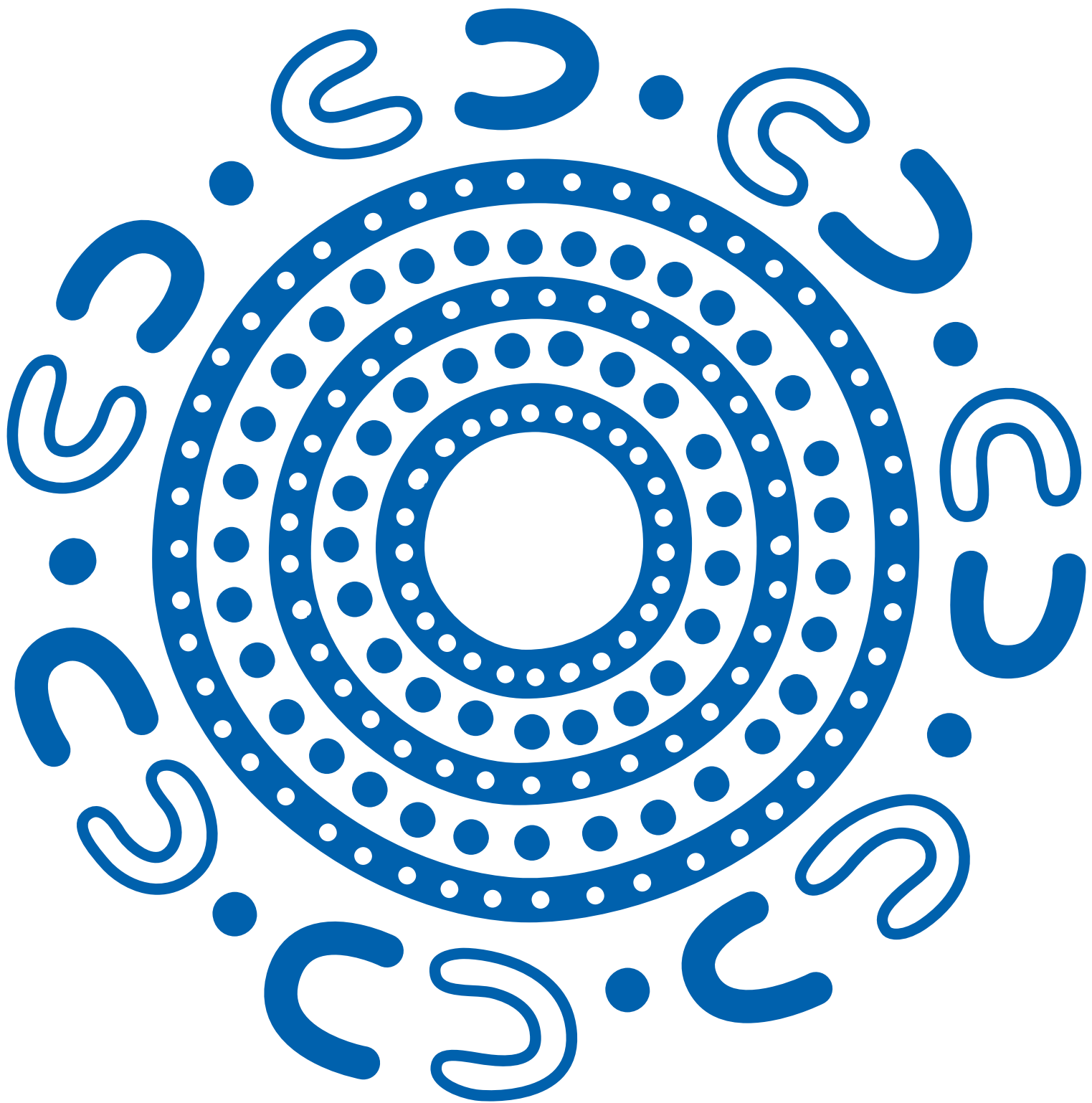


CAPABILITY STATEMENT

Fit Out





**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 Tumbulgam, in Northern New South Wales.

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**Accreditations,
certifications &
memberships**

PEOPLE WHO BUILD

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



WHO WE ARE

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

Our story

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

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

Builder of Choice

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

Becoming the *Builder of Choice* doesn't just happen. It takes responsibility, teamwork and a dynamic mindset. It's about delivering on our promises and bringing energy to every stage of every project to achieve shared goals. 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 *People who Build* go to work.

