

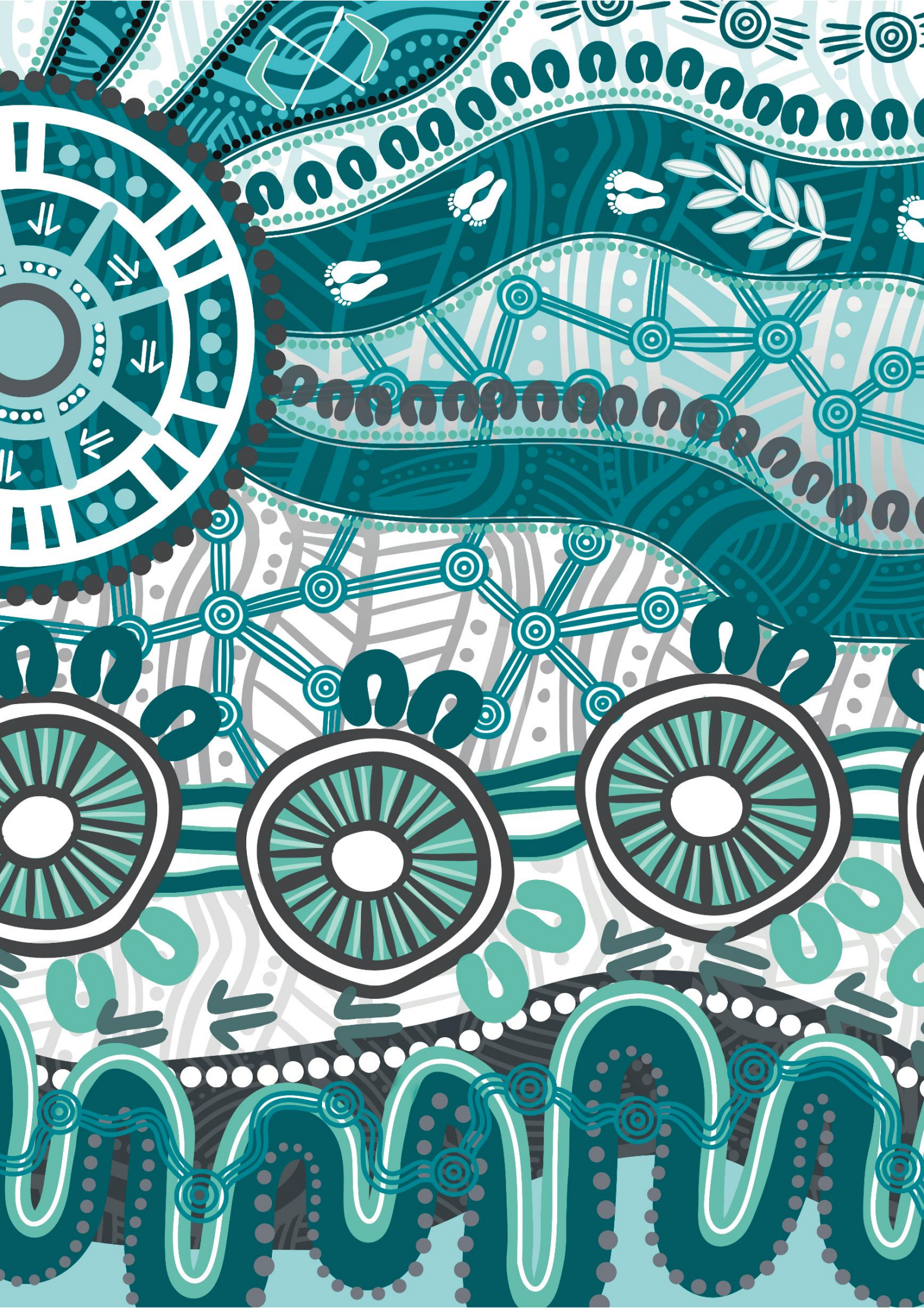


# SICE ANZ First Nations Strategy

November 2024 - May 2026









---

# Contents

- [Acknowledgement of Country](#)
- [Message from the Managing Director](#)
- [Introduction](#)
- [Our Business](#)
- [Our First Nations Strategy](#)
- [Our Current Activities](#)
- [Action Plan](#)

[Respect](#)

[Opportunities](#)

[Relationships](#)

[Governance](#)

- [About the Artist and The Artwork](#)

---

# Acknowledgement of Country

SICE acknowledges the Traditional Custodians of the lands on which we operate, specifically the Gadigal people of the Eora Nation in Sydney (for our office and STF located in Mascot) and the Wurundjeri people of the Kulin Nation in Melbourne (for our office located in South Yarra).

