11,568m² and featuring 700 storage units; Clayton South, a 2-level facility providing a secure and accessible solution for personal and commercial storage needs, 16,800m² approximately floor span, with 620 storage units and 26 mini warehouses; Epping, a 3-level self-storage facility with 835 storage units of various sizes, internal lifts and a Box Shop; and in Campbellfield, a 3-level facility spanning over of 12,000m² and 811 storage units in various sizes, with internal lifts and a Box Shop.

In Springfield, Queensland, a 5-level facility spanning 9,808m², including additional tenancies for Ultratune Service Centre and Sparkletown Car & Dog Wash.

In Lansvale, NSW, a 3-level storage facility spanning 12,229m² with approximately 9,206m² of storage space. The facility features 4 MRV loading bays, 'drive-up' storage units accessible via a ring road and internal units.

In Pier Street Perth, WA, a 6-level facility, including 16,000 storage units and 2 cold shell commercial tenancies.

These projects highlight our commitment to delivering high-quality facilities that align with National Storage's vision.

Type	Design & Construct
Value	\$175+ million
Projects	7 projects

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.

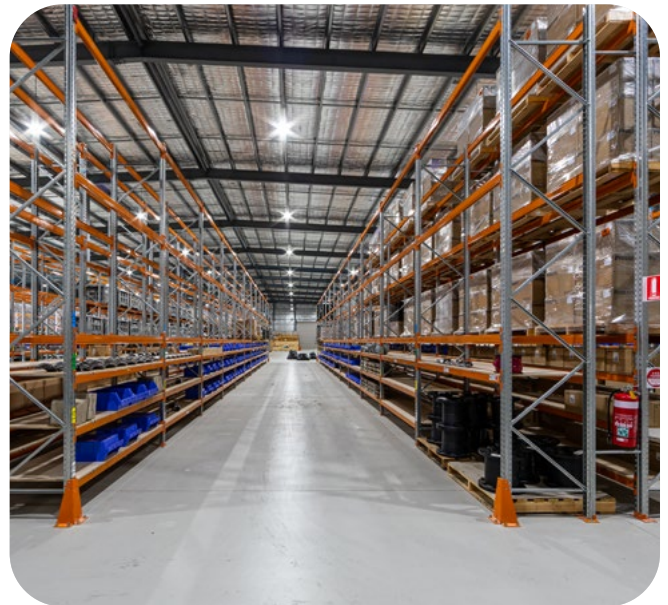
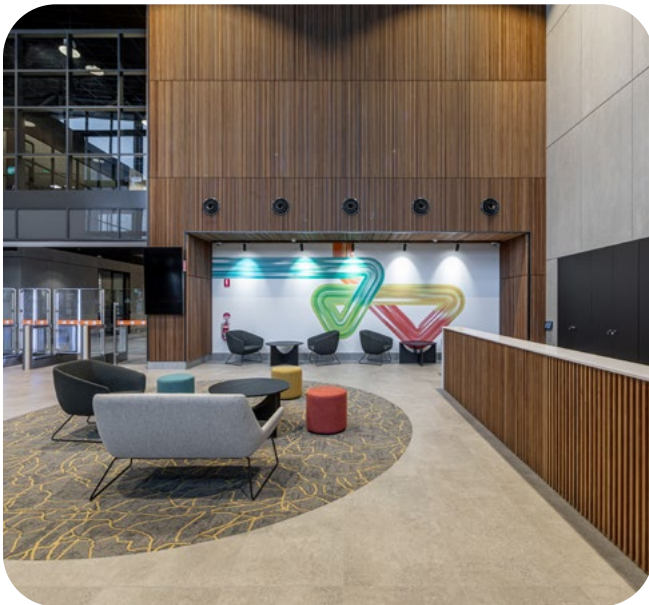
The southern park ‘n’ ride area along Southern Cross Circuit was also redesigned to include 24 covered parking spaces for people with disabilities, created in the existing park ‘n’ ride and closer to the station off Sir Llew Edwards Drive.