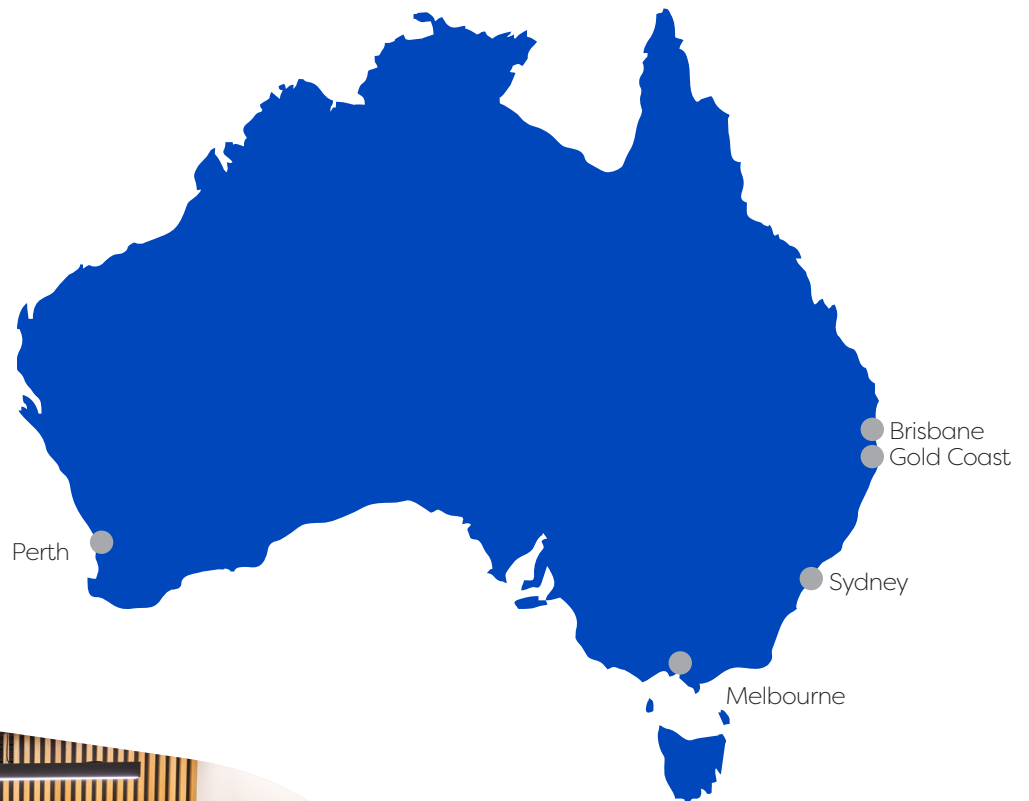


EXPERTISE AND REACH

ADCO has a true national presence with offices throughout Australia.

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

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



● ADCO Office Locations



Safer by CHOICE

It is our commitment to always ask ‘is there a safer choice?’

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

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

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

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



We are people
who build
award-winning
interior spaces.

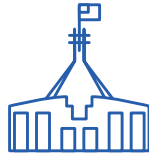
Parmelia Hilton WA

**OUR FIT OUT
CREDENTIALS**



200+

fit outs completed



45+

state and federal government
fit outs completed



75+

hospitality and club
refurbishments



Roselands Shopping Centre, NSW

Specialising in new fit outs and those within occupied spaces, we understand the vital importance of maintaining business continuity for tenants, occupants and asset owners.

Our extensive portfolio includes integrated commercial fit outs, tenancy make goods, Green Star and NABERS rating enhancements, retail fit outs and asset repositioning, hospitality refurbishments, integrated pharmaceutical and healthcare delivery, and adaptive reuse of redundant educational facilities.



Bond University, QLD

“I have nothing but positive things to say about ADCO and their ability to deliver a project to a client’s requirements whilst generating a great outcome for all parties.”

Ross Douglas
BRUNEL ENERGY

“ADCO’s project team provided an incredibly well finished product. Western Australia Police are very happy with the outcome.”