We honour their enduring connection to land, sea, and community and pay our respects to Elders past, present, and emerging.

We are dedicated to respecting the cultural heritage and ongoing contributions of Aboriginal and Torres Strait Islander peoples. Recognising the significance of this acknowledgment, we are committed to building respectful relationships and deepening our understanding of the cultural importance of the lands and communities we engage with.



---

## Message from the Managing Director

At SICE, we respectfully acknowledge the Traditional Custodians of the lands on which we operate—the Gadigal people of the Eora Nation in Sydney, Mascot, and the Wurundjeri people of the Kulin Nation in Melbourne, South Yarra. We recognise their enduring connection to land, sea, and community, and we pay our respects to Elders past, present, and emerging.

Our vision for reconciliation is to create a shared future where all Australians, regardless of background, thrive together. By embracing diversity and inclusion, we enrich our company and positively contribute to the broader community. Reconciliation is not a destination but an ongoing journey—one that demands genuine engagement, open dialogue, and a commitment to understanding and valuing each other's experiences.

Creating cultural awareness and social inclusion has been central to our efforts, highlighted by events like NAIDOC week and the celebration of World Cultural Diversity Day. Additionally, we are strengthening support for Indigenous businesses through direct procurement and our broader supply chain.

Looking ahead, we will continue fostering respect through cultural awareness training and celebrating key events. Our commitment to improving Indigenous employment and supplier diversity is part of our larger effort to align our business with sustainable development goals. Moreover, we will build stronger relationships with Aboriginal and Torres Strait Islander stakeholders and establish a First Nations Strategy Working Group to ensure governance and accountability in these initiatives. This aligns with our CSR policy's goal to support the economic and social development of the communities where we operate.

I encourage all employees, partners, and stakeholders to join us on this important journey. Together, we can create a more inclusive and equitable future—both within our company and across the communities we serve. Let us work together to make a meaningful impact through our shared commitment to reconciliation.



Manuel Gonzalez Arrojo  
*SICE ANZ Managing Director*

---

# Introduction

SICE is committed to making a meaningful contribution to reconciliation in Australia, as outlined in our First Nations Strategy (FNS).

This strategy reflects our dedication to reconciliation and is further detailed in the sections below. We strive to cultivate an organisational culture that values diversity, promotes equity, and fosters mutual respect.

## Purpose of our FNS

The purpose of our FNS is to provide a structured approach to fostering reconciliation within our organisation and the broader community. It outlines our commitment to acknowledging the past, understanding its impact on the present, and working towards a future where all Australians can thrive together.

Reconciliation is not only a corporate responsibility but also a moral imperative. By engaging with Indigenous communities and understanding their histories and perspectives, we can help bridge the gap between Indigenous and non-Indigenous Australians. Our FNS serves as a key instrument in this endeavour, providing a clear roadmap for our actions and initiatives.

## Guiding Principles and Strategy Structure

Our FNS is grounded in the guiding principles of respect, collaboration, and accountability, which shape our approach to reconciliation and are embedded in our policies and practices. Our plan aligns with our CSR policy, reinforcing our role in supporting the social and economic development of the communities in which we operate.

Following the Reflect RAP (reconciliation action plan) template provided by Reconciliation Australia, our plan is structured to ensure a comprehensive and actionable approach to reconciliation. It is organised around the themes of relationships, respect, and opportunities, with governance and reporting mechanisms to ensure accountability. We have outlined specific actions, responsibilities, deliverables, and timelines to maintain transparency throughout our reconciliation journey.

*Disclaimer: Our plan has been developed using the framework provided by Reconciliation Australia for Reflect RAPs (reconciliation action plans). This ensures that our reconciliation initiatives are aligned with nationally recognised standards and that we take the first step in our reconciliation journey through reflection and planning.*





# Our Business

## About SICE

SICE, based in Spain, is a leading company in public infrastructure management. Its Australian subsidiary, SICE Pty Ltd, leverages over 100 years of experience. We aim to provide high-quality services that enhance public safety and efficiency in the transport sector.

We specialize in Intelligent Transport Systems (ITS), including tunnel management, tolling solutions, and rail control systems. Our goal is to deliver advanced technology that improves the safety and sustainability of public infrastructure.

SICE is recognised for its commitment to quality and innovation, earning trust in large infrastructure projects. We collaborate with government agencies, private partners, and local communities to improve operational efficiency and safety. Our clients include major construction and transport companies, often involved in public-private partnerships (PPPs), allowing us to contribute to community-benefiting infrastructure projects.

