

18 August 2021

To Whom it May Concern,

RE: 65 FEDERAL STREET – PARTNERING & BROADER OUTCOMES STRATEGY

We write to confirm our strong support for ICD's 65 Federal Street development in Auckland's CBD.

Our involvement in the project began in late 2018; shortly after ICD's selection of the winning scheme following an international architectural design competition. We have since provided design, construction and cost advice throughout the project's evolution; working in close collaboration with ICD and the wider project team.

The 65 Federal St team (developer, designers, advisors and Icon) have a proven track record of delivering market leading high-rise developments in New Zealand and Australia; with strong established working relationships between us. The project will be transformational to upper federal street; injecting life and vibrancy.

1. About Icon

Icon is a specialist 'design and construct' (**D&C**) construction provider with over 160 years experience throughout Australasia. We are wholly owned by the Kajima Corporation of Japan who are one of the world's largest construction providers with 2020 revenues in excess of \$9(2)(b)(ii)

Icon commenced operations in New Zealand in 2017 off the back of our flagship project, The Pacifica; a 57storey luxury apartment development in Auckland's CBD. Icon and Kajima only enter new markets where we can provide a clear point of difference and establish a long-term presence. Our NZ market strategy is to focus on exceptional delivery of a small number of large scale and complex projects on a D&C basis.

Though Icon maintains full sectoral diversity in it's workbook; we have a particular expertise in high-rise tower construction. In Q1 2021 we successfully completed our first two Auckland CBD high-rise towers, are on track to complete our 3rd in December and have recently commenced our 4th.

2. Partnership Approach

A partnership approach through structured Early Contractor Involvement (**ECI**) and 'pre-construction' processes has been fundamental to the delivery success of our other NZ projects. Under such early engagement models we work in partnership with our clients and designers to collaboratively interrogate design, improve buildability, de-risk construction and develop value enhancing solutions.

Similarly, ICD recognised that this kind of collaborative working approach was critical to the success of 65 Federal St, and sought Icon's input from early in the concept design phase.

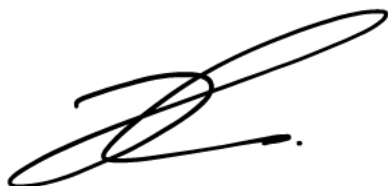
ICD and Icon have a strong working relationship founded on comparable cultures and a shared entrepreneurial spirit. The powerful combination of our shared values and the innovative partnership approach will set 65 Federal St up for success through an exemplary procurement strategy and construction delivery.

3. Broader Outcomes

Icon is committed to integrating 'broader outcomes' into our construction deliveries to provide tangible positive benefits for the communities we operate within. Set out below is an outline of initiatives that are readily achievable for 65 Federal St. This list is not exhaustive, but rather a starting point for discussion and collaboration with the project team and stakeholders to crystallise our goals and aspirations.

Outcome	Proposed Initiatives
Supplier Diversity	<ul style="list-style-type: none"> Icon has an established partnership with Amotai – a supplier diversity organisation that specialise in connecting Icon to Māori and Pasifika businesses. Develop a project specific supplier diversity plan and list of pre-qualified subcontractors and suppliers. Provide the identified subcontractors and suppliers opportunities to tender the project and proactively work with them to reduce barriers to participation.
Employment Opportunities	<p>Apprentices:</p> <ul style="list-style-type: none"> Commitment of 10 apprentices, cadets and/or trainees engaged on the Project via the subcontractor supply chain. Target 50% being engaged from 'priority groups' including but not limited to Māori, Pasifika, women and the long term unemployed. Engage specialist support via Icon's established relationship with CBD Jobs & Skills Hub. Implement a project specific Apprenticeship Plan. <p>Graduates:</p> <ul style="list-style-type: none"> 4 graduates committed to the project via Icon's established graduate programme.
Health & Wellness Strategy	<ul style="list-style-type: none"> Site Accreditation with Mates in Construction Participate in annual R U OK day (Australian initiative)
Community Outcomes	<ul style="list-style-type: none"> Icon has an established 'Community 2 Day' programme whereby staff are given 2 days each year to volunteer in the community. Site Walks for relevant architecture and engineering tertiary education classes. Development of initiatives for community engagement in the project (ie "name the cranes" competition, local artist design for site hoardings and fences, promotion of local businesses etc)
Sustainability Management	<ul style="list-style-type: none"> Target 80% diversion of waste to landfill. Prioritise use of electrically powered plant and equipment from temporary transformers in lieu of diesel generators.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Dan Boshier', with a stylized flourish at the end.

Dan Boshier

New Business Manager

Icon Co PTY (NZ) Limited

Cc – Simone Gervasi, ICD Property
 – Phil Eaton, Greenstone Group

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