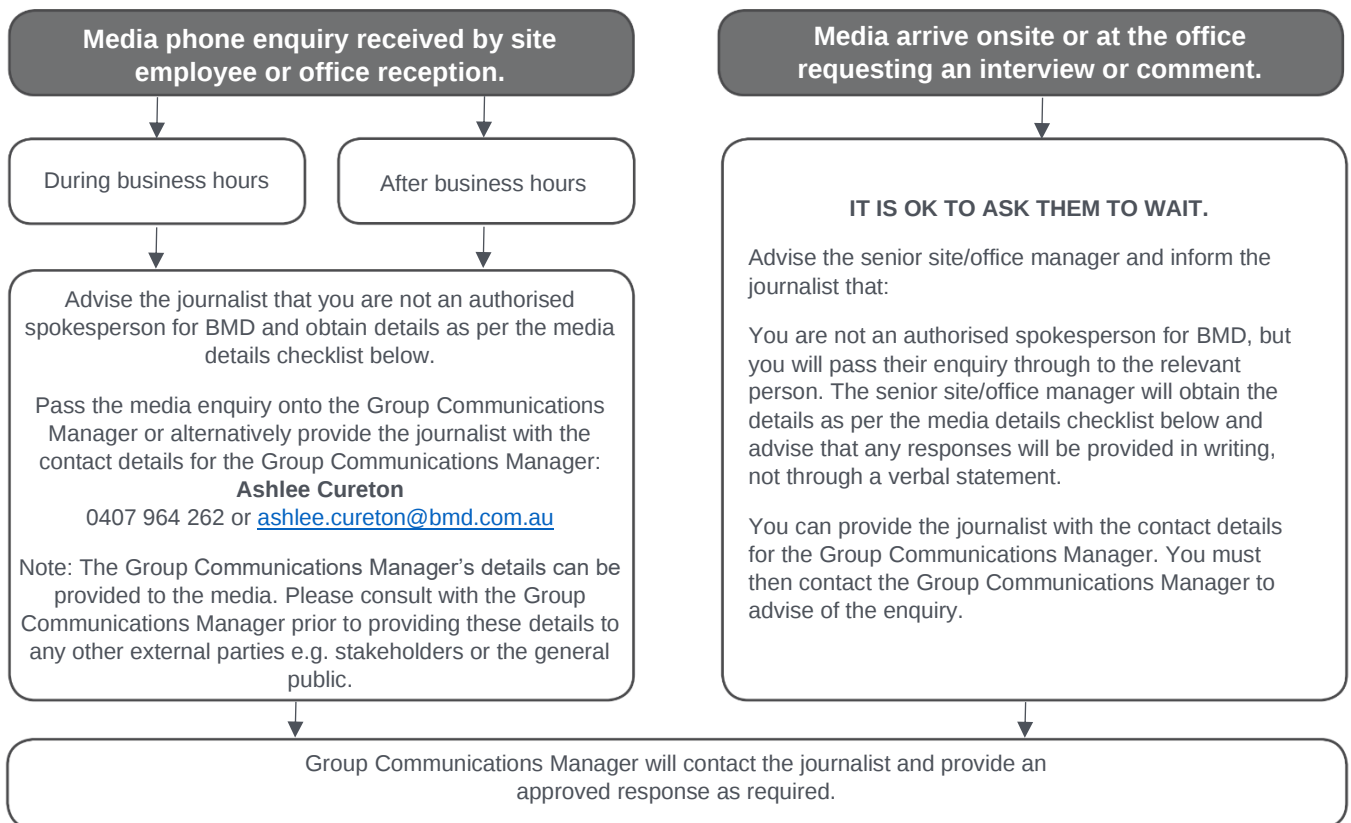


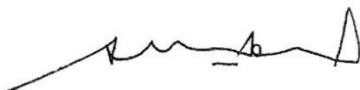
Media Response Procedure



Media Details Checklist:

1. What is your name?
2. Where are you calling from?
3. What is the best number to contact you on?
4. What is the story you are preparing and what information do you require?
5. Are you speaking to other people for comment?
6. What is your deadline?