## Workforce Composition and Diversity

In Australia, SICE employs more than 250 people, representing a diverse workforce with individuals from over 30 nationalities and a significant ratio of women. This diversity aligns with our CSR policy, which underscores the importance of inclusion and the value of different perspectives.

While we are in the early stages of integrating more Indigenous employees, we are actively developing strategies to foster an inclusive hiring process and workplace that supports and welcomes Aboriginal and Torres Strait Islander peoples alongside other minority groups. By aligning our business operations with our reconciliation commitments, we aim to cultivate a workplace that values diversity and actively contributes to the social and economic development of the communities we serve.



---

# Our First Nations Strategy

## Why is SICE developing a First Nations Strategy (FNS)?

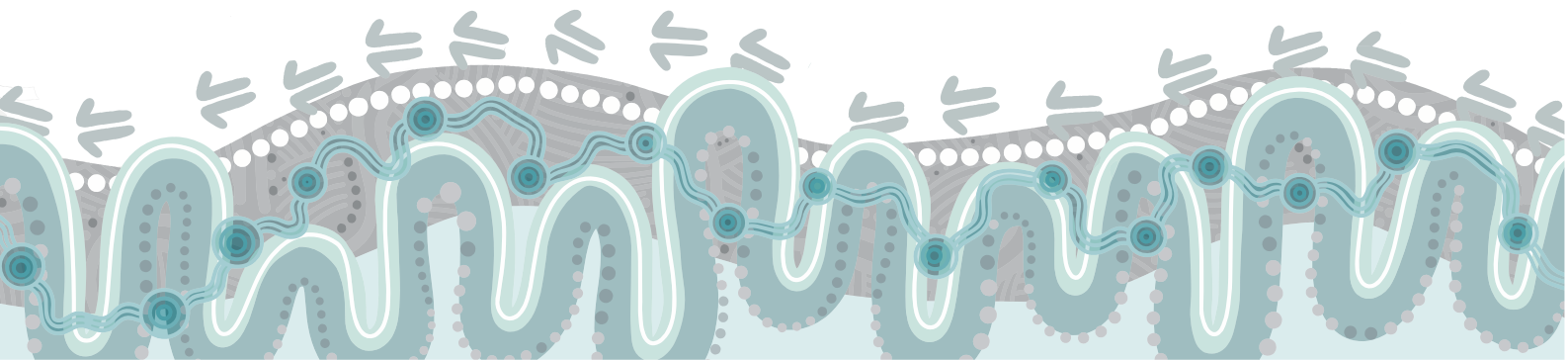
SICE understands the importance of recognising and respecting the cultural heritage of Aboriginal and Torres Strait Islander peoples. Our FNS is aligned with our Corporate Social Responsibility (CSR) goals and reflects our commitment to creating an inclusive environment for all communities.

This strategy supports the economic and social development of the communities where we operate, embedding these values into our culture and operations for long-term sustainability.

## Approach for the implementation of our FNS

We will implement the FNS through a comprehensive and structured approach that is fully integrated into our CSR framework. Our strategy focuses on fostering respect for Aboriginal and Torres Strait Islander cultures through key initiatives such as increasing cultural awareness within the organisation through training programs, recognising significant events like NAIDOC Week and Reconciliation Week, and observing cultural protocols like Acknowledgement of Country at meetings and events.

The FNS also outlines our commitment to inclusive hiring and procurement practices, which will be supported by our FNS working group to ensure accountability.



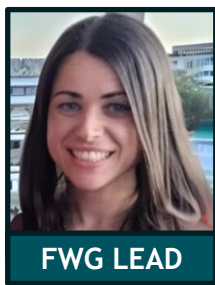


---

## Our FNS Working Group

The FNS Working Group (FWG) will be composed of a diverse group of individuals who are key to driving our reconciliation efforts. This includes those instrumental in the implementation of strategy actions, individuals with a genuine interest in Aboriginal and Torres Strait Islander issues, and representatives from these communities wherever possible. Senior Management will also be involved in ensuring strategic alignment and support.

Each member of the FNS Working Group will undergo cultural competency training to ensure they have the knowledge and understanding necessary to make informed decisions about our actions and initiatives, contributing effectively to the reconciliation process.



