

**WHAT IT TAKES  
TO BE THE BEST**

Australia's Best Managed  
Companies 2021

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# WHAT IT TAKES TO BE THE BEST

Best Managed Companies personifies outstanding Australian businesses and what drives them to be the best.

So what does it take?

A shared purpose, innovation driven mindset and a well executed vision for long-term sustainability.



A global program



# PURPOSE.

# PEOPLE.

# DIGITISATION.

# ESG.



Natalie Faull  
Australia's Best Managed Companies lead

**These are just a few of the attributes exhibited by the outstanding private businesses we have in Australia.**

**But what else does it take to be the best?**

Deloitte has a long history of working with private companies in Australia. We've seen firsthand how businesses have been challenged in the wake of a Global pandemic. We understand the crucial importance of agility to stay ahead and thrive in uncertainty.

Our Best Managed Companies program uses a tried and tested framework for determining success. Developed from over 25 years of insights from Deloitte Canada's program, it focuses on four pillars which a business is benchmarked across: strategy, culture and commitment, capabilities and innovation, and governance and financials.

In the second year of running our Australian program, we're proud to name ten outstanding winners who join the alumni of Best Managed Companies from around the world. Not only do they come from a range of different industries, but we're thrilled to see representation that spans across our country.

Looking at our winners, we have seen common shared themes arise - from their purpose driven mindset shaping their strategic direction, their shift in culture with a strong focus on people and wellbeing, their accelerated embracing of technology across all functions, and their enhanced responsibility in adopting ESG practices.

Our program is unique in recognising outstanding achievement across all dimensions of business practice, and creating a framework for benchmarking against private company peers across the globe.

There is also a deeper importance at play. Australia's future prosperity depends on private businesses and their bold ambition. In uncovering the behaviours, drivers and passion underlying business success, Deloitte aims to educate and support private businesses to achieve even more.

**Congratulations to all of our Australia's Best Managed Companies winners.**

# 2021 KEY THEMES

Our judging panel identified four key themes among our Australias' Best Managed Companies 2021 winners:



## PRIORITISED PURPOSE

Best Managed Companies are purpose driven organisations. From a strategic perspective they remain absolutely focused, ensuring they revisit their short-term strategies and review their key markets, products and projects, while staying true to their purpose.

From financial reporting to Executive and Board dynamics, frequent communication and detailed reporting were key with these companies. This ensured company values and strategic purpose remained ingrained in operations throughout the uncertainty of the last few years.

The pandemic demonstrated a need for agility to address changing demands from customer and suppliers. Companies with a clear purpose and strong communication cadence around these ideals could maintain clarity and consistency for all stakeholders.



## PEOPLE FIRST

Many of the companies have seen an increase in their employee engagement through frequent communication directly from the Executive to all staff, providing transparent information on the financial and operational performance of the organisation during the pandemic.

These companies were driven to protect their employee's wellbeing through the pandemic, with many opting to implement no job loss policies, maintain income levels, and invest in social and mental health support programs across their workforce.

The winners also ensured greater involvement with a variety of Diversity and Inclusion initiatives such as gender pay equality, reinforced practices around workplace bullying, harassment, and affirmative action, right through to open roles and opportunities for people with disabilities, Women in Leadership programs, and female mentoring programs.

# 2021 KEY THEMES

Our judging panel identified four key themes among our Australias' Best Managed Companies 2021 winners:



## ACCELERATED DIGITISATION

Our Best Managed Winners are often disruptors in their industry, with a heightened focus on digitisation projects brought forward in their response to the pandemic.

Covid-19 put technology at the forefront for Executives, assisting with critical decision making and digitising business operations through AI, human capital management, data analytics for reporting and insights, and supply chain management systems.

As digitisation has accelerated so too has the need for these companies to be vigilant in managing and mitigating cyber risks, ensuring data security and protection.



## IMPACTFUL ESG

This year's cohort impressed our Judges in the way they have embedded ESG measures in Board and Advisory Board decision making, and committed to improvements across the entire organisation.