Remember: Do not make off the record comments to journalists or media on the phone or in person.



Scott Power
Group Director - Chief Executive Officer



Mick Power, AM
Group Board Chairman



MEDIA ISSUES MANAGEMENT

Standard

Business Management Systems (BMS) Group

Document No.: CRP-STD-00277

BMD Group Media & Issues Management

Business Management System Group Standard

Document No.: CRP-STD-00277

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1. Introduction

Effective management of media and issues is crucial to the profile and perception of BMD Group (BMD), its companies and projects. The media policy outlined in this document must be followed at all times by all staff across all Business Units.

Key aspects of the BMD Group Media & Issues Management Standard incorporate the following:

- Group Board Chairman, Mick Power AM and Group Director - Chief Executive Officer, Scott Power are the primary media spokespersons for the BMD Group.
- Group Director - Chief Executive Officer, Scott Power, is the primary media spokesperson for BMD Constructions, BMD Urban, Empower Engineers and Project Managers, JMac Constructions and Urbex.
- No other BMD employees shall speak directly to the media on behalf of any BMD company or project, unless specifically authorised.
- All media enquiries will be referred to the Group Communications Manager, Ashlee Cureton, in the first instance.
- All media enquiries are to be responded to by a member of the Corporate Communications team in a timely manner.

Key messages and their supporting facts must be prepared or referred to before communicating to the media or stakeholders. Communication will be most effective when the objectives, relevant issues, potential impacts and unintended consequences are identified in advance. The corporate positioning of the Group, brand positioning and reputation must also be considered. The Group Communications Manager will facilitate this planning process.

All large-scale media responses and communication materials must be approved by Scott Power. Written material will be prepared by the Corporate Communications team, in conjunction with relevant BMD personnel, and the team will be responsible for coordinating approval for release to the media or general public.

2. BMD Media Contacts

All media enquiries are to be directed to the Group Communications Manager, Ashlee Cureton, who will coordinate a response accordingly.

All media responses must be approved by Group Director – Chief Executive Officer, Scott Power.

The following positions are authorised to make direct comment to the media on behalf of the BMD Group and its subsidiary companies, once delegation has been approved from Scott Power. No media contact is to be undertaken by any BMD employees unless authorised.

- Group Board Chairman
- Group Director – Chief Executive Officer

- Group Executive Directors
- General Managers
- Operations Managers
- Construction Managers
- Project Managers
- Site Supervisors (or relevant title)

Incident and crisis-based media enquiries are to be managed as per the Incident Matrix in the [Incident and Accident Management standard](#). This is located in the BMS library.

Media contacts for larger projects will be identified as required.

2.1 BMD Media Assistance Contact List

The following people below have been identified to develop press releases and responses as required.

Business Unit	Name	Position	Email	Telephone
BMD Group	Ashlee Cureton	Group Communications Manager	ashlee.cureton@bmd.com.au	0407 964 262
BMD Group	Jessica King	Corporate Communications Lead	jessica.king@bmd.com.au	0417 700 982
Urbex	Craig Covavich	General Manager - Urbex Realty	craig.covavich@urbex.com.au	0400 791 576

3. Media Strategy

3.1 Who speaks to the media?

Authorised media spokespersons are nominated above. No other BMD employee shall speak directly to the media on behalf of any BMD business or project unless specifically authorised.

The Group Communications Manager and Corporate Communications/Marketing Coordinators can speak to the media to understand their enquiry or to keep the journalist informed of the status of our response but cannot give a statement on behalf of BMD unless authorised.

All employees and contractors are to refer any media queries to the Group Communications Manager.

All contact with the media in relation to a specific project, must comply with all the terms of the contract including all levels of approval required prior to media release. Media relations on large projects will often be managed by a project specific communications team. Any contact with the media on these projects is to be managed in accordance with the procedures specified by the project team.