Beatriz Jerez

*Compliance and Social  
Responsibility  
Manager*



Adnan Meher

*Commercial and Legal  
Manager*



Ana Saez

*Communications and  
Marketing Manager*



Cristià Calle Mercado

*Finance Manager*



Ibrahim Zurita

*HSEQ Manager*



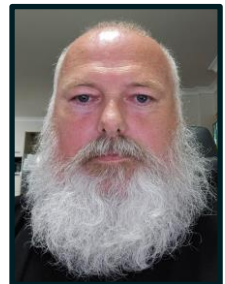
Lucía Bustillo

*HR Manager*



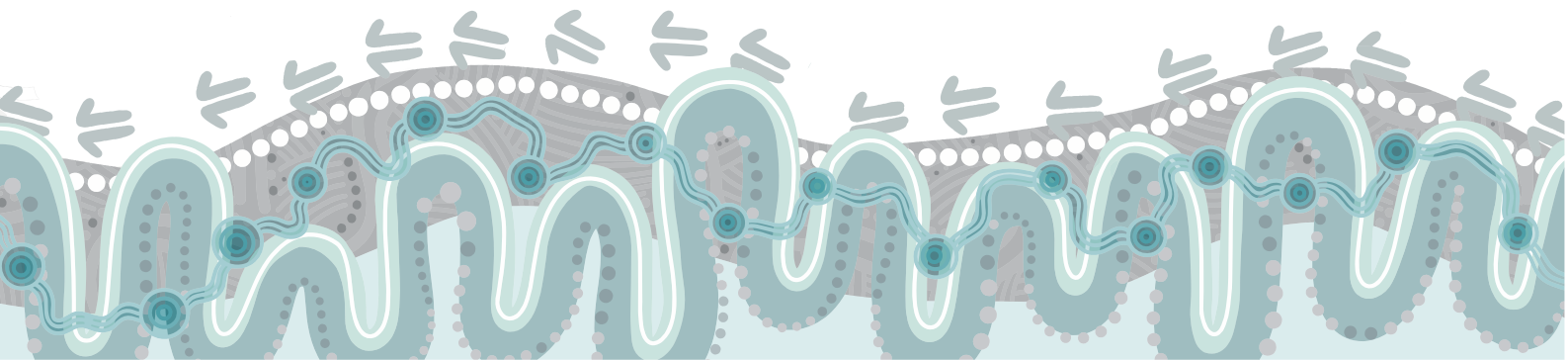
Manuel González Arrojo

*Managing Director*



James Carter

*Test Engineer*



---

## Long-term Goals and Objectives

We envision a future where Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians walk together with mutual respect and understanding.





---

## Our long-term goals include:

### **Enhancing Cultural Competence**

Deliver training and awareness activities that promote understanding and respect for Aboriginal and Torres Strait Islander cultures across the organisation, fostering a culturally aware, inclusive and safe workforce.

### **Supporting Indigenous Businesses**

Create wealth and support Indigenous businesses by embedding First Nations considerations into our procurement selection criteria and contractual agreements and by promoting direct procurement from responsible Indigenous organisations within our company and supply chain.

### **Promoting Indigenous Employment**

Increase Indigenous employment and inclusivity by refining our recruitment processes to ensure they are accessible and supportive of Aboriginal and Torres Strait Islander peoples and other minority groups, providing meaningful employment opportunities.

By working toward these goals, SICE aims to make a significant and lasting contribution to reconciliation efforts in Australia, fostering a more inclusive and equitable future for all.



---

## Our Current Activities

As SICE embarks on its First Nations Strategy (FNS), we reflect on the initial steps taken towards building a more inclusive and culturally aware organisation. Although this is our inaugural plan, we have already laid the groundwork through awareness, training initiatives, and strategic planning.

### Internal Activities and Initiatives

#### Acknowledgment of Country

As part of our commitment to reconciliation, SICE incorporates the Acknowledgement of Country into various meetings and events to ensure that our employees and stakeholders respect the cultural protocols of the Traditional Custodians. This practice reflects our recognition of Aboriginal and Torres Strait Islander peoples' ongoing connection with their lands, seas, and communities. Employees are encouraged to include this commitment in their corporate email signatures, embedding respect into everyday interactions.

#### Cultural Awareness Initiatives

Our focus has been on increasing awareness and understanding of Indigenous cultures. We have celebrated key events such as the World Day for Cultural Diversity or NAIDOC week, engaging employees in cultural celebrations and educational activities. In addition, we have supported Indigenous businesses by sourcing goods and services from them for these events, reinforcing our commitment to promoting Indigenous economic participation.