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





Western Power South Metro Depot, WA

WESTERN POWER

ADCO was proud to be builder of choice for Western Power's new \$75 million South Metro depot, 30km south of Perth.

The Forrestdale depot provides space for 850 operational and service employees and a fleet of 450 heavy and light vehicles as part of Western Power's Depot Modernisation Program.

The state-of-the-art facility includes electric vehicle charging stations, a solar panel micro-grid and a dedicated grid transformation warehouse for research.

During construction nearly two football fields of hardstand concrete were poured, 1.5 football fields of roofing installed and just under half the amount of steel needed to build Optus Stadium was erected.

ADCO was awarded the 2024 WA Master Builders – Best Industrial Building \$50m – \$100m.

Type	Design & Construct
Value	\$75 million
Duration	20 months



Toyota Powertrain, Vic

TOYOTA

ADCO was awarded the \$35 million redevelopment of the Toyota Powertrain manufacturing building in Altona North, to provide a new state-of-the-art administration, research and showroom facility.

The works involved the demolition and strip out of the existing Powertrain facility to complement the new works, which include a contemporary open plan office, auditorium, workshops, workbays and testing areas, training rooms, display showroom, design studio and indoor viewing platform.

The new refurbishment provides the Toyota campus with a state-of-the-art administration, research and showroom facility.

Type	Construct Only
Value	\$35 million
Duration	12 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 Design and As Built Industrial V1 (GBCA)





Narangba Works Depot, Qld

MORETON BAY REGIONAL COUNCIL

The project scope for the new Moreton Bay Regional Council (MBRC) Works Depot which is situated along Boundary Road in Narangba has enabled the amalgamation of three existing MBRC depots into one facility.

The project included a new 3-level office building, warehouse, stores building, wash bay, refuelling station, car and vehicle parking and all associated infrastructure. External works included a signalised intersection and road widening and upgrade works to Boundary Road.

The site covers an area of 60,828 m² and GFA of 6,456 m² and is listed on the Environmental Management Register (EMR) due to its history of landfill use including sewage sludge, tannery and metal coating wastes. The extensive earthworks associated with this project included dynamic compaction of the existing fill and the import of circa 135,000 m³ of imported material to level the site and allow the construction of the depot in clean fill areas.

Type	Construct Only
Value	\$38 million
Period	24 months



Hitachi Remanufacturing Facility, WA

HITACHI CONSTRUCTION MACHINERY AUSTRALIA

ADCO proudly delivered Hitachi Construction Machinery Australia's re-manufacturing facility in Perth.

Undertaken at Hitachi's existing Forrestdale facility, the \$13 million works involved the establishment of a steel structure building with a concrete tilt panel façade and external post-tension slabs. The warehouse, which is used for the refurbishment of large-scale Hitachi mining equipment, was extensively fitted out with gantry cranes, hydraulic and oil reticulated lines, spray booths and wheel testing facilities. All essential services were integrated with the existing facility, with all rainwater and stormwater to be captured and reused as part of the overall facility operations.

The \$27 million, Stage 3 works provided a 5,300m² warehouse and 200m² office area for Hitachi Construction Machinery Australia, and is equipped with multiple gantry cranes, the largest two being 200 tonnes each, for assembly activities.

The new building was constructed with a combined solution of pre-fabricated concrete panels and a structural steel frame. The operational areas of the workshop received a hardwearing fibre concrete slab to support the heavy machinery loads and heavy-duty functional requirements. It is estimated that the workshop structural frame weighs approximately 750 tonnes in structural steel alone.

In total, over 7500m³ of concrete was poured, 650 tonne of steel was used and \$1.5 million worth of stand-alone equipment installed to bring the facility to completion.



Type	Design & Construct
Value	\$40 million
Duration	20 months



Costco Rollout, National

COSTCO

Applying our extensive large format retail expertise, ADCO has been instrumental in Costco's entry into the Australian market.

