

## Good practice checklist for working through intermediaries overseas

RECOMMENDATION	In place? Yes, partially, no
<b>Third Party Requirements &amp; Vetting</b>	
When finding new fixers, gather as many references as possible	
When using a new fixer for the first time, build a relationship in advance to align expectations and iron out any issues pre-emptively	
Document who the fixer is within the system, in advance of hiring them, so that they can be paid properly	
Build long-term relationships with a small number of fixers and invest in them	
Remind teams that drivers are colleagues and essential to assignments	
Ensure vetted suppliers are in place – avoid the temptation to go with the cheapest option	
Budget for a buffer of support to cover last-minute changes to requirements	
Require any intermediary to conduct due diligence on working conditions at hotels that will be used	
Ensure preparation to travel includes reviewing destinations to understand whether trafficking and exploitation issues can be raised with the authorities without putting victims at further risk; if not, identify other routes to raise concerns, such as local NGOs	
<b>Working Conditions</b>	
Prepare teams that travel with a briefing on how to spot the signs of exploitation and how to respond	
Establish a clear contract with all third parties in advance of work being undertaken	
Pay for any work completed even if the relationship is discontinued	
Consider using reputable intermediary platforms to manage relationships with freelancers if the broadcaster's own systems are too clunky to set up contracts at the speed required	
Reinforce principles of diversity, equity and inclusion among teams travelling internationally – sensitise people to be respectful and sanction those who are not	
Recognise the contribution of fixers and other media support workers to ensure that they are seen as full team members	
Include reference to fixers and other media support workers in policies and supporting infrastructure where possible	
Consider how to increase the diversity of production operations teams such that this issue is regularly considered and prioritised	
Have a complaints process where fixers and other media support workers can raise concerns anonymously or provide feedback about specific productions	
Ensure teams travelling have done adequate preparation on the countries they are visiting	
Invite fixers or others with local knowledge and experience to provide pre-travel briefings on cultural sensitivities or relevant issues to the news, sports, or documentary assignment	
Encourage teams to have a continuous dialogue with their fixer and other media support workers to check their approach and understanding and to be active in seeking feedback	
Remind travelling teams that media support workers may feel obliged to say yes to things they are not comfortable with and reinforce the need for challenge and dialogue	

<b>Duty of Care</b>	
Encourage media support workers to report centrally any undue pressure they may face	
When commissioning work, formalise an agreement for duty of care towards local media support workers and provide risk assessment and resources	
Aim to establish long-term relationships with media support workers and invest in them with training, equipment and ongoing support, including for mental health	
Provide insurance for all media support workers on assignments and establish policies and protocols in the event of uninsurable situations occurring	
Incorporate duty of care to contributors into security planning	
Factor mental health, safety and security of all media support workers post-assignment into risk assessments	
Provide a mechanism that enables media support workers to access support and assistance after the completion of their assignment if it has an adverse impact on their safety or wellbeing or that of their families, especially around the time of transmission	
Recognise and acknowledge the contribution of media support workers, crediting them where possible	
Ensure consent of media support workers if they are used in footage	
<b>Use of Cash</b>	
Ensure teams ask their fixers and other media support workers questions in order to understand what any cash is being used for	
Corroborate what a fixer says about the need for bribes and facilitation payments and make it a last not a first resort	
Document all payments made and get receipts wherever possible	
Require an explanation from international teams to internal compliance for any facilitation payments made	
Issue contracts to fixers and require an invoice in order to pay	
Pay salaries into bank accounts rather than in cash wherever possible, and require some sort of receipt or invoice if cash is the only option	
Avoid using cash to pay for security, especially public security	
Avoid setting precedents in terms of cash payments and bribes	