---

## Employee Education

We have launched voluntary internal education sessions aimed at enhancing cultural competence across the organisation. These training sessions, optional for employees, were designed to deepen employees' understanding of Indigenous histories, cultures, and contributions, further supporting our commitment to reconciliation.

## Community Partnerships

Though we have not yet formalised partnerships with Indigenous organisations, we recognise the value of building these relationships. We have begun exploring potential partnerships and are in discussion with clients to identify opportunities for future collaboration. These efforts signal our commitment to engaging more meaningfully with Aboriginal and Torres Strait Islander communities.

## Leadership and Action Planning

We have actively involved managers from key areas of the business to explore how their processes can create positive impacts for Aboriginal and Torres Strait Islander communities. This initiative, driven by Senior Management, has led to a greater understanding of the importance of reconciliation throughout the organisation.

As a result, we have reached agreements on specific actions and set deadlines and are working to embed these efforts into our operations. This collective effort has reinforced the relevance of reconciliation to our overall business strategy and processes.


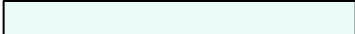






# Action Plan

Our First Nations Strategy (FNS) is a key part of SICE's commitment to fostering reconciliation and creating positive impacts for Aboriginal and Torres Strait Islander communities. This action plan outlines the specific steps we will take to support this commitment, focusing on the themes of Respect, Opportunities, Relationships, and Governance.

Each deliverable in this plan has been agreed upon with the relevant teams across the business, ensuring alignment with our overall goals and integration into our daily operations. The actions are categorised by their difficulty level and the resources required, with clear responsibilities assigned to ensure accountability.

This structured approach will help us track progress, ensure transparency, and make necessary adjustments as we advance on our reconciliation journey. Below is a detailed overview of the actions, timelines, and deliverables that will guide SICE in achieving its reconciliation goals.

## LEGEND:












Deliverables:	Compulsory deliverable (RA) <sup>1</sup>	Compulsory deliverable (RA) <sup>1</sup>
		
Notes:	Difficulty Level / Resources Needed	Strategic Alignment
	<ul style="list-style-type: none"><li> Minimal resources required / Very Easy</li><li> Limited resources required / Easy</li><li> Moderate resources required / Moderate</li><li> Considerable resources required / Difficult</li><li> Extensive resources required / Very Difficult</li></ul>	 SICE CSR Strategy
Acronyms:	<p>L: Lead Team, S: Support Team HR: Human Resources, CSR: Corporate Social Responsibility, Comms: Communications and Marketing, HSEQ: Health, Safety, Environment and Quality, PMs: Project Managers, BD: Business Development, SM: Senior Management, FWG: First Nations Strategy Working Group</p>	

## Respect

Fostering a culture of respect within SICE is essential for our reconciliation efforts. By encouraging meaningful discussions and creating education opportunities, we aim to connect and embrace the culture of First Nations communities. Respecting cultural protocols and celebrating Indigenous heritage is a cornerstone of our approach..

<sup>1</sup>Compulsory deliverables are set according to the guidelines provided by Reconciliation Australia for the Reflect Reconciliation Action Plan.




Action	Deliverable	Timeline	Responsibility	Notes
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	1. Conduct a review of cultural learning needs within our organisation.	Mar - 2025	L: HR Manager S: CSR Manager	
	2. Investigate cultural learning programmes that can be implemented with our LMS and F2F and integrate those needs in our next Training Plan.	Dec - 2025	L: HR Manager S: CSR Manager	
	3. Provide cultural awareness training for our staff and workforce.	Apr - 2026	L: HR Manager S: CSR Manager	 <i>SICE has provided staff with optional online training.</i>
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	4. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec - 2025	L: Comms. Manager, HR Manager S: CSR Manager	
	5. Promote the inclusion of Acknowledgement of Country in staff email signatures.	Dec - 2025	L: Comms. Manager S: HSEQ officers	
	6. Integrate Acknowledgement of Country into event and meeting practices.	Jul - 2025	L: Comms. Manager S: HSEQ officers	
	7. Highlight our commitment to First Nations across key company platforms of internal and external use.	Jul - 2025	L: Comms. Manager S: HSEQ Manager S: HR Manager	
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	8. Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Jul - 2025	L: Comms. Manager S: CSR Manager	
	9. Introduce our staff to NAIDOC Week by promoting external events in our local area.	Jul - 2025	L: Comms. Manager S: CSR Manager	
	10. Organise at least one internal event each year to raise awareness and respect for First Nations peoples.	Dec - 2025	L: CSR Manager S: Finance Manager (Admin team), Comms. Manager, HR Manager	 <i>In 2024, we initiated awareness-raising activities during Cultural Diversity Day, which will be expanded in future events.</i>
	11. FNS Working Group to participate in an external NAIDOC Week event.	Jul - 2025	L: CSR Manager S: HR Manager and Comms. Manager	

---

## Opportunities

Creating equitable opportunities for Aboriginal and Torres Strait Islander peoples is a critical aspect of our reconciliation journey. Our focus will be on strategies to increase employment and procurement outcomes across our projects, including within our supply chain, enhancing our overall impact.