Ron Jackson
WESTERN AUSTRALIA GOVERNMENT
BUILDING MANAGEMENT AND WORKS

OUR CLIENTS

We are proud to have provided internal refurbishments for many organisations and government departments in the country. Testament to our success is our significant repeat clientele. Our fit out clients include:



Queensland Government
Queensland Health



Brunel

**Hames
Sharley**



TOYOTA



Spirit of Australia



OLYMPUS

**WOODS
BAGOT**



**PARRA
LEAGUES**



A modern office interior with a wooden staircase and people working. The scene is captured from a low angle, looking up at the staircase. The office has a high ceiling with exposed wooden beams and concrete pillars. Large windows in the background let in natural light. Several people are seen in various parts of the office: some are standing near the windows, others are sitting on the stairs, and one person is walking down the stairs. The overall atmosphere is professional and collaborative.

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.



University of Western Australia (UWA) Reid Library Refurbishment, WA

THE UNIVERSITY OF WESTERN AUSTRALIA

Located just 5 kilometers from Perth, Reid Library is one of the University's busiest buildings, boasting a substantial collection of informal learning and research spaces. It is a hub frequented by students from various UWA disciplines, as well as the broader community.

ADCO has been selected as the Builder of Choice to carry out the refurbishment works on this iconic building. The goal is to maximise opportunities and enhance well-being, inclusivity, and community engagement. The scope of work includes addressing significant existing deficiencies and the end-of-life status of the building's service infrastructure. This involves improving sustainability and future-proofing these services and infrastructure for greater efficiency and reduced costs.

Importantly, ADCO aims to enhance the student experience by upgrading facilities and providing contemporary spaces. These improvements will, in turn, support UWA's Master Plan, including the 2030 Vision, the 2025 Strategic Plan, and the Estate Strategy.

| | |
|----------|----------------------------|
| Type | Managing Contractor |
| Value | \$18 million |
| Duration | 10 months |

Enex Upgrades, WA

ISPT PTY LTD

ISPT has secured a key agreement with a prominent tenant to occupy approximately 6000m² of office space spanning 3 levels within the existing Enex building. The project involves multiple enhancements and reconfigurations, such as relocating the food podium, demolishing existing structures to accommodate new tenants, installing new facilities, and upgrading base building elements.

As part of the redevelopment, the adjoining A Grade office tower at 100 St Georges Terrace will undergo refurbishment to create a state-of-the-art “Future Floor” office space concept on level 3 to host the building’s incoming tenant, South32.

ADCO is honored to be awarded the contract for this comprehensive project, which includes repositioning Enex through various base build upgrades and refurbishment works. ADCO is excited to contribute to the transformation of Enex and facilitate the realisation of a modern, dynamic space that meets the needs of both current and future stakeholders.

| | |
|----------|--------------------------------------|
| Type | ECI to Design & Construct |
| Value | \$40 million |
| Duration | 14 months |



Hames Sharley Head Office Fit out, WA

HAMES SHARLEY ARCHITECTS

ADCO was pleased to complete a major office space refurbishment for our architect partner Hames Sharley, making use of vacant retail space in Hay Street Mall, central Perth.

The two-storey refurbishment re-purposed disused department store space that has been vacant for 35 years, located above the existing Target store.

The project now provides upgrades to the ground floor lobby and entrance, alterations to the building's basement and structure to create bike parking facilities, the installation of two lifts, internal building connection upgrades, the extension of Level 3 to create a flexible meeting space, and the creation of a roof terrace, which is now home to the firm's beekeeping activities.



ADCO won the Master Builders Australia WA award in the 2022 category “Best Refurbishment or Renovation (\$5m - \$10m)” for this project.

We are pleased to have been a builder of choice on the cutting-edge office facilities for award-winning Hames Sharley, with whom we have collaborated on many projects around Australia.



Type ECI to Design & Construct
Value \$5.5 million
Duration 12 months





Parmelia Hilton Refurbishment, WA

HAWAIIAN GROUP

Property group Hawaiian and hotel giant Hilton confirmed ADCO as Builder of Choice to undertake the \$42 million refurbishment of Perth CBD's Parmelia Hilton.

Designed to enhance guest experience, the project will include a revitalised exterior and lobby, modernised guestrooms, the addition of an executive lounge and a proposed connection to the neighbouring Brookfield Place precinct. Guestrooms were significantly renovated, including new bathrooms, air-conditioning upgrades, new flooring & furniture and improved in-room technology. The room count will also increase from 284 to 309 rooms and suites.

ADCO has considered the requirements of carrying out a major refurbishment in a live, operational hotel and undertook the work in seven stages.