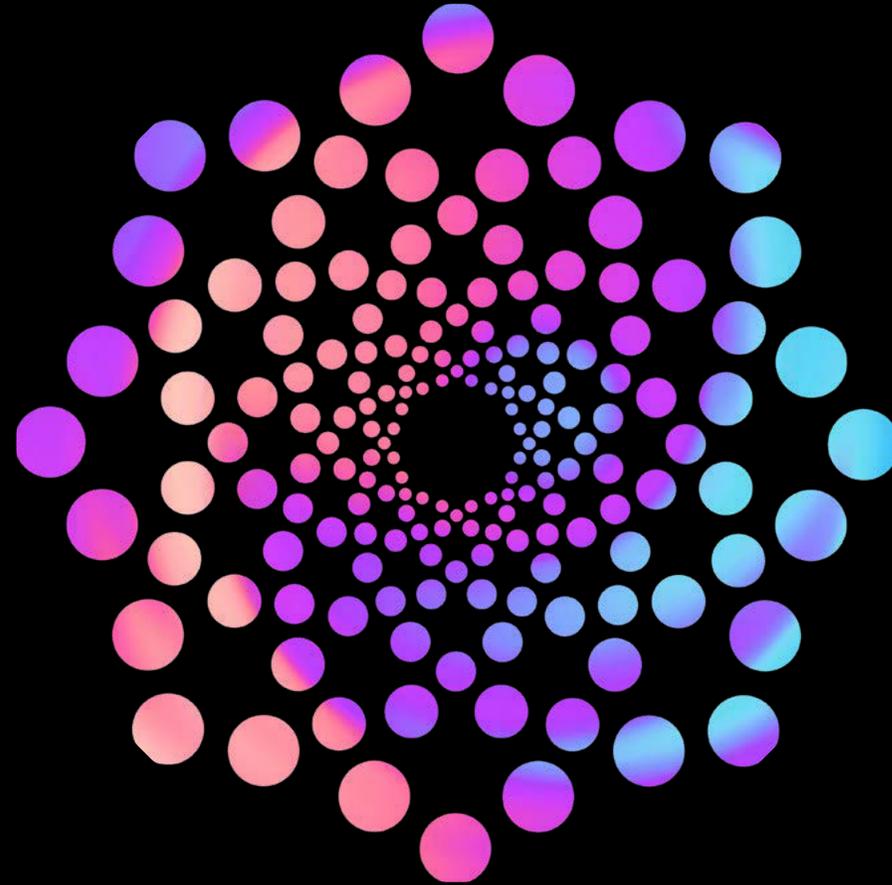
Companies are determined to lead by example in their industries and invest heavily in innovative measures such as environmentally friendly materials to improve sustainability in supply chains and reduce environmental impacts across the business.

Many of these companies have made ESG a strategic imperative by implementing sustainability roadmaps or initiatives surrounding climate change and reducing their carbon footprint.

# FROM THE COACHES.

Being the best is about looking ahead – keeping the energy and momentum across a business. Our program evaluates applicants across four fundamental areas to ensure they're always moving forward with impact.

Our Australia's Best Managed Companies 2021 coaches share how leading businesses are approaching each of these pillars and how it's driving their success.





## **STRATEGY**

‘Best Managed Companies form and maintain a strong alignment between their vision and purpose, and their strategy. They make clear choices around where they will invest and focus, and importantly are clear on where they will not focus. A range of external and internal data points are used to inform both the offensive and defensive components of strategy, and decisions are taken mindful of the organisations ability to execute on the strategy. They are grounded in the businesses strengths and always made with a strong customer focus.

Best Managed Companies strategies are broadly communicated through the organisation and in context for each area of the business, and leadership reinforces them through actions and decisions. Clear metrics are implemented and monitored aligned with strategic intent, and flexibility is applied to when required given a change in operating conditions. For Best Managed Companies, strategy sets the direction and goal but does not mandate the path.’

From the coaches

**Andrea Culligan, NSW Partner – Ventures & Innovation Lead**



## **CULTURE AND COMMITMENT**

'A Best Managed Company requires not only commitment, but culture. A strong culture empowers teams to execute on strategy and deliver results. Best Managed Companies possess strong leadership, a clear vision and a well communicated roadmap for their teams to execute. Culture underpins the success of delivery.'



## **CAPABILITIES AND INNOVATION**

'Innovation has been a buzz word talked about in just about every business these days, however it is not enough to talk about being innovative but rather what does it actually constitute?'