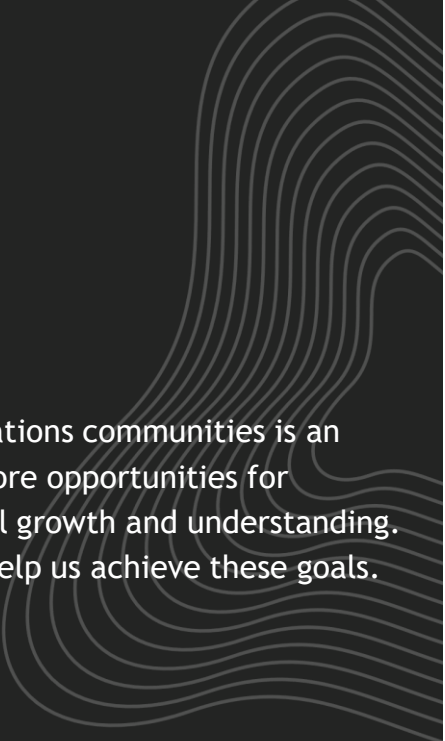


Action	Deliverable	Timeline	Responsibility	Notes
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	12. Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Aug - 2025	L: HR Manager S: CSR Manager	●
	13. Identify Key Aboriginal and Torres Strait Islander community stakeholders, such as media outlets and employment organisations, to promote job vacancies.	Aug - 2025	L: HR Manager S: CSR Manager	●
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	14. Incorporate Indigenous employment and community support considerations into our due diligence process.	Dec - 2024	L: Compliance Manager S: Finance Manager, Legal Manager	●
	15. Establish contractual requirements within our supply chain to support First Nations.	Dec - 2024	L: Legal Manager S: CSR Manager	●
	16. Integrate community development and First Nations criteria into the supplier selection processes.	May - 2025	L: HSEQ Manager, Procurement team S: PMs, Finance Manager, CSR Manager	●
	17. Encourage sourcing from Indigenous and socially responsible businesses through our Social Impact Suppliers Register and public directories.	Jul - 2025	L: HSEQ Manager, Procurement team S: PMs, Finance Manager, CSR Manager	●









---

## Relationships

Building and nurturing meaningful relationships with First Nations communities is an important part of our reconciliation efforts. We aim to explore opportunities for collaboration with Indigenous communities, fostering mutual growth and understanding. Our commitment to engaging in community initiatives will help us achieve these goals.

A series of light gray, concentric, wavy lines that curve from the top right towards the center of the page, creating a sense of movement and depth.



Action	Deliverable	Timeline	Responsibility	Notes
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	18. Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Aug - 2025	L: CSR Manager S: HR Manager, BD Manager, Comms. Manager	
Build relationships through celebrating National Reconciliation Week (NRW).	19. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Jun - 2025	L: Comms. Manager S: CSR Manager	
	20. FNS Working Group members to participate in an external NRW event.	Jun - 2025	L: CSR Manager S: HR Manager and Comms. Manager	
	21. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Jun - 2025	L: CSR Manager, Managing Director S: HR Manager and Comms. Manager	
Promote reconciliation through our sphere of influence.	22. Develop and implement an internal communication strategy to promote our First Nations Strategy and commitment to reconciliation.	Dec - 2025	L: Comms. Manager S: CSR Manager	
	23. Develop and maintain a dedicated intranet section for communicating First Nations initiatives, including strategy updates, events, and external resources.	Aug - 2025	L: CSR Manager and Comms. Manager S: HSEQ Manager (doc control)	
Promote positive race relations through anti-discrimination strategies.	24. Research best practices and policies in areas of race relations and anti-discrimination.	Aug - 2025	L: HR Manager S: Legal Manager	
	25. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Nov - 2025	L: HR Manager S: Legal Manager, CSR Manager, Compliance Manager	

---

## Governance

Effective governance is key to the successful implementation of our Reconciliation Action Plan. At SICE, we are committed to establishing clear structures and processes that ensure accountability and transparency. This includes forming a dedicated FNS Working Group and implementing continuous improvement mechanisms to track our progress and make necessary adjustments.