At the start of any major project, the BMD Group must be involved in any media/communication workshops. The Group Communications Manager must also be notified of any media announcements or events that relate to or reflect on BMD Group.

3.2 What is said to the media?

- Firstly, obtain an initial brief from the journalist including what publication they write for, the nature of their enquiry, their deadline, and their contact details (including mobile).
- All media responses must be approved by Scott Power and coordinated by the Corporate Communications team.
- Responses to the media will be given in writing by an authorised person – either via response statement, holding statement or a media release – unless specifically authorised otherwise.
- All response statements, holding statements and media releases are to be distributed in PDF format only, on the relevant BMD business letterhead, and clearly dated. When one-on-one interviews are conducted, written background materials should always be provided.

3.3 What should not be said to media?

- “No comment” should never be used. The Group Communications Manager can advise the journalist that they are not authorised to make statements, and can take the journalist’s details, deadline and give a firm commitment to have the appropriate person respond in this instance.
- No information should ever be given to the media as ‘off the record’.

3.4 Response Timing

- The Group Communications Manager must advise the relevant Executive Director or General Manager of a media enquiry as soon as possible, if this is applicable,
- The Group Communications Manager is responsible for developing an appropriate response to the media enquiry, with input from Executive Directors and/or relevant BMD representatives.
- The Group Communications Manager is responsible for providing the suggested response as quickly as possible,
- Media enquiries must be returned on or before the journalist's deadline.

3.5 Correct Terminology

Please note the following guidelines for use when referring to BMD and its wholly owned subsidiaries.

- In relation to corporate material, the parent or holding organisation must always be referred to initially as the BMD Group. For each instance following this, BMD is to be used.
- BMD companies are specifically to be noted as BMD Constructions, BMD Urban, BMD Consulting, JMac Constructions and Urbex. These may be referred to as BMD companies or businesses of BMD.
- Each company also must be written in full each time and not abbreviated to just ‘BMD’ as this reflects the Group or holding organisation only.

3.6 Proactive Media

Positive promotion of the BMD Group is an important part of our corporate communications strategy. Please contact the Corporate Communications team with any newsworthy ideas. Examples include sod turns, key milestones, major events, project commencement, awards, environmental management and community-based activities. All externally promoted items will be required to be approved by the project's client in accordance with each project contract.

3.7 Media Clippings

Copies of nationwide print media articles are collected and sent to BMD through a media monitoring agency. They are based on key word searches which can be added to and updated. Media clippings are distributed to relevant internal stakeholders and archived by the Corporate Communications team.

3.8 Media photography Requests

Requests for media photography and filming must be forwarded to and approved by the Corporate Communications team. Requests in advance for photography must include:

- **From the photographer/film crew:** public liability documentation, assurance that privacy requirements are met (i.e., no images of children and no close-up images of anyone without signed release forms) and assurance that minimal disruption is caused. The [Talent Release Form](#) is located in the BMS Library.
- **From the relevant BMD representative:** confirmation that areas to be filmed/photographed meet all health and safety requirements
- Requests for photography from crews who arrive unannounced will be limited to filming from a designated 'media viewing site', if approved
- Public liability and privacy requirements will apply.