To be a Best Managed Company, the concept of Innovation should not be confined to just one function or even technology in the business. It should be a purpose which your employees should seek to implement in their everyday processes to make effective and efficient outcomes. A clear defined process to foster innovation needs specific initiatives to help the business grow.'



## **GOVERNANCE AND FINANCIALS**

'Good governance and financial discipline provide the stable platform on which Best Managed Companies can thrive.

Good governance practices are aligned to the company's mission, vision and values and are often overseen by an independent advisory board which is able to bring an external viewpoint and enable best practice.

Financial discipline typically revolves around a short list of highly relevant KPI's which are widely communicated and used to drive business improvement, underpinned by strong financial reporting systems.'

# THIS YEAR'S JUDGES

A panel of independent experts from some of Australia's most successful businesses select the Best Managed Companies winners, based on our rigorous selection criteria.



**MARK**  
**COUTER**

**Executive General Manager**  
Commonwealth Bank  
of Australia



**SEAN**  
**BEDFORD**

**Partner Engineer**  
Google Cloud Platform



**NATASHA**  
**HAWKER**

**Founder & Director**  
Employee Matters



**JOHN**  
**MEACOCK**

**Global Advisor &**  
**Non Executive Director**

# THE BEST OF 2021.

Buildcorp

InfoTrack

Alto Group

Flinders Port Holdings

Hazell Bros

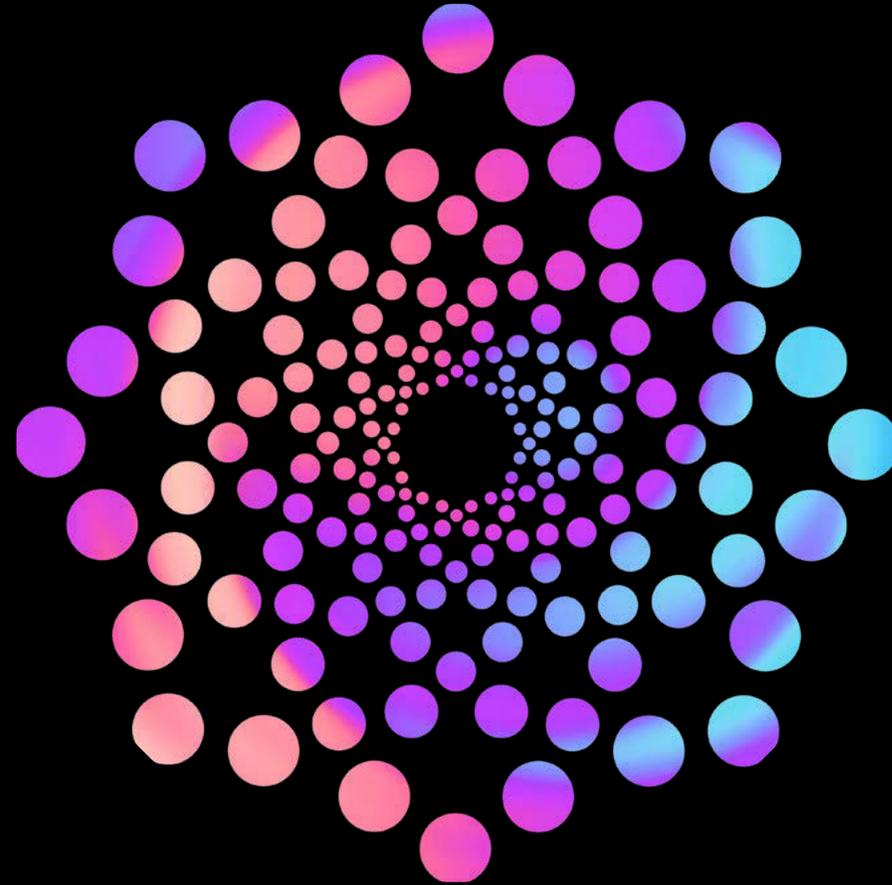
Kinetic IT

Vaughan Constructions

ADCO Constructions

BGC

KING



The best of 2021  
**BUILDCORP**



**YEAR OF INCORPORATION**

1990

**NUMBER OF EMPLOYEES**

375

**ABOUT**

Buildcorp is a family owned commercial construction company powered by our values, determined to be a genuine partner that makes a measurable impact in everything we do. With offices across the east coast of Australia, we service a wide variety of clients delivering new buildings, fit-out and refurbishments, remedial projects and architectural joinery.