Action	Deliverable	Timeline	Responsibility	Notes
Establish and maintain an effective FNS Working Group (FWG) to drive governance of the First Nations Strategy	26. Form a FWG to govern FNS implementation.	Dec - 2025	L: CSR Manager S: HR Manager, Legal Manager	●
	27. Encourage Aboriginal and Torres Strait Islander representation on the FWG <sup>2</sup> .	Dec - 2025	L: CSR Manager S: HR Manager	●
Provide appropriate support for the effective implementation of FNS commitments	28. Define resource needs for FNS implementation.	Dec - 2025	L: SM, CSR Manager S: HR Manager	●🌱
	29. Ensure active involvement of senior leaders in delivering FNS commitments and embedding reconciliation within the broader business strategy.	Dec - 2025	L: CSR Manager S: HR Manager	●
	30. Define appropriate systems and capability to track, measure and report on FNS commitments.	Dec - 2025	L: CSR Manager S: Senior Management	●

<sup>2</sup>Establish an external group of advisors, to provide cultural advice and guidance from Aboriginal & Torres Strait Islander Community (Optional - If not person is found within SICE Australia).



---

## About the Artist and the Artwork

Yathi Winja (Good day): My name is Leah Cummins. I am a proud Mayi woman from North-Western Queensland. Mayi-Kulan from my father and Kalkadoon from my mother. I have family connections from the Simpson Desert up to the Gulf of Carpentaria.

I find inspiration in my cultural identity and bring my stories of my country and people to life in my art. I paint stories of strength for women and children, love of the land and all my people.

I pay respect to the ancestors who gave me these stories in my creativity to share my culture that transcends words and draws people into wanting to learn about First Nations people. I paint both traditional and contemporary art, using storytelling in every art piece to educate and teach everyone about my people's culture.

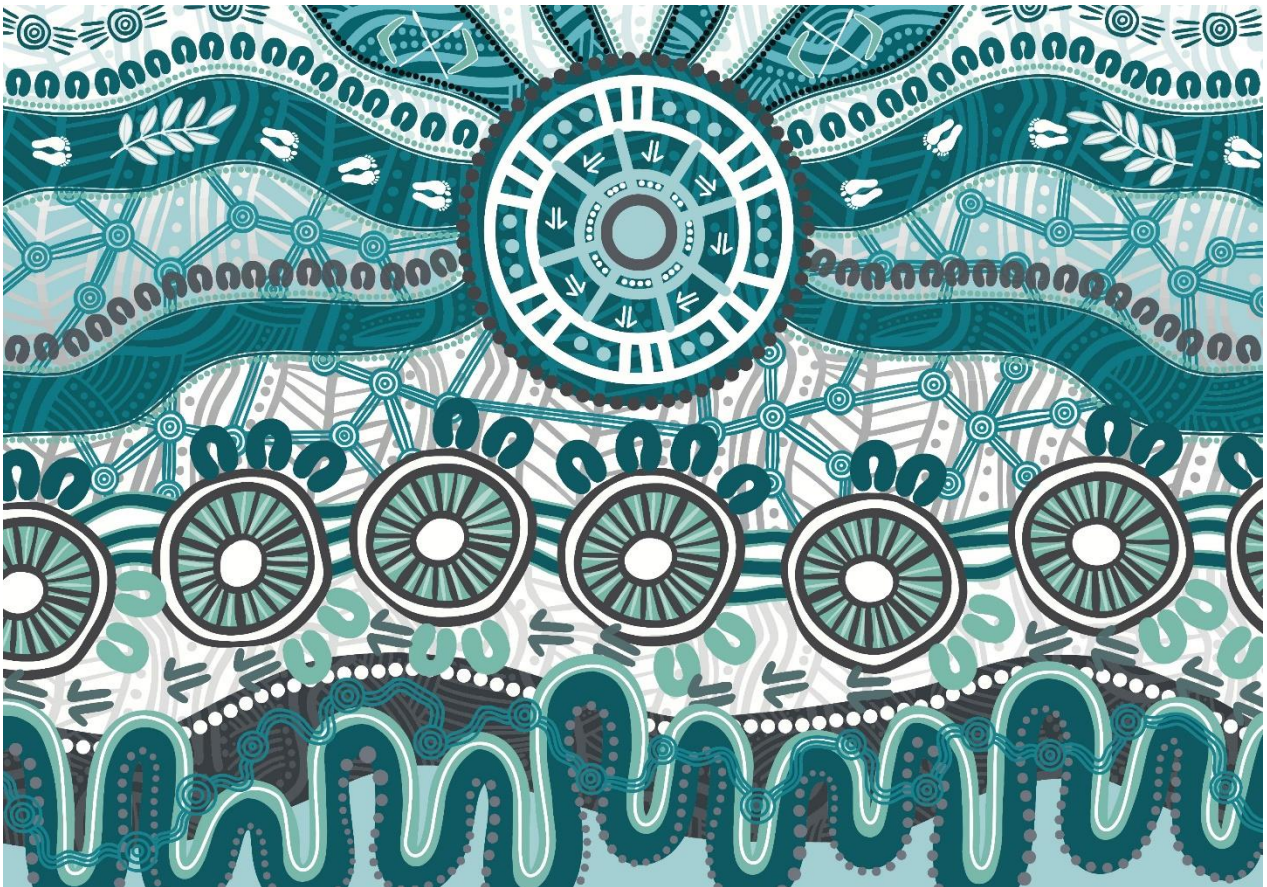
I hope to inspire and uplift my people by contributing to the sharing of culture and stories through my art. I want to share all my pieces with love and harmony.