Our teams have completed several stores nationally for the group, including: North Lakes and Bundamba in Queensland, Islington in South Australia, Epping in Victoria and Casuarina in Western Australia and the Gold Coast.

Our success across Costco's portfolio ensured ADCO was selected as the Builder of Choice to complete their first national distribution centre at the Oakdale Industrial Estate in New South Wales.

Fast-track programmes were innovatively designed to be aligned with Costco's delivery methodology and providing the ingenuity of a dedicated onsite team to manage Costco's extensive list of preferred international trade partners proved absolutely critical.

Recognised by Costco as a resounding success, the projects demonstrate how ADCO successfully manages the concurrent delivery of assets for one client across multiple geographic locations.

Type	ECI to Construct Only
Value	\$300+ million
Projects	9 projects

Dexus Drive Richlands Industrial Estate, Qld

DEXUS

The \$42 million DEXUS industrial development at Richlands’ DRIVE Industrial Estate comprised of the concurrent delivery of a 38,500m² and an 18,000m² warehouse via a design and construct contract.

ADCO coordinated the integration of Dexus’ three tenants, DHL, Target and Steinhoff - completing the specialist fit-out and racking requirements for each respective operator.

The finished project provides the market with a premium industrial development consisting of high specification, sustainable, flexible buildings in one of Brisbane’s leading industrial locations.

Type	Design & Construct
Value	\$42 million
Duration	14 months





Bunnings Warehouse Rollout, National

BUNNINGS GROUP

ADCO has successfully built over 40 stores for the Bunnings Group at various locations in Queensland, New South Wales, Victoria, South Australia and Western Australia.

Delivered under a design and construct model, we have worked closely with the Bunnings Group to develop new construction methodologies and techniques to ensure that these projects continue to be delivered to their program requirements without sacrificing Bunnings' high standards of quality. In recent years, our NSW team delivered the largest hardware store in Australia at Alexandria, a project comprising 22,000m² of trading floor suspended over two levels of car parking.

Our teams have also aided in the development of Bunnings' design brief and construction techniques for their multi-storey warehouses. These range between 2 and 4 levels and incorporate structural slab tolerances for enhanced loading to cater for suspended loading docks and the like. ADCO had delivered 13 multi-level warehouses for the group.

ADCO has been the builder of choice for Bunnings for some time, having completed over \$750 million of work for the iconic hardware brand.



Type	ECI to Design & Construct
Value	\$750+ million
Duration	40+ projects



Australia Post Parcel Sorting Facility, NSW

AUSTRALIA POST

The Australia Post parcel sorting project at Chullora incorporated a major extension of the existing facility to accommodate the increased volume of parcel postage resulting from the online shopping boom. The project was completed under a fast-track program of 28 weeks.

The \$40 million extension includes the design and construction of an additional 15,000m² warehouse space which was connected to the existing operational facility.

The warehouse is a steel structure with low height pre-cast concrete walls, full height insulated wall panels with and an insulated panel roof. The warehouse floor is a mesh and fibre combination slab with a high-quality burnished finish. Building services include air-conditioning to the entire warehouse space with all major plant installed on platforms underneath the roof. ADCO's team also managed the integration of the specialist sortation equipment contract.

ADCO's team coordinated the design and construction works to accommodate the installation of major mail sortation equipment imported from the Netherlands.

Type	Design & Construct
Value	\$40 million
Duration	10 months



Costco National Distribution Centre, NSW

COSTCO

ADCO was appointed Head Contractor for Costco National Distribution Centre, a \$120 million investment by the American retailer.

Located at Oakdale Industrial Estate, Costco has consolidated its offices and distribution facilities into one hub. Our team assisted Costco with cost planning and programming early in the project life cycle to support them in acquisition decisions and capex sign-off.

The total site covers 138,000m², consisting of 139 loading docks, a gate house, 237 staff parking spaces and a 2,500m² freezer. The site also uses 2500 solar panels, which can produce 3.2mw in a single day.