By sequencing the works in this way, maximum construction efficiency was achieved while also retaining a huge benefit to the end users and the hotel operator with the hotel floors being ready for occupancy at an expedited rate throughout the project.

Guestrooms were significantly renovated, including new bathrooms, air-conditioning upgrades, new flooring & furniture and improved in-room technology.

| | |
|----------|-----------------------|
| Type | Construct Only |
| Value | \$42 million |
| Duration | 12 months |





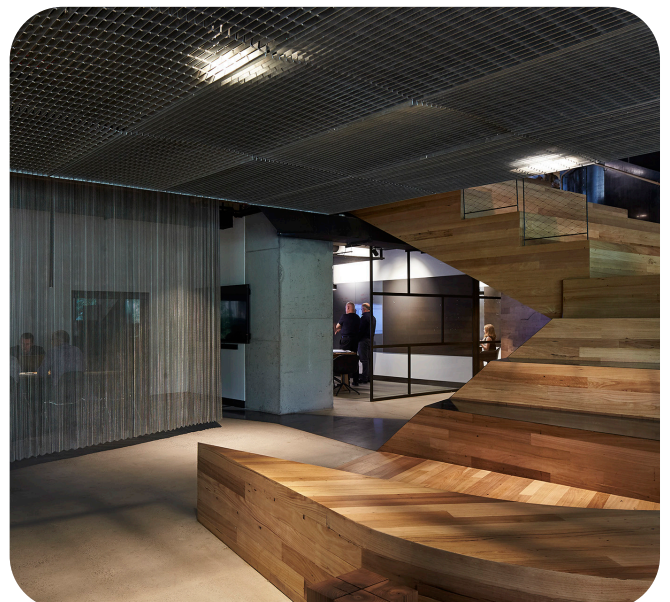
Woods Bagot Fit Out, VIC

WOODS BAGOT

ADCO delivered the two-level, high-end office tenancy fit out for leading architectural firm Woods Bagot at 498 Little Collins Street, Melbourne.

With a total estimated area of 2,200m² the works consisted of the strip out, services diversions and slab penetrations to allow for a complete new architectural office. Fit out activities included specialist finishes and feature auditorium and stairs, creating a presentation space that not only provides a meeting point but also adjoins both levels. In addition to this, the existing lift was extended to connect both floors of the office.

Coordination was key to managing the logistics within the tight constraints of Melbourne's CBD while maintaining a fast-track programme of three months.



| | |
|----------|--------------------------------------|
| Type | ECI to Design & Construct |
| Value | \$4 million |
| Duration | 3 months |



Kings Square North Campus, WA

WESTERN AUSTRALIAN GOVERNMENT

ADCO was pleased to deliver this central Fremantle project for the Western Australian government offers over 14,500 sqm of contemporary office accommodation in the heart of Kings Square precinct.

Located between Queen Street, Newman Court and William Street, the scope of works on the \$13 million project includes the fit out of all tenant areas in the North Campus with selected other works anticipated to the tenant lobbies on the ground level.

The project solidifies ADCO's position as the leading contractor for Western Australian Government department fit outs, having also completed the State Administrative Tribunal (SAT), Department of Mines and Petroleum, Legal Aid, Western Australian Police and the award-winning Mirrabooka Government Office Fit out.

The project included the demolition of the base build and fit out and installation of meeting rooms, offices, collaborative areas, social hubs, wellness rooms, terraces, kitchens and plant rooms.

| | |
|----------|-----------------------|
| Type | Construct Only |
| Value | \$13 million |
| Duration | 6 months |