*Bunya Sister*



*Bunya*  
DESIGNS





Leah's artwork for SICE is a powerful visual representation of interconnectedness, innovation, and forward movement, deeply rooted in Aboriginal storytelling and symbolism. At the heart of the piece lies a meeting place, a sacred space where ideas, cultures, and people converge, mirroring SICE's role in fostering collaboration and shared knowledge.

This central hub radiates the theme of innovation, depicted through pathways and symbols of progress. These elements illustrate the continuous evolution of ideas and technology, embodying SICE's commitment to shaping a smarter, more connected future.

Throughout the piece, journey lines and connectors weave together, signifying the interconnected nature of people, places, and technology.

This reflects the seamless integration of systems and the dynamic networks that SICE creates to enhance global infrastructure.

Embedded within the flowing design are kangaroo tracks, a strong symbol of always moving forward. This reinforces the idea of continuous progress, resilience, and the drive to innovate without looking back.

Additionally, the presence of employee symbols highlights the individuals who contribute to this journey, recognising the people, our people, behind the progress to drive transformation.

Through this intricate and meaningful artwork, Leah has woven together the essence of SICE's vision: an ever-evolving landscape of innovation, collaboration, and connection that honours both technology and tradition.





---

## Acknowledgement

We extend our sincere gratitude to everyone who has played a role in the creation of this First Nations Strategy and to those who will continue contributing to its implementation.

Special thanks go to:

-  Senior Management for their leadership, vision, and ongoing commitment to fostering an inclusive and respectful workplace.
-  Corporate Social Responsibility (CSR) Manager for driving this initiative and ensuring its alignment with our business strategy.
-  The First Nations Strategy (FNS) Working Group, whose continued involvement will be critical in executing the plan and ensuring its success.
-  Team Leaders and Contributors, for their efforts in reviewing and shaping the plan and for their ongoing support in making it a reality.
-  All SICE Employees for their enthusiasm, participation, and commitment to supporting our reconciliation journey and ensuring the long-term success of this strategy.



# Contact Information

We are committed to maintaining an open dialogue and value your input as we continue our journey toward reconciliation. We encourage all employees, partners, and stakeholders to participate in the activities outlined in this plan and share their ideas on how we can further enhance our efforts.

If you have any questions or feedback or would like more information about our FNS, please reach out to:

CSR Manager: [anzsicecsr@sice.com.au](mailto:anzsicecsr@sice.com.au)  
L6/163 O’Riordan St, Mascot NSW 2020, Australia

## Document Properties

Business Unit	Compliance and Social Responsibility
Security Classification - Confidentiality	Proprietary Medium risk. All SICE ANZ Staff and Contractors are authorised to access this document. This document can be shared with authorised external organisations.
Document Owner	Corporate Social Responsibility Manager

Rev.	Date	Prepared	Reviewed	Approved	Remarks
00	16/10/2024	Beatriz Jerez	Lucia Bustillo Ana Saez Cristian Calle Adnan Meher	Manuel Gonzalez Arrojo	First Version
01	14/03/2025	Ana Saez Comms & Marketing Manager	Claudia Sanchez Senior HSEQ Engineer	Beatriz Jerez Corporate Compliance and Social Impact	Second Version



**SICE**

TECHNOLOGY  
FOR PROGRESS