The project and value are inclusive of Stage 2a and Stage 2b works.

Costco utilised a number of preferred international trade partners and ADCO's team assisted in managing these relationships in the Australian market.

Type	ECI to Design & Construct
Value	\$120 million
Duration	12 months

Foodbank Warehouse, WA

FOODBANK

The Foodbank Distribution Warehouse and office facility provides food relief to families through 800 welfare organisations by sourcing surplus food from businesses and redistributing it to those in need.

Located within the industrial estate at Perth Airport, the project comprised of a 5,000sqm warehouse and refrigerated cool store facility complete with a two-level office building.

The works were delivered via a fast-track delivery program with the objective set very early on for Foodbank to be operating from the premises as soon as possible.

ADCO achieved this tight deadline without sacrificing quality, safety or the environment. The project was immensely successful for all key stakeholders and user groups.

Located within the industrial estate at Perth airport, the project comprised of a 5,000sqm warehouse and refrigerated cool store facility complete with a two-level office building.



Type	Construct Only
Value	\$12 million
Duration	9 months





Mercedes Benz Perfect Auto Body, NSW

CAPITAL CITY HOLDINGS

ADCO was excited to take on the complex Perfect Auto Body facility for Capital City Holdings, located on Botany Road, Alexandria, inner Sydney.

The \$25 million development provides our client with a four storey, state-of-the-art workshop facility across nearly 10,000m² with offices and amenities.

Ground Floor and Level 1 are the workshop floors including spray booths, while the basement car park offers over 70 car spaces and a dual car wash bay. The building is serviced via three main driveway entrances and a central, dual car lift, providing vertical access between the basement and the workshop levels.

Located on a small, inner-city site, the project required meticulous planning and was built within a series of shoring systems retaining neighbouring properties and in close proximity to an incredibly busy arterial road.

Type	Design & Construct
Value	\$25 million
Duration	15 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.

The project also incorporated unique features such as a video smoke detection system and foam cannons for firefighting.

Type	Construct Only
Value	\$20 million
Duration	12 months

MORE INDUSTRIAL PROJECTS



Plasser Rail

PLASSER AUSTRALIA

Type	Construction Management
Value	\$8 million
Location	St Marys, NSW



Boral Plasterboard Factory

BORAL AUSTRALIA GYPSUM LTD

Type	Design & Construct
Value	\$40 million
Location	Pinkenba, QLD



Art Gallery of NSW Collections Store

ART GALLERY OF NSW

Type	Managing Contractor
Value	\$13 million
Location	Lilyfield, NSW



Australia Post Parcel Facility

AUSTRALIA POST

Type	Design & Construct
Value	\$17 million
Location	Alexandria, NSW



Porterbilt Industrial Warehouse

PORTERBILT

Type	Design & Construct
Value	\$5 million
Location	Richlands, QLD



Pharmacare Warehouse and Head Office

JUBILEE AVENUE CONSTRUCTIONS

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



The background of the image is a photograph of a large industrial manufacturing facility. The ceiling is high with a complex network of steel beams and numerous industrial lights. In the foreground and middle ground, there are various pieces of industrial machinery, including what appears to be a large lathe or mill. The floor is a light-colored, polished concrete. On the right side, there are large, dark-colored industrial doors or storage units. The overall scene is a typical industrial environment.

“Working with the ADCO team on this project has been a pleasurable experience. There was a high focus and commitment to safety and customer satisfaction. Throughout the project there was a high level of communication and the delivery of the project was to a high standard. I would recommend using this team as their work ethic and standard is very professional.”

James Craig
HITACHI

A photograph of two people at a construction site. On the left, a man in profile, wearing a white hard hat with 'ADCO' on it, safety glasses, and a high-visibility yellow vest over a white shirt. On the right, a woman with a braid, wearing a white hard hat with 'ADCO' and a high-visibility yellow vest over a blue shirt. The background is a blurred construction site with a blue sky and some trees. 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

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