**“We are thrilled to be acknowledged by Deloitte as a Best Managed Company in 2021. This is an endorsement of our ‘lived strategy’ and recognition of our team that each day build on their career, teams, projects and our business.”**

**Tony Sukkar AM**  
Managing Director, Buildcorp

The best of 2021  
**INFOTRACK**



**YEAR OF INCORPORATION**

2000

**NUMBER OF EMPLOYEES**

333

**ABOUT**

InfoTrack is the leading innovator in legal technology. It provides an integrated platform that enables clients to find, analyse, organise and communicate information efficiently and effectively.

InfoTrack has been at the forefront of helping businesses through technology innovation for over 19 years and has a deep understanding of the legal conveyancing industry, with over 8,000 legal clients across Australia.

**“Our business performance may be measured in Net Revenue, but it’s based on passion, drive and enthusiasm. No two days are ever the same which is why InfoTrack has such an exciting culture and we place a huge emphasis on effort over obligation. For our people, it’s not a job at InfoTrack, it’s a love for what we do. Our culture is unique because each person plays a vital role in growing InfoTrack and setting us apart.”**

**John Ahern**  
CEO, InfoTrack

The best of 2021

## **ALTO GROUP**



### **YEAR OF INCORPORATION**

1968

### **NUMBER OF EMPLOYEES**

600

### **ABOUT**

The Alto Group has been successfully serving the motoring needs of Sydneysiders since 1956. Our focus has always been to deliver excellent customer experiences across all parts of our business. Our company philosophy “everything we do is driven by you” is made up of five key elements which help keep our business moving forward and customer focused.

**“This award recognises the efforts of our Management team and our staff. It is their efforts that transforms the Alto Group into something substantial and the substance of our company is our people and Culture. On behalf of everyone at Alto Group we thank Deloitte for recognising our team and our collective efforts, we are proud to receive this award for the second time.”**

**Anthony Altomonte**

Managing Director, Alto Group

The best of 2021

## FLINDERS PORT HOLDINGS



### YEAR OF INCORPORATION

2001

### NUMBER OF EMPLOYEES

700

### ABOUT

Flinders Port Holdings own and operate Flinders Adelaide Container Terminal including six key regional ports. We provide integrated supply chain solutions through Flinders Logistics and Flinders Warehousing and Distribution. We also deliver hydrographic survey services through HydroSurvey Australia. We employ 700 people and facilitate over \$25 billion in international trade annually and are the key platform for South Australia's two-way trade in goods.

**“For Flinders Port Holdings (FPH) the submission into this year’s Australia’s Best Managed Companies provided us a chance to reflect on our many achievements and also to look forward, allowing us to explore further opportunities for growth and development.**

**We enjoyed the application process which allowed us to benchmark ourselves with other private companies, those insights will provide a learning experiences for us, ultimately leading to further improvement across our entire business.”**

**Keith Halifax**

CFO, Flinders Port Holdings

The best of 2021

## HAZELL BROS



### YEAR OF INCORPORATION

1944

### NUMBER OF EMPLOYEES

590

### ABOUT

Hazell Bros is a family owned and operated business with second generation brothers Geoffrey and Robert Hazell the current Directors and owners. Throughout its 75+ year history Hazell Bros has diversified its operations including expanding into Queensland and South Australia to broaden its business offerings and meet the prevailing economic conditions. Our core business functions today are Civil Construction, Quarries, Concrete, Construction Material Testing, Plant Hire, Transport, Asset Servicing and Industrial Services.

**“Participating in and being a winner in the Best Managed Companies program gives us the confidence to know that we are getting it right. It’s a credit to our corporate teams who ensure that our operational teams are doing the right thing and working within the governance framework so we can maintain the reputation and value of Hazell Bros.”**

**Geoffrey Hazell**

Managing Director, Hazell Bros



**YEAR OF INCORPORATION**

1995

**NUMBER OF EMPLOYEES**

1447

**ABOUT**

Kinetic IT is a leading Australian technology services business, specialising in managed ICT services, service integration and management, digital transformation and cyber security.