Qantas Terminal and Lounges Brisbane Airport, QLD

QANTAS AIRWAYS LIMITED

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

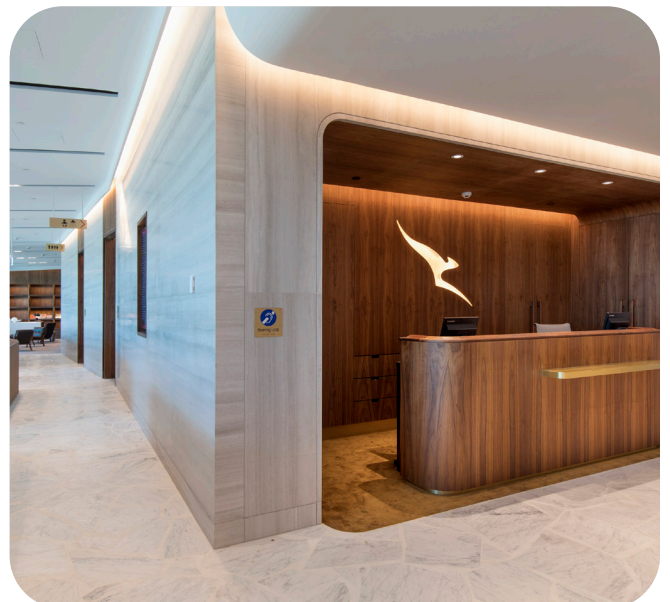
The existing Qantas Club Lounge underwent a 1,800m² expansion with a new façade to match the terminal to Brisbane Airport Corporation's approval. The ground level areas under the existing Club Lounge and the new expansion were reconfigured to accommodate a new premium customer valet entry experience, 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 under-croft 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 fit out of Qantas Business Lounge, Chairman's Lounge and the refurbished Qantas Club.

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

Stage 3 internal fit outs for the Qantas business lounge, chairman's lounge and refurbished Qantas Club set new standards in airport luxury.



| | |
|----------|-------------------------------|
| Type | Design & Construct |
| Value | \$36 million |
| Duration | 18 months |

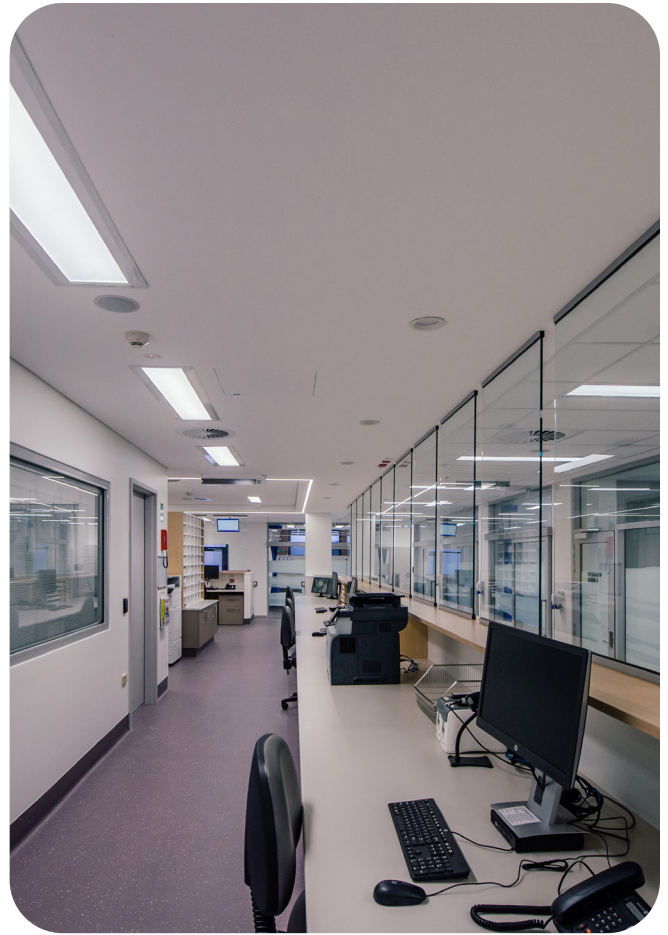
Ramsay Mental Health Observation Area, Joondalup, WA

RAMSAY HEALTH CARE

The Mental Health Observation Area at Joondalup Health Campus is a two-storey redevelopment integrating the existing emergency department with the other major services of the hospital. The 10-bed unit comprises of a central raised 'flight deck' with patient treatment rooms, consultation and interview rooms, utility rooms, a meeting room, patient waiting areas, lounge and secure courtyard as well as a staff room and alfresco area.

ADCO completed this project within a live environment of the functional hospital with all activities adjacent to the construction zone required to continue unimpeded. The project was completed ahead of schedule.

| | |
|----------|-----------------------|
| Type | Construct Only |
| Value | \$4 million |
| Duration | 12 months |





Mirrabooka Government Office Fit out, WA

WESTERN AUSTRALIAN GOVERNMENT

Complementing the range of interiors projects recently undertaken by ADCO for Western Australian Government, the Mirrabooka development encompasses a four level fit out, comprising of multiple interview rooms, meeting rooms, dining areas and general open plan commercial office space.