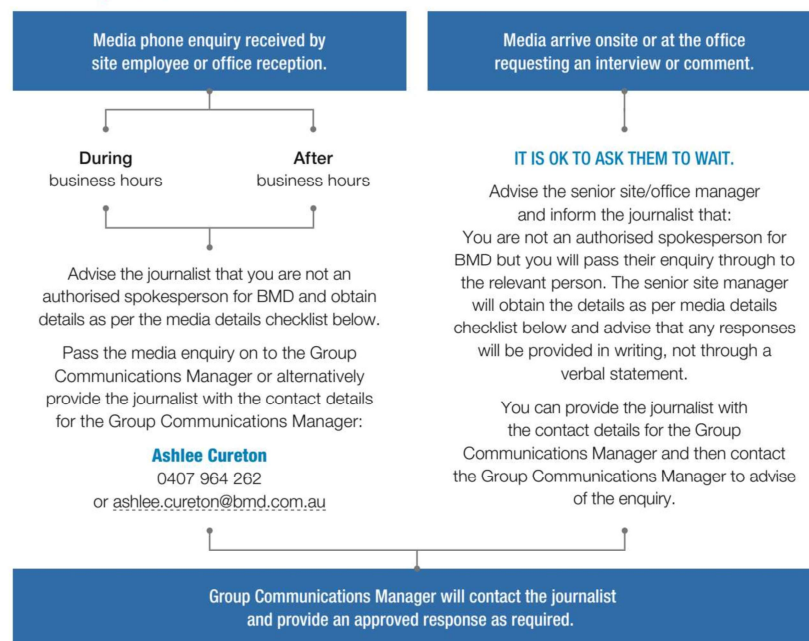
3.9 Media Response Procedure

The diagram below outlines the correct process for BMD staff to manage any media queries. The [Media Response Procedure](#) is located in the BMS library.

MEDIA MANAGEMENT

Should the media attend your project site or office, please remember you are not an authorised spokesperson for BMD. Please read and follow the following procedure to ensure media enquiries are managed appropriately.

Media Response Procedure



Media Details Checklist:

1. What is your name?
2. Where are you calling from?
3. What is the best number to contact you on?
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Remember:

Do not make off the record comments to journalists or media on the phone or in person.

4. Media Considerations

BMD Group considers a number of elements in the preparation of media materials.

4.1 Key Messages

In preparation of key messages, it is important to communicate the main things you are looking to tell your audience – which is the basis or outline of your angle or approach to the story you are trying to get out through the media.

Outlined below are our current corporate key messages:

- The BMD Group (BMD) is Australia's largest privately-owned civil contractor.
- Our commitment to working collaboratively with clients, suppliers, partners and the communities in which we operate has resulted in long term partnerships and ongoing success.
- Our people are critical to our growth and achievement, and we remain driven by our values of loyalty, integrity and success.

4.2 Photography

- Can images be provided to be distributed with the media release?
- Consider whether the words 'this photograph is an artist's impression only' needs to be included on images before distribution.
- Will there be photogenic events or key people present that will interest media?

4.3 Distribution

Who is your preferred target for the media release?

- Local media;
- Trade media;
- National / metropolitan media;
- Business media;
- Other.

4.4 Style

All BMD media releases are to be written in accordance with traditional media release style. Group Director – Chief Executive Officer, Scott Power is the spokesperson quoted in a media release. Exceptions may be required and need to be authorised on a case-by-case basis.

5. Community Engagement Communication

The purpose of community engagement is to inform, engage and invite participation. For our major projects an external community engagement specialist or communications team will be identified and established to manage this process and develop communication material.

For the projects where there is no communication specialist engaged, staff should contact the Group Communications Manager, with an outline of their required key message or communication needs. The Corporate Communications team will be able to help develop a BMD branded communication piece for distribution to relevant residents, stakeholders, etc.

All messages should be written in a professional, but informative tone and utilise BMD branding as outlined in the [BMD Brand and Communication Guide](#) located in the BMS library.

6. Social Media

The [Social Media Policy](#) details BMD's approach to the use of social media for business development and marketing, recruitment, professional development and personal use.

This policy will assist staff when they use social media to make references to BMD, either in their personal or professional use of social media.

It is important all BMD staff are familiar with this policy and understand their responsibilities in relation to the use of social media.

7. Issues Communication

In the event of an issue of any size or scale, the [Corporate Crisis Management Plan](#) will be actioned and used to manage an issue to minimise the possible media risk presented. This document may also be used in conjunction with the Regional Crisis Management plan, if applicable.