Kinetic IT provides proven end-to-end solutions to some of the country's largest and most iconic organisations. Committed to delivering genuine success, we tailor our services to each customer's unique environment, resulting in fit-for-purpose solutions, award-winning service delivery and consistently high end-user satisfaction.

**“Our success is built on staying true to our values, harnessing the natural energy of our people, fostering innovation and contributing positively to our customers and the wider IT industry. It is fantastic to see the hard work of our crew being recognised and an honour for Kinetic IT to be considered alongside industry leaders. As a proudly Australian company, we’re here for the long haul and thank the judges for celebrating our efforts to build a sustainable business which celebrates our people.”**

**Michael North**  
CEO, Kinetic IT

The best of 2021

## VAUGHAN CONSTRUCTIONS



### YEAR OF INCORPORATION

1955

### NUMBER OF EMPLOYEES

135

### ABOUT

Established in 1955, Vaughan Constructions is one of the most reputable and trusted companies in industrial and commercial construction and is widely considered to be an industry leader in both innovation and sustainability.

Vaughan's approach is to focus on building customers for life. Two of every three projects we develop are from returning clients; this success rate validating our approach to what we do.

**“We are thrilled to be recognised as a winner in the 2021 Best Managed Companies program in Australia.**

**This accolade recognises Vaughan’s robust business operations that we have continuously evolved over our company’s lifetime.**

**There are many things that set Vaughan apart, but a key driver is our genuine collaborative approach that facilitates a high performing team.”**

**Andrew Noble**

Managing Director, Vaughan Constructions

The best of 2021

## **ADCO CONSTRUCTIONS**



### **YEAR OF INCORPORATION**

1972

### **NUMBER OF EMPLOYEES**

550

### **ABOUT**

With nearly 50 years' experience, ADCO Constructions is one of the oldest and most established construction companies in Australia. We are Australian-owned and hugely proud of our heritage. With a national footprint, ADCO is the builder of choice across a huge range of projects in a wide variety of sectors

**“ADCO is delighted and honoured to be named amongst Australia’s Best Managed Companies. We have a wonderful culture and amazingly talented people that help to make us one of the foremost builders in Australia. It’s extremely rewarding to have the hard work we have put into our strategy, innovation and capabilities to be recognised externally by Deloitte in this way.”**

**Neil Harding**

Managing Director, ADCO Constructions

The best of 2021

**BGC**



## **YEAR OF INCORPORATION**

1980

## **NUMBER OF EMPLOYEES**

2000

## **ABOUT**

BGC is a vertically integrated construction materials, residential and commercial construction company primarily operating in Perth Western Australia with satellite activities Across Australia and New Zealand. Since incorporation, BGC has driven continuous improvement in core business activities while strategically consolidating operations, divesting surplus assets and non-core company units.

**“The organisational structure of a portfolio of vertically integrated businesses and a 60+ year history of ambition has given rise to an organic culture of innovation where business units and departments are driven by continuous improvement.**

**‘The BGC Way’ was branded in 2020 to refresh and redefine our purpose, our strategies, and our underpinning values. ‘The BGC Way’ is managed and driven by our customer-centric value proposition, leveraged through the scale and innovation of our company, and delivered through high performing and safe business practices.”**

**Daniel Cooper**

CEO, BGC (Australia) Pty Ltd

The best of 2021

**KING**

**K I N G**

**YEAR OF INCORPORATION**

1977

**NUMBER OF EMPLOYEES**

1000

**ABOUT**

Since 1977, KING has set the benchmark for Australian furniture, pioneering a tradition of innovative design. With global headquarters in Sydney, KING is an international brand with 24 showrooms across Australia, North America, Europe, Asia and New Zealand and manufacturing operations in Australia and China. As a vertically integrated business, KING maintains end-to-end control from design to manufacture and delivery.

**“For over forty years, King has championed Australian design, demonstrating an unwavering commitment to founder David King’s vision to create quality furniture that responds to our unique Australian lifestyle and continually pushes the boundaries of what furniture can achieve. As a privately owned company, King is a well-established leader in the Australian retail market and has successfully undertaken global expansion with showrooms in North America, Europe and Asia. I credit our continued success to the exemplary financial acumen and high ethical and environmental standards demonstrated by the King team.”**

**Anna Carrabs**  
CEO, King Living

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