The project demanded a high level of detail and finish with numerous areas including high acoustic ratings in both walls and ceilings, a broad and high-end specification joinery package encompassing detailed upholstery and various curved and feature gyprock and timber ceilings. A high level of specification for AV and security systems were also incorporated by the ADCO team.

The project was completed in just 20 weeks requiring works to be undertaken concurrently on all floors for the contracts duration. The mirrabooka development encompassed a four-level fit out, demanding a high level of detail and finish including a significant electrical and mechanical installation. The project was completed to 5 Star Green Star equivalent.



| | |
|----------|-----------------------|
| Type | Construct Only |
| Value | \$6 million |
| Duration | 5 months |



Brunel Office Fit out, WA

BRUNEL ENERGY

ADCO was engaged by Brunel Energy to provide design and construction services for their fit out of Level 8 Wesfarmers House at 40 The Esplanade in Perth's CBD.

In close collaboration with architect MKDC and services consultants PGD, a modern, open plan office area was designed with a staff kitchen, break out area, various meeting rooms, collaboration spaces and a striking feature reception area with stunning views to Perth's iconic Elizabeth Quay.

Various new partitions and feature ceilings were installed throughout, with service upgrades and new CAT6a rack and cabling installed, together with additional supplementary air conditioning units. A bespoke joinery package was also delivered with the focal point being the solid timber and stone reception desk.

Varying loose items of furniture were also supplied as part of the completed turn-key fit out. With only eight weeks on site construction time, a fast-track procurement strategy was successfully implemented to ultimately deliver the project on time and on budget to an extremely happy client.

| | |
|----------|--------------------------------------|
| Type | ECI to Design & Construct |
| Value | \$1 million |
| Duration | 2 months |



Legal Aid Commission Fit out, WA

LEGAL AID COMMISSION OF WA

ADCO's Perth operations delivered the Legal Aid Commission of Western Australia's fit out of levels 1-6 of 32 George's Terrace. The project was located within a commercial office building that was still in construction by a third party.

The works involved the complete fit out for the tenant, including electrical, mechanical, AV, CCTV, partitioning, ceilings and floor finishes. The finished result accommodates hearing rooms, mediation conference rooms, a main reception counter, waiting areas for the public and interview rooms.

The Legal Aid project featured a high standard of specification of joinery. To ensure these works were delivered to the standards required, ADCO established trade specific ITPs (inspection, test reports) incorporating hold and witness points with sign-off required before works could progress.

The works involved the complete fit out including electrical, mechanical, AV, CCTV, partitioning, ceilings and floor finishes.

Key to the project's success was managing the multiple key stakeholders involved in the development.

The fit out delivered a wide range of specialised spaces, including hearing rooms, mediation conference rooms, waiting areas and interview rooms.

| | |
|----------|-----------------------|
| Type | Construct Only |
| Value | \$6 million |
| Duration | 6 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 now provides the Toyota campus with a state-of-the-art administration, research and showroom facility.



| | |
|----------|-----------------------|
| Type | Construct Only |
| Value | \$35 million |
| Duration | 12 months |





Securing Antarctica's Environmental Future (SAEF), Clayton, VIC

MONASH UNIVERSITY

ADCO was proudly builder of choice for Monash University's SAEF fit out.

In response to rapid change in Antarctica and the South Ocean, the SAEF Program, funded by the Australian Research Council and participating organisation, will deliver world leading research that will forecast environmental change across the Antarctic, deploy effective environmental stewardship strategies, and secure Antarctica as a natural reserve devoted to peace and science. This space will provide a home for the SAEF community on Monash University's Clayton campus and enable interdisciplinary collaboration of SAEF national and international partners and collaborators.

The fit out for SAEF includes workspaces that accommodates staff, researchers and students across a mix of open plan and individual focus rooms including meeting rooms and collaboration spaces. The works also included roof replacement and an external glass lift.

ADCO worked very closely with the University's project management team and key stakeholders to ensure the works had minimal impact on students, staff and operations. The facility operates 24/7 with lectures running during the night for overseas students, student residencies and the busiest time on the campus between normal working hours.

Careful consideration to noisy works was given to the Engineering Faculty located on the ground floor, while the refurbishment works were taking place on level one.



| | |
|----------|-------------------------------|
| Type | Design & Construct |
| Value | \$6.5 million |
| Duration | 8 months |

Wenty Leagues Club, NSW

WENTY LEAGUES CLUB

As a recognised leader in the community and hospitality sectors, ADCO teamed with Wenty Leagues Club to upgrade their existing main facilities. The extensive works included the extension of the building over three levels, as well as the major refurbishment of the mezzanine.

The solution honours the Wenty Leagues Club masterplan, which was developed with the community's needs in mind and focuses on providing a bustling dining, entertainment and function precinct.

ADCO was awarded the \$85 million project based on our ability to solve the logistical issues of working within an existing building and adjacent to an operational club. The first stage of the stunning extension is now complete and open to patrons, after just over a year of careful planning. This important milestone has delivered a unique and premium casual dining and entertainment precinct which includes a variety of food offerings, main bar, expansive kids' play area, ample indoor seating and outdoor alfresco dining area – all supported by one of the largest kitchen fit outs in Sydney.

A new 248-space basement and suspended carpark, grand entry, and the highly anticipated Char Steakhouse were also handed over during a busy 2019 with subsequent staged works completed in 2020, including a new cocktail bar, pre-function bar space and function and meeting rooms. Entertainment areas include a spacious grand foyer, an expansive marketplace, courtyard pavilion and alfresco dining area. The updated facility also boasts impressive lower ground and multi-deck parking.



WINNER

| | |
|----------|-------------------------------|
| Type | Design & Construct |
| Value | \$85 million |
| Duration | 30 months |



Queensland Children’s Hospital, QLD

QUEENSLAND HEALTH

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

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

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



| | |
|----------|----------------|
| Type | Construct Only |
| Value | \$12 million |
| Duration | 7 months |

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

Graeme Smithers
QUEENSLAND HEALTH
SENIOR INFRASTRUCTURE PROJECT MANAGER,





Roselands Shopping Centre, NSW

VICINITY CENTRES

Embracing the retail and investment vision of Vicinity Centres, ADCO has completed construction at Roselands shopping centre to make what was once Southern Hemisphere's largest shopping centre ahead of its time again.

Redevelopment adapted the existing centre into a contemporary mall space. Flanked by leading food retail Roselands has been transformed from outdated complex to culinary destination, offering a convenient and authentic fresh food experience inspired by the local community of Sydney's south-western suburbs. This was accompanied by additional retail tenancies, new anchor tenants in the form of ALDI and Woolworths, a new fresh food mall concept and major upgrades to entry statements, existing food courts and mall areas.

For this complex project, ADCO brought its extensive experience in the retail space, particularly working within operating shopping centres to upgrade the property, stage-by-stage whilst minimising disruption to ongoing trading and customer amenity.

With an emphasis on mixed-use spaces, the transformational development has integrated the latest in food and beverage offerings with an entertainment precinct.



| | |
|----------|-------------------------------|
| Type | Design & Construct |
| Value | \$85 million |
| Duration | 12 months |

Central Government Relocation to 52 Martin Place, NSW

DEPARTMENT OF PUBLIC WORKS NSW

The \$54 million project was delivered over six separable portions and included significant fit-out works with base building and services upgrades, new IT, AV, server and data facilities, which were meticulously planned during the 2.5-month ECI period.

The level of key stakeholder management applied on the project was significant. Proving ADCO's ability to work effectively within the client's parameters, the project was delivered under a fast-track programme of nine calendar months.

The project was delivered within an occupied office building with works staged and coordinated to minimise disruption to other tenants within and near the development's multiple workfronts.

The project featured significant base building and services upgrades, including new IT, AV, server and data facilities.

This project was delivered under a fast-track programme of nine calendar months.



| | |
|----------|---------------------------|
| Type | ECI to Design & Construct |
| Value | \$54 million |
| Duration | 9 months |

“Working 24 hours a day in an operational building with strict noise restrictions due to the proximity to a live television studio posed enormous challenges. The degree of collaboration between ADCO, our Client and our subcontractors really was extraordinary.”

Sam Cavalaro
ADCO
PROJECT MANAGER



OTHER FIT OUT PROJECTS



Yarra Valley Water

YARRA RANGES SHIRE COUNCIL

| | |
|----------|-------------------------------|
| Type | Design & Construct |
| Value | \$12 million |
| Location | Mitcham, VIC |



Beaufort Building Essendon

ESSENDON FIELDS

| | |
|----------|-----------------------|
| Type | Select tender |
| Value | \$14.5 million |
| Location | Essendon, VIC |



Emirates Lounge Fit out, Melbourne Airport

EMIRATES AIRLINES

| | |
|----------|----------------------------|
| Type | Managing Contractor |
| Value | \$5 million |
| Location | Melbourne, VIC |



Bond University Gallery - Multi Media Centre

BOND UNIVERSITY

| | |
|----------|--------------------------------------|
| Type | ECI to Design & Construct |
| Value | \$4 million |
| Location | Gold Coast, QLD |



Royal Perth Hospital Intensive Care Unit

EAST METROPOLITAN HEALTH SERVICE


| | |
|----------|--------------------------------|
| Type | Construction Management |
| Value | \$8 million |
| Location | Perth, WA |



Western Australian Police Fit out

WESTERN AUSTRALIAN GOVERNMENT

| | |
|----------|----------------------------|
| Type | Managing Contractor |
| Value | \$5.6 million |
| Location | Perth, WA |

The image shows the interior of the QANTAS Lounge in Queensland. A prominent feature is a curved bar with a light-colored wood-grain finish, composed of vertical slats. The bar has a white countertop and a built-in shelf holding several clear glass tumblers. In the background, there are more bar stools and a counter area with bottles. A large, semi-transparent blue graphic overlay is positioned in the upper right, containing a quote in white text. The overall atmosphere is modern and clean.

“We are very happy with the outcome and are grateful to the ADCO team for their efforts in delivering a highly complex project exceptionally well.”

Michael Pearce
QANTAS



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

Safely
CHOICE

ADCO 50
ADCO 50

ADCO 50
ADCO 50

Judy 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

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. Tom chairs the Brinsmead Hill Family Foundation which focuses on mental health, education and community support.

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



NATIONAL TEAM



Neil Harding

Managing Director

Neil has led ADCO since 2017 and has overseen a period of dynamic change and growth. With over 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).

NATIONAL TEAM



Sean Conroy

Chief Risk Officer

Sean has more than 25 years of experience in the construction industry, and has been part of the ADCO team since 1997.

With formal training in both Quantity Surveying and Law, he excels at resolving complex practical, legal and financial challenges faced by our team and clients across all stages of the project development process. He holds a string of high-level qualifications including graduating with a Bachelor of Laws (UNSW) with the prestigious University Medal.



Shanelle Woodall

Head of Corporate Affairs

Shanelle brings 20 years of industry experience to her role as Head of Corporate Affairs. With a multi-faceted 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 ‘Women of ADCO’ and committee member of the National Association of Women in Construction (QLD).



Ross Trethewey

Head of Health Safety Environment

Ross is an industry specialist in Health, Safety and Environmental (HSE) management. With more than 25 years of experience, he holds a Bachelor of Building with First Class Honours/ University Medal (UNSW) and a PHD in OHS Performance Measurement (UNSW).

Ross brings highly specialised skills in conversion and the delivery of complex projects, legal and expert opinion, and high-risk work methodologies. He is also a passionate advocate for increased focus on upstream design and planning to reduce downstream risks in project delivery through integrated risk management outcomes. Ross is a member of the Federal Safety Commissioner Industry Reference Group and represents ADCO within the Master Builders Association.



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.

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

“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 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 leads our Western Australian operations with over 15 years of experience across both 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 project.

Lyn is a National Director of NAWIC 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.



Andrew Staedler

VIC State Manager

Andrew is an accomplished property and construction professional with proven experience in construction management, new business development and regional business unit leadership. Bringing 25 years' worth of knowledge and strategy gathered from the successful delivery of major projects in Victoria. His expertise is underpinned by a Bachelor of Planning Design (Property and Construction) and a Bachelor of Property and Construction (Honours), with University of Melbourne.

Andrew takes pride in developing expert teams capable of delivering outstanding quality projects and maintains a strong focus on leadership, creativity and genuine collaboration matched by equal focus on diligent execution and outcome certainty.

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 & MEMBERSHIPS



Safety Management

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



Environmental Management

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



Quality Management

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



Information Management System

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



Federal Safety Accreditation

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



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.



Diversity Council Australia

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



Supply Nation

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



Noongar Indigenous Chamber of Commerce and Industry

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



Kinaway Chamber of Commerce

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



Kari Foundation

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



Best Managed Companies

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

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



The National Association of Women in Construction

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

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



Large Format Retail Association